

**GRAND JUNCTION CITY COUNCIL
WORKSHOP AGENDA**

**MONDAY, JANUARY 31, 2005, 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 FUTURE WORKSHOP AGENDAS** [Attach W-1](#)
- 7:25 **REVIEW WEDNESDAY COUNCIL AGENDA**
- 7:30 **DISCUSS LETTER/REQUEST FROM DAVID CAREY FOR A REIMBURSEMENT AGREEMENT** [Attach W-2](#)
- 7:45 **ASSISTANT TO THE CITY MANAGER UPDATE** [Attach W-3](#)
- 7:55 **NEIGHBORHOOD PROGRAM UPDATE AND OVERVIEW:** Assistant to the City Manager Sheryl Trent will review the draft Neighborhood Program and give details on implementation and coordination. [Attach W-4](#)
- 8:50 **INTERGOVERNMENTAL AGREEMENT CONCEPTS WITH COLORADO DEPARTMENT OF TRANSPORTATION:** Public Works staff will present a proposal that defines the responsibilities between the City and CDOT for the construction and maintenance of the Riverside Parkway/US 50 interchange. [Attach W-5](#)
- 9:15 **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.

Attach W-1
Future Workshop Agenda

CITY COUNCIL WORKSHOP AGENDAS

*** FEBRUARY 14, MONDAY 11:30 AM AT TWO RIVERS CONVENTION CENTER**

11:30 DOWNTOWN DEVELOPMENT AUTHORITY BOARD

FEBRUARY 14, MONDAY 7:00PM

- 7:00 COUNCIL REPORTS, REVIEW WEDNESDAY AGENDA AND REVIEW FUTURE WORKSHOP AGENDAS
- 7:25 CITY MANAGER'S REPORT
- 7:30 JARVIS PROPERTY PLAN
- 8:25 CLIFTON SANITATION DISTRICT #2 BOUNDARY EXPANSION (changed from February 28)
- 9:10 STRATEGIC PLAN UPDATE

FEBRUARY 16, WEDNESDAY 12:00 NOON at Carol's Oriental 2814 North Ave.
12:00 MEETING WITH THE MESA COUNTY COMMISSIONERS

*** FEBRUARY 28, 2005 MONDAY 11:30 AM**

11:30 SCHOOL BOND ISSUE PROJECTS AND BURKEY PARK

FEBRUARY 28, 2005 MONDAY 7:00PM

- 7:00 COUNCIL REPORTS, REVIEW WEDNESDAY AGENDA AND REVIEW FUTURE WORKSHOP AGENDAS
- 7:25 CITY MANAGER'S REPORT
- 7:30 DEPARTMENT PRESENTATION: CODE ENFORCEMENT

*** MARCH 14, 2005 MONDAY 11:30 AM Cancel for National League of Cities**

MARCH 14, 2005 MONDAY 7:00PM Cancel for National League of Cities

*** APRIL 4, 2005 MONDAY 11:30 AM**

11:30 CITY OWNED PROPERTY UPDATE

APRIL 4, 2005 MONDAY 7:00PM

- 7:00 COUNCIL REPORTS, REVIEW WEDNESDAY AGENDA AND REVIEW FUTURE WORKSHOP AGENDAS
- 7:25 CITY MANAGER'S REPORT
- 7:30 TRAFFIC CALMING: DISCUSSION OF CURRENT POLICY
- 8:15 STRATEGIC PLAN UPDATE

**** APRIL 18, 2005 MONDAY 11:30 AM***

11:30 OPEN

APRIL 18, 2005 MONDAY 7:00PM

- 7:00 COUNCIL REPORTS, REVIEW WEDNESDAY AGENDA AND REVIEW FUTURE WORKSHOP AGENDAS
- 7:25 CITY MANAGER'S REPORT
- 7:30 APPOINTMENTS TO BOARDS & COMMISSIONS

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Department Presentations to City Council

2005

April

Golf Course/Recreation

Public Works Utilities – Water

**Attach W-2
David Carey Request**

CITY OF GRAND JUNCTION

CITY COUNCIL AGENDA						
Subject		Request letter from David Carey				
Meeting Date		January 31, 2005				
Date Prepared		January 26, 2005			File #	
Author		Kelly Arnold John Shaver		City Manager City Attorney		
Presenter Name		Kelly Arnold John Shaver		City Manager City Attorney		
Report results back to Council			No	X	Yes	When
Citizen Presentation			Yes	?	No	Name Mr. Carey may be present
X	Workshop		Formal Agenda			Consent Individual Consideration

Summary: Attached is a December 23, 2004 letter from Mr. David Carey that was sent to individual City Council members. After some discussions with Mr. Carey, Mayor Bruce Hill agreed to bring the request to City Council for possible consideration.

Budget: No specific budget implications except for staff time in developing a reimbursement agreement and monitoring the agreement during the agreement time.

Action Requested/Recommendation: Because Hickory Court is not in the infill boundary per City Council's policy, staff would recommend that the City not enter into a reimbursement agreement. As defined by the Infill Policy, this project does not qualify as an infill project. City Council could decide to take any of the following actions:

- Decide not to take any further action or consideration;
- Decide to:
 - (1) schedule further discussion, which could include amending the Infill Policy,
 - (2) give specific direction on the use of reimbursement agreements outside of the Infill Policy,
 - (3) consider/evaluate the formation of an improvement district or
 - (4) direct the staff to negotiate with Mr. Carey regarding his needs/his proposed project;
 - (5) advise Mr. Carey to consider entering in to a private reimbursement agreement;
- Because Mr. Carey has not gone through a formal development review process, take no action unless and until he submits for a development permit.

Attachments:

- Mr. Carey's letter of December 23, 2004
- GIS map of platted Hickory Court. Mr. Carey has an offer on three lots and the lot identified as 722 Hickory Court is owned by Mr. Martin who lives in the house directly to the north (724 Hickory Court).

Background Information: The City has occasionally used reimbursement agreements to help or encourage development. Those agreements have principally been used for the extension of water and sewer. Typically the agreements have been used for larger developments. Often the agreements have been subject to interpretation and have required a good deal of attention in order to be fully and correctly administered. In recent history, staff does not recall a reimbursement agreement for a residential project as small as the one Mr. Carey is proposing for Hickory Court. Under a reimbursement agreement, the one lot owned by Mr. Martin, would be subject to a reimbursement of proportional expenses associated with the development of Hickory Court.

Last week, in a phone conversation with Mr. Martin, he did indicate that he purchased the lot for "sentimental" reasons and has no plans to build on the lot any time in the near future. In that eventuality the reimbursement agreement very well may expire without any benefit resulting from its creation. The customary term for such an agreement is 10 years.

David P. Carey
PO Box 58 Woody Creek, CO 81656
970-922-0361 / dcarey@aspensurfers.com

December 23, 2004

Council Member Kirtland
250 N. 5th Street
Grand Junction, CO 81501-2668

I have an active interest in purchasing three lots on Hickory Court, an unimproved street north of G Road and west of 26 1/2 Road. My wife and I have often considered moving to Grand Junction and think that this neighborhood would be an ideal place to spend our latter years. The subdivision, Sunset Terrace, is quiet with homes built in the sixties and seventies.

There are four lots on Hickory Court that have not been built on due to lack of street improvements. In order to get a planning clearance and subsequently a building permit, approximately 200 foot of street and utilities must be built. This cost spread over four lots makes construction of the street economically feasible.

I have negotiated a purchase price for three of the four unimproved lots on Hickory Court from a the current owners and made several offers for the fourth lot. The owner of a home next to these 4 lots managed to purchase that fourth lot. We have made several approaches to this new owner of the fourth lot to discuss his portion of the costs for the construction of the street improvements. He has refused to meet with us and has refused to participate in the development costs. His sudden purchase of the fourth lot and decision not to participate has effectively increased my costs to a point where it is not economically feasible to build our home. His intent seems to be for me to incur all of the costs for development while providing him with a windfall.

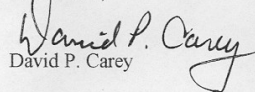
The four lots are not currently being used for their highest and best use sitting vacant and will increase in value if the street improvements are constructed. The timely construction of new homes on these lots would ultimately improve the neighborhood and provide an increase in revenue for the city. It seems to me that in situations such as this, where one party will greatly benefit from another parties investment into street improvements that a reimbursement agreement is appropriate.

The City has the authority to associate a reimbursement agreement with this project. My attorney, Dan Wilson was told by the City Attorney's office that they are reluctant to do so. They stated that it was not worthy of their time because the project is too small and outside of the boundaries for infill projects as established by City Council.

This project furthers the City's goal of encouraging infill projects as stated in the December 2004 Newsletter, "The goals of the program are to make the most efficient use of existing infrastructure including streets, water and sewer lines, and other public facilities and services; provide opportunities to reduce commuting distances and automobile dependency; help provide affordable housing, and reduce the demand for and impact from 'end of the road' suburban sprawl." The newsletter also states that "The City of Grand Junction wants to make your development project successful."

I ask that you consider encouraging the City Attorney's office to associate a reimbursement agreement for the fourth lot in this project. Please feel free to call me at (970) 922-0361 with any questions.

Thank You,


David P. Carey

City of Grand Junction GIS City Map ©



Attach W-3
Assistant to the City Manager Update
CITY OF GRAND JUNCTION

CITY COUNCIL AGENDA						
Subject		Update on Activities of Assistant to the City Manager				
Meeting Date		January 31, 2005				
Date Prepared		January 26, 2005			File #	
Author		Sheryl Trent		Assistant to the City Manager		
Presenter Name		Sheryl Trent		Assistant to the City Manager		
Report results back to Council		<input checked="" type="checkbox"/>	No	<input type="checkbox"/>	Yes	When
Citizen Presentation		<input type="checkbox"/>	Yes	<input checked="" type="checkbox"/>	No	Name
<input checked="" type="checkbox"/>	Workshop	<input type="checkbox"/>	Formal Agenda		<input type="checkbox"/>	Consent
						Individual Consideration

Summary: The Assistant to the City Manager will give a brief verbal update to the City Council regarding accomplishments since July, 2004.

Budget: N/A

Action Requested/Recommendation: N/A

Attachments: None

Background Information: The position of Assistant to the City Manager was a newly created budget position in 2004 with responsibilities including economic development, affordable housing, neighborhood programs, and development community liaison and coordination. A brief verbal update on accomplishments and activities will be presented to the City Council for their feedback and comment.

**Attach W-4
Neighborhood Program**

CITY OF GRAND JUNCTION

CITY COUNCIL AGENDA						
Subject		Adoption of Neighborhood Program				
Meeting Date		January 31, 2005				
Date Prepared		January 18, 2005			File #	
Author		Sheryl Trent		Assistant to the City Manager		
Presenter Name		Sheryl Trent		Assistant to the City Manager		
Report results back to Council		No	<input checked="" type="checkbox"/>	Yes	When	Quarterly
Citizen Presentation		Yes	<input checked="" type="checkbox"/>	No	Name	
<input checked="" type="checkbox"/>	Workshop		Formal Agenda		Consent	<input checked="" type="checkbox"/> Individual Consideration

Summary: The City Council determined that as a part of the Strategic Plan goals and objectives a specific Neighborhood Program be developed, funded and staffed. The attached document defines the basic outline of the Neighborhood Program and gives details as to how the Program will be implemented and coordinated throughout the City of Grand Junction.

Budget: The City Council has allocated the following monies for the Neighborhood Program:

\$120,000 in Community Development Block Grant funds (2004 year)
\$120,000 in General Funds

No additional monies are requested at this time.

Action Requested/Recommendation: That the City Council review and comment on the Neighborhood Program as presented.

Attachments:

*Memorandum to City Council
Neighborhood Handbook*

Background Information: Please see that attached information.

TO: Honorable Mayor and Members of the City Council
FROM: Sheryl Trent, Assistant to the City Manager
DATE: January 31, 2005
SUBJECT: Proposed Neighborhood Program

Synopsis The City of Grand Junction is in the process of developing a Neighborhood Program. This is a result of the planning and effort that culminated in a City-wide Strategic Plan which listed vital neighborhoods as an integral part of our community. The stated goal was, "*A vital, organized network of neighborhoods will exist throughout the City, linked with parks and schools and supported by City resources and active citizen volunteers.*" This memorandum will give some direction and thought regarding a Neighborhood Program.

Summary There are several components to developing and implementing a successful Neighborhood Program. Many of those components, such as dedicated budget and staff, are in place. Over the next few months, additional staff work needs to occur for a pilot Neighborhood Program to begin in May of 2005.

Groundwork/Resources

As a part of researching the existing structures and work for the development of a program, many successful outreach efforts already in place were reviewed and integrated. Those include:

- Neighborhood Programs Committee (established by the Strategic Plan)
- Neighborhood mediation program
- NAG of the Redlands
- Alley Improvement Projects
- Self Help Program in the Parks and Recreation Department
- Vision 2020 Neighborhoods
- Police Beat Areas
- Fresh as a Daisy
- Neighborhood Watch
- Graffiti Program
- National Night Out
- Code Enforcement
- CDBG projects
- Strategic Plan
- Infill/redevelopment plan
- Grand Junction 101 Citizens Academy

In addition, staff reviewed documents, on line resources, and interviewed individuals involved with the following community neighborhood programs:

Denver, Colorado
Longmont, Colorado
Fort Collins, Colorado
Juneau, Alaska
Glendale, California
Salt Lake City, Utah
San Diego, California
Richmond, Virginia
Columbia, South Carolina
Louisville, Kentucky
Boulder, Colorado

For City Council Review and Discussion Based on the above, staff feels that the following should serve the City of Grand Junction as a guideline in developing our program for local neighborhoods.

Core Beliefs

Each neighborhood has its own unique identity which contributes to the small town community atmosphere.
We are a community oriented government that values cooperation and communication with our citizens.

Goals

Provide increased and improved communication between residents and the City.
Promote and retain our small town character.
Create unique solutions for the changes in each neighborhood.
Allow neighborhoods to define for themselves what they need from City government.
Empower local residents to have a greater role in the delivery of City services.
Organize a vital network of neighborhoods throughout the City, linked with parks and schools and supported by City resources and active citizen volunteers.
Encourage "citizen owners" and entrepreneurship, building pride and encouraging individual responsibility for the care and quality of their own neighborhoods.
Initiate change in the neighborhood instead of just reacting to it.

The Role of Staff

Build neighborhood capacity to identify and resolve neighborhood issues. Staff will educate the citizens and connect them to resources such as mediation, city departments, programs in the community, and funding sources.

Develop programs to meet neighborhood needs. Staff will help interested citizens start new neighborhood groups by providing facilitation, coaching and support.

Reach out to neighborhoods through a wide variety of communication devices. Staff will promote the neighborhood program through our police department beat officers, through newspaper and newsletter articles, and via other media sources.

Process

This is an outline of the process that needs to occur. Details and timelines follow later in this memorandum.

Determine a grant funding program (see attached information)

Loosely define neighborhood sections in the City

Determine neighborhood readiness

Create enthusiasm

Identify neighborhood issues

Formalize neighborhood associations (see attached information)

Assist the neighborhood in creating a neighborhood vision

Develop action steps for the neighborhood

Identify responsible parties within the neighborhood

Gain neighborhood approval of the process

Present to City Council for approval of the neighborhood association

Register with the City as an association

Implement and fund the neighborhood vision in a partnership

Track the successes of each neighborhood process and the overall neighborhood program and report to staff and Council regularly

<i>Action Steps for Staff</i>	<i>Budget</i>	<i>Timeline</i>
Create a Neighborhood Handbook	N/A (staff time only)	Completed and attached
Kick off with Neighborhood Month in May	\$2,500	In preparation, complete in May
Assist in the creation of neighborhood associations	N/A (staff time only)	Begin in June
Assist in organizing events in each neighborhood such as a block party where City staff, non profits and neighbors team up to provide educational information, food and fun.	\$2,500	Begin in June
Create newsletters from City/neighborhood, "News for Neighbors"	\$1,000	Rough draft established, will wait for organized neighborhood to begin distribution
Coordinate and build neighborhood signs (including Neighborhood Watch signs)	\$5,000	Underway for design, ongoing for implementation
Work on neighborhood pride issues: T shirts, name badges, hats, balloons, etc	\$1,000	Underway for design, ongoing for implementation
Structure a Neighborhood Summit in September: annual meeting of neighborhood leaders	\$1,000	Planning process to begin in June

**(this will allow for any
necessary budget
changes by the City)**

Detail of Proposed Neighborhood Program

The two most significant contributions from the City of Grand Junction will be staff time and money. Many communities have very successful grant programs that require the neighborhood to partner with schools, businesses, non-profits and the residents to help themselves. Based on the goals of our program, staff is suggesting a grant program with two levels: a "Know Your Neighbors" level and a "Neighborhood Pride" level.

Guidelines for Assistance Programs

The "Know Your Neighbors" grant program would be administered by the City Manager's office and have a maximum grant award of \$250. This grant would be awarded to both registered and non-registered neighborhoods that are hosting activities such as ice cream socials, BBQ's, pot lucks, block parties and general meetings to either organize a neighborhood or create a feeling of social community and belonging. A total budget of \$5,000 should be sufficient for the 2005 budget year.

The "Neighborhood Pride" grant program would be approved by the City Council for a registered neighborhood only and have a maximum grant award of \$5,000. A maximum of \$100,000 should be sufficient for the 2005 budget year. The request must benefit both the neighborhood and the citizens of Grand Junction and build social capital and stewardship. There will be annual awards for the best pride project. In order to qualify for the grant, the neighborhood must demonstrate one or more of the following:

Matching funds

In kind services/volunteer work

Donations

An active association, approved by the City Council

Neighborhood vision

A majority of the neighborhood involved in the plan

Input and participation of local schools, where possible

Possible projects for Neighborhood Pride grant programs would include a community garden, neighborhood signs, historic renovation or improvement, clean up projects, landscaping and other physical improvements to the neighborhood.

Proposed Budget

Currently the budget for neighborhood programs is included not only in the Community Development Block Grant area in the amount of \$120,000, but has also been approved as a General Fund expenditure in the same amount, for a total of \$240,000. Certainly some of the monies for the grant programs may be able to be spent from CDBG funds, based on meeting CDBG criteria. As neighborhoods are encouraged to address their issues, they will define the most significant areas of improvement and those projects will be submitted to the City Council for approval through the HUD process. Those projects, areas, or neighborhoods that do not meet CDBG criteria will be eligible for funding from the General Fund budget allocation. Several projects such as the Senior Center and the Riverside Task Force Site Plan will be presented to the City Council in February.

Phasing and Timeline

Phase One Define overall neighborhood sections with a maximum of ten sections throughout the City of Grand Junction. These sections will be reviewed by the City Council on January 31, 2005, with a map that was developed in cooperation with staff from Mesa County and School District 51. Overall neighborhood sections should include a school and a park and be largely residential in nature while incorporating commercial and industrial areas. Suggested large neighborhood sections are indicated on the attached map and would include

- *Section 1:* Generally the area known as Appleton. 25 Road to the east, Colorado River to the south, 21 Road to the west, and H Road to the north
- *Section 2:* Generally the area known as North Grand Junction. 12th Street is the eastern boundary, Patterson is the southern, 25 Road is the western, north to the City limits.
- *Section 3:* Generally the area known as Horizon. Patterson Road to the south, 12th Street to the west, north to the City limits, taking in all the airport property, then east to about 29 Road.
- *Section 4:* Generally the area known as Fruitvale. 29 Road to 32 Road, I-70 B as the southern boundary, City limits as the northern boundary.
- *Note:* The marked Section 5 on the map is Clifton, which is not in the City boundaries
- *Section 6:* Generally the area known as Pear Park. 28 Road to 32 Road, Colorado River to the south and I-70 B to the north
- *Section 7:* Generally the area known as Central Grand Junction. 25 Road to 29 Road, Patterson on the north and North Avenue on the south
- *Section 8:* Generally the area known as Historic Grand Junction. Colorado River to the south and west, 28 Road to the east up to I-70B, following I-70 B to 29 Road, and North Avenue to the north.
- *Section 9:* Generally the area known as the Redlands. Bounded by 20 Road to the west, the Colorado River to the North, and the Gunnison River to the east.
- *Section 10:* Generally the area known as Orchard Mesa. Bounded by Colorado River, junction of the rivers, Gunnison River, then east to 30 Road.

Concurrent with this phase will be the completion of the Neighborhood Handbook, the assistance application guidelines and process, and the coordination of the kickoff in May.

Phase Two With the larger neighborhood section resident's help, define smaller neighborhood boundaries. This entails several meetings to gain an indication of interest, support, and issues. Smaller neighborhoods could include schools, parks, and businesses but should be mainly residential in nature.

A possible definition for adoption by the City Council may be, "A part of the city defined by distinct characteristics that may include distinct ethnic or economic characteristics, housing types, schools, or boundaries defined by physical barriers such as major highways and railroads, or natural features, such as rivers or parks." Neighborhoods

are often self-defined by the residents or by homeowner associations in a neighborhood. An individual Homeowner's Association would not automatically qualify as a neighborhood, but would go through the same process as any other neighborhood group.

There should be a maximum during this initial program of twenty five smaller neighborhoods – those that have the most interest in organizing and have issues around which they can come together. This definition of twenty five neighborhoods should be completed by April 11, 2005. Possible neighborhood associations might include

- Canyon View
- Columbine
- Duck Pond
- Eagle Rim
- El Poso
- Elm area
- Horizon
- Lincoln Park
- Matchett
- Mesa State
- North Avenue
- Riverside
- Sherwood Park
- Spring Valley

Phase Three Schedule a series of neighborhood meetings with the five most organized neighborhoods to begin forming the neighborhood associations and applying for registration with the City. This should be complete by the end of April for the kickoff in May.

Phase Four Kick off the program in May with a community wide unveiling of the assistance program, successful neighborhood activities (such as the El Poso improvement district and Redlands Fire Station), the Handbook and the stated support of City Council and staff.

Phase Five Work with each neighborhood to develop a vision. A neighborhood vision is a guide that provides a framework for future decision making. It contains broad statements about what residents would like to have happen and principles they would like to see followed. It also contains recommendations for strategies on how to reach goals and generally represents the consensus of the neighborhood, as measured by attendance at meetings and signed documents.

Possible Community Resources

There are many ways the City can partner with other community resources to enhance the Neighborhood Program. The Grand Junction Housing Authority, the Downtown

Association, Habitat for Humanity, DOLA, EDA, local business, other area governments, and outside non profit agencies will be sources of funds, assistance, planning help, and organization efforts.

Requested Action Staff is requesting that the City Council take formal action this evening to approve the Neighborhood Program as presented. That would include approval of the ten large City sections, the concept of twenty five smaller neighborhood areas as a starting point, the assistance program, and the general outline of staff support and resources.

Future Issues

- Formal advisory boards
- Neighborhood mediation programs
- Historic preservation and renovation
- Self help in problem solving
- Law Enforcement training

Attachments

- Map of Suggested Large Neighborhood Sections
- Neighborhood Handbook

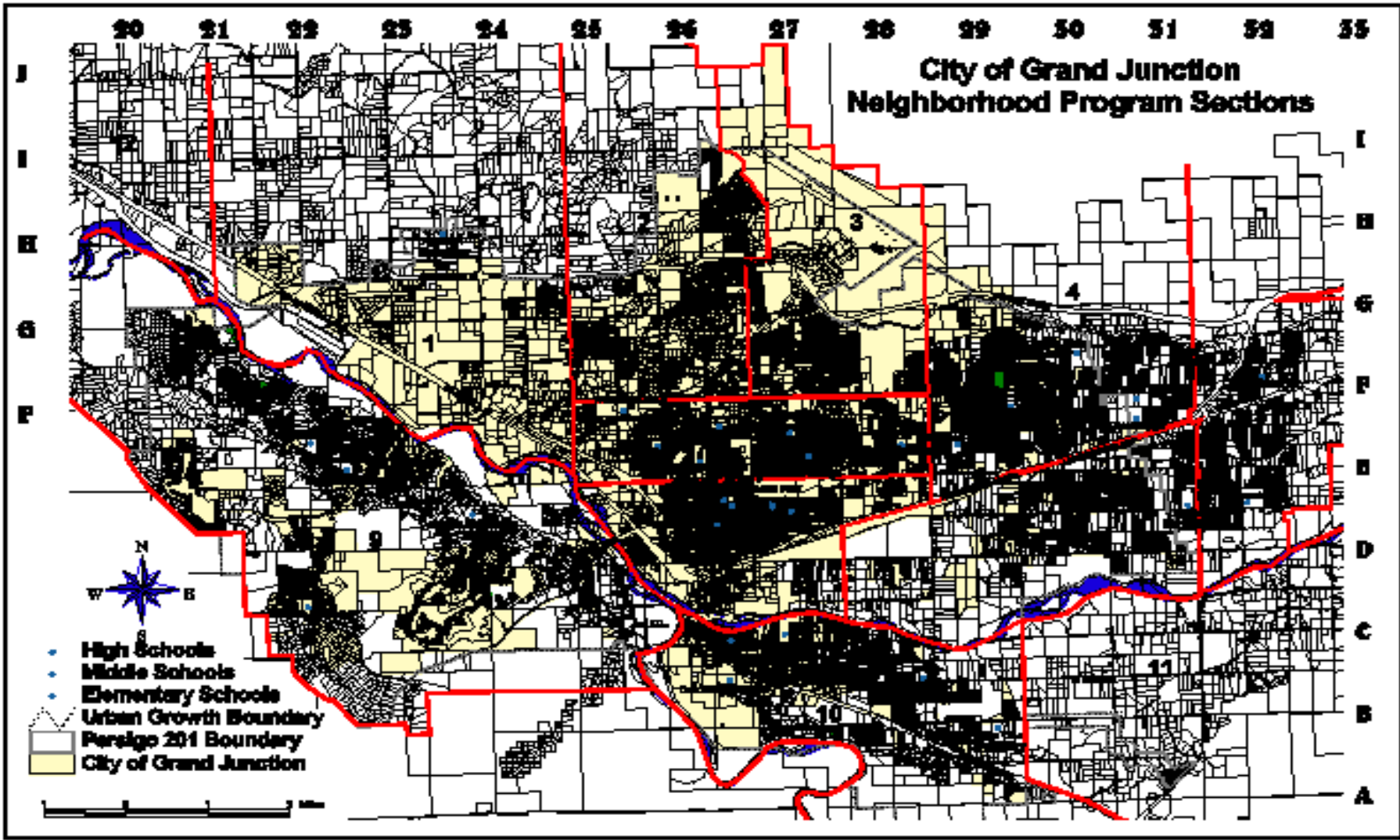


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A MESSAGE FROM MAYOR Bruce Hill



Dear Neighbor:

The City of Grand Junction's Neighborhood Program began with the commitment to provide tools to build community within neighborhoods and ensure that every neighborhood has a good understanding of how to use City resources. I am happy to present the Handbook for Better Neighborhoods, which continues our programs' dedication to provide valuable information and assistance to Grand Junction's neighborhoods.

Whether you are a member of an established neighborhood group or are just getting started, this handbook will guide you to build a stronger, more informed neighborhood. The handbook contains a wide variety of information that can take you from the basics of getting started as a neighborhood organization to how to complete a successful neighborhood improvement project or how to create a unified vision for your neighborhood. One section I'd like to point out that may assist you in your interactions with the City of Grand Junction is called "City Information." This section has information about many different City services and the various opportunities residents have to be heard.

The City of Grand Junction supports neighborhoods in many ways. In 2004 the Grand Junction City Council awarded a \$120,000 Neighborhood Community Development Block Grant. In 2005 the total budget for the Neighborhood Program will be \$240,000. This handbook and our Neighborhood Program are designed to increase your ability to improve our community and foster valuable partnerships with the City.

I hope you and your neighbors will benefit from the City of Grand Junction's Handbook for Better Neighborhoods. If you have any questions or comments about this publication or other resources provided by the Neighborhood Program, please call (970) 256-4085.

Sincerely,

Bruce Hill, Mayor
City of Grand Junction

HANDBOOK OVERVIEW

Welcome to the City of Grand Junction's Handbook for Better Neighborhoods. This handbook has been prepared to assist residents of the City of Grand Junction in proactively addressing neighborhood issues. The Handbook can also serve as a resource to neighborhood leaders in their day to day interaction with their neighbors and local government. Every section of this handbook can be utilized to strengthen your neighborhood association.

Whether your neighborhood association has been in existence for ten years, two years or you are just forming one, there is always room for improvement. Whether you are part of an established Homeowners Association or are a member of a volunteer Neighborhood Association, there is information in this handbook that will be helpful. Included within the handbook are the tools needed for neighborhoods that want to start associations. Basic techniques are also included for established associations, such as how to run well-organized meetings, newsletter publishing, recruiting new members, goal setting, and much more.

Coming together with your neighbors only when controversial issues arise limits the potential of your neighborhood to unify and determine its destiny. The City of Grand Junction challenges your neighborhood to have an active association that makes a difference in the community. Utilize the Handbook for Better Neighborhoods to help start an association where there is none or increase the effectiveness of an existing organization.

The Handbook for Better Neighborhoods is updated approximately every six months, for current information you may refer to the City of Grand Junction's website at www.gjcity.org. If you have any questions about the Handbook for Better Neighborhoods please contact the Neighborhood Program at (970) 256-4085.

GETTING STARTED

Benefits of Registering Your Neighborhood and Participating

- Annual meeting with other neighborhoods to share information and creative solutions to neighborhood problems and concerns.
- Presentations on topics requested by the neighborhoods
- Registered neighborhood groups receive information and meeting agendas from the Planning Division of the Community Development Department, the Planning and Zoning Commission, and the City Council.
- Neighborhoods that are registered and involved are eligible to apply for a Neighborhood Pride Grant.
- No cost printing of your neighborhood newsletters, fliers, agendas, minutes, etc.

Requirements

To receive the benefits and services available to registered neighborhoods, a neighborhood must renew their registration annually. The purpose of the renewal is to verify that each group is still active, and to confirm the name and contact information of each group's leader. Registered neighborhood groups are required to meet at least once a year to elect a group leader. The neighborhood group must be open to all residents or owners of real property within the neighborhood group boundaries.

Attached in Appendix C is the Neighborhood Association Registration Form. In Appendix D is the Know Your Neighbor Form and in Appendix E is the Neighborhood Pride Grant Application.

For more information on the Neighborhood Association contact the Neighborhood Program at (970) 256-4085.

Benefits of Starting a Neighborhood Association

BUILD RELATIONSHIPS. Residents of a neighborhood can live a lifetime without knowing their neighbors. A neighborhood association provides a common bond that draws all residents together. Organizing an association is one of the best ways to build positive relationships with your neighbors. A spirit of warmth and neighborliness can be generated within the neighborhood. Many residents claim some of their strongest friendships resulted from their participation in an association.

CREATE A STRONG VOICE. It is often said that there is strength in numbers. An association in your neighborhood can address local concerns and set goals that can be reached more readily with everyone working together. Information requested concerning city services can be provided to a greater number of residents through association newsletters or flyers, thus benefiting the neighborhood as a whole.

IMPROVE YOUR NEIGHBORHOOD. If your neighborhood needs a beautification project, such as trees along the parkway, pocket parks, or a community clean-up, local residents are the best resource to help make those improvements. Working together with your neighbors in the planning and completion of a project helps build a stronger neighborhood. Neighborhood associations are also great resources to assist city staff in long range planning for neighborhood improvement projects.

BUILD A SENSE OF COMMUNITY. By fostering a neighbor helping neighbor philosophy you and your neighbors will build a strong community within your neighborhood. By helping to mow someone's lawn when they are sick or by taking in the newspaper when they are on vacation you can enhance the quality of life in your neighborhood and make your neighborhood a better place to live. Involving your children in these kinds of activities will show them that they are part of the community as well.

SAFETY. Knowing and looking out for your neighbor makes your neighborhood a better and safer place to live. Your involvement will help keep your neighborhood and our City a safer place to live.

If you interested in getting involved in your neighborhood, building relationships with your neighbors, creating a strong voice for your neighborhood, or working to make your neighborhood a safer place to live, call the Neighborhood Program at 970 256- 4085 for more information.

Building Strong Communities:

Six Steps to Organize Your Neighborhood

The Neighborhood Program is here to work in partnership with you and your neighborhood to help you make positive changes in your neighborhood. If there is an active neighborhood organization in your area we will be able to put you in contact with the group leader so that you may become involved. If there is no active neighborhood organization in your area you may want to help start one. Our office is here to help you. For more information call the Neighborhood Program at (970) 256-4085.

Step One: Volunteer to be a Neighborhood Organizer

Talk to your neighbors to see who is interested in organizing your neighborhood. Ask a few neighbors to form a “core group” to share the responsibility. Start by talking to people that you already know, and introduce yourself to others. The core group is there to support each other to get your association off the ground.

Step Two: Call a Meeting of Your Core Group

The meeting can be held informally at someone’s home or at any other small meeting location.

Invite the Neighborhood Program staff to the meeting. The staff will discuss the advantages of starting a neighborhood organization and be available to answer questions that may come up.

The core group votes on whether to proceed with organizing their neighborhood.

The group suggests the tentative boundaries of the neighborhood and helps plan for the full neighborhood meeting.

Step Three: Call a Meeting and Invite all Your Neighbors

Bringing people together in a meeting provides an opportunity for neighbors to get to know one another and share ideas and concerns. Set a date, time and location for the meeting. Hold the meeting in a neutral location such as a school, church, or public building, or in any location where people feel comfortable.

Invite the Neighborhood Program staff to discuss the advantages of starting a neighborhood group and to answer questions that may come up.

Develop the meeting agenda. The purpose of this meeting is to:

- Discuss the importance of having an organized neighborhood.
- Conduct a vote to determine if the neighborhood wants to organize.
- Conduct a vote to determine the boundaries for your neighborhood.
- Conduct a vote to elect a neighborhood leader to represent your organization in the Association.

Create a flier based on your agenda. Include information on who, what, where, when, why, and how long the meeting will last. Include the things you want to accomplish in your first meeting. The Neighborhood Program will assist in printing your flier.

Pass out fliers to houses in the neighborhood. Ask several neighbors or a local Boy Scout Troop to help pass out fliers and remind others of the meeting. Place the fliers in storm doors or on porches. Person-to-person contact is the best way to involve individuals as well as spread information about the meeting.

Make it comfortable and informal and provide refreshments. Make sure there is time for people to socialize and get to know one another. Be sure to include teens and older children who wish to get involved.

It's all right to start small. Don't feel discouraged if only a few individuals are willing to participate. Membership and interest will grow over time and will fluctuate, but all neighbors should be included.

Step Four: Facilitate the Neighborhood Meeting

Take care of final meeting arrangements before the meeting begins. Allow enough time before the meeting to set up the room. It's helpful to have a board to write on. A sign-in sheet for neighbors' names, addresses, phone numbers, and E-mail addresses should be placed on a table near the entrance. Nametags will also help the neighbors become acquainted.

Greet your neighbors as they arrive. Let them know you appreciate their participation.

Start your meeting on time. Begin by introducing yourself. You also may want a volunteer to take notes.

Ask everyone to introduce himself or herself. Ask each person to tell a little about themselves. This will help everyone to feel comfortable and allow folks to get to know each other.

Review the agenda. Stress that the focus of the meeting is to discuss the formation of a neighborhood organization. Discussing issues and concerns and developing solutions can be accomplished as part of the ongoing partnership that will be developed between your neighborhood and the City.

This is your neighborhood meeting. The Neighborhood Resource Coordinator will be there to discuss the advantages of having a neighborhood organization and answer any questions.

Conduct votes to:

- Determine if the neighborhood wants to organize.

- Determine the boundaries for your neighborhood.

To wrap up the meeting:

- Plan your next meeting. Set the next meeting date, time, agenda and location.

- Let people know that they will be reminded by phone or flier.

- Ask your neighbors to bring another neighbor to the next meeting.

- Review and summarize what was accomplished at the meeting.

Remind volunteers about their tasks for the next meeting.
Close the meeting. Thank everyone for attending and for his or her interest.

Your neighborhood will accomplish its goals by getting everyone involved. At the first meeting, you may want to choose co-leaders. Ask for volunteers to help with future meetings, to create fliers, to create a neighborhood directory and/or neighborhood map, set up a phone tree, or host the next meeting. All ideas are welcome and worth consideration. Make and distribute a list of everyone's name address, phone number, fax number, and e-mail address. Set up a phone tree to notify neighbors about meetings, events, and other timely information.

Step Five: Continue to Hold Regular Meetings

Plan regular meetings to accomplish your goals.

At the end of every meeting plan the next meeting. This will help maintain interest and focus.

Think about starting a neighborhood newsletter.

Keep communication going among your neighbors.

Step Six: Have a Celebration!

Celebrate the neighborhood working together by having a picnic or dinner. At the celebration, briefly cite the neighborhood's accomplishments.

New Association Initial Meeting Guidelines

First General Meeting

- Always have a sign-in sheet and an agenda at each meeting. The agenda can be handed out as the residents sign in.
- A designated core group member should be the spokesperson for the association. He/she should introduce the members of the core group to the residents. An agenda listing the topics to be discussed should be available as the residents sign-in.
- Discuss the reasons why the core group initially came together to form a neighborhood association. Decide whether the association will elect officers and develop by-laws to be adopted at a future meeting.
- Discuss the boundaries that the neighborhood association will represent and a name for the association.

If a survey was taken in the neighborhood, discuss the results of the survey. If a survey has not been taken, discuss whether one is needed. (See Appendix A: Survey to assist in organizing a new neighborhood association or to learn more about your neighbors.)

Second General Meeting

- Prepare and follow an agenda based on the discussion and concerns raised in the first meeting.
- If it was decided to have an election of officers at the second meeting, have the election at the beginning of the meeting. The newly elected officers and chairperson can then oversee the

meeting. Robert's Rules of Order has a section on procedures for an election. It is very helpful, especially if no one has ever been involved with holding an election.

- Form committees to work on concerns raised at the first meeting.

Your association should decide whether or not to collect dues from its members at this meeting. It costs money to run an association, and dues may be an option. As a volunteer neighborhood group you can not make dues mandatory for your entire neighborhood.

Discuss inviting your City Council member to a future meeting. You may also want to invite leaders from other neighborhood associations. They can provide insight on how their association has participated in successful projects and activities.

Third General Meeting

If you have invited your City Council member to this meeting, introduce the Council member first, so that he/she can address the neighborhood. If the neighborhood has some major concerns, bring them to your Council member's attention. The Council member can provide support and assistance in reaching your association's goals.

- Identify and prioritize areas of concern and issues to address. List all proposed projects, outstanding concerns, and social events that the residents have discussed. Determine the most important things to accomplish, decide who will work on them and by what date they will be completed. Choose 3-5 issues that the group will work on
- At subsequent meetings, participants can develop action plans to create change within the neighborhood. Brainstorm to generate ideas to solve problems. After deciding which strategies to use, decide on the exact tasks that need to be done, and how much time they need. Does the group need more information about an issue? Who should be contacted for help and information on an issue? Where are potential resources to accomplish the tasks?
- Introduce the committee leaders. Allow each committee leader to address the concerns and questions from the last meeting. After each report is given open discussion for any additional questions or concerns about the issue.
- Start to set a schedule to kick off projects to improve the neighborhood. Set up social events that allow residents to become better acquainted with their neighbors. Some social events can also raise funds for certain projects or goals.
- Identify speakers or programs that the residents would like to hear or know more about. Set a proposed schedule to invite those that can be of assistance in achieving association goals.

Neighborhood Association Committees

It is frequently beneficial to form committees to address the various concerns and goals of the association. Committee members can research and report the needed information at meetings of the full association. Announce the date, time, and location of committee meetings. As with meetings of your full association, provide a sign-in sheet, name tags, and an agenda. Allow time for participants to socialize. Some examples of neighborhood organization committees are:

- . *Organizational Committee*: Develops by-laws, obtains the state requirements for incorporation. Registers the neighborhood with the City of Grand Junction.

. *Goals and Projects Committee*: Coordinates the association's goals and initiates improvement projects

within the neighborhood.

. *Welcome Committee*: Welcomes new residents to the neighborhood and contacts local businesses for

support.

. *Membership Committee*: Responsible for keeping a membership list and conducts regular membership drives.

. *Newsletter Committee*: Compiles pertinent information from the neighborhood to be distributed to all residents in a newsletter.

. *Issue Resolution Committee*: Seeks solutions to concerns raised in the neighborhood.

How to Make Your Organization Grow

- Keep the process moving to make your neighborhood a better place in which to live.
- Continue to motivate your neighbors to be involved in the goal-setting and completion of projects and social events.
- Keep communications open to all neighbors through newsletters and fliers.
- Get involved in your city government.
- Establish a program of community outreach to include as many residents as possible in neighborhood activities.
- Survey neighborhood residents to discover their unique talents and abilities, then utilize these talents and abilities help achieve neighborhood projects and goals.

EFFECTIVE MEETINGS

Getting People to Meet

So you live on a block which is starting to feel a little less familiar than your workplace. There are three or four new families in some of the houses and you'd like to meet these people to share a parking problems, a concern for the safety of lots of little people, thoughts on changing streetscape, whatever. How do you get this started?

First, you can call the City Manager's office and learn if there is a group already meeting in your area. If so, you may be able to hook up with people who have already started a dialogue and created some social networks.

And, if you are really motivated you and another block ally might go door to door and gauge interest in having a block meeting. Almost all neighborhood groups start through the inspiration of a handful of interested motivated neighbors. If you start small and frame the salient issues for your area among a small group, you will easily engage the interest and capture the energy of others. If you start with a BIG forum, and lots of people speaking to lots of interests, individual concerns often get watered down and there is a group dissonance. It can be done...but it is riskier and costly, in both time and resources.

If you need help call and organizing a meeting, call the City Manager's office for assistance at 970/256-4085.

Talk to Your Neighbor Guide

1. When you approach neighbors, begin by telling them your idea for organizing a neighborhood organization or the issues you hope the organization will address.
2. Share with them why you see the need and why a neighborhood organization would be a good thing in your community.
3. Ask them if they are interested. What are some of the ways they see a neighborhood organization working to make the neighborhood better?
4. Exchange names and numbers. Get organized by keeping a notebook or clip pad with names and addresses.
5. If they are interested, tell them that you will call them soon about a meeting to discuss their ideas with other neighbors.
6. Call a meeting one to two weeks later. If you wait too long, people will lose their enthusiasm for your idea.
7. With only a few people (4 to 6), you have a core group that can start planning for your first neighborhood meeting.

How to Make Meetings Work

First Action Principle:	Get Involved and Get Informed
Second Action Principle:	Find a Common Issue
Third Action Principle:	Be Persistent
Fourth Action Principle:	Partner with Your Local Media

The focus of almost every neighborhood association is getting people together to meet and discuss ideas, concerns and neighborhood futures. This requires a great amount of footwork in planning, hosting, calling and managing work in meetings. All of you have lists of success stories – or a format which has worked for your organization. Successful meetings are often the lifeline of community activism.

There is a book entitled “**How to Make Meetings Work**,” by Michael Doyle and David Straus, which provides a lot of insight into managing good discussions and getting a number of people with different points-of-view to participate. It is the basics book of meeting facilitation and creating interaction in meetings. It is \$6.00 at many local bookstores and is recommended for every one trying to organize and host meetings.

Eighteen Steps to a Better Meeting

- ✓ Before the Meeting:
 1. Plan the meeting carefully: who, what, when, where, why, how many.
 2. Prepare and send out an agenda – or plan for the attendees to set the agenda and let them know that this will be an opening step.
 3. Come early and set up the meeting room.
- ✓ At the beginning of the meeting:
 4. Start on time,
 5. Get participants to introduce themselves and state their expectations for the meeting.
 6. Clearly define roles.
 7. Review, revise and order the agenda.
 8. Set clear time limits.
 9. Review action items from the previous meeting.
- ✓ During the meeting:
 10. Focus on the same problem in the same way at the same time.
- ✓ At the end of the meeting:
 11. Establish action items: who, what, when.
 12. Review the group memory.
 13. Set the date and place of the next meeting and develop a preliminary agenda.
 14. Evaluate the meeting.

15. Close the meeting crisply and positively.
 16. Clean up and reset the room.
- ✓ After the meeting:
17. Prepare the group memo.
 18. Follow-up on action items and begin to plan the next meeting.

Meeting Essentials

Meeting Place

Find a meeting place that can adequately accommodate the neighborhood meeting. If you are expecting a small group, you may want to have your first meeting in someone's home. For a group larger than ten people, check the availability of City facilities, schools, or churches. City-owned facilities may waive the fees for neighborhood association meetings. Check with the Neighborhood Program or the "Community Meeting Rooms" in the City Information section of the handbook for a list of potential meeting places.

Speakers

You can invite staff from various city departments to speak on topics, such as recycling, Crime Watch, or City planning. Other government agencies and non-profit organizations are also a good source for speakers. However, if you feel a speaker will not be beneficial, do not invite one. The Neighborhood Program may be able to suggest appropriate speakers for your agendas.

Meeting Tools

- . Name tags to identify the officers/directors and residents.
- . Sign-in sheet for all residents and guests.
- . Flip charts, dry mark board, chalk board
- . If merchants or neighbors donate refreshments, publicly thank them and place a tag on the platter acknowledging their contribution.

Meeting Tips

- . Always start on time. Have your meeting place open at least 15 minutes early for residents to arrive, socialize, and prepare for the meeting.
- . Have an agenda to keep the meeting flowing and in order. Keep it simple. (See Writing An Agenda and Appendix B: Sample Agenda)
- . State the purpose of the meeting clearly on the agenda. Restate the purpose in an opening statement at the beginning of the meeting.
- . Stick to the agenda, but always provide an opportunity for individuals to speak on any new business or issue at the end of the meeting.
- . Introduce any public officials at the beginning of each meeting.
- . Recognize newcomers at the beginning of each meeting. You may ask them to state what street they live on.

- . Be brief and keep comments relevant to each concern that is discussed. Pace the meeting so that it does not last too long.
- . Do research ahead of time for additional information that may be needed. If necessary, invite resource people to give a presentation.
- . Use visual aids as much as possible. Residents can relate to something that they can see.
- . Allow everyone to contribute. After a concern or project is presented, open the discussion; however, set a time limit for discussion, especially if the agenda is long.
- . Make frequent summaries during the discussion so that everyone clearly understands what is being stated.
- . Stress cooperation and collaboration, not conflict. If conflict occurs, appoint a committee to research the concern and report the findings at the next meeting. Encourage those individuals that are voicing their concerns to be on the committee.
- . Assign tasks and delegate responsibility as the meeting proceeds. This gives your neighbors a feeling of belonging instead of just listening.
- . Guide the meeting from concerns to solutions. Always ask your neighbors how they would solve or approach a concern. Keep in mind that some solutions may take time.
- . Wrap up the meeting. Go over the agenda, and give an overview of each issue discussed.
- . Have an opportunity for neighbors to bring up new business or make announcements.
- . Before adjourning, state the next meeting date, time, and place. Thank everyone for attending.

Types of Associations

There are different types of neighborhood groups in Grand Junction. It is important for a homeowner to become familiar with the type of community that they live in and to have an understanding of what the homeowner's role is in their neighborhood.

Home Owners Associations or Community Associations use covenants, rules, and architectural standards/guidelines. This type of association usually has mandatory dues. The covenants, rules and architectural standards/guidelines are used to:

- Maintain, preserve, enhance, and protect the property values and assets of the community
 - Promote harmonious community living
 - Preserve the common scheme and harmonious design of the community
 - Maintain the common areas of the community
- . A covenant affects how the property is used and who may enjoy the property and is said to "run with the land" or the property. This means the covenant and the property are inseparable once the covenant is recorded, and all owners, present and future, are subject to the covenant.
 - . A rule is a specific statement of required behavior, which if violated carries a penalty.
 - . An architectural or design standard/guideline is a rule that applies to the appearance of an owner's lot or the exterior of his or her unit.

It is the Home Owner's Associations or Community Association's role to ensure compliance with and enforcement of the covenants, rules and architectural standards/guidelines.

Neighborhood Groups or Homeowners Associations do not have covenants, rules and architectural standards/guidelines and rely on City Code for community standards. These

neighborhood groups rely on voluntary fundraising efforts and have no compliance or enforcement authority in their community.

Types of Meetings

The by-laws of a neighborhood association usually specify the types of meetings that are held during each year. Robert's Rules of Order is a good reference for meeting information. Below is an overview of different types of meetings an association can conduct. Homeowners association meetings may differ from volunteer neighborhood groups based on their by-laws and covenants.

Annual Meeting

The annual meeting is held in the same month every year. At this meeting the members of the association elect the officers and/or directors for the next year. The annual budget is also accepted at this time unless the by-laws state another time for acceptance. The members also discuss projects, concerns, and other issues that they would like the Board to address during the next year. If an issue is raised that cannot be adequately addressed at the annual meeting, another general or special meeting should be called for that specific issue. At that meeting, any additional information can be presented and the members can approve or disapprove action on the issue.

Board Meetings

The officers and/or directors act as the executive committee and are often referred to as the Board. The Board meets monthly or as often as needed, to oversee the concerns and projects that the residents agreed upon in an annual or special meeting. The Board is also authorized within the limits of the approved budget to administrate the month to month business of the association.

Residents usually do not attend these meetings, although they may if they choose.

Regular Monthly or Quarterly Meetings

Some associations choose to have monthly meetings that combine a board meeting and a general member meeting. These are usually the best types of meetings for volunteer associations. The president/chairperson oversees the meeting, allowing full participation from the members and the

Board. It is wise to publish the agenda in your neighborhood newsletter prior to the meeting so that everyone is aware of the business to be discussed. Meetings do not always have to relate only to business concerns; some associations meet monthly for social gatherings.

Special Meetings

These meetings can be called as many times as needed throughout the year. General members, officers, or the Board can call these meetings for discussion and decisions that require participation of all members. Residents should have at least 10 days notice. If a vote will be taken, you should check with the association's by-laws or Robert's Rules of Order to determine how to handle proxy and absentee votes.

Committee Meetings

All committees should meet separately to discuss and take action on their specific responsibilities. Committees should be formed for ongoing tasks such as newsletters, welcoming new residents to the neighborhood, membership drives, addressing concerns raised by residents, and beautification projects. Some committees are formed for a specific project and are then dissolved.

The Chairperson

Every neighborhood group should have someone who will take the lead in overseeing the meetings to ensure that the meetings run smoothly. Often the chairperson is the neighborhood association president, home owner's association board chairman or ranking officer. His/her job is to make sure that the agenda is followed both in content and timing and uphold the rights of individual members and of the association. The chairperson should never monopolize the floor or dominate the discussion.

How to Be an Effective Chairperson

- . Introduce yourself at the beginning of the meeting. Do not assume that people know who you are. Introduce public officials and guest speakers, and allow Board members to introduce themselves.
- . Inform people of the proper procedures for the meeting. Review the format of the agenda. When a motion is needed, bring it to the members' attention for someone to make the proper motion.
- . Direct the discussion. Keep the residents on the topic at hand. When a concern is raised that is out of order, remind the residents that there will be an opportunity to discuss new business. If residents are repetitive on a concern already discussed, repeat the information that was already shared and move onto other topics. Allow the residents to do the majority of the discussion and decision making. Limit the expression of your opinions.
- . Mediate conflicts if they arise. Remain impartial and fair. Give each side a chance to state their point of view. If more facts are needed, appoint a committee to oversee the task and report at the next meeting. If outside assistance is needed, the Grand Junction Mediation Program is offered through the City of Grand Junction's Office of Community Relations.
- . Review what has to be done. Make sure that residents leave the meeting with a clear understanding of what decisions have been made and what tasks are to be done by whom.

The Essentials of Good Minutes

Reasons for Good Minutes

- . Minutes are the only record of association business. They become the history of the neighborhood for all present and future residents.
- . Committee chairpersons use minutes to help keep them on track towards their committee objectives. Minutes are essential to provide continuity and information for succeeding

committee chairs of the association.

. The association president or chair uses committee meeting minutes to keep informed of committee activities.

Guide for Recording Good Minutes

. Minutes should be kept for all board, annual, special, regular, and committee meetings.

. Each committee should retain and archive their minutes.

. The name of the organization should be placed at the top of the first page.

. Include in the first paragraph:

a. Type of meeting. (Regular, committee, annual or special)

b. Name of the committee or board, if applicable.

c. The date, including the year, time, and place of meeting.

d. Name of the presiding officer or chairperson.

e. Names and/or number of those residents present.

f. Whether minutes of the previous meeting were approved as read or corrected.

. Record the starting time of the meeting.

. Record ideas, listen to comments, list main points, and summarize. Make the minutes brief but as complete as possible.

. Record all main motions and amendments and name the member who made the motion.

[Jane Smith moved that...] Include that the motion was seconded and by whom. [John Doe seconded the motion] State whether the motion carried or failed. Motion carried or failed]

. Specify who motioned for adjournment and the time.

. End minutes with the name of the person recording them. [Submitted by John Jones, Secretary]

. At the next meeting, when the previous minutes have been approved, the secretary should write "Approved" or "Corrected" with the date on the minutes.

Refer to Robert's Rules of Order for a complete list of motions and parliamentary procedures.

There are many books available at the library that addresses the taking of minutes. Many associations also publish a brief version of the minutes in their newsletter to keep absent residents informed of meeting activities.

Writing an Agenda

An agenda gives members an outline of what will be addressed at the meeting. Some associations find that by publishing the agenda for the next meeting in their newsletter, a greater number of members will attend.

Points to consider:

. Keep the agenda simple. (See Appendix B: Sample Agenda)

. Under each agenda item list the concern or issue to be discussed. Include the name of the individual that will be giving the report or addressing the concern.

. If there is a major issue that needs the approval of the members, such as budget expenditures; specify it on the agenda.

. At the opening of the meeting ask for additions to the agenda that may have been overlooked or new concerns that are not listed.

. Include an ending time for the meeting. Keep the meetings as short as possible. After an hour and half most people's attention span and response to concerns usually grows shorter

and less enthusiastic.

Association By-laws

By-laws govern many neighborhood associations. Many books, including Robert's Rules of Order, have been written to assist residents in writing their own by-laws. These books are available at the Grand Junction Library.

By-laws can be tailored to meet the specific needs of your neighborhood association. The rules of when and how the various meetings will be conducted are covered in the by-laws, along with the duties of the association officers. A quorum may be specified for holding meetings or taking votes. This is especially important if your association is a mandatory one. If in doubt on how the by-laws should be written, you may be able to consult an attorney who resides in the neighborhood.

Many associations also file with the State of Colorado to be a non-profit corporation. Some associations have found that they are able to receive donations more readily as a non-profit association. There are many laws that govern corporations. It would, therefore, be wise to enlist the assistance of an attorney if you are considering incorporation. Neighborhood non-profit associations are not excluded from filing a tax return. Contact the IRS at 1-800-424-1040 and the Colorado Secretary of State, Division of Corporations at 303-894-2200.

Budget and Treasurer's Reports

Any association that collects money has a responsibility to keep accurate records. Again, check Robert's Rules of Order or the library for additional books on the subject. The association's bylaws should specify dues and the duties of the treasurer.

Annual Budget

An annual budget is voted on by the members-at-large. The month in which it is approved is usually the same month that the members-at-large vote for the officers/directors, unless the bylaws state another month. The proposed budget should be distributed to neighborhood residents along with the budget review meeting date, time, and place. Any major changes or expenditures in the budget during the course of the budget year should also be brought before the members-at-large for approval.

The association's annual budget covers one year of the association's activities. The budget helps the association determine what kind of projects and events can be sponsored. It also covers the regular operating expenses of an association. The budget is a proposal for funds to be received and disbursed. It is a guideline for the association and should be followed as closely as possible. The association should appoint an impartial person to act as an auditor at the end of the year to make sure that all receipts and disbursements are correct.

Monthly Treasurer's Report

The monthly treasurer's report is presented and accepted at the regular monthly meetings. It reflects a current accurate account of all monies received and disbursed during a given month.

Any expenditure that is not in the approved annual budget should be brought to the attention of the members-at-large in advance to avoid conflict. Keep all reports in one location for easy referencing. Associations usually publish the Treasurer's Report in the newsletter along with the minutes of the meeting.

GOALS AND OBJECTIVES

Advantages of Goal Setting

BE AWARE OF NEIGHBORHOOD NEEDS

Goal setting for your organization will bring the needs of your neighborhood into focus.

COMPLETE PROJECTS

By setting time limits for when you want to finish a project, your organization can anticipate how much work is ahead and set its schedule accordingly.

INCREASE AND MAINTAIN ASSOCIATION ACTIVITY

Goal setting keeps members enthused and motivated. If your association has set a target date to complete a project, the members' energy level will increase as that target date draws nearer. If your association has set goals, there will be plenty of projects to work on. If members are not busy, then it's time for them to work to accomplish existing goals or set new ones.

NEIGHBORHOOD OWNERSHIP OF PROJECTS

By building consensus for neighborhood goals you build ownership of those goals by neighborhood residents. Residents that feel that they are part of the process are more likely to provide resources and volunteer time to achieve those goals.

LEADERSHIP ROLE IS MADE EASIER AND MORE PRODUCTIVE

By determining what the most important issues/concerns are in your neighborhood it will assist the leadership of the neighborhood and the committee chairs to determine guest speakers, meeting agendas and where the resources of your organization should be concentrated.

Neighborhood Association Goals and Objectives

Your association needs clear direction. In order to chart that direction, it is important to determine the social and physical needs of the neighborhood. Schedule a meeting to ask the following questions of your members to help your association set realistic long-term and short term goals.

_ General Objective

What would we like to accomplish over the next two to five years?

_ Social Objective

Do the residents in our neighborhood know one another? Would they like to?

Are the residents in our neighborhood unified? Do they want to be?

_ Physical Improvements

Is there anything in our neighborhood that needs to be improved?

What are the positive and negative characteristics of our neighborhood?

What do we want to preserve and enhance in our neighborhood?

What is the general appearance of the homes and/or businesses in our neighborhood?

Have we seen any recent improvements or deterioration?

_ Safety

Do we have a neighborhood watch in our neighborhood?

What can we do to help make our neighborhood a safer place for our families to live?

Building Consensus and Prioritizing Goals

It is important to understand what issues and concerns are shared by the majority of the neighborhood residents and to set goals for dealing with those priority issues and concerns. A simple way to help discover priority issues and concerns is to have a brainstorming session. In this session, neighborhood residents are asked to voice their opinions on the issues and concerns that are important to them. All issues or concerns are written on a large board or pad of paper for everyone to see. At this point the validity of each comment is not debated, all comments are written down. Two lists should be created: one of items that neighborhood residents like about their neighborhood and want to preserve, and a second list of items that need to be fixed or improved. As part of this process make sure that everyone is contributing. It may be necessary to seek out the opinions of those residents that are not as willing to speak out at a public meeting.

After the lists are created and everyone has had ample time to contribute, provide everyone at the meeting with three colored dots ($\frac{3}{4}$ " colored dots are available in many office supply stores). Instruct everyone to place a dot by the three issues/concerns that they feel are most important. As people place their dots on issues/concerns some issues will receive many more than others. These are the priority issues that most residents feel are important to work on. Review the results and solicit discussion on how to resolve the priority issues. Set goals and determine an action plan to resolve or minimize the impact of the negative issues/concerns. Set goals and determine an action plan to enhance or preserve the items that residents like about the neighborhood.

By determining priority issues/concern in this manner you are including all neighborhood residents that want to participate in the process. Residents that participate in this process are more likely to buy into contributing actively achieving the goals set by the organization.

MAINTAINING ENTHUSIASM

Keeping Members Interested

Whether your organization is young or old, the possibility that neighborhood spirit and enthusiasm may begin to wane is very real. Here are some preventative measures that can help to preserve your association. Maintaining the interest and enthusiasm of your association is a lot of work, but not nearly as tiresome as it was to form the group! Do not forfeit all of your past efforts--you've come a long way.

- . Meetings should be well-organized. People have volunteered their time, so make effective use of it.
- . Maintain annual membership records and designate a month for membership renewals.
- . Help members find a place in the organization. A list of committees and job descriptions should be made available to every member of the association.
- . New people should always be welcomed. The appearance of cliques should be avoided.
- . Remind members that the quality of their work is important not the quantity.
- . Recognize people for a job well done. Thank them openly at meetings. Have a yearly event to show appreciation for your members' work.
- . Welcome new ideas and input.
- . Organize fun events for your members. This will allow neighbors to become acquainted with one another on an informal basis.
- . Do not burden one person with too much responsibility.
- . Ask individuals what they would like to do to support the neighborhood group and help them in implementing their ideas.

Recruit New Members

Attracting new members is crucial to keeping the neighborhood associations alive. Here is a list of association survival tips:

DOOR TO DOOR MEMBERSHIP DRIVE

The most effective ways to recruit new members is to have existing members knock on doors and invite neighbors to join the association. Provide flyers or brochures with some brief information about your association.

SIGN UP NEW MEMBERS AT COMMUNITY FUNCTIONS

Community projects and gatherings are great opportunities to meet and recruit new members.

DEVELOP A BLOCK LEADER OR CAPTAIN NETWORK

Block leaders can pass out flyers and newsletters on their block. As they continue this process, they will become acquainted with their neighbors and can encourage them to join the association.

START A NEWSLETTER OR EXPAND THE CIRCULATION OF AN EXISTING

NEWSLETTER TO INCLUDE PROSPECTIVE MEMBERS

When local residents read in the newsletter that members of their neighborhood association are involved in an array of neighborhood functions, they will be motivated to become involved.

CIRCULATE SURVEY FLYERS DOOR TO DOOR TO SOLICIT VIEWS FROM NEIGHBORHOOD RESIDENTS

This can be a great source of ideas as well as good publicity for your association. Make your next meeting a brain storming session to discuss the information obtained from the flyer distribution.

KEEP YOUR MEETINGS ON TIME AND TO THE POINT

When new residents come out to a meeting on a specific topic make sure that that meeting is on time and on target. If there is a desire to socialize, set time aside after the meeting.

PROMOTE VOLUNTEERING OUTSIDE OF NEIGHBORHOOD MEETINGS

Create a list of volunteer opportunities that neighborhood residents can become involved in. Not everyone can come out to meetings but they may have the time or willingness to help on some neighborhood projects. Also remember that if someone volunteers for something to follow through to see that they get an opportunity to help. Nothing is worse than volunteering for something and then never being called to help.

Recognize New Residents

We have all been new residents in a neighborhood at one time or another. There is nothing more meaningful than to have a neighbor stop by or call to welcome you and your family to the neighborhood. Your neighborhood association can serve as a neighborhood Welcome Committee for new residents. Such efforts will instill a positive first impression about the neighbors who live there. Here are a few suggestions on how your association can be effective in welcoming your new neighbors:

- . Establish a welcoming committee.
- . Ask neighborhood residents to be on the look out for new arrivals and notify the welcoming committee when new residents move in.
- . Send a note or letter, or visit new residents to welcome them to the neighborhood. Invite them to your next meeting.
- . Help acquaint new residents with the neighborhood by providing them with a list of local shopping places, parks, schools, restaurants, information about garbage pick up and recycling, etc. To obtain City of Grand Junction information materials for this purpose, call the Neighborhood Program or the City Manager's Office.
- . Offer new residents a list of the names and phone numbers of their neighbors on their block.

A Job Well Done!

Active members of the association and local volunteers are special people and should be praised for the time and energy they have given towards making the community a better place. Provide certificates and awards at a special event for your volunteers. Here are some award suggestions:

COMMUNITY VOLUNTEER AWARD

Recognize those special persons who have sacrificed endless hours of their free time.

SPARKLING SENIOR AWARD

The oldest or the most active seniors in your neighborhood can be given special recognition for their involvement in the association's activities.

BEAUTIFICATION

Award the owners of an attractive yard that brightens your neighborhood.

FUND RAISING AWARD

If there is a particular group or person that has helped to raise funds for your organization, let them know you appreciate them.

ACTIVE YOUTH AWARD

Always encourage the youth in your neighborhood and recognize their contributions for the

TERRIFIC TEACHER AWARD

Poll the youth of your neighborhood to see if there is a teacher who should receive special recognition by your association.

GREAT NEIGHBOR AWARD

To a person who has helped a neighbor over and beyond the ordinary. Nominations could be made by neighbors. Do once a year so that it is special.

HOME OF THE MONTH

Recognize the homeowner that has done an exceptional job of landscaping or making the outside of their home attractive.

BE CREATIVE! TAILOR YOUR AWARD TO THE ACCOMPLISHMENTS OF YOUR NEIGHBORS.

NEIGHBORHOOD PROJECTS

Why Do Neighborhood Projects?

PROMOTE YOUR ASSOCIATION

A neighborhood project or special event is an excellent opportunity to promote your association to local businesses, interest groups and even the residents in your own neighborhood.

RAISE FUNDS

Garage sales, barbecues, and bake sales are just a few examples of effective fundraisers.

IMPROVE NEIGHBORHOOD IMAGE

Whether a project addresses litter control, peeling paint, park clean up, weatherization, or crime prevention, improvements made to a community symbolize to residents and visitors alike that people care about their neighborhood.

MEET YOUR NEIGHBORS

The social aspects of a neighborhood project can serve as the catalyst for a strong community group. Block parties, activity clubs, festivals and parades are just a few ways to meet the neighbors you have waved hello to for years but never actually met. It is also a super opportunity to welcome new neighbors into the community.

A GOOD WAY TO HAVE FUN

Neighborhood block parties, festivals and cookouts are a source of entertainment, and a fun time to bring people back to the association and the neighborhood! The more often a neighborhood gets together for fun, the more unified they will be when an issue arises.

PROMOTE A SENSE OF COMMUNITY

A sense of community is developed when residents come together by working on neighborhood projects. Through the process of planning, implementing, and maintaining projects common goals a sense of belonging and being a part of your community are developed and strengthened.

TAKE OWNERSHIP OF YOUR NEIGHBORHOOD

By taking responsibility for planning, implementing, and maintaining projects in your neighborhood, residents will take more initiative not only in preserving the integrity and quality of that project but the entire neighborhood as well. If neighborhood residents feel that they have something at stake, have some control over the outcome, and take some responsibility for the outcome of projects and issues in your neighborhood, you will have established a powerful base from which positive changes can be made.

Starting Neighborhood Projects

Neighborhood projects are a good idea, but how do you start?

. Check with your neighbors and active members of your neighborhood group to find out what kind of projects they would support.

- . If your neighborhood has established goals, make sure the project is consistent with those goals. If your neighborhood has not established goals, this might be a good first step.
- . Ask the members of your association what type of activities they would like to have.
- . Consult the Neighborhood Program for suggested projects and information on relevant programs and services available through the city.
- . Identify the types of skills and resources that are available through your association - gardeners, good cooks, carpenters, sales people, artists, etc.
- . Identify resources available through area businesses, including contributions of products, volunteers, services, technical assistance and discounts.
- . Identify who will be able to work at an event and the times they will be available.
- . Involve the entire community in your projects. Reach out to youth, seniors, or other members of your neighborhood that may not be involved and get their input. A project that meets the needs of all of your neighbors will help them feel part of the project and it will encourage them to become more involved.
- . Determine what resources the neighborhood can contribute to the project. A neighborhood's greatest resource is its residents and the commitment and enthusiasm that they can bring to a project. A project that includes sweat-equity is a value-added project.
- . Plan ahead on your neighborhood projects, if grant money is available don't wait until the last minute to plan and submit your project. Start planning now for next year's project. Preparation and careful planning will be apparent in your proposal.
- . Identify others that may be of assistance in implementing your project. Boy or Girl Scout troops may be looking for community service projects. There may be an opportunity to use youth that are required to provide community service for legal reasons. By including these youth in your project you may get the manpower that you need and it can provide them with a productive and positive experience in giving back to the community.

Suggested Neighborhood Projects and Activities

- . Neighborhood garage sale
- . Neighborhood festivals and block parties, art exhibits, crafts, clown face painting for children, hot dog and drink sales, games, etc.
- . Friday night barbecue
- . Progressive dinner
- . Ice cream social
- . Pancake breakfast fundraiser
- . Home improvement demonstrations - wallpapering, stenciling, house painting, tile laying, landscaping, etc.
- . Holiday house decorating
- . Clean Up, Green Up - get involved in the annual city-wide clean up
- . Neighborhood Watch - organizes the community by groups to have neighbors get acquainted, discuss common problems, and help protect their neighborhood by being aware of unusual or suspicious activity
- . Adopt a local park, do a clean up and plant and maintain a flower bed
- . Get to know the neighborhoods around you by having a multi-neighborhood picnic
- . Create a directory of names, addresses, and phone numbers of neighborhood residents and provide a copy to everyone in the neighborhood.

- . If there are elderly residents in your neighborhood, set up a group of volunteers to visit them around holidays or other times of the year. Include a small basket of goodies to leave as a reminder of your visit.
- . As a neighborhood group, adopt a family for Christmas. There are many organizations that can help you find a family that needs assistance.
- . Are there neighborhood residents that are unable to keep up with some of the maintenance on their property? Your neighborhood might want to form a neighbor helping neighbor committee. It is amazing how fast a group of volunteers can fix a fence, put up storm windows, or even paint a house.
- . Start a neighborhood garden – be sure to involve neighborhood youth
- . Weekly produce exchange from neighbors' summer gardens.
- . Establish a service exchange (services might include teaching a particular skill, child care, home repairs, gardening, auto maintenance, etc).
- . Establish a neighborhood tool “lending library.”
- . Establish a neighborhood computer lab.
- . Hold an outdoor concert or performance.

NEWSLETTERS

Your Newsletter

Production costs can be high. You may want to contact local businesses to help sponsor the newsletter, or charge them a fee for advertising within the newsletter. The Neighborhood Program may be able to print your flier or small newsletter at no cost to your neighborhood. Call (970) 256-4085 for more information.

Usually, a team effort works best when producing newsletters, however, there should be someone to coordinate the efforts of the group and edit the newsletter. Your association should appoint a committee and chairperson to be responsible for producing the newsletter. By enlisting the participation of as many members as possible, you can appoint members of different committees to author articles and assign reporters to collect information from authors or research topics for the different columns of the newsletter.

Like many other community groups, neighborhood associations in Grand Junction have found that a newsletter is a great tool to communicate to neighbors about the current activities of the neighborhood association. Members can be motivated and informed about neighborhood activities. Identify someone that has a personal computer or typewriter. Establish a distribution committee to deliver the newsletter every the households in the neighborhood. Select committee members who are proficient in writing and editing. Have clear deadlines for submitting all articles, editing, and printing of each issue of the newsletter.

What to Include in Your Newsletter

- . A "word from the president/director" column.
- . Subtle reminders: A newsletter is an excellent means of correcting problems such as early placement of garbage, illegal parking, and other code violations. Also, remind members about dues payment through your newsletter.
- . Classified ads: List neighborhood baby-sitters, handymen, lawn care people, seamstresses, for sale items, etc.
- . Local businesses can advertise their goods and services. If enough businesses participate, the cost of the entire newsletter can be financed in this manner. A newsletter with advertising can become a major source of income for your association. Keep in mind that the Neighborhood Program can not print newsletters that contain advertising.
- . Post upcoming events such as public hearings, block parties and general meetings well in advance. Use this opportunity to recruit volunteers for committees.
- . An announcements section for engagements, weddings, anniversaries, birthdays, honor roll, graduations, etc., to add a personal touch to a neighborhood newsletter. Also, use this section to welcome new residents into the neighborhood.
- . Recognize neighbors for community involvement and volunteerism in a "neighbor profile" column.
- . Feature a City-sponsored program or service that may be of special interest in your

neighborhood.

. On occasion, use a "Bright Ideas" column to share ideas for neighborhood projects used by surrounding neighborhood groups.

. You may want to promote a "Home of the Month" award for neighbors that have done something special to fix up or beautify their property.

. Most importantly, ask your readers for suggestions and input into the newsletter.

CITY INFORMATION

Neighborhood association work means being involved with city government. Knowing where to go, what to do, and what to bring in order to access a service or program offered by the City can seem like a complex maze of activities and people--even to the most knowledgeable neighborhood leader. Resident involvement is important to an effective city government. Residents' attendance at City Council meetings and other public meeting, as well as service on groups which advise and assist the Council to set policy goals is vital to ensure an effective government.

The City of Grand Junction has a web site with a host of information about all aspects of the City.
Check out the site at <http://www.gjcity.org>.

USEFUL NUMBERS and WEB SITES

Animal Control www.co.mesa.co.us	242-4646
Better Business Bureau www.farmington.bbb.org	(505) 326- 6501
Building Department www.co.mesa.co.us	244-1631
Chamber of Commerce www.gjchamber.org	242-3214

CITY OF GRAND JUNCTION www.gjcity.org

City Attorney	244-1501
City Manager	244-1501
City Clerk	244-1510
CityDIAL (recorded info)	244-1500
Community Development	244-1430
Annexation Information	244-1450

Code Enforcement	244-1593
Engineering/Public Works	244-1554
Sales Tax	244-1521
Fire Department	244-1401
Human Resources	256-4024
Municipal Court	244-1537
Parking Meters and Tickets	244-1537
Parks and Recreation	254-3866
Pipeline Maintenance	244-1572
Solid Waste Management	244-1574
Street Division	244-1575
Utility Billing	244-1579
Visitor and Convention	244-1480
Crime Stoppers	241-7867

***ADDITIONAL
NUMBERS***

Dept. of Public Health www.mchealth.com	248-7158
District Attorney's Office www.co.mesa.co.us	244-1730
Downtown Development Authority www.downtowngj.org	245-9697
Energy Office www.gjha.org	241-2871

Housing Authority www.gjha.org	245-0388
Mesa County General Information www.co.mesa.co.us	244-1800
Public Defender www.co.mesa.co.us	245-9122
State of Colorado General Information www.colorado.gov	1-800-332-1716
Tri-River Extension Service www.colostate.edu/depts / coopext/tra/index	244-1834

ANIMALS

Animal abuse, neglect licensing	Animal Control	242-4646
Animals at large (with limitations)	Animal Control	242-4646
Animals dead, injured, sick in right-of-way.	Animal Control	242-4646
Animals feces/odor	Code Enforcement	244-1593
Animals not properly confined on premises	Animal Control	242-4646
Bees (containment and removal)	Tri-River Extension Service	244-1834
Cats at large	No control/none	
Mosquitoes	Redlands Abatement District	257-0191
Pests (rats, mice) in Food service establishments	County Health	248-6960
Stray dogs/Barking dogs	Animal Control	242-4646

Too many animals on premises	Code Enforcement	244-1593
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DUST

From Construction	Code Enforcement	244-1593
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GRAFFITI

Clean up on private property	Police Department	242-6707
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In Progress	Police Department	911
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IRRIGATION

In the Ridges only	Pipeline Maintenance	244-1572
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Main Canals	Irrigation District	
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Private Laterals	Civil matter	
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Siphons/pipes in right-of ways	Pipeline Maintenance	244-1572
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NOISE

Construction Noise	Police Department	242-6707
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Neighbor complaints	Police Department	242-6707
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SELLING IN RIGHT-OF-WAY

Illegal selling in row	Code Enforcement	244-1593
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Interference with traffic	Police Department	242-6707
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SIGNS

Private advertising	Code Enforcement	244-1593
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Street/Traffic signs	Traffic Engineers	256-4110
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Traffic Signal	Traffic Engineers	256-4110
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STREETS

Brush/trash in alley	Code Enforcement	244-1593
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Claims for road hazard damage	Risk Management	244-1592
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Curb cuts/other work	Public Works	244-1554
Curb/gutter sidewalk repair	Public Works	244-1554
Dumping liquids in Street and gutter	Street Division	244-1575
Existing storm drains	Street Division	244-1575
Glass/debris in street	Street Division	244-1575
New Drainage Facilities	Public Works	244-1559
Parking Complaints	Police Department	242-6707
Sight Distance	Code Enforcement	244-1593
Street lighting	Traffic Engineers	256-4110
Tree limbs blocking Signs/streets	Forestry	254-3849
Tree limbs in street	Forestry	254-3849

ODORS

Failing Septic	County health	248-6960
Other	State Health	248-7158
Sewer odors	Sewer Plant	256-4161

Utility Locates Excel Energy 1-800-922-1987

JUNK/TRASH

Abandoned/junk cars in right-of-way	Code Enforcement	244-1593
Abandoned refrigerators with doors on	Police Department	242-6707
Illegal dumping on public or private property	Police Department	242-6707
Junk/junk cars on Private property	Code Enforcement	244-1593

Trash in street	Street Department	244-1575
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Trash on private property	Code Enforcement	244-1593
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OTHER

Abandoned/unsafe structures	Building Department	244-1631
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Air quality report	County Health	248-6990
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Brand Inspector	Livestock	858-3347
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Building without a building permit	Building Department	244-1631
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Burn Permits	Fire Department	244-1400
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City Property	Property Agent	244-1538
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Drinking water	Water Lab	243-9636
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Fences	Code Enforcement	244-1593
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Illegal wood burning	Code Enforcement	244-1593
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Ordinances	City Clerk	244-1510
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Private sewer lines	Private Plumbing Company	
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Property Line disputes	Civil matter	
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Public Sewer lines	Persigo	256-4161
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Roaches/termites	Private Pest Control	
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Tree limbs in Neighbors yard	Civil Matter	
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Water Complaints Low or no pressure	Pipeline Maintenance	244-1573
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Weeds/brush	Code Enforcement	244-1593
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Yard Sales	Code Enforcements	244-1593
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The City of Grand Junction: A Council-Manager Government

A council-manager form of government governs the City of Grand Junction. This system combines the political leadership of elected officials with the managerial expertise of an appointed,

professionally-trained, local government manager.

The City Manager ensures that the policy direction set by City Council is carried out and that the City's delivery of public services reaches all of its residents. The manager presents a recommended budget for City Council. All City departments, except the City Attorney's Office, report to the City Manager. The City Manager also enforces the City's laws and ordinances and ensures that the Council is provided with complete, objective information on the questions, issues and discussions before the City Council.

The City Manager's Office is located in the City Hall at 250 North 5th Street. Kelly Arnold is Grand Junction's City Manager. He can be reached at (970) 244-1501. You may also e-mail him at kellya@gjcity.org.

The City of Grand Junction is governed by a seven member Council. The Mayor is elected to serve a two-year term and each Council member is elected to serve a four year term. The Mayor and Council members are the elected leaders and policy makers in the community. The City Council meets on the second and fourth Wednesdays of every month in a regular session at 7:30 p.m. in the City Hall Auditorium at 250 North 5th Street. On the first and third Tuesday of every month, the City Council holds a study session at 7:00 p.m. in the same location. Study sessions generally cover only a few topics and are designed to allow the Council to talk on a more in depth level about issues than can be done at regular sessions. No formal action may be taken by the Council at a study session other than to direct staff to proceed in a certain manner and to bring items back to a regular session for action. A list of common business terms used in City Council meetings is located in Appendix F. Further explanation of actions taken at City Council meetings is available at the meetings.

City Council meetings are televised live on cable channel 12. Tapes of City Council meeting are available at the library.

The City of Grand Junction is geographically divided into five election wards. The ward boundaries are reviewed at least every ten years to ensure that each ward has approximately the same number of residents.. The remaining Council members and the Mayor are elected by all residents of the community and are considered to be representatives at-large.

MAYOR AND CITY COUNCIL

Public Hearings

Public hearings are an essential part of our city's governing process and are provided as a means for you to be part of the decision making process. In a public hearing, you can talk to members of City Council face to face and make your views known. In addition, you can speak to the general public via the press or other media coverage of the hearing, as well as the audience in attendance.

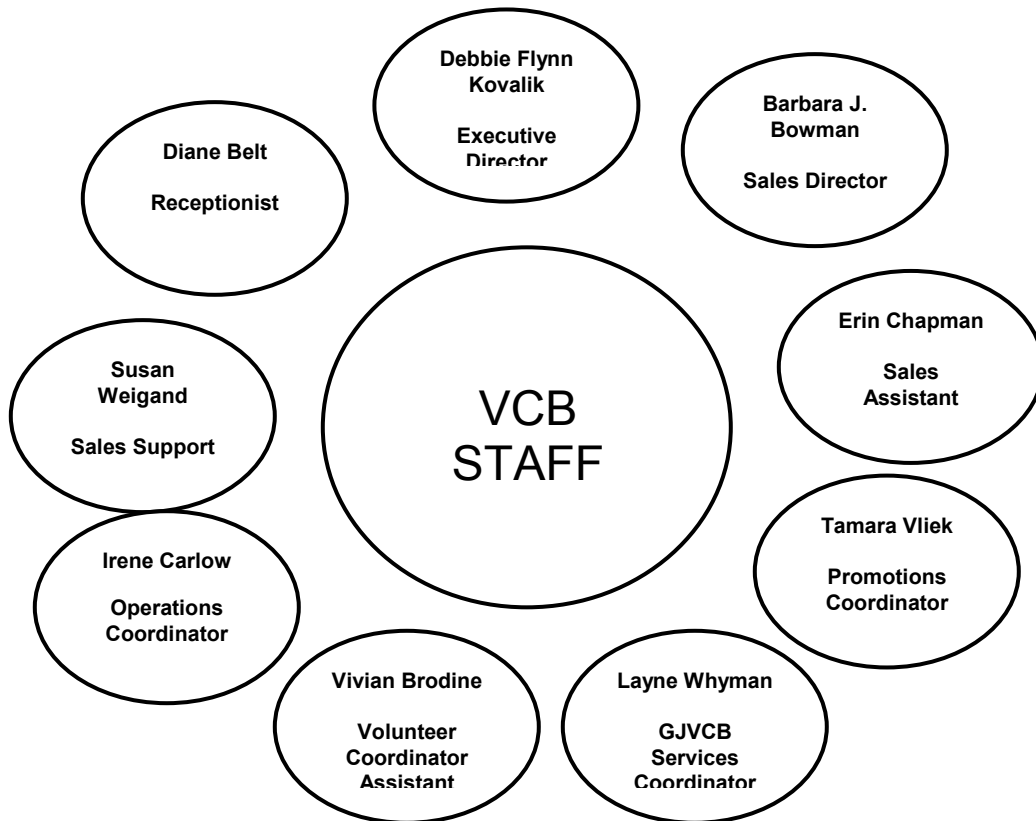
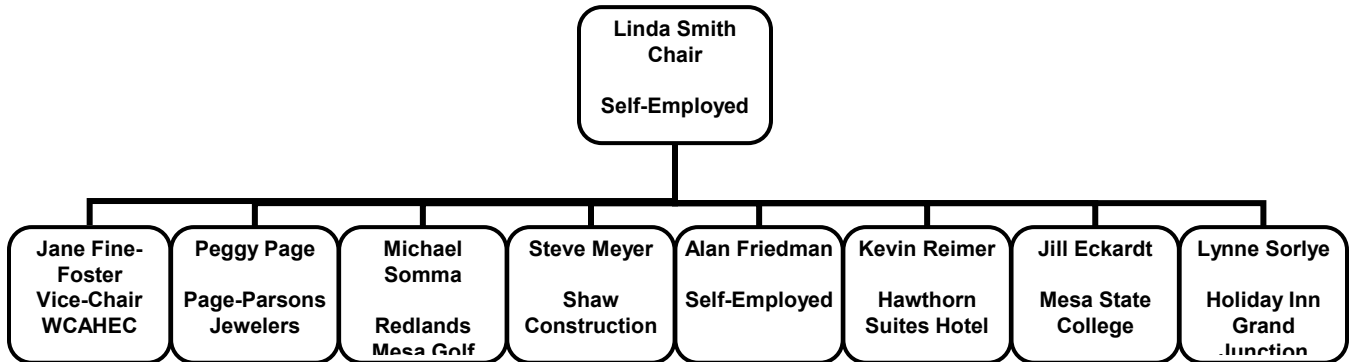
When your organization is preparing to speak at a public hearing, there are a few things you should keep in mind:

. Before the hearing, it is sometimes advantageous to prepare a press release and have it ready for distribution. This will make the media more aware of your case.

- . Be sure that anything you plan to hand out is typed. Limit your typing to one side of the page. Many people are not used to reading pages on both sides and might miss some of your statement. Make enough copies of your handouts for each member of the council, board, or committee plus extras for their file and extras for the press.
- . Always start your testimony with your full name, address, title or group affiliation, and mention other groups that support your position.
- . Explain why you support or oppose the issue being considered. Use facts to support your statements. This is important because, in a limited amount of time, facts will have the most impact and facts are what will influence the body. Do not make charges or accusations you cannot prove. If you plan to have several people speak, avoid repeating the same point because time will be limited. Have each person cover a different aspect of the issue and use multiple speakers to strengthen your position with more information rather than more words.
- . Often, the members of the Commission, board or committee conducting the hearing will want to ask you questions. Be prepared to answer-- know your facts. If you don't know, volunteer to get the information and send it to them. Try to have many supporters attend the hearing even though they won't testify. Use it as a show of support and mention their presence in your address.
- . Listen carefully to other speakers, especially the opposition, and make notes of the questions or issues they raise. If there is time permitted for a rebuttal, address these issues in your presentation. If you follow other speakers, then use your notes and speak to the important questions raised or changes made; however, don't forget to present your own story.
- . Although you may wish to have your views presented by an attorney or other representative, remember that it may be just as effective to present the issue in your own words as a neighborhood resident.

VISITOR & CONVENTION BUREAU

BOARD OF DIRECTORS



VISITOR & CONVENTION BUREAU

Mission Statement

The Visitor & Convention Bureau is a department of the City of Grand Junction, whose purpose is to proactively market the Grand Junction area, resulting in the positive economic impact of visitor dollars.

WHAT IS A VISITOR & CONVENTION BUREAU?

A visitor and convention bureau is a not-for-profit umbrella organization that represents a city or urban area in soliciting all types of travelers to that city or area, whether they visit for pleasure, business or both, and providing services to those travelers when they visit. It is the single entity that brings together the interests of city government and individual “travel suppliers” – such as hotels, motels, restaurants, attractions and local transportation – in building outside visitor traffic to the area. The Grand Junction VCB is the city’s liaison between potential visitors to the area and the businesses that will host them. The bureau acts as an information clearing house, convention management consultant and promotional agency for the city.

BACKGROUND

Tourism marketing of the Grand Valley formally began in 1983. The City of Grand Junction provided operating capital in the form of a percentage of the vendors fee (1.667%) and contracted with the Chamber of Commerce for tourism marketing services from 1983 - 1989. The vendors fee continues to be dedicated to tourism marketing.

A lodging tax passed in a city-wide election in 1989 became the basis for the operating capital of the newly-created VCB. “The Lodgers’ Tax Ordinance” requires that every lodging property in the City of Grand Junction collect a tax of 3% of the room rate charged. Extended stays of 30 days or more are not subject to the tax. Section 2 of The Ordinance reads:

For the purposes of this ordinance, every person who purchases in the City any lodging is exercising a taxable privilege. The purpose of this ordinance is to impose a tax which will be collected by every vendor from persons using lodging accommodations in the City of Grand Junction, which tax will provide revenues for advertising the community, promoting tourism and visitors, attracting conferences, conventions, and meetings to the City of Grand Junction, and to allocate a portion of the revenue derived therefrom for administrative and clerical expenses, as set forth.

A nine-member advisory Board of Directors, appointed by City Council, oversees the bureau’s operations. The City Clerk advertises vacancies and accepts applications

which are reviewed by Council. Board members may be appointed for two consecutive three-year terms. Board meetings are held on the second Tuesday of each month from 3:00 pm – 5:00 pm.

OVERVIEW

The VCB provides tourism marketing services for the City of Grand Junction. Marketing efforts, however, include the promotion of tourism-related attractions and activities in all of Mesa County. The VCB is not a membership organization and does not accept advertising in any of its publications. Thus, the bureau is able to provide the same marketing exposure to a variety of businesses as well as attractions that likely have little or no advertising budget. Since the VCB began operating in 1990, tourism has become an increasingly important part of the local economy and is the largest basic industry in the Grand Valley, according to a 1997 study. The VCB's constituent base has grown as the number of businesses providing visitor services has increased.

<u>Visitor Guide Listings</u>	<u>1991</u>	<u>2004</u>
Lodging properties	31	40
Lodging rooms	2,072	2,600
Wineries	4	13
Activities and attractions	63	133

While all of the bureau's marketing efforts are interrelated, operations are focused in three distinct areas:

- Tourism Marketing
- Visitor Center
- Group Marketing and Convention Servicing

TOURISM MARKETING

Most of the VCB's marketing and advertising efforts are directed to individual leisure travelers through advertising in selected national, regional and state-wide publications. Potential visitors respond to these ads by calling the VCB's toll-free number or logging on the website to request a free visitor guide. The Visitor Guide, which is updated every year, is a four-color brochure that describes attractions, activities and lodging in the Grand Junction area. This brochure is designed to "lure" visitors to come to Grand Junction, thereby converting a telephone or website inquiry to an actual visit. Additionally, advertisements in the Denver area and in regional newspapers offer special lodging rates and promote a variety of events.

Paid advertising is supplemented with a dedicated public relations campaign which was begun in 1994. Press releases and story ideas are distributed to local, regional and national publications. Travel writers and other media representatives are hosted in an effort to generate articles and other news reports about Grand Junction. The public relations effort is a long-term endeavor; writers who are on assignment for a publication may not have their article published for 1-2 years after their visit. For example, a writer for *Sunset* magazine initially contacted the VCB in 1994, visited the area in 1997, and the article appeared in August 1999. The same writer followed up with an article in the August 2004 edition, which highlighted 15 local businesses and two events.

Internet

The Grand Junction VCB was one of the first bureaus in the state to have a website, which was launched in late 1995. The website is an increasingly important marketing tool for leisure travelers. Over 100,000 unique users visited the site in 2003 and that number is expected to increase in coming years as more travel planning is done via the Internet. Recent research indicates that consumers' travel planning time is very short (1 – 7 days for in-state travel) and that the Internet is the most widely used source of information. Marketing strategies have been adjusted to respond to greater use of the Internet and shorter planning times. Non-traditional, more timely media such as billboards, radio, and packaged promotions on the web have been directed at the new consumer.

Special Events Funding

The VCB provides funding to area events through an annual application process. The main mission of Special Events funding is to market an event outside the Grand Junction area, which will increase event participation and encourage overnight stay in local lodging properties. The Board awards funding based on each event's merits. Funding recommendations are approved by City Council. From 1991 through 2003, the VCB has awarded over \$200,000 in Special Events funds. Events that have received funding include:

- Art & Jazz Festival
- Rim Rock Run
- Colorado Mountain Winefest
- Fruita Fat Tire Festival

- Celtic Festival
- Renaissance Faire

VISITOR CENTER

The Visitor Center on Horizon Drive at I-70 is one of the few bureau-operated centers in Colorado that is located adjacent to the interstate. The Center is the first impression many visitors have of our city. The Parks & Recreation Department maintains the landscaping and there are currently four Art on the Corner sculptures displayed outdoors.

The Visitor Center serves as a marketing tool to direct the leisure travel market. The displays in the Center emphasize the area's scenic resources and attractions by utilizing effective visual displays, maps and dynamic photographic images. Brochures of area attractions and tourism-related activities in the area are prominently displayed. A number of visitor guides from other cities in western Colorado and major attractions on the Front Range are also available.

Open 7 days a week, year-round, the Visitor Center is staffed by 75 volunteers who serve as local ambassadors, providing visitors with an introduction to our community. The volunteers encourage travelers to spend an additional night in Grand Junction by describing attractions to visit and suggesting various activities for visitors to enjoy. A computer is also available for visitors to check their email and look up current information about other destinations they will travel to after leaving Grand Junction.

The goal of the Visitor Center is to increase overnight stays. A 1999-2000 survey of overnight visitors provided the following information:

Nights spent in Grand Junction

1 night	48.8%
2 nights	28.7%
3 nights	11.5%

Expenditures (per party)

<\$100	10.7%
\$100-200	30.4%
\$201-300	20.1%
\$301-500	18.2%

Over 28,000 visitors were assisted in 2003. It is anticipated that the number of travelers who use visitor centers will decrease in the future as more detailed information is available on the Internet.

GROUP MARKETING AND CONVENTION SERVICING

The Group Sales Division focuses on (1) attracting meetings, conventions and tour groups to Grand Junction and (2) providing assistance (“convention services”) to those groups while they are in our city. Prospective group clients are developed in a variety of ways:

1. Personal contact with prospects at industry trade shows
2. Direct mail campaigns
3. Co-operative promotions
4. Membership in industry organizations
5. Inquiries received as a result of prospect’s awareness of Grand Junction
6. Personal sales calls
7. Education/familiarization tours

Utilizing the sales methods listed above the VCB Group Sales Division has built a database of over 2,000 contacts. The sales staff continuously prospects, qualifies and works with these clients to convince them to bring a group or groups to Grand Junction. Relationship-building and brand awareness are extremely important in working with meeting planners. The sales process from initial contact to actually booking a convention/conference averages 3 – 5 years.

Once the sales staff confirms that the client will consider bringing business to this area, information about the group is sent to all local lodging properties in the form of a sales lead. It is the responsibility of each individual property to respond directly to the sales leads. The VCB sales staff continues to work with the client to insure that his or her needs have been met and the business has become a confirmed booking at a local lodging property.

An important part of the group segment is the “packaged travel” market. A 45-passenger motorcoach tour with an overnight stay has an economic impact of approximately \$7,000 per day. Professional tour operators who plan itineraries and sell the trips are included in the sales database to receive regular calls and correspondence. Staff researches tour companies bringing trips to Colorado that don’t currently stop in Grand Junction in an effort to get our city added to their itineraries. Staff also works with existing business to suggest new activities for tour participants so that our area will remain on their schedule.

Convention Servicing

The term “group business” describes not just a convention or meeting; “groups” also include reunions, weddings, festivals, sporting events, seminars and trade shows. Planning assistance provided by staff includes a variety of services designed to ensure a successful event. The VCB does not organize or manage these events but does work closely with the organizers by suggesting activities, venues, entertainers, etc. and putting event managers in touch with local vendors who can provide needed services. Nearly all the convention services provided by the VCB staff are complimentary.

Hospitality Training

The VCB annually provides hospitality training and information on tourism related businesses in the Grand Junction area to those who have consistent contact with tourists and business travelers. The annual program encourages front line employees to “know their own backyard”. This positive interaction with visitors helps to promote visitation to a wider variety of area attractions and encourage overnight stays. If visitors know there is more to do and their overall impression is that this is a friendly community, they will stay longer, come back more often and spend more money. The front line staff targeted for this training includes employees of:

- Lodging properties
- Retail businesses, restaurants, gas station/convenience stores
- Tourism-based businesses

CITY BOARDS AND COMMISSIONS

Submit letters of interest and resumes to the City Council c/o the City Clerk, 250 North 5th Street, Grand Junction, CO 81501-2668

COMMISSION ON ARTS AND CULTURE

9 member board

3 year terms

Terms expire in February

All 9 members are appointed by the Grand Junction City Council. At least 5 members must have acknowledged accomplishment as either an amateur or professional in architecture, art criticism, art education, art history, choreography, dance, communicative arts, crafts, folk and ethnic arts, literature, media arts, music, opera, painting, photography, sculpture, theater or urban design.

The mission of the Commission on Arts and Culture is to enhance local arts and cultural opportunities and development, encourage cooperation and collaboration among arts organizations, provide information to area artists and arts agencies and establish community arts priorities. The Commission meets the 4th Wednesday of each month at 4:00 p.m. Commission members (or their spouse) cannot serve on the governing board or be an employee of any other local arts or cultural organization.

AIRPORT AUTHORITY

7 member board

4 year terms

Terms expire in May for City

3 members are appointed by Mesa County Commissioners which may include 1 Commissioner. 3 members are appointed by the Grand Junction City Council including one Council Member. The 7th member is appointed by the other Board members with the concurrence of the County Commissioners and City Council. The appointees shall be residents and tax paying electors of Mesa County and Grand Junction as defined by Colorado Law.

The Airport Authority is charged with setting policy and overseeing the operations of the Airport ensuring compliance with its By-Laws, with the State of Colorado Public Airport Authority Law and with FAA Regulations. The Board meets at 5:15 p.m. the third Tuesday of each month with additional committee meetings as needed.

DOWNTOWN DEVELOPMENT AUTHORITY

9 member board
4 year terms
Terms expire in June

9 member board appointed by the Grand Junction City Council. 8 members must be a resident, business lessee or own real property within the boundaries of the DDA. 1 member shall be appointed from the City Council and is exempt from the above qualifications.

The DDA's primary purpose is to facilitate the reinvestment in and the redevelopment of downtown Grand Junction. The function of the Board of Directors is to establish policy and direct the Authority in its efforts. The meetings are held the 1st and 3rd Thursday of each month, at 7:30 a.m.

HORIZON DRIVE BUSINESS IMPROVEMENT DISTRICT BOARD OF DIRECTORS

5 member board
4 year terms, (Except first Board appointed shall be three Directors shall serve a two year term and two Directors shall serve a four year term)
Terms expire in April

Directors must be electors of the District. Appointments are made by the City Council of the City of Grand Junction.

The function of the Horizon Drive Business Improvement District Board of Directors is to take such actions and perform such duties as are required of the operations of the District. The district is allowed to make and contemplate a broad range of public improvements.

The Board meets as needed.

PARKS AND RECREATION ADVISORY BOARD

7 member board

3 year staggered terms
Terms expire in June

Seven members are appointed by the City Council. Members must be a citizen of the City.

The Board assists in the planning of recreation activities, and it helps to promote a long range program for the development of the City's park system. The Board meets the 3rd Thursday of each month at 12:00 noon at Two Rivers. In addition, the Chairman of the Board may schedule periodic study sessions to review special projects and various other items of concern to the Board and the Staff.

URBAN TRAILS COMMITTEE

7 to 11 members
3 year terms
Terms expire in June

The board members are appointed by the Riverfront Commission with the concurrence of City Council.

The purpose of this board is to promote and facilitate trail design and construction within the City of Grand Junction, and to plan for integration with trails in areas which will be annexed. The Committee meets the 2nd Tuesday of each month at 5:30 p.m.

BUILDING AND FIRE CODE BOARD OF APPEALS

5 member board
3 year terms, at least 1 term to expire each year
Terms expire in July

Members must be qualified by experience and training in matters pertaining to building construction. Members need not be City residents. Appointments are made by Mesa County with the concurrence of the City Council.

The function of the Building and Fire Code Board of Appeals is to make special exceptions to the terms of the building code, formulate suggested amendments to the building code for consideration by BOCC; adopt substantive rules and regulations based on the provisions of the building code; may also hear appeals by any person aggrieved by his inability to obtain a building permit or by any officer, department, board, or bureau of the county affected by the granting or refusal of a building permit.

The Board meets as needed.

RIVERFRONT COMMISSION

11 member commission
3 year terms
Terms expire in July

The 11 member board serving 3 year terms are appointed jointly by the Grand Junction City Council, Mesa County Commissioners, Fruita City Council and Palisade Town Council.

The Riverfront Commission is charged with planning, advocating and implementing a multifaceted program to redevelop and reclaim the riverfront within the City and County. The members may also be required to meet informally for up to 5 hours per month in study sessions. The meetings are held on the 3rd Tuesday of each month, at 7:00 p.m.

HOUSING AUTHORITY

7 members
5 year terms
Terms expire in October

Members must be knowledgeable in the area of real estate for appointment. Members are appointed by the City Council.

The Housing Authority is charged with providing safe and sanitary dwelling accommodations as resources permit at rents which persons of low income can afford. The Housing Authority meets the 4th Monday of each month at 11:30 a.m. at the Housing Authority office located at 1011 N. 10th Street.

GRAND JUNCTION PLANNING COMMISSION

7 member board plus 2 alternates
4 year terms
Terms expire in October

7 members are appointed by the City Council. Members must be city residents.

The Planning Commission shall hear and decide certain planning and zoning related issues and will make recommendations to the City Council on similar matters. The Commission holds public hearings on the 2nd and 4th Tuesday of each month at 7:00 p.m. and holds workshops as needed.

PLANNING COMMISSION BOARD OF APPEALS

5 member board
3 year terms
Terms expire in October

5 voting members appointed by the City Council. Two members are alternates for Planning Commission. Members must be City residents and voting members must be

selected from the fields of: engineering, architecture, construction trades and citizens-at-large.

The Board of Appeals hears and decides appeals of administrative decisions, appeals for variances of the bulk requirements and non-conforming uses, and requests for exceptions to the side or rear setback requirements pursuant to the Zoning and Development Code. The Board also makes recommendations to the Planning Commission for amendments to the Zoning and Development Code. The Board meets on the 2nd Wednesday of the month at noon as needed.

GRAND JUNCTION FORESTRY BOARD

5 member board
3 year staggered terms
Terms expire in November

3 of the 5 members shall be selected from the following categories: a professional arborist, a nursery person, a landscape designer, a pesticide applicator and a representative of the Colorado State Forest Service, with no more than 1 in any 1 category. The other 2 members may be lay persons.

The Board acts as a reviewing body for the purpose of determining professional qualification and competence to engage in the business of cutting, trimming, pruning, spraying or removing trees by giving written, oral and practical license examinations. The Board also makes recommendations to the City Council for the adoption of rules and regulations pertaining to the tree service business in the City, and it may hear complaints from citizens relating to the tree service business. The board meets the 1st Friday of each month at 8:00 a.m.

HISTORIC PRESERVATION BOARD

5 to 7 member board
3 year terms
Terms expire in December

The Board shall consist of 5 to 7 members providing a balanced, community-wide representation. If a 5 member Board, then 3 members shall be professionals or have expertise in a preservation-related discipline including but not limited to: history, architecture, planning, or archaeology. 1 member shall be a member of the Downtown

Development Authority Board or an employee of the DDA, and 1 member shall be a citizen at large.

The Historic Preservation Board will be responsible for recommending designation of historic resources to City Council for listing on the City Register of Historic Sites, Structures and Districts. The Board will also review proposed alterations to designated sites as necessary and generally promote historic preservation in the Grand Junction community. The Board meets the 1st Tuesday of the month at 4:00 p.m.

VISITOR AND CONVENTION BUREAU BOARD OF DIRECTORS

9 member board
3 year staggered terms
Terms expire in December

Members are appointed by City Council.

The mission of the Visitor and Convention Bureau is to market Grand Junction in external markets resulting in a positive economic impact of visitor dollars to the City of Grand Junction. The Board advises the VCB staff on policies and marketing directions. The VCB Board meets the 2nd Tuesday of each month at 3:00 p.m. for approximately 2 hours. Additional meetings are called as required.

RIDGES ARCHITECTURAL CONTROL COMMITTEE

5 member board (and alternates)
Ridges Property Owner (in original filings 1 through 6 and replats thereof)
Terms continuous

The Committee's role is to ensure that all construction meets the requirements of the Ridges Protective Covenants for the type of building material, color, height and other structural and architectural requirements. The ACC meets the 2nd and 4th Thursday of each month.

Grand Junction Police Department

Police Schedule

.. Each officer is assigned
to a Team

- 1 year rotation
- 1 Supervisor
- Unity of Command
- One Neighborhood Beat
for entire year.

.. Mission Statement

Our daily mission is to embrace members of our
community and enhance their quality of life through
partnerships, problem solving, protecting life and
property, preventing crime and reducing fear of crime.

.. Core Values

- .. Provide exceptional customer service
- .. Maintain technical excellence
- .. Respect individual liberties and personal dignity
- .. Policing Grand Junction Style
- Command Staff Retreat

Police Neighborhood Beat System

Principles of Neighborhood Beat System

- .. Timely, relevant information actively used to achieve NBS
objectives
- .. Defined, manageable geographic responsibility and
accountability
- .. Clear, consistent communication of priorities and strategies
- .. Explicit expectations and accountability.
- .. Flexibility to respond rapidly to emerging crime patterns or
neighborhood disorder problems.

Police Organizational Structure

Police Chief

Greg Morrison

Internal Affairs

Policy/Procedures

911 Communications Center

Training

Recruitment
Crime Lab
Evidence
Budget, Grants
Research and Development
Records
Services Division
Captain Harry Long Professional
Standards
Rick Dyer
Police Information
Coordinator
Operations Division
Captain Troy Smith
Patrol
Community
Advocacy
Investigations
GVJDTF
Crime Analysis
Intelligence Officer
Victim Advocacy Program
School Resource Officers

Police Operations Division
Operations Division
Captain Troy Smith
Patrol
Mesa State College
Community
Advocacy
Investigations
GVJDTF
Crime Analysis
Intelligence Officer
Victim Advocacy Program
School Resource Officers
Police Chief
Greg Morrison
1 Captain
4 Lieutenants
11 Sergeants
65 Officers/Detectives
8 Police Service Technicians
1 Victim Advocacy Coordinator
½ Crime Analysis Technician
3 Administrative Assistants

Consists of
Captain Troy Smith

Police Patrol
Lt. Bob Russell
Lt. Amy Clymer
Lt. Andy Martinez
3 Lieutenants
7 Sergeants
40 Patrol Officers
4 Traffic/Motor Officers
5 Police Service Technicians
1 Senior Administrative Assistant

Mobile Data Computers are installed in the patrol vehicles allowing officers to run CCIC wants/warrants, NCIC wants/warrants, and to communicate with other patrol units.

The "Interceptor" is the parking van used while patrolling the downtown area for parking violations.

Police
13 Team Members
1 Commander (Lieutenant)
13 SWAT Members
S.W.A.T. Deployment Van
Callouts
Hostage Situations
Barricade Subjects
High Risk Warrants
Training
10 Hours per month
(as a team)
40 Hours per year
(individual specialized training)
Noise / Distraction Devices
Less Lethal Weapons
S.W.A.T

Police School Resource
4 School Resource Officers
(Allocated September – June)
Elementary Schools
Middle Schools
Grand Junction High
●D.A.R.E. Program
(Drug and Alcohol Resistance Education)
●GREAT Program
(Gang Resistance Education and Training)

Police Bike Patrol Officers
Patrols downtown area
1 Sergeant oversees Program
21 Officers
(assigned to various Teams)

Police Mesa State College
Mesa State College contracts with
the Grand Junction Police
Department to provide Police
Services on campus.
\$261,298.00 annual contract amount
(July 1, 2004 through June 30, 2005)
Police Department provides:
1 Sergeant
3 Officers
Mesa State College provides:
Substation Building
Employees for Escort Program

Police Investigations Section
Predominantly handles felony cases
Crimes against Persons
(homicide, rape, assault, child abuse, etc.)
Crimes against Property
(robbery, theft, forgery, embezzlement, etc.)
Other duties managed by Investigations
include cases involving runaways,
missing persons, vehicle impounds,
check fraud, sex offender registration,
and pawn shop transactions

Police Community Advocacy Program (CAP)

The Community Advocacy Team is a unit within the Grand Junction Police Department that coordinates all of the department's community wide programs, as well as community policing and problem oriented policing projects. The unit's objective is to serve as a liaison between community members and the patrol officers assigned to specific geographical areas (beats). Its oversight includes the existing Crime Prevention programs, Crime Stoppers, School Resource programs, Traffic Safety and Victim Advocacy Program. CAP is located at the Mesa Mall Substation

Police Victim Assistance Program (VAP)

VAP began in 1992

1 full-time Victim Services Coordinator

18 Volunteers

Assistance provided 24 hours per day, 7 days per week

Assists victims with:

- Victim's Rights
- Compensation and Grants Access
- .. VINE – Victims Immediate Need Endowment Fund

.. VALE – Victim Assistance and Law Enforcement Fund

- Judicial and Law Enforcement procedures
- Community Resources

746 Victims served in 2002

793 Victims served in 2003

402 Victims served through 2nd Quarter 2004

Police Western Colorado Task Force
Collaborative effort between
the Grand Junction Police
Department, Mesa County
Sheriff's Office and the Drug
Enforcement Agency (DEA).

Efforts focused on traffic interdiction, clandestine drug lab seizures, cultivation of illegal substances and prescription fraud. Also assists in executing search warrants and intelligence. Continues to be a force of impact on narcotics traffic.

Hazardous Devices Team
Forensic Investigator Program (FI)
Patrol Rifle Program
Hostage Negotiation Team
Specialized Services

Police Vehicles
39 Patrol Vehicles
16 Civilian Vehicles
(used by Investigators and Pool Cars)
3 K-9 Vehicles
1 SWAT Van
1 Bomb Truck
1 DUI Van
1 Interceptor
4 Motorcycles
20 Bicycles

Police Services Division
Police Chief
Greg Morrison
1 Captain
1 Lieutenants
1 Communications Manager
1 Geographic Information Systems Technician II
5 Communication Center Shift Supervisors
23 Telecommunicators
1 Crime Lab Manager
1 Senior Criminalist
2 Criminalists
1 Evidence Technician
1 Lab Technician

1 Sergeants (Training &
Recruitment)
1 Records Manager
9 Records Specialists
3 Administrative Assistance
(2 full-time, 2 part-time)
Consists of
Services Division
Captain Harry
Long
911 Communications
Center
Training
Recruitment
Crime Lab
Evidence
Budget, Grants
Research and
Development
Records
Captain Harry Long

Police Grand Junction Regional
Communication Center
Services 19 agencies

- Grand Junction Police Department
- Grand Junction Fire Department
- Mesa County Sheriff's Office
- Clifton Fire Department
- Fruita Police Department
- Lower Valley Fire (Fruita) Department
- Palisade Police Department
- Palisade Fire Department
- Collbran Marshal
- Central Orchard
- Mesa Fire Department
- Debeque Marshal
- East Orchard Mesa Fire Department
- Colorado National Monument
- Glade Park Fire Department
- Debeque Fire Department
- Plateau Valley Fire Department
- Lands End Rescue
- Gateway – Unaweep Fire Department

Police

Training Program

16-7 month Training Program

- 3 weeks of instructor classroom training
- Assigned to a Communication Training Officer
- Call Taker Training
- 3-4 months
- Dispatch Training
- 2-3 months
- Certified in EMD, CCIC/NCIC, APCO

Police Records Section

Open 6:00am – 2:00 am, 7 days per week

Provides:

- .. Citizen Requests
- .. Officer/Detective Requests
- .. District Attorney's Office Requests

Established a "Hot Sheet" in 1994

The "Hot Sheet" is a weekly publication mailed to over 100 law enforcement agencies on the Western Slope highlighting wanted criminals

Police

Law Records Management System (LRMS)

- Implemented in January 1999
- 26,479 Records entered into LRMS in 2003
- 9,718 Criminal Records
- 2,803 Traffic Accidents
- 2,827 Non-Criminal Records
- Other records maintained by Records Section
- 279 Field Interview Reports
- 85 Bicycle Registrations
- 63 Registered Sex Offenders
- 828 Prior Histories

Police Volunteers

- .. Records Section
- .. Filing
- .. Traffic Citations
- .. Pawn Shop Transactions (data entry)

- .. Patrol Section
- .. Transporting vehicles for maintenance
- .. Maintaining vehicle cleaning
- .. Data Entry

Volunteers Provide Assistance

- .. Crime Laboratory / Property and Evidence
- .. Property notification letters
- .. Administration
- .. Word processing
- .. Copying / Collating
- .. Data Entry

HOURS

Equivalent to approximately 7.5 full-time employees

Crime Laboratory

Property and Evidence

The Crime Lab specializes in a few of the Forensic Sciences.

Primarily responsible for fingerprints, controlled substance identification, and property and evidence.

Focuses personnel and training in the areas most commonly encountered by our officers.

Provides drug analysis, latent fingerprint identification, Automated Fingerprint Identification System (AFIS), Evidence Containment, Property/Evidence Release, Enhancement of Audio/Video tapes

Police Training and Recruitment

Training includes:

(but is not limited to)

- Firearm Training
- Use of Force
- Defensive Tactics
- First Aid / CPR
- Evidence
- Legal Updates
- DUI / Intoxilyzer
- Community Policing
- Problem Solving
- Interview and Interrogation Techniques

Police Professional Standards
Internal Affairs
Policy/Procedures
Professional
Standards
Rick Dyer
On-going Personnel Recruitment
● Background Investigator for new hires
Policy and Procedure
Internal Affairs
● Citizen Comments and Complaints
● Commendations (outside)
CACP Accreditation
Professional Standards
Administrator Rick Dyer

Police Community Events
National Night Out 2004
K9 Demonstration
Ice Cream Eating Contest
Brownie Tour

Looking Towards the Future...
Future challenges
.. Records Management System
implementation
.. Methamphetamine problems
.. Transient related issues
.. Traffic issues
.. Employee recruitment and retention
.. Recruiting personnel
.. Maintaining current personnel
.. Work force diversity
.. Growth
.. Annexations
.. Development/Redevelopment within City
limits
.. Additional staffing needs due to growth
.. New Police Department building

Park Operations – Jerry Roberts, Supervisor (254-3873)

The Parks Operations Division

Whether you sit under a graceful canopy full of mature trees in Lincoln Park, or stroll the flower lined streets of Main Street, or enjoy the vistas that reach the horizon at Eagle Rim Park, or visit any one of twenty-five other parks in the park system - the goal for the park operations maintenance crews is all the same. They provide parks and city facilities that are prepared and cared for to the highest of industry standards for health, safety and aesthetically pleasing value for everyone's enjoyment.

The Parks Operations crews oversee thirty-one developed and seven undeveloped park sites, more than eighteen miles of Riverfront trail system, and is responsible for the Downtown shopping area and several mid boulevard linear parks. The Division covers every facet of park maintenance including turf care, restroom and shelter service, litter removal, building maintenance, and irrigation repair. The Parks Operations Division strives to meet park related needs of the citizens of the community by providing timely response to service requests, continually enhancing, developing and maintaining existing parks and development of new parks to meet the ever growing need and demand.

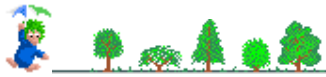
Every aspect of park maintenance must be completed daily, seven days a week April through October. Complete turf care includes mowing, watering, insect and disease control, trimming and fertilization. Litter removal, restroom and shelter service is a must and expectations are high. Parks operations crews maintain over 170 acres of high maintenance blue grass turf and 653 acres of open space areas including the Ridges. These crews are also responsible for playground inspection, maintenance and installation, fence repair, vandalism repair, irrigation system repair and installation, picnic table repair, to name just a few of the duties necessary to meet the needs and park related demands of Grand Junction's citizens.

- Riverfront Trails - **The trail system**, containing several sections maintained by the Parks and Recreation Department, provides many recreational opportunities to all users. It's nearly 18 miles in length, and has come about through the efforts of the Colorado Riverfront Greenway. GJ Parks and Recreation Department is one of 14 community partners working with the Colorado Riverfront Commission to provide **The Colorado Riverfront Greenway** along the Colorado River through Mesa County. Great Outdoors Colorado (GOCO), a State agency, has designated this Greenway as a Legacy project that emphasizes community partnerships and sustainability in the protection of natural resources. The Colorado Riverfront Commission exists because of joint support by the city and Mesa County government, as an expression of community pride and as a conduit for, to date, \$26 million for trail development, parks, and wildlife habitat acquisition. Staff and Parks & Recreation Advisory Board members serve as department liaisons to the Commission, and the department director serves on the Legacy Steering Committee. Other community partners in this Greenway project include: the Federal Bureaus of Reclamation and Land Management, the State Divisions of Wildlife and Parks & Outdoor Recreation, the Audubon Society, the Botanical Society of Western Colorado, Town of Palisade, City of Fruita, Mesa County and the Mesa County Land Conservancy, School District 51, and the Downtown Development Authority.

In a statewide poll conducted by Colorado in 1998, 92% of citizens said that greenways and trails are valuable additions to their quality of life and support this development. This data supports findings of earlier activities sponsored by the Riverfront Commission, and by Mesa County, as well as the findings of the 1999 telephone survey in conjunction with the Parks Master Plan. To that end, the city's funding of the portion of the Greenway project has included several components. The first pedestrian bridge was built to connect this city that is split by the Colorado River, not only to bridge residential and business communities, but to serve as a link to two new park developments. Las Colonias, on the north side of the river, will be a vital component of future lower downtown/riverfront development and exists in an area with the highest concentration of the city's minority population. The other, Eagle Rim Park, was developed in a previously under-served and lower-income neighborhood and in cooperation with the local school district. Other components of the Greenway include a wildlife area with parking, trails, and viewing blinds; 17+ miles of surfaced trails adjacent to the Colorado River connecting the east to the west edge of the city; an endangered fish backwater improvement; a botanical garden, butterfly house, and amphitheater adjacent to the future lower downtown park development.

The Trail: [Eagle Rim Park](#) located on Orchard Mesa provides parking and access to the Old Mill Bridge across the Colorado River to the 3.6-mile [Las Colonias](#), Confluence and Riverside trail sections. This section passes the .87 mile [Watson Island](#) loop and the Western Colorado Botanical Society access at South 7th Street and Struthers. The [Confluence Trail](#) section, west of South 5th Street, includes a short spur leading to an overlook of the confluence of the Colorado and Gunnison Colorado Rivers. As the trail continues west users pass a large wetlands/lake constructed under the guidance of the U.S. Fish and Wildlife Service to serve as a breeding site during high water runoff for endangered fish species. The Confluence section continues to [Riverside Park](#) at West Avenue, just south of Highway 340 (Grand Avenue).

Continuing north from Riverside Park under the Highway 340 bridge the [Blue Heron](#) section of the trail proceeds north and west to [Jr. Service League](#) and the [Redlands Parkway Bridge](#). This trail section can be accessed from several locations along River Road and the Redlands Parkway. The trailhead north off the Parkway provides river access with a boat ramp and trailer and car parking. **Jr. Service League Park** makes an excellent resting spot with its covered picnic area and parking. A fishing pier that is handicap accessible is located adjacent to the park. After crossing the Colorado River at the Redlands Parkway on-street paths will take you throughout the Redlands area including access points east to [Connected Lakes State Park](#), the [Audubon](#) section, and south-west to [Riggs Hill](#), the [Ridges](#), [South Camp Road](#), Tiara Rado Golf Course, and Colorado National Monument.



Forestry & Horticulture / Cemeteries Division – Mike Vendegna, Supervisor (254 - 3849)

Much of the character of the City of Grand Junction is created from its vast urban forest. The large cascading shade trees, the majestic pine trees, and the abundant colors and fragrances of flowering ornamental trees, show the diversity and complexity of Grand Junction's forest.

What do the FORESTRY crews do?

The Forestry & Horticulture crew strives to create and maintain an aesthetically pleasing atmosphere in city parks and facilities and open spaces and rights of ways and entry points – through flowers, shrubs, trees, and water features.

It is the forestry division's goal to preserve and increase Grand Junction's urban forest. Trees are living organisms and need life-long care. There is a growing emphasis nationwide as to the importance of trees to a community, and Grand Junction is no exception. The Forestry Division seeks to educate the community about the importance of trees, while maintaining Grand Junction's large urban forest – well over 7,000 park and facility trees, more than 20,500 right-of-way trees, and an estimated 2,000 trees along the Riverfront trail. (35,000) The crew trims, plants, controls diseases, and fertilizes trees, removes dead/hazardous trees, removes stumps, and clears ways for street signs and lights. In addition to tree maintenance, the forestry division, assisted by the solid waste division, conducts the Christmas tree recycling program and Spring Cleanup. They also put up and remove the banners on Main Street, install and take down Christmas lights on Main Street, City Hall, Parks Administrative Offices, and the Visitors & Convention Bureau.

The forestry division has recognized the overwhelming need for citizen awareness and education. The division hosts a number of educational programs, which have grown significantly in the past five years. The Western Slope Tree Care Workshop is designed to be an educational opportunity for professional tree maintenance companies, educators and anyone interested in the care and maintenance of trees. The award winning "**Arborfest**," Grand Junction's Arbor Day Celebration reaches well over 3000, participants as to the importance of trees. "**A Living Tribute**" Memorial Tree Planting program uses the planting of trees as a living reminder of a departed loved one, while continuing the preservation of the urban forest within the community.

What do the HORTICULTURE crews do?

The term horticulture is defined as "cultivation of plants mostly for ornamental use" which defines this crew in the most liberal translation of their duties and responsibilities. Annual and perennial flowers, roses, shrub beds, flower beds, flowering bulbs, turf grass, fountains and art work make up "landscaping", all requiring horticulture professionals to maintain.

The horticulture division designs, prepares the soil and plants in excess of 48,000 annual flowering plants, 550 perennials and shrubs, 450 roses in well over 55,000 square feet of planting beds each year. Painstaking care is given to the design and layout of flower beds. They must determine what color flowers work well together, which plants will do well in the different site conditions, and calculate the exact number of plants needed. This crew is responsible for the year around inspection and maintenance of not only the above stated plant material but, 5.5 acres of turf grass and amenities such as fountains on the Down Town Shopping Mall (4), Two Rivers Convention Center (2) and City Hall (1). Also restrooms, benches, picnic tables, retaining walls, structures and yes even art work, throughout the city park system. They assist with numerous special events such as South West Fest, Art on the Corner, Down Town Christmas activities, Oktoberfest and Arborfest, just to name a few. And yes, even bird dropping control falls into this crew's responsibilities – the Downtown shopping park must be washed every other day to remove the massive amounts of bird droppings. This crew is solely responsible for inspections to determine plant health needs, insect and disease control, fertilization, irrigation system inspection and repair and all aspects of horticulture operations within all city parks, cemeteries, Down Town Shopping Park, City Hall, Visitors Convention Bureau, Senior Recreation Center, Fire Station Two, Police Station and Two Rivers Convention Center, Horizon Drive round about, 12th Street islands, Gunnison Ave trees, South Seventh trees, Down Town parking lots (4) and city shop planting areas.

As Grand Junction continues to experience growth through annexation, new development and renovation of existing properties, Grand Junction's urban forest continues to grow at an alarming rate. Among several other challenges, it is anticipated that within the next 5-6 years the forestry responsibilities will increase 25 – 35%, and horticulture responsibilities will double, due to annexations, city improvements and projects.

What do the CEMETERIES crews do?

Municipalities perform a number of functions, which, while not strictly governmental, benefit all citizens, and require a degree of permanency found only in governments; which is why the City of Grand Junction operates a cemetery division. The Cemetery Division is dedicated to meeting the needs of families and loved ones coping with the death of a family member, close friend, or business associate. Operated as an Enterprise Fund, the Cemetery Division is very dependent upon income from lot sales and burials, an increasingly difficult task as the trend from burial to cremation continues and with the opening of the new veteran's cemetery. The cemeteries contain a cremation garden, rose garden, columbarium, and traditional burial plots.

The Parks and Recreation Department is responsible for burials in, and the care and maintenance of, the cemeteries on Orchard Mesa and Veterans Crown Point Cemetery in Appleton. The City of Grand Junction purchased the Orchard Mesa Cemetery from the Bannister Furniture and Mortuary Company in 1922. The City then developed the Municipal Cemetery three years later on city owned land. In June of 1965, the city acquired the Masonic (established in 1898), Odd Fellows (established in 1898), and Calvary (established in 1906), cemeteries. The city took possession of the Veterans Cemetery (established 1898), in 1978, and in 1982 acquired Veterans Crown Point Cemetery (established 1904).

In 1992, at the bequest of the Jewish Community Center, the Ohr Shalom section of the cemetery was established for the orthodox and unorthodox burials of the city's Jewish citizens. The establishment of this section brought the number of cemeteries to eight.

In 1998, in response to the increasing demands for non-traditional services, a number of new sections in the existing cemeteries were developed in order to provide options for interment of remains. Block 5 of Municipal Cemetery includes Cremation Garden, the Rose Scattering Garden, a columbarium, and the Memorial Tree Forest to provide options other than in-ground casket burial. In the past, cemetery plots were subdivided and sold at a prorated fee for burial of urns to meet the need for burial of cremains but this method was cumbersome, difficult to administer and did not meet all desires.

Cemetery landscape maintenance is highly technical, labor intensive and requires a great deal of change and research to meet citizens and staff expectations. Mowing and trimming practices require deep concentration to maneuver around thousands of head stones. Hand trimming is required around each head stone to keep a manicured look. The thousands of trees, roses and shrubs require individual care to maintain a lush appearance. Each time a grave is dug, extensive root damage is caused to trees therefore setting its life expectancy back years. Cemetery staff strives to provide the utmost in today's industry standards for landscape maintenance while existing under extreme monetary limitations.

Sports Facilities Division – Ron Felt, Supervisor (254 – 3868)

How do Sports Facilities differ from basic Parks? This division came about through the opening of Canyon View Park in June of 1997. Prior to this, sports facilities and parks operations existed as a single division. Today, the Sports Facilities maintains specific parks for use for competitive and recreational sports play, including Stocker Stadium and Lincoln Park Auditorium (Barn), Canyon View Park, and Columbine and Pomona Softball Fields and Parks.

Canyon View Park is the gem of the park system, featuring a state of the art multi-purpose complex with over three miles of soft and concrete surface trail, two playgrounds, 8 multi-purpose fields, four football fields, basketball courts, two softball fields, hockey rink, a handball court, two sand volley ball areas, and three shelters.

The Stadium Complex includes Ralph Stocker Memorial Stadium – a football field surrounded by an eight-lane, quarter mile track, and Suplezio Baseball Field. At least 200 events each year are held within this complex – everything from competitive matches by all four area high school teams, Mesa State College teams, circuses, marching band festivals, the Junior College World Series, local junior and semi-pro football teams, adult baseball, youth and adult track, and other special events.

The historic Lincoln Park Auditorium or as it is better known as the “Barn”, is used primarily for classes sponsored by the recreation division as well as by private rentals.

Day to day cleaning and maintenance is done by the stadium crew. They are responsible for cleaning the building and preparing the facility for the different events. Major building maintenance is done through the Public Works Department's Building Maintenance Division. Public Works is responsible for repairs to the mechanical and electrical systems as well as any other building maintenance operations.

Columbine / Pomona Softball Fields & Parks

These parks combine to provide 14 acres of open space, three restrooms, two picnic shelters, three playgrounds, and four lighted softball fields. Fields host city recreation leagues and competitive tournaments throughout the year, and are also used for high school practices and general public open use.

Two Rivers Convention Center and the Avalon Theatre

Two Rivers Convention Center (263-5700)

Two Rivers Convention Center, built in the 1970s and renovated in 2001, is conveniently located in downtown, near the I-70 Business Loop and Highway 50, at 1st and Main Streets. Two Rivers, with 23,000 sq. feet in event space, offers full service for conventions, trade shows, meetings, banquets, reunions, luncheons, concerts, fashion shows and special events. Two Rivers currently hosts more than 1,000 events each year with participation at each ranging from 10 to 1,500 people. The 18,600 sq. feet exhibit hall can be split into two sections: the Colorado River Room (12,000 sq. feet) and the Gunnison River Room (6,600 sq. feet). These rooms are named to recognize the significance to Grand Junction of the two rivers' confluence. The meeting rooms can be partitioned into six separate rooms and these rooms are named for the major tributaries into both rivers. The two largest rooms are Kannah Creek Room and Whitewater Creek Room with 1360 sq. feet each. The four smaller rooms are Dominguez Creek, Plateau Creek, Escalante Creek, and Adobe Creek rooms, at 400 sq. feet each. The Creek Ballroom totals 4320 sq. feet. Two Rivers Convention Center offers a complete array of menus to match any occasion from breakfast, lunch, receptions, dinners, meetings and breaks.

Avalon Theatre – (263-5705)

The Avalon Theatre is located in the Downtown Shopping Park at 645 Main Street. Built for the citizens of Grand Junction by local publishing giant Walter Walker in 1923 the Avalon Theatre was, and still is, one of Western Colorado's largest Performing Arts Halls. With Grand Junction being centrally located between Salt Lake City and Denver, the Avalon is a perfect fit as a show point for major acts between cities.

World-renowned artists such as Al Jolson, The John Philip Sousa Orchestra, Ethel Barrymore, Collective Soul, Lyle Lovett, John Prine and Pat Benetar have graced the Avalon's stage. The venue also features a Foreign and Independent Film Series, dance, theatrical, lecture, variety shows and private functions. The theatre is currently under on-going renovations to beautify and restore the facility. The façade and lobby areas have been completely restored to their original 1923 splendor. Seating just over a thousand people and with its unique layout, the Avalon offers its patrons an intimate theatre experience with excellent acoustical quality and great visibility of

the stage! The Avalon is available for rental through the Convention Center staff, and offers wide array of rental options.

RECREATION DIVISION

The Recreation Division provides leisure programming elements for the Department and offers approximately 1,100 recreation programs annually, serving more than 265,000 participants. The division encompasses recreation programming and facility operation in recreation, aquatics, and senior recreation, and also includes the Grand Junction Commission on Arts & Culture. This division collaborates with various sectors of the community, including education, other units of government, non-profit, and business, among others, in order to increase resources and enhance service to the community. Additionally, the staff works cooperatively with the Parks Division and special interest groups, sports leagues, and existing and fledgling organizations in providing programs, facilities, and special events. The largest segment of programming continues to come from athletics, both from adult and youth, and swimming, although increases are apparent in early childhood, therapeutic, and youth, particularly as it relates to after school and summer day programs. Consistent, comprehensive evaluation of programs is conducted to ensure high quality experiences for participants and appropriate program mix across market segments.

Aquatics Programs & Facilities

The Aquatics Division provides year-round swimming opportunities at two community pools. Orchard Mesa Community Center Pool is jointly funded with School District 51 and Mesa County, and is on the Orchard Mesa Middle School campus. The pool, besides serving as a community aquatics facility for public swim and learn-to-swim programs, is also a practice and meet site for area high schools and two local competitive age-group swim clubs. One of the premier outdoor swimming pools on the Western Slope is located in Lincoln Park. Lincoln Park-Moyer Pool and Waterslide is an Olympic size, traditional swimming pool inclusive of a 350' waterslide, and operates during the summer from Memorial Day weekend through Labor Day, for an approximate 110 day season. Its swim meet capabilities are one of the three best in the state of Colorado, and in 1997, through the efforts of Colorado Swimming, Inc., was selected as the meet location for the 1999 U.S. Western Zone Swim Meet. The pool additionally is consistently targeted to host state and regional competition events. Both pools' operations are professionally licensed through Ellis and Associates and offer Ellis/National Safety Council learn-to-swim programs. Consistent, comprehensive evaluation of programs and aquatic activities is conducted to ensure high quality experiences for participants and appropriate aquatics program mix across market segments.

Commission on Arts & Culture

One specific initiative of Grand Junction is the **Commission on Arts & Culture**, an advisory board and division of the department. The Commission on Arts and Culture was established by the City Council in 1990, with a mission to "create and nurture a climate and conditions in Grand Junction in which the arts and culture can thrive and grow." The Commission strives to enhance the quality, quantity, accessibility, and affordability of arts and culture for the citizens of the Grand Valley. The nine-member volunteer board is primarily responsible for implementing the recommendations in the

Grand Junction Strategic Cultural Plan and any other directives from the City Council. The Commission and its half-time coordinator act as a support and promotional organization for local arts organizations and area artists; as an advocate for the arts throughout the community; as administrators of the City's Percent for Art program, and as a source of information about arts and culture for the public and a resource for local artists and cultural groups.

- The Commission collaborates on projects with numerous statewide organizations, including the Colorado Arts Consortium, the Colorado Council on the Arts, the Colorado Business Committee for the Arts, the Colorado Alliance for Arts Education, and Colorado Lawyers for the Arts. Local group cooperation includes the Downtown Development Authority, the Downtown Association, Mesa State College, Mesa County Library, Museum of Western Colorado, and Very Special Arts, among many others. All of these efforts serve to provide information and assistance to local artists and cultural groups, produce studies on the economic impact of the arts, lobby state legislators on arts issues, and help other cities and towns start public art programs. This involvement strengthens the programs in Grand Junction. This Commission collaborates with local cultural organizations by providing workshops on technical assistance and board development, funding for events and projects, promotion of cultural events, a directory of local artists, a showcase of artists and arts organizations, and facilitation of new cultural facilities. The annual funding and support encourages artistic excellence, new events, cultural diversity, education programs, and projects with broad community benefit. A 1% For the Arts program funds and supports the Art in Public Places program, and provides for and ensures the acquisition by the city of works of art in conjunction with major capital improvement projects. This works in concert with the citywide, citizen initiative "Art on the Corner", a nationally recognized "benchmark" arts program. As a part of the Recreation Division, it also is improving the use of arts in the youth-at-risk programs by working closely with division staff and programs, such as with a new hip-hop festival, graffiti art, and skate park users.

Public Art in General and Grand Junction's Public Art Programs in Particular

The new "creative cities" movement, spurred by the spectacular success of Richard Florida's 2002 book *The Rise of the Creative Class: And How it's Transforming Work, Leisure, Community, and Everyday Life* is revolutionizing economic development policies. The idea is that quality of place and availability of lifestyle options attract a "creative class" of talented individuals to live in certain cities. And this creative class of people will drive the economic engine of the 21st century. According to Florida, intellectual, innovative, and imaginative people are the key factor in sustaining business and economic prosperity. He believes that traditional economic development strategies—making land available, building infrastructure, and offering tax incentives to

corporations—must be augmented or replaced by new strategies to attract and retain talented individuals and their creative enterprises.

This emphasis on quality of life as not just one economic incentive but the main economic incentive is encouraging towns and cities to take a closer look at cultural amenities and community cultural development. Art in public places is becoming a common component of public planning. Public artwork has been around for centuries, of course, from the Pyramids and the Great Sphinx in Egypt to the Easter Island statues off the coast of Chile to the Trevi Fountain in Rome. Often a landmark work of art – the Statue of Liberty, the Eiffel Tower, St. Louis' *Gateway Arch* - becomes a city's signature.

Prior to recent decades, most public art was commemorative or decorative - bronze generals on horseback, triumphal arches, Mt. Rushmore, and the Parthenon Frieze. But the field of public art has undergone extensive change over the last century, especially since the establishment of the National Endowment for the Arts in 1965 and the NEA's financial support for projects to place art in public spaces. Art created for public locales has become more site specific and is most often a celebration not of some noteworthy person or event, but a celebration of the art itself, of the individual artist's talent and imagination, and of the art in reference to the location for which it was designed.

Grand Junction has two distinct public art programs: Art on the Corner, a rotating outdoor sculpture exhibit throughout downtown, and the 1% for the Arts program, a purchase program to include artwork in certain City capital improvement projects (buildings, structures, and parks). Art on the Corner began in 1984, spearheaded by artist Dave Davis and other local sculptors. This unique exhibit was one of the first in the nation to feature a temporary sculpture display on city sidewalks, and has since spawned a host of similar exhibits throughout the state and the country.

Begun during the depth of the last "bust" cycle and a period of high storefront vacancies, Art on the Corner helped revitalize downtown and has been a catalyst for attracting businesses, tourists, and new residents. Grand Junction Mayor Jim Spehar believes "Art on the Corner has become a signature for downtown, an attraction all its own for visitors to the community, and a source of pride for all of us who live here." It is

one of the most visited attractions in Mesa County and in 1998 garnered an Excellence in Public Art award from the International Making Cities Livable organization.

The inspiration for a rotating exhibit on Main Street was two-fold: To get sculptures out of the artists' studios and yards and into public view, and to use sculpture to create an artistic community element and image. The exhibit is the centerpiece of Grand Junction's attractive Downtown Shopping Park and continues to be a mainstay of downtown redevelopment. The display hosts an eclectic mix of work – realistic pieces, found object works, mobiles, and abstract art – in all types of metal and stone, and offers something for all ages and tastes.

Art on the Corner has been enormously popular, and includes 25 – 35 new temporary pieces on loan each year from artists around the region, plus over 70 pieces in the permanent collection. The permanent works have been acquired over the years through the annual People's Choice Award, community donations, private purchases of AOTC sculptures by businesses or individuals which have been donated back to the permanent collection, pieces contributed by the artists, and funding from the Downtown Development Authority and Downtown Association. Since 1989 the program has been administered by the Downtown Development Authority and the Art on the Corner Committee.

The temporary artworks and many of the bronze pieces are for sale, and a 25% commission helps support the program. Staffing and maintenance are funded by the Downtown Development Authority, insurance by the City, and two annual fundraisers, the Art & Jazz Festival in June and a golf tournament in August, augment donations and public funds for the exhibit.

Percent for art programs date back to Philadelphia, where 1% funding for art was mandated for both public and private construction projects in 1959 by the city and the Philadelphia Development Authority. In the 1960's Baltimore, San Francisco, Honolulu, and Tulsa implemented municipal percent for art ordinances, and since 1970 over a hundred states and cities have followed suit. Loveland and Denver led the way in Colorado, adopting 1% for the arts ordinances in 1985 and 1987 respectively.

Grand Junction's 1% for the Arts program was established the City Council in 1997, at the urging of the Commission on Arts and Culture. The success of the Art on

the Corner program contributed to the creation of a formal City art acquisition program. The percent for art program allocates an amount of money equal to 1% of the total construction cost of City building and park capital improvement projects which is set aside for the purchase of art for that site. The percent for art does not include streets, sidewalks, or underground utility projects and does not apply to the Water, Sewer, or Sanitation Enterprise Funds. To date the Commission, which administers the program, has selected thirteen works of art for nine different capital projects, and is currently finalizing artwork for two park projects and a new fire station.

Funding for the percent for art comes from the capital construction budget for each project, and ongoing maintenance is the responsibility of the specific building or park in which the artwork is located. Selection of each piece of art is done by the Commission, with assistance from local professional artists, City Council members, and representatives from the applicable City department. Final approval of the artwork rests with the City Council. In addition to the percent for art program, the Commission also coordinates rotating exhibits of work by local artists at City Hall, showcasing the new building and the area's premier artistic talent. (quote from Mayor)

Numerous Colorado municipalities have established public art programs on some kind, either rotating exhibits, percent for art ordinances, or informal acquisition programs. Art abounds in Aspen, Aurora, Boulder, Breckenridge, Delta, Denver, Fort Collins, Greeley, Grand Junction, Gunnison, Lakewood, Littleton, Longmont, Loveland, Manitou Springs, Pueblo, Steamboat Springs, and Vail, according to the Colorado Council on the Arts' website www.coloradopublicart.org, and Montrose and Pagosa Springs have projects under development. Public art continues to be a growing field nationwide, beautifying the public arena, engaging community interest, enhancing civic pride, and encouraging economic development.

For more information, examples, and sample legislation about existing programs, see www.americansforthearts.org and go to Public Art Network, a national association and excellent resource about public art programs across the country.

Issues to consider when developing a public art program:

- Completion of a Public Art Master Plan to delineate the overall direction and vision as well as specific guidelines and policies

- Purpose of the program and what you hope to accomplish – the vision and mission
- Type of program – temporary display, permanent acquisition, combination of both
- Scope of program – limited to a specific area of town, applicable to public and/or private capital projects and what types of projects, open to local or state artists only
- Funding
- Definition of what constitutes public art and what constitutes public space
- Administration and organization – who is in charge and how do they function
- Selection process and standards
- Long term maintenance program
- General operations – insurance, publicity and information dissemination, contracts
- Policies for accepting donated art
- Policies for deaccession of artwork to relocate or remove pieces from the collection

Public Works and Utilities Department

Department Overview

The Public Works and Utilities Department provides and maintains the basic infrastructure that is necessary to live and work within the City of Grand Junction. This infrastructure consists of the water system, sewer system, street system, and the irrigation system within the Ridges development, storm system, and trash collection. The following divisions provide support services for these complex infrastructure systems; City Engineering, Real Estate, Technical Services, Transportation Engineering, Fleet and Facility Maintenance and Environmental Laboratory Services.

The Public Works and Utilities Department is the largest department in the City controlling forty-five percent of the City's 2004 budget (\$62,406,002 of which \$35,049,469 is capital construction costs) with 176 full-time employees working for the department. The Department is comprised of two major divisions, the Public Works Division and the Utilities Division.

Public Works

Public Works provides a wide range of services and has been separated into six operational divisions; Street Systems, City Engineering, Technical Services, Real Estate, Transportation Engineering, and Fleet and Facility Maintenance. The Street Systems Division provides the maintenance for three of the complex infrastructure systems mentioned above. The other five divisions provide support services for the infrastructure systems and other City departments.

The Public Works Manager performs the administration of the division with the assistance of the Public Works and Utilities Director and Senior Administrative Assistant.

Street Systems Division

Street Systems has the maintenance responsibility for the following infrastructure systems: street systems, storm drain systems, and irrigation road crossings. Most of the services provided fall into ten (10) major categories. Some categories are seasonally driven; for example leaf pickup, snow/ice removal, spring cleanup, sealcoating, irrigation systems maintenance/improvements, and sidewalk grinding activities. Other categories that continue year around are asphalt patching, street cleaning, crackfilling, and storm drain system maintenance improvements. Some categories are performed on an as-needed basis such as responding to emergencies caused by flooding or property damage. The division employs twenty-six employees that perform the tasks necessary to maintain these systems.

Street Systems Division Street Cleaning

Street Cleaning services includes street sweeping, street flushing and hand cleaning of various sidewalks and pedestrian walkways. Street sweeping/flushing services are provided to all improved (curbed and guttered) streets within the City limits for 10 to 12 months of every year depending on weather. Additional sweeping services are provided upon request and include special projects such as chipseal, special events in the downtown area as well as parades and foot races. Hand cleaning includes the Crawford Community walkway tunnel, walkways on the South 5th Street viaduct and river bridge as well as the Hwy. 340 viaduct and river bridge. The removal of graffiti from City owned

improvements (bridges, retaining walls, and walkway structures) and dead animals (deer, raccoons, badgers, skunks, etc.) from streets have become a part of these activities in the past few years.

Street Systems Division Snow/Ice Removal

Contrary to popular opinion it does snow in Grand Junction. The past several years have been light in terms of moisture received and extreme cold temperatures. In-house snow fighting equipment consists of eight truck mounted vee box salt spreaders, six truck mounted angle snowplows and two truck mounted liquid deicing chemical sprayers. For hauling snow there are two motorgraders, two backhoe loaders, two front-end loaders and one loader mounted snowblower.

Nine snow routes focus on major/minor arterial streets, selected collectors, the downtown shopping park area, around schools and hospitals and selected residential streets where steep grades exist or there are specific school bus routing problems. Residential areas are addressed only when there is an extreme need. Deicing chemicals (road salt, magnesium chloride) work most effectively in almost all situations. Plowing and hauling of snow is not often needed but is always planned for should weather conditions demand this action be taken.

Street Systems Division Preventative Street Maintenance

The City has a program and schedule of preventative maintenance for every street in the City. Every street is scheduled for regular maintenance, including a protective chipseal coating every ten years which prolongs the life of the pavement.

Preventative street maintenance consists of two separate activities, crackfilling and chipseal. Crackfilling is used to fill larger, deeper cracks with flexible asphalt, which then

remains sealed and protected by chipseal. Chipseal is a two-part process of chipsealing and fogsealing. The first step is to install polymerized liquid asphalt, which is applied directly to pavement surfaces immediately followed by an application of fine crushed aggregate called “chips.” After removal of excessive chips the second step is to apply a final light coating of liquid asphalt called “fogseal,” which adheres the top side of the chips together and turns the entire street surface to a fresh black appearance. The chipseal process is a time proven, very effective, low cost preventative maintenance tool which extends pavement surface life for up to ten years at a fraction of the cost of asphalt overlay or reconstruction.

Street Systems Division

Street Patching/Grading

Street patching and grading represents the largest budget expenditure area in Street Systems. Asphalt patching takes many forms and is an on-going program. Grading is a maintenance service provided to gravel surfaced alleys and shoulders of paved but unimproved roadways and streets where curbs and gutters do not exist.

The primary patching activities are for the installation of underground utilities. This patchwork can vary from a small single cut to a continuing cut of several City blocks. Total dig-out and replacement of failing patches and/or depressed pavement sections are done when there is a complete failure or hazard to the driving public.

Street Systems Division

Weed Abatement/Control

Weed abatement and control on both public and private property was the responsibility of Community Development – Code Enforcement Division for many years. At the beginning of 2002 the program was split, with Code Enforcement retaining enforcement and cutting on private property and Public Works taking the responsibility for weed control in the public right of way and on certain parcels of City owned or controlled lands within the City limits.

The Street Systems Division provides the Public Works portion of weed control on the City owned property and public rights of way. An active weed control program began in the fall of 2002 to clear brush on selected overpass structures and behind various locations of guardrails which had become overgrown with willow, tamarisk and Chinese Elm trees. The spring of 2003 saw staff return to traditional weed control activities of hand cutting, mowing and herbicide chemical application to control seasonal growth.

Street Systems Division

Spring Clean-up Program

Every year the City of Grand Junction takes steps to keep our neighborhoods beautiful. Each spring Streets Division crews put their regular jobs on hold and dedicate two weeks to the annual Spring Clean-Up. They load up old tires, old furniture, yard waste and much more, all at no additional cost to City residents.

The Spring Clean-Up program means a cleaner yard and neighborhood for City residents. This is by far the City's most popular and longest-running program. It has existed in some form in the City since horse and buggy days! The purpose of the program is to clean up the City and remove debris that can create eyesores and health hazards. It encourages individuals and neighborhoods to keep their City clean. The City has received numerous awards over the years for this program.

According to Doug Cline, Superintendent of the Streets Division, "City crews picked up 16,800 cubic yards of debris in 2004. That's a 19% increase over 2003. We picked up and removed 8,083 tires. Although our volume of trash rose, we were able to cut our per cubic yard cost down from \$18.93 per cubic yard removed in 2003 to \$13.48 in 2004."

Program Details

The City is divided in half at North Avenue. Residents living **north** of North Avenue have their pickup scheduled for the first week of the program. Residents located **south** of North Avenue or in the Redlands, Orchard Mesa or Fruitwood, have

their pickup in the second week. Crews can only make one trip through each neighborhood, and can't come back if debris isn't out on time.

Here are the rules for the program:

- All material must be placed in the street gutter in front of homes – there is no longer be alley pick up (except for a few neighborhoods, listed below)
- Crews will not enter private property to pick up items
- Truck tires will not be picked up
- Up to eight passenger car/light pickup tires are allowed
- Each property is limited to one City dump truck full (10 cubic yards) of debris such as tree trimmings, landscape material and building material
- Tree trimmings must be no more than 10 feet in length

Crews can NOT pick up the following items: sealed containers containing liquid, batteries, fuel tanks, gas or air cylinders, refrigerated appliances, refrigerated air conditioners, debris longer than 10 feet, motor oil, antifreeze, pesticides or paints.

While most areas have street pick up, residents who live in these areas (which have no on-street parking) still have alley pick up:

- 5th Street from Ute Ave. to North Ave.
- 7th Street from Ute Ave. to Bookcliff Ave.
- 12th Street from Ute Ave. to Orchard Ave.
- 15th Street from North Ave. to Orchard Ave.
- Orchard Ave. from 5th Street to Cannell Ave.
- Orchard Ave. from 22nd Street to 26th Street
- Grand Ave. from 2nd Street to 7th Street
- Ute Ave. from 7th Street to 15th Street
- Pitkin Ave. from 2nd Street to 9th Street
-

Due to intense student parking around Mesa State College, these areas also have alley pick up:

- 7th Street to 12th Street/North Ave. to Orchard Ave.
- 12th Street to 15th Street/North Ave. to Orchard Ave.

Streets Division
Leaf Pick up Program

Starting in mid-October each year, the City's Streets Division has a program that picks up leaves from residential neighborhoods within City limits. The City's annual free leaf pick up program continues until mid-December, or until the first major snowfall makes leaves too wet to pick up.

The purpose of the program is to keep wet leaves from clogging the City's storm drains. Leaves that are picked up are recycled. Some are given to local farmers and some are offered back to citizens as free compost to improve their lawns and gardens. This program also saves space in the landfill.

Program details

Residents living within City limits may take advantage of this program by raking leaves into the street, approximately 18" out from the gutters. In non-guttered areas, rake leaves to the shoulder of the street but NOT into the street. Three vacuum units and open truck crews repeatedly canvass the City during the season removing fallen leaves from gutters and residential frontages (no alley removal). If you are missed for one pick up, crews will be back for your leaves on the next pass through your area.

Bagged leaves may be placed on the curb or in non-guttered areas. Place bagged leaves on street shoulders, NOT in the street. Bags for leaves are limited to no larger than 40 gallons in size. Bagged leaves will be picked up separately (by open truck) from loose leaves. Trucks with leaf machines do not pick up bagged leaves.

Residents can drop off or pick up leaves only (no tree limbs, brush, garden trimmings, wood, etc.) just north of the Orchard Mesa Cemetery near Canon Street throughout the month of November.

Other tips to remember:

- Please do not park vehicles on piled leaves in the gutter if at all possible, as crews cannot reach them.
- Please do not soak leaves with water, as they become heavy and difficult for both men and machines to pick up.

- The Organic Material Compost Center at the Mesa County Landfill (3071 Highway 50) will accept leaves, tree limbs, grass clippings, pallets, and raw, untreated lumber. They will only accept material each weekday afternoon between 1:00 p.m. and 5:00 p.m. and on Saturday from 1:00 p.m. to 4:30 p.m.

City Engineering Division

Engineering provides Civil Engineering and related services involving the development, rehabilitation and maintenance of systems for public transportation, storm drainage, sewage collection, and water supply/distribution. Services provided include planning, budgeting, surveying, design, and construction management for public works and utilities projects in the City's Capital Improvement Program (CIP). The division also provides technical review of all development within the valley wide 201 sewer boundary, and a variety of engineering services for the general public, other agencies, and City Departments. A staff of 32 employees performs these services.

Technical Services:

Technical Services performs two major functions for the City of Grand Junction; Computer Aided Design and Drafting (CADD), and Geographic Information System (GIS) work. The CADD team provides CADD services for all City projects, maintains as-built drawings (14,000+) files for the City's infrastructure systems and provides information to the public and staff concerning the infrastructure system and City projects. The GIS team provides GIS services for the City which consist of mapping and database information about the City's infrastructure systems. The Technical Services Division also coordinates the department's budget and provides advice concerning computer hardware and software. A staff of eight employees performs the services outlined above.

Real Estate:

The overall function of the Real Estate Division is to provide all real estate related services for the City. These services fall under five basic categories. First is right-of-way and easement acquisition for Public Works and Utilities Capital Improvement Projects. Second, is real estate asset management for all City departments. Third, is the management of special improvement districts. Fourth, is the preparation of plat

maps and legal descriptions for annexations. Last, is the review of subdivision plats and developments. A staff of seven employees performs these services.

Transportation Engineering Division

Transportation Engineering provides two major services to the City of Grand Junction; transportation engineering and maintenance/operations. Traffic Services provides the operation and maintenance of the traffic facilities. These include striping and marking of City streets and parking lots, an inventory of close to 13,000 signs, 95 traffic signals, 28 school flashers and street lighting. Transportation Engineering provides services in transportation planning, signal timing, traffic studies and data collection, new street lighting, development review, pedestrian education, and neighborhood traffic calming. A staff of 13 full time and two seasonal employees performs the aforementioned services.

The services provided by Transportation Engineering range from responding to citizen requests on immediate concerns to studying long-range transportation planning needs.

The varied objectives include:

- Providing traffic engineering expertise to development review projects and capital improvement projects.
- Reviewing collision reports for high crash locations and implementing engineering solutions or pursuing capital funding for safety and capacity improvements.
- Collecting and analyzing data on collisions and traffic.
- Collecting traffic volumes and maintaining an electronic database.
- Participating in long range transportation planning efforts in concert with the Regional Transportation Planning Organization.
- Maintaining the signal timing database and making appropriate timing changes for improved traffic flow.
- Continue educational efforts and community outreach through the following methods: publishing information on the web page and in print; offering pedestrian

education classes to local schools; bringing in subject matter experts for presentations to City staff, local consultants and citizen groups; working with the Urban Trails Committee and Traffic Safety Council; publishing technical papers and making presentations to professional organizations on project accomplishments; and preparing staff reports for Planning Commission and City Council.

- Performing traffic studies such as signal warrant analyses, parking, speed studies, signal timing changes, and travel time.
- Responding to citizen inquiries in a timely, understanding and responsive manner.
- Providing continuing education opportunities for staff to stay current with technology in the traffic and transportation engineering field.

Street Painting

Striping activities include the painting of center and edge lines on streets and installing markings using thermoplastic material. Markings include crosswalks, stop bars and symbols such as arrows and bicycle lane indications. Recently, the inventory of street striping has increased due to annexations of major streets and using paint in residential areas as one of the traffic calming tools. In an effort to increase the visibility of crosswalks, replacement crosswalks are the “continental” style where a series of bars are placed longitudinally rather than the simple two straight lines. The Division currently stripes several state highways under contract to CDOT and will continue with this activity. Striping objectives include:

- Striping 300 centerline miles of streets twice each year to maintain lines with good visibility and reflectivity for night driving.
- Stripe and mark new City construction projects.
- Re-striping chip sealed streets and pavement overlays as soon as possible to provide positive guidance for motorists.
- Replacing thermoplastic markings at the end of their useful life.
- Maintaining City parking lot striping as needed.
- Conduct striping and marking activities in a safe and efficient manner that protects the traffic staff and the public.

Traffic Signals

Good signal operations contribute significantly to the efficient movement of vehicles, goods and people as well as affecting capacity of the street network. As traffic volumes increase and new development forces installation of signals at less than optimal spacing, the signal communications system is needed to keep corridors from failing. The first two in a series of projects planned over the next ten years have been constructed connecting 39 signalized intersections, and a third project is underway. The Division is actively pursuing opportunities to form partnerships with CDOT, Mesa County and other City Departments to assist with the cost of constructing the fiber optic network for communications. Once constructed, the fiber optic lines will be capable of not only providing signal communications and the associated benefits, but will also link the computer system networks of the City and County, providing higher speed access without the cost of telephone lines. To date, City Hall, the City Shops area, Two Rivers Convention Center, downtown Police and Fire offices and the Mesa Mall substation have all been connected with fiber optic cable.

Signal objectives include:

- Update the estimated costs of signal communications in the CIP and continue construction of the projects.
- Actively pursue partnering opportunities to installing the communications system.
- Continue the preventive maintenance program to keep signals operating well and visible and to reduce trouble calls.
- Maintain the 28 school flashers and continue to work with the school district to match the operating times with school bell times.
- Update the inventory of signals and associated equipment and develop an electronic database.
- Stay current with signal technology. Provide continuing education opportunities for the signal and traffic personnel.
- Perform all signal and lighting work safely and efficiently to protect workers and the public.

Traffic Signs

The Division maintains approximately 13,000 signs on City streets. Signs are used to notify road users of regulation and provide warning and guidance needed for the safe, uniform and efficient operation of traffic. The Division contracts with CDOT to provide maintenance on ground-mounted signs within the City limits.

Signing objectives for the plan period include the following:

- Maintain an updated electronic inventory of all signs on the City system and those maintained on the state highway system within City limits. The Public Works Department has purchased a commercial software product for asset management that meets the GASB 34 requirements and is converting the existing database. The system will tie the work orders to the inventory and work system.
- Perform a visual inventory at least once a year and replace sign faces that have reached their useful life.
- Repair or replace damaged signs promptly.
- Meet the legal obligations imposed by adhering to the Manual on Uniform Traffic Control Devices for uniformity, placement, and appropriate use of signs while providing a clear, concise means of communicating to street users.

Street Lighting

The largest single expenditure in the Division's general fund budget is the payment of the street light utility bills. New development, annexation and installation of street lights through a neighborhood petition process, add nearly 300 street lights to the inventory each year. The utility company that installs lighting maintains and repairs the street lights. The Division maintains the decorative street lighting on Main Street and 7th Street Historic District. Street lighting objectives are as follows:

- Maintain the street lights that are our responsibility in good condition to provide illumination for safety and security.
- Work with Xcel Energy to develop a complete inventory of street lights within the City limits.

- Monitor the repair charges and work with City Risk Management to pursue collection of funds through insurance claims.
- Prioritize arterial and collector street corridors in need of street lighting and plan to install lights either through development or capital funding.
- Continue to work with neighborhoods requesting street lighting.

Fleet and Facility Maintenance Division

Fleet and Facility Maintenance provide two major services to the City of Grand Junction. Fleet Maintenance operations consist of the maintenance and repair of most City-owned buildings and facilities. A staff of 14.75 employees performs the fleet and facility services outlined above.

Utilities

Public Works Utilities administers the Water, Wastewater, Solid waste and recycling, and Irrigation enterprise funds of the City of Grand Junction. These enterprise funds are supported from rates and fees charged to City customers for the services they receive. Supporting these departments are a water and wastewater environmental lab, a utility engineering division and an environmental regulatory compliance section.

Water Department

The Water Department provides water to the City of Grand Junction while Wastewater provides sewer treatment and collection services not only to the City but also to the unincorporated areas of Mesa County within the 201 sewer service planning area. Wastewater also provides, by contract, treatment services to three special sanitation districts. The Water Department is a full service utility utilizing water rights for supply from numerous reservoirs on the Grand Mesa, treatment and distribution services. The City has interconnections with other area water providers for emergency water service.

Irrigation Services provides untreated irrigation water to the Ridges Metropolitan District and to the Redlands Mesa Golf Course.

Persigo Wastewater Services Division

Historical background

The 201 Sewer System was created in 1979 by agreement between the City of Grand Junction and Mesa County and later supplemented by agreement in 1980. In these contracts, the City was given complete authority to manage the sewer system. Since the City was the historical provider of sewer collection and treatment services in the urban area, this assignment of authority was logical. The sewer service area was defined in the late 1970's. At that time the Persigo Wastewater Treatment Plant was under design. The 201 Sewer Service Areas include most of

the urbanizing area in the central part of the Grand Valley. The City provides sewer service, which collects sewage for delivery to Persigo. System users inside of special district boundaries pay an additional charge to the sanitation districts for these sewer services. The City and the County, in 1998, renegotiated the 1980 agreement concerning growth and joint policy-making for the Persigo Sewer System.

Solid Waste

The City of Grand Junction Solid Waste Department provides automated refuse collection to all residential customers of less than eight units in the City of Grand Junction as of April 19, 1994. Under the new administrative regulation the City also handles residential collection for 149 customers that were annexed after the April 19th date. In addition we provide commercial refuse collection for those commercial customers requesting our service. In providing commercial service, we compete with the private sector (BFI, Waste Management, Monument Refuse, and Rocky Mt. Refuse). Through a contract with CRI we provide residential curbside recycling for those customers wanting the service.

The Solid Waste Department has nine Specialty Equipment Operators whose jobs include residential refuse collection, container delivery, commercial Dumpster service, and construction and special pick-ups. We service over 14,800 automated containers and 1,025 commercial dumpsters per week.

The City of Grand Junction Solid Waste Department is an enterprise fund. The service is funded by the fees that customers pay, not by tax dollars. Rates and rate changes are established by City Resolution. The fund's sole existence is to provide quality refuse collection to the citizens of the community at a fair price.

Future issues for Utilities

There are several large issues on the horizon for the Public Works Utilities Department in coming years. These include:

Regional Stormwater Authority/Utility

The Grand Valley Stormwater Steering Committee met throughout 2003 to discuss stormwater problems, funding shortfalls, and possible solutions towards organizing stormwater management in the Valley. In June of 2004, the participating agencies formed a regional stormwater authority. The stormwater authority will form an enterprise fund that will permit it to charge utility fees for services provided. This fee would most likely be based on the square footage of impervious area on a particular property. These collected fees will then be utilized to help fund regional capital improvements as well as NPDES Phase II compliance.

Federal Regulations / NPDES Phase II

On March 10, 2003, the City of Grand Junction submitted to the Colorado Department of Health and Environment a permit for coverage under the National Pollution Discharge Elimination System (NPDES) Phase II.

These regulations require the City of Grand Junction, along with other communities with a population of 10,000 or greater, to establish and implement an ongoing stormwater quality management program. This program must include specific elements such as public education, public participation, illicit discharge program, construction site stormwater runoff control program, post construction management program and municipal operations. The program is proposed to be phased in over the five year permit term. In the first two years relatively small implementation steps, mostly centered around public education and preparing the development/construction industry for pending requirements, are proposed. However in year three, or 2005, the inspection requirements associated with construction and post-construction developments will begin and only grow after that point.

New development will be required to put in place water quality best management practices (BMPs) as part of virtually all developments starting in 2005. As a result, the City is responsible to “ensure” that these BMPs are being properly maintained by completing annual inspections on each of the facilities. Approximately 125 additional developments per year are anticipated to require annual inspections. This equates to 125 in 2005, 250 in 2006, 375 in 2007 etc.

City of Grand Junction
Administrative Services Department
Primary Services/Functions

ADMINISTRATION

- ✘ Coordination of all City Central Support Services assigned to the department.
- ✘ Directing all Sales & Use Tax and internal audit efforts.
- ✘ Coordinate all cash management and direct/approve all investment decisions and portfolio management strategies.
- ✘ Communication and coordination with the City Council and City Manager.

BUDGET & ACCOUNTING

- ✘ Accounts Payable Processing/checks and purchasing cards.
- ✘ Accounts Receivable processing
- ✘ Payroll Processing
- ✘ Bank reconciliation's
- ✘ All General Ledger Management
- ✘ Preparation of y/e CAFR
- ✘ Coordination and implementation of Citywide budget development
- ✘ Prepare the Biennial Budget and the Budget in Brief

CUSTOMER SERVICE

- ✘ Cashiering of all City revenue.
- ✘ Utility billing and collections systems
- ✘ Automated Parking ticket system and meter management.
- ✘ Sales tax collection and administration.
- ✘ Municipal court administration

HUMAN RESOURCES

- ✘ City wide recruitment
- ✘ Benefits administration
- ✘ Classification and Compensation
- ✘ Employee training & development
- ✘ Employee and supervisor counseling and collaboration
- ✘ Self Insurance and Loss Prevention program design and administration

CITY CLERK'S OFFICE

- ✘ Auto Records Management citywide.
- ✘ Creation of legislative action records.
- ✘ Liquor License Administration.
- ✘ Cemetery lot sales and administration
- ✘ Coordination of all city elections.

INFORMATION SYSTEMS

- ✘ Management of all voice and data communications systems.
- ✘ Management of all PCs and network hardware and software.

- ✘ Equipment software repairs and upgrades and replacements.
- ✘ Long range information management.

PURCHASING

- ✘ All competitive bidding and contracting.
- ✘ Purchasing card management administration.
- ✘ All professional services RFP's.
- ✘ Central Stores operation and distributing.
- ✘ Central print shop operation.

ADMINISTRATIVE SERVICES

The Administrative Services Department at the City of Grand Junction encompasses 6 different divisions that provide a variety of services to the City and its customers. The divisions include the Budget & Accounting division, the City Clerk's office, Customer Service, Information Systems, Human Resources, and Purchasing. Risk Management and the City Auditor functions are also included under Administrative Services.

The Customer Service area is where businesses file sales and use tax returns and residents pay City utility bills, parking tickets and municipal court fines. To make bill-paying more convenient, residents may now pay their utility bills with a credit card over the phone, or residents may elect to have their bill automatically deducted from their checking or savings account. The Customer Service Division can also provide a temporary license to sell merchandise at special events.

The City Auditor produces street guides each year that are mailed to area businesses, to help them locate addresses in the city limits to determine if sales tax should be applied. The Auditor also offers Sales & Use Tax classes to the public, as well as performing compliance audits.

The City Clerk's office prepares Council agendas, runs City elections, maintains the City's public records, processes liquor licenses, teaches liquor awareness classes, and responds to requests for information. On the City Clerk's web page is the ISYS software tool, which enables a user to research a vast multitude of City documents.

Human Resources is responsible for the recruiting and selection processes for new employees, coordinating volunteers and interns, and will be expanding its website to enable applicants to submit applications on-line. Current employment information is available on the Grand Junction internet site: www.gjcity.org under the Job Opportunities tab. The Job Line is also available 24 hours a day at 244-1449.

The Information Systems division will be leading a major effort to implement E-government, an initiative that will take several years to fully implement but is currently being finalized. "E-gov" will revolutionize the way citizens communicate with their government. The division also installs and maintains over 400 personal computer systems, 17 network file servers and 100 different software applications for employees.

The Purchasing Division is comprised of Purchasing, City Stores and the City Print Shop. Purchasing is an internal division that handles the City's formal bid process for

the procurement of goods and services, cost control and monitoring of general purchasing.

The City of Grand Junction has always strived to provide services in an efficient and effective manner. The City wants to be responsive to the changing needs of its citizens. The term “e-Government”, or e-Gov, came about as governments tried to change the way they do business and adapt to the new internet age. Citizens are rapidly coming to expect web-based services from government. Quite simply, e-Gov is government’s adoption of internet based and other electronic based technology to improve the access and delivery of information and services to its customers. E-Gov can be thought of as the government equivalent of e-commerce. E-Government does not replace the basic services of local government but it does provide an additional way for citizens to receive information, request services and interact with their city.

To be a success, e-Government must embrace technology in a way that allows the customer to interact with this medium in a simple and intuitive manner. It should not require any specialized skills or knowledge. It must be flexible to meet the changing needs of many groups and individuals. It must make participation in City affairs a real possibility for many families who have time and/or travel constraints.

To meet some of those needs we have implemented a number of successful automated systems that have become the foundation for our e-Government initiatives. Some of these are:

- **CityDial:** In 1997, the City purchased and installed an automated messaging system which we called “CityDial”. The system allows the various City departments to create and store literally hundreds of public information messages concerning City procedures, policies, current events and schedules. These messages are available to be selectively listened to 24 hours a day by anyone with a telephone. The callers simply dial 244-1500 and enter the desired message number. The system also provides for the storage of many City forms and documents which can be automatically “Faxed back” on request, to the caller’s personal FAX machine.
- **Television:** Beginning in 1997 we installed a connection to the local cable TV broadcaster and purchased and set up the necessary cameras and broadcast equipment so that City Council and Planning Commission meetings could be broadcast live via the local public information cable channel. This provides the public with a method to view the proceedings of these governing bodies from their own homes. One of the findings from the City’s communication audit showed that 62% of the citizens who have cable TV have watched a City Council meeting on television.
- **Intranet Web Site:** In 2000, we established an internal web site to provide City staff with information. We call the site “CityWeb”, and it allows any City employee with online access the ability to access a wide variety of internal City documents. By simply using their browser employees can view web pages containing the latest events calendars, current and past copies of the employee newsletter, current job openings, up-to-date copies of most of the City’s policy and

procedure manuals, and a searchable internal phone directory. Also, many of the City's internal forms and documents are available for downloading and/or printing of the latest version.

- **Internet Web Site:** On April 15th, 2001 we launched an information rich internet site for our citizens' use. The sites address is www.gjcity.org and now has over 1000 web pages and downloadable files containing data about the City's activities, job openings, procedures and policies, forms, meeting schedules and minutes, maps and topics of general interest. The site is currently experiencing over 12,000 visits per month, and has received national recognition.
- **Geographical Information System (GIS) Web:** Shortly after the City's intranet site was launched, we linked in the web-enabled Geographical Information System which employees had been using since 1999. This link allows citizens direct access to a wide variety of City and regional maps and other geographical information for our area, via the Internet. The GIS Web also allows users to search for ownership and address information on specific properties and to view actual aerial photos of the property.
- **Records Management System (RMS) Web:** We have installed a web-enabled Records Search and Retrieval System, which allows citizens and employees to search for and retrieve information from a wide variety of official City records, via the Internet. Many of the official City documents such as the City Charter, City codes, City ordinances, resolutions, development plans, deeds, contracts, regulations, council meeting minutes, and more are available online with this system, which is linked into the City's Internet site.

Recognizing that more and more of our citizens are primarily using the Internet to obtain information and transact business with a wide variety of governmental agencies and commercial enterprises, we have focused a lot of our attention on maintaining and enhancing our Internet site so that it is constantly being updated with the most current information. This has been accomplished through the efforts of 35 city staff members located in various city departments who have been trained to perform these functions.

Some of the enhancements that have been added are:

- **Community Calendar:** A community calendar was added which provides a central location for citizens to not only see a calendar of city events and functions, but also includes the activities of various community groups and other agencies.
- **City Project Status:** A separate section was added to consolidate all of the information and current status reports for all of the major on-going city projects. The information is updated weekly and provides users with a single location to find this information.

- **City Organization Chart:** Recognizing that most citizens are not familiar with the actual organization of the city, we added this chart to help people understand where the responsibility and authority for the various city functions reside.
- **Community Links Page:** Lots of visitors come to our site to get information only to find that that function is not part of the city's activities, but is performed by some other governmental agency. To assist the visitor in finding the proper internet address for the other agency, we added a page listing the most common links to other community agencies.
- **Thedripwebsite:** As a public service for those interested in obtaining information on how to adapt to the current drought conditions being experienced in our area, we added a site to our web site called www.thedripwebsite which directs visitors to drought information provided by the city, county, state and federal water conservation agencies.
- **Funnlinkexpress:** The Parks and Recreation department purchased and installed a web based system which allows visitors to locate, register, and submit payments on-line 24 hours a day for any of over 100 different classes and recreational activities provided by the city. It can be reached by going to www.funnlink.gjcity.org .

We continue to realize the value of using internet technology to improve the access and delivery of information and services to our citizens and thus currently have several projects on the drawing board that will be implemented in the coming months. Some of most important of these are:

- **On-Line Utility Bills:** Provide the ability for our Water, Sewer and Trash customers to look up and pay their city utility bills on-line.
- **On-Line Traffic Tickets:** Provide the ability for citizens who receive traffic tickets to pay for them on-line and avoid having to make a trip to city hall to do so.
- **On-Line Development Applications:** Allow contractors and builders to submit and monitor their development review processes via the internet and thus streamlining this rather complicated process and shortening the time required to receive approvals.
- **City Street Index:** Develop an on-line database which will allow potential vendors to determine if their new business will be located within the city limits and thus requires a city sales tax license, as well as allow businesses that deliver merchandise to quickly determine the proper sales tax rates to charge customers by checking their addresses in the "up-to-date" on-line city street index versus the "once-a-year" printed guide book.
- **On-Line Job Application:** Provide potential employees with the ability to fill out and submit an application for employment with the city on-line via the internet.

As technology changes and more options become available, we will continue to explore new and ever better ways to serve our customers electronically through e-Government.

OTHER RESOURCES

Neighborhood Program of Colorado

The Center encourages and supports the efforts of residents and community groups to build stronger, safer neighborhoods. Neighborhood Program can provide timely, expert assistance without charge, whether it involves a brief consultation or a long term relationship. You may contact Neighborhood Program on line at www.gjcity.org or call (970) 256-4085.

The Neighborhood Program can help you use all of the good things in your neighborhood to make it a better place to live. Any individual or neighborhood group can take advantage of our resources, information and programs.

NEIGHBORHOOD PROGRAM can help you:

- . Form an association
- . Improve the comfort and safety of your block
- . Find new ways of motivating other adults and young people in your community
- . Get positive responses from government agencies, developers, and local businesses
- . Understand how community policing works and how to get it started
- . Raise money for projects that enhance your community
- . Train your neighborhood leaders to be more effective

NEIGHBORHOOD PROGRAM provides free publications and other services. By signing up for NEIGHBORHOOD PROGRAM's free mailing list, you will receive regular mailings of publications, invitations to free workshops and news about their programs. Call NEIGHBORHOOD PROGRAM at (970) 256-4085 to sign up.

Colorado Regional Community Policing Institute

The Colorado Regional Community Policing Institute is a partnership between CSU's Department of Sociology and Cooperative Extension, Denver's Neighborhood Program, and the Colorado Consortium for Community Policing. The institute's goal is to increase the awareness and use of community policing practices throughout the state of Colorado. The CRCPI can be contacted on line at <http://soc01.cla.colostate.edu/crcpi> or contact the Department of Sociology, Colorado State University at 970-491-5488.

Colorado Secretary of State

To incorporate in the State of Colorado your organization must file Articles of Incorporation with the Secretary of State.

Colorado Secretary of State

Donetta Davidson

1560 Broadway, Suite 200

Denver, CO 80202

(303) 894-2200

E-Mail: sos.admin1@state.co.us

http://www.state.co.us/gov_dir/sos/index.html

City program information

Neighborhood Watch
Fresh as a Daisy
Alley Improvement
Sidewalk special districts
Graffiti
Youth Council

Neighborhood Watch
Adopt a Block
Winter Holiday Decorating

APPENDIX A: Sample Neighborhood Survey

A survey to assist in organizing a new neighborhood association or learn more about your neighbors.

Name _____

Address _____ Zip _____

Phone number: Daytime _____ Evening _____

Are you a homeowner _____ or a tenant/renter _____

_____ I would like to join together with my neighbors in forming a Neighborhood Association.

_____ I feel that it is important to get to know our Police Beat Officer.

_____ My child/children is/are interested in joining a youth service group in our neighborhood.

_____ I am available to serve on committees.

_____ I want to be put on the mailing list to receive future issues of a neighborhood newsletter.

The concerns or ideas that I would like to see addressed are:

Suggestions for social events or neighborhood projects are:

The best time, day and frequency for me to attend meetings are:

Time _____ Day _____

Frequency: Monthly _____ Quarterly _____ As needed _____

Please return to: Name, Address, Phone

APPENDIX B: Sample Agenda

[Name of Association] [Date]

1. Introductions [President/chairperson introduces him or herself, welcomes everyone, introduces City Council Members, guest speaker, board members, recognizes new residents attending, and thanks anyone who furnished refreshments.]
2. Approval of Last Meeting Minutes [Any corrections should be noted in the new minutes. Annual meeting minutes are approved at the next regular meeting of the association, not at the next annual meeting.]
3. Read and Approve the Treasurer's Report [Relevant only if association collects money. Allow members to ask questions on any item listed.]
4. Old Business
 - a. Committee Reports [List each committee individually]
 - b. Concerns [List each unresolved concern that had no final action taken previously and is not overseen by a committee.]
5. New Business
 - a. Introduction of City Councilman or presentation by guest speaker [Note: Place this first when applicable.]
 - b. Concerns [List each new concern.]
6. Review Meeting [Restate any motions made and action taken.]
7. Set Agenda for Next Meeting [Name any committee that should have an update at the next meeting. Restate any concerns tabled. State date, time, and place of next meeting.]
8. Adjourn Meeting [List approximate time of adjournment. Always ask if anyone has anything else that needs to be discussed. Thank everyone for attending and ask for a motion to adjourn.]

APPENDIX C: Neighborhood Association Registration Form

Your Association

Tell us about your organization and your neighborhood

Name of Your Neighborhood

General Area of the City
(Please attach a map with
a drawing of your area)

Estimated Population

Your Issues

Tell us why you wish to form a Neighborhood Association

Main Concerns

History of the neighborhood

Your Membership

Please list all the names, addresses, and phone numbers of your members. You can attach extra pages if needed

How Can We Reach You?

Your name
Your address
Your phone number
Your email address

Special Notes

Tell us anything else you would like us to know about your association

Please return this form to the City Manager's Office, 250 North 5th Street, Grand Junction, Colorado, 81502. Call us at (970) 356-4085 or email at sheryltr@gjcity.org if you need help or information.

APPENDIX D: Know Your Neighbor Form

Know Your Neighbor Form

Small grants of up to \$100 will be awarded to groups of neighbors trying to build a sense of community and ownership in their neighborhood. You may be attempting to organize an association, get to know your neighbors, or just create a social event for fun. Some examples of potential projects for this grant would include:

BBQ
Easter Egg Hunt
Pot Luck
Cook Out
Meet Your Neighbor Day
Welcome baskets for new neighbors

Applications can be submitted at any time of the year, and there is no application deadline. We will call you with any questions and to let you know that your grant has been funded. All applications will be funded as the budget allows.

Please allow at least fourteen (14) days for all Know Your Neighbor grant applications to be reviewed and for checks to be issued if your grant is approved. Plan ahead! Thanks.

Know Your Neighbor Form (To Be Completed by City Staff)

Name Address Phone Email

Project Description

Date

Time

Location

Expected # of Participants

How you plan to outreach to your neighborhood about this event?

What grant amount are you requesting?

How will you know your event was a success?

How can we help?

Please contact the City Manager's Office of the City of Grand Junction at 250 North 5th Street, Grand Junction, Colorado, 81502 for more information or questions. You can reach us by phone at (970) 256-4085 or by email at sheryltr@gjcity.org.

Neighborhood Pride Grant Application

Grants of up to \$5000 will be awarded to groups of neighbors with a large project in their neighborhood that also benefit citizens city wide. The project must build both social capital and stewardship. Some examples of potential projects for this grant would include:

- New landscaping
- Curbs, gutters, or sidewalk
- Historic preservation
- Cleaning up blighted areas
- Beautification
- Lighting

In order to qualify for a Neighborhood Pride grant, you must be able to demonstrate a combination of the following: matching funds from the neighborhood, in kind or donated services from the neighborhood, an active association that is registered with the City of Grand Junction, a majority of your neighborhood actively involved in the project, and the input of local schools.

Neighborhood Pride grants are approved by the City Council after review by staff, so please allow at least thirty (30) days for your grant application.

Neighborhood Pride Grant Application

Please list at least five members of your neighborhood that can answer questions about this project and grant application

Name	Address	Phone	Email
1.			
2.			
3.			
4.			
5.			

Project Description

How you plan to outreach to your neighborhood about this event?

What grant amount are you requesting?

What City services and support will you require?

If your grant is for infrastructure (lights, pavement, etc) please include a detailed drawing of your idea.

Please contact the City Manager's Office of the City of Grand Junction at 250 North 5th Street, Grand Junction, Colorado, 81502 for more information or questions. You can reach us by phone at (970) 256-4085 or by email at sheryltr@gjcity.org.

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- City of Grand Junction, acknowledgment to the Departments Divisions and staff members that contributed to this handbook.

**Attach W-5
IGA Concepts with CDOT**

CITY OF GRAND JUNCTION

CITY COUNCIL AGENDA						
Subject		Intergovernmental Agreement with CDOT for the Construction of the US-50/Riverside Parkway Interchange				
Meeting Date		January 31, 2005				
Date Prepared		January 27, 2005			File #	
Author		Jim Shanks		Riverside Parkway Program Manager		
Presenter Name		Mark Relph		Public Works & Utilities Director		
Report results back to Council		<input checked="" type="checkbox"/>	No	<input type="checkbox"/>	Yes	When
Citizen Presentation		<input type="checkbox"/>	Yes	<input checked="" type="checkbox"/>	No	Name
<input checked="" type="checkbox"/>	Workshop	<input type="checkbox"/>	Formal Agenda		<input type="checkbox"/>	Consent
						Individual Consideration

Summary: The City has recently completed a Feasibility Study and Environmental Assessment for the proposed interchange connection of Riverside Parkway and US-50 Highway according to CDOT's 1601 Interchange Approval Process. The 1601 process requires that the City and CDOT enter into an Intergovernmental Agreement (IGA) to define the responsibilities for the construction and maintenance of the facilities associated with this interchange.

Budget: Sufficient funds exist in the 2004 Riverside Parkway budget to construct the US-50 interchange and Riverside Parkway as a part of the total Riverside Parkway project.

Action Requested/Recommendation: None – Review division of responsibilities between the City and CDOT for the construction and maintenance of the US-50 & Riverside Parkway interchange. The finalized IGA will come back to the City Council for formal approval.

Attachments: None

Background Information: On November 4, 2003, a majority of the City electorate voted to authorize the City to issue \$80 million in bonds to fund the Riverside Parkway. The authorized funding will expedite the design and construction of this transportation corridor.

On December 16, 2004 The Colorado Transportation Commission accepted the System level and Project level feasibility studies for the interchange. On January 19, 2005 The Finding of No Significant Impact which is the decision document for the

Environmental Assessment was signed by CDOT. The 1601 process requires the applicant to enter into an Intergovernmental Agreement for the construction and maintenance of the facility. The basic terms of that IGA have been discussed between City staff and CDOT staff. Those basic terms are outlined as follows:

City's Obligations

- Construct interchange, and lower downtown section of Riverside Parkway at City cost (estimated at \$28 million; from just west of Koch Asphalt to 27 ½ Road).
- City to fund and construct connection between existing US -50 bridges over the Colorado River (estimated cost \$533,000. Only 1/3 of this cost is necessary because of the Riverside Parkway ramp connection to US-50).
- City to apply for CDOT access permit.
- City to construct all improvements in CDOT right-of-way to CDOT standards.
- City will acquire all necessary right-of-way. All new right-of-way will be City right-of-way.
- City will install and maintain all landscaping.
- City will provide all quality control, quality assurance and independent assurance testing.
- City will assume maintenance of North Avenue from Motor Street to I-70B. Presently CDOT pays the City \$32,821 per year to maintain North Avenue. North Avenue will become a City street and City will control all access.

CDOT's Obligations

- CDOT will pay for their administrative costs which CDOT estimates to be \$161,663.
- CDOT will assume ownership of the 3 bridges in the interchange (1 over US-50, 2 over the Union Pacific Railroad). Estimated cost to replace these bridges in 50 years (\$5 million present value, 5% interest) is \$273,884 per year.
- CDOT will maintain interchange area (pavement, signs, striping, snow & ice. Subsequently CDOT may contract with the City to provide this maintenance).
- CDOT will review plans for improvements within their right-of-way and participate in design and construction coordination with the City and the design-builder.
- CDOT will participate in the review of the methods for handling traffic during construction.