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**CITY COUNCIL AGENDA
MONDAY, JUNE 28, 2021
FIRE DEPARTMENT TRAINING ROOM AND VIRTUAL
625 UTE AVENUE**

5:30 PM – SPECIAL MEETING

1. Other Action Items

- a. Discussion and Possible Action Regarding Placing Charter Amendments on the November 2021 Ballot
 - i. Colorado Discover Ability - Terms of Lease
 - ii. Municipal Elections - Move from April to November
- b. Approval of Strategic Plan Consultant

2. Adjournment



Grand Junction City Council

Regular Session

Item #1.a.

Meeting Date: June 28, 2021

Presented By: John Shaver, City Attorney, Wanda Winkelmann, City Clerk

Department: City Clerk

Submitted By: Wanda Winkelmann

Information

SUBJECT:

Discussion and Possible Action Regarding Placing Charter Amendments on the November 2021 Ballot

RECOMMENDATION:

For City Council discussion and possible action.

EXECUTIVE SUMMARY:

The purpose of this item is for City Council discussion regarding possible Charter Amendments for the November ballot.

Colorado Discover Ability (CDA) made a request for donation of property. That request, a copy of which is attached, was discussed with the Property Committee which was supportive of a long term lease instead of a donation.

At its May 3 work session the City Council discussed options for future City elections. The City has contracted with Mesa County Elections (MCE) for many years to conduct its elections; however, the County Clerk has requested that the City move its regular municipal elections to November.

BACKGROUND OR DETAILED INFORMATION:

In 2017 the City leased property on Struthers Avenue to CDA for 25 years. Since then CDA has successfully built a building and expanded its programs which provide year around adaptive recreational experiences for people with disabilities; however, the short term (25 year) lease does not provide certainty as to the location of the program and continued investment that a long term (99 year) lease provides. The lease is for 1.1169 acre/48,621 square feet of property in the Las Colonias Park located at 599

Struthers Avenue and acreage and applies to no other City property. (A discrepancy in addressing of the property has been found as the location is also known as 601 Struthers. In any event that discrepancy will need to be addressed.)

Leasing of any public property is permissive and within the sole and sound discretion of the City Council on terms it deems necessary and appropriate, including the acreage of any parcel, and the compensation to be paid therefor; amending the Charter will only change the possible term of the lease. The long term lease, if the Charter amendment is approved by the voters to allow it, will be subject to review and approval by the City Council and will include a specific covenant that the lease is only for the use and benefit of CDA.

At the May 3 Workshop, City Council held a discussion about options for future elections. While the City of Grand Junction has contracted with Mesa County Elections (MCE) for many years to conduct the City's April elections, the County Clerk has requested that the City move its regular municipal elections to November to coincide with their election cycle.

In order to do so, a Charter amendment would be required. To meet the required deadlines to participate in this November's election, an ordinance placing Charter Amendments to change the election date and extend the terms of Councilmembers from April to November would be included on the July 7 City Council meeting agenda.

FISCAL IMPACT:

If a special election is called for November 2021, staff estimates the cost to be \$30,000 - \$40,000.

SUGGESTED MOTION:

I move to direct staff to prepare an ordinance for the July 7 City Council meeting to place Charter Amendments on the November 2021 ballot.

Attachments

1. Letter from CDA
2. Memo Update from Workshop Options for Future Elections060321
3. Additional Questions Future Election Options060921 (2)



April 28, 2021

John Shaver
City Attorney
City of Grand Junction
250 N. 5th St.
Grand Junction, CO 81501

Dear Mr. Shaver:

Colorado Discover Ability (CDA) is a Grand Junction non-profit organization that has been providing outdoor recreation opportunities for people with disabilities for 41 years. Our mission is to increase the independence, self-confidence, self-worth, and education of people with disabilities through outdoor recreation. We have year-round programs, including adaptive skiing and snowboarding at Powderhorn during the winter, day camps for children and adults, adaptive cycling, and river rafting and kayaking, in the spring, summer, and fall. CDA has partnered with the VA Western Colorado Healthcare System Recreation Therapy program for many years. Over the past four years, we have increased our services to Veterans by 75% through the Veterans Adaptive Sports grant. All of this is done with 3 staff members and over 160 volunteers.

In 2017, CDA entered into a 25-year lease with the City of Grand Junction for property at 601 Struthers Avenue. This has been such a blessing to CDA, as having a location on the Riverfront Trail has greatly enhanced our ability to deliver services to Mesa County residents who have disabilities. This partnership has also benefitted the City of Grand Junction, as CDA remains a thriving business and positive presence contributing to the new energy in the Las Colonias community.

CDA has enjoyed this relationship and we feel fortunate to have such a good community partnership with the City of Grand Junction. However, grateful as we are for this lease, we too have dealt with limitations of the 25-year lease. Just as some tenants in the new business park were hampered in their ability to secure financing, CDA also had a donor who was concerned that the lease was not long enough and gave \$50,000 less to our building campaign for that reason. As we enter into 4 years of our lease, the CDA Board of Directors would like to ask the City of Grand Junction to consider gifting the property at 601 Struthers Avenue to CDA.

CDA remains an integral part of the community improving the lives of people who have disabilities. More than 40% of our participants have very low to moderate incomes and would not be able to participate without financial assistance, which we are able to provide through donor gifts and grants. Partnerships, like the one we have with the City of Grand Junction, are another reason CDA is able to ensure that nobody is ever turned away for lack of resources.

Like many other businesses and non-profits, CDA struggled this past year with keeping our people healthy while providing services in a responsible and safe manner. We did our best to offer vital programs to our clients at a time when getting outdoors was so important to their physical and mental health. Alleviating social isolation and depression that can set in with some of our clientele was a goal for most of the year. For many of our clients, if they do not get out to recreate and socialize with us, they do not get out at all.

Fundraising this past year proved to be difficult however, the agency managed well by cutting all possible expenses. CDA utilized Payroll Protection funding through the C.A.R.E.S. Act for \$38,500. This funding has been "forgiven" and converted from a loan to a grant. A second PPP loan was secured on 2-4-2021 for \$33,800 and is currently providing vital support as we make our way back to more "normal" operations.

Covid-19 restrictions and smoke from wildfires necessitated a level of creativity unsurpassed in all our years of business. However, we rose to the occasion and despite these challenges, kept CDA operational, whole, and debt free throughout 2020 and now, into 2021. We are proud of our ability to weather this storm and believe that it is an illustration of our resiliency and longevity in this community. However, it has also made us aware of the need for future planning and long term stability. And thus, the reason for our request for a gift of the property at 601 Struthers Avenue to CDA at this time.

All of us here at CDA, board, staff, volunteers, and clients, thank you for your thoughtful consideration of this request and stand ready to answer any questions you may have at this time.

Respectfully,

CDA Board of Directors
Chris Muhr, President
Karen Keifer, Vice President
Karl Zander, Treasurer
Sarah Bonnell Jackson, Secretary
Michael Chamberlain, Member
Teresa Rivera, Member
Sherry Schreiner, Member
Kelly A. Collini, Executive Director

Memorandum

TO: Members of City Council
FROM: Greg Caton, City Manager
Wanda Winkelmann, City Clerk
DATE: June 3, 2021
SUBJECT: Follow-up to May 3, 2021 Workshop Topic: Future Municipal Elections

At the May 3, 2021 workshop, the topic of “Future Municipal Elections” was discussed with City Council. As Council is aware, the City of Grand Junction has contracted with Mesa County Elections (MCE) for many years to conduct the City’s elections; however, the County Clerk has requested that the City move its elections to November to coincide when they conduct their elections. Two options were discussed at the workshop:

1. The City run its own election in April.
2. Move the City election from April of odd-numbered years to November of odd-numbered years.

Advantages and disadvantages of both options were reviewed. The timing required for a November ballot question was also discussed. The purpose of this memo is to respond to City Council questions posed at the workshop.

Costs of Running Elections – City Council requested specific costs for the city to run its own election. A table outlining the costs is included as an attachment and the following table summarizes those costs:

Items	On-going Cost	One-time Cost
Personnel, Electronics & Software, Printing and Postage, Ballot Processing Center Rental, Supplies, Transportation	\$210,008.50	
Electronics & Software, Ballot Boxes, Equipment		\$59,087.10
Total Election Costs 2023	\$260,095.60	
Total Election Costs 2025 + Future Years	\$210,008.50	

Also included in an attachment is a summary of costs for April and November elections, with 2023 estimated costs added in. An average of November election costs was used for the November 2023 figure.

Neighboring Community Elections – In 2020, MCE declined to conduct the April elections for Fruita, Palisade, and Collbran citing as the reason the workload required for the Presidential Election in November. City staff was asked to reach out to these communities to learn about their plans for future elections. Collbran canceled its 2020 election due to a lack of

candidates. If they have enough candidates to hold an election in 2022, they will run their own election. Fruita held its own election in 2020 and shared equipment with Palisade. The costs were higher for them to conduct their own election as they did not get the volume rate available to MCE. Fruita is also exploring its future options.

Colorado Communities – Staff was asked to provide information about the election date of other Colorado communities.

Home rule cities (HRC) and their election month and year are included in an attachment (source: CML Member Directory). The following includes HRC's in a population range of 30,000 – 115,000 with a November election month:

Name	Population
Boulder	106,000
Brighton	40,000
Broomfield	69,000
Castle Rock	65,000
Centennial	110,000
Commerce City	58,000
Englewood	34,000
Greeley	107,000
Northglenn	38,000
Westminster	113,000
Wheat Ridge	31,000

HRC's who run their own elections in April include:

Name	Population
Colorado Springs	373,000
Evans	20,000
Fort Collins	167,000
Fruita	13,000
Montrose	19,000
Windsor	29,000

Charter Amendments – Extension of City Council Terms – During the May 3 workshop, discussion was held regarding how this change would impact the length of Council terms and it was noted that, upon the approval of a Charter amendment, terms could be extended to November to accommodate the new election process. For purposes of this memo, it is assumed that the organizational meeting (currently held in May when Councilmembers are sworn in) would be moved to December of odd years. Therefore, the terms of those Councilmembers elected in 2019 would extend to December of 2023 and those elected in 2021 would serve until December 2025.

An example of term extension is found in the ordinance adopted by the Town of Castle Rock, attached. Castle Rock voters approved the Charter Amendment that adopted the transition plan of extending terms to the organizational meeting in December.

General Feedback Sought – Staff is requesting the following information:

1. What additional information, if any, does City Council need regarding this topic?
2. Would City Council like this topic brought back for future City Council discussion? If so, would this discussion occur at a regular meeting or workshop?

Timeframe – If City Council expresses support to move forward with Charter amendments:

Month	Action
June	City Council consideration of ordinance amending the Charter; ballot language set
July	City notifies County Clerk of intent to participate in November 2021 election
August	Agreement with Mesa County signed
September	Ballot language certified to Mesa County
November	Election

Please provide any feedback to the City Manager.

Attachments: Attachment 1: Municipal Election Costs

Attachment 2: Classification of Cities and Towns; Municipal Election Dates

Attachment 3: Town of Castle Rock Ordinance No. 2015-30

C: Department Directors

MUNICIPAL ELECTION COSTS

Item	Description	On-going Cost	One-Time Cost
Personnel	Full Time Elections Manager*, Elections Consultant, Election Judges (10), Election Night Support	108,300.00	
Electronics & Software (on-going)	Updates to Voter Magic Software (voter database/voter management), signature verification software, rental of ballot tabulation machines	45,946.00	
Electronics & Software (one-time)	Initial Purchase of Voter Magic Software (voter database/voter management), computer stations, printer, cameras for 24/7 monitoring, high speed letter opener, bar code scanners		24,252.00
Printing and Postage	Ballots, envelopes, secrecy sleeves, TABOR notice	41,950.00	
Ballot Boxes	Large metal boxes for ballot drop locations, smaller plastic ballot boxes for internal locations, transport bags		21,429.60
Equipment	Totes, trays, carts, dollies, tables, chairs		13,405.50
Ballot Processing Center	Rental of office space for three months	2,812.50	
Supplies	Seals for plastic ballot boxes/transport bags, general office supplies, Election Day catered meals	1,500.00	
Transportation	Vehicle cost to pickup ballots in remote locations	500.00	
	Sub Total	201,008.50	59,087.10

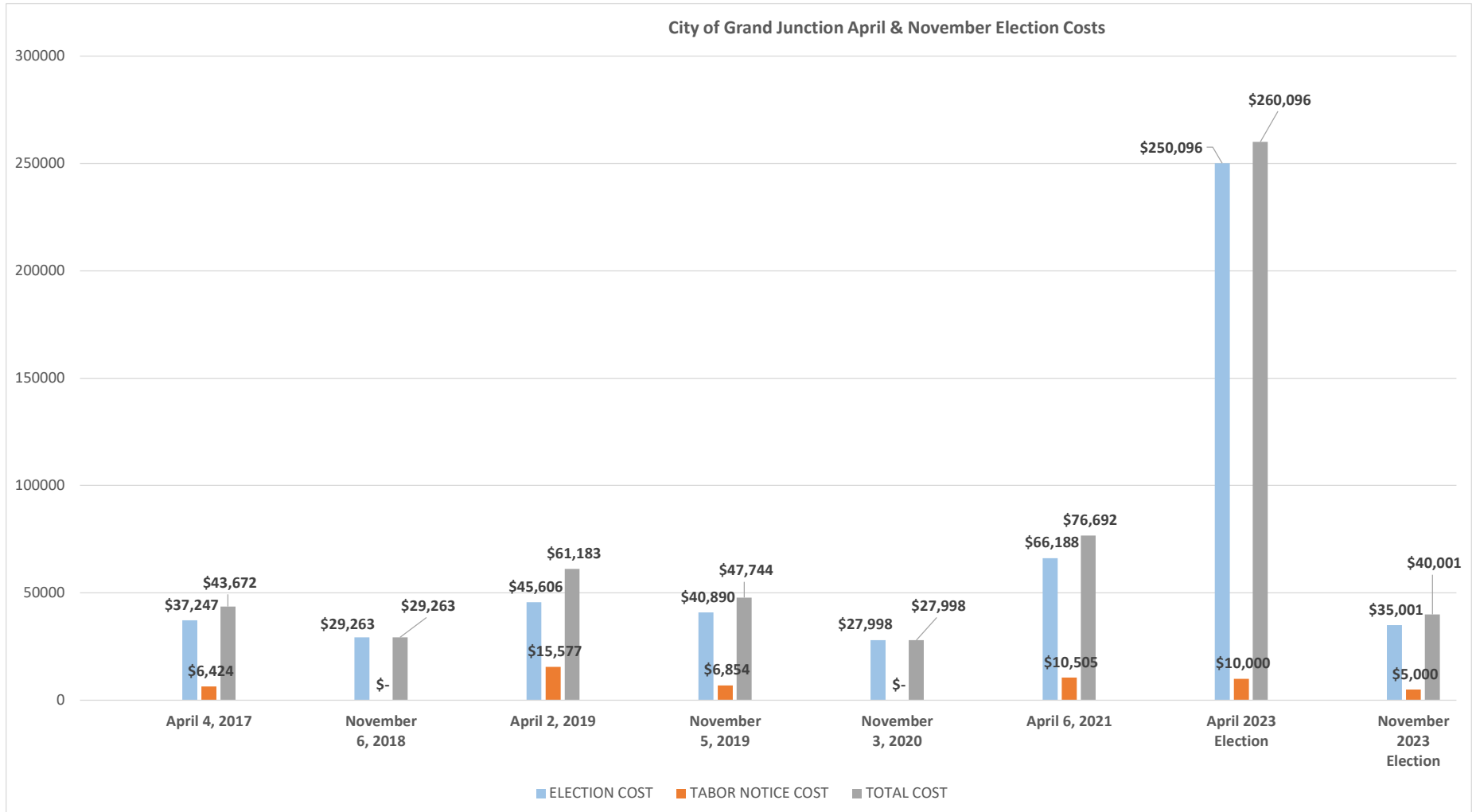
Total Election Costs 2023

260,095.60

Total Election Costs 2025 + future years

201,008.50

* = Full time employee would spend 75% of time on elections; 25% of time on special projects, training City employees, tracking legislative that impacts the Clerk's office



CLASSIFICATION OF CITIES AND TOWNS

There are 272 incorporated municipalities in Colorado including: 103 home rule municipalities, 168 statutory municipalities, and one territorial charter city. All incorporated cities and towns are included in this directory.

Home Rule Cities and Towns

(HRC or HRT in the directory)

Alamosa (City)	Council-Manager
Arvada (City)	Council-Manager
Aspen (City)	Council-Manager
Aurora (City)	Council-Manager
Avon (Town)	Mayor-Council
Basalt (Town)	Council-Manager
Black Hawk (City)	Council-Manager
Boulder (City)	Council-Manager
Breckenridge (Town)	Council-Manager
Brighton (City)	Council-Manager
Broomfield (City)	Council-Manager
Burlington (City)	Mayor-Council
Cañon City (City)	Council-Administrator
Carbondale (Town)	Board-Manager
Castle Pines (City)	Council-Manager
Castle Rock (Town)	Council-Manager
Cedaredge (Town)	Council-Manager
Centennial (City)	Council-Manager
Central (City)	Council-Manager
Cherry Hills Village (City)	Council-Manager
Colorado Springs (City)	Strong Mayor-Council
Commerce City (City)	Council-Manager
Cortez (City)	Council-Manager
Craig (City)	Council-Manager
Crested Butte (Town)	Council-Manager
Dacono (City)	Mayor-Council
Delta (City)	Council-Manager
Denver (City)	Strong Mayor-Council
Dillon (Town)	Council-Manager
Durango (City)	Council-Manager
Eagle (Town)	Council-Manager
Edgewater (City)	Council-Manager
Englewood (City)	Council-Manager
Evans (City)	Council-Manager
Federal Heights (City)	Council-Manager
Fort Collins (City)	Council-Manager
Fort Morgan (City)	Council-Manager
Fountain (City)	Council-Manager
Frisco (Town)	Council-Manager
Fruita (City)	Council-Manager
Glendale (City)	Council-Manager
Glenwood Springs (City)	Council-Manager
Golden (City)	Council-Manager
Grand Junction (City)	Council-Manager
Greeley (City)	Council-Manager
Greenwood Village (City)	Council-Manager
Gunnison (City)	Council-Manager
Gypsum (Town)	Mayor-Council
Hayden (Town)	Council-Manager
Holyoke (City)	Mayor-Council
Hudson (Town)	Council-Manager
Johnstown (Town)	Council-Manager
Kiowa (Town)	Board-Administrator
La Junta (City)	Council-Manager
Lafayette (City)	Council-Administrator
Lakewood (City)	Council-Manager
Lamar (City)	Mayor-Council
Larkspur (Town)	Mayor-Council
Littleton (City)	Council-Manager
Lone Tree (City)	Council-Manager
Longmont (City)	Council-Manager
Louisville (City)	Council-Manager
Loveland (City)	Council-Manager
Manitou Springs (City)	Mayor-Council
Minturn (Town)	Mayor-Council
Monte Vista (City)	Council-Manager

Montrose (City)	Council-Manager
Morrison (Town)	Mayor-Board
Mountain View (Town)	Mayor-Council
Mountain Village (Town)	Mayor-Council
Mt. Crested Butte (Town)	Council-Manager
New Castle (Town)	Mayor-Council
Northglenn (City)	Council-Manager
Ophir (Town)	General-Assembly
City of Ouray (City)	Council-Administrator
Pagosa Springs (Town)	Council-Manager
Parachute (Town)	Council-Manager
Parker (Town)	Council-Administrator
Pueblo (City)	Strong Mayor-Council
Rico (Town)	Mayor-Board
Ridgway (Town)	Council-Manager
Rifle (City)	Council-Manager
Sanford (Town)	Mayor-Board
Sheridan (City)	Council-Manager
Silt (Town)	Board-Administrator
Silver Plume (Town)	Mayor-Board
Silverthorne (Town)	Council-Manager
Snowmass Village (Town)	Council-Manager
Steamboat Springs (City)	Council-Manager
Sterling (City)	Council-Manager
Telluride (Town)	Council-Manager
Thornton (City)	Council-Manager
Timnath (Town)	Council-Manager
Trinidad (City)	Council-Manager
Vail (Town)	Council-Manager
Ward (Town)	Council-Manager
Westminster (City)	Council-Manager
Wheat Ridge (City)	Council-Manager
Windsor (Town)	Board-Manager
Winter Park (Town)	Council-Manager
Woodland Park (City)	Council-Manager
Wray (City)	Council-Manager
Yuma (City)	Council-Manager

Territorial Charter City

(TC in the directory)

Georgetown

Statutory Cities

(SC in the directory)

Brush	Council-Administrator
Cripple Creek	Council-Administrator
Florence	Council-Manager
Fort Lupton	Mayor-Council
Idaho Springs	Mayor-Council
Las Animas	Mayor-Council
Leadville	Mayor-Council
Rocky Ford	Council-Manager
Salida	Mayor-Council
Victor	Mayor-Council
Walsenburg	Mayor-Council

Statutory Towns

(ST in the directory)

All municipalities not listed on this page are Statutory Towns (ST). All statutory towns must be organized under the mayor-board form of government.

MUNICIPAL ELECTION DATES

Aguilar.....	April.....	even.....	1st Tues.	Dolores.....	April.....	even.....	1st Tues.
Akron.....	April.....	even.....	1st Tues.	Dove Creek.....	April.....	even.....	1st Tues.
Alamosa.....	November.....	odd.....	1st Tues.	Durango.....	April.....	odd.....	1st Tues.
Alma.....	April.....	even.....	1st Tues.	Eads.....	April.....	even.....	1st Tues.
Antonito.....	April.....	even.....	1st Tues.	Eagle.....	November.....	odd.....	1st Tues. after 1st Mond
Arriba.....	April.....	even.....	1st Tues.	Eaton.....	April.....	even.....	1st Tues.
Arvada.....	November.....	odd.....	1st Tues.	Eckley.....	April.....	even.....	1st Tues.
Aspen.....	March.....	odd.....	1st Tues.	Edgewater.....	November.....	odd.....	1st Tues.
Ault.....	April.....	even.....	1st Tues.	Elizabeth.....	April.....	even.....	1st Tues.
Aurora.....	November.....	odd.....	1st Tues.	Empire.....	April.....	even.....	1st Tues.
Avon.....	November.....	even.....	1st Tues. after 1st Mon.	Englewood.....	November.....	odd.....	1st Tues.
Basalt.....	April.....	even.....	1st Tues.	Erie.....	April.....	even.....	1st Tues.
Bayfield.....	April.....	even.....	1st Tues.	Estes Park.....	April.....	even.....	1st Tues.
Bennett.....	April.....	even.....	1st Tues.	Evans.....	April.....	even.....	1st Tues. after 1st. Mon.
Berthoud.....	April.....	even.....	1st Tues.	Fairplay.....	April.....	even.....	1st Tues.
Bethune.....	April.....	even.....	1st Tues.	Federal Heights.....	November.....	odd.....	1st Tues.
Black Hawk.....	April.....	even.....	1st Tues.	Firestone.....	April.....	even.....	1st Tues.
Blanca.....	April.....	even.....	1st Tues.	Flagler.....	April.....	even.....	1st Tues.
Blue River.....	April.....	even.....	1st Tues.	Fleming.....	April.....	even.....	1st Tues.
Boone.....	April.....	even.....	1st Tues.	Florence.....	November.....	odd.....	1st Tues.
Boulder.....	November.....	odd.....	1st Tues.	Fort Collins.....	April.....	odd.....	1st Tues. after 1st. Mon.
Branson.....	April.....	even.....	1st Tues.	Fort Lupton.....	November.....	odd.....	1st Tues.
Breckenridge.....	April.....	even.....	1st Tues.	Fort Morgan.....	November.....	odd.....	1st Tues.
Brighton.....	November.....	odd.....	1st Tues.	Fountain.....	November.....	odd.....	1st Tues.
Brighton.....	November.....	odd.....	1st Tues. after 1st. Mon.	Fowler.....	April.....	even.....	1st Tues.
Brookside.....	November.....	even.....	1st Tues. after 1st Mon.	Foxfield.....	April.....	even.....	1st Tues.
Broomfield.....	November.....	odd.....	1st Tues.	Fraser.....	April.....	even.....	1st Tues.
Brush.....	November.....	odd.....	1st Tues.	Frederick.....	April.....	even.....	1st Tues.
Buena Vista.....	April.....	even.....	1st Tues.	Frisco.....	April.....	even.....	1st Tues.
Burlington.....	April.....	even.....	1st Tues.	Fruita.....	April.....	even.....	1st Tues.
Calhan.....	April.....	even.....	1st Tues.	Garden City.....	April.....	even.....	1st Tues.
Campo.....	April.....	even.....	1st Tues.	Genoa.....	April.....	even.....	1st Tues.
Cañon City.....	November.....	odd.....	1st Tues. after 1st. Mon.	Georgetown.....	April.....	odd.....	1st Mon.
Carbonate.....	N/A.....	N/A.....	N/A	Gilcrest.....	November.....	even.....	1st Tues. after 1st Mon.
Carbondale.....	April.....	even.....	1st Tues.	Glendale.....	April.....	even.....	1st Tues.
Castle Pines.....	November.....	odd.....	1st Tues.	Glenwood Springs.....	April.....	odd.....	1st Tues.
Castle Rock.....	April.....	each.....	1st Tues.	Golden.....	November.....	odd.....	1st Tues.
Cedaredge.....	April.....	even.....	1st Tues.	Granada.....	April.....	even.....	1st Tues.
Centennial.....	November.....	odd.....	1st Tues.	Granby.....	November.....	even.....	1st Tues. after 1st Mon.
Center.....	April.....	even.....	1st Tues.	Grand Junction.....	April.....	odd.....	1st Tues. after 1st. Mon.
Central City.....	November.....	even.....	1st Tues. after 1st. Mon.	Grand Lake.....	April.....	even.....	1st Tues.
Cheraw.....	April.....	even.....	1st Tues.	Greeley.....	November.....	odd.....	1st Tues.
Cherry Hills Village.....	November.....	even.....	1st Tues. after 1st. Mon.	Green Mountain Falls.....	April.....	even.....	1st Tues.
Cheyenne Wells.....	April.....	even.....	1st Tues.	Greenwood Village.....	November.....	odd.....	1st Tues.
Coal Creek.....	November.....	even.....	1st Tues. after 1st Mon.	Grover.....	April.....	even.....	1st Tues.
Cokedale.....	April.....	even.....	1st Tues.	Gunnison.....	November.....	odd.....	1st Tues.
Collbran.....	April.....	even.....	1st Tues.	Gypsum.....	April.....	even.....	1st Tues. after 1st. Mon.
Colorado Springs.....	April.....	odd.....	1st Tues.	Hartman.....	April.....	even.....	1st Tues.
Columbine Valley.....	April.....	even.....	1st Tues.	Haswell.....	April.....	even.....	1st Tues.
Commerce City.....	November.....	odd.....	1st Tues.	Haxtun.....	April.....	even.....	1st Tues.
Cortez.....	April.....	even.....	1st Tues. after 1st. Mon.	Hayden.....	November.....	even.....	1st Tues. after 1st. Mon.
Craig.....	November.....	odd.....	1st Tues.	Hillrose.....	April.....	even.....	1st Tues.
Crawford.....	April.....	even.....	1st Tues.	Holly.....	April.....	even.....	1st Tues.
Creede.....	April.....	even.....	1st Tues.	Holyoke.....	November.....	even.....	1st Tues. after 1st. Mon.
Crested Butte.....	November.....	odd.....	1st Tues.	Hooper.....	April.....	even.....	1st Tues.
Crestone.....	April.....	even.....	1st Tues.	Hot Sulphur Springs.....	November.....	even.....	1st Tues. after 1st Mon.
Cripple Creek.....	November.....	odd.....	1st Tues.	Hotchkiss.....	April.....	even.....	1st Tues.
Crook.....	April.....	even.....	1st Tues.	Hudson.....	November.....	even.....	1st Tues. after 1st. Mon.
Crowley.....	April.....	even.....	1st Tues.	Hugo.....	April.....	even.....	1st Tues.
Dacono.....	November.....	each.....	1st Tues. in odd and 1st Tues after 1st. Mon. in even	Idaho Springs.....	November.....	odd.....	1st Tues.
De Beque.....	April.....	even.....	1st Tues.	Ignacio.....	April.....	even.....	1st Tues.
Deer Trail.....	April.....	even.....	1st Tues.	Iliff.....	April.....	even.....	1st Tues.
Del Norte.....	April.....	even.....	1st Tues.	Jamestown.....	April.....	even.....	1st Tues.
Delta.....	April.....	each.....	1st Tues.	Johnstown.....	April.....	even.....	1st Tues.
Denver.....	May.....	odd.....	1st Tues. every 4th yr.	Julesburg.....	April.....	even.....	1st Tues.
Dillon.....	April.....	even.....	1st Tues. after 1st. Mon.	Keenesburg.....	November.....	even.....	1st Tues. after 1st. Mon.
Dinosaur.....	April.....	even.....	1st Tues.	Kersey.....	April.....	even.....	1st Tues.
				Kim.....	April.....	even.....	1st Tues.

ORDINANCE NO. 2015-30

**AN ORDINANCE PROPOSING AMENDMENTS TO THE
TOWN OF CASTLE ROCK CHARTER TO ESTABLISH THE GENERAL ELECTION
DATE IN NOVEMBER IN EVEN-NUMBERED YEARS AS THE TOWN OF CASTLE
ROCK REGULAR BI-ANNUAL ELECTION DATE AND REFERRING TO THE
ELECTORATE THE QUESTION OF APPROVING THESE CHARTER AMENDMENTS
AT THE SPECIAL MUNICIPAL ELECTION ON NOVEMBER 3, 2015; AND
PROVIDING FOR ITS EMERGENCY ADOPTION ON SECOND AND FINAL READING**

WHEREAS, by Ordinance No. 2015-29, the Town Council called a special municipal election as part of the coordinated election on November 3, 2015,

WHEREAS, Section 4-2 of the Town Home Rule Charter prescribes the first Tuesday in April of even-numbered years as the regular municipal election date,

WHEREAS, it will be less costly to coordinate the regular municipal election with the statewide general election in November of even-numbered years,

WHEREAS, it will be more efficient and convenient for voters to receive a single ballot at the regular municipal election for municipal, Douglas County and statewide offices and ballot issues, and

WHEREAS, in order to be assured that this Ordinance is in effect and in compliance with all applicable statutory and Municipal Code requirements, it is necessary to adopt this Ordinance on an emergency basis on second and final reading.

**NOW, THEREFORE, IT IS ORDAINED BY THE TOWN COUNCIL OF THE
TOWN OF CASTLE ROCK, COLORADO:**

Section 1. Amendment to the Town Charter. Sections 2-3, 4-1, 4-2, 4-3 and Article XVII of the Town of Castle Rock Home Rule Charter are amended to read as follows:

A. Section 2-3 of the Town of Castle Rock Home Rule Charter is amended in its entirety to read as follows:

Section 2-3. Terms.

(a) The Councilmembers shall be elected for four-year overlapping terms. Four Councilmembers shall be elected at one regular election and three Councilmembers shall be elected at the subsequent regular election.

(b) The Councilmembers shall take office at the first regular meeting in December following their election and compliance with Section 2-7 and shall continue in office until their successors have been elected or appointed as provided in this Charter and have complied with Section 2-7.

(c) The Town Council shall hold an organizational meeting at the first regular meeting in December following the regular election.

B. Section 4-1 of the Town of Castle Rock Home Rule Charter is amended in its entirety to read as follows:

Section 4-1. Laws Governing Elections.

(a) Except for a special election conducted pursuant to Section 4-3 all Town elections shall be conducted under the Uniform Election Code of 1992, as from time to time amended. The Douglas County Clerk shall have all statutory power and authority to conduct such elections as coordinated elections.

(b) In the event Douglas County is unable to conduct a special election in compliance with applicable Charter and ordinance requirements, then such special election shall be conducted by the Town, as provided by ordinance not inconsistent with this Charter.

C. Section 4-2 of the Town of Castle Rock Home Rule Charter is amended in its entirety to read as follows:

Section 4-2. Regular Elections.

A regular election shall be held each even-numbered year on the first Tuesday following the first Monday of November.

D. Section 4-3 of the Town of Castle Rock Home Rule Charter is amended in its entirety to read as follows:

Section 4-3. Special Elections.

Special elections shall be held on any Tuesday designated by the Town Council. No special election shall be called within sixty days before the date thereof. No special election shall be held within the one hundred twenty days before a regular election. The ordinance calling a special election shall set forth the purpose of the election.

E. Article XVII of the Town of Castle Rock Home Rule Charter is amended to add a new Section 17-13 to read as follows:

Section 17-13. Transition to November Regular Elections.

Notwithstanding any other provision of this Charter to the contrary:

(a) A regular municipal election shall be conducted as a coordinated election on November 8, 2016. The four-year Councilmember terms prescribed under Section 2-3(a) of the Charter applicable to Town Council Districts 1, 2, 4 and 6 shall extend to the organizational meeting of the Town Council in December 2016. The four-year Councilmember terms for Districts 3, 5 and 7 shall extend to the organizational meeting of the Town Council in December 2018.

Section 2. Election Referral. Before Charter amendments proposed in this Ordinance shall become effective, such amendment shall be submitted to and receive the approval of a majority of the registered electors of the Town voting thereon at the special municipal election to be held on November 3, 2015 conducted in accordance with Ordinance No. 2015-29. The ballot title and question shall read as follows:

Castle Rock Charter Amendment __:

Shall the Town of Castle Rock Home Rule Charter be amended to: (i) change the date of regular municipal elections to the general election date in November of even-numbered years beginning in 2016; (ii) conduct such elections as coordinated elections with Douglas County under the Uniform Election Code of 1992; and (iii) adopt a transition plan on Town Council terms to implement such change in election date, by revising Sections 2-3, 4-1, 4-2, 4-3, and Article XVII of the Town of Castle Rock Home Rule Charter, as provided in Ordinance No. 2015-30?

____ Yes

____ No

Section 3. Construction. Approval by the voters of any Charter amendment which repeals any section or portion of the Charter shall not be construed to be a limitation, denial, or suspension of any power of the Town of Castle Rock, or any power of the Town Council otherwise vested in or authorized to the Town or the Town Council by the Constitution or statutes of the State of Colorado.

Section 4. Filing; Effective Date. Within twenty (20) days after approval of the Charter amendments authorized, the Town Clerk shall file with the Secretary of State a certified copy of each such amendment. The amendments shall take effect on the date of such filing.

Section 5. Repeal; Savings Clause. All acts, orders, resolutions, ordinances, or parts thereof, in conflict herewith shall be repealed at the time the amendments provided for herein take effect. However, no such repeal shall be construed to destroy any property right, contract, right, or right of action of any nature or kind, vested in or against the Town by virtue of any such act, order, resolution, ordinance or part thereof, theretofore existing or otherwise accruing to the Town.

Section 6. Severability. If any clause, sentence, paragraph, or part of this Ordinance or the application thereof to any person or circumstances shall for any reason be adjudged by a

court of competent jurisdiction invalid, such judgment shall not affect the remaining provisions of this Ordinance.

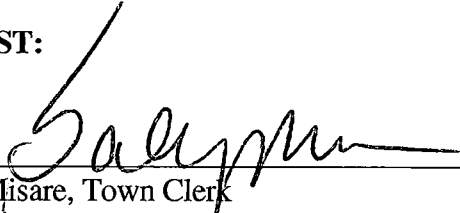
Section 7. Emergency Clause. For the reasons stated in the recitals to this Ordinance, it is declared that an emergency exists and it is necessary for the preservation of the immediate public peace, health and safety for this Ordinance to take effect upon its adoption.

Section 8. Safety Clause. The Town Council finds and declares that this Ordinance is promulgated and adopted for the public health, safety and welfare and this Ordinance bears a rational relation to the legislative object sought to be obtained.

APPROVED ON FIRST READING this 4th day of August, 2015 by a vote of - 4 - for and - 1 - against, after publication in compliance with Section 2.02.100.C of the Castle Rock Municipal Code; and

PASSED, APPROVED AND ADOPTED AS AN EMERGENCY ORDINANCE ON SECOND AND FINAL READING this 18th of August, 2015, by a vote of the Town Council of the Town of Castle Rock, Colorado of - 5 - for and - 1 - against constituting the extraordinary majority required by Section 2.02.100 of the Castle Rock Municipal Code.

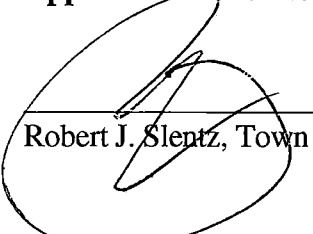
ATTEST:


Sally Misare, Town Clerk

TOWN OF CASTLE ROCK


Paul Donahue, Mayor

Approved as to form:


Robert J. Slentz, Town Attorney



Town of Castle Rock

100 North Wilcox Street
Castle Rock, CO 80104

Agenda Memorandum

Agenda Date: 8/18/2015

Item #: 18. File #: ORD 2015-30

To: Honorable Mayor and Members of Town Council

From: Robert J. Slentz, Town Attorney
Sally Misare, Town Clerk

Ordinance: Proposing Amendments to the Town of Castle Rock Home Rule Charter to Establish the General Election Date in November in Even-Numbered Years as the Town of Castle Rock Regular Bi-Annual Election Date and Referring to the Electorate the Question of Approving these Charter Amendments at the Special Municipal Election on November 3, 2015; and Providing for its Emergency Adoption on Second and Final Reading (Second Reading)

Executive Summary

This item was approved on First Reading on August 4, 2015 by a vote of 4-1.

In order to be assured that this Ordinance is in effect and in compliance with all applicable statutory and Municipal Code requirements, staff is recommending emergency adoption on second and final reading.

Per prior Council direction the proposed Ordinance authorizes placement of a Charter amendment on the November 3, 2015 Coordinated Election ballot to change the date of the Town's regular biannual election from April to November of even-numbered years, beginning in 2016. This would allow the Town's elections to be conducted as part of a Coordinated Election administered by Douglas County, which would save the Town the cost of running a separate election and provide electors with a single ballot for municipal, county, and statewide issues.

Proposed Motion

"I move to approve Ordinance No. 2015-30, an Ordinance proposing amendments to the Town of Castle Rock Home Rule Charter to establish the General Election date in November in even-numbered years as the Town of Castle Rock Regular Bi-Annual Election date and referring to the electorate the question of approving these Charter amendments at the Special Municipal Election on November 3, 2015; and providing for its emergency adoption on second and final reading."

Attachments

Attachment A: Ordinance 2015-30

Memorandum

TO: Members of City Council
FROM: Greg Caton, City Manager
Wanda Winkelmann, City Clerk
DATE: June 9, 2021
SUBJECT: Response to City Council Questions Regarding Future Election Options

On June 3, staff issued a memo to provide follow-up information to the May 3 workshop discussion regarding Future Election Options. This memo serves to respond to the additional questions posed by City Council.

1. What were the costs for Fruita and Palisade in their last elections?

	2018	2020
Fruita	\$10,417	\$19,476
Palisade	\$ 3,917	\$10,417

Palisade paid Fruita \$2,000 for the use of its tabulation machines.

2. Was partnering with Fruita, Palisade, and Collbran to share costs, software, machines explored?

Because these municipalities hold their election in April of even numbered years (and the City of Grand Junction holds its elections in April of odd years), sharing the costs of rental tabulation equipment was not explored as the rental equipment is returned to the vendor after the election. It is at this time that the vendor will service and test the equipment and prepare it for another municipality's rental. Additionally, the software that the City would use is proprietary and, for example, voter information for just Grand Junction voters is loaded into the software.

3. Mesa County Elections has offered the county's machines that are being replaced. Was this offer explored?

In April, County Clerk Tina Peters mentioned that Mesa County Elections may be replacing some equipment and was still working out the details with staff. In a follow-up email to Clerk Peters on June 3, she noted that the county is conducting additional research regarding their equipment needs and will reach out once all the information is in and a decision is made.

4. Please provide comparable Mesa County costs from recent April and November elections.

This data was extracted from the table attached to the June 3 memo.

Election Date	Cost
April 2021	\$76,692
November 2020	\$27,998

5. If we move to November and share the costs with the School District, how much will the School District's cost be reduced?

In a November coordinated election, the costs for running the election are split among the participating entities. In the November 2020 election, the City of Grand Junction had 15.15% of the voters and paid \$28,000 to participate. Without Grand Junction's participation, the amount each entity paid would have been higher. For example, the Colorado River District paid \$70,000 to participate; without Grand Junction's participation, they would have paid \$83,000.

The following dates indicate the timeline for decision-making:

- *July 25* – Deadline to notify the County Clerk of intent to participate in November's election.
- *August 24* – Deadline to sign the Intergovernmental Agreement (IGA) with Mesa County.
- *September 3* – Deadline to certify the ballot content to Mesa County.

Staff will be working with the Agenda Committee to place this item for discussion and possible direction on a future agenda.

C: Department Directors



Grand Junction City Council

Regular Session

Item #1.b.

Meeting Date: June 28, 2021

Presented By: Greg Caton, City Manager

Department: City Manager's Office

Submitted By: Greg LeBlanc, Sr. Asst. to the City Manager

Information

SUBJECT:

Approval of Strategic Plan Consultant

RECOMMENDATION:

Staff recommends the adoption of the resolution.

EXECUTIVE SUMMARY:

The Strategic Plan is a tool used by City Council to guide policy creation and to focus the efforts of organization during the next two years. The Strategic Plan aids in the implementation of the Comprehensive Plan, directs the decision-making process, and provides high-level direction for the organization.

For the development of the upcoming 2021 Strategic Plan, staff solicited a request for proposals by consultants. There were 22 responses and a review committee of City Council and staff reviewed the proposals and selected a finalist, SBrand, based on price, qualifications and relevant local government experience. The next step in the selection process is for City Council to approve the selection of SBrand as the consultant for the development of the Strategic Plan.

BACKGROUND OR DETAILED INFORMATION:

The Strategic Plan is a tool used by City Council to guide policy creation and to focus the efforts of organization during the next two years. The Strategic Plan aids in the implementation of the Comprehensive Plan, directs the decision-making process, and provides high-level direction for the organization.

For the development of the upcoming 2021 Strategic Plan, staff solicited a request for proposals by consultants. There were 22 responses and a review committee of City

Council and staff reviewed the proposals and selected a finalist, SBrand, based on price, qualifications and relevant local government experience. The next step in the selection process is for City Council to approve the selection of SBrand as the consultant for the development of the Strategic Plan.

FISCAL IMPACT:

The total compensation for consulting and facilitation services shall not exceed \$25,900.

SUGGESTED MOTION:

I move to adopt Resolution No. xx-2021, a resolution authorizing a contract with S-Brand Solutions LLC for consulting and facilitation services.

Attachments

1. Response S Brand
2. Resolution



March 22, 2021

Susan Hyatt
Senior Buyer
City of Grand Junction
susanh@gjcity.org

Via Rocky Mountain Bid Net portal only

**Response to Request for Proposal: Strategic Planning Consultant
RFP-4891-21-SH**

Dear Ms. Hyatt;

SBrand Solutions is pleased to present our qualifications to be the strategic planning partner for the City of Grand Junction. SBrand is uniquely qualified for this project based on our background and expertise as facilitators and strategic planners paired with our specific experience working with and for Colorado local governments. Sheryl Trent, owner of SBrand Solutions, is one of fewer than forty Certified Master Facilitators™ in the world. She and her team will collaborate with City leadership to deliver a process that will result in a visionary strategic plan that aligns Grand Junction's Comprehensive Plan with Council goals and priorities.

Our team has vast experience working with a wide variety of clients, including diverse communities across the country. We use a proven methodology that is customized for Grand Junction's needs and vision, and our approach as your strategic partner results in a creative strategic framework and implementation plan that will move your community forward.

We understand that strategic planning begins with listening to your Councilmembers and executive staff and shaping the feedback into a shared, achievable vision. Through skillful facilitation and the application of concepts necessary for high-functioning organizations, SBrand solutions will guide the City of Grand Junction on a path toward successful governance that will leave lasting impact even beyond the two years of the strategic plan.

SBrand Solutions offers the credentials to inspire confidence in your City leadership, especially during this unusual time of ongoing public health concerns. I am a Certified Virtual Facilitator™ and I and my team have facilitated virtual meetings with small teams as well as community meetings with more than 100 participants. I am also certified by Cornell University in Diversity and Inclusion and bring that expertise and approach to the planning process. We have created dozens of strategic plans for cities



in Colorado and across the country and have extensive experience as employees of local government. We are specifically familiar with the City of Grand Junction. I also worked for the City of Grand Junction several years ago and lived in the Redlands, so I am very familiar with the Western Slope and Grand Junction in particular.

Team member and co-facilitator Mitzi Rapkin also has extensive experience both as an employee of local government and as a certified facilitator. I will personally lead and oversee the process bringing more than 28 years of employment and consultant work facilitating strategic planning for local governments. Our ability to listen, to be flexible if things change, and to bring a strategic mindset to the process will result in a plan that is both visionary, achievable, and measurable.

We have received and acknowledge Addendum #1 to this RFP. This is a binding offer. We have attached three strategic plans we have created for our clients in the past year for your review. If you need more information, we would be happy to meet with you and share more details at your convenience. Thank you for your consideration of our proposal. We look forward to hearing from you and are very excited about the prospect of working with you and your team!

Sincerely,

Sheryl Trent, Owner Certified Master Facilitator® Certified Virtual Facilitator™

SBrand Solutions, LLC

2874 Blue Leaf Drive

Fort Collins, Colorado 80526

sheryl@sbrandsolutions.com

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SBrand Solutions, LLC

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970.208.6633



Executive Summary

SBrand has a unique perspective on creating your strategic plan, and a proven methodology to facilitate input and engagement with your Council and leadership staff. Coupled with our expertise in creating strategic plans, we bring an unmatched and expert level of skill to our work. Our plans are not created by us, sitting in our offices in a vacuum – they are created in a collaborative partnership with you and your team via a process that is both adaptable and rigorous to get you the results you need.

Our recommended methodology includes two main phases, and four on site visits with virtual options if needed :

1. **Kickoff: Design a customized approach built on your specific needs and direction;**
2. **Phases 1 and 2: Review documents, including the Comprehensive Plan, the budget, other plans, and document as directed;**
3. **Phases 1 and 2: Engage your Council and executive staff by gathering information through personal interviews and facilitated workshops; and**
4. **Final Documents: Create sustainable, actionable, and realistic long-term results through a written strategic plan and implementation documents.**

We will use existing touchstones and best practices to build a sustainable future moving forward. The **Strategic Plan** will recognize the successes and accomplishments of the past while focusing on the future of a high performing organization. The **Implementation Matrix** will have realistic action steps tied to Council goals and priorities.

The facilitated meetings are the **heart** of the process and will be the foundation for the components of your strategic plan. Our proposal outlines a series of three facilitated meetings over the course of the project. These meetings can be facilitated virtually with any combination of live “webinars”, prerecorded information, online whiteboards, and PowerPoints. The meetings are designed to build understanding, cultivate a safe environment where all voices are heard, create support for the goals and priorities, and result in consensus-based agreement about future actions and milestones.

SBrand Solutions provides a full level of personal and administrative support to complete the project. The attached spreadsheet goes into more detail about the phases, tasks, timing, and proposal cost. We understand budget constraints and have offered our best advice on an approach that has proven to be successful with other clients, specifically local governments.

Based on our proven approach and ability to facilitate the creation of an understandable and realistic strategic plan, you will have all the tools for a successful future. We appreciate the opportunity to share more about our methodology and our team with you. Thank you for your time.

Qualifications, Experience and Expertise



Sheryl Trent, Certified Master Facilitator® and Certified Virtual Facilitator™

Sheryl has served in city and county government as the Town Manager, Assistant County Manager, Economic Development Director, Community Development Director and Urban Renewal Authority Executive Director. She has worked for local governments in Washington, California and most recently Colorado.

As well as 28 years of local government experience, she is one of fewer than 45 Certified Master Facilitators™ in the world and is a Certified Virtual Facilitator™. She also holds a certification from Cornell University in Diversity, Equity, and Inclusion. Her real-life experience includes managing strategic plans, comprehensive plans, multimillion-dollar capital projects, economic development agencies, and Urban Renewal Authorities; and in combination with her nonprofit board service her experience gives her a unique understanding of the needs of her clients.

She designed SBrand Solutions to “help fill in the blanks” for her clients: local governments, special districts, nonprofits, and other agencies. She and her team of experts travel across the country guiding a customized process grounded in proven methodologies to create strategic, sustainable success. Sheryl is also recognized by her work with elected Boards in the areas of team building, board development and board training. She is a preferred consultant in these areas for the State of Colorado and has worked with hundreds of clients in facilitated retreats.

She serves on the board of the International Institute for Facilitation, the world’s leading institution for facilitation research and innovative learning. She is a member of the Association for Strategic Planning, the National Center for Deliberative Debate, the Colorado Municipal League, the Colorado City/County Manager’s Association, and a regular speaker and contributor to various platforms on facilitation and inclusion.



Mitzi Rapkin, Certified Facilitator

Mitzi has more than 30 years of experience as a journalist, interviewer, and writer and more than 12 years working in local government communications. She is an MG Rush Certified Structured Facilitator and is certified in Foundations in Public Participation by the International Association for Public Participation. She is the owner of Full Light Communications LLC, based in Basalt, Colorado. Mitzi is also the founder, host and producer of the podcast *First Draft: A Dialogue on Writing*, which is distributed in partnership with *Literary Hub*. She has interviewed more than 300 world class authors and discusses issues of craft, empathy, and the human condition on her weekly show. Throughout her career her focus has been on opening the world up to people in new ways through dialogue, conversation, interviews, writing, creativity, and connection to the natural world.

Why SBrand Solutions?

Formed in 2011 by Sheryl Trent, SBrand Solutions has a unique expertise in working with local government clients to solve problems and “fill in the blanks”. As a professional facilitation firm, we partner with your team through solutions and implementation. We have five areas of expertise:

- ✓ **Consensus Focused Facilitation**
- ✓ **Results Based Strategic Planning**
- ✓ **Systematic Organizational Assessments**
- ✓ **Collaborative Team Development**
- ✓ **Inclusive Community and Stakeholder Engagement**

This is what makes us different: We listen, we respond, and we craft. We listen to what you say. We respond to your goals and aspirations by tailoring the final product as a reflection of your feedback. And we craft the plan with your input as the base, the community as the beneficiary, and the measurable results as the movement forward. Our method is proven to work as dozens of clients who have used our services have forged successful paths forward achieving focused results as organizations and with their communities. We have a unique perspective on creating strategic plans and every meeting we design is results focused. Our iterative process is driven by our expert professional facilitation that then drives strategies that are effective and comprehensive.



We know how to ask the right questions, framed in the right way, with the right people in the room (the R3 principle). The SBrand team is a diverse group of professionals with expertise in a wide range of areas including government finance, economic development, community development, parks and recreation, public works, community safety, civic engagement, team assessments, board training, journalism and much more. We limit our clients to provide the exceptional service that is our hallmark and can customize our results and interaction to meet each client's specific needs.

Similar Projects and Work

We have attached the required references as well as a list of representative projects have created a short list of clients for your review. In the past three years, we have completed strategic plans and/or organizational assessments for:

- Cities and counties across the United States
- Non-profits (community foundations, partnerships, museums, educational, human rights)
- Federal and state government divisions and departments
- National transportation associations
- Quasi-governmental organizations and special districts
- Public works, human services, housing, and human resources departments
- Economic development organizations and Main Streets

We adapt our approach to each and every client: We believe in meeting our clients where they are, offering advice and ideas, giving guidance and strong recommendations when needed, and ensuring ongoing sustainability through templates and support.

Work Plan

Project Understanding

We understand the purpose of the project is to provide the facilitation and creation of a two-year Strategic Plan and Implementation Matrix for the City Council of the City of Grand Junction. The work will be approached through the lens of a thorough review of the Comprehensive Plan and other documents as needed such as the existing Strategic Plan, personal interviews with the City Council, and three facilitated workshops.

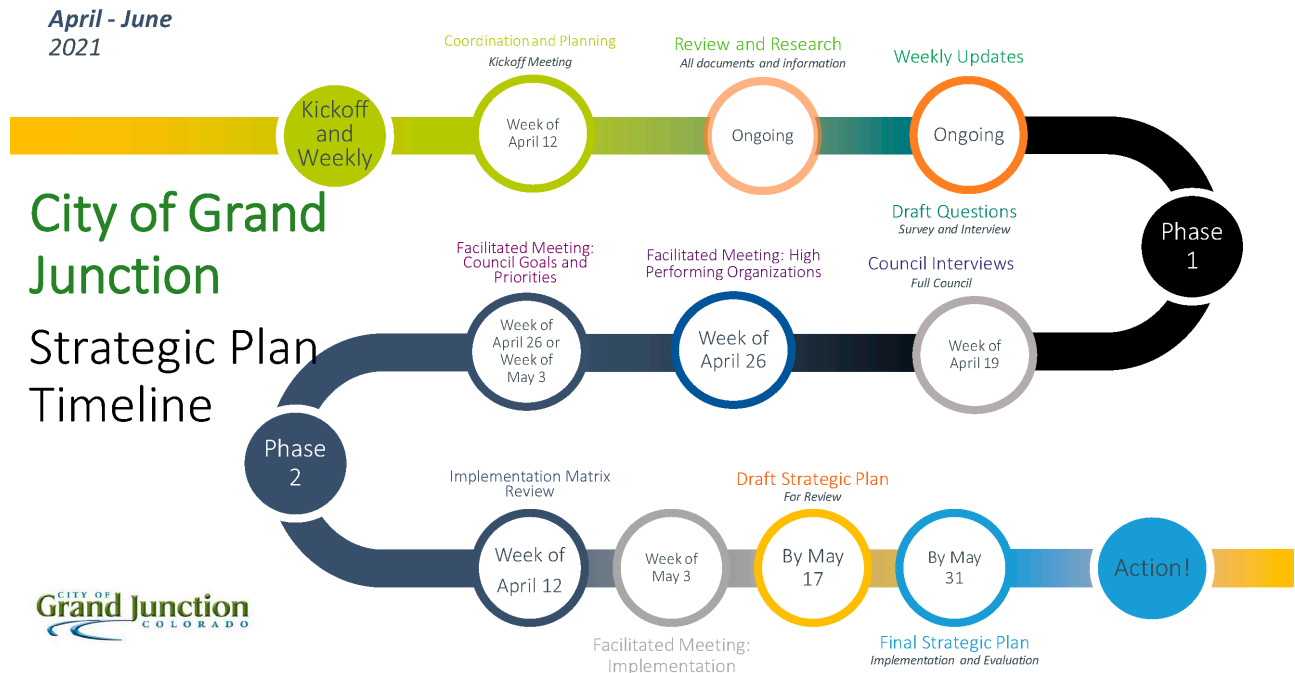
The process and framework we will design is unique to your agency and based on extensive conversations during the kickoff meeting and throughout the timeframe. All our work includes consistent communication, facilitated meetings that are based on

SBrand Solutions, LLC

www.sbrandsolutions.com

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consensus and teamwork, follow-up documentation and reporting for clear messaging, a community/stakeholder engagement process, and a written plan that creates sustainable outcomes through implementation and measurements.



Big Picture Timeline

Please see specific timeline details and tasks in the attached spreadsheet. We believe there are three key inputs to our methodology: the people, the preparation, and the product.

People

We understand that the core group will be the City Council who will be creating expectations for a high performing organization, high level goals, and Council priorities. The City Manager and City Attorney will participate, and the executive team will assist in the creation of a final Implementation Matrix that will achieve the Council Goals and Priorities. These people are identified as primary stakeholders and will provide the foundational input for the plan's ideology and basic framework.

Preparation

Preparation for the conversations and the facilitated meetings is the second critical factor. We often spend 5 hours researching, creating engaging exercises, and planning

for every 1 hour in a meeting. Using the feedback received during the kickoff meetings and conversations as well as the review and research of documentation, we will design questions for the Council interviews that are reflective of what has been achieved and also probing to garner from each member their aspirations and tangible ideas. This personalized approach allows for authentic connection and deep listening which coalesce to formulate the foundation for the outcomes.

Facilitating meetings is both an art and science. As a Certified Master Facilitator® and Certified Virtual Facilitator™ Sheryl is a recognized expert in creating a facilitated meeting that accomplishes:

- 1) Full, comfortable, and enthusiastic input and engagement from all participants.
- 2) Relationship building, clear communication, and shared understanding.
- 3) Support for the ideas and buy in for the implementation of the Plan.
- 4) The outcomes and products (relationships and deliverables) that your team wants and needs.

Strategic Planning Process

Our unique process involves 5 steps customized to each client

1	Perspective and Trends We cover the history and background of economic development, including Mission, Vision, and Values. An in-depth discussion about turning point and agreement on definitions lays the foundation for forward momentum and success.
2	Brainstorming and Focus The 4 Critical Questions and 3 Vision Questions cover "Where are we now?" and "Where are we going?" so that the stakeholders can create a Long List of Opportunities and Challenges.
3	GPS (Goals, Projects and Strategies) This is the heart of the Plan. From the Long List we establish Core Priorities and our future direction. Goals: (The <u>Why</u>), Projects: (The <u>What</u>) and Strategies: (The <u>How</u>). SWOT and SMART are both applied during this step.
4	Measurable Actions No amount of planning is valuable without actions. We recommend 90 Day Actions that are led by goals, guided by strategy, and that accomplish projects. Focus and Accountability are driven by a Leader and Team for the action, a Completion Date, and a Measurement/Evaluation.
5	Celebrate, Evaluate and Report Finally, Celebrate Success! This step encourages a thoughtful and thorough review of the Action Plan every 90 days. The group reviews Lessons Learned, identifies Trends or New Issues, determines Next Steps, and Reports Out on accomplishments.

Product

The final product is a two-year Strategic Plan with and Implementation Matrix. The Plan will focus on the Council Goals and Priorities and will also refresh (if needed) the Guiding Principles, Strategic Directives, Key Initiatives, and Success Metrics.

You can view some examples of the plans we create on our website www.sbrandsolutions.com. There you will see that they all reflect the unique culture of each client; are clear, understandable, and easy to read; and used as a communication tool, not just a detailed document. We also understand and have experienced firsthand that the engagement process can create many other "products".

Our methodology is designed to produce outcomes that result in:

- ✓ **Teamwork**
- ✓ **Trust and respect**

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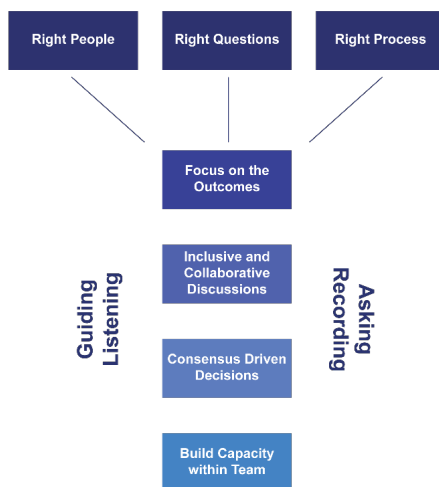
- ✓ **Understanding of the needs and long-term challenges**
- ✓ **Buy in and support of the Vision for the future**
- ✓ **Champions for the Action moving forward**

The people and the facilitation process build the foundation that will lead to the **successful outcome**: long-term sustainability for your organization, achievable ways to attain greater excellence, strategies to readily meet goals, and higher levels of service for your community.

Start: Kickoff Meetings and Calls

The kickoff meeting to cover logistics, and our weekly updates, phone calls, and emails will guide the overall project and show us where we need to make changes and adjustments in our planning. We will cover and determine all the details about the schedule, process, and deliverables. We will discuss the specifics of interviews, workshops, document review, dates, and other logistics. The kickoff meeting can be virtual, but we prefer an in-person kickoff to establish personal relationships and a deeper understanding. Note: We recommend a weekly check-in video conference throughout the process and all phone calls and emails throughout the life of the project are included at no charge in our proposal.

APPROACH TO FACILITATION



About Virtual Meetings

We have offered a virtual option for your consideration in our pricing structure. We do prefer to meet with you in person, but absolutely understand health and budgetary concerns may require virtual facilitation. As professional facilitators, we know how to create a great facilitated meeting, whether in person or virtual. Over the years, we have found that virtual meetings are as complex and complicated and take even more planning than in person meetings. As a result, the cost savings from a virtual meeting comes from the lack of travel. We staff ALL our virtual meetings with a minimum of two certified facilitators as a best practice. We offer the latest in collaborative online technology that offers participants engaging content that is active and participatory and not only substitutes

for in person collaboration but matches it. We also mail a packet to all participants for a virtual meeting that is designed to be engaging, practical and fun.

Phase 1: Review Documents, Conduct Interviews, Facilitate Workshops

In this phase – which stretches through Phase Three – we will conduct research on the current policies and documents with a focus on the Comprehensive Plan and current Strategic Plan. Other documents might also be important for our review.

Throughout our project, our administrative staff will work with you on all the details to include scheduling in-person meetings, interviews, or updates; determining location and confirming time and date of meetings; sending reminder emails; and creating reports and documentation.

Key Tasks of this Phase will include:

- 1.1 Conduct review of documents
- 1.2 Hold personal interviews with Councilmembers
- 1.3 Identify alignment, common themes, and areas of focus
- 1.4 Facilitate a workshop to establish expectations for high performing organizations
- 1.5 Facilitate a workshop to establish high level goals and priorities for the Council

In Person Interviews

In person (or virtual as required) interviews – We will personally interview the seven (7) Councilmembers which will offer insight and feedback that creates the foundation for important parts of the long-range plan including Goals and Priorities. In addition, it can help identify alignment with the Comprehensive Plan and other important ideas to help us plan a process that leads to success and consensus.

Facilitated Meetings

This is where our background shines! As Certified Master Facilitators® and Certified Virtual Facilitators™, we specialize in creating a meeting framework that is engaging, effective, and creates the specific desired outcomes. Our team handles it all: preparing meeting agendas, designing PowerPoints, creating meaningful group discussions, and drafting meeting minutes, reports, and recommendations.

Phase 2: Review Documents, Facilitate Workshop, Create Strategic Plan, and Implementation Plan

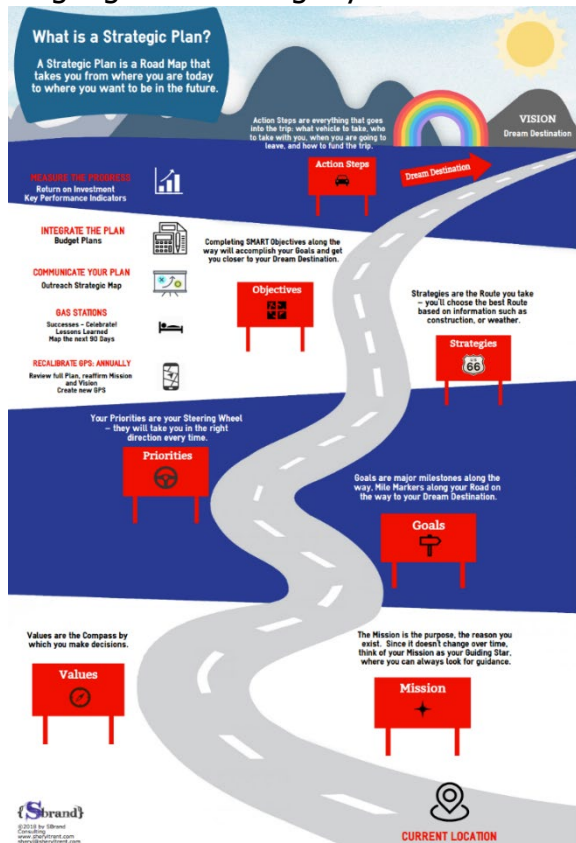
Key Tasks of this Phase will include:

- 2.1 Review the Implementation Matrix considering Phase One information and meetings
- 2.2 Identify areas of non-alignment with the Council Goals and Priorities

- 2.3 Facilitate a workshop with the executive leadership team to develop strategies and refine the Matrix
- 2.4 Create a draft Strategic Plan
- 2.5 Create a draft Implementation Matrix that includes strategies, resources, partners, leads, and due dates
- 2.6 Facilitate a review of the draft documents
- 2.7 Create the final Strategic Plan and Implementation Matrix

The overall **Strategic Plan** is the guiding document created from all our work. This is your framework, your road map, your guide to the future of the organization, and the key to measuring your successes. Our plans are customized to our clients but there are components to any Strategic Plan that are critical to long term success. While the language is often slightly different for each plan, it is important to have a clearly

outlined and understandable:



- ✓ Vision
- ✓ Mission
- ✓ Core Values
- ✓ Guiding Principles
- ✓ Priorities/Pillars/Key Areas of Focus
- ✓ Goals, Projects/Objectives and Strategies (GPS) with Outcomes
- ✓ SWOT (Strengths, Weaknesses, Opportunities and Threats)
- ✓ Specific Action Steps in an Action Plan that are realistic and achievable
- ✓ Measurables and Performance Metrics

You can view several examples of the Strategic Plans that we create with our clients at www.sbrandsolutions.com.

The **Implementation Matrix** will be the actionable, realistic, “rubber meeting the road” part of the process and will include roles, responsibilities, and resources. While the Councilmembers are instrumental in guiding the bigger picture, the staff – the people responsible for doing most of the work to accomplish the Goals and Initiatives – will be involved.

Reports and Information

The reports, photos, and documents created during the process are an often-overlooked part of the transparency we use in creating your Plan. The reports – both written and video based – can be posted online, emailed, or given to the Council and staff for updates. Anyone who could not attend a meeting can stay up to date on the plan and the process.

Final Step: Ongoing Implementation

As a best practice, we recommend that you adopt an ongoing process for reviewing and updating the action steps included in the plan. We have included a recommendation in our proposal that includes quarterly meetings to celebrate successes, talk about lessons learned, set Action Steps for the next quarter, and annually review the GPS. We will support you in that work with a series of templates, videos, workbooks, and tools that will create capacity within your internal team to continue to build on strategic success and have a sustainable approach to implementation.

Deliverables

- Comprehensive Two-Year Strategic Plan with all elements
- Realistic and measurable Implementation Matrix
- Recommendations for measures to administer the plan including a process for engagement and communication
- Reports and documentation from all facilitated meetings
- All PowerPoint presentations and photos from meetings
- Original graphic files for all work

Summary

Thank you for your consideration of our services. We appreciate the time it takes to have a process to select the right consultant as your partner, and we are happy to provide any information or resources that might be helpful to you. With our real-life experience working for (as employees and consultants) and with (as advisors, consultants, and partners) city governments we are confident that we can partner with you to create a process that creates the customized approach needed for your Strategic Plan.



References

Gayle Langley

Main Street Coordinator
Colorado Department of Local Affairs
1313 Sherman Street, Room 521
Denver, Colorado 80203
Gayle.langley@state.co.us
(303) 864-7728

Josh Rydell

City Commissioner
City of Coconut Creek, Florida
4800 West Copans Road
Coconut Creek, Florida 33063
jrydell@coconutcreek.net
(954) 973-6760

Shane Hale

Town Manager
Town of Windsor
301 Walnut Street
Windsor, Colorado 80550
shale@windsorgov.com
970-674-2400

Please note we have other district and local government references if needed.

Pricing

Section 7 Attached



Appendices and Additional Data

Sheryl Trent Biography
Sheryl Trent Resume
Mitzi Rapkin Resume
Representative Projects
Community Engagement Examples
Strategic Plan Example

SECTION 7.0: SOLICITATION RESPONSE FORM

Offeror must submit entire Form completed, dated and signed.

**This Proposal will be opened publicly in a virtual meeting:
Please join Strategic Planning Consultant RFP-4891-21-SH on GoToConnect
from your computer using the Chrome browser.
<https://my.jive.com/meet/441981573>**

**You can also dial in using your phone.
US: (646) 749-3129**

**Access Code: 441-981-573
Audio PIN 1**

Description	Onsite/Personal Meetings	Virtual Meeting Option
Phase 1	11,150	9,400
Phase 2	3,000	2,500
Final Report	1,250	1,250
Grand Total	15,400	13,150

Grand Total Written for Onsite/Personal Meetings:

Fifteen thousand four hundred and 00/100 _____ dollars

Grand Total Written for Virtual Meeting Option:

Thirteen thousand one hundred fifty and 00/100 _____ dollars

Anticipated delivery of Final Report By May 31, 2021

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

The undersigned has thoroughly examined the entire Request for Proposals and therefore submits the proposal and schedule of fees and services attached hereto.

This offer is firm and irrevocable for sixty (60) days after the time and date set for receipt of proposals.

The undersigned Offeror agrees to provide services and products in accordance with the terms and conditions contained in this Request for Proposal and as described in the Offeror's proposal attached hereto; as accepted by the City.

Prices in the proposal have not knowingly been disclosed with another provider and will not be prior to award.

- Prices in this proposal have been arrived at independently, without consultation, communication or agreement for the purpose of restricting competition.
- No attempt has been made nor will be to induce any other person or firm to submit a proposal for the purpose of restricting competition.
- The individual signing this proposal certifies that he/she is a legal agent of the offeror, authorized to represent the offeror and is legally responsible for the offer with regard to supporting documentation and prices provided.
- Direct purchases by the City are tax exempt from Colorado Sales or Use Tax. Tax exempt No. 98-903544. The undersigned certifies that no Federal, State, County or Municipal tax will be added to the above quoted prices.
- Prompt payment discount of 3% percent of the net dollar will be offered to the City if the invoice is paid within 10 calendar days after the receipt of the invoice. Payment Terms 30 days.

RECEIPT OF ADDENDA: the undersigned Contractor acknowledges receipt of Addenda to the Solicitation, Specifications, and other Contract Documents.

State number of Addenda received: 1.

It is the responsibility of the Bidder to ensure all Addenda have been received and acknowledged.

SBrand Solutions

Company Name – (Typed or Printed)

Sheryl Trent Digitally signed by Sheryl Trent
Date: 2021.03.25 10:12:37 -06'00'

Authorized Agent Signature

2874 Blue Leaf Dr

Address of Offeror

970.208.6633

Phone Number

Sheryl Trent

Authorized Agent – (Typed or Printed)

Owner

Title

Fort Collins, CO 80526

City, State, and Zip Code

sheryl@sbrandsolutions.com

Email

City of Grand Junction Strategic Plan

Timelines, Tasks and Deliverables



Tasks	Deliverable	Proposed Dates	Proposed Cost	Proposed Cost
<i>Includes weekly video/phone conference call and all meeting materials.</i>		To be determined by Client	In Person	Virtual
Ongoing Tasks		April - June, 2021		
Kickoff Meeting - 2 hour meeting	Logistics meeting to review framework, process, milestones and deliverables	Week of April 12	\$ 750.00	\$ 500.00
Weekly planning meetings (Zoom) and emails throughout the project	Weekly updates and check ins	Ongoing every Tuesday	Included	Included
Written or video updates as needed to share			Included	Included
Deliverable			\$ 750.00	\$ 500.00
Phase 1: Review, Identify and Facilitate Vision, Goals and Priorities		April - May, 2021		
1.1 Conduct review of documents, plans, policies and procedures	Focus on Comprehensive Plan, other documents as provided or needed	Week of April 12 and ongoing	Included	Included
1.2 Personal interviews with each Council Member	Seven (7) interviews, one hour+ each	Visit 1 - Week of April 19	\$ 1,400.00	\$ 1,400.00
1.3 Identify alignment, common themes, areas of focus	Based on Comprehensive plan and document review and Council interviews	Week of April 19		
1.4 Facilitate workshop with Council, City Manager and City Attorney - 3 hours	Establish expectations for high performance organization	Visit 2 - Week of April 26	\$ 2,500.00	\$ 2,500.00
1.5 Facilitate workshop with Council and staff - 6 hours	Establish high level goals and Council priorities	Visit 2 or Visit 3 - Week of April 26 or May 3	\$ 5,000.00	\$ 5,000.00
Travel Costs for three (3) onsite visits	Includes all travel costs (hotel, meals, mileage, and travel time)		\$ 1,500.00	\$ -
Phase 1 Deliverable			\$ 10,400.00	\$ 8,900.00
Phase 2: Facilitate and Create Strategic Plan & Implementation Matrix		April - June, 2021		
2.1 Review the draft Implementation Matrix	Review all documents as needed	Week of April 12	Included	Included
2.2 Identify areas of non alignment with Council high level Goals and Priorities	Identify and recommend approach	Week of April 19	Included	Included
2.3 Facilitation workshop with executive leadership team - 4 hours	Develop strategies and refine the Matrix to align with and clearly achieve the Council identified Goals and Priorities	Visit 4 - Week of May 3	\$ 2,500.00	\$ 2,500.00
2.4 Create a Strategic Plan document with a 2 year view horizon	Create draft and final Strategic Plan	Draft delivered by May 17	\$ 1,000.00	\$ 1,000.00
2.5 Create a draft Implementation Matrix	Includes strategies, resources, partners, leads and timeline	Draft delivered by May 17	Included	Included
2.6 Review of the Draft Document - virtual meeting	For comment and correction	Week of May 17	Included	Included
2.7 Final Strategic Plan and Implementation Plan	For final approval by Council	Final delivered by May 31	\$ 250.00	\$ 250.00
Travel Costs for one (1) onsite visit			\$ 500.00	\$ -

	Phase 2 Deliverable	Document review, facilitated workshop, draft and final Strategic Plan and Implementation Matrix	\$	4,250.00	\$	3,750.00
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Total Proposed Cost for Phase One and Two (includes all travel)

\$ 15,400.00 \$ 13,150.00

2.8	Recommended: Consideration of Final Plan for adoption 1 hour - in person meeting	Note: both in person and virtual meetings include all materials costs In person presentation and delivery of final documents in a public meeting for adoption by the City Council	\$	750.00	\$	250.00
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Additional Recommendations

Ongoing Support and Implementation		September 2021 - June 2022			
Monthly conference calls, customized templates	Monthly video conference, written templates, responses to emails and phone calls		Included	Included	
Quarterly Review and Update Meeting - includes overhead	On site	Wednesday, September 1, 2021	\$	2,250.00	\$ 1,750.00
Quarterly Review and Update Meeting - includes overhead	On site	January, 2022	\$	2,250.00	\$ 1,750.00
Quarterly Review and Update Meeting - includes overhead	On site	April, 2022	\$	2,250.00	\$ 1,750.00
Quarterly Review and Update Meeting - includes overhead	On site	June, 2022	\$	2,250.00	\$ 1,750.00
Updates to Strategic Plan as needed	In a meeting for consideration	June, 2022	\$	750.00	\$ 750.00
	Deliverable	Full Year of Ongoing Support and Implementation Meetings	\$	9,750.00	\$ 7,750.00

Education

- BA Political Science, University of Washington
- MPA Public Administration, University of Washington
- Rocky Mountain Leadership Program
- Certified Master Facilitator (tenured)
- Certified Virtual Facilitator
- Certified Life Coach
- Certified by Cornell University in DEI

Professional Affiliations

PAST AND PRESENT

- ICMA Member, Credentialed Manager
- CCCMA Member, Conference Planning
- ICSC Member, Government Relations
- IEDCC Member
- INIFAC Board Member
- Chamber of Commerce Board Member
- Small Business Development Center Board Member
- Leadership Councils
- Rotary President
- Adjunct Faculty, Front Range Community College

Clients

- State Agencies
- Cities and Towns
- Counties
- Special Districts
- Nonprofit Organizations
- Chambers of Commerce
- Economic Development Organizations
- Private Corporations
- Partnership/Membership Organizations
- Foundations



Sheryl Trent

With over 30 years of local government and nonprofit experience, Sheryl Trent is one of fewer than 45 Certified Master Facilitators in the world, is a Certified Virtual Facilitator, and holds a certification from Cornell University in Diversity, Equity and Inclusion. She brings real world experience to her work including managing strategic plans, comprehensive plans, massive capital projects, and economic development agencies. She has served on foundation boards, non profit boards and community service boards, and that combined experience gives her a unique understanding of the needs of her clients. SBrand Solutions was formed to “help fill in the blanks” for local governments, special districts, nonprofits, foundations and other agencies. She and her team of experts travel across the country designing a customized process grounded in proven methodologies to create strategic, sustainable success.

Client Results

- **Consensus Driven Facilitation**
- **Results Based Strategic Planning**
- **Systematic Organizational Assessments**
- **Board and Team Development**
- **Community/Stakeholder Engagement**

Each of our clients is unique and we customize a facilitated process based on confidential conversations, surveys, outreach, research, and best practices. Whether in person or virtual, all of our meetings are engaging, effective and efficient with results that include stronger relationships, better communication, deeper understanding of the issues, strong support for the decisions, and a clear path to success.

{SBrand}

HELPING YOU FILL IN THE BLANKS

Strategic. Sustainable. Success.

2874 Blue Leaf Drive, Fort Collins, Colorado 80526 | www.sbrandsolutions.com sheryl@sbrandsolutions.com | (970) 208-6633

summary of qualifications

- 25+ years of experience in public and non profit sector leadership and management
- A Certified Master Facilitator®, one of fewer than 40 in the world
- Expert at facilitating complex and confrontational topics in a manner that makes them easy to understand and allows consensus to be built
- Customized process and product for each client that builds capacity and enhances shared values
- Proven success and long term results in facilitating strategic planning & team building for clients
- Unique community engagement design and tools
- Experienced virtual facilitator for large and small meetings

professional management and leadership experience

current

OWNER, SBrand Solutions, LLC



prior

**COMMUNITY AND ECONOMIC
DEVELOPMENT DIRECTOR**
City of Evans, Colorado

EXECUTIVE DIRECTOR
Evans Redevelopment Agency

TOWN ADMINISTRATOR
Town of Milliken, Colorado

**COMMUNITY DEVELOPMENT DIRECTOR
(ACTING)/ ECONOMIC DEVELOPMENT
MANAGER**
City of Grand Junction, Colorado

INVESTMENT REPRESENTATIVE
Edward Jones Investments, Yreka, California

**COUNTY ADMINISTRATOR
(ACTING)/ASSISTANT COUNTY ADMINISTRATOR**
County of Siskiyou, Yreka, California

ASSISTANT TO THE CITY ADMINISTRATOR
City of Santa Paula, Santa Paula, California

ASSISTANT TO THE CITY MANAGER/INTERN
City of Federal Way, Federal Way, Washington

past and present

education

- BA Political Science, University of Washington
- MPA Public Administration, University of Washington
- Certified Master Facilitator®
- Certified Virtual Facilitator™
- Rocky Mountain Leadership Program
- Grand Junction Area Chamber of Commerce Leadership Program
- Credentialed Manager with ICMA
- Certified Life Coach
- Consistent ongoing training and coursework

professional affiliations

- ICMA Member, Credentialed Manager
- CCCMA Member
- INIFAC Board Member
- ICSC Member, Government Relations
- IEDCC Member
- Downtown Colorado Member
- Strategic Planning Member Association
- Small Business Development Center Board Member
- Leadership Council, Upstate Colorado
- Adjunct Faculty, Front Range Community College
- Strategic Planning Member Association and National Coalition for Dialogue and Deliberation Member

highlights

- Facilitates the creation of customized strategic plans for public and non profit clients that build capacity, inspire action, ensure accountability, and focus on results.
- Creates fun and engaging team building retreats that increase communication and results in forward momentum and alignment.
- Cultivates curiosity that drives learning and listening through shared values.
- Designs specialized training (in person, manuals and videos) for facilitation skills, strategic planning, Board development and team building.
- Negotiates and administers contracts and agreements with public and private partners that have resulted in multi million dollar capital projects, grants for both capital and planning projects, and agreements for development and sharing of new revenue.
- Leads multi-functional teams to develop new strategies, adopt controversial plans with support and consensus, create new investments and capital projects, and involve a wide range of affected parties.
- Establishes working groups of stakeholders that successfully collaborate to drive implementation, forward momentum and accountability.
- Speaks at keynote engagements on how to effectively facilitate meetings and implement strategic plans.
- Offers sought after on line training for strategic planning and board development at www.sbrand.teachable.com.



Learn more at www.sbrandsolutions.com

Strategic. Sustainable. Success.



Mitzi-Jill Rapkin

STRATEGIC COMMUNICATIONS & FACILITATION PROFESSIONAL

MY PHILOSOPHY

- Strategic planning aligns with organizational values & mission
 - Daily work supports long-term organizational goals
 - Employees are stakeholders in organization's success
 - Internal & external partnerships strengthen organization & outcomes
 - Creative thinking pushes innovation & leads to better solutions
 - Visionary leadership inspires stakeholder participation
 - Communications is transparent and customer service focused
 - Collaboration is the foundation of success
-

EXECUTIVE PROFILE

- Communications professional with proven track record in developing strategic & tactical plans
 - Professionally trained and MG Rush Certified Structured Facilitator
 - Proactively identifies potential problems & provides solutions
 - Consistently provide creative ideas to push the communications agenda toward further success
 - Deliver customer service and client focused solutions
 - Unflinchingly loyal to mission of serving customers with transparent, effective communications
 - Persistently evaluating status quo to develop better solutions & more successful outcomes
 - Impeccable follow-through
 - Strong collaborator with a knack for building partnerships & alliances
 - Proponent of continued growth & self-evaluation in order to access excel
 - Rise to challenges & produce under pressure
 - Highly adaptive & quickly integrates new knowledge to further personal & organizational goals
 - Strong balance of left brain critical thinking, logic, & reasoning paired with right brain creativity & imagination
-

CAREER HIGHLIGHTS

- Facilitated visioning process for new leadership team at Colorado Mountain College, Aspen & Carbondale
- COVID-19 crisis communication plan & collateral implemented by cities across USA
- Grew City of Aspen social media, website, & community engagement by quadruple digits during COVID
- Spearheaded partnership during COVID-19 to create valleywide messaging cohesion that is still operating today
- Led rebranding effort for City of Aspen
- Host and produce literary podcast for international audience with 330+ episodes

LEADERSHIP & COMMUNICATIONS

Communications Manager

City of Aspen | 2005-2007 & 2011 - present

Strategic Thinking

- Design and implement City of Aspen's strategic & tactical communications efforts
- Advise city leadership on alignment between policy & communications
- Develop and write communication plans for regular workplan, special projects, & crisis situations
- Communicate organizational vision & policies to community via multi-media outlets
- Create & execute media strategies
- Design & lead citywide training on writing, storytelling, media relations, & engagement strategies

Fostering Community

- Partner with leadership team to develop & carry-out vision of organization
- Build & cultivate stakeholder relationships within organization & with external partners & community
- Identify & understand the needs of key stakeholders to achieve shared goals
- Facilitate difficult conversations among groups with competing interests
- Design & implement community engagement strategies

Execution

- Execute communications projects with focus on successful outcomes & quality product
- Write & edit external & internal collateral such as press releases, marketing materials, & election information
- Compose talking points for City leadership
- Manage & create organization's social media content
- Led project to rebrand City of Aspen, including overseeing project budget

Accountability

- Track analytics across multiple platforms to assist with data-driven decisions
- Initiate adoption of new technologies to provide accountability & better organize communications
- Hire & oversee contract communicators, graphic designers, & photographers
- Track budgetary spending

Host & Producer

First Draft: A Dialogue on Writing | 2013 - present

- Founded literary podcast with 300 + episodes with prize winning authors from around the world
- Host and produce weekly episodes in partnership with prestigious literary organization called Literary Hub
- Read one book a week and interview author
- Edit and produce 50 episodes a year
- Focus on fiction, non-fiction, poetry, and essays

Reporter / News Director

Aspen Public Radio | 2004-2005 & 2007-2011

- Developed & implemented strategic vision of local news programming
- Hired, supervised, & evaluated three employees
- Managed News Department budget
- Oversaw production of three daily newscasts & special programming
- Developed community partnerships
- Reported breaking, daily, & feature news & hosted talk & morning shows
- Edited reporters & freelance writers
- Maintained records for federal government filings
- Managed news webpages & social media
- Wrote & delivered monthly reports for board of directors

OTHER PROFESSIONAL EXPERIENCE

Filmmaker

Fleisher Films | 2003-2004

- Associate produced film for Animal Planet & Discovery Channel on orphaned black bears in New Hampshire

National Geographic Television | 2001-2003

- Wrote, produced, & edited educational videos on environmental & wildlife topics

Guide, Educator, Naturalist

Backroads | 1994-2000

- Led bicycling & hiking trips nationally & internationally

Visions | 1996

- Led service trips for teenagers to build trails, playgrounds, & daycare centers in Native Alaskan Villages

Alaska Wildland Adventures | 1997

- Guided whitewater rafting & hiking trips & worked as naturalist in Denali National Park & Kenai Peninsula

San Joaquin School District | 1992-1993

- Taught environmental education to sixth grade students Monday through Friday at live-in facility

Aspen Center for Environmental Studies | 1992

- Summer internship focusing on outdoor education, naturalist work, & wildlife rehabilitation

Houston Independent School District | 1991-1992

- Taught environmental education to fifth grade students Monday through Friday at live-in facility
-

SKILLS / ACCOMPLISHMENTS

- IAP2 Trained Public Engagement Specialist
 - MG Rush Trained Structured Facilitator
 - Strong public speaker & excellent communicator
 - Basic film & sound editing
 - Fundraised \$28K+ for personal projects
 - Grant writing experience
 - Spanish communication (college level)
 - Roaring Fork Leadership graduate
 - Emerge Colorado graduate
-

EDUCATION

MFA Creative Writing | 2016

Warren Wilson College

MS Journalism | 2001

Northwestern University - Medill School of Journalism

BA English & Religion | 1990

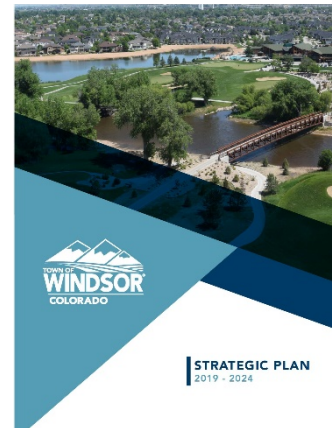
Indiana University



SBrand Solutions Representative Strategic Plan Projects

Town of Windsor Strategic Plan (2018 – Present)

The Town of Windsor asked SBrand Consulting to hold a series of Board and staff retreats to build teamwork and communication and drive a new strategic plan for the future Windsor. With a new Board and a new Manager, Sheryl conducted leadership and organizational assessments to build the base of the plan, which was then submitted for public comment. The plan was then expanded into several departments and dash boarded for a fully integrated implementation tool.



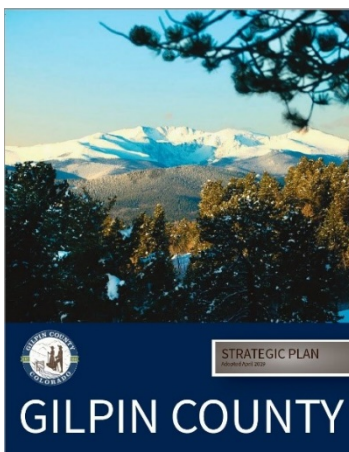
of



City of Coconut Creek, 2019 - Present

The City of Coconut Creek, Florida hired SBrand Solutions to update their Vision2030 Strategic Plan with community visioning sessions, personal interviews, surveys, event engagement, Advisory Group meetings, and significant staff involvement.

Gilpin County Strategic Plan (2019 - present)



The County Board and Manager requested that Sheryl **facilitate a series of teambuilding meetings** (based on Strengthsfinder) **and strategic planning retreats** with stakeholders, partners, staff and elected officials of the County to set a new Vision and Goals for the future of Gilpin County. During the two day retreat a commitment to the Vision and Mission reenergized the team, and Goals, Priorities and Strategies (GPS) were set, with specific Action Steps that created accountability and focus moving forward. Partners and stakeholders came to the table to collaboratively create solutions to long term issues faced by the County.



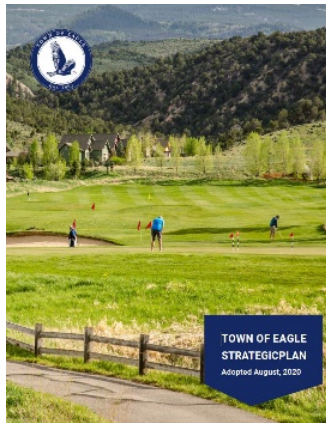
State of Colorado, Department of Local Affairs, Main Street Program (2015 – present)

The State of Colorado has selected SBrand Consulting as one of the preferred contractors to design and conduct facilitated Strategic Plans across the state for Main Street Communities. All Main Street organizations are slightly different: some are nonprofit boards, some are combined with a Chamber, some are part of the Downtown Development Authority and some are committees appointed by the Towns. In that capacity, we have facilitated the creation of over 30 strategic plans.



COLORADO
Department of Local Affairs

Town of Eagle Retreat and Strategic Plan (2020)

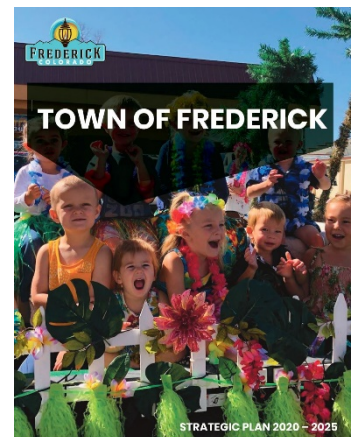


The Mayor and City Council requested that Sheryl **facilitate a Council and staff retreat** to update the Town of Eagle Strategic Business Plan. With newly elected Board members and a new organizational structure, the retreat focused on understanding the framework of the existing strategic plan then updating and refreshing the outcomes, goals, objectives and measurables. The resulting Strategic Plan with Goals, Objectives and Action steps tells the story of the future of Eagle.

Town of Frederick Board and Staff Retreat and Strategic Plan (2020)

The Town of Frederick brought Sheryl in to facilitate a two-day Board and staff retreat followed by a one-day staff only retreat to focus on teambuilding, Board specific agreements, and a strategic plan for the future of Frederick. A full written report and documents were creating summarizing the agreements, next steps, and components of the plan, and the Strategic Plan and Implementation plan were drafted and are in progress.

More examples of our Strategic Plans and complete copies of these examples can be found on the website at www.sbrandsolutions.com.





TOWN OF EAGLE STRATEGIC PLAN

Adopted August, 2020

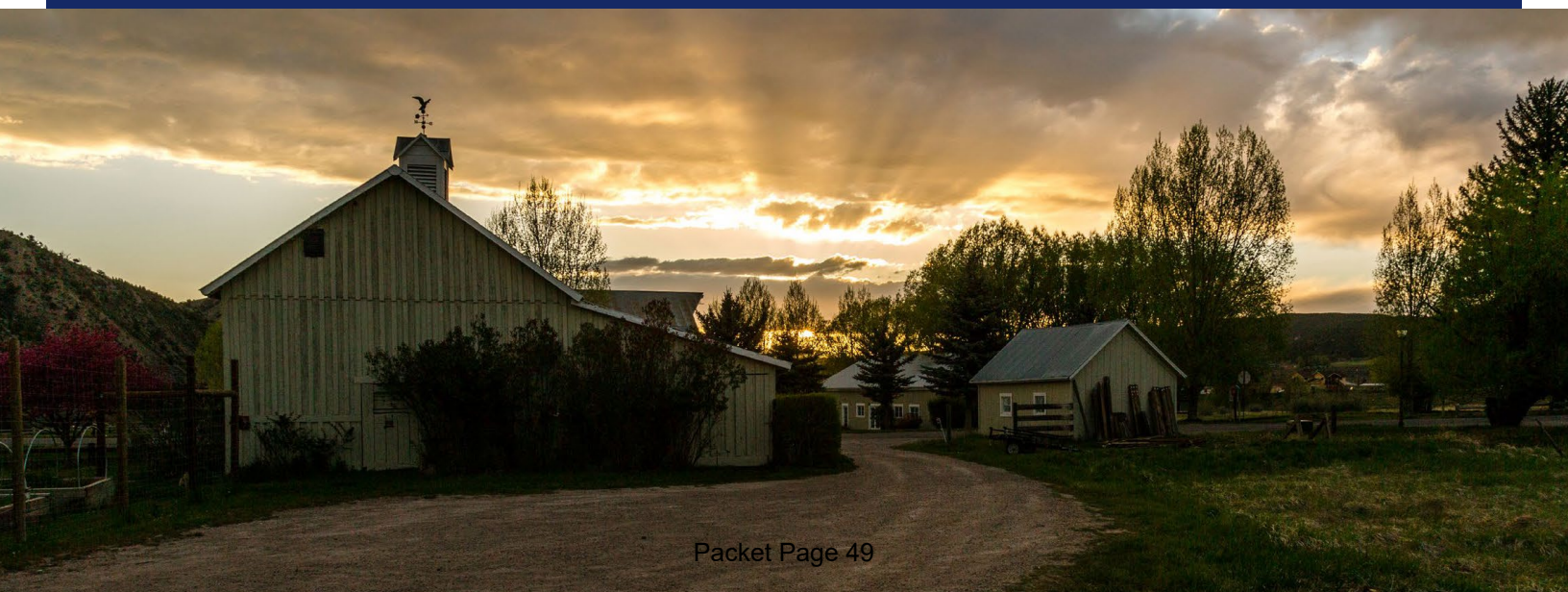
ABOUT THE TOWN OF EAGLE

The Community - Located on the western slope of the Rockies, halfway between Denver and Grand Junction, the Town of Eagle has a population of approximately 6,600 and is one of Colorado's best kept secrets. Eagle offers access to epic mountain biking, trail running and hiking, golf, kayaking, snowmobiling, hunting, and gold-medal fly fishing. In addition to a variety of public parks, there are over 1,000 acres of town owned public open space. Located a short drive from Vail and Beaver Creek, residents also enjoy world-class amenities provided by these resorts. The Eagle County Regional Airport is located just five miles west of Town and serves both commercial and private aviation. Eagle is a thriving community and is a great place to live, work, and visit.

Eagle, the county seat, is a traditional town with a main street lined with shops and cafes. Eagle boasts a variety of great neighborhoods, excellent parks, over 100 miles of single-track trails, concerts in the park, an Arnold Palmer golf course, a county-fair venue, and a variety of restaurants. The community has an authentic western flavor and friendly vibe, attracting top notch events and outdoor adventurers. Its population includes a variety of age groups and income levels. Eagle enjoys a mountain climate with warm dry summers and moderate winters. Average temperatures range from 35 degrees in January and highs up to 85 in July. Typical snowfall is 10-12 inches per month in December through April, yet Eagle boasts over 290 days of sunshine per year.

The Town's Organization - Established in 1887, incorporated in 1905, the Town of Eagle became the County seat in 1921 and adopted a home rule charter in 2020. The Town is a council-manager form of government led by a 7-member Town Council elected for four-year terms. The Town Council appoints the Town Manager, Town Attorney, and Municipal Court Judge. The Town has a staff of approximately 50 dedicated employees with an average longevity of 10 years. Eagle provides a full range of services including police protection, water and wastewater services, street and parks maintenance, community and economic development, and events planning. Fire service is provided by the Greater Eagle Fire Protection District.

The mayor, Town council members, and employees are committed to maintaining and enhancing the quality of life for everyone in the community. The following Strategic Plan reaffirms the values of the Town and outlines the major objectives designed to guide Eagle's future.



PURPOSE OF THE TOWN'S STRATEGIC PLAN

This Strategic Plan has been updated for the community of Eagle by the Town Council and staff during an annual retreat. It establishes a common language and proposes strategies designed to ensure a bright future for Eagle. Specifically, this Plan creates the following outcomes:

- Establishes a 5-year planning horizon, and provides the basis for an ongoing dialogue between the staff, Council, and the community regarding the direction of the Town and specific objectives
- Considers the major challenges and opportunities likely to arise during the planning horizon and proposes specific objectives to address these challenges
- Increases confidence among Eagle's Town Council, community leaders, and residents that the Town is appropriately addressing, opportunities, future risks, and needed investments
- Ensures that proposed strategies and activities are consistent with the Town's mission and values, especially the commitment to enhance quality of life
- Provides sufficient information to allow the Town's staff to develop more specific actions and tasks, and ultimately fulfill Eagle's Vision for the future

It is important to emphasize that this Strategic Plan does not approve or communicate final policy decisions on specific issues or objectives. Rather, it provides a framework for an ongoing dialogue about maintaining and enhancing the quality of life in Eagle. Each of the Major Objectives in this Plan will require additional collaboration by the Town's staff, advice from experts, and input from the community before the Town Council makes final policy or investment decisions. The Town will provide ample opportunities for citizens to be engaged as specific issues are addressed.



ELEMENTS OF THE STRATEGIC PLAN



FOUNDATION

The Town's Vision, Mission and Values establish a foundation for meeting the needs of the community, and defining how the staff of the Town will conduct business.



GUIDING PRINCIPLES

The Town's Guiding Principles describe specific commitments to protect the interests of the residents and businesses in Eagle. These Principles provide the framework for identifying more explicit standards and for engaging with the community on important issues.



MAJOR OBJECTIVES

The Major Objectives outlined in this plan identify significant challenges, opportunities, or investments likely to arise during the planning horizon. In general, these objectives do not address tasks associated with normal daily operations. The information provided in each objective is designed to provide a foundation for future collaborations between the Town Council, staff, community leaders, and the residents of Eagle. These collaborations will likely result in one or more policy decisions by the Town Council to address the stated problem or opportunity.

The Implementation Plan is a separate document, created by staff and approved by the Town Council that captures the strategies and tactics used to accomplish the Major Objectives. The Implementation Plan is consistently updated and the results are captured and reported back to the Town Council. Each implementation step has been linked to the Major Objectives and the Guiding Principles as well as to the Mission and Vision of the Town of Eagle.

FOUNDATION

VISION

The Town of Eagle is a vibrant mountain community that is diverse, inclusive, and unique.

MISSION

Maintain and enhance the quality of life for everyone in our community.

VALUES

We are guided in our daily decisions and activities by these values:

Integrity

We are open, honest, and ethical in all our communications and actions.

Respect

We thoughtfully consider each other's differences and opinions.

Commitment

We give our individual best to get the job done right.

Responsibility

We are accountable for our behaviors, action, and use of public resources.

Collaboration

We listen and openly share our ideas to achieve better decisions and outcomes.

Leadership

We are proactive in advancing the interests of our communities.



GUIDING PRINCIPLES

Guiding Principles describe the Town's commitments to advance the interests of Eagle's residents and businesses. The Town's Guiding Principles establish a framework for developing more detailed standards, assessing risks, identifying issues, and evaluating and implementing solutions. These Guiding Principles also enable the Town to clearly communicate the value of its activities and proposed investments. In addition to the Mission Statement, the Town's commitments to provide value are as follows:



**Proactive Economic
Development**



**Progressive Community
Based Law Enforcement**



**Protecting Public
Health, Safety, and the
Environment**



**Reliable and Cost
Effective Services**



**Sound Planning and
Appropriate Investment**



**Sustainable Finances and
Increasing Efficiency**



**Transparency and
Community Engagement**

The following narrative provides more information on the Town's Guiding Principles and articulates some of the Town's specific standards

Appropriate Investment

Providing reliable services requires funding that covers today's financial needs and supports investments in the Town's vision for the future. The Town must also invest in a highly effective, motivated, and well-trained workforce.

Proactive Economic Development

Eagle's economy is the engine for quality of life. Eagle is fortunate to have a variety of natural and developed assets, including its location on Interstate 70, proximity to world class ski resorts and the regional airport, and access to multiple outdoor activities, including hiking, mountain biking, fishing, river rafting, kayaking, snowmobiling, and hunting.

Progressive Community Based Law Enforcement

The Town of Eagle Police Department is defined by transparency, community building, and adaptability. Utilizing a community policing approach as its baseline, the department is committed to evolving thoughtfully to respond to the needs of Eagle and its visitors with a progressive, and sometimes non-traditional approach to law enforcement.

Protecting Public Health, Safety, and the Environment

The Town is committed to protecting the well-being of the community. This means supporting dynamic and diverse neighborhoods, and maintaining a strong framework for business opportunities, being good stewards of the environment.

Reliable and Cost-Effective Services

A key responsibility for the Town is to provide essential services, whether it be reliable water and sewer services, trash and recycling services, or support with respect to permitting, zoning, planning, and other basic needs. Meeting the needs of customers also requires that the Town adopt standards of service that make it easy for people to do business with the Town.

Sound Planning

The foundation for providing reliable services and quality of life is planning. The Town focuses on adequate resources, reliable infrastructure, compliance with regulations, and a local economy that supports a high quality of life for Eagle residents.

Sustainable Finances and Increasing Efficiency

The Town's financial capabilities and standards ensure that it has the financial strength and resources to provide the reliable and high-quality services that residents expect. The Town's finances must be resilient to economic downturns, cover the full cost of operations, provide adequate funding to maintain financial reserves, and support capital investment.

Transparency and Community Engagement:

By providing easy access to information and timely responses to customer inquiries, the Town creates an environment that fosters public trust and allows Eagle's residents and business owners to understand the Town's values, priorities and strategic plans. The Town is committed to maintaining an ongoing, meaningful, and substantive dialogue with the community that is based on clearly defined standards and compelling arguments for proposed policies and investments.



MAJOR OBJECTIVES

Eagle's Strategic Plan employs several criteria for assessing future challenges and opportunities. These criteria include the following:

- Ensuring that the Town is adhering to its mission statement and aggressively pursuing its vision
- Continuing to enhance the Town's workforce and performance
- Anticipating and planning for changes in regulations or legal requirements
- Responding to economic trends and evolving needs of Eagle's residents and businesses

Based on the criteria above, the Town has developed a series of Major Objectives. The following Major Objectives describe the most significant areas, challenges, and opportunities likely to come before Eagle's Town Council within a 5-year planning horizon. As stated above, they do not represent final decisions by the staff or Town Council, rather they provide enough detail for the Town's staff to develop specific action steps, continue clarifying the issues, collaborate with experts, and inform the public. Each Major Objective adheres to Guiding Principles and is designed to align with the Town's vision and mission statement, which is to maintain and enhance the quality of life for everyone in Eagle. These objectives and associated activities may have implications well beyond the planning horizon, consistent with the need to have a long-term view. The following Major Objectives address these fundamental realities in an integrated manner. They are listed in alphabetical order, as they are all equally important to the community.

MAJOR OBJECTIVES



STIMULATE ECONOMIC VITALITY AND DEVELOPMENT

The Town focuses on development that follows the Elevate Eagle Comprehensive Plan to ensure results that maximize the economic benefits. The economic impact of visitors and business investments result in positive benefits in terms of amenities, job creation, increases in wages, infrastructure and the overall quality of life.



IMPROVE COMMUNITY RESPONSIVE SERVICES

The Town is adopting policies and regulations to be responsive to changes in the business environment, which will encourage thoughtful growth and development. Community interaction and engagement will inform decision making by the Town Council.



MATCH INFRASTRUCTURE TO QUALITY OF LIFE

The Town is investing in and implementing infrastructure improvements that increase the high quality of life and vibrant economy without creating an undue burden on the residents of the Town.



ATTRACT VISITORS

The Town is capitalizing on the unique heritage and outdoor amenities to attract visitors to Eagle. Proximity to I 70 and regional airports along with special events will encourage a wide and diverse range of tourists, bringing an investment which will improve the economy and quality of life for everyone.



FOCUS ON RECREATION, EVENTS AND OPEN SPACE

The Town of Eagle is a destination for outdoor recreation, and residents and visitors participate in a wide range of opportunities and activities. Open space and community buffers will continue to promote a high quality of life and the unique location that is a strong value for the community.



STRENGTHEN TOWN ORGANIZATION AND CULTURE

The Town staff is highly competent, empowered, motivated and collaborative and enjoy working with and for the Town of Eagle. The Town develops this potential by creating a work culture that is inclusive, respects employees, and values contributions at all levels. Training, benefits and pay are competitive and result in attraction and retention of a high quality workforce.



ENHANCE THE ECONOMIC RESILIENCY OF THE TOWN GOVERNMENT

The Town is fiscally responsible, and revenues received are balanced against current and future needs of the community. Diversified sources of revenue are allocated to provide a high quality of life while ensuring ongoing maintenance and operation of current amenities.



INVEST IN ENVIRONMENTAL AND ENERGY SUSTAINABILITY

The Town is focused on environmental impacts of decision making and will ensure that projects and policies reflect a focus on improving and sustaining natural resources for future generations.



DIVERSIFY THE ATTAINABLE HOUSING STOCK

The Town creates opportunities for a diversified, attainable housing stock for a variety of rental and purchase options.

STRATEGIC GOALS



Stimulate Economic Vitality and Development

- Support a Business Improvement District or similar approach
- Continue to create opportunities on Highway 6
- Develop a comprehensive strategy for economic vitality



Improve Community Responsive Services

- Revise the existing code
- Review policies and identify areas to simplify for administrative approval
- Adopt zoning or overlay districts that are designed to achieve this outcome



Match Infrastructure to Quality of Life

- Develop and implement broadband solutions
- Implement a system for reporting maintenance issues
- Evaluate impact fees throughout the Town
- Adopt a multi-modal transportation plan



Attract Visitors

- Develop the Eagle Brand
- Fund a Wayfinding, Gateway and Entry Signage Plan
- Collaborate with regional tourism & marketing efforts



Focus on Recreation, Events and Open Space

- Adopt a Capital Improvement Plan for open space & parks
- Identify a sustainable revenue source for open space
- Support culturally diverse events in the community



Strengthen Town Organization and Culture

- Build capacity of existing staff through strategic investments
- Establish and fund competitive salary and benefits plan
- Invest in technology and systems to improve performance



Enhance the Economic Resiliency of the Town Government

- Adopt policies to ensure value of real property in Town
- Identify partners for revenue sharing
- Identify and implement diverse revenue streams



Invest in Environmental and Energy Sustainability

- Research the feasibility of a new electric utility
- Set goals for energy reduction for Town or community
- Adopt a philosophy and principles for sustainability



Diversify the Attainable Housing Stock

- Develop a strategy for housing
- Collaborate on solutions in the West Eagle Area
- Revise the inclusionary zoning standards to be more specific



CONCLUDING REMARKS

The execution of this plan will begin by assigning the Town staff to research each of the Major Objectives and create specific action steps and implementation items. The staff will return to the Town Council to offer recommendations, present updates, and continue to discuss the Strategic Plan. The financial implications of implementing the Major Objectives will be reflected in specific policy proposals, discussions with the community during outreach efforts, and included in the Town's operating and capital budgets. In addition, as important policy issues come before the Town Council, the supporting information provided by the staff will reference the relevant Major Objective from this Strategic Plan.

The Town is committed to ensuring that the implementation of this plan reflects the mission, vision, and values of the Town as defined by the staff, the Town Council, community leaders, and members of the public who choose to provide input. If at any time the Town's staff or Town Council feel that this Plan is at odds with prevailing sentiments in the community, then the Plan will be altered accordingly. The Town anticipates this Plan will be subjected to a formal update in 2-3 years. This will not be a re-creation of the plan, but an update that reflects progress, new insights, and feedback received during outreach efforts.

For more information about this plan, please visit the Town of Eagle website at www.townofeagle.org or contact the Town Manager at

 **PO Box 609
200 Broadway
Eagle, CO 81631**

 **970-328-6354**

 **970-328-5203**



TOWN OF FREDERICK

STRATEGIC PLAN 2020 – 2025

Packet Page 59

A Refreshed Plan for the Future

Change remains the constant in Durham County. Whether it is with the County's dynamic workforce or across a diverse community of residents or with regards to an ever-evolving landscape of buildings, organizations, businesses and institutions, Durham continues to change. Within our organization, we've intentionally focused on creating positive organizational and service change, with continuous improvement as a guiding principle.

Since our first Strategic Plan was adopted in Spring 2012, County leadership has implemented the Managing for Results (MFR) change management model. Combined, the Strategic Plan and MFR define the changes that the County hopes to achieve. We are proud of these needed evolutions and advancements, and we eagerly look to the future.

The Durham County Strategic Plan will help the organization plan for the future, whatever it brings. This time around, County leadership and staff have been more intentional about developing a document that truly connects the work of our 27 departments to overarching goals, objectives and strategies. This time around, with Managing for Results as the County's change management model, performance measurement is better integrated into how the organization plans and provides services. Those performance measures will help us continually make improvements and investments based on what the data tell us. This Strategic Plan does not shy away from the complexities of the organization's and the community's challenges and opportunities. This plan, which connects the work of multiple departments in a series of overarching strategies, embraces collaboration.

This 2017-2021 Durham County Strategic Plan, like the first document from 2012, is a dynamic guiding vehicle for the organization. It will be updated each year through the County's annual operating budget process. And it will serve as a framework for future conversations and decisions about ways that the County can continue to improve service delivery to prepare for whatever the future brings. Durham County is a passionate, growing community of employees and residents. We look forward to continuing to serve you, the community, and to working with you as residents to help us address the challenges and opportunities ahead.

Wendell M. Davis, County Manager

Wendy Jacobs, Chair; James Hill, Vice Chair; Heidi Carter, Brenda Howerton and Ellen Reckhow Durham Board of County Commissioners

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MISSION, VISION AND CORE VALUES

OUR MISSION

We are a community, rich in tradition and opportunities.

OUR VISION

Building a safe, inviting, and culturally vibrant community which fosters economic growth and opportunity, while preserving our heritage

OUR CORE VALUES

People

Trust, Communication, Respect, Recognition

Service

Quality, Efficient, Friendly, Timely

Integrity

Truthfulness, Character, Fairness, Openness

Commitment

Initiative, Dedication, Involvement, Perseverance

Excellence

Competence, Desire, Innovation, Progressive

Performance

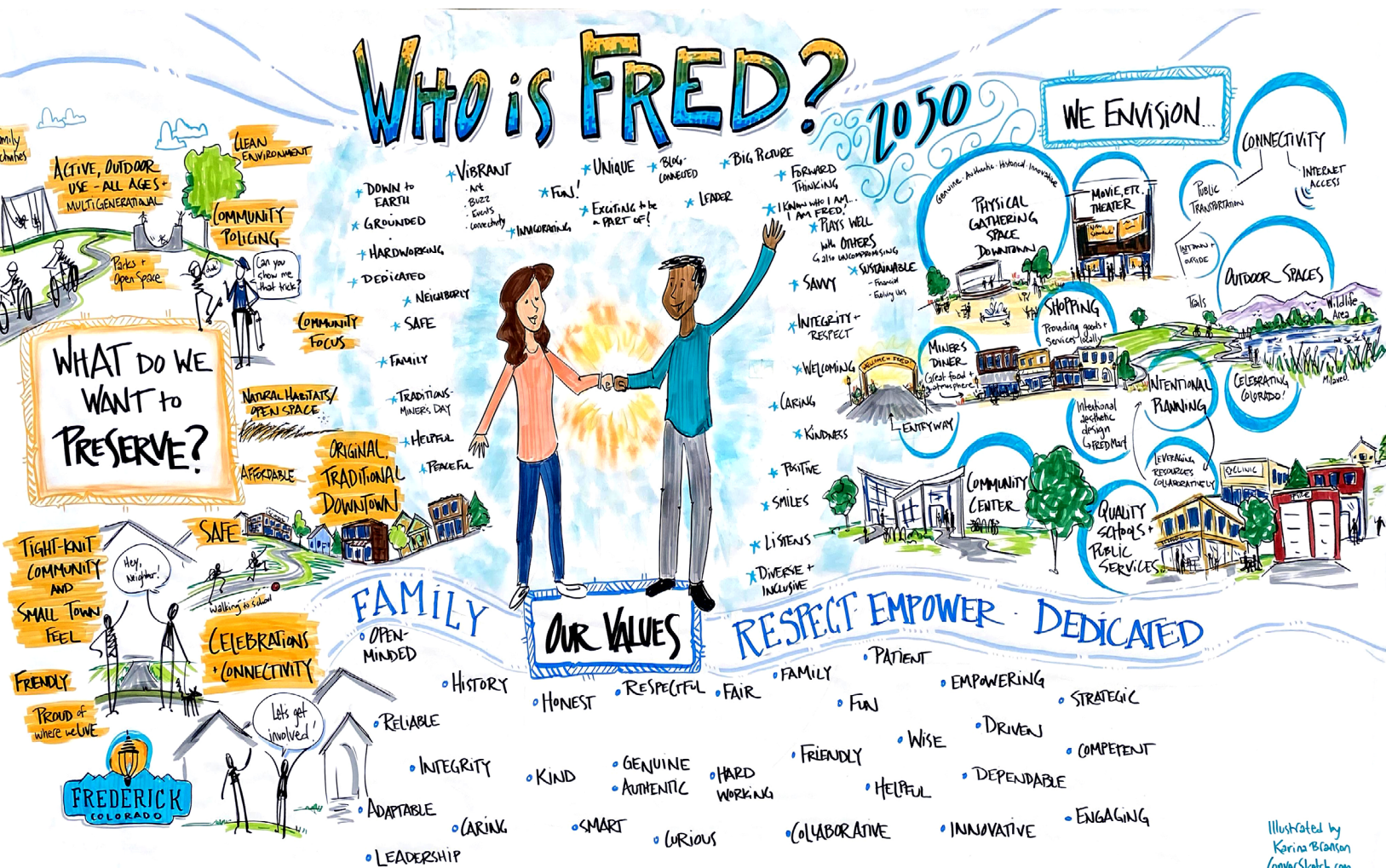
Planning, Decisions, Follow-Through, Professionalism, Results Oriented

We are FRED! About the Town of Frederick

Community Facts

- Elevation: 4972 feet
- 300 Plus "Sunny days" per year / Annual snow fall 37" / Annual Precipitation 13"
- Neighborhoods - 29
- Golf Courses - 1
- Museum - 1
- Lakes and Ponds - 2
- Community Parks - 22
- Community Parks - 3
- Greenway/Open Space (Educational) - 1
- Recreation Center - 1
- 25 Ski Areas (within driving distance)

The Vision for Frederick's future is based on **WHO we are**: what does Frederick feel like for our residents, our business owners, our visitors? What does Frederick look like? How would people describe us in conversations? A graphic facilitator captured that **Vision** - and you can see the results below! Everything we do in the **Town of Frederick** will lead to the creation of this Vision.



About the Town of Frederick

We are a vibrant and growing community along the Front Range of the Colorado Rocky Mountains that strives to preserve our small-town feel and community togetherness as we grow. We are happy to have you as a part of our community if you call Frederick home. If you are new to our community, we encourage your interest and invite you to learn more about us through this website.



BEST SMALL TOWN

In 2019, USA Today named the Town of Frederick as one of the top 50 places to live in the United States and Colorado's number one town. Twenty miles north of the Mile High City lies one of the best small towns near Denver, the Town of Frederick, CO. This family-friendly small Town near Denver has a rich history of being built on what matters.

The Town of Frederick is located on Colorado's beautiful Front Range of the Rocky Mountains. The Town comprises 14 square miles of area, east and west of Interstate 25, south of State Highway 119 and along State Highway 52. Its current population of over 14,000 residents enjoy the Town's central location, allowing easy access to the Denver and northern metropolitan areas. The transportation network opens up a wide variety of major attractions less than 30 minutes away. At the center of the Carbon Valley area, including Firestone, Dacono, Mead and Erie, Frederick stands out as a community hub for a larger population of 46,000. Community members enjoy unparalleled views of the Rocky Mountains and recreational opportunities abound throughout the community's trails, parks and open space. Educational amenities and community involvement opportunities allow Frederick's residents to take an active role in shaping the place they are proud to call home. As one of the fastest-growing communities in Colorado, Frederick is working hard to ensure that growth results in a cohesive community that preserves the small-town feel and rich heritage its residents have come to enjoy.

FAMILY FRIENDLY

Frederick's median age of 33.3 says more about the kind of people attracted to this small town near Denver's family-friendly environment than anything else we could say: young families are choosing to call Frederick home. Top-notch public safety, a vast array of community amenities and a stellar school system all make Frederick the perfect place for a growing family.

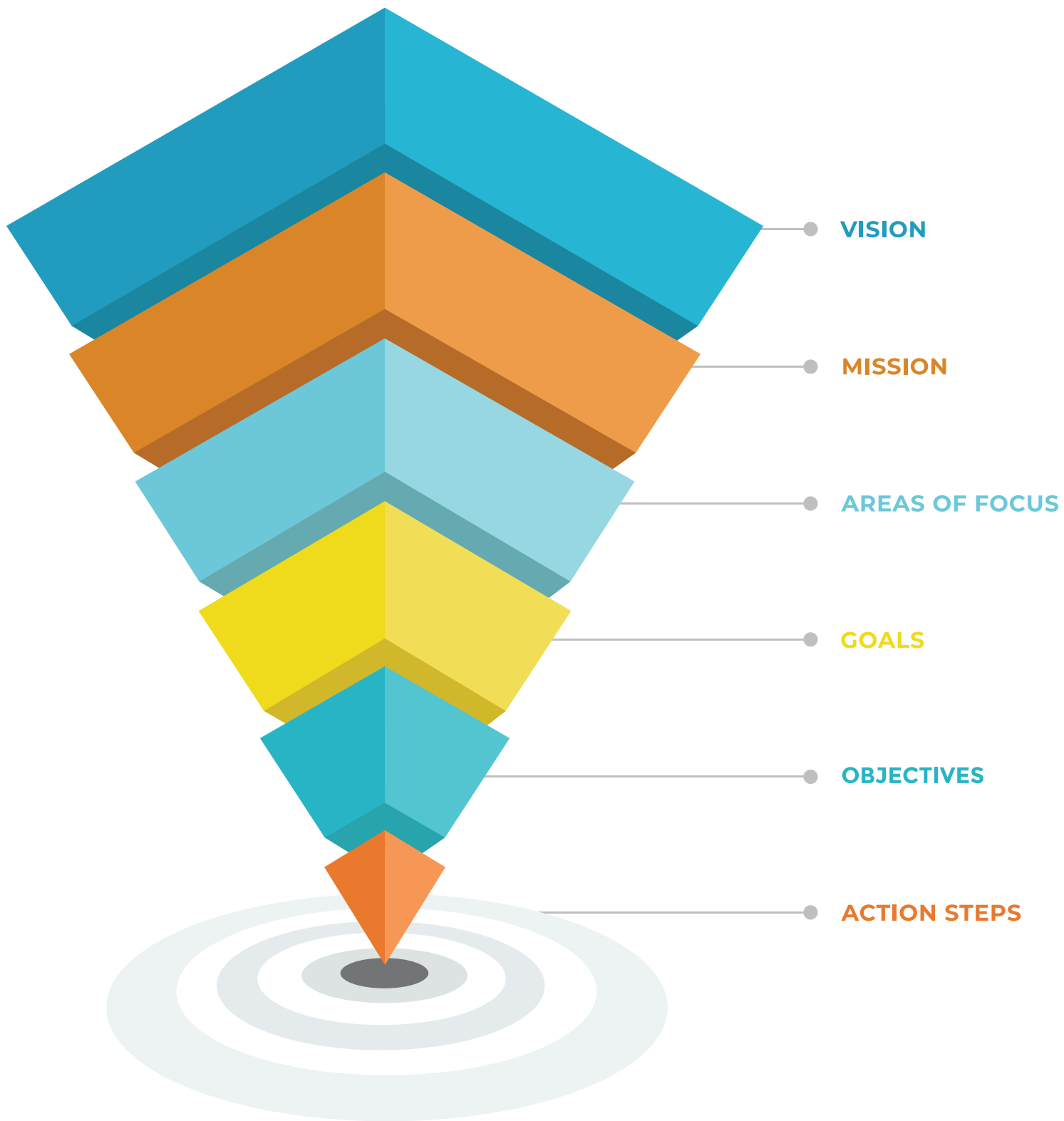
Frederick has an active Neighborhood Watch program that the Frederick Police Department works hard to support to foster two-way communication with each neighborhood. Frederick is also served by the Frederick-Firestone Fire Protection District, which recently received a Class 2 rating from the Insurance Service Office (ISO), putting them in the top 1.5% of fire department ISO ratings in Colorado and the United States.

Frederick currently has 26 acres of park land per 1,000 people, which is significantly higher than most communities in the Front Range and 85% of all residents have a pocket park or neighborhood park within walking distance. Frederick is also home to the Carbon Valley Recreation Center, Gymnastics Center and Senior Center as well as the Bulrush Wetland Park and Frederick Recreation Area.

Frederick is part of the St. Vrain Valley School District, the 8th largest in the state. Superintendent Don Haddad was named the 2013 National Superintendent of the Year and the district is regularly honored with statewide awards for excellence. The St. Vrain Valley School District works tirelessly to provide students with an education full of diverse opportunities while staying on the cutting edge of technology and educational trends. There are twelve schools in the Carbon Valley area, of which six are in Frederick, including Frederick High School.

The Strategic Plan Process

The Town of Frederick has invested in the future of the community through strategic planning. Based on many hours of thoughtful debate and discussion, the Frederick team reaffirmed the community's core values and created a path to the future. The strategic plan process is summarized in the pyramid below, where the vision informs every step of the plan through implementation.





Thoughtful Growth and Development



This area of focus includes economic development, affordable housing, diversified business opportunities, regulations and policies, open space and parks, job development, revenue and staffing levels to support that growth and development. The Town of Frederick is working towards a balance of residential and commercial development that will support the right kind of thoughtful population and business growth and will be poised to take advantage of opportunities that fit into Frederick as a sustainable part of the future. With the shared support of partners in the community and a robust set of policies and guidelines, Frederick can preserve what is important and enhance what is meaningful.

Goals

- Ensure that the land use code and other related policies and plans reflect FRED, which is how we refer to our values and culture in the community.
- Explore opportunities for economic development for short, medium and long term investments.
- Identify sustainable funding sources and options to support economic development.
- Support the growth, expansion, retention and attraction of diverse and unique businesses.
- Retain appropriate staffing levels and structure for existing and future growth.





Sustainable Infrastructure Investments



This area of focus includes roads, water and wastewater, transportation, capital assets, stormwater drainage, land, trails, parks, open space, technology and the ongoing funding for maintenance of those investments. The Town of Frederick will ensure that infrastructure can support the community's current and future needs through financial sustainability, leveraging technology and strengthening partnerships.



Goals

- Evaluate current infrastructure assets and identify the current state.
- Review master plans to ensure the financial sustainability component is included in all recommendations.
- Leverage technology to improve community services.
- Assess future transportation trends.
- Support water committee process.
- Develop a long term financial plan for capital investment needs and current revenue sources.
- Ensure that the land use code and other related policies and plans reflect FRED, which is how we refer to our values and culture in the community.



Meaningful Community Engagement



This area of focus includes all forms of community engagement: social media, outreach to the community, public and community meetings, feedback and survey processes, election turnout and involvement from the Frederick community. The Town of Frederick is focused on expanding outreach to and feedback from the community as a whole, helping Frederick understand why and how decisions are made, explaining the impacts of those decisions, and implementing engagement feedback results.

Goals

- Complete feedback loop for addressing community concerns.
- Identify community needs by conducting a community survey.
- Research community channels to meet needs of all residents.
- Create FRED Ambassadors in neighborhoods.
- Determine hurdles to community participation and remove those obstacles.





Community Based Facilities and Services



This area of focus includes town facilities such as parks, open space, town hall, community buildings, trails and more. The Town will base investments into facilities and services that reflect the community needs and desired service levels.



Goals

- Update and adopt master plans for the long-term future of Town facilities.
- Adopt budgets that reflect ongoing operations and maintenance as well as capital costs.
- Identify resources and complete construction of a new public safety building.
- Conduct a community wide assessment of facilities for alignment with FRED.
- Identify property needs using the facilities needs assessment.



The Path Ahead: Strategic Plan Implementation

This Strategic Plan is a living document for the organization. The Town of Frederick Board of Trustees, leadership and staff will remain focused on the measurable objectives and strategies that drive each strategic goal. Those measures will be tracked and reported for any resident, visitor or employee to see through a public-facing dashboard. Additionally, there is an operational plan for the Town that will link to the Strategic Plan. Each budget year, the Strategic Plan will be reviewed and initiatives will be identified to impact targeted strategies. By tracking performance metrics, studying those measures to improve service delivery and annually revisiting the Strategic Plan, the Town will remain focused on sustainable improvement, with the end goal of providing the highest possible value to the community.



CONNECT WITH US

Website: FrederickCO.gov



401 Locust Street
Frederick, Colorado 80530
(720) 382-5500
Communications@FrederickCO.gov

In Frederick...

***We believe in rolling up our sleeves
Not just for ourselves, but for each other.
We believe in playing outside until the stars flicker on
and protecting the hallowed ground of childhood.
We believe in a lifelong commitment to actions as good as our intentions.***

***We believe in the power of our voices and the obligation
of our hearts to form a strong foundation.
We believe we're onto something that's worth all we can give it.
Here the life we dream of is ours to create.***



TO OUR COMMUNITY

It is our pleasure to present the Town of Windsor Strategic Plan for 2020-2025. The Vision, Mission and Guiding Principles provide the foundation for the plan's three key Areas of Focus: Strategic Growth, Sustainable Infrastructure, and Vibrant and Healthy Economy. The town leadership team developed strategic Goals and Action Steps in each Key Area of Focus through extensive feedback as well as local and national trends. Our dedication to protect and support our lifestyle underlies every Strategic Goal. These Goals will guide the work we do to create the future of Windsor.

The Strategic Plan is a tool that clearly captures the most important priorities and helps direct the development of our budget and resource allocation. As a living document, it is our pledge to update the strategic plan on a regular basis so that we can measure our success in coming years.

Sincerely,

*Mayor Paul Rennemeyer, Mayor Pro-Tem Ken Bennett,
Board Member Scott Charpentier, Board Member Julie Cline,
Board Member David Sisloswski, Board Member Victor Tallon
Board Member Barry Wilson*

Vision

Windsor is the hub of Northern Colorado-a safe, unique and special town that offers diverse culture and recreation opportunities. Windsor is recognized as a regional leader that demonstrates fiscal responsibility, environmental stewardship and strategic excellence. Windsor is a Town that thinks big and embraces its hometown pride.

Mission

The Town of Windsor promotes community and hometown pride through sustainable, excellent and equitable delivery of services in a fiscally responsible manner.



THE STRATEGIC PLANNING PROCESS



The Town of Windsor has a foundation of success based on strategically planning for the future. Our strategic plan is updated every two years in a process that involves the Town Board, the staff and our community. Through our community survey and public meetings, we determine the areas in which we can focus and improve our efforts, as well as those areas which we can continue to excel.

Staff adheres to the Strategic Plan by implementing Action Steps that accomplish the Goals that are defined in this document. That implementation plan is updated monthly and can be found on the Town website for reference.



2020-2025 STRATEGIC PLAN



For more information, visit
windsorgov.com/Performance-Dashboard.

301 Walnut St., Windsor, CO
970-674-2400
windsorgov.com
Facebook, Twitter, Instagram, YouTube, and Home icons.

Guiding Principles

COMMUNITY SAFETY

Windsor ensures that safety of our community is at the forefront of every decision we make. We accomplish this through design, construction of infrastructure, prevention and preparedness. We sustain an active emergency management system focused on prevention, preparedness and recovery with key partnerships in place for effective response during a crisis. We safeguard our infrastructure through best management practices and long-term planning to deliver safe and reliable Town-provided utilities and services.

FISCAL RESPONSIBILITY

Windsor is committed to sound fiscal management and transparency in all decision making. We plan for future generations through adequate allocation of resources that will allow for operations and maintenance of our facilities and land. We consistently evaluate our resources to maintain a healthy balance of programs and services.

QUALITY OF LIFE

Windsor has a healthy, active lifestyle that provides opportunities for residents and visitors of all ages and abilities to experience a full array of recreational services and natural resources. We take pride in our well-connected and involved community that truly cares about each other demonstrated by the exceptional customer service of our workforce and the self-respect reflected through the attractiveness of our town.

SMALL TOWN FEEL

Windsor thrives on its unique locale and the personal relationships built from years of services together that create and support a friendly and welcoming community. We value collaboration and respect as the foundation of all our interactions. Community engagement is focused on building an opportunity for open and transparent conversations.



STRATEGIC GROWTH

Windsor is committed to well planned and strategically designed growth of our community through a connected transportation system, community buffers, services and amenities that reflect the needs of our Town, and sustainable natural resources such as water.



Goals

- Assess organizational readiness to ensure a proactive emergency response
- Establish community separators and preserve open space that ensure Windsor maintains its identity and quality of life
- Facilitate discussions around growth impacts with special districts and other government agencies, governing boards, and elected officials
- Assess and address long term capital facility needs

VIBRANT & HEALTHY ECONOMY

Windsor is business-friendly. We maintain a viable, stable, diverse, and strategic economic base which supports the needs and enhances the lifestyles of those living and working in our community.



Goals

- Enhance and expand community and downtown vitality
- Attract diverse and unique restaurants throughout Windsor
- Promote business diversification in the community
- Attract balanced commercial development that will sustain the future of Windsor
- Make Windsor into a tourist destination
- Implement a public art program

SUSTAINABLE INFRASTRUCTURE

Windsor places considerable value on its delivery of energy resources, quality modes of transportation, accurate communication systems, efficient water and waste management, along with our Public Works facilities that maintain these services supporting and enabling the high quality of activities enjoyed by our community.



Goals

- Design and implement a well-connected, efficient, multi-modal transportation network
- Establish alternate routes to diminish truck traffic on Main Street
- Establish pedestrian and bicycle connectivity throughout Windsor
- Increase public transportation opportunities for Windsor residents
- Provide a safe and reliable water supply for the current and future community
- Adequately maintain and ensure that infrastructure (streets, trails, water & sewer) aligns with growth
- Ensure equitable parks/trails/open space/cultural infrastructure in all neighborhoods and areas throughout Windsor
- Invest in the improvement of public space and facilities outside of the downtown area creating additional cultural destination amenities.
- Support efforts to make the Windsor downtown area a cultural center for public art, events and activities



For more information, visit windsorgov.com/1241/Performance-Dashboard.

RESOLUTION NO. __-21

A RESOLUTION AUTHORIZING A CONTRACT WITH S-BRAND SOLUTIONS LLC FOR CONSULTING AND FACILITATION SERVICES FOR THE DEVELOPMENT OF THE 2021-2023 GRAND JUNCTION STRATEGIC PLAN AND RATIFYING ACTIONS HERETOFORE TAKEN IN CONNECTION THEREWITH

RECITALS:

Following the bi-annual election and seating of new City Council members the City as a matter of course reviews and updates its *Strategic Plan*. The *Strategic Plan (Plan)* is a tool that can be used during the next two years by City Council and the City staff to guide goal setting, strategy and implementation of important City Council objectives.

The *Plan* identifies the most important work of the City and how the City Council determines that work to be done. The *Plan* will help to inform the City Council and City staff on what programs and services are and may be needed; the *Plan* will help to “fill in the blanks” by guiding decisions, and measuring successes and weaknesses of programs and services. The *Plan*, and the implementation of it, together with the City’s Comprehensive Plan, are critical to affirmatively setting the direction of the City for the next two years.

S-Brand Solutions responded to the City’s request for proposal for consulting and facilitation services for the 2021-2023 Strategic Plan and was unanimously determined by a City Council Committee comprised of Councilmembers Reitz and Taggart, together with select members of staff, to be the best fit for the creation of the City’s next Strategic Plan and implementation strategies.

The Committee recommends that the City Council authorize and direct the City Manager to retain S-Brand Solutions LLC for consulting and facilitation services in accordance with its response to RFP-4891-21-SH. The contract and compensation for S-Brand’s services, including those services that have been priced as “optional” shall be determined by the City Manager with the total compensation for service not to exceed \$25,900.00. The form of the contract shall be reviewed and determined to be acceptable to the City Attorney.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF GRAND JUNCTION, COLORADO:

1. That the City Council hereby authorizes the City Manager to hire S-Brand Solutions LLC for a cost not to exceed \$25,900.00 for consulting and facilitation services for the 2021-2023 Strategic Plan in accordance with RFP- 4891-21-SH and S-Brand’s proposal in response to the RFP as determined by the City Manager to be in the best interest of the City.

2. All actions heretofore taken by the selection committee and the officers, employees and agents of the City relating to the RFP and the contract for consulting and facilitation services which are consistent with the same are hereby ratified, approved and confirmed.

3. That the officers, employees and agents of the City are hereby authorized and directed to take all actions necessary or appropriate to effectuate the provisions of this Resolution.

PASSED and ADOPTED this 7th day of July 2021.

C.B. McDaniel
President of the City Council

ATTEST:

Wanda Winkelmann
City Clerk