



450 S. Parish Avenue
Johnstown, CO 80534
970-587-4664
JohnstownCO.gov

Town Council Regular Meeting

450 S. Parish, Johnstown, CO
Monday, July 7, 2025 @ 7:00 PM

Mission Statement: Enhancing the quality of life of our residents, businesses, and visitors through community focused leadership.

Agenda

Call to Order

Roll Call

Agenda Approval

Special Presentations

1. Business of the Month
2. New Employee Introductions

Public Comment

Members of the audience are invited to speak at the Council meeting. Public Comment is reserved for citizen comments on items not contained in the Public Hearing portion of the agenda. Citizen comments are limited to five (5) minutes per speaker. When several people wish to speak in the same position on a given item, they are requested to select a spokesperson to state that position.

Consent Agenda

The Consent Agenda is a group of routine matters to be acted on with a single motion and vote. Council or staff may request an item be removed from the Consent Agenda and placed on the Regular Agenda for discussion.

3. June 16, 2025 Town Council Meeting Minutes
4. List of Bills
5. Ordinance 2025-271, Second Reading, 109 S. Parish Ave. Change of Zone Request for Zoning Case No. ZON24-0003
6. Ordinance 2025-272: An Ordinance Amending Section 2-154 of the Johnstown Municipal Code Designating the Deputy Town Manager as Successor to the Town Manager During a Disaster Emergency
7. Second Amendment to Intergovernmental Agreement Between the Town of Johnstown, Colorado and Revere at Johnstown Metropolitan District Nos. 1-9

Town Manager's Report

Old Business

New Business

8. Award RFP for Downtown Johnstown Financial Consulting Services
9. Discussion of Audio/Visual Options for Council Chambers Upgrades

Public Hearing

10. Ordinance 2025-273: An Ordinance Amending Section 13-116(A) And Section 13-123 of the Johnstown Municipal Code Concerning Respectively the Water Dedication Rate and the Raw Water Credit Provided to Water Dedicated to the Town; Modifying the Water Court Transfer Fee; and Declaring an Emergency

Council Reports and Comments

Mayor's Comments

Informational Items

11. Informational Items

Executive Session

Adjournment

Americans with Disabilities Act Notice

In accordance with the Americans with Disabilities Act and other applicable laws, persons who need accommodation in order to attend or participate in this meeting should contact Town Hall at 970-587-4664 no later than 48 hours before the meeting in order to request such assistance. De conformidad con la Ley de Discapacitados Estadounidenses y otras leyes vigentes, los individuos que necesitan adaptaciones funcionales para asistir o participar en esta reunión deberán comunicarse con la Municipalidad marcando el 970 587- 4664 a lo más tardar 48 horas antes de dicha reunión para solicitarla.

THE COMMUNITY THAT CARES





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TOWN COUNCIL REGULAR MEETING
450 S. Parish, Johnstown, CO
Monday, June 16, 2025

MINUTES

CALL TO ORDER

At 7:00 Mayor Pro Tem Young called the meeting to order.

PLEDGE OF ALLEGIANCE

Mayor Pro Tem Young invited attendees to join in the Pledge of Allegiance.

ROLL CALL

Present:

Councilmember Menzies
Councilmember Morris
Mayor Pro Tem Young
Councilmember Molinar
Councilmember Paranto

Absent:

Councilmember Berg
Mayor Duncan

AGENDA APPROVAL

Mayor Pro Tem noted the following changes to executive sessions on the agenda:

- Three executive sessions to discuss the purchase of real property pursuant to C.R.S. Section 24-6-402(4)(a) regarding Windy Gap, Home Supply and Dilley Chapel
- One executive session to discuss matters subject to negotiations and to instruct negotiators pursuant to C.R.S. Section 24-6-402(4)(e) regarding annexation of private property.

The Community that Cares

Motion by Councilmember Morris and seconded by Councilmember Paranto approve the amended agenda.

Upon vote, the motion passed unanimously.

SPECIAL PRESENTATIONS

Proclamation for Jerry and Cheryl Johnson

Mayor Pro Tem Young presented Jerry and Cheryl Johnson with a proclamation for their diligence and dedication to keeping Johnstown beautiful on their daily walks.

PUBLIC COMMENT

Rick Rice, 228 E South 1st Street, had comments related to the Public Hearing for Ordinance 2025-271. Mayor Pro Tem asked that he provide his comments during that item.

Jim Hatfield, 345 Hickory Lane thanked the Town for proceeding with the Hawk system at the tracks and his support for Resolution 2025-17.

Town Clerk Meghan Martinez read into the record comments received from Shawn York, 301 McGregor Lane, regarding the weeds on the Purvis Property. He also requested a policy for developers and that the weeds at exit 252 should also be addressed.

CONSENT AGENDA

Motion by Councilmember Molinar and seconded by Councilmember Morris to approve the consent agenda which contained the following items:

- June 2, 2025, Town Council Meeting Minutes
- May 2025 Financials
- Water and Sewer Agreement for The Ridge Apartments Phase 2
- Resolution 2025-17 Supporting the Application for a Safe Streets and Roads for all (SS4A) Grant from the U.S. Department of Transportation
- Application for Fractional Water Share Sale
- Water Service Dedication for the Town of Johnstown Development Services Building

Upon vote, motion passed unanimously.

TOWN MANAGER REPORT

Town Manager Matt LeCerf provided a report.

NEW BUSINESS

First Amendment to the Site Development and Improvement Agreement for Town of Johnstown (Roosevelt High School): Town Manager Matt LeCerf presented the proposed amendment.

Motion by Councilmember Morris and seconded by Councilmember Paranto to the First Amendment to Site Development and Improvement Agreement for Town of Johnstown (Roosevelt High School) as presented.

Upon vote, the motion passed unanimously.

PUBLIC HEARING

Consideration of a New Hotel and Restaurant Liquor License for Johnstown Izakaya, LLC dba KOI Ramen and Sushi:

At 7:29 Mayor Pro Tem Young opened the public hearing.

Town Clerk Meghan Martinez presented the application.

The applicants were present and addressed the Council.

Laura Lunn with Alcohol Petitioning Services addressed the Council and outlined the petitioning process for the designated neighborhood.

At 7:38 Mayor Pro Tem Young closed the public hearing.

Motion by Councilmember Paranto and seconded by Councilmember Molinar to approve the Hotel and Restaurant License for Johnstown Izakaya, LLC dba Koi Ramen and Sushi.

Upon vote, motion passed unanimously.

Ordinance 2025-271 109 S. Parish Avenue Change of Zone Request for Zoning Case No. ZON24-0003:

At 7:40 Mayor Pro Tem Young opened the Public Hearing.

Planner James Shrout presented the proposed change of Zone. The applicant's representative was present and addressed the Council.

Mayor Pro Tem Young opened public comments and the following members of the community provided comments on the application:

- Rick Rice, 228 E South 1st Street, expressed concerns about the storm drain system as well as about maintenance to the area.
- Angie Swanson, 324 Maestes Street, asked for the project to be paused while the Town addresses the Maestas Street drainage. She voiced concerns about drainage for the adjacent neighborhood and concerns that additional paving could cause additional challenges for the neighborhood.

At 8:00 Mayor Pro Tem Young closed the Public Hearing.

Motion by Councilmember Molinar to approve Ordinance 2025-271, Authorizing the Change of Zone under Zoning Case No. ZON24-003. Motion died for lack of a second.

Motion by Councilmember Paranto and seconded by Councilmember Morris to reopen the Public Hearing.

Upon vote, motion passed unanimously.

At 8:04 Mayor Pro Tem Young reopened the Public Hearing.

At 8:06 Mayor Pro Tem Young closed the Public Hearing.

Town Attorney Avi Rocklin suggested a recess for Council to review the relevant Land Use Code Sections.

At 8:09 Mayor Pro Tem Young called for a brief recess.

At 8:19 Mayor Pro Tem Young reconvened the meeting.

Motion by Councilmember Paranto and seconded by Councilmember Molinar to approve Ordinance 2025-271 Authorizing the Change of Zone under Zoning Case No. ZON24-003 with the condition that the Town Council review the Drainage Plan.

Upon vote, motion passed 4-1 with Councilmember Menzies voting no.

Ordinance 2025-272 Amending Section 2-154 of the Johnstown Municipal Code Designating the Deputy Town Manager as successor to the Town Manager during a Disaster Emergency: Town Manager Matt LeCerf presented the proposed ordinance.

At 8:27 Mayor Pro Tem Young opened the public hearing.

At 8:28 Mayor Pro Tem Young closed the public hearing.

Motion by Councilmember Paranto and seconded by Councilmember Morris to approve Ordinance 2025-272, amending Section 2-154 of the Johnstown Municipal Code on first reading.

Upon vote, motion passed unanimously.

COUNCIL REPORTS AND COMMENTS

Councilmember Morris: BBQ Day was awesome. She gave a shout out to staff and expressed her pride in living in Johnstown.

Councilmember Menzies: She expressed her condolences to Mayor Duncan and his family.

Councilmember Molinar: He echoed Councilmember Morris's comments on BBQ Day and suggested including staff in the parade. He also mentioned that the Council needs to have a retreat and a work session about the land use code.

Councilmember Paranto: Nothing at this time.

Mayor Pro Tem Young: He requested that they move forward with scheduling a retreat. We all need to make sacrifices to be present. He also addressed BBQ Day and what a BBQ Day it was! It was lots of fun to be part of the parade. He also echoed Dee's sentiments to Mayor Duncan and his family.

EXECUTIVE SESSIONS:

Motion by Councilmember Menzies and seconded by Councilmember Morris to go into executive session to discuss the purchase of real property pursuant to C.R.S. Section 24-6-402(4)(a) regarding Windy Gap, Home Supply and Dilley Chapel and to go into executive session to discuss matters subject to negotiations and to instruct negotiators pursuant to C.R.S. Section 24-6-402(4)(e) regarding annexation of private property.

Upon vote, motion passed unanimously.

At 8:40 Mayor Pro Tem Young recessed the meeting to go into executive session.

At 9:57 Mayor Pro Tem Young reconvened the meeting.

Motion to Councilmember Paranto and seconded by Councilmember Molinar to authorize the Town Manager to negotiate the purchase of Home Supply Shares.

Upon vote, motion passed unanimously.

ADJOURNMENT

There being no further business for the Town Council, Mayor Pro Tem Young adjourned the meeting at 9:58 p.m.

Approved by Town Council:

Chad Young, Mayor Pro Tem

Attest:

Meghan C. Martinez, MMC, Town Clerk

Town of Johnstown
List of Bills - May 20, 2025 - June 18, 2025

<u>Vendor</u>	<u>Description</u>	<u>Dept</u>	<u>Amount</u>
1st Action Plumbing Heating and Air Inc	Park maintenance	PW	1,750.00
2025 BBQ Day Winners	2025 Car show winners	ADM	300.00
24/7 Networks LLC	Computer equipment	UTIL	2,848.20
2534 Retail Phase 1, LLC	Reimbursement agreement	ADM	71,061.25
4990 Ronald Reagan LLC	Police substation lease	PD	3,039.50
AC/DC Electric	Building maintenance	PW	1,137.42
Ace Hardware	Supplies	ALL	1,725.36
Adamson Police Products	Uniforms	PD	50.75
AED Everywhere, Inc.	AED service	ADM	100.00
Airbound	BBQ Day event booths	ADM	21,880.00
All Copy Products	Copier supplies	PD/ADM	1,617.99
All Events Tent and Party Rentals	BBQ Day tents	ADM	2,593.29
Alphagraphics of Northern Colorado	BBQ Day banners	ADM	577.08
Angel Light Pyrotechnics	BBQ Day fireworks	ADM	16,500.00
Applied Concepts, Inc	Vehicle equipment	PD	2,740.00
Aqua Engineering	Central wastewater treatment plant	UTIL	10,717.23
Arrowhead Scientific Inc.	Lab supplies	PD	663.37
Autoplex Restyling Center	Truck upfits	PW	6,349.98
Axon Enterprises, Inc.	Taser contract	PD	17,993.60
Benesch	Drainage Study Hillsboro/High Plains realignment	PW	85,372.06
Bludot Technologies Inc.	CRM software	ADM	195.00
Bobcat of the Rockies	Equipment maintenance	UTIL	215.98
Border States Industries, Inc.	Street lights	PW	4,623.52
Brand Asset Partners	BBQ Day banners	ADM	1,919.40
Brenner Builders LLC	Parks restroom maintenance	PW	15,880.00
Buc-ee's	Reimbursement agreement	ADM	212,404.15
Brightland Homes	Permit refund	UTIL	32,725.00
Browns Hill Engineering & Controls	Equipment maintenance	UTIL	9,473.88
Burns & McDonnell Engineering Co Inc.	Water treatment plant expansion	UTIL	124,608.82
Card Services	Training/travel/supplies	ALL	34,555.39
Caselle, Inc	Accounting software	ADM	350.00
CDPHE	Permits	UTIL	290.06
CDW Government	Computer equipment	PD	3,135.44
Central Weld County Water District	Interconnect	UTIL	703.20
CenturyLink	Phone/internet	PW/UTIL	1,314.83
Cintas	Mat supplies/service	PW	1,255.44
City of Loveland	Facility rental	PD	600.00
Clair Hull	BBQ Day mail permit	ADM	350.00
Colorado Analytical Labs	Lab testing	UTIL	1,318.00
Colorado Demolition, Inc.	Sandra Drive house demolition	PW	84,083.50
Colorado Department of Agriculture	Radar calibration	PD	156.00
Colorado Greenbelt Management	Landscaping services	PW	1,400.00
Colorado State Treasury	Great Colorado payback	ADM	1,149.80
Community Center Refund	Community Center Refunds	ADM	1,550.00
Connell Resources, Inc.	Colorado & Roosevelt / North Interceptor	PW	1,022,990.24
Consolidated Home Supply Ditch	Water legal	UTIL	1,505.90
Core & Main	Supplies	UTIL	3,720.00
Costar Realty	Realty software	ADM	449.35
Coulson Excavating Co Inc	Supplies	PW	244.80
Cross Point Solutions LLC	Pre-employment screening	PD	1,425.00
Cummins Sales and Service	Generator maintenance	PW/UTIL	1,114.56
D2C Architects	Development services project	ADM	20,851.11

Town of Johnstown
List of Bills - May 20, 2025 - June 18, 2025

<u>Vendor</u>	<u>Description</u>	<u>Dept</u>	<u>Amount</u>
DataShield Corporation	Shred services	ADM/PD	213.58
DBC Irrigation Supply	Irrigation supplies	PW	572.19
Denali Water Solutions LLC	Sludge removal	UTIL	3,117.95
DES Pipeline Maintenance, LLC	Line cleaning	UTIL	3,318.75
DetectaChem, Inc.	Lab supplies	PD	334.44
Dietze and Davis P.C.	Billback - Legal services	ADM	75.00
Division of Oil and Public Safety	Elevator inspection	PW	30.00
DroneSense, Inc.	Drone software	PD	2,600.00
E-470 Public Highway Authority	Travel	PW	11.25
Employee Reimbursement	Travel/training/supplies	ADM	4,116.42
Employers Council	Annual membership	ADM	8,350.00
Entenmann-Rovin Co.	Badge refinishes	PD	1,118.50
Ergomed	Pre-employment screening	PD	920.00
Falcon Environmental Corporation	Pump	UTIL	8,910.11
Ferguson Waterworks #1116	Supplies	UTIL	284.20
First Class Security Systems	Fire system monitoring	PW	148.80
First National Bank	Custodial services	ADM	807.20
First Responder Trauma Counselors	Peer support	PD	3,915.00
Freedom Forever LLC	Permit refund	ADM	1,003.91
Front Range Fire Rescue	BBQ Day services	ADM	434.56
Frontier Fertilizer & Chemical	Chemicals	PW	201.00
Frontier Self Storage	Storage	PW	280.00
Galloway & Company, Inc.	Survey services	PW	4,340.00
Garrison Minerals	Chemicals - wastewater treatment	PW	4,987.50
GCH Rentals & Leasing LLC	BBQ Day rental	ADM	709.29
Glenn A. Jones Library	Monthly support	ADM	168,593.68
Go Play Inc.	Playground equipment	PW	223,625.47
Grainger, Inc.	Supplies	UTIL	9,198.94
Great Western Railway of CO	Crossing agreement	UTIL	2,725.29
Greeley Lock and Key	Building maintenance	ADM/PW	1,916.00
Green Valley Turf Co	Sod	PW	768.30
Ground Engineering Consultants, Inc.	SH60 waterline /Water treatment plant	UTIL	11,468.50
H.D. Fowler Company	Water meters	UTIL	12,440.93
Hach Company	Lab equipment	UTIL	6,345.40
Happy Life Gardens	Downtown flowers	PW	7,980.00
Hays Market Inc	Supplies	ALL	296.14
Helton & Williamsen, P.C.	Billback - Legal services	ADM	360.00
Helton & Williamsen, P.C.	Water legal	PW	30,753.30
Herc Rentals	Equipment rental	PW	422.82
Hill & Robbins, PC	Billback - Legal services	ADM	825.00
Hill & Robbins, PC	Water legal	ADM	127.50
Hinkle & Company, PC	2024 Audit	ADM	11,000.00
Hydrant Meter Deposit Refund	Hydrant meter deposit refunds	ADM	4,000.00
Insight North America LLC	Investment services	ADM	2,503.49
Interstate Battery of the Rockies	Supplies	PW	1,229.70
Iron Mountain Collision	Vehicle repairs	UTIL	15,943.27
J&S Contractors Supply Co.	Supplies	PW	4,856.67
Joe Johnson Equipment LLC	Equipment maintenance	PW	2,504.21
John Deere Financial	Supplies	PW	796.69
Johnson Water Solutions, LLC	Supplies	UTIL	249.00
J-U-B Engineers, Inc.	SH60 waterline	UTIL	27,262.26
Kangaroo Express of Longmont, Inc	Lab testing	UTIL	110.00

Town of Johnstown
List of Bills - May 20, 2025 - June 18, 2025

<u>Vendor</u>	<u>Description</u>	<u>Dept</u>	<u>Amount</u>
Kimball Midwest	Supplies	PW	2,241.90
King III Emergency Communications	Elevator safety	PW	276.17
Kinsco, LLC	Uniforms	PD	2,237.97
L G Everist Inc	Paving materials	PW	18,264.31
Language Line Services Inc.	Translation services	PD	350.88
Law Enforcement Systems	Printing supplies	PD	251.00
Law Office of Avi Rocklin LLC	Billback - Legal services	ADM	852.00
Law Office of Avi Rocklin LLC	Legal services	ADM	15,399.00
Lefthand Printworks	Johnstown Honors banners	ADM	704.00
Liftnow Automotive Equipment Corp	Vehicle lift	PW	20,723.52
Lightfield Enterprises Inc	Concrete maintenance	PW	46,730.05
Little Thompson Water District	Interconnect	UTIL	1,150.89
Loveland Barricade LLC	Supplies	PW	1,457.00
Loveland Ford-Lincoln	Vehicle maintenance	PD/UTIL	1,585.76
Lowe's	Supplies	PW	172.72
Mac Equipment, Inc	Equipment maintenance	PW	269.16
Mark Young Construction, LLC	Police department expansion	PD	95,808.12
Matrix Design Group, Inc.	Stormwater Master Plan	PW	63,743.20
McGeady Becher P.C.	Billback - Legal services	ADM	388.85
Medicine for Business and Industry	Lab testing	ADM	305.48
Michael Lazar	Municipal Court Judge	ADM	2,625.00
Milliken Johnstown Electric	Building maintenance	UTIL	1,657.50
Mission Communications, LLC	Software subscription	UTIL	402.00
Mountain States Pipe & Supply	Water meters	UTIL	45,360.00
MWH Constructors	Central wastewater treatment plant	UTIL	1,971,202.96
Nalco Company LLC	Chemicals - water treatment	UTIL	6,981.28
Napa Auto Parts, Inc	Supplies	ALL	1,987.43
NeoTreks, Inc	Plow Ops software	PW	4,320.00
NOCO Drug Testing LLC	Lab testing	PD	810.69
Otak	Little Thompson Trail bridge	PW	5,716.50
Parkland USA Corp	Fuel	ALL	13,989.04
Patriot Petroleum Solutions LLC	Equipment maintenance	PW	912.77
Peak Performance Imaging Solutions	Laserfiche software	ADM	112.50
Pioneer Press of Greeley Inc	Printing services	PD/ADM	1,367.00
Pitney Bowes	Postage	ADM	244.08
Pitney Bowes Bank Inc Purchase Power	Postage	ADM	213.59
Poudre Valley REA	Utilities	PW	24,234.70
ProFirst Training and Consulting, LLC	Pre-employment screening	PD	6,825.00
Psychological Dimensions	Pre-employment screening	PD	1,700.00
PVS DX, INC	Chemicals - water/wastewater treatment	UTIL	17,712.99
Quality of Life & Safety Designs LLC	Fire system monitoring	PW	25.00
RCD Construction	Little Thompson Trail bridge	PW	134,884.80
Red Wing Business Advantage Acct	Uniforms	PW	227.84
Redi Services, LLC	Portolet	PW	8,650.00
Reliable Communication Assistant, LLC	Translation services	ADM	110.00
Evidence Return	Evidence return	PD	2,644.00
Ricoh USA	Supplies	ADM	47.43
Rise Broadband	Phone/internet	UTIL	112.67
RoadSafe Traffic Systems	Safety supplies	PW	561.25
Rocky Mountain Water Environment Assoc.	Dues	UTIL	40.00
Sam's Club MC/SYNCB	General supplies	ALL	534.21
Sanbell	CO Blvd & SH 60 project	PW	10,991.00

Town of Johnstown
List of Bills - May 20, 2025 - June 18, 2025

<u>Vendor</u>	<u>Description</u>	<u>Dept</u>	<u>Amount</u>
Sendas Communications LLC	Translation services	ADM	155.14
Shred Monster	Shred event	ADM	1,400.00
SiteOne Landscape Supply	Landscaping supplies	PW	4,740.19
SKM Engineering	SCADA	UTIL	29,575.67
Striglos	Software	ALL	75.00
Sunbelt Rentals	Equipment rental	PW	2,803.15
TDS (3269 High Plains)	Phone/internet	ALL	9,897.52
The Home Depot/GECE	Supplies	PW/UTIL	4,444.69
The Jamar Company	Building maintenance	PW	9,835.44
The Tree Guys LLC	Tree maintenance	PW	2,500.00
Thompson Crossing Metro District No 2	Reimbursement agreement	ADM	47,947.48
Those Crazy Nights, LLC	BBQ Day band	ADM	5,500.00
Tier One Networking, LLC	Computer equipment	ADM	6,782.86
TimberLAN	IT services	ALL	7,016.00
T-Mobile	Phone/internet	PD	32.24
TopShelf Printers	Printed supplies	ADM	5,478.11
Town & Country Fence Co.	Fence supplies	PW	150.00
Town of Estes Park	Crisis advocate sponsorship	PD	560.00
Town of Johnstown	Utilities	PW/UTIL	5,887.42
Transwest Truck Trailer RV	2025 Freightliner dump truck	UTIL	189,906.00
Treatment Technology Holding	Chemicals - water/wastewater treatment	UTIL	18,168.90
TruGreen Chemlawn	Chemicals	PW	1,327.05
U.S. Postal Service	BBQ Day mailer	ADM	2,717.70
UC Health Medical Group	Lab testing	PD	396.72
ULINE	Supplies	PW	1,267.94
Ultimate Entertainment LLC	Movie in the park	ADM	3,537.76
United Power, Inc	Utilities	PW	1,747.24
United Rentals	Equipment rental	UTIL	1,051.76
Upper Case Printing Ink	Newsletter/utility bill printing	ADM/UTIL	13,246.64
USA Bluebook	Supplies	PW	488.63
Utility Notification Center of Colorado	Locates	PW	1,212.64
Utility Refund	Utility refunds	ADM	6,348.12
Verizon Connect	Phone/internet	PW	239.25
Verizon Wireless	Phone/internet	ALL	5,969.09
Wagner Equipment Co.	Equipment maintenance	PW	1,804.57
Waste Connections of Colorado Inc.	Trash service	PW	97,812.64
Water Technology Group	Equipment maintenance	UTIL	3,811.91
Weld County Dept of Public	Lab services	UTIL	1,125.00
Weld County Sheriff	Jail fees	PD	308.64
Weld RE-5J Education Foundation	Education Foundation sponsorship	ADM	800.00
Western States Land Services LLC	Raw water line project	UTIL	3,903.60
Working Spaces	Police department expansion	PD	24,484.06
Xcel Energy	Utilities	ALL	192,441.80
YMCA of Northern Colorado	Monthly support	ADM	79,345.00
Yost Cleaning	Monthly cleaning service	PW	3,362.66
			5,776,399.10



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Town Council Consent Agenda Communication

Agenda Date: July 7, 2025

Subject: Ordinance 2025-271, Second Reading, 109 S. Parish Ave. Change of Zone Request for Zoning Case No. ZON24-0003

Attachments:

1. PZC Staff Report
2. Ordinance 2025-271
3. Ordinance 2025-271 109 S. Parish Rezone Exhibit A

Presented by: James Shrout, Planner

Agenda Item Description:

EXECUTIVE DESCRIPTION

The applicant, Manjeet Singh, has submitted an application for a Change of Zone for property located at 109 S. Parish Ave. A full analysis of the request, with conclusions and recommendations, is included in the Planning & Zoning Commission staff report dated May 28, 2025 (Attachment #1).

TOWN COUNCIL MEETING – JUNE 16, 2025

The Town Council considered the first reading of Ordinance 2025-271 at their regular meeting on June 16, 2025. After due consideration of the staff report, presentation, public testimony, and discussion, the Council voted in favor of the Ordinance with the condition that the Council will review the drainage plan. This condition was added to the motion based on public testimony regarding stormwater flooding in a nearby neighborhood.

Strategic Plan Alignment:

Healthy & Resilient Economy

- Invest in the development of a vibrant and interconnected downtown
- Drive projects and initiatives that promote Johnstown as a premier destination for business
- Cultivate local and regional partnerships that ensure the long term success and growth of Northern Colorado
- Support the local labor market and work with partners to grow diverse employment opportunities

Natural & Built Environment

- Invest in, enhance, and conserve our parks, open spaces, agricultural areas and natural environment
- Expect and encourage community-centered design

- Support a broad range of housing options

Legal Advice:

The Town Attorney prepared Ordinance 2025-271 and revised said Ordinance to reflect the condition as directed by the Town Council.

Financial Advice:

N/A.

Recommended Action:

The Planning & Zoning Commission recommends that the Town Council **APPROVE**, on Second Reading, Ordinance 2025-271, to establish MU-DT zoning for Subdivision Case No. SUB24-0003, known by the legal street address 109 S. Parish Ave.

Reviewed and Approved for Presentation



Town Manager



450 S. Parish Avenue
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Planning and Zoning Commission Agenda Memorandum

AGENDA DATE: May 28, 2025

SUBJECT: Zoning Case No. ZON24-0003: Rezone of 109 S. Parish Ave. from R-1 to MU-DT

ACTION PROPOSED: Consideration of Zoning Case No. ZON24-0003 to change the zoning of 109 S. Parish Ave. from R-1 (single-family residential) to MU-DT (Mixed Use-Downtown).

LOCATION: Lot 3, Block 6, Purvis Addition to the Town of Johnstown, Colorado, County of Weld, State of Colorado; also known as 109 S. Parish Ave. Johnstown, CO 80534.

APPLICANT: Manjeet Singh, Owner
Anna Fluckey, Owner's Representative

ATTACHMENTS:

1. Application
2. Vicinity Map
3. Zoning Map
4. Neighborhood Meeting Materials
5. Staff Presentation
6. Applicant Presentation

PRESENTED BY: James Shrout, Planner II

BACKGROUND & SUMMARY

Manjeet Singh (Applicant) is seeking to rezone approximately 0.144 acres of residential (R-1) property to MU-DT (Mixed Use – Downtown) zoning. The subject property is located at 109 S. Parish Avenue, was annexed into the Town in 1932, and has historically been used for residential purposes. The property is adjacent to the Sinclair Convenience Store (Parish Ave. and Highway 60) on the northern property line.

SURROUNDING ZONING & LAND USE

The Community that Cares

North: MU-DT – Town of Johnstown
South: R-1 – Town of Johnstown
East: R-1 – Town of Johnstown
West: MU-DT – Town of Johnstown

LAND USE DESIGNATION

The property is subject to two land use designations: Medium Density/Intensity and as an Activity Center.

Pursuant to the Town’s adopted Comprehensive Plan, the intent and desired character of Medium Density/ Intensity (MDI) areas, is described as follows:

A Medium Density/Intensity area (MDI) will generally be characterized by a more balanced, and wider-ranging mix of land uses—incorporating walk-up apartment buildings, townhomes, small lot (3,500-5,000 SF) attached and detached single-family housing, in close proximity to neighborhood-scale shopping, personal services, restaurants, small medical facilities, and facilities such as libraries and recreational centers. MDI areas may also occur along arterials and other major corridors, and may serve as the next layer away from the High Density/Intensity areas they may neighbor, as a transition to lower density neighborhoods. MDI’s will offer complete neighborhoods with a diversity of shops and services, including schools and civic facilities, within walking or biking distance from residential areas; and offer good walking connections along with larger-scale multi-modal trails.

Commercial uses may be developed as stand-alone sites or be grouped in small 10 to 20-acre centers or campuses. Johnstown’s Downtown would be ideal for this level of development. Reuse and redevelopment of existing structures may occur, with historic residences and structures changing to offices, boutiques, or personal services with alley-served parking. Commercial centers in an MDI will feature more walkability, perhaps offering covered arcades or awnings, pedestrian-scaled signage, shade trees and nice landscaping that helps slow traffic and break-up parking areas, and enjoyable outdoor spaces to gather. Rooftop and sidewalk patios, along with courtyard plazas offer patrons enjoyable places to meet and eat, gather and chat with friends.

Residential neighborhoods will provide a range of housing options and provide street and trail connections to adjacent neighborhoods. Housing will be encouraged to provide porches that extend closer to the sidewalks, and garages that are alley-loaded or setback to offer a safer, slower, and more interesting streetscape. Future considerations may include accessory dwelling or carriage house units to increase affordability and diversity. These are great neighborhoods to encourage and accommodate a diversity of lifestyles and income ranges, and allow active-agers to remain in Johnstown once larger family homes and yards may be less desirable.

ACTIVITY CENTER OVERLAY

The Community that Cares

The property is also subject to an Activity Center overlay, as depicted in the Town's adopted Comprehensive Plan. As described in the Comprehensive Plan,

Activity Centers have been identified as strategic areas that support local and regional transportation networks, living, employment, recreation, and services. These areas are intended to be mixed-use centers that make a highly efficient use of space by offering high-density residential areas supported by a diversity of shops and services and a vibrant public realm. Activity Centers continue to develop at highway interchanges, Downtown, and generally in conformance with other characteristics of a High Density/Intensity area. While three of the four activity centers are located along the I-25 corridor making them convenient for motorized travelers, these centers should also connect to the Town's trail network, facilitating and encouraging active modes of transportation, and enhancing recreation opportunities for the community. These centers are ideal opportunities for the Town to consider future transit or other transportation services, and connections to nearby systems.

PROJECT DESCRIPTION & ANALYSIS

The subject property is currently zoned R-1 and was annexed into the Town of Johnstown in 1932 as part of the Purvis Addition. The platted lot is recorded as being fifty feet (50') by one-hundred and twenty-five feet (125'), approximately 0.144 acres in size.

The Applicant is proposing to change the zoning from R-1 to MU-DT in order to facilitate a future expansion of the existing Sinclair project. Regardless of a future expansion of the existing use, the request serves as an appropriate expansion of the mixed-use downtown zoning district to the north, which aligns with the Town's Land Use & Development Code and Comprehensive Plan.

MU-DT

Pursuant to the LUDC, the MU-DT district provides an integrated mix of retail, service, entertainment, and civic uses, and supporting office and residential uses, in a compact and walkable format. This district preserves the historic "main street" scale and small-town character of Johnstown. It is the vibrant heart of the community with a high level of civic design, walkable urban patterns, and a concentration of diverse, small-scale uses. The MU-DT zoning districts relations to the comprehensive plan is the general application for the Downtown Activity Center.

NEIGHBORHOOD MEETING

On March 24, 2025, a neighborhood meeting was held at the Johnstown YMCA. Notices advertising this meeting were mailed to all property owners within 800 feet of the subject property. Ten (10) members of the community attended this neighborhood meeting to ask questions and raise concerns about the proposed change in zoning. The primary topics of discussion included:

- Rezoning of lots south of the subject property to the YMCA; and
- Traffic on Parish Avenue to Highway 60.

These issues, questions, and concerns were addressed during the neighborhood meeting as follows:

- Only 109 S. Parish Ave. is under consideration for rezoning.

The Community that Cares

- No additional traffic is anticipated with the rezoning of 109 S. Parish Ave.

PUBLIC NOTICE & AGENCY REFERRALS

Notices for the Planning and Zoning Commission public hearing were mailed to all property owners of record within 800 feet of the subject property on April 7, 2025. This notice provided the date, time, and location of the Planning and Zoning Commission public hearing and a project description. Notice for the Planning & Zoning Commission public hearing was published in the local newspaper of record, the Johnstown Breeze, on Thursday, April 3, 2025.

ZONING & DEVELOPMENT STANDARDS

The Town of Johnstown Land Use and Development Code identifies the following criteria for review of a rezone proposal decision:

1. The rezone furthers one or more of the purposes of these regulations in Section 17-1-3, and on balance, any purposes that may be undermined are outweighed by the benefits of the purposes it furthers.
2. The proposal is consistent with the goals and objectives of the Comprehensive Plan and any other plan, policy, or guidance adopted pursuant to that plan.
3. The change is consistent with the intent of the proposed zoning district, specifically considering:
 - a. The design of streets, civic spaces, and other open space;
 - b. The pattern, scale, and format of buildings and sites; and
 - c. The compatibility and transition with other complementary uses and development in the vicinity.
4. The change is necessary for at least one of the following reasons:
 - a. There has been a material change in the character of the area or in the Town generally, such that the proposed rezone is in the public interest.
 - b. The change will serve a community need or provide an amenity or benefit to the surrounding area that was not anticipated at the time of the initial zoning.
5. The town or other agencies have the ability to provide services or facilities that may be necessary for anticipated uses in the proposed district.
6. Any reasonably anticipated negative impacts on the area or adjacent property either are mitigated by sound planning, design, and engineering practices or are outweighed by broader public benefits to the surrounding community.
7. If owner initiated, at least two-thirds of the subject property owners within the change zone boundary have signed the application.
8. If owner initiated, the subject property has not been included in a rezone action in the prior 12 months, with the exception of property in the H-A zoning district which was established concurrently with annexation.
9. The recommendations of any professional staff and advisory review bodies have been considered.

COMPREHENSIVE PLAN ALIGNMENT

The proposed zoning designation complies with the intent and character of the MDI land use areas, as defined in the Town's adopted Comprehensive Plan by occurring along arterials and

other major corridors, and creating an attractive streetscape, offering a diversity of shops and services within walking or biking distance from residential areas.

STRATEGIC PLAN ALIGNMENT

- Natural & Built Environment
 - *Guide growth in the community through appropriate annexation, zoning, planning, and land use development.*
- Healthy & Resilient Economy
 - *Drive development to expand the downtown corridor.*

Staff finds that the proposed rezoning is consistent with the goals and strategies referenced above, pursuant to the adopted Johnstown Strategic Plan.

RECOMMENDED ACTION:

Staff recommend approval of this change of zone request pursuant to findings of fact listed below:

1. ***The rezone furthers one or more of the purposes of these regulations in Section 17-1-3, and on balance any purposes that may be undermined are outweighed by the benefits of the purposes it furthers, because:***
This rezone implements the Comprehensive Plan, and other plans and programs authorized under the guidance of the Comprehensive Plan. This rezone will promote planning and urban design that emphasizes distinct places and unique elements of community character throughout Johnstown. The rezone will assist in the division of the town into zones and districts that promote the character, intensity, and development patterns of distinct places identified in the Comprehensive Plan. This rezone will create compatibility within the area and will be transitional between complimentary districts, uses, and buildings.
2. ***The proposal is consistent with the goals and objectives of the Comprehensive Plan and any other plan, policy, or guidance adopted pursuant to that plan, because:***
This proposal is consistent with Goal L2 of the Comprehensive Plan by revitalizing and maintaining downtown as the heart of the community by way of seeking to expand the extents of Downtown as development and redevelopment near the current core area is proposed, utilizing more urban design standards to encourage an active streetscape and mix of uses.
3. ***The change is consistent with the intent of the proposed zoning district, specifically considering, because:***
The proposed zoning designation will be a continuation of the MU-DT zoning by providing an integrated mix of retail, service, entertainment, and civic uses, and supporting of residential uses, in a compact and walkable format. The proposed zoning designation will preserve the historic “main street” scale and small-town character of Johnstown.
4. ***The change is necessary for at least one of the following reasons, because:***

- a. *There has been a material change in the character of the area or in the Town generally, such that the proposed rezone is in the public interest.* The Sinclair Convenience Store site development occurred in 2019, and with the owner acquiring the subject property for rezone, this will allow for potential redevelopment of the parcel to facilitate future expansion and access to the site.
 - b. *The change will serve a community need or provide an amenity or benefit to the surrounding area that was not anticipated at the time of the initial zoning.* The change will benefit the surrounding area by allowing the owner to explore opportunities to expand the existing Sinclair site that could create more fluid access and traffic stacking at the intersection of Parish Ave. and Highway 60.
5. ***The town or other agencies have the ability to provide services or facilities that may be necessary for anticipated uses in the proposed district, because:***
The Town and other responsible agencies have services in the vicinity of the project site, but at this time there is not a development application that would necessitate review for impact to existing services or facilities.
6. ***Any reasonably anticipated negative impacts on the area or adjacent property either are mitigated by sound planning, design, and engineering practices or are outweighed by broader public benefits to the surrounding community, because:***
The subject property will be governed by the adopted Land Use and Development Code to lessen the impact on adjacent property owners.
7. ***If owner initiated, at least two-thirds of the subject property owners within the change zone boundary have signed the application, because:***
One property is subject to this proposed change in zoning and is owner-initiated.

SUGGESTED MOTIONS:

For Approval: I move that the Planning & Zoning Commission recommends that the Town Council **APPROVE** the Change of Zone pursuant to Zoning Case No. ZON24-0003.

For Denial: I move that the Planning & Zoning Commission recommends that the Town Council **DENY** the Change of Zone pursuant to Zoning Case No. ZON24-0003.

TOWN OF JOHNSTOWN, COLORADO
ORDINANCE NO. 2025-271

**ORDINANCE APPROVING THE REZONING OF PROPERTY KNOWN
AS 109 SOUTH PARISH AVENUE, JOHNSTOWN, CO 80534,
CONSISTING OF APPROXIMATELY 0.144 ACRES, FROM SINGLE-
FAMILY NEIGHBORHOOD (R-1) TO DOWNTOWN (MU-DT)**

WHEREAS, the Town of Johnstown, Colorado (“Town”) is a Colorado home rule municipality, duly organized and existing under the laws of the State of Colorado and the Town’s Home Rule Charter; and

WHEREAS, the Town Council is vested with authority to administer the affairs of the Town; and

WHEREAS, Manjeet Singh, an owner of the property, applied to rezone the property known by legal description as JOH 21514 L3 BLK6 PURVIS ADD, Town of Johnstown, County of Weld, State of Colorado, and by street address as 109 South Parish Avenue, Johnstown, CO 80534, consisting of approximately 0.144 acres, being more particularly described on Exhibit A, which is attached hereto and incorporated herein by this reference (“Property”), from Single-Family Neighborhood (R-1) to Downtown (MU-DT); and

WHEREAS, on April 23, 2025, the Town’s Planning and Zoning Commission held a public hearing and recommended approval of Downtown (MU-DT) zoning for the Property; and

WHEREAS, on June 16, 2025, the Town Council held a public hearing to determine appropriate zoning for the Property and, based upon the recommendation of the Planning and Zoning Commission and the evidence received at the hearing, finds that the requested rezoning of the Property to Downtown (MU-DT) conforms to the *Johnstown Area Comprehensive Plan* and Section 17-2-3 of the Town of Johnstown Land Use and Development Code and should be approved.

NOW, THEREFORE, BE IT ORDAINED BY THE TOWN COUNCIL OF THE TOWN OF JOHNSTOWN, COLORADO, THAT:

1. Zoning of the Property described on Exhibit A shall hereby and hereinafter be designated as Downtown (MU-DT).
2. All other Ordinances, or parts thereof, in conflict with this Ordinance are hereby repealed.
3. Prior to administrative approval of a site development plan for the Property, Town staff is directed to provide the Town Council with the drainage plan for the Property for review.
4. This Ordinance, after its passage on final reading, shall be numbered, recorded, published and posted as required by the Home Rule Charter of the Town of Johnstown, Colorado (“Charter”) and the adoption, posting and publication shall be authenticated

by the signature of the Mayor and the Town Clerk and by the Certificate of Publication.
This Ordinance shall become effective upon final passage as provided by the Charter.

5. Upon its effective date, the Town Clerk is hereby directed to file this Ordinance with the real estate records of the Weld County Clerk and Recorder.

INTRODUCED AND APPROVED on first reading by the Town Council of the Town of Johnstown, Colorado, this 16th day of June, 2025

TOWN OF JOHNSTOWN, COLORADO

ATTEST:

By:

Meghan Martinez
Meghan Martinez, Town Clerk



By:

Chad Young
Chad Young, Mayor Pro Tem

PASSED UPON FINAL APPROVAL, AS AMENDED, AND ADOPTED on second reading by the Town Council of the Town of Johnstown, Colorado, this ____ day of _____, 2025.

ATTEST:

By:

Meghan Martinez, Town Clerk

By:

Michael P. Duncan, Mayor

EXHIBIT A
PROPERTY DESCRIPTION

PROPERTY DESCRIPTION

Lot 3, Block 6, PURVIS ADDITION TO THE TOWN OF JOHNSTOWN, Colorado, County of Weld, State of Colorado.



450 S. Parish Avenue
Johnstown, CO 80534
970-587-4664
JohnstownCO.gov

Town Council Consent Agenda Communication

Agenda Date: July 7, 2025

Subject: Ordinance 2025-272: An Ordinance Amending Section 2-154 of the Johnstown Municipal Code Designating the Deputy Town Manager as Successor to the Town Manager During a Disaster Emergency

Attachments: 1. Ordinance 2025-272

Presented by: Matt LeCerf, Town Manager

Agenda Item Description:

Ordinance 2025-272 was approved by Town Council on first reading during the Jun 16, 2025 Town Council Meeting. The ordinance amends Section 2-154 of the Johnstown Municipal Code and designates the Deputy Town Manager is the successor to the Town Manager in the event the Town Manager is unable to perform the duties as required by the Code and Home Rule Charter during an emergency. This modification is a result of organizational changes at the Town of Johnstown that were not previously in place when the ordinance identifying the line of succession was established. Looking forward, this modification establishes a line of succession for Staff in the following order:

1. Town Manager
2. Deputy Town Manager
3. Chief of Police
4. Public Works Director

If all four (4) of these positions were not able to complete the duties necessary in the response of an emergency, the Mayor would then designate at Town Staff member to perform the duties to manage the emergency.

Strategic Plan Alignment:

Organizational Excellence & Public Trust

- Strengthen public trust and confidence

Safe & Welcoming Community

- Provide and maintain public safety services and awareness in our community

Legal Advice:

The Town Attorney drafted Ordinance 2025-272 as presented.

Financial Advice:

Not Applicable

Recommended Action:

Staff recommends approval of Ordinance 2025-272 on second reading.

Reviewed and Approved for Presentation

A handwritten signature in blue ink, appearing to be 'W. J. C.', is written over the 'Reviewed and Approved for Presentation' section.

Town Manager

TOWN OF JOHNSTOWN, COLORADO
ORDINANCE NO. 2025-272

**AN ORDINANCE AMENDING SECTION 2-154 OF THE JOHNSTOWN
MUNICIPAL CODE DESIGNATING THE DEPUTY TOWN MANAGER
AS SUCCESSOR TO THE TOWN MANAGER DURING A DISASTER
EMERGENCY**

WHEREAS, the Town of Johnstown, Colorado ("Town") is a Colorado home rule municipality, duly organized and existing under the laws of the State of Colorado and the Town's Home Rule Charter; and

WHEREAS, the Town Council is vested with authority to administer the affairs of the Town; and

WHEREAS, by Ordinance No. 2020-187, approved on December 21, 2020, the Town Council adopted Article VIII of Chapter 2 of the Johnstown Municipal Code ("Code") concerning disaster emergency procedures; and

WHEREAS, Section 2-154 contained therein regulates the line of succession during a disaster emergency and provides that, when the Town Manager is not able to perform certain delineated duties, then the duties conferred upon the Town Manager shall be performed by the Chief of Police; and

WHEREAS, when Ordinance No. 2020-187 was approved, the Town did not employ a Deputy Town Manager; and

WHEREAS, given that the Town currently employs a Deputy Town Manager, the Town Manager recommends that Section 2-154 of the Code be amended to reflect that, when the Town Manager is not able to perform certain delineated duties, then the duties conferred upon the Town Manager shall be performed by the Deputy Town Manager; and

WHEREAS, based on the recommendation of the Town Manager, the Town Council desires to amend Section 2-154 of the Code; and

WHEREAS, the Town Council finds, determines and declares that this Ordinance is promulgated under the general police power of the Town and is in the best interests of the Town.

BE IT ORDAINED BY THE TOWN COUNCIL OF THE TOWN OF JOHNSTOWN, COLORADO, AS FOLLOWS:

Section 1. Subsection 2-154(b) of the Johnstown Municipal Code is hereby amended and shall hereinafter read as follows:

Sec. 2-154. Line of succession.

...

- (b) If the Town Manager is not able to perform the duties set forth in this Article, then the duties conferred upon the Town Manager shall be performed by the Deputy Town Manager. If the Deputy Town Manager is not able to perform the duties set forth in this Article, then the duties conferred upon the Town Manager shall be performed by the Chief of Police. If the Chief of Police is unable to perform the duties set forth in this Article, then the duties conferred upon the Town Manager shall be performed by the Public Works Director. If the Public Works Director is not able to perform the duties set forth in this Article, then the Mayor shall designate a Town staff member to perform the duties.

Section 2. Severability. If any part or provision of this Ordinance, or its application to any person or circumstance, is adjudged to be invalid or unenforceable, the invalidity or unenforceability of such part, provision, or application shall not affect any of the remaining parts, provisions or applications of this Ordinance that can be given effect without the invalid provision, part or application, and, to this end, the provisions and parts of this Ordinance are declared to be severable.

Section 3. Publication; Effective Date. This Ordinance, after its passage on final reading, shall be numbered, recorded, published and posted as required by the Home Rule Charter of the Town of Johnstown, Colorado ("Charter") and the adoption, posting and publication shall be authenticated by the signature of the Mayor and the Town Clerk. This Ordinance shall become effective upon final passage as provided by the Charter. Copies of the entire Ordinance are available at the office of the Town Clerk.

INTRODUCED, AND APPROVED on first reading by the Town Council of the Town of Johnstown, Colorado, this 10th day of June, 2025.

ATTEST:

By:

Meghan Martinez, Town Clerk



By:

Chad Young, Mayor Pro Tem

PASSED UPON FINAL APPROVAL AND ADOPTED on second reading by the Town Council of the Town of Johnstown, Colorado, this _____ day of _____, 2025.

TOWN OF JOHNSTOWN, COLORADO

ATTEST:

By:

Meghan Martinez, Town Clerk

By:

Michael P. Duncan, Mayor



450 S. Parish Avenue
Johnstown, CO 80534
970-587-4664
JohnstownCO.gov

Town Council Consent Agenda Communication

Agenda Date: July 7, 2025

Subject: Second Amendment to Intergovernmental Agreement Between the Town of Johnstown, Colorado and Revere at Johnstown Metropolitan District Nos. 1-9

Attachments: 1. Second Amendment to Intergovernmental Agreement, Revere at Johnstown MD Nos 1-9

Presented by: Avi Rocklin, Town Attorney
Matt LeCerf, Town Manager

Agenda Item Description:

On or about June 7, 2021, by Resolution No. 2021-17, the Town Council approved the Amended and Restated Service Plan for High Plains Metropolitan District No. 2 and Consolidated Service Plan for Revere at Johnstown Metropolitan District Nos. 2-9, and on August 5, 2024, the Town Council approved a First Amendment to such service plan (collectively, the "Service Plan"). The Service Plan authorizes the Revere at Johnstown Metropolitan District Nos. 5-8 (the "Districts") to impose a Regional Improvement Debt Mill Levy to finance certain public improvements with a regional benefit, provided that the Districts enter into an Intergovernmental Agreement with the Town designing certain improvements as Regional Improvements under the Service Plan and authorizing the imposing of a Regional Improvement Debt Mill Levy up to the Maximum Regional Improvement Debt Mill Levy.

On or about December 7, 2021, the Town and the Districts entered into an Intergovernmental Agreement, the form of which was approved along with the Service Plan, which was thereafter amended on or about September 12, 2024. On the same date, the Town and the Districts entered into an Intergovernmental Agreement (Regional Improvements), wherein the Town and the Districts agreed that Districts 5 -8 are authorized to impose the Maximum Regional Improvement Debt Mill Levy for Regional Improvements.

To reduce the cost of issuance and implement other cost savings, the District desires to amend the original Intergovernmental Agreement to clarify that the Districts may include the financing of Regional Improvements in one or more debt issuances with other public improvements.

Strategic Plan Alignment:

Organizational Excellence & Public Trust

- Strengthen public trust and confidence

Quality Infrastructure & Facilities

- Ensure future viability of infrastructure and facilities

Legal Advice:

The Town Attorney, the Town's special counsel and the Town Manager have reviewed the proposed Second Amendment to Intergovernmental Agreement Between the Town of Johnstown, Colorado and Revere at Johnstown Metropolitan District Nos. 1-9 and recommend approval.

Financial Advice:

Not Applicable

Recommended Action:

Approve Second Amendment to Intergovernmental Agreement Between the Town of Johnstown, Colorado and Revere at Johnstown Metropolitan District Nos. 1-9.

Reviewed and Approved for Presentation



Town Manager

**SECOND AMENDMENT TO
INTERGOVERNMENTAL AGREEMENT BETWEEN
THE TOWN OF JOHNSTOWN, COLORADO
AND
REVERE AT JOHNSTOWN METROPOLITAN DISTRICT NOS. 1-9**

This SECOND AMENDMENT TO INTERGOVERNMENTAL AGREEMENT (the “Second Amendment”) is made and entered into as of this 13th day of June, 2025, by and between the TOWN OF JOHNSTOWN, a municipal corporation of the State of Colorado (the “Town”), and REVERE AT JOHNSTOWN METROPOLITAN DISTRICT NOS. 1-9, each of whom is a quasi-municipal corporation and political subdivision of the State of Colorado (collectively, the “Districts”). The Town and the Districts may be individually referred to as a “Party” and collectively referred to as the “Parties.”

RECITALS

WHEREAS, the Districts were organized to provide those services and to exercise powers as are more specifically set forth in the Amended and Restated Service Plan for High Plains Metropolitan District No. 2 n/k/a Revere at Johnstown Metropolitan District No. 1 and the Consolidated Service Plan for Revere at Johnstown Metropolitan District Nos. 2-9 approved by the Town on June 7, 2021, as amended by the First Amendment to the Service Plan, approved by the Town on August 5, 2024 (collectively, the “Service Plan”); and

WHEREAS, the Town and the Districts entered into an Intergovernmental Agreement, dated December 7, 2021, as amended by the First Amendment to the Intergovernmental Agreement, dated September 12, 2024 (the “Agreement”); and

WHEREAS, the Town and Revere at Johnstown Metropolitan District Nos. 5-8 (“Districts 5-8”) entered into an Intergovernmental Agreement (Regional Improvements), dated September 12, 2024, wherein the Parties agreed that Districts 5-8 are authorized to impose the Maximum Regional Improvement Debt Mill Levy for Regional Improvements as defined in the Service Plan; and

WHEREAS, the Town and the Districts have determined it to be in the best interests of their respective taxpayers, residents, and property owners to amend the Agreement to clarify the Districts’ authority to include the financing of the Regional Improvements in one or more debt issuances with other public improvements.

NOW, THEREFORE, in consideration of the covenants and mutual agreements herein contained, and for other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the Parties hereto agree as follows:

COVENANTS AND AGREEMENTS

1. Amendment to Maximum Regional Improvement Debt Mill Levy. The Agreement is hereby amended by adding the following provision after the last sentence of Paragraph 35.4:

Notwithstanding the language in this Paragraph 35.4, the Districts may include the financing of Regional Improvements in one or more debt issuances with other public improvements, with the revenues produced by the Maximum Regional Improvement Debt Mill Levy, pledged and utilized only to the payment of the portion of the debt spent to finance the Regional Improvements.

3. Amendment. This Second Amendment may be amended, modified, changed, or terminated in whole or in part only by a written agreement duly authorized and executed by the Parties hereto and without amendment to the Service Plan.

4. Assignment. Neither Party hereto shall assign any of its rights nor delegate any of its duties hereunder to any person or entity without having first obtained the prior written consent of the other Party, which consent will not be unreasonably withheld. Any purported assignment or delegation in violation of the provisions hereof shall be void and ineffectual.

5. Default/Remedies. Upon the occurrence of any event of breach or default by either Party, the non-defaulting party shall provide written notice to the other Party. The defaulting Party shall immediately proceed to cure or remedy such breach or default, and in any event, such breach or default shall be cured within fifteen (15) days after receipt of the notice. Following the cure period in the event of a breach or default of this Second Amendment by either Party, the non-defaulting Party shall be entitled to exercise all remedies available by law or in equity, specifically including suits for specific performance and/or monetary damages. In the event of any proceeding to enforce the terms, covenants, or conditions hereof, the prevailing Party in such proceeding shall be entitled to obtain as part of its judgment or award its reasonable attorneys' fees, to the extent permitted by law.

6. Governing Law and Venue. This Second Amendment shall be governed and construed under the laws of the State of Colorado and venue shall be in Weld County.

7. Inurement. Each of the terms, covenants and conditions hereof shall be binding upon and inure to the benefit of the Parties hereto and their respective successors and assigns.

8. Integration. This Second Amendment constitutes the entire agreement between the Parties with respect to the matters addressed herein. All prior discussions and negotiations regarding the subject matter hereof are merged herein.

9. Parties Interested Herein. Nothing expressed or implied in this Second Amendment is intended or shall be construed to confer upon, or to give to, any person other than the Districts and the Town any right, remedy, or claim under or by reason of this Second Amendment or any covenants, terms, conditions, or provisions thereof, and all the covenants, terms, conditions, and

provisions in this Second Amendment by and on behalf of the Districts and the Town shall be for the sole and exclusive benefit of the Districts and the Town.

10. Severability. If any covenant, term, condition, or provision under this Second Amendment shall, for any reason, be held to be invalid or unenforceable, the invalidity or unenforceability of such covenant, term, condition, or provision shall not affect any other provision contained herein, the intention being that such provisions are severable.

11. Counterparts. This Second Amendment may be executed in one or more counterparts, each of which shall constitute an original and all of which shall constitute one and the same document.

12. No Liability of Town. The Town has no obligation whatsoever to construct any improvements that the Districts are required to construct, or pay any debt or liability of the Districts, including any Bonds.

13. Paragraph Headings. Paragraph headings are inserted for convenience of reference only.

14. Defined Terms. Capitalized terms used herein and not otherwise defined shall have the meanings ascribed to them in the Service Plan and the Second Amendment.

SIGNATURE PAGE FOLLOWS.

REVERE AT JOHNSTOWN
METROPOLITAN DISTRICT NOS. 1-9

By: 
President

Attest:


Zane Ross (Jun 13, 2025 09:38 MDT)
Secretary

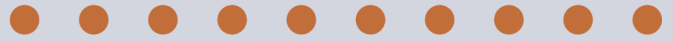
TOWN OF JOHNSTOWN, COLORADO

By: _____
_____, Mayor

Attest:

By: _____
_____, Town Clerk

Town of Johnstown



TOWN MANAGER'S REPORT



July 2025
johnstownco.gov



TOWN MANAGER'S REPORT



Administration, Finance, Planning, Human Resources, and Communications

Upcoming Council Meetings & Work Sessions

If there are topics that the Council would like Staff to schedule for discussion, please let me know. The following topics are recommended for Council discussion (all meetings will be held in the Town Council Chambers unless otherwise indicated):

- 07/07/2025 - Regular Council Meeting
- 07/14/2025 - Work Session (Tentative)
- 07/21/2025 - Regular Council Meeting

Johnstown Cemetery

An inventory has been completed of the brick remembrance program and available bricks have been inventoried for better customer service in the future.

The cemetery has a total of 4838 plots

- 2254 with interments
- 1447 Vacant/Available
- 864 Reserved
- 273 Unavailable due to landscaping, trees etc

Planning & Zoning Commission Vacancy

There are currently two vacant seats on the Planning & Zoning Commission. Staff advertised the vacancies and encouraged interested individuals to apply. The application window closed on June 16, 2025, with a good response. Upon vetting the applications, interviews will be conducted during a work session with the Planning & Zoning Commission. Thereafter, the Commission will make a recommendation to the Town Council for two candidates to fill the vacancies. Staff expects this recommendation to be included on a Town Council agenda in August.

2024 Audit

Staff has received a draft of the 2024 Financials from the auditor and is in the process of preparing the Management's Discussion and Analysis portion of the document. The final audited financials are expected to be completed soon and will be made available to the public on our website as soon as they have been presented to Council at the Council Meeting on July 21, 2025.

Downtown Masterplan Project Update

Town Staff plans to launch Phase 3 of Community outreach in early to mid-July regarding the Downtown Masterplan project. Phase 3 will include the draft of the Downtown Masterplan and the Community will be able to provide final comments and feedback online via an interactive PDF portal. The Downtown Masterplan will tentatively be brought to Council for consideration and adoption in August.

TOWN MANAGER'S REPORT



JDDA Q3 Workshop

The JDDA will be hosting its Q3 workshop on July 8, from 8:30 to 10:00 AM. The workshop will focus on how small business owners can learn financial planning and empower their employees.

FRFR Change of Command

Several Town Staff members attended the FRFR Change of Command Ceremony. The event recognized and celebrated the retirement of Chief Michael West and the appointment of Chief Ryan Roberts as their new Fire Chief. Both individuals are excellent team members to lead the fire district.

Municipal Court

June 2025 Court data is broken down for Council's review below, with a total of 194 cases being closed.

- Code Violations: 36
- Traffic Violations: 129
- Theft: 41
- Other Criminal Cases: 3
- Parking: 17

Solicitors Licenses

Staff has issued 222 Solicitors Licenses over the past two weeks.

Open Records Requests

11 open records requests have been processed in the month of June.

Enterprise Zone Larimer and Weld Counties

Town Staff has finalized the properties within both Larimer and Weld counties that are eligible for Enterprise Zone designation and submitted them to the appropriate counties for consideration. In Larimer County, only one property, located at the northwest corner of I-25 and Hwy 402, qualified and has been submitted. In Weld County, several sites along Hwy 60 have been submitted. The State is expected to issue final determinations later this year.

Hiring

The Town recently added a Water Operator III, Locates Technician, and a Planner I to our team. We are currently in the recruitment process with a Police Records Supervisor, Parks Maintenance I, and several officer roles. We are also pleased to announce the promotion of Sarah Crosthwaite to Economic Development Director. The Town is in the process of hiring a Deputy Town Clerk, Utilities Director, Community Service Officer, Detectives, Police Officers, an Economic Development Specialist, and a Payroll Benefits Specialist.

TOWN MANAGER'S REPORT



Art Master Plan

On June 23, the Town issued an RFP to complete an Art Master Plan for the Town. The RFP closes on July 23, 2025.

Movie in the Park

Approximately 20-30 families attended Movie in the Park which was hosted at Thompson River Ranch on Friday on June 20.

Johnstown BBQ Days

The Johnstown Annual BBQ Day was on Saturday June 7. With the help of the former BBQ Day Committee, the new BBQ Day website and social media ads the event was a huge success. There were approximately 13,800 unique visitors that attended the core BBQ Day area, that included Parish Park and Downtown areas.

Senior Center Facility

The Senior Center Facility RFP has been issued in partnership with the Thompson River Park & Recreation District. The RFP will open August 1 with a planned award date to Council on August 18. This RFP also includes a community facility component that would be financed exclusively by TRPR. Should they not be able to afford this component, this section of the facility would be eliminated to ensure the Town stays within the financial constraints it has set to ensure sustainable.

Business of the Month Program

The July Business of the Month is Full Circle Veterinary Care located at 7 S. Rutherford Ave.

Consulting Services for Downtown

The RFP for Financial Consulting Services for Downtown Johnstown officially closed on May 14th and the Town received a total of 7 submissions. Staff is currently reviewing the RFP's received and will bring the submitted proposals and a contract to Council for review and consideration in late July or early August.

ADA Compliance

Town goal is an 85% accessibility score on the Town's web page which will be achieved by temporarily utilizing a third-party software and internal training to learn how to remediate PDFs to be compliant with ADA standards. The Town website will be updated with the most recent status to the Digital Accessibility Progress Report and Action Plan by July 1, 2025.

Upcoming Events

July 2nd - Coffee with a Cop

July 7th - Groundbreaking - Development Services Building

Jul 18th - Move Night hosted at Lake Park

TOWN MANAGER'S REPORT



Police Department

Statistics

Stats are from May 1 - May 31, 2025

- Officers responded to 1390 calls for service.
- Officers responded to 38 traffic accidents.
- Officers issued 176 traffic tickets.
- Officers conducted 223 traffic stops.
- Incident summary:
 - Animal Complaints (69)
 - Burglar Alarms (26)
 - Code Violations (24)
 - Disturbances (14)
 - Suspicious Activity (81)
 - Thefts (64)
 - Trespass (8)
 - Vandalisms (8)
- Physical Arrest (26)
- Traffic Citations (176)

Public Works & Utilities

Training

Professional development remained a priority as well. Several team members attended the ACE2025 Conference, gaining valuable insights into emerging technologies and best practices within the utility industry.

Lab Work

Adjusted sampling methods have been producing consistently more accurate data for process control at Low Point WWTP.

Around Town

This month, crews completed 210 work orders across a range of facility, street, and park maintenance tasks. Work included:

- Hot asphalt street repair
- Asphalt saw cutting for patching against replaced concrete
- Mowing and trimming right of way areas
- Street sweeping
- Gravel road grading
- Road sign repair
- Park mowing and trimming
- Irrigation system repairs
- Funerals
- Park Shelter reservations preparation and clean up inspection

Plant Operations

Water Treatment

- 3.802 Average Daily Flows: out of 6 MGD treatment capacity

Low Point

- 0.461 Average Daily Flows: out of 1.5 MGD treatment capacity

Central

- 0.718 Average Daily Flows: out of 1 MGD treatment capacity

TOWN MANAGER'S REPORT



WWTP Maintenance

Pulled lead cassette in membrane train 1 for examination and recovery cleaning at Low Point WWTP.

Sewer Main Maintenance

The Collection and Distribution team successfully carried out the bi-annual cleaning of the sewer siphon line that runs along CR17. This maintenance involves the use of a pipeline pig to clean the approximately one-mile-long line.

Inspections, Installations & Work Orders

- 12,295' water main
- 2,171' sewer main
- 40' storm water
- 161 water/sewer inspections
- 13 Water Service Shut-Offs
- 44 New Water Meters Installed
- 127 Water Meters Replaced
- 836 Locate Tickets Completed

Capital Projects

Water Treatment Plant Expansion

The contractor is continuing to work on construction of the foundations and concrete slabs for the various treatment buildings. Other activities include the installation of electrical duct banks, miscellaneous utilities, and procurement of critical path items. Overall, the project is still on track for substantial completion in late 2026 or early 2027. Photo of progress below.



*Disinfection Contact Basin and Distribution Pump Station

TOWN MANAGER'S REPORT



Central Wastewater Treatment Plant

The contractor has submitted a plan to install the sewer trunk line that feeds the new plant, which will include bypass pumping of the sewer interceptor and commissioning the new plant. The contractor is also starting on communication and electrical checks to ensure that the SCADA system is functional. The contractor continues to install miscellaneous equipment, piping, and electrical throughout the site.

Lone Tree Raw Water Transmission Line

Town Staff is continuing to coordinate with the design engineer and the landman on obtaining all necessary easements. Once easements are obtained, this will allow the construction plans to be finalized and submitted to the appropriate jurisdictions. Staff is anticipating advertisement of the project in the coming months to start the process of selecting a contractor.

2025 Concrete Replacement

Approximately 5,840 square feet of concrete curb, gutter and sidewalk was replaced this month in the Rolling Hills Ranch neighborhood. The contractor will be moving to perform work in the old town area starting the first week of July.

Maestas Street Storm Drainage Improvements

The project is being advertised for bids with bids due by early August. An open house for the project will be held at the YMCA pavilion on July 9 from 5:00 - 6:30 PM for interested residents to see what the project entails, when it is anticipated to occur and what to expect during construction.

2025 Mill and Overlay

Work is expected to start in early August for the 2025 pavement maintenance program.

Sandra Drive Storm Drainage Improvements

60% level plans are expected to be received by early July for review.



Little Thompson River Trail

Bids are being solicited to make the final connection around the wetland area. Work is expected to be completed in September once the area dries out more.

West Parish Alley

Staff is coordinating easements needed for electrical undergrounding work to occur later this year. A work session with Council to obtain feedback on the concept design for the alley improvements is anticipated in early August.

Roosevelt Parkway & WCR13 Intersection Reconfiguration

Storm drainage work is complete. Subgrade and concrete curb, gutter and sidewalk work is underway. The project is still on track for substantial completion before school starts. See photo below.



*Pavement placement east leg of roundabout construction



450 S. Parish Avenue
Johnstown, CO 80534
970-587-4664
JohnstownCO.gov

Town Council Agenda Communication

Agenda Date: July 7, 2025

Subject: Award RFP for Downtown Johnstown Financial Consulting Services

Attachments:

1. Downtown Johnstown Financial Consulting Services RFP
2. Professional Services Agreement between the Town of Johnstown and P.U.M.A.
3. ECO Northwest RFP
4. Summit Street Group RFP

Presented by: Sarah Crosthwaite, Economic Development Manager

Agenda Item Description:

Enclosed for your review and consideration is a professional service agreement between the Town of Johnstown and Progressive Urban Management Associations Inc. (P.U.M.A) for services related to financial consulting analysis of Downtown Johnstown.

As a recap, the Town of Johnstown published the Downtown Johnstown Financial Consulting Services Request for Proposal (RFP) on April 15, 2025. The RFP was available on the Town website and via the Town's Rocky Mountain BidNet account. Additionally, the Town held a virtual pre-bid meeting on April 28, 2025, to answer questions regarding the project and RFP from interested firms. The Town closed the RFP on May 2, 2025, and received a total of 7 submissions.

The purpose of the RFP was to seek proposals from qualified teams to assist in identifying the most appropriate financial district structure to support the Town's anticipated Downtown Master Plan, which is set to be brought in front of Town Council for consideration later this year. The selected team will provide guidance on the formation of the financial district and assist in all aspects of its development, including financial assessment and evaluation which may include conceptual proformas, legal documentation and analysis, election assistance (if required), and governance structuring. The ideal team should have a combination of both project financial expertise and experience, along with a strong legal background that demonstrates expertise in community engagement and working collaboratively with Town leadership to build public support for a recommended financial district.

Enclosed is the RFP for the Downtown Johnstown Financial Consulting Services and P.U.M.A's RFP response. For reference the following entities submitted a proposal (*only the top 3 firms RFP's have been attached*):

1. Hamlet Planning LLC – Bid price \$75,000

2. P.U.M.A – Bid price \$95,675 (*attached*)
3. Townscape Advisors – Bid price \$356,808
4. THK Associates – Bid price \$129,250
5. ECO Northwest – Bid price \$146,190 (*attached*)
6. Tribe – Bid price \$189,000 (not including add on options)
7. Summit Street Group – Bid price \$568,400 (*attached*)

The review committee: comprising of the Town Attorney, Finance Director, and Economic Development Director, evaluated each RFP based on the following criteria:

- Relevant Experience (25%) – Demonstrated success with special financing districts, urban core projects, governance structures, coordination efforts, and sustainability planning.
- Legal & Financial Expertise (20%) – Knowledge of municipal finance, special district law, and applicable state statutes, as well as the capacity to guide legal aspects of district formation.
- Financial Analysis (15%) – Ability to develop projections, evaluate infrastructure financing strategies, and model fiscal impacts.
- Public Engagement (15%) – Capacity to design inclusive engagement processes, educate stakeholders, build community support, and connect with diverse audiences.
- Project Approach (15%) – Clarity, feasibility, creativity, and alignment with the local context and regulatory objectives.
- Cost Effectiveness (10%) – Alignment between cost and proposed services, transparency in pricing, and overall long-term value to the Town.

Based on the cumulative scores of all three reviewers, P.U.M.A. received 271 out of a possible 300 points, ranking the highest out of all seven submitted RFPs. Their proposal highlighted extensive experience in forming financial districts in Colorado, a strong legal partnership, and a well-rounded strategy that demonstrated a clear grasp of the Town's unique needs downtown, and the complexities involved in establishing a special district.

Strategic Plan Alignment:

Healthy & Resilient Economy

- Invest in the development of a vibrant and interconnected downtown

Legal Advice:

The Town Attorney has reviewed the Professional Services Agreement.

Financial Advice:

The Town has budgeted \$100,000 in FY25 for this project.

Recommended Action:

Staff supports awarding the contract for Downtown Johnstown Financial Consulting Services to P.U.M.A. for an amount not to exceed \$100,000 and authorizing the Town Manager to sign.

Suggested Motions:

For Approval:

I move to approve awarding the contract for Downtown Johnstown Financial Consulting Services to P.U.M.A. for an amount not to exceed \$100,000 and authorize the Town Manager to sign.

For Denial:

I move to deny awarding the Downtown Johnstown Financial Consulting contract to P.U.M.A.

Reviewed and Approved for Presentation

A handwritten signature in blue ink, appearing to be 'W. J. C.', is written above a horizontal line.

Town Manager



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REQUEST FOR PROPOSALS

TITLE:

Consulting Services to Identify and Establish a Financial District for Downtown Johnstown

ISSUED ON:

Tuesday, April 15, 2025

PROPOSALS DUE:

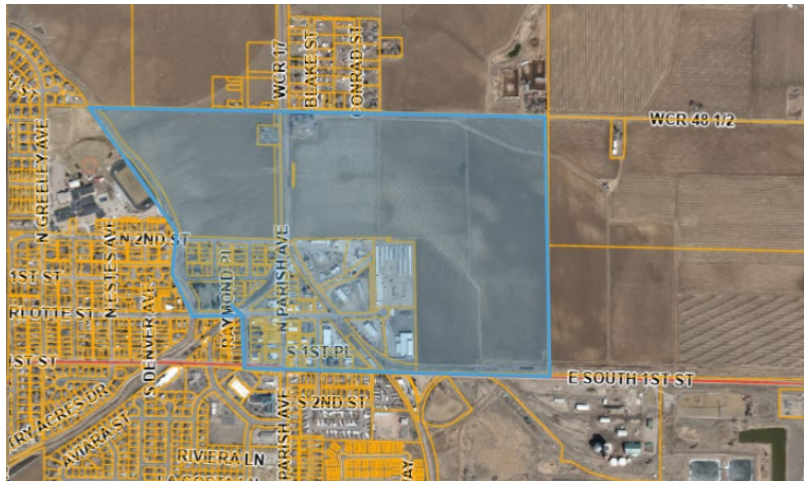
Wednesday, May 14, 2025 at 5 PM (MT)





The Town of Johnstown (the "Town") is seeking proposals from qualified teams to assist in identifying the most appropriate financial district structure to support the Town's anticipated Downtown Master Plan, which is set for consideration and approval by the Town Council in mid to late-2025. The selected team will provide guidance on the formation of the financial district and assist in all aspects of its development, including financial assessment and evaluation which may include conceptual proformas, legal documentation and analysis, election assistance (if required), and governance structuring. The team should have a combination of both project financial expertise and experience, along with a strong legal background that demonstrates expertise in community engagement and working collaboratively with Town leadership to build public support for a recommended financial district.

The exhibit below describes the proposed downtown boundary of the project. Changes to this boundary are expected during the planning stages of the project and based on recommendations by the selected team, Town Staff, and the Community.



The selected team will be responsible for the following tasks:

- 1. Financial District Analysis & Recommendation**
 - Evaluate various financial district models (e.g., Business Improvement District (BID), Urban Renewal Authority (URA), Downtown Development Authority (DDA), Metropolitan District, etc.) and recommend the best fit for Johnstown’s downtown. A comparative financial analysis may be useful and is encouraged in this assessment.
 - Assess legal, financial, and operational implications for each model.
 - Provide case studies or examples from other municipalities with similar downtown initiatives.
- 2. Financial District Formation & Implementation**



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- Develop all necessary legal documents, including district formation agreements, bylaws, intergovernmental agreements, and any required ordinances or resolutions.
- Assist the Town in preparing and submitting any required applications or filings for state or local approval.
- 3. Election Assistance (If required)**
 - Advise on election requirements and processes, including coordination with relevant election officials.
 - Prepare election materials and ensure compliance with all legal and procedural requirements.
 - 1. Lead community outreach and education efforts related to the election process. If a ballot question is adopted by the Town Council, the Town is prohibited from participating in advocacy or providing funding for related activities. At that point, the consulting team will be responsible for independently carrying forward all outreach and education efforts. It is expected that the selected team will work with community stakeholders such as the Downtown Johnstown Development Association during the election process.
- 4. Governance & Administration Development**
 - Assist in the creation of a governing board, including defining roles, responsibilities, and operational procedures.
 - Provide guidance on board composition, appointment or election processes, and training for board members.
 - Outline governance best practices and recommend ongoing administrative structures.
- 5. Community Engagement & Public Outreach**
 - Develop a strategic plan for engaging with the public, property owners, and businesses to explain the benefits and functions of the financial district.
 - Conduct stakeholder meetings, workshops, and presentations for the community, business groups, and Town Council.
 - Provide materials and messaging to generate community buy-in and support.
 - The community engagement and outreach approach should focus on “meeting the community where they are”.

PROPOSAL REQUIREMENTS:

Interested teams should submit a proposal that includes the following information:

- 1. Team Overview**
 - Name, address, and contact information.
 - Brief history of the team, including experience in municipal finance, district formation, and community engagement.
- 2. Project Team & Qualifications**
 - Resumes and roles of key personnel assigned to this project.
 - Description of legal expertise in financial district creation and governance.
 - Experience working with local governments and communities in similar projects.



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3. Approach & Methodology

- Description of how the team will approach the analysis, formation, and implementation of the financial district.
- Proposed timeline for completion of tasks.
 1. It should be noted that the Town hosts elections on even years in April. Town staff would like to see timelines regarding the formation of the district to coincide with the Town's April election in 2026, should an election be needed to create the proposed/recommended district. The selected team will need to provide ballot language (both English and Spanish) no later than end of January 2026.

4. Relevant Experience

- Examples of past projects involving financial district creation and governance.
- References from at least three municipalities or government entities.

5. Cost Proposal

- Detailed breakdown of costs associated with each project phase.
- Proposed billing structure (fixed fee, hourly rates, etc.).

6. Proposal Form

- PDF Only, the proposal should be no more than 20 pages.

7. Submittal Process

- All bids shall be delivered electronically to Sarah Crosthwaite, Economic Development Manager, SCrosthwaite@Johnstownco.gov by Wednesday, May 14, 2025 at 5 PM (MT).
- If the file is larger than 25MB you may submit your proposal via another electronic file transfer (i.e. Dropbox, WeTransfer).

SELECTION CRITERIA:

The Town will evaluate proposals based on the following criteria:

• Relevant Experience and Qualifications (25%)

Demonstrated success in the formation, implementation, and administration of special financing districts, particularly in downtown or urban core settings. Experience should include governance structures, inter-agency coordination, and long-term sustainability planning.

• Legal and Financial Expertise (20%)

Depth of knowledge and proven expertise in municipal finance, special district law, and relevant state statutes. The firm should demonstrate capacity to provide legal guidance throughout the district formation process.

• Financial Analysis and Pro Forma Development (15%)

Experience developing district-level financial evaluations, cash flow projections, and pro forma models. Ability to assess revenue potential, infrastructure financing needs, and long-term fiscal impacts to support decision-making.



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- **Public Engagement and Stakeholder Outreach (15%)**
Experience in designing and facilitating inclusive community engagement processes. Ability to educate stakeholders, build consensus, and generate public support for financing mechanisms. Public engagement should follow a model of "meeting people/stakeholders where they are".
- **Project Approach and Understanding (15%)**
Clarity, feasibility, and creativity of the proposed methodology. Demonstrated understanding of the Town's goals, regulatory context, and unique downtown dynamics.
- **Cost Effectiveness and Value (10%)**
Overall value of the proposed budget in relation to the scope of services, with consideration given to cost transparency, efficiency, and long-term benefits to the Town.

FOR REFERENCE:

It is highly recommended that interested teams and/or consultants review the following webpages and documents to better understand the community and current downtown initiatives.

- Johnstown Downtown Development Association Website
 - <https://www.visitdowntownjohnstown.com/>
- Town of Johnstown Downtown Masterplan DRAFT
 - <https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:404612a2-9b17-48c7-9bd7-d41b7f2adcf6>

PRE-BID MEETING:

- A virtual pre-bid meeting is tentatively scheduled for Monday, April 28, at 9 AM (MT), interested teams are recommended to attend to ensure any inquiries or questions are answered regarding the project and RFP. Town staff will provide the link to the virtual pre-bid meeting should it be requested by the team and/or contractors. The pre-bid meeting link will also be made available on the Town's RFP page prior to the meeting date. <https://johnstownco.gov/bids.aspx>
- All inquiries to be directed to Sarah Crosthwaite, Economic Development Manager
SCrosthwaite@Johnstownco.gov | 970-578-9612

QUESTION ACCEPTANCE:

- All questions are due by Friday, May 2, 2025 by 4 PM (MT).
- All questions to be directed to Sarah Crosthwaite, Economic Development Manager by email
SCrosthwaite@Johnstownco.gov

AWARD PROCESS:

At the discretion of the Town, we may invite the top 3 candidates to a formal interview to discuss their RFP Submittal and approach to the project.

The Town will notify the selected firm once a decision has been made. The contract award is anticipated to be considered by the Town Council at a regularly scheduled Council meeting. The selected firm will be



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expected to attend the Council meeting at which the award is presented; meeting details will be provided in advance.

GENERAL:

This RFP does not commit the Town to award a contract nor pay any costs incurred in the preparation of the RFP response. The Town reserves the right to extend the deadline, accept or reject any or all proposals received, negotiate with any qualified team, and/or cancel or modify this RFP without notice or penalty.

The Town reserves the right to review and approve/disapprove of all key staff and sub-consultant substitutions or removals and may consider such changes not approved to be a breach of contract.

**TOWN OF JOHNSTOWN
PROFESSIONAL SERVICES AGREEMENT**

THIS PROFESSIONAL SERVICES AGREEMENT (the “Agreement”) is made and entered into this 7 day of July 2025 (the “Effective Date”) by and between the Town of Johnstown, Colorado, a Colorado home-rule municipality (the “Town”) and Progressive Urban Management Associates Inc., a Colorado Corporation (“Consultant”) (collectively, the “Parties”).

RECITALS

WHEREAS, the Town desires to engage the services of Consultant and Consultant desires to provide those services more fully described on Exhibit A, attached hereto and incorporated herein by reference (“Services”), to the Town; and

WHEREAS, the Parties wish to memorialize their contractual relationship.

AGREEMENT

NOW, THEREFORE, incorporating the foregoing Recitals herein and in consideration of the mutual promises, agreements, undertakings and covenants set forth herein and for other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the Parties hereby mutually agree as follows:

SECTION 1: PARTIES

1.01 Town. The Town is a home-rule municipality located in Johnstown, Colorado.

1.02 Consultant. Consultant is a private, independent business entity who will exercise discretion and judgment of an independent Consultant in the performance and exercise of its rights and obligations under this Agreement.

SECTION 2: SERVICES, COMPENSATION AND TERM

2.01 Services. Consultant agrees to perform the Services for the Town.

2.02 Compensation. In consideration of Consultant’s performance of the Services contemplated herein, the Town agrees to pay Consultant the compensation set forth on Exhibit A. Consultant shall submit detailed invoices reflecting the portion of the Services completed to the date of the invoice. The Town shall provide payment for Services to Consultant within thirty (30) days of receipt of the invoice. In its discretion, the Town may withhold payment for disputed portions of invoices on the condition that the Town provides written notice to Consultant of the dispute. Upon delivery of notice, the Town and Consultant shall promptly endeavor to resolve such dispute.

2.03 Expenses: Consultant shall not incur any expense or debt on behalf of the Town

without the Town's prior written authorization.

2.04 Term. Unless otherwise terminated in accordance with Section 5, the term of this Agreement shall be from the Effective Date through December 31, 2026, and shall not extend beyond that date absent the written approval of the Town.

SECTION 3: OPERATIONS

3.01 Consultant Status. Consultant avers that it has the background, expertise and education to provide the Services. Consultant shall be responsible for the proper performance of the Services in accordance with the terms hereof. Consultant shall obtain the necessary permits, if any, and maintain all required licenses, including but not limited to a Town business license.

3.02 Schedule. Unless otherwise set forth in Exhibit A, Consultant shall provide the Services in accordance with the timeline requested by the Town

SECTION 4: INSURANCE AND INDEMNITY PROVISIONS

4.01 Insurance.

A. Consultant understands and agrees that Consultant shall have no right of coverage under any existing or future Town comprehensive or personal injury liability insurance policies. As a material term of this Agreement, Consultant agrees to maintain and keep in force during the term of this Agreement one or more policies of insurance written by one or more responsible insurance carrier(s) authorized to do business in the State of Colorado in the following amounts:

1. Workers' compensation insurance as required by law;
2. Commercial general or business liability insurance with minimum combined single limits of ONE MILLION DOLLARS (\$1,000,000.00) each occurrence and TWO MILLION DOLLARS (\$2,000,000.00) general aggregate;
3. Automobile liability insurance with minimum combined single limits for bodily injury and property damage of not less than ONE MILLION DOLLARS (\$1,000,000) for any one occurrence, with respect to each of Consultant's owned, hired or non-owned vehicles assigned to or used in performance of the Services. In the event that Consultant's insurance does not cover non-owned automobiles, the requirements of this paragraph shall be met by each employee of Consultant who utilizes an automobile in providing services to Town under this Agreement; and
4. Professional liability insurance with minimum limits of ONE MILLION DOLLARS (\$1,000,000.00) each claim and TWO MILLION DOLLARS (\$2,000,000.00) general aggregate.

B. Consultant shall procure and maintain the minimum insurance coverages

listed herein. All coverages shall be continuously maintained to cover all liability, claims, demands and other obligations assumed by Consultant pursuant to this Agreement. In the case of any claims-made policy, the necessary retroactive dates and extended reporting periods shall be procured to maintain such continuous coverage. The Town shall have the right to request and receive a certified copy of any policy and any endorsement thereto. Except for workers compensation insurance, the Town shall be listed as an additional insured party on Consultant's insurance policies.

C. A certificate of insurance shall be completed by Consultant's insurance agent(s) as evidence that policies providing the required coverages, conditions and minimum limits are in full force and effect, and, upon request by the Town, shall be subject to review and approval by the Town. The certificate shall identify this Agreement and shall provide that the coverages afforded under the policies shall not be canceled, terminated or materially changed until at least thirty (30) days prior written notice has been given to Town. If the words "endeavor to" appear in the portion of the certificate addressing cancellation, those words shall be stricken from the certificate by the agent(s) completing the certificate. The completed certificate of insurance shall be provided to the Town.

4.02 Damage and Indemnity. Consultant assumes full responsibility for any and all damages caused by Consultant's exercise of its activities, or failures to act, under this Agreement. Consultant agrees that it will at all times protect, defend, indemnify and hold harmless the Town, its elected officials, employees, agents, and their successors and assigns, from and against all liabilities, losses, claims, demands, actions and costs (including reasonable attorneys' fees), arising from or related to loss or damage to property or injury to or death to any persons arising from or resulting in any manner from the actions or failures to act of Consultant or any invitees, guests, agents, employees or contractors of Consultant, whether brought by any of such persons or any other person.

SECTION 5: TERMINATION

5.01 Termination. The Town or Consultant may terminate this Agreement, with or without cause, by providing thirty (30) days prior written notice to the other Party. Notwithstanding the foregoing, if the Town terminates this Agreement for cause and determines that a notice period is not in the best interests of the Town, the Town may terminate this Agreement by providing written notice to Consultant effective immediately.

SECTION 6: INDEPENDENT CONSULTANT

6.01 Independent Contractor. Consultant understands and agrees that Consultant is an independent contractor and not an employee of the Town. The Town shall not provide benefits of any kind to Consultant. The Town shall not be responsible for withholding any portion of Consultant's compensation for the payment of Federal Insurance Contributions Act (FICA) tax, workers' compensation, or other taxes or benefits. CONSULTANT IS NOT ENTITLED TO UNEMPLOYMENT COMPENSATION COVERAGE FROM THE TOWN. CONSULTANT IS OBLIGATED TO PAY FEDERAL AND STATE INCOME TAX ON MONEYS PAID PURSUANT TO THIS AGREEMENT. As long as there is not a conflict of interest with the

Town, Consultant may engage in any other lawful business activities during the term of this Agreement.

SECTION 7: NOTICE

7.01 Notices. All notices required under this Agreement shall be in writing and shall be: 1) hand-delivered; 2) sent by registered or certified mail, return receipt requested, postage prepaid, to the addresses of the Parties herein set forth; or 3) sent by electronic mail (“email”) return receipt or written acknowledgment requested and received. All notices by hand-delivery shall be effective upon receipt. All notices by mail shall be considered effective seventy-two (72) hours after deposit in the United States mail with the proper address as set forth below. All notices by email shall be effective upon delivery, on the condition that the intended recipient acknowledges receipt thereof. Either party, by notice to be given, may change the address to which future notices shall be sent.

TO THE TOWN:

Town of Johnstown
Attn: Sarah Crosthwaite
450 S. Parish Avenue
P.O. Box 609
Johnstown, CO 80534
Email: notices@johnstownco.gov

TO CONSULTANT:

Progressive Urban Management Associates
Email: naomi@pumaworldhq.com

SECTION 8: MISCELLANEOUS

8.01 Time. Time is of the essence of this Agreement and of each covenant hereof.

8.02 Non-Appropriation of Funds. Pursuant to Section 29-1-110, C.R.S., as amended, financial obligations of the Town payable as set forth herein, after the current fiscal year, are contingent upon funds for that purpose being budgeted, appropriated and otherwise made available. This Agreement shall be terminated effective January 1 of the first fiscal year for which funds are not budgeted and appropriated.

8.03 Laws and Regulations. In the conduct of the Services, Consultant shall comply with all applicable laws, rules and regulations, and the directives or instructions issued by the Town or its designated representatives.

8.04 Technology Accessibility. Consultant shall comply with WCAG 2.1 Level AA compliance and agrees that its digital services and electronic documents shall meet those requirements.

8.05 Assignment; Third Party Rights. Consultant may not assign, delegate or

subcontract any part of its rights, duties or obligations under this Agreement. The Parties do not intend to confer any benefit hereunder on any person or entity other than the Parties hereto.

8.06 Amendment. This Agreement may not be amended or modified except by a subsequent written instrument signed by the Parties. Course of performance, no matter how long, shall not constitute an amendment to this Agreement.

8.07 Severability. If any part, term or provision of this Agreement is declared unlawful or unenforceable, the remainder of this Agreement shall remain in full force and effect, except that, in the event any state or federal governmental agency or court determines that the relationship between the Town and Consultant is one of employment rather than independent Consultant, this Agreement shall become null and void in its entirety.

8.08 Waiver. No consent or waiver, express or implied, by the Town to or of any breach or default by Consultant in the performance by Consultant of its obligations hereunder shall be deemed or construed to be a consent or waiver to or of any other breach or default by the Town. Failure on the part of the Town to complain of any act or failure to act or to declare Consultant in default, irrespective of how long such failure continues, shall not constitute a waiver by the Town of its rights hereunder.

8.09 Governmental Immunity. The Parties agree that the Town is relying on, and does not waive or intend to waive by any provision of the Agreement, the monetary limitations or any other rights, immunities, and protections provided by the Colorado Governmental Immunity Act, §§ 24-10-101 *et seq.*, C.R.S., as amended from time, or otherwise available to the Town, its elected officials, employees or agents.

8.10 Applicable Law and Venue. This Agreement shall be construed according to the laws of the State of Colorado. Venue for any claim, proceeding or action arising out of this Agreement shall be in Weld County, State of Colorado.

8.11 Mediation. In the event of any dispute arising under this Agreement, except in the case of an action for injunctive relief, the Parties shall submit the matter to mediation prior to commencing legal action and shall share equally in the cost of the mediation.

8.12 Costs and Attorney's Fees. If any judicial proceedings may hereafter be brought to enforce any of the provisions of this Agreement, the Town, if the prevailing party, shall be entitled to recover the costs of such proceedings, including reasonable attorney's fees and reasonable expert witness fees.

8.13 Public Official Personal Liability. Nothing herein shall be construed as creating any personal liability on the part of any elected official, employee or agent of the Town.

8.14 No Presumption. Each Party acknowledges that it has carefully read and reviewed the terms of this Agreement. Each Party acknowledges that the entry into and execution of this Agreement is of its own free and voluntary act and deed, without compulsion. Each Party acknowledges that it has obtained, or has had the opportunity to obtain, the advice of legal counsel of its own choosing in connection with the negotiation and execution of this

Agreement and with respect to all matters set forth herein. The Parties agree that this Agreement reflects the joint drafting efforts of all Parties and in the event of any dispute, disagreement or controversy arising from this agreement, the Parties shall be considered joint authors and no provision shall be interpreted against any Party because of authorship.

8.15 Entire Agreement. The provisions of this Agreement represent the entire and integrated agreement between the Town and Consultant and supersede all prior negotiations, representations and agreements, whether written or oral.

8.16 Controlling Document. In the event of a conflict between the provisions in this Agreement and Exhibit A, the provisions in this Agreement shall control.

8.17 Headings. The headings in this Agreement are inserted only for the purpose of convenient reference and in no way define, limit or prescribe the scope or intent of this Agreement or any part thereof.

8.18 Counterparts. This Agreement may be executed in counterparts, each of which shall be an original, but all of which, together, shall constitute one and the same instrument.

8.19 Data Security. If Consultant has access to personal identifying information during the term of this Agreement, Consultant shall, pursuant to Section 24-73-101, *et seq.*, C.R.S., destroy all paper and electronic documents containing such personal identifying information within six months of termination of this Agreement, unless otherwise required by law. During the term of this Agreement, Consultant shall implement and maintain reasonable security procedures that are appropriate to the nature of the personal identifying information disclosed or maintained and that are reasonably designed to help protect the information from unauthorized access, use, modification, disclosure or destruction. If Consultant discovers or is informed of a security breach, Consultant shall give the Town notice in the most expedient time and without unreasonable delay, no later than ten (10) calendar days after it is determined a security breach occurred. Consultant shall cooperate with the Town in the event of a security breach that compromises computerized data, if misuse of personal information about a Colorado resident occurred or is likely to occur. Cooperation includes sharing with the Town information relevant to the security breach.

8.20 Right to Injunction. The Parties hereto acknowledge that the Services to be rendered by Consultant and the rights and privileges granted to the Town under the Agreement are of a special, unique, unusual and extraordinary character which gives them a peculiar value, the loss of which may not be reasonably or adequately compensated by damages in any action at law, and the breach by Consultant of any of the provisions of this Agreement may cause the Town irreparable injury and damage. Consultant agrees that the Town, in addition to other relief at law, shall be entitled to injunctive and other equitable relief in the event of, or to prevent, a breach of any provision of this Agreement by Consultant.

[Remainder of page intentionally left blank.]

EXHIBIT A
SERVICES
[See Attached]



PROPOSAL FOR:

**CONSULTING SERVICES TO IDENTIFY AND ESTABLISH
A FINANCIAL DISTRICT FOR DOWNTOWN JOHNSTOWN**

SUBMITTED BY:

**PROGRESSIVE URBAN MANAGEMENT ASSOCIATES (P.U.M.A.)
WITH SPENCER FANE AND PUBLIC ALIGNMENT**

CONTACT:

NAOMI LACEWELL (PROJECT MANAGER)
NAOMI@PUMAWORLDDHQ.COM

REVISED JUNE 23, 2025. ORIGINALLY SUBMITTED MAY 13, 2025.

PROGRESSIVE URBAN
MANAGEMENT ASSOCIATES

May 13, 2025

Sarah Crosthwaite
Economic Development Manager
Town of Johnstown
450 S Parish Avenue
Johnstown, CO 80534
SCrosthwaite@Johnstownco.gov

RE: Consulting Services to Identify and Establish a Financial District for Downtown Johnstown

Dear Sarah:

On behalf of Progressive Urban Management Associates (P.U.M.A.), I am pleased to submit this consulting proposal to assist the Town of Johnstown in identifying and establishing a financial district to realize the community's vision for downtown Johnstown. We are joined by **Public Alignment** for community engagement and **Spencer Fane** for legal council.

P.U.M.A. offers a combination of attributes that uniquely qualify us for this assignment, including:

- **Unmatched depth in the downtown and improvement district industries.** We can draw upon 30-plus-years of experience and coast-to-coast best practices.
- **Front Range expertise in communities of all sizes.** We are proud to have helped dozens of Colorado communities evaluate, form, and manage special districts. We enjoy long-standing relationships with our clients and are deeply invested in their success.
- **A nimble and dynamic approach to community outreach.** We bring creativity to meet people where they are, break down complex technical concepts, and generate support.

The following proposal outlines the P.U.M.A. team's qualifications, including project personnel and their proposed roles, prior experience and references, our proposed project approach, and the estimated cost for this project.

To create a new downtown management and financing entity that will leverage the Town's recent investments and visioning for downtown, including the Downtown Master Plan and award-winning Branding & Wayfinding Plan, we propose a three-step process that includes robust engagement and policy development inspired by our work advancing best practices locally and nationally. Thank you for the opportunity to submit this proposal for your consideration. Please contact us if we can provide any additional information.

We acknowledge receipt of the May 2, 2025 Addendum No. 1.

Sincerely,

Naomi Lacewell
Project Manager

Progressive Urban Management Associates | P.U.M.A.1630 Welton Street, Suite 500C, Denver, CO 80202 | 720.668.9991 | www.pumaworldhq.com

Contents

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Consultant Profile & Qualifications

TEAM OVERVIEW

P.U.M.A.

Progressive Urban Management Associates (P.U.M.A) is a Denver-based real estate economics and planning consultancy offering management, marketing, and financial expertise to advance downtown and community development. **In the past 32 years, P.U.M.A. has assisted more than 300 clients in 40 states, Canada, and the Caribbean.** P.U.M.A. offers experience in economic and community development, strategic planning, organizational development, and improvement district formation and renewal. We have recently completed economic development, strategic planning, and district formation projects in a portfolio of cities along the Front Range that include Boulder, Broomfield, Colorado Springs, Denver, Englewood, Fort Collins, Longmont, Parker, and Lafayette. Additional information is available at www.pumaworldhq.com.

The proposed project team will also include sub-consultants **Public Alignment** (Bryan-David López Blakely and Sara O'Keefe), who will provide community engagement and communications support, and **Spencer Fane, LLP** (Tom George) providing legal counsel for special districts.

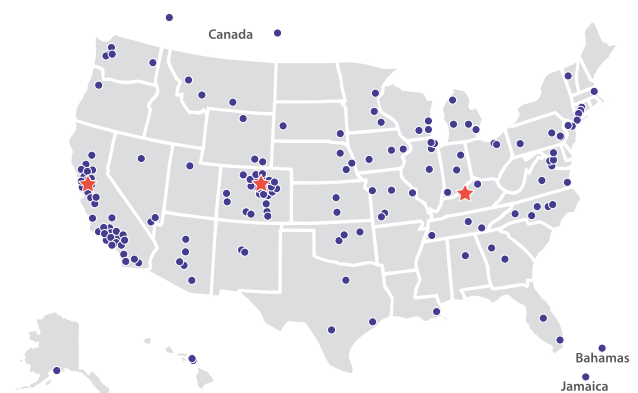
PUBLIC ALIGNMENT

Public Alignment Communication is a certified minority and women-owned business launched in 2017 to help public sector and nonprofit clients with communications, stakeholder relations, and public engagement strategy. They have worked with dozens of cities, counties, and special districts to build awareness of a local funding or infrastructure challenge, identify a community-supported solution, and establish a transparent education process that will result in a successful outcome. **Of the special district initiatives they've helped their clients communicate to their constituents, over 95% have been successful.** More information about Public Alignment can be found at www.publicalignment.com

SPENCER FANE. LLP

Spencer Fane Special District attorneys help homebuilders, commercial property developers, municipalities, and other governmental bodies form taxing districts that help finance the creation of developments and provide community services. The Special Districts team has extensive knowledge of the unique legal space occupied by these districts, as well as decades of experience meeting their unique legal needs. **P.U.M.A. and Spencer Fane have worked together on special district and tax increment financing issues in Colorado communities for more than 20 years.** Recently, Spencer Fane and P.U.M.A. were part of the team to help create a DDA in Lafayette, CO. More information about Spencer Fane can be found at www.spencerfane.com

WHERE WE'VE WORKED



32
years

300+
clients

40
states

Team Structure

P.U.M.A. | LEAD CONSULTANT



BRAD SEGAL, president of P.U.M.A., will act as **lead strategist**, conducting educational workshops with key stakeholders and Town Council, analyzing financial projections, and providing overall guidance throughout the process. Brad brings more than 35 years of experience in the place management and community development field as both a consultant and practitioner. Prior to forming P.U.M.A., Brad served as the senior director of the Downtown Denver Partnership and has served four terms on the board of directors of the International Downtown Association. Brad is acknowledged as a global leader and innovator in the place management field, has led workshops in a variety of special district forums, and written publications that guide communities through the district formation process.



NAOMI LACEWELL, senior associate at P.U.M.A., will be **project manager**, coordinating project logistics and strategy, facilitating meetings with Town leadership, key stakeholder groups, and staff, and supporting community engagement, data analysis, and policy development. Naomi is an urban planner with over a decade in the nonprofit and public sectors. In her role at P.U.M.A., Naomi has worked on special district formation and planning processes in communities of all sizes, most recently managing a district evaluation and successful DDA formation process in Lafayette, CO. Prior to joining P.U.M.A., Naomi worked on land use issues and community engagement for Denver Councilmember Amanda P. Sandoval.



ETHAN GREENE, associate and market analyst at P.U.M.A., will provide overall **project support** and data analysis. In his role at P.U.M.A., Ethan supports the firm's community and downtown planning efforts by conducting market assessments, researching best practices, producing graphics, designing final plan documents, and aiding with engagement. Ethan also provides research and narrative writing for P.U.M.A.'s award-winning Global Trends report. Prior to joining P.U.M.A., Ethan worked as a research assistant on regional housing affordability for the University of Colorado Denver.

SPENCER FANE, LLP | SUB-CONSULTANT



TOM GEORGE, partner and special group leader at Spencer Fane, specializes in municipal and special district law in Colorado and will **direct all legal matters** related to district formation. Tom has supported the creation, management, and dissolution of special districts across the Front Range. Tom has extensive experience working with business improvement districts, intergovernmental authorities, water and sanitation districts, and other metropolitan districts.

PUBLIC ALIGNMENT COMMUNICATION | SUB-CONSULTANT



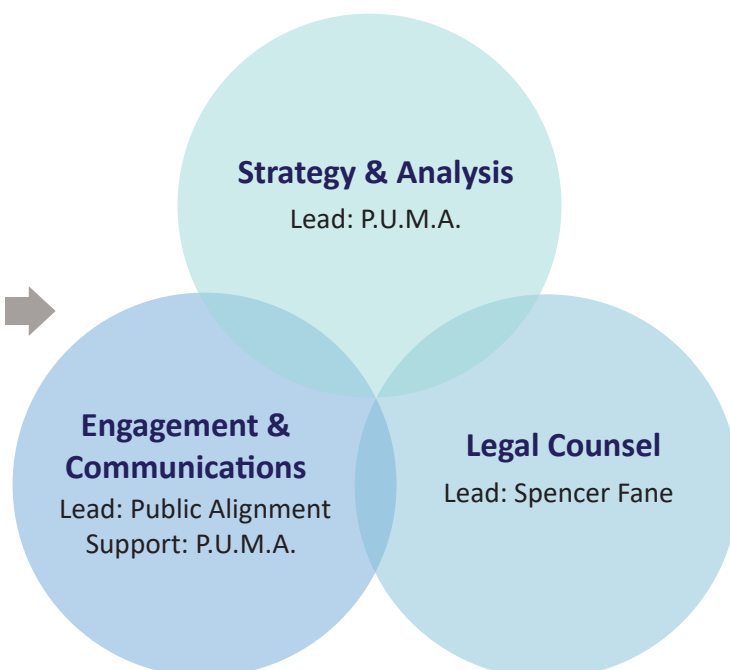
BRYAN-DAVID LÓPEZ BLAKELY, co-founder and managing partners of Public Alignment, will be the **engagement and communications lead**, conducting stakeholder meetings, workshops, and presentations, and delivering messaging, materials, and fully-formulated strategies to gain public and stakeholder support. Bryan-David has more than 20 years of experience strategizing and creating positive transformation for people, places, and communities. He has developed successful approaches to communicate and work with diverse populations, grow public support, and pass ballot initiatives. He loves tough issues, coming up with strategic solutions, and making a positive impact. Bryan-David is bilingual and earned a double B.A. from CU Boulder and an M.A. from The George Washington University on a full scholarship.



SARA O'KEEFE, co-founder and managing partners of Public Alignment, will provide support for **engagement and communications**. Sara has over 22 years of experience developing and implementing communication and outreach strategies that engage communities and stakeholders in critical social, economic, and policy discussions and decisions. She is an expert in positioning and message strategy and has led such efforts for multi-million dollar regional and statewide education and policy campaigns. Her clients look to her for thoughtful advice on relating to and communicating with their constituents and stakeholders in the most authentic and effective way. Sara holds a master's degree in political science with an emphasis in state and local policy from the University of Colorado Denver.

Resumes for all team members can be found on page 14.

TEAM ORGANIZATION



Approach & Methodology

PROJECT OBJECTIVES

It is our understanding that the Town seeks a consultant to guide the selection and formation of the best special district tool to accomplish the vision of the Downtown Master Plan. The P.U.M.A. team will lead an inclusive and robust public engagement process, breaking down technical concepts to enable stakeholders and Town leadership to understand the benefits and implications of special districts, and fomenting support for the formation process. Ultimately, P.U.M.A. will guide the community through every step of the district process, from evaluation, to formation, to advising on board selection and training. Together, we will lay a foundation for a successful district and strong civic partner that will shape downtown Johnstown for decades to come.

SCOPE OF SERVICES

To meet the preceding objectives, we propose a three-step process that could be completed within a 13-month time frame and springboards off the momentum of the Downtown Master Plan. To advise the consultant team, and meet the goal of alignment and consensus among a diverse array of community stakeholders, we expect to work in concert with Town staff and a **Working Group** (i.e. Community Advisory Committee) comprised of Town staff members, key civic leaders, property owners, and business stakeholders. We plan to meet with the working group periodically throughout the process, facilitating creative workshops that will shape expectations, design, selection and execution of the district and accompanying guiding documents.

PHASE I: ORIENTATION & ANALYSIS (JUL-SEP)

The first phase will provide the project team with an understanding of the priorities for downtown (especially from the Downtown Master Plan) while analyzing data and working with district stakeholders and Town leaders to create an overview of future financial district options. Phase I will end with a recommendation of the most promising district to develop in detail in Phase II.

Phase I Tasks

- Initial “Kick-off” meeting with Town staff to refine scope and establish project management team relationship
- Review past plans and studies for downtown Johnstown
- Site visit to become reacquainted with downtown Johnstown
- Identify data sources for district analysis (zoning, property valuation, sales and property tax revenue, etc.)
- Create community engagement and communications plan focused on “meeting people where they are”
- Select and convene Working Group
- Define study area boundaries
- Interviews and small group meetings with key stakeholders including Town leadership and Downtown Development Association members to understand questions, concerns, and priorities for a future financial district
- Develop educational materials and project webpage that provide a concise overview of improvement district options
- Launch community survey to evaluate baseline community knowledge and support of options
- Conduct “deep dive” study session on financial district options with Town Council and staff
- Provide initial, high-level evaluation of financial potential for district options
- Compile case studies and arrange a tour of comparable districts in the vicinity (i.e. Loveland, Greeley, Longmont)
- Identify the most promising financial district to develop in Phase II and present findings to Town Council

Phase I Deliverables

- Base map including study area
- Engagement and communications plan
- Database for study area, including information on property values and sales
- Fact sheet(s) on district options and project process
- Slide presentation on district options for Town Council and the general public
- Summary of key findings from Phase I, including recommendation for preferred option
- Slide presentation of Phase I findings for elected officials and the general public

PHASE II: DISTRICT PLAN (SEP-NOV)

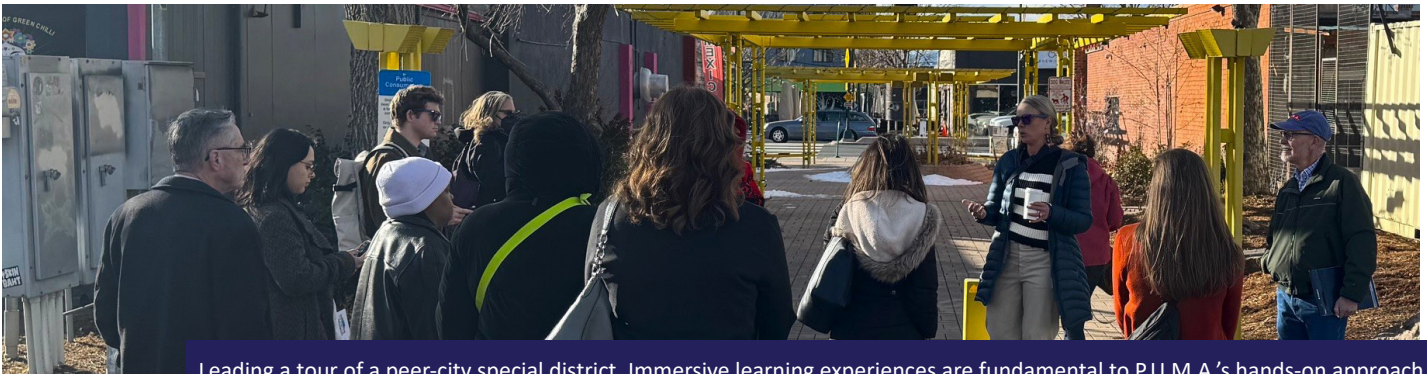
For the preferred district option, the consultant team will prepare a district plan informed by the Downtown Master Plan that provides a menu of services and improvements and addresses the operational parameters of the district required by state statute. Phase II ends with a full draft plan and recommendation of whether to move forward with election/formation.

Phase II Tasks

- Continued outreach efforts to seek improvement priorities from all downtown stakeholders while raising awareness and understanding of the preferred district
- Finalize district boundaries
- Complete plan and governance documents (including board composition and procedures), and any additional legal requirements for district formation
- Evaluate revenue options, including projections for tax increment financing and/or assessments
- Review draft plan concepts with downtown stakeholders and community
- Identify emerging leadership for potential formation campaign and district board
- Outline governance best practices and recommend ongoing administrative structures
- Conduct a second study session with elected officials on the preferred district, draft concepts, and path forward
- Present final full draft and formation recommendation to Town Council

Phase II Deliverables

- Summary of engagement efforts and feedback
- Financial projections
- Taxing entity memos (if TIF used)
- Draft plan for district including boundaries, service and improvement options, and governance
- Companion slide presentation to the draft Plan



Leading a tour of a peer-city special district. Immersive learning experiences are fundamental to P.U.M.A.'s hands-on approach.

PHASE III: DISTRICT FORMATION (NOV-APR)

Phase III will encompass the legal process to form the district, including any petitions, ordinances or resolutions, hearings, TABOR elections, or other legal requirements of the selected district.

Phase III Tasks

- Coordinating meetings with Town clerk, attorney, and county officials as needed
- Database development to identify qualified electors and associated assessment costs (if any)
- Design informational materials illustrating plan content and the benefits and costs associated with the district
- Meetings with potentially impacted taxing entities (in the case of TIF)
- Legal work to prepare for and advance district formation, including draft ordinance(s) in English and Spanish, petition (if necessary) and management of the TABOR election
- Coaching to help district proponents educate stakeholders on the ballot issues
- Assist in the creation of a governing board, including defining roles, responsibilities, and operational procedures
- Identify resources for board training and a successful district start-up

Phase III Deliverables

- Educational materials and communications
- Final district plan
- Ordinance language and other required legal documents



Presenting a case study to a district formation working group.



Sharing draft plan concepts at a 4th of July event.

PHASE IV: DISTRICT STARTUP (APR-AUG)

Following district formation, the project team will provide support services over the new district's first four months to ensure it is set up for success. Work will include selecting and training a governing board and establishing a near-term workplan for key actions and initial board meetings.

Phase IV Tasks

- Define roles, responsibilities, and operational procedures of the governing board
- Develop a near-term workplan for a successful district startup
- Recommend staffing structure
- Assist with board recruitment process
- Conduct board orientation/training
- Support the drafting of resolutions and bylaws
- Assist with preparing agendas and planning board meetings

Phase IV Deliverables

- District startup workplan
- Draft language for resolutions and bylaws
- Orientation & training materials

TIMELINE

TASK	Q3 '25	Q4 '25	Q1 '26	Q2 '26	Q3 '26
Phase I: Orientation & Analysis					
Phase II: District Plan					
Phase III: District Formation					
Phase IV: District Startup					

Fee Proposal

TASK	P.U.M.A. Team							Sub-contractors		TOTAL
	Segal		Lacewell		Greene		P.U.M.A. Total	Public Alignment	Spencer Fane	
	Hours	Rate	Hours	Rate	Hours	Rate		Fee	Fee	
Phase I: Orientation & Analysis										
1.1 Planning, Strategy & Research	10	250	45	150	10	125	10,500	-	-	10,500
1.2 Initial Engagement	10	250	12	150	10	125	5,550	3,500	1,000*	10,050
1.3 Data Collection & Analysis	-	250	10	150	30	125	5,250	-	-	5,250
Sub-Total: Phase I	20	250	67	150	50	125	21,300	3,500	1,000	25,800
Phase II: District Plan										
2.1 Draft Plan	-	250	55	150	10	125	9,500	-	-	9,500
2.2 Data Analysis	10	250	-	-	20	125	5,000	-	-	5,000
2.3 Draft Plan Engagement	5	250	15	150	25	125	6,625	3,500	1,000*	11,125
Sub-Total: Phase II	15	250	70	150	55	125	21,125	3,500	1,000	25,625
Phase III: District Formation										
3.1 Final Plan	-	250	25	150	20	125	6,250	-	-	6,250
3.2 Legal Process	10	250	15	150	-	125	4,750	-	10,000	14,750
3.3 Campaign Guidance	10	250	10	150	10	125	5,250	5,000	-	10,250
Sub-Total: Phase III	20	250	50	150	30	125	16,250	5,000	10,000	31,250
Phase IV: District Startup										
4.1 Board Recruitment & Training	5	250	10	150	10	125	4,000	-	-	4,000
4.2 Startup Guidance	5	250	10	150	10	125	4,000	-	-	4,000
Sub-Total: Phase IV	10	250	20	150	20	125	8,000	-	-	8,000
Expenses and contingency										5,000
TOTAL	65	250	207	150	155	125	66,675	12,000	12,000	95,675

*Legal counsel will be present at select Council/Working Group sessions and provide advisory services as-needed during Phases I-II.

Note: Spencer Fane fee reflects County management of a TABOR election. As an alternative, Spencer Fane can manage the election for an add-on fee of \$25,000.

Project Examples & References

LOCATION:

Littleton, Colorado

YEAR:

2022

REFERENCE:

Kathleen Osher
Director of Community Services
City of Littleton
303.795.3755
kosher@littletongov.org

LITTLETON DOWNTOWN PLAN AND DDA FORMATION

In 2022, the City of Littleton hired P.U.M.A. to determine the feasibility of forming an improvement district and to develop a downtown plan in order to create a sustainable organization to unify downtown stakeholders, help finance downtown improvements, and build on the momentum of a major construction project to replace the water main under its Main Street.

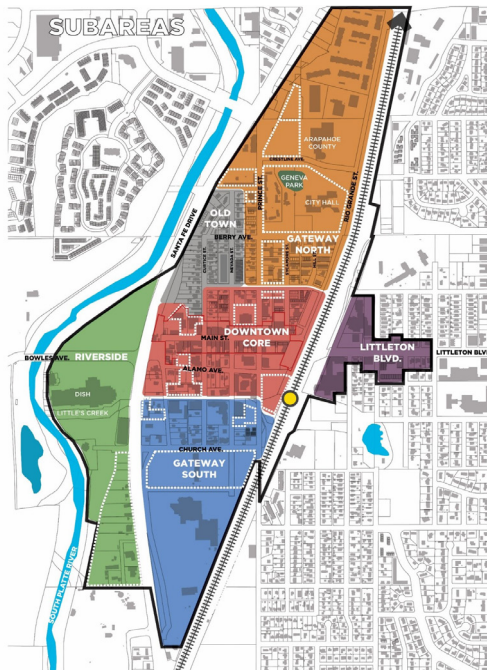
The process was driven by stakeholder engagement, bringing together downtown property and business owners in the form of a steering committee to provide overall direction, input on priorities for future investment and services, and to champion the formation of the chosen district if one was deemed feasible. Additionally, the broader community participated in downtown visioning and priority-setting via interviews, roundtables, and a community-wide survey.

These efforts resulted in a plan providing a road map for potential future improvements and investment in downtown Littleton as well as the recommendation to create a Downtown Development Authority (DDA) to implement them.

Goals and strategies were organized into five main topic areas in the Plan:

- Improved parking experience
- Well-connected amenities
- Beautiful and welcoming environment
- Clean and safe spaces
- Business-friendly and vibrant experiences

Throughout the process, P.U.M.A. and its legal and urban design partners kept the Littleton City Council and other civic leaders apprised of any progress. The formation of the DDA was approved by a vote of the district electors in November 2022, and the Plan was adopted shortly thereafter.



LOCATION:

Parker, Colorado

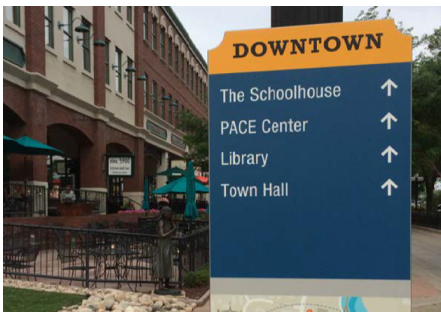
YEAR:

2023

REFERENCE:

Tony Mango
Downtown Parker property owner
tmango@mangomtg.com

Weldy Feazell
Director of Economic Development
Town of Parker
303.805.3168
wfeazell@parkeronline.org



DOWNTOWN PARKER BID FORMATION

P.U.M.A. was hired by the Parker Downtown Business Alliance (DBA) with financial support from the Town of Parker to assess BID feasibility and to guide the district formation process. Phase I – which included feasibility work and the Operation Plan – occurred over the course of six months in early 2023. Key milestones included convening a steering committee, conducting interviews and information sessions with property and business owners, and determining BID boundaries. A draft BID Operation Plan detailed the potential BID's objectives, services and program areas, budget, assessment methodology, boundaries, and governance.

Once support was found from a majority of property owners in the proposed BID boundary, Phase II pivoted to preparation for the petition drive and TABOR election. This work included additional workshops and meetings, development of fact sheets, and mobilizing designated project “champions” to collect signatures for the petition. Once petition thresholds were met, Town Council voted to officially form the BID by ordinance. Over the next several months, the P.U.M.A. team worked closely with City staff and legal counsel to support the required TABOR election. Ultimately, the Downtown Parker BID was approved and will generate revenue to provide enhanced services throughout the downtown.

LOCATION:

Lafayette, Colorado

YEAR:

2024

REFERENCE:

Brigid Keating
Economic Development Director
Executive Director of the Lafayette Urban
Renewal Authority
City of Lafayette
303.661.1224
Brigid.Keating@lafayetteco.gov



OLD TOWN TOMORROW ACTION PLAN AND DDA FORMATION

In 2023, the City of Lafayette retained P.U.M.A. to determine the feasibility of forming an improvement district to champion investments in Old Town Lafayette and replace the Lafayette Urban Renewal Authority (LURA), as LURA's Tax Increment Finance (TIF) was set to expire in October 2024. The process began by evaluating LURA's existing assets and educating stakeholders on the options for Old Town after LURA. Engagement centered on identifying the community's desires and priorities for the Old Town area and recommending a preferred improvement district option to guide the district's future evolution.

After engaging with the business community, Old Town constituents, and Lafayette residents, a Downtown Development Authority (DDA) was chosen as the preferred option. Next, P.U.M.A. worked with the community to draft an Action Plan for the potential DDA which included detailed recommendations on the structure, boundaries, and governance of the proposed district. Plan focus areas included supporting small businesses, marketing, events, promoting arts and culture, beautification, and improving public spaces and infrastructure in Old Town.

Finally, the P.U.M.A. team guided the legal process to establish the district, which involved a City Council ordinance and TABOR election managed by district proponents. The formation of the DDA was approved by a vote of the district electors in November 2024, and the Plan was adopted shortly thereafter.

PUBLIC ALIGNMENT

CREATIVE + WORK SAMPLES

Below are a few samples of our work for special districts and local governments. Additionally, you can find case studies on our website at publicalignment.com.

Fraser River Valley Housing Partnership, Grand County, CO

In Grand County we recently helped forge support for a new special district and dedicated property tax: the Fraser River Valley Housing Partnership. We worked with residents, stakeholders, and local governments over several months to create consensus through strategic messaging and community outreach. Later that year voters endorsed the plan including the new 2 mill property tax increase with over 56% support.

Uplands Metro District, Westminster, CO

Following a multi-year communication and engagement process to rezone and permit 234 acres of infill development in Westminster for the Uplands community, we advised the team on the creation of a special district. With \$60 million bonding capability to support the construction of roads, sidewalks, traffic mitigation, water and sewer systems, and parks and trails, we developed tactical and meaningful messaging to help the public understand the critical infrastructure investments needed to bring this vibrant community to life. The metro district service plan won approval by Council and horizontal construction is underway. Home sales begin later this year.



TEAM RESUMES

BRAD SEGAL

President

Real Estate Economics | Strategic Planning | Leadership Facilitation | Public Engagement |
Community Development Finance | Equitable Communities

EXPERTISE

Brad Segal, who founded P.U.M.A. in 1993, has more than 30 years of experience in downtown management and community development as both a practitioner and consultant. A self-proclaimed “urban therapist,” Brad is one of the nation’s leading authorities on downtown trends and issues, reinventing downtown management organizations, forming business improvement districts and pioneering efforts to create healthy communities.

Representative projects include:

- Building consensus and forming business improvement districts in Santa Monica, CA; Cleveland, OH; Oklahoma City, OK; San Antonio, TX; and Grand Junction, CO
- Directing the public process and developing market-based downtown plans in Lincoln, NE; Evansville, IN; Norfolk, VA; Reno, NV; and Greeley, CO
- Creating strategic plans to guide center city public/private partnerships in Colorado Springs, CO; Washington, DC; Pasadena, CA; Newark, NJ; and Nassau, Bahamas
- Designing and implementing community-based economic development strategies for New Haven, CT; Wailuku, HI; Boulder, CO; Milwaukee, WI; and Denver, CO

PAST EXPERIENCE

Senior Director, Downtown Denver Partnership, Inc., Denver, CO, 1987-1993

Designed and managed business development and marketing programs to attract jobs and investment to downtown Denver. Highlights included directing the Lower Downtown Business Support Office, which is credited with helping to revitalize Denver’s premier urban historic district, and being part of the management team that re-engineered the Downtown Denver Partnership’s operations, structure and organizational culture.

Associate Director, Port Morris Local Development Corporation, South Bronx, NY, 1984-1985

Formed and managed a local development corporation to pursue industrial revitalization and represent 450 businesses.

Housing and Economic Development Coordinator, City of Martinez, CA, 1979-1983

Directed the commercial revitalization of a 10-block Main Street area.

SELECTED RECOGNITION & AFFILIATIONS

Honors:

Awarded the CRE professional designation by Counselors of Real Estate, 2019

International Downtown Association President’s Award for sustained leadership and generosity in producing the P.U.M.A. Global Trends Report, 2014

Recognized by the International Downtown Association for work performed as a volunteer for Historic Denver for formation of the Downtown Denver Historic District, 2001

Named Entrepreneur of the Year for the Rocky Mountain region in the category of Supporter of Entrepreneurship, sponsored by Inc. Magazine, Ernst & Young and Merrill Lynch, 1992

Professional Affiliations:

International Downtown Association, Board Member (1998-2004 and 2010-2016)

Downtown Colorado Inc, Board Member (2000-2009) and President (2007-2008)

All In Denver, Co-Founder and Board Member (2016-present)

Urban Land Institute

Featured Speaker: Frequent workshop presenter and panelist in conferences sponsored by the International Downtown Association, National Main Street Center, American Planning Association, California Downtown Association and Downtown Colorado, Inc.

Lecturer: Teach urban revitalization strategies course at the University of Colorado Denver Graduate School of Architecture and Planning (2012-present)

Expert Witness: Testimony in support of community planning and development approach to congressional redistricting, State of Colorado, October 2011

EDUCATION

Master of Business Administration, Columbia University, NY

Bachelor of Arts in Urban Analysis, University of California at Berkeley

PROGRESSIVE URBAN
MANAGEMENT ASSOCIATES



NAOMI GRUNDITZ LACEWELL

Senior Associate

Downtown and Community Planning | Community Engagement | Special Districts

EXPERTISE

Naomi Lacewell brings an interdisciplinary and collaborative approach to urban planning informed by over a decade in the nonprofit and public sectors. Naomi's specialties include public engagement, GIS, and zoning/urban design. As a senior associate at P.U.M.A., Naomi provides project management, quantitative and qualitative analysis, market research, community engagement, and graphic design for strategic and downtown planning initiatives. Before completing her planning degree, Naomi gained over 8 years of experience in marketing and graphic design, managing communications and designing product features in the digital behavioral health sector. Prior to joining P.U.M.A., Naomi worked on land use issues and community engagement for Denver City Councilmember Amanda P. Sandoval. Naomi's experience working in the office of an elected official gives her unique insight into the needs and challenges facing local governments, neighborhoods, and community decision-makers.

Representative P.U.M.A. projects include:

- Managing community engagement, including targeted bilingual outreach to traditionally underrepresented groups, for the Near Northwest Area Plan in Denver, CO.
- Conducting market research, GIS analysis, and internal policy evaluation for the Town of Parker, CO, Economic Strategic Plan.
- Project management and leading engagement for an updated action plan for Old Town Lafayette, CO, and guiding the transition from an expiring urban renewal authority to a new downtown development authority.
- Guiding a downtown zoning overlay amendment for the city of Greeley, CO, to produce high quality, pedestrian-friendly development outcomes consistent with the goals of their Downtown Plan.

PAST EXPERIENCE

District 1 Planner, Councilwoman Amanda P. Sandoval, Denver, CO, 2019-2022

Designed and led public engagement, outreach, and education for all land use-related policy and projects from the District 1 council office. Managed neighborhood-wide accessory dwelling unit rezonings, resulting in over 7,000 properties in District 1 rezoned to allow ADUs. Developed three zoning overlays to improve design outcomes in rapidly redeveloping neighborhoods and preserve commercial spaces along historic main streets.

Product Marketing Manager, myStrength Inc, Denver, CO, 2015-2017

Led email strategy and content for B2B marketing campaigns for public and commercial health networks as well as internal campaigns to increase user engagement and launch new features to 100k+ subscribers. Conducted user experience research and leveraged insights into user behavior to shape new features and enhance existing content.

Assistant to the Executive Director, Ecocity Builders, Berkeley, CA, 2012-2015

Managed website and communications, including contributing articles on current topics in architecture, urbanism, sustainability, and international development. Designed digital and print collateral. Assisted with project development and management including the international launch of GIS portal for crowd-sourced environmental and neighborhood data. Served on planning committee for the 2015 Ecocity World Summit in Abu Dhabi focusing on urban sustainability in hot, arid climates. Presented at the conference on the role of playfulness in urban placemaking.

Intern, San Francisco Planning and Urban Research Association (SPUR), San Francisco, CA, 2012

Assisted in managing communications to donor database and stakeholders for fundraising and program development. Participated in weekly symposium on emerging SPUR research and planning and land use issues in the Bay Area.

AFFILIATIONS

American Planning Association (APA) Colorado
International Downtown Association
Downtown Colorado, Inc.
Downtown Denver Partnership

EDUCATION

Master of Urban and Regional Planning, University of Colorado Denver
Bachelor of Sociology, Yale University

PROGRESSIVE URBAN
MANAGEMENT ASSOCIATES



ETHAN GREENE

Associate and Market Analyst

Downtown and Community Planning | Market Research | Data Analysis & Visualization | Engagement

EXPERTISE

Ethan Greene is an urban planning professional with experience working in the nonprofit and private sectors. Ethan supports P.U.M.A.'s community planning efforts by conducting data analysis for market assessments, researching best practices, producing graphics, designing final plan documents, and aiding with community engagement. Prior to joining P.U.M.A., Ethan worked as a research assistant for the University of Colorado Denver, coauthoring a report on how the City of Denver could improve its community engagement apparatus. In this role he also contributed to a regional housing affordability research project in collaboration with Denver metro organizations and governments including the Denver Regional Council of Governments (DRCOG).

Representative P.U.M.A. projects include:

- Supporting a current DDA feasibility and formation effort along E. Colfax Ave. in Northwest Aurora, CO with market analysis, stakeholder outreach, and plan writing
- Helping facilitate the successful creation of a downtown development authority (DDA) in Lafayette, CO through plan writing and community engagement
- Assisting with market research, community engagement, and existing conditions analysis for the award winning Wheat Ridge Prosperity Plan: an Economic Development Strategy in Wheat Ridge, CO
- Conducting geospatial and data analysis to guide the Downtown Denver Groundfloor Activation Strategy for the Downtown Denver Partnership

PAST EXPERIENCE

"Improving Community Engagement & Constituent Services," CU Denver, CO, 2022-2023

Coauthored a community engagement report funded by the Denver Mayor's Office and supported by Denver City Council. Contributed by performing advanced GIS analysis, researching comparable cities' engagement structures, facilitating a community listening session with nonprofit leaders, and reaching out to community leaders and city employees across Denver to understand their thoughts on how the City could improve its community engagement. Assisted in analysis and compiling final recommendations for the City of Denver on how to create a more equitable and supportive neighborhood organization structure.

"Seeking Housing Affordability in the Denver Metro Area," CU Denver, CO, 2022-2023

Created an index to score municipalities in the Denver region on how well they have responded to the housing crisis by researching restrictive zoning codes, ADU ordinances, Community Development Block Grant (CDBG) funding, and planning documents. Managed a team of analysts to create a generalized zoning map of the Denver region to understand how zoning limits housing supply. Provided evidence for policy work and advocacy being done at the local, regional, and state levels around housing supply and zoning codes.

AmeriCorps VISTA, New Mexico Out-of-School Time Network, Albuquerque, NM, 2021-2022

Collaborated with national and statewide leaders in out-of-school time programs to advance programming for young women and people of color. Created a series of briefs on the STEM gender gap to inform policy makers, educators, and stakeholders. Authored an opinion piece in the *Albuquerque Journal* arguing for expanded state funding for afterschool programs. Strengthened New Mexico's afterschool community by disseminating useful resources, such as a monthly STEM newsletter to 1,800 subscribers.

AFFILIATIONS

American Planning Association (APA)
International Downtown Association (IDA)
Downtown Colorado, Inc. (DCI)

EDUCATION

Master of Urban and Regional Planning, University of Colorado Denver
Bachelor of Arts, Political Science, Minors in Music and Spanish, Western Washington University



Bryan-David López Blakely

blakely.bryan@gmail.com | 720-939-0480

MANAGING PARTNER, Public Alignment Communication

Bryan-David has over twenty years of experience strategizing and creating positive transformation for people, places and communities. He has developed successful approaches to work with diverse populations, grow public support and pass policy initiatives. He loves tough issues, coming up with strategic solutions and making a positive impact. Bryan-David is bilingual and earned a double B.A. from CU Boulder and an M.A. from The George Washington University on a full scholarship. He is a 2nd-generation Coloradan on his father's side and Colombian on his mother's side. He has two amazing daughters, loves the outdoors and resides in Denver, Colorado.

ACHIEVEMENT

Of the 100+ policy initiatives and strategic objectives he has helped clients communicate to constituents and policy makers in the last eight years over 95% have been successful.

WORK EXPERIENCE

Public Alignment Communication | 2016 - Present

- Own and manage communications and public/political affairs company
- Run issue/policy focused campaigns for local governments and private sector clients
- Develop strategy and communications, form coalitions, lead/manage stakeholder engagement
- Business and relationship development statewide
- Client and project management impacting a broad range of industries and communities
- Lead public communications and community impact initiatives

iQu Strategies | 2014 - 2016

- Developed and implemented public engagement strategies for businesses, local governments, utilities and developers
- Directed campaigns and grassroots organizations across Colorado
- Trained and directed a teams of local leaders to influence state and local government policies
- Built diverse coalitions at the state and local level across a broad range of policy issues

Accelerate Colorado and Aurora Economic Development Council | 2005 - 2014

- Started Accelerate Colorado, a partnership between business and local governments that works with federal leadership on issues critical to the state's economic development
- Directed more than 30 members and 100 participants on annual Washington DC fly-in

Sara O'Keefe - Career Highlights

303-324-8466 · sara@publicalignment.com · www.linkedin.com/in/saraokeefe

SUMMARY

Over 22 years of experience and expertise in leading research, design, and implementation of communication and outreach strategies that engage community stakeholders to achieve more equitable social, economic, and political outcomes.

KEY COMPETENCIES

Data-Driven Strategies	Outreach + Engagement Plans	Stakeholder Management
Research + Polling	Public Information Campaigns	Facilitation / Meeting Design
Message Development	Advocacy Training + Mobilization	Tracking Metrics + Outcomes

PROFESSIONAL EXPERIENCE - HIGHLIGHTS*

Public Alignment Communication Co-Founder + Managing Partner

Jan 2017 - Present

Lead research-based communications and community engagement strategies for local government ballot questions and land use initiatives, community development and infrastructure, and local/statewide advocacy and public education programs. A few examples of successful initiatives resulting in successful ballot measures include:

- Arapahoe County – de-Bruced in unfavorable economic environment passed with 71% support
- City of Littleton – first sales tax increase in 50 years passed with 59% support
- Telluride Hospital District – 3.25 mill property tax increase passed with 65% support
- Fraser River Valley Housing Partnership – 2 mill property tax increase passed with 56% support
- City of Littleton – first-ever 5% lodging tax passed with 64% support

Various Regional + State Government Entities, Nonprofits Myriad Roles + Responsibilities

August 2002 - Dec 2016

- Secured over \$2.5 million in state and federal grant funding for air quality public education efforts
- Launched the nation's first-ever public health education campaign on recreational marijuana
- Managed a \$1 million+ portfolio of community-based public education grants and sponsorships
- Served as a contributing researcher/writer/editor for a state roadmap on the Affordable Care Act
- Led strategic planning and messaging for a marketing campaign to recruit women in leadership and corporate board positions

*For a complete employment history, visit www.linkedin.com/in/saraokeefe

EDUCATION

Master of Arts, Political Science
Emphasis in State + Local Policy
University of Colorado - Denver

Bachelor of Arts, Communications
Emphasis in Journalism + Political Science
Metropolitan State University of Denver



SpencerFane®

Thomas (Tom) George



T 303.839.3708

F 303.839.3838

tgeorge@spencerfane.com

• [Denver](#)

BIOGRAPHY

Tom George counsels municipal and local governmental entities throughout the state of Colorado in all aspects of formation, operation, and dissolution.

Tom helps existing special districts such as metropolitan districts, water and sanitation districts, parks and recreation districts, business improvement districts, fire districts, and other governmental authorities with day-to-day operations, elections, public finance, and statutory compliance so they can build and maintain public improvements and provide efficient services to property owners and constituents.

Tom also counsels developers in the creation of taxing districts to allow the utilization of tax revenue and municipal debt to finance public improvements and provide services to support residential, commercial, and mixed use developments.

Prior to joining the firm, Tom served as an Assistant Attorney General in the Natural Resources and Environment Section of the Colorado Attorney General's Office. As a member of the Water Resources, and Federal and Interstate Water Units, Tom represented the state of Colorado in water rights litigation, water conservation projects, and environmental issues across Colorado and throughout the Colorado River Basin. Tom utilizes his background working with government at the local, state, and federal levels, as well as his substantive knowledge of water and environmental litigation and policy, to counsel clients and craft creative solutions to complicated problems.

Highlights of Tom George's experience include:

- Organized and represented special districts throughout Colorado ranging from small housing developments to large intergovernmental authorities.
- Facilitated the acquisition of easements and service agreements for the transfer of water and sanitation services from dissolving water district.
- Represented the state of Colorado in connection with the Department of the Interior's ongoing NEPA process for the Glen Canyon Dam Long-Term Experimental and Management Plan Environmental Impact Statement.

PRACTICE AREAS

- [Environmental Law](#)
- [Governmental Affairs](#)
- [Special Districts](#)
- [Water Rights and Water Permitting](#)

INDUSTRIES

- [COVID-19 Resources](#)

EDUCATION

- University of Colorado Boulder, 2005 (B.A.)
- University of Arizona James E. Rogers College of Law, 2009 (J.D.)

BAR ADMISSIONS

- Colorado, 2009

PROPOSAL FOR:

**CONSULTING SERVICES TO IDENTIFY AND ESTABLISH
A FINANCIAL DISTRICT FOR DOWNTOWN JOHNSTOWN**

SUBMITTED BY:

**PROGRESSIVE URBAN MANAGEMENT ASSOCIATES (P.U.M.A.)
WITH SPENCER FANE AND PUBLIC ALIGNMENT**

PROGRESSIVE URBAN
MANAGEMENT ASSOCIATES





Consulting Services to Identify and Establish a Financial District for Downtown Johnstown

► PREPARED FOR The City of Johnstown

CONTACTAndy Taylor
Project Director
taylor@econw.com
503-200-5061

May 14, 2025

Town of Johnstown
450 South Parish Avenue
Johnstown, CO 80534
Attn: Sarah Crosthwaite, Economic Development Manager

Dear Ms. Crosthwaite and review committee,

ECONorthwest is pleased to provide the Town of Johnstown with the following proposal to analyze, recommend, form, and implement a new special district to help finance your downtown vision and plan. We have teamed with CliftonLarsonAllen (CLA) and Spencer Fane to create a team with the diverse skillsets and experience needed to partner with the Town and carry out this multifaceted project. We have worked with communities of all sizes to help evaluate financial realities and possibilities to help strategically transform key districts.

We understand the strategic opportunity you have created in Johnstown—with the chance to expand on the legacy of your historic downtown to create a healthier and more resilient economy. Due diligence is important. Such endeavors come with risk. Our team can offer you the ability to understand tradeoffs between different financial district mechanisms while engaging with you and other key stakeholders to evaluate those tradeoffs in the context of local vision and values. We are excited for the chance to offer these insights and partner with the Town to advance and implement this generational investment opportunity.

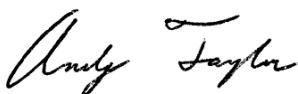
Our team has proposed an approach that:

- ◆ Evaluates and analyzes potential financial district models from a variety of perspectives — fiscal, administrative, legal, and resiliency or sensitivity — to ensure the recommended path forward aligns with the Town's values, goals, and priorities.
- ◆ Interacts with key audiences — staff, stakeholders, Council, and interested community members — in ways leveled to their respective roles and expected interest.
- ◆ Is ready with specialized knowledge and experience from CLA and Spencer Fane to advance an approved financial district recommendation through its formative stages in time for an April election, if necessary.

While we have assembled an expert team and outlined an approach, we are ready to listen and deepen our understanding of Johnstown's needs and ensure the Town gets the most value it can out of this process.

Thank you for this opportunity and please let me know if you have any questions.

Sincerely,

**Andy Taylor, AICP**
Project Director



Team Overview

About EConorthwest

For 50 years, a diverse range of clients in the western United States have trusted EConorthwest (ECO) to craft effective and feasible solutions to the complex issues that shape our communities. Our clients have one thing in common—they want insightful, rigorous analysis to strengthen policy and investment decisions. We work at the intersection of neighborhoods and highways, development and conservation, poverty and prosperity—because the choices we make at these intersections matter. To help guide decision-makers, we've built a team of experts in economics, urban planning, public policy, finance, demography, geography, and sociology. Our interdisciplinary expertise lights the way to a broader understanding of how policy choices affect peoples' lives.



Equity Framework

We deliberately promote equity in policy and analysis as part of the process.

ECO's Research Equity Framework is a series of prompts at each stage of project execution to help our teams think critically about the potential role of race, ethnicity, and other social and cultural markers (e.g., gender and sexuality) in our research questions, the data we use, and the findings or recommendations we bring forward.

We endeavor to...

- » Intentionally strive for equitable outcomes
- » Recognize that history matters
- » Commit to continuous improvement

Values—We Are...

Independent. We follow the evidence and stand behind our analysis.

Insightful. We make the complicated clear.

Curious. We keep asking questions—from many perspectives—to get to the core of problems and their solutions.

Collaborative. We produce great work together—crossing disciplines, connecting the dots, learning side-by-side.

We strive for **Impact.** Our work informs decisions that improve the communities where we live and work.

About CliftonLarsonAllen

CliftonLarsonAllen (CLA) has offices in nearly 130 U.S. locations and a staff of more than 8,500 people. In Colorado, CLA's state and local government practice is robust, representing several hundred special districts throughout the state.

Our special districts practice in Colorado provides a diverse network of professionals with expertise in city and district management, accounting and related services. Clients include primarily Metropolitan Districts, with a strong client list representing Business Improvement Districts, Downtown Development Authorities, General Improvement Districts, and Urban Renewal Districts. The special districts practice focuses on district formation, management, strategic planning, district governance, project management, contract oversight, capital projects and operations and maintenance.





Team Overview

About Spencer Fane

Spencer Fane is a full-service law firm with a strong regional presence of more than 600 attorneys across 27 offices in Colorado, Arizona, California, Florida, Kansas, Minnesota, Missouri, Nebraska, Nevada, New Mexico, Oklahoma, South Carolina, South Dakota, Tennessee, Utah, Texas, and Washington, D.C.

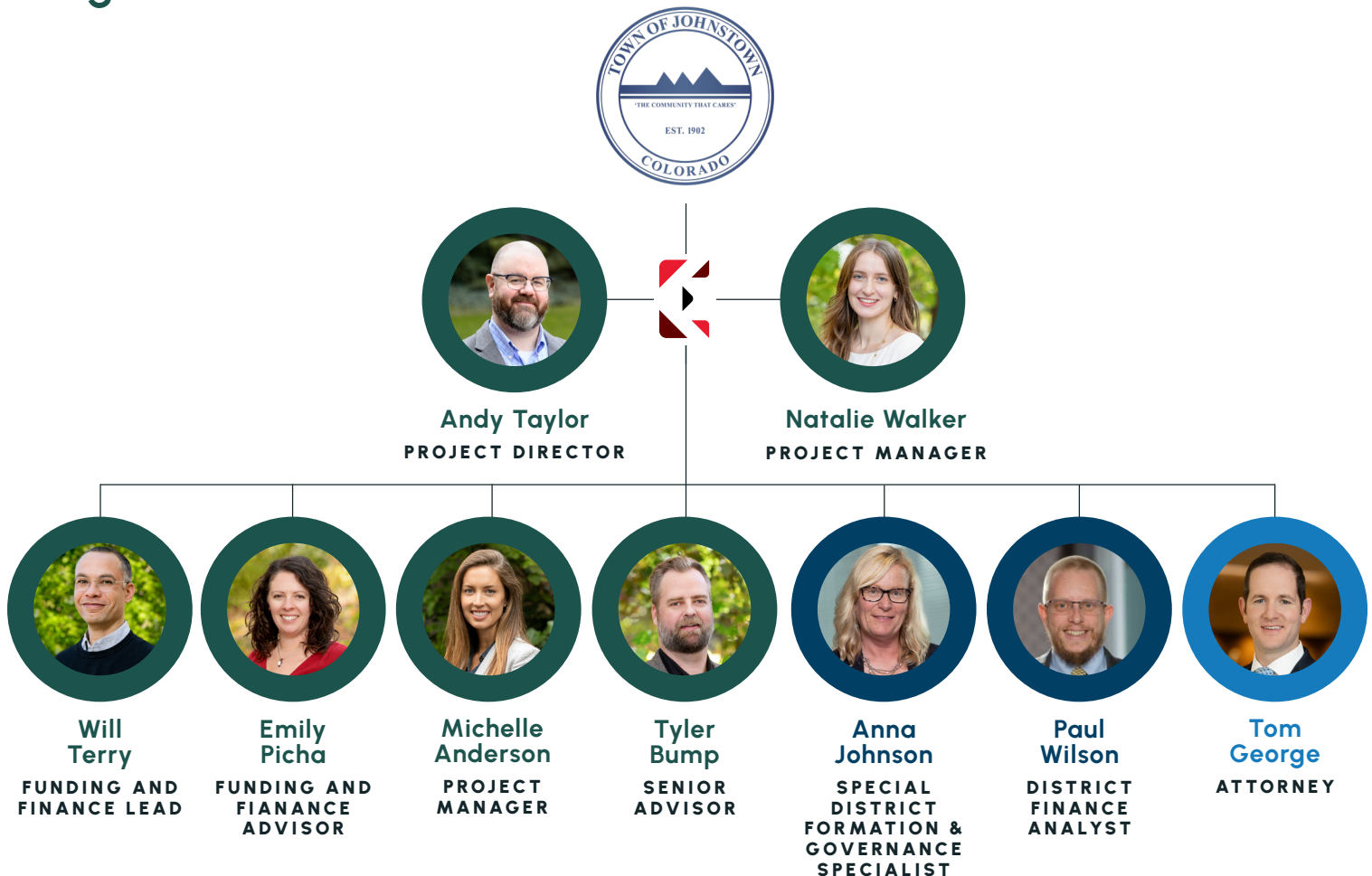


SpencerFane®

Our attorneys are focused in 13 primary practices serving essentially all industries and possess substantial experience in numerous sub-specialties and niche industries, including special district and local government law.

Our firm's Denver-based Municipal and Local Government practice group has provided legal services to governmental entities throughout Colorado for nearly 50 years. This group currently serves as counsel to more than 500 special districts and municipalities, including authorities, cities, towns, metropolitan districts, water districts, water and sanitation districts, fire protection districts, ambulance districts, business improvement districts and various other entities, providing legal guidance on all aspects of operations.

Organizational Chart





Project Team & Qualifications

Key Personnel



Andy Taylor, Project Director

- » Master of City and Regional Planning, The Ohio State University
- » B.A. English and History, University of Nebraska–Lincoln

Andy is a Project Director at ECO with over 19 years of professional experience working at the intersection of land use, transportation, and housing planning, leveraging both data and policy analysis to help solve complex local and regional challenges.

Prior to joining ECO in 2025, Andy worked in regional planning, analytics, and team leadership roles at the Mid-Ohio Regional Planning Commission and the Denver Regional Council of Governments where he connected local government decision-makers to actionable insights to make life better throughout each region. Andy has been certified by the American Institute of Certified Planners since 2009. He currently chairs the Board of Adjustment and Appeals for Englewood, Colorado and volunteers with ULI Colorado's UrbanPlan experiential learning exercise on land use decision-making. He previously served on the leadership team of the Socioeconomic Forecasting Interest Group for the Association of Metropolitan Planning Organizations.

Relevant Experience

Colorado Department of Local Affairs | Land Use and Housing Implementation | CO | Ongoing

Supporting implementation of three recent housing and land use bills (SB 24-174, HB 24-1313, and HB 24-1152) creating a new framework for communities in Colorado to plan for future growth and meet a variety of local housing needs. Conducting analysis, coordinating engagement, and creating guidance documents to support community implementation.

Pima County | Housing Needs Assessment | AZ | Ongoing

Leading the development of an online housing supply and demand dashboard for Pima County, incorporating a comprehensive market study, target market analysis, and multi-day policy charrette to support responsive, community-focused housing policies.

Relevant Pre-ECO Project Experience

DRCOG Livable Centers Small-Area Planning Program (2024)

Led the development of a \$2.5 million planning program to support local governments and others working towards growth and improved access to opportunity in, around, and through centers and nodes along the regional transportation system.

Urban Center Scenario Analysis (2017)

Led the application of DRCOG's regional forecasting tools alongside other scenario planning tools to test scenarios in four activity centers. Explored market feasibility, zoning, and other barriers to the realization of local area plans.



Project Team & Qualifications



Natalie Walker, Project Manager

- » Master of Economics, University of Oregon
- » B.S. Economics, University of Oregon, Magna Cum Laude

Natalie joined ECO as an Associate in 2022 to work across practice areas with a specialized interest in economic development, social, and environmental policy. Her work focuses on quantifying economic impacts of renewable energy development, social and economic benefits and costs, and economic development strategies. Natalie specializes in IMPLAN, econometric methods, and analysis utilizing R.

Relevant Experience

City of Bend | Target Sector Analysis | OR | Ongoing

Supporting the City of Bend with an analysis of economic development trends and identification of target industries, which will be used for development of an economic development analysis and economic development strategy.

Port of Portland | T6 Grant Reporting | OR | Ongoing

Conducting analysis to support the completion of the T6 Grant Project Performance Report, following Connect Oregon guidance and Project Performance Report overview.

Clackamas County | Economic Landscape Analysis | OR | Ongoing

Conducting the annual, ongoing, Economic Landscape Analysis for Clackamas County. The primary objective of this project is ongoing economic analysis using IMPLAN data and ES202 employment data along with updates to their industry clusters.

Business Oregon | Cleantech Sector Analysis | OR | 2024

Conducted a Cleantech Sector Competitiveness Assessment and Opportunity Analysis for Business Oregon to define the sector, identify growth opportunities, and develop strategies for retaining, expanding, and attracting cleantech businesses.

City of Sandy | Retail Analysis | OR | 2024

Provided a retail market assessment of Downtown Sandy in support of strategies that assist commercial retail businesses post-pandemic.

Portland Metro Chamber | Small Business Assessment | OR | 2023

Conducted a comprehensive assessment of Portland's small business ecosystem, analyzing its economic and fiscal impacts, and provided a report on services, programs, and staffing structures from peer city Offices of Small Businesses.



Project Team & Qualifications



Will Terry, Ph.D., Funding and Finance Lead

- » Postdoctoral Fellow, Princeton University
- » Ph.D. Political Science, University of California San Diego
- » M.S. Economics, California Institute of Technology
- » B.A. Mathematics and Economics, Washington University in St. Louis

Dr. Terry is a quantitatively oriented Ph.D. and recent professor at the University of Oregon with an extensive analytical background in government, academic, and financial settings. As an Assistant Professor at the University of Oregon, Will taught graduate and undergraduate courses in statistics and budgetary politics. More recently, he produced a series of technical reports and ArcGIS maps for the ACLU's New Hampshire affiliate quantifying the partisanship of the state's decennial redistricting, and served as a Research Manager at a policy institute at Vanderbilt University studying state and federal policies that affect the wellbeing of young children and their families—a position that called for extensive policy development, budgetary analysis and assembly of fiscal impact statements. Will has served as a Senior Financial Analyst at Portland's Bureau of Transportation (PBOT), where he developed the bureau's statutorily-mandated budget forecasts, and conducted complex financial analysis, fee, and rate studies. His career interests were shaped by his early experience as a Tax Analyst at the U.S. Congressional Budget Office, where he maintained the computer code used to forecast the federal government's Earned Income Tax Credit (EITC) expenditures—one of the nation's largest income supports for the working-poor. Dr. Terry's dissertation analyzed a vast amount of U.S. state and local budgetary data and was awarded a highly competitive dissertation grant from the National Science Foundation.

Full resumes available upon request.



Emily Picha, Funding and Finance Advisor

- » M.U.R.P. Portland State University
- » B.A. Global Economics, UC Santa Cruz

Since joining the firm in 2012, Emily has collaborated with local governments across the Northwest to assess opportunities and barriers to revitalization and outline how public policy choices can help development pencil. She has brought this approach to dozens of housing action plans, equitable development and opportunity site strategies, brownfields projects, and infrastructure funding strategies. In addition, she has co-authored reports evaluating policy tradeoffs for inclusionary housing, rent control, and anti-displacement programs. As Chief of Staff, she manages firm-wide internal projects and communications, working closely with the President. Emily is on the Urban Land Institute's NEXT Committee.



Tyler Bump, Senior Advisor

- » M.U.R.P. University of Colorado Denver, College of Architecture
- » B.S. Human Services, Metropolitan State University of Denver

Tyler has been working with cities, business districts, and community-organizations to support equitable development efforts for over 19 years. Tyler focuses on the intersection of land use planning and real estate investment that advances equitable housing, economic development, and sustainable development goals. To support these goals, he works with clients to develop and implement creative strategies that leverage public and private sector investment through changes to land use and development standards, regulatory requirements, and funding strategies. He also provides advisory services to local governments and business districts to develop and implement strategies that advance economic development, business growth, and community revitalization goals.



Project Team & Qualifications

Tyler also leads EConorthwest's Urban Systems practice across the firm. The Urban Systems practice is an integrated multidisciplinary team that includes our work in housing and development policy, economic development, TOD, transportation economics, and business analytics.



Michelle Anderson, Pro Forma Analysis and Feasibility Lead

- » Graduate Certificate in Real Estate Development, Portland State University
- » M.U.R.P. Portland State University
- » B.A. Economics, Sweet Briar College

Michelle joined ECO in 2016. She specializes in real estate, land use, and affordable housing policy and development. Michelle is skilled in creating and analyzing financial pro formas, directly engaging with community stakeholders, and employing ArcGIS, SketchUp, and other software to model development feasibility. Prior to joining ECO, Michelle worked as a Development Associate for a Portland-area real estate firm where she was responsible for both affordable and conventional multi-family housing development. With degrees in economics and urban and regional planning, Michelle is versed in public policy issues ranging in scale from the neighborhood to the regional level. Michelle is always eager to improve communities through policy solutions that mutually benefit the public and private sectors.



Anna Jones, Special District Formation & Governance Lead

- » BA History, Western Colorado University
- » MPA coursework, University of Colorado at Denver

Anna Jones is a Signing Director at CLA, in the State and Local Government practice, with a focus on special district analysis, management and formation. With nearly 25 years of experience in planning, real estate, and development, Anna has a strong background in land use and project management. She has been involved in the formation and management of special districts throughout the state, focusing on enhancing communities' economic, health and sustainability with a focus on improving the quality of life for residents.

Relevant Experience

Anna has been involved in the formation and management of special districts in Colorado and the country for 25 years. She has been actively involved in the formation and management of Business Improvement Districts, Downtown Development Authorities, General Improvement Districts, Urban Renewal areas and Metropolitan Districts, a sampling of projects are listed below:

Metropolitan Districts

- ♦ Commercial, residential and mixed use district management
- ♦ Participate in financing, operations and maintenance (O&M), contract and vendor coordination and statutory compliance
- ♦ Project management for capital projects
- ♦ Board, local government and community relations and communications



Project Team & Qualifications

Examples Include:

- ◆ Central Platte Valley Metro District
- ◆ Anschutz Campus/Fitzsimons Redevelopment Authority
- ◆ Lincoln Station Metro District
- ◆ Colfax Business Improvement District

Business Improvement Districts (BID)

BID formation campaigns, including:

- ◆ Iterative processes to develop service plan with stakeholders
- ◆ Petition drive, TABOR vote
- ◆ Board formation, district implementation

Examples Include:

- ◆ Colfax Ave BID
- ◆ Olde Town Arvada BID
- ◆ Havana Corridor BID

Downtown Development Authorities (DDA)

Steps to Form DDA:

- ◆ Property owners, residents and tenants vote on the DDA's creation and funding
- ◆ Draft a Plan of Development establishing the long term vision
- ◆ Funded by up to 5 mills and tax increment financing (TIF) (initial period 30 years)

Examples Include:

- ◆ Nederland DDA
- ◆ Castle Rock DDA



Paul Wilson, Special District Finance Analyst

» B.S. Accounting, Butler University

Paul joined CLA in 2018. Prior to joining CLA, he worked in public school administration for 14 years. Beginning as a budget supervisor, he served in positions of continuing responsibility as budget director, controller, and CFO. He is a Certified School Business Official in the State of Indiana.



Project Team & Qualifications



Tom George, Attorney

- » J.D. University of Arizona James E. Rogers College of Law
- » B.A. Economics, University of Colorado Boulder

Tom George counsels municipal and local governmental entities throughout the state of Colorado in all aspects of formation, operation, and dissolution. Tom helps existing special districts such as metropolitan districts, water and sanitation districts, parks and recreation districts, business improvement districts, fire districts, and other governmental authorities with day-to-day operations, elections, public finance, and statutory compliance so they can build and maintain public improvements and provide efficient services to property owners and constituents. Tom also counsels developers in the creation of taxing districts to allow the utilization of tax revenue and municipal debt to finance public improvements and provide services to support residential, commercial, and mixed use developments.

Professional Experience

Spencer Fane LLP, Partner, Denver, CO 2016-present

- ◆ Serve as general counsel and special counsel to local governments, intergovernmental authorities, and special districts, providing legal counsel regarding all aspects of administration and operation including local, state and federal statutory and regulatory compliance, annual budget process, audits, public finance transactions, planning, design, construction, operation and maintenance of public infrastructure, and the provision of public services.
- ◆ Advise elected and appointed governing boards with 5 to 15 board members on all matters of board governance including conduct of meetings, personnel matters, disclosure of potential conflicts of interest, contract negotiation, dispute resolution, solicitation, review and selection of professional services and contractors, imposition of fees and assessments, liens

Colorado Attorney General's Office, Assistant Attorney General, Denver, CO 2013-2016

- ◆ Natural Resources & Environment Section: Federal & Interstate Water, Water Resources, and Water Conservation Units.
- ◆ Advised the Division of Water Resources (State Engineer's Office), Colorado Water Conservation Board, and Colorado's Commissioner to the Upper Colorado River Commission on local, state and federal water and environmental policy issues and litigation.



Approach & Methodology



Understanding

The Town of Johnstown seeks to create a healthy and resilient economy with a sustainable and growing business community. A key part of that strategy is to expand its downtown through its ongoing Downtown Master Plan effort—creating a vibrant, visitor-friendly destination that leverages the Town's historic roots. This differs from other development opportunities the Town has that benefit from proximity to I-25. Development and placemaking here require vision and investment. The Town's due diligence today—first in creating a broadly accepted vision, and then in studying and advancing innovative financing mechanisms to see that vision realized—can help advance the Town towards a sustainable, enduring economic future.

While we know in Colorado that sales tax revenues are key to many municipal budgets, and that the Town sees an opportunity for more retail in this underserved area that has the potential to attract visitors from other jurisdictions, we also would be excited to help realize the Town's vision to build in more diverse housing options for current and future Town residents that can support local vibrancy and fiscal sustainability goals by building in a new market of daily patrons ready to experience a high quality of life Downtown. Where other locations in and near the Town may offer greater traffic and visibility, none of those locations offer the legacy, history, and authenticity of Downtown Johnstown as a foundation for its future.

ECO has teamed with [CliftonLarsonAllen](#) (CLA) and [Spencer Fane](#) to create a team that can help Johnstown do its due diligence and advance towards its Downtown vision. Combined, ECO and CLA offer the range of necessary financial analysis skills—from ECO's depth of experience with real estate economics and financial feasibility to CLA's extensive experience with the financial plans and operations of special districts in Colorado. Legal services from Spencer Fane help round out the team with the counsel needed at key points in the project to advance from a financial district recommendation to a formally recognized district. Combined with the Town's insights and direction, we are confident in our ability to meet your needs in this endeavor.

The following work plan outlines our proposed approach for this project. We understand that every project has unique needs, goals, and community dynamics that require flexibility, adaptability, and customization. We look forward to collaborating with the Town of Johnstown to ensure the work exceeds expectations, reflects the unique needs of the Town, and advances the desired financial district through recommendation to formation and operation.



Approach & Methodology



Project Workplan

Our approach, described below, aligns with the scope of work outlined in the Request for Proposals, with a few small modifications.

TASK 0 - KICKOFF & ONGOING PROJECT MANAGEMENT

One small modification to the scope of work outlined in the Request for Proposals is the inclusion of this project management task. We routinely begin our projects with a full-team virtual project kickoff meeting and see it as an invaluable first step to asking key questions, setting the stage for success, as well as confirming the schedule, project priorities, and final deliverables. We envision a 90-minute meeting to discuss the following:

- ◆ Review of and any necessary adjustments to the project scope and timeline
- ◆ Discussion of data availability
- ◆ Task deliverable formats and intended audiences
- ◆ Team roles, responsibilities, and communication protocols
- ◆ Immediate next steps

This task also includes time for ongoing project management check-in calls, likely bi-weekly or monthly, as agreed on by the project team. These meetings will be an opportunity to check in about deliverables, decisions, the project schedule, or budget. They will be established at the project start-up and will be timed to align with key deliverables or important meetings, ensuring that the project team asks questions and removes any obstacles to maintaining our schedule.

TASK 1 - FINANCIAL DISTRICT ANALYSIS & RECOMMENDATION

This task will assess the viability and implications of various financial district models tailored to the specific economic, legal, and community dynamics of Downtown Johnstown, leading to a grounded and community-informed recommendation.



Approach & Methodology

Task Components:

1. Financial District Model Evaluation

This subtask will explore a range of district models (e.g., Business Improvement District (BID), Urban Renewal Authority (URA), Downtown Development Authority (DDA), Metropolitan District, etc), evaluating their trade-offs with a focus on Johnstown's fiscal environment, community context, and implementation priorities and phasing goals from the Downtown Master Plan. This subtask will:

- ◆ Review of relevant **case studies and precedent examples** to explore funding and fiscal impacts, outcomes achieved, stakeholder and community perspectives, ease versus difficulty in creation and administration of different financial district models in comparable jurisdictions.
- ◆ Evaluation of case studies' **fiscal performance**, ease of implementation, administrative capacity, and community acceptance.
- ◆ Analysis of legal implications, governance structure considerations, and long-term operational implications for each model.

2. Comparative Financial Analysis

A detailed financial modeling effort will examine the fiscal impacts and feasibility of different funding and finance options within potential district boundaries. Key activities include:

- ◆ **Financial projections** to estimate revenue generation under multiple district configurations.
- ◆ **Pro forma modeling**, including operating and infrastructure cost scenarios to assess financial viability and implementation pathways.
- ◆ **Sensitivity analysis** to understand how tax policy shifts and external economic conditions could affect district performance.
- ◆ Identification and quantification of **infrastructure financing needs**, including cost estimations for critical improvements as necessary, depending on the level of detail provided at the completion of the Downtown Master Plan.

3. Synthesis & Recommendations

Recommendations will be developed that integrate findings from the analysis conducted in this task and that also reflects Johnstown's values, financial goals, and policy priorities. These recommendations will be refined in collaboration with Task 2 to ensure alignment with stakeholder and community priorities identified during engagement and outreach.

» **Deliverable:** Recommendation memo documenting analysis, findings, and rationale for Town consideration.

TASK 2 - ENGAGEMENT & OUTREACH

Please note: Due to its importance in the process and for clarity with timing, we have moved the community engagement task up in the workplan, where it was listed last in the Request for Proposals. Subsequent tasks are renumbered accordingly.

We propose initiating this task in parallel with Task 1 immediately following the Project Kickoff. This involves developing a **Strategic Engagement Plan** in partnership with Town staff. Based on our current understanding, we propose a **three-pronged approach** to engagement:



Approach & Methodology

1. Engage key stakeholders through meetings and workshops. We are excited to see the potential role for an already active and engaged Johnstown Downtown Development Association (JDDA). We would start with JDDA and expand to other key stakeholders, paying particular attention to area property owners, as both businesses and property owners are most likely to be affected by the different financial district options. We see interactions with these stakeholders as iterative, as their feedback can help inform the recommendation in Task 1.

2. Inform the community through communications and presentations. While this work is not likely to have the same visuals and narrative as the Downtown Master Plan, we recognize the need to continue to meet the community where they are. Our primary way to meet them where they are is through a “plain language” approach. While these financing and different district options allowed in Colorado Revised Statutes can be highly technical, we intend to focus on explaining these concepts with accessible language and diagrams.

3. Collaborate with the Council through study sessions in advance of action items. We recognize that the Town Council plays a key role in making decisions after the financial district recommendation in Task 1. However, our recommendation must be based on local goals, values, and priorities. The pros and cons of any path forward must be weighed against these local views. Town Council can be an instructive place to receive this feedback.

» **Deliverables:** Stakeholder Engagement Plan, Presentations, Communications Materials, Council Agenda Materials.

TASK 3 - FINANCIAL DISTRICT FORMATION & IMPLEMENTATION

CLA and Spencer Fane have extensive experience with the formation and management of the full range of special district types in Colorado. We will be prepared to draft and advance any necessary agreements, ordinances, resolutions, or state filings necessary based on the direction the Town takes through the financial district recommendation in Task 1. We have budgeted time to advise the Town through these steps so that the Town can understand its role and responsibility moving forward in this contract and beyond. In terms of timing, work on this step can only begin once clear direction on the recommended district type (or set of districts) is confirmed, but will still require continued engagement throughout its duration.

» **Deliverables:** Necessary material to be filed for district formation (depends on district choice).

TASK 4 - ELECTION ASSISTANCE (WHEN REQUIRED BY DISTRICT TYPE CHOICE)

Depending on the key decision about type or types of special districts the Town wants to pursue, an election may be required. This is an important follow-on task to begin before the completion of district formation materials in Task 3, but with additional time for advice and coordination with other officials, such as those involved with local elections. Again, CLA and Spencer Fane's extensive experience with the formation of the full range of special district types in Colorado—including those requiring elections—will allow the team to move forward quickly to meet key timelines. This includes developing election materials and any translation services needed to develop ballot language in both English and Spanish. This work will still rely on the Strategic Engagement Plan and approach noted in Task 2, though we recognize that the Town cannot participate or lead during this process, underscoring the critical need to develop other key stakeholders to help champion and support this process.

» **Deliverables:** Election filing materials, including ballot language (if needed depending on district choice) Election communications.



Approach & Methodology

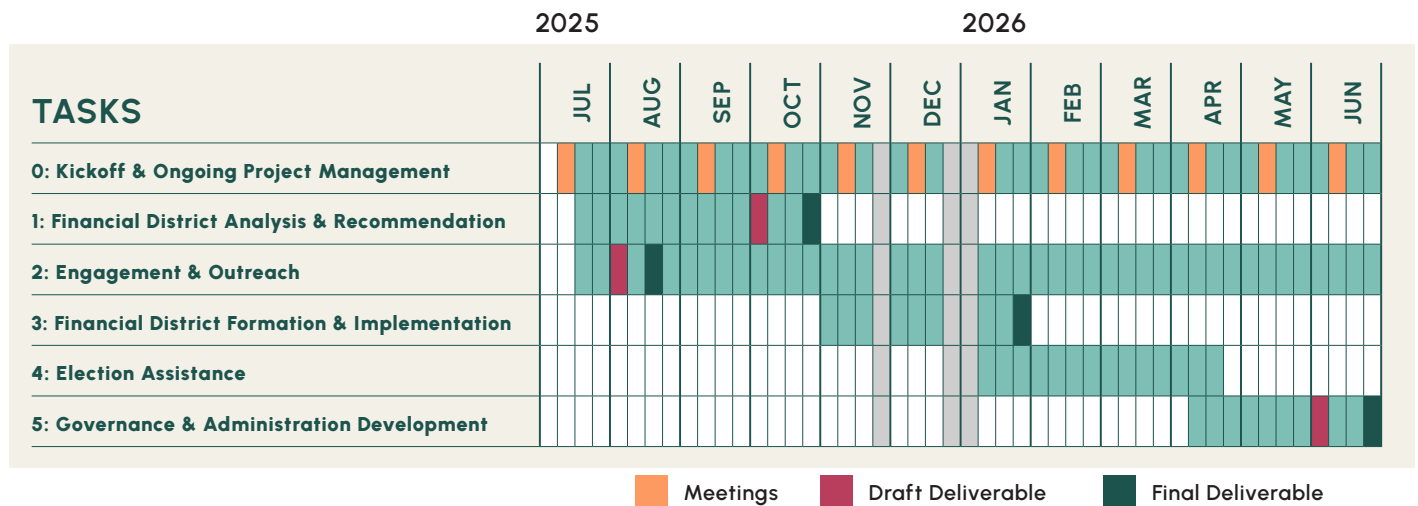
TASK 5 - GOVERNANCE & ADMINISTRATION DEVELOPMENT

A key outcome of this project will be the creation of a new district. This goes beyond achieving its legal standing as a valid entity under Colorado Revised Statutes. It is important to create a functioning board to manage and oversee district operations and investments. While certain direction for these decisions may be in place after Task 3's formative steps, such as the creation of bylaws, it is important to move beyond initial formation. CLA has extensive experience helping manage special districts and can help apply that knowledge and experience to advancing board operations, helping avoid the pitfalls and perils experienced elsewhere. High-functioning boards require the delineation of clear roles and procedures. Composition of the board will be critical, and can build on the stakeholder engagement begun through Task 2 as it carries through this final project task. Deliverables from this task will include a memo providing guidance on the ongoing administration of the board for Town staff to consider, helping advance beyond what's described in the minimum filing and formative documents.

» **Deliverable:** Governance guidance memo.

Project Timeline

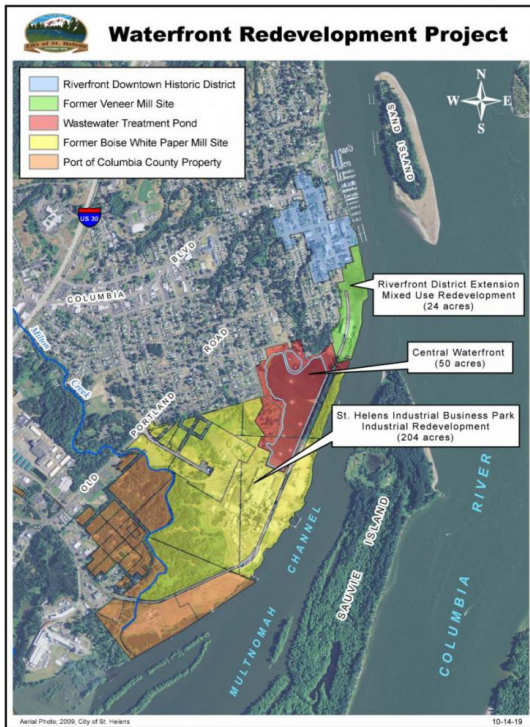
We understand the Town's desire to include any required local election, depending on the special district choice, with the local election in April 2026. We look forward to the chance to refine this timeline with Town staff input on the components of the Stakeholder Engagement Plan, including specific opportunities for collaboration with Town Council.





Relevant Experience

St. Helens | Waterfront Redevelopment | OR | 2015-Ongoing



ECO collaborated with the City of St. Helens to redevelop two former paper mill properties along the Columbia River. The closure of mill operations, beginning in 2008, presented both challenges and opportunities for the community. These redevelopment efforts are critical to diversifying the City's economy, creating mixed-use waterfront developments, and establishing a regional amenity for St. Helens and the Portland area.

Following the initial work, ECO supported the City through every stage of the redevelopment process, including due diligence, market and planning studies, analysis of economic impacts for a proposed transportation connection, and the creation of a redevelopment framework plan funded by an EPA Brownfields Planning Grant.

More recently, ECO partnered with 3J Consulting on a two-phase project to explore redevelopment opportunities for the former Cascade White Paper site in St. Helens. The City purchased this 230-acre waterfront site in 2015. The project's first phase included a market assessment to identify viable uses, informing a parcelization strategy and infrastructure framework. In phase two, ECO developed a phasing and infrastructure funding strategy to guide the City in providing services to the site. The St. Helens City Council adopted this framework in 2021.

Currently, ECO is collaborating with the City on a citywide economic opportunity analysis and economic development action plan. These efforts continue to prioritize and support the City's waterfront redevelopment goals.

City of University Place | Town Center Business District Plan | WA | Ongoing

The University Place Town Center has emerged as a vibrant, mixed-use destination, fulfilling the community's vision of a central gathering space. Over the past decade, the City has enhanced infrastructure, added parks, and attracted major housing and retail developments like Whole Foods and Trader Joe's. These advancements have enriched the daily lives of residents, workers, and visitors.

ECO is supporting the City in solidifying the Town Center's role as a dynamic commercial and community hub while preserving its unique character. Our team is conducting a comprehensive market analysis, equity-focused engagement, and urban design framework to guide sustainable development. Key activities include collaborating with stakeholders, analyzing development capacity, and ensuring alignment with Puget Sound Regional Council's smart growth principles.

This ongoing effort will result in a detailed Business District Plan that balances economic growth with community values, enhancing livability and guiding strategic investments for long-term success.



Relevant Experience

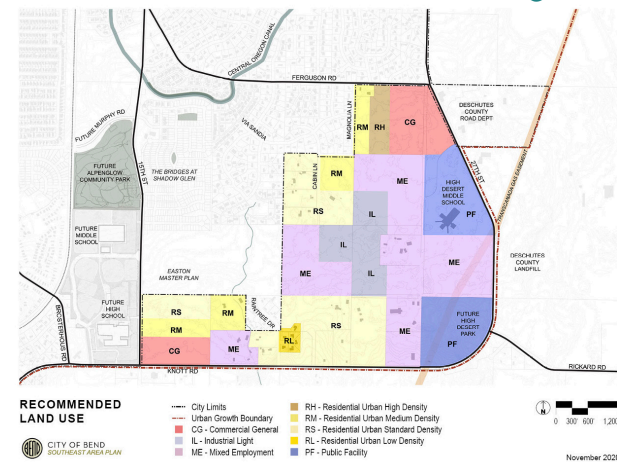


Prosper Portland | TIF Analysis | OR | 2024

Prosper Portland faced the challenge of understanding the impacts of Tax Increment Financing (TIF) districts on community outcomes and potential displacement. To address this, ECO conducted a detailed review of fund flows and TIF utilization across ten TIF districts, analyzing their unique market contexts and resulting developments. The study provided Prosper Portland with a nuanced analysis of TIF's role in shaping community development strategies and guiding future policy decisions. The findings revealed that TIF was a significant catalyst for development, resulting in increased housing production, commercial growth, and improved indicators of housing precarity, particularly benefiting vulnerable populations and aiding in urban revitalization.

City of Bend | Southeast Expansion Area Market Assessment and Infrastructure Funding Analysis | OR | 2022

On a consultant team led by Angelo Planning Group, ECO assisted the City of Bend with an Area Plan for the Urban Growth Boundary expansion area known as "The Elbow" located to the southeast of the city. Our tasks included a market assessment to inform density targets and land use designation types and creating an infrastructure funding plan that balanced costs while enabling development to move forward. As part of this task, the ECO team built a funding calculator for the City to use for funding scenario analysis. The calculator modeled various funding scenarios for sewer and transportation infrastructure with outputs that illustrated costs to private property owners and public sector agencies.



Town of Erie | Town Center Masterplan | CO | 2020

ECO supported a multidisciplinary project team to develop Erie's Town Center Master Plan, a 390-acre site in Erie, Colorado that includes four large, vacant parcels and existing suburban development. The Town Center is envisioned to become a vibrant, sustainable, mixed-use center that includes multi-family residential, mixed-use, corporate campus office, and retail development types. ECO's role encompassed conducting a market analysis, assessing development feasibility, and performing a fiscal impact analysis for future development. The market analysis involved demand forecasting and absorption analysis for both residential and commercial uses.



Relevant Experience

CLA: Special District Formation & Management

CliftonLarsonAllen's Anna Jones brings more than 25 years of experience supporting the formation and management of special districts in Colorado and nationally. Her expertise spans Business Improvement Districts, Downtown Development Authorities, Metropolitan Districts, General Improvement Districts, and Urban Renewal Authorities. Anna's work at CLA and prior includes leading feasibility studies, navigating statutory compliance, coordinating financing mechanisms, and facilitating stakeholder engagement to establish sustainable district governance structures.

She has managed the formation of new districts through iterative stakeholder processes, petition drives, TABOR elections, and board development, followed by ongoing support for district operations, capital project management, vendor coordination, and compliance oversight. Anna's collaborative approach has helped local governments, property owners, and business leaders create districts that balance public and private sector needs while securing long-term funding mechanisms.

Representative projects include:

- ◆ Metropolitan Districts: Central Platte Valley Metro District; Anschutz Campus/Fitzsimons Redevelopment Authority; Lincoln Station Metro District; Colfax Business Improvement District
- ◆ Business Improvement Districts: Colfax Avenue BID; Olde Town Arvada BID; Havana Corridor BID
- ◆ Downtown Development Authorities: Nederland DDA; Castle Rock DDA

Spencer Fane: Assisted in the recent formation of the following entities:

- ◆ Lafayette Downtown Development Authority (2025)
- ◆ Historic Loveland Business Improvement District (reactivation of district) (2023)
- ◆ Ballpark Denver General Improvement District (2024)
- ◆ Downtown Parker Business Improvement District (2023)
- ◆ Englewood Downtown Development Authority (2020)

References

Municipalities/ Government Entities	Reference For	Contact Information
Town of Erie	ECO	Malcolm Fleming , Town Administrator mfleming@erieco.gov 303-926-2711
Colfax Business Improvement District	CLA	Frank Locantore , Executive Director frank@colfaxave.com 303-832-2086 ext. 1
Lafayette Downtown Development Authority	Spencer Fane	Brigid Keating , Economic Development Director at City of Lafayette and Executive Director of the Lafayette Downtown Development Authority brigid.keating@lafayetteco.gov 303-661-1224



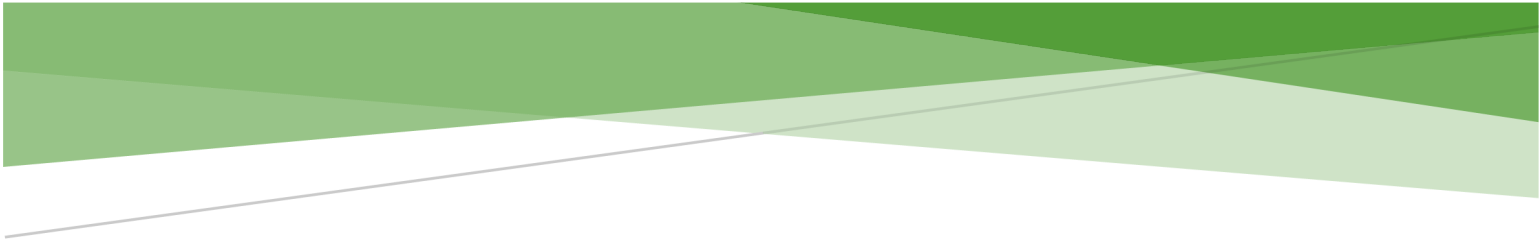
Project Budget

We propose a time-and-materials budget structure with monthly invoicing, offering transparency and flexibility to adapt to the evolving needs of the project. Based on our current understanding of the project, we have proposed a breakdown of the budget by task below. We look forward to the chance to refine this budget with input and insight from Town staff.

Task	Labor	Non-Labor	Total
Task 0: Kickoff and Ongoing Project Management	\$8,920		\$8,920
Task 1: Financial District Analysis & Recommendation	\$31,980		\$31,980
Task 2: Engagement & Outreach	\$27,620	\$900	\$28,520
Task 3: Financial District Formation & Implementation	\$30,920		\$30,920
Task 4: Election Assistance	\$28,820	\$2,450	\$31,270
Task 5: Governance & Administration	\$14,380	\$200	\$14,580
Total	\$142,640	\$3,750	\$146,190

Hourly rates

Name, Role	Hourly Rate
ECOnorthwest	
Andy Taylor, Project Director	\$240
Natalie Walker, Project Manager	\$150
Emily Picha, Funding and Finance Advisor	\$220
Will Terry, Funding and Finance Lead	\$210
Tyler Bump, Senior Advisor	\$265
Michelle Anderson, Pro Forma Analysis and Feasibility Lead	\$180
CliftonLarsonAllen	
Anna, Special District Formation & Governance Lead	\$200
Paul Wilson, Special District Finance Analyst	\$200
Spencer Fane	
Tom George, Attorney	\$520



CONSULTING SERVICES TO IDENTIFY AND ESTABLISH A FINANCIAL DISTRICT FOR DOWNTOWN JOHNSTOWN

Summit Street Group Team Proposal





Dear Ms. Crosthwaite:

Summit Street Group and our partners appreciate the opportunity to submit a team proposal to support Johnstown in the identification and establishment of a financial district(s) to help catalyze development in their downtown corridor. Johnstown is in a pivotal moment in their time of growth and like many municipalities, is reexamining how the Town's downtown core functions. We commend Johnstown on their downtown master planning effort, a critical first step that follows best practice of setting the long-term vision for a community's development and growth goals prior to creating a financing district(s). By taking a pro-active approach in planning their downtown's future, the town now has an opportunity to create a comprehensive development strategy that aligns with the unique character of Johnstown while also ensuring the downtown core remains a gathering place for all who call Johnstown home. We are excited about the opportunity to work alongside the Johnstown Town staff, Council, and community on this impactful effort.

As the RFP indicates, the creation of a special financing district is no small task. Governments must consider the legal, financial, and political factors unique to their community before moving forward with a district's creation. Our experience in leading the establishment of special districts has shown that it takes a coordinated effort across different partners who each specialize in a specific area of the district lifecycle to be successful. We have therefore put together a high-performing team of experts, each whom we have worked with directly on projects to create financing districts in other Colorado communities, that we believe bring the skills and experience required to ensure the successful creation of a financing district to support the development goals set forth in the Johnstown's downtown master plan. That team includes:

Summit Street Group (SSG) - Our team brings direct municipal government experience in public supported downtown redevelopment projects, including involvement in the creation, funding, and management of special district operations. SSG understands the full lifecycle of district operations and has been involved in some of the largest public/private development projects in the Denver metro area.

Strae Advisory – A real estate advisory firm, Strae brings deep real estate development background from the private sector and has supported many of Colorado's most prominent public/private development projects.

GBSM – A public affairs and communications firm with extensive experience leading public outreach and stakeholder engagement efforts for municipalities across Colorado; including supporting the public engagement processes for the creation and renewal of various special financing districts.

Kaplan Kirsch, LLP – Kaplan Kirsch LLP ("Firm") is a Denver-based law firm with offices in Washington, D.C., New York, Boston and San Francisco. The Firm represents primarily state and local governments and has established a reputation as one of the foremost strategic advisors on public sector development, governance and financing structures. The Firm has extensive knowledge and experience with the legal structuring of downtown development authorities, urban renewal projects and financing, Title 31 and Title 32 Districts, and other related public financing mechanisms.

The following proposal anticipates a level of work intensity that we believe would allow for all deliverables to be delivered in time for an April 2026 election if required. As with any effort, time commitments and level of effort can be adjusted based on support requirements, schedule priority, and/or budget. We are aware that all pricing and fees



presented in this proposal are subject to negotiation and our team is supportive of any request to refine the deliverable workload structure as needed to ensure alignment with the Johnstown's team budget, support requirements, and schedule demands.

We look forward to discussing our team's credentials as well as the project's objectives with the Johnstown team. In the meantime, please do not hesitate to reach out if there are questions related to any aspects of our proposal.

Sincerely,

Patrick O'Keefe. CEO.

303.994.0516
Summit Street Group
892 Countrybriar Lane
Highlands Ranch, CO 80129



Project Approach and Methodology:

Summit Street Group (SSG) will serve as the lead contractor and program manager for the project. SSG will manage and oversee all phases of the project, providing guidance and input through the effort, serving as the main point of contact with the Johnstown staff, coordinating workload across team members, and ensuring completion of deliverables. SSG will pull in team members to support specific phases of the project based on the needs and tasks to be completed in each phase. This project management approach provides Johnstown with access to the full capacity of our project team, while still supporting efficient and effective use of resources that is targeted based on need and expertise. We have developed a high-level project plan that is structured across six phases of work outlined below, which we hope to have the opportunity to refine with the Johnstown staff and stakeholders later in the procurement process.

Phase 1: Build Awareness & Understanding of Various District Financing Tools

Summit Street Group and GBSM will lead a robust public engagement and outreach effort aimed at educating the community on the uses and benefits of a financing district to support downtown Johnstown's growth. Critically, this phase of public engagement will also provide an opportunity to gather input from key stakeholders on their vision for Johnstown. Seeding these connections early will enable buy-in from the community later down the line. During this phase, our team will conduct focus group and interview conversations with key stakeholders to develop a clear understanding of the values, goals and desires downtown community members have regarding downtown Johnstown. Informed by this input, we will develop a community engagement and outreach plan for engaging Johnstown's downtown community members throughout the process, including property owners, visitors, workers, business owners, and neighbors. Engagement will focus on informing the community on the different structures and uses of a financing district(s), as well as gather insightful feedback from stakeholders on how a financing district may be able to support their needs/objectives for the downtown environment. The team will work in close partnership with community members to build consensus and alignment with the Johnstown's master plan objectives, a potential financing district structure, and funding plan that are tailored to the specific redevelopment goals outlined in the Town's master plan. More specifically, this work will entail:

- Conducting an assessment of the current landscape, needs and opportunities of downtown Johnstown through the facilitation of up to five (5) interviews and/or small focus groups of key internal and external stakeholders to ensure comprehensive understanding of challenges and opportunities for a new financial district.
- Developing and implementing a community engagement and outreach plan. The plan will: outline the engagement process and communication and outreach efforts; identify community members who should be engaged and when throughout the process; and identify how community feedback will be evaluated and used to inform priorities and goals for redeveloping downtown. The engagement process will be developed specifically for the unique characteristics of the Johnstown community. Working with Town staff, property owners, civic leaders, and other stakeholders to develop a common mission and objectives for (re)development of downtown property to help inform the identification and selection of an appropriate financing district(s) to support executing on the Town's master plan.
- Facilitating a work session with Town Council and Town staff to gather input on their preferred direction and priorities in the downtown master plan effort, capturing feedback that will be used to support the identification of the most appropriate financing district(s) to support Johnstown's goals for downtown.
- Facilitating and hosting, in partnership with Town staff, two open house sessions or town halls for the public to provide input on the direction of downtown development and growth planning efforts. Sessions will be marketed to Johnstown residents, business owners, property owners, as well as targeted invites to developers who have experience in Northern Colorado – in an effort to capture feedback from a variety of perspectives and viewpoints.



- Develop an online survey and data collection mechanism for the public to provide additional input on their priorities, preferences, and objectives for downtown.
- Assist in creating informational materials such as FAQs, brochures, and presentations to educate the public about the proposed district structures and plans for downtown.
- Summarize and document results of work sessions, open houses, and survey results. Present findings to Johnstown Town staff and/or Town Council to further inform them as they work to identify the appropriate financing district(s) to support Johnstown's vision for downtown.

Phase 2: Financial Analysis, District Considerations, and Recommendation

Using the input gathered during the community engagement process, Summit Street Group and Strae Advisory Services will undertake an analysis of the various special district financing options for the downtown area. This analysis will not only contemplate the financial needs of the downtown redevelopment effort, but also the legal, political and administrative considerations of each district path, allowing Johnstown staff and stakeholders the ability to compare and contrast the different paths forward. Using experience from working with other cities on similar efforts, our team will provide a recommended path forward that aligns with the objectives coming out of the public engagement process, while also providing Johnstown the information and rationale to fully understand how and why the recommendation was reached. Our partners at Strae bring a unique perspective to the team that will allow Johnstown to develop a financing district that not only meets the objective of internal stakeholders but is structured in a way that can incentivize the private development community to partner with the Town on the master plan goals. This phase will include the following actions:

- Development of a comparative analysis of the different financing district tools/options for Johnstown to consider implementing to support their master plan objectives. Analysis will consider both Title 31 and Title 32 districts considerations, including Business Improvement Districts (BIDs), General Improvement Districts (GIDs), Tax Increment Financing Districts (TIFs), Metropolitan Districts, including how the establishment of an Urban Renewal Authority and/or Downtown Development Authority may support Johnstown's development goals. Our analysis may also include additional potential funding tools including impact fees, payment in lieu of taxes (PILTs), other fees and/or debt/bond issuance structures that have supported other municipalities in their downtown redevelopment efforts for staff consideration.
- Development of a financial forecast on revenue projects and capacity for the different financing districts/tools based on staff direction, considering market conditions, development objectives, and best practices from other similar successful district creation efforts. A version of the revenue model will be developed to be handed over to the Johnstown team to own and continue to use to in planning efforts for downtown in the future.
- Provide a recommended district(s) structure and strategy for Johnstown staff/Town Council consideration. Recommendation may be a single or multi-district structure that balances the need for revenue generation with appropriate financial burden to property owners and/or rate payers. The recommendation will support the financing needs of the Town's master plan and take into consideration unique characteristics of the Johnstown real estate market.
- Support the Johnstown Town staff on pro-forma analysis/model development for different development scenarios for the downtown environment.



- Assist Johnstown staff on preliminary negotiation strategy and/or discussions with the private development community on future partnerships and development programs.
- Develop supporting presentations, documentation, and financial models for Town staff to use in communicating and sharing findings of analysis effort with stakeholders.

Phase 3: Recommendation Refinement

Pending direction from Town staff/Town Council, the team will conduct a second public engagement effort to present the outcomes of the financial district analysis and district(s) structure recommendation. This effort will provide community members an opportunity to consider the recommendation being put forward by Town staff, including funding capacity of any planned district(s), as well as the financial impact such district(s) may have on property owners/businesses/citizens. This engagement process will allow Town staff to demonstrate how the recommended district model incorporates feedback gathered earlier in the engagement process. It also will allow staff to gather direct feedback from community members on the recommendation and allow Town staff to refine and/or amend any components of the recommended district model before moving forward with the establishment of the district(s). We believe allowing for this second round of feedback on the recommended path forward, prior to finalizing a decision, is essential to ultimately getting community buy in on the path forward and critical for project success. While not as intensive as the first public engagement effort, we envision this process to include the following:

- Two open houses to share with the public the recommended district(s) and/or financing tool structure for downtown allowing for input on proposed recommendation.
- A follow-up work session with Town Council and Town staff to share input collected from public open houses and to gather final feedback from Council members/staff members on recommended path forward.
- A formal presentation at a Town Council meeting and staff to review recommended district structure in a public setting.
- Summary presentation/documentation of second public engagement efforts and feedback.

Phase 4: Preferred District Model Selection, Election Preparation, and Execution

Following the second engagement effort, we will work in partnership with Town staff to finalize a path forward for the preferred district(s) structure for downtown Johnstown. With a decision in hand, our team will shift from the planning and analysis phase, into implementation and execution. Our team will identify the necessary actions and steps that Johnstown must take, including any election requirements, and develop an execution plan to allow for district(s) creation in 2026. This planning should also involve addressing any TABOR-related issues. Given the important legal and statutory requirements that must be followed, we anticipate Kaplan Kirsch playing a significant role in this phase of the project, however, we will bring in additional team members depending on the selected district(s) and/or funding tool type. Work during this phase is envisioned to include:

- Developing an execution plan for establishing the Town's preferred district(s) in 2026. Plan will include both required legal, political, and administrative actions, including recommended roles and responsibilities to be assigned across team members; identifying actions that are required to be taken by Town staff/personnel and those that can be undertaken by our team.



- Identify applicable state and local laws, including voter approval thresholds and procedural mandates, as well as structuring the ballot language and issue(s) to address statutory and local issues, as well as the Constitutional requirements of TABOR.
- Prepare necessary legal documents, including resolutions, ordinances, notices, and/or other required statutory documentation to support election activities and/or district creation.
- Collaborate with Town staff to ensure documents align with policy objectives and legal standards.
- Develop legally compliant ballot language, including necessary ballot language with translated text, per statutory requirements.
- Develop an election communications strategy, messaging platform and digital and print materials to facilitate voter education and engagement.
- Advise Town staff and representatives on how to communicate legal aspects to stakeholders and the community.
- Assist in the formal establishment of the special taxing district, including any necessary filings and compliance measures.
- Attend Town meetings and advising elected and appointed Town officials and staff.

Phase 5: District Governance and Administrative Planning Support

Depending on the type of approved district structure, our team will work with Town staff to assist with the development and creation of the district's governance model and operational procedures to ensure the district is fully implemented and operating efficiently. This work will ensure a board is established for the new district that complies with legal requirements and with Town and community expectations. Work during this phase would include:

- Outlining the legal requirements and parameters defining the governing board establishment, including processes and procedures for board operations.
- Defining and documenting the governing board's roles, responsibilities, and operational procedures including any statutory compliance requirements.
- Supporting the Town on board member recruitment, screening, and selection; ensuring the Town has a board make up that is representative of the community while also provide the background and experience to manage district operations.
- Establishing and documenting best practices and guidelines for board recruitment, appointment, and onboarding.

Phase 6: On-Call Operational Advisory Services (Optional)

Given the complex nature of this project and process, our team recognizes there may be additional need for services once the approved district is established, implemented. We can offer on-call advisory services to provide support to Town staff and the governing board to help answer questions and provide feedback/insights during district(s) first months of operations. These services would be on an on-call basis and only used at the direction of the Town Staff. Below are some examples of support we can provide during this phase:



- Attending meetings to answer questions and provide feedback during the District(s) early months of operation.
- Assist in potential development project proposals review, financial planning, and/or negotiation processes that would interact and/or partner with the district(s).
- Updated financial modeling support and/or pro-forma review of project proposals or concepts.
- Evaluate further refinement of the governing board's roles, responsibilities, and operational procedures based upon initial work and/or as future development projects become more refined.
- Additional feedback and guidance on best practices for the district and governing body.

Project Schedule and Cost Proposal:

Below is a proposed project schedule as well as pricing proposal range for what we believe are the primary deliverables required to meet the six phases presented in our proposal. We work efficiently across our team and therefore anticipate having multiple team members supporting each task and deliverable based on applicable experience and skillset, with the primary teams for each phase listed below. The range of potential district(s) structures and related phases of work in the Town of Johnstown's proposal include an evaluation of a range of governance options in addition to development of a long-term governance model making it difficult to estimate specific fees (most critically the legal fees) until additional clarity on the preferred district(s) model is determined. As such, the proposed hour estimates have a range and uses a blended hourly rate, however, as noted in our cover letter, we anticipate developing a more detailed budget for each phase and level of effort during final contract discussions. Actual fees would be billed on a time and materials basis according to the hourly rate card presented in this proposal with the not to exceed total number presented in the below cost proposal and/or as ultimately agreed upon with Johnstown during the final contract negotiation process.

It should also be noted that the schedule presented is not to meant to imply that there will not be overlap across phases, as we expect work to begin on the next phase as soon as decisions are made that can guide the next phases work. For example, while we have the financial analysis effort beginning on Sept 1st, that foundational work will likely begin in July or August as feedback from the community is received. Likewise, the election planning process will begin as soon as the Town begins narrowing in on a selected district(s). Finally, this schedule list the team that we believe will be most heavily involved in each phase. That is not intended to imply that other team members will not be involved in the phase as required as we fully expect some overlap across the phases and as mentioned in our project approach, our team will work in close coordination across the entire project to ensure smooth movement across phases during the full project lifecycle. Finally, the schedule also assumes a contract execution that allows for work to commence by mid-June 2025 and anticipates an engagement term through 2026 when including the on-call optional phase.

Phase	Primary Team Members	Proposed Start Date	Proposed No Later Than Completion Date	Estimated Hours to Complete Deliverable	Funds Available at Completion Deliverable
1 - Build Awareness & Understanding of Various District Financing Tools	SSG GBSM	June 15 th , 2025	August 31 st , 2025	443-590	\$105,950-\$145,300
2 - Financial Analysis, District Considerations, and Recommendation	SSG Strae Advisors	September 1 st , 2025	September 30 th , 2025	195-230	\$55,650-\$64,500



3 - Recommendation Refinement	SSG GBSM Strae Advisors	October 1 st , 2025	October 31 st , 2025	215-260	\$45,950-\$55,750
4 - Preferred District Model Selection, Election Preparation, and Execution	SSG Kaplan Kirsch	November 1 st , 2025 Work begins upon Town decision on district/financing model	April 30 th , 2026 Election material targeted completion December 31 st legal guidance through election	470-600	\$148,950-\$190,800
5 - District Governance and Administrative Planning Support	SSG	February 1 st , 2026 Planning for district governance and structure begins in early 2026.	June 30 th , 2026 Support continues after April election results and through district start-up operations	343-420	\$80,450-\$104,050
6 - On-Call Operational Advisory Services (Optional)	SSG / other team members as needed	July 2026	Dec 2026	130-150	\$40,000
Election Material & Public Meeting Supply Expenses*		-	-	-	\$8,000
Total	-	-		1666-2100	\$444,950-\$568,400
Total w/ On Call Capacity	-	-	-	1796-2250	\$484,950-\$608,400

* Includes expenses for design/print/mail of one round of campaign-related mailers and expenses for in person public meetings/open houses in Johnstown.

Team Qualifications and Credentials:

Summit Street Group	
Patrick O'Keefe Summit Street Group, Founder/CEO Denver, CO	Patrick is an experienced leader with global experience across operations, sales and corporate functional management in a Fortune 500 corporation that serves clients across infrastructure, energy, water, and urban development. He has built and led multinational groups across each of those key sectors. He has also executed sales strategies for key clients with dramatic increase in annual sales. His private sector experience is complemented with senior level experience in government and extensive work with non-profits. He has directly managed a \$700m construction program with horizontal and vertical facilities. He also served as a key advisor on the second phase of development using a public-private partnership financing model with significant additional private real estate development. This major program work complemented his previous experience on major programs in the UK and for the United States Department of Energy. Patrick worked for CH2M, a global engineering and construction firm, serving in numerous capacities including head of the U.S. region. He served as a transitional leader to help the US/Canadian Region through significant transition of the collapsing energy prices to reposition the business. He led the creation of the firm's Corporate Affairs group, which included international government affairs, marketing, communications and the 120-office network in the U.S. He also served as the lead staff person for the Chairman and CEO managing the board of directors and worked on several major environment and infrastructure programs. Patrick started his career in Washington, DC working as an aide for the then-chairman of the Energy and Power Subcommittee Chairman in the House of Representatives. He served as a key aide on energy issues, with specific focus on electric utility, energy development and environmental policy. After Capitol Hill, he worked as a



	government relations lead for the Tennessee Valley Authority leading Clean Air Act strategy and electric industry deregulation for the nation's largest government utility. He served as Corporate Secretary for CH2M, which is a Sarbanes-Oxley compliant corporation. He managed all matters related to board of direction organization and coordinated document production for board meetings. This experience built on nearly half dozen years serving as the lead staff person for the previous Chairman. He also previously served as President of the CH2M Foundation. Patrick will be a support team member serving as strategic advisor to the effort advising on the cost estimate and early strategic planning phases of the effort.
John Karner Summit Street Group, Principal Denver, CO	John has extensive experience at the municipal level working on large public capital projects that have included significant private development investments. He led the financial affairs for the City of Greeley as Director of Finance and was responsible for managing special district operations (Title 31, 32, and TIF) during his time with the City of Denver. He uses this experience, along with his time in the private sector, to structure public development projects that can transcend the public/private divide, helping drive outcomes that meet government objectives and sparking over a \$3 billion dollars of follow up private investment in metro Denver. He was the lead for the City of Denver on the creation of Denver's largest special district, the River North (RiNo) BID and corresponding RiNo GID and continues to advise both districts on their financial planning and long-term strategy. John has also advised the City of Denver on the expansion and operations of the Denver's Downtown Development Authority plan to expend an additional \$570M+ of public investment in downtown projects. In addition to supporting the successful creation of several special districts in Denver, he also has experience working on Public, Private, Partnerships (P3) development projects including the \$1B+ National Western Center project and Central 70. John would be a dedicated team member serving as program director, overseeing contracting and engagement management across all teams. He will be providing strategic direction on the effort and supporting project deliverables across all phases of the project.
Lisa Carpenter Summit Street Group, Senior Manager Denver, CO	Most recently, Lisa Carpenter served as Director of Strategic Operations to former Denver Mayor Michael Hancock. While serving as a key advisor to Federal, State and Local leaders, Lisa helped steer policy execution, coordinate complex issue management and lead effective projects built on collaboration of a vast array of community, business and elected stakeholders. Lisa will be a support team member to the effort using her political and public engagement experience to help guide the team through the community outreach effort.
Sarah Carwse, Project Manager	Sarah is a seasoned planner, urban strategist, and licensed landscape architect with over a decade of experience leading complex public realm, planning, and district efforts. She specializes in aligning design, policy, finance, and community engagement to deliver transformative urban strategies across Colorado communities. Most recently, Sarah served as Executive Director of Urban Strategy & Design for the RiNo Art District's Business and General Improvement Districts in Denver, where she oversaw capital project planning, governance, and implementation – managing a \$5 million annual budget and coordinating efforts across city agencies, elected officials, and community members. Prior to that, Sarah worked as a city planner and urban designer for both the City and County of Denver and the City of Boulder, where she led long-range planning efforts, managed complex implementation projects, and guided cross-departmental collaboration. Her background is built on community engagement, strategic planning, and the practical realities of public-sector implementation. Working alongside John, Sarah will serve as project manager, helping ensuring coordination and collaboration across team members. She would be the day-to-day connection with City staff and team members, responsible for tracking process and deliverables to ensure adherence to the project schedule.



Nora Johnson <i>Summit Street Group, Associate and Senior Economics Analyst Denver, CO</i>	Nora Johnson has significant experience in economic and market analysis. To complement this strength, she has the unique parallel experience as a marketing expert making the research translatable to client leaders and stakeholders. Nora has worked with clients across sectors and industries to achieve their strategic goals and move toward systematic improvement. She helps clients understand and evaluate their situational context, identify future opportunities, and determine ways to best serve and engage their constituents and stakeholders. She specializes in research, data analysis, strategy development, planning, execution and reporting. To better understand and serve diverse industries in the current world and business context, Nora received her MA in Global Finance, Trade and Economic Integration, following BSBA majors in Marketing and Hotel, Restaurant and Tourism Management. Nora will be a support team member available to support refinement of project deliverables and development of presentation materials to support communication efforts.
Strae Advisory Services	
Mark Tompkins <i>Strae Advisory Services, Partner Denver, CO</i>	Since 1996, Mark Tompkins' involvement within the Denver real estate market has allowed him to be intimately involved in financing and operations of multiple large-scale projects involving TIF and metropolitan districts in various municipalities including Denver, Littleton, Westminster, Englewood, and Lakewood. The overall total financings Mark has participated in structuring and executing is in excess of \$1 billion. He also was involved in the delivery of more than 1 million square feet of commercial space and over 1,400 residential units, consisting primarily of condominiums and townhomes, ranging from workforce to high end product throughout the metro area. During two separate periods spanning more than four years, Mark held redevelopment positions for the Denver Urban Renewal Authority ("DURA"). Mark was responsible for underwriting DURA's potential participation on dozens of proposed projects spanning the gamut of residential, retail, hospitality and office uses. He regularly served as the developer's primary contact throughout negotiations with DURA. Prior to joining DURA, he served from 2006-2013 as the Chief Operating Officer of Continuum Partners, an internationally acclaimed developer of large mixed-use projects, including the Denver Union Station multi-modal transit hub, and Lakewood's Belmar project. From 1996-2004 Mark served as VP of Finance for a Vancouver, BC based real estate developer responsible for residential, commercial, and historic rehabilitation projects. Mark will be a dedicated team member primarily supporting the financial analysis and district selection phases of the project, providing financial analysis, district comparative analysis support, and strategic guidance on development project proposals.
Elizabeth Lee <i>Strae Advisory Services, Partner Denver, CO</i>	Elizabeth Lee has been advising clients in the real estate industry in Colorado since 2017. Elizabeth has specific expertise in providing strategic and quantitative analysis for some of Denver's largest placemaking development projects. Prior to 2017 Elizabeth was a Vice President at JPMorgan Chase at the firm's Headquarters in New York. She began her career in the midst of the 2008 financial crisis, within JPMorgan's Investment Bank. She held roles in the Interest Rate Derivatives group focusing on crisis-related project management and operations, as well as the Equity Capital Markets division where she helped originate over \$10bn of equity through IPOs and follow-on offerings for consumer retail clients. From 2012 onward, Elizabeth worked within JPMorgan Chase's Chief Investment Office and Corporate Treasury Division. In her role, she collaborated closely with senior executive management on risk and asset/liability management strategies across the firm's \$2.5 trillion balance sheet, amidst a changing and challenging regulatory environment during the roll-out of Dodd-Frank Regulations. In particular, she pioneered innovative solutions for measuring and mitigating foreign exchange risk, as well as short term funding and intraday payment liquidity risk for the firm's global activities.



	Elizabeth will be a dedicated team member supporting the financial analysis and district selection phases of the project. She will primarily be focused on financial model development and pro-forma analysis during the financial analysis and district phases.
GBSM, Inc.	
Andy Mountain GBSM, Inc., President & CEO Denver, CO	Andy Mountain is a seasoned strategist with more than 25 years of experience advising leading nonprofits, corporations, law firms, government agencies, and civic coalitions. He specializes in business strategy, organizational design, communications, issues and crisis management, and public affairs. Andy partners with C-suite executives, boards, and senior leaders to develop practical solutions to complex organizational and societal challenges. Andy's cross-sector work spans transportation, arts and culture, economic development, and nonprofit advocacy. He currently leads strategic communications and engagement for the RiNo Art District BID Renewal, where he is helping build awareness, gather feedback, and foster consensus among property owners, residents, and city leaders. His work is grounded in community input and thoughtful messaging to support the BID's long-term vision. He also serves as a lead strategist for the 16th Street Mall Project, where he provides executive advisement and issues management to ensure the project honors Denver's past while catalyzing the future of downtown. Andy's deep relationships with downtown stakeholders help elevate public champions and shape project narratives. Prior to joining GBSM in 2004, Andy worked in corporate communications at Microsoft and MCI and consulted for regional and international firms in Denver and Washington, D.C. Over his career, he has helped launch a national elder fraud prevention program, protect iconic Colorado landscapes from industrial development, and shape high-profile projects across the Rocky Mountain West. Andy is a member of the Colorado Forum and a 2006 Leadership Denver graduate. He serves on several arts, education, and civic boards and earned his journalism degree from the University of Maryland at College Park. Andy will be a dedicated team member advising the Town on the public engagement efforts and helping the town in consensus building for the district establishment.
Alana Plaus GBSM, Inc., Senior Associate Denver, CO	Alana Plaus is an experienced public policy, public affairs and strategic communications consultant. She is skilled at creating innovative solutions to complex problems while building consensus with key stakeholders and diverse communities. Her public policy and communications skills are rooted in over 10 years of experience working on behalf of elected officials, higher-education institutions, non-profit organizations and state governments. Alana helps clients navigate complex challenges by centralizing inclusive community engagement, transparent communications and thoughtful strategy. Her cross-sector work with clients in education, water reclamation, land use and affordable housing, legislation and government allows her to provide a breadth of knowledge that elevates her projects and creates critical connections. Prior to joining GBSM, Alana served as Colorado Governor Jared Polis' policy advisor on workforce and education. In this role, she managed all facets of the governor's communications, issues and crisis management, policy development, legislative positions and budget development relating to education and workforce development. Alana is an experienced navigator of state and local government and legislative processes and provides clients with thoughtful solutions to multifaceted political and regulatory dynamics. Alana has a breadth of experience planning and managing recurring and specialized programs and campaigns with prominent and influential business, civic and political leaders. The bulk of this experience comes from her role as deputy director of the Colorado Forum, a highly influential, non-partisan organization committed to helping businesses and communities understand, build and execute transformative plans to address intractable societal challenges. Alana graduated from Columbia



	University's School of International and Public Affairs with a master's degree in public administration. She holds a B.A. in Spanish from Bates College. Alana will be a dedicated team member focused on the public engagement phases of the project.
Kaplan Kirsch, LLP	
Steve Kaplan, Founding Partner	Steve is the founding partner of the Firm, former managing partner, and a strategic advisor. Throughout his professional career, Steve Kaplan has participated in the negotiation of complicated public-private partnerships from several different perspectives: as a client, as counsel to a municipality, and as a representative of the United States government. Steve previously served as the General Counsel of the United States Department of Transportation under President Clinton and also served for seven years as the City Attorney of Denver, Colorado. He was actively involved in negotiations which led to the development of the Denver International Airport, the Colorado Convention Center, and the governance structure and financing for Denver's Major League Baseball stadium. He served on the Board of the Denver Union Station Project Authority and helped prepare the governance structure for the National Western Center Authority. Steve would be a support team member providing strategic and legal advice related to district selection and election planning process.
Kirsten Crawford, Partner	Kirsten is an experienced attorney, specializing in complex development and public financing mechanisms to achieve the goals of the public sector. Since joining the Firm, Kirsten has guided multiple jurisdictions in the formation and election process to establish regional authorities. She has negotiated development agreements with public financing sources including bond, tax increment, and other special district financing. While serving as Breckenridge Town Attorney, Kirsten negotiated and drafted a wide array of land use entitlement legal instruments, including annexation, zoning, and real estate agreements for Breckenridge's largest mixed-use development that included a 36-room hotel, single and multifamily residential development, and rental restricted workforce and affordable housing units. As Legislative Counsel for the Denver City Council, Kirsten served as a top leader in the City Attorney's Office overseeing legal advice on high-level policy matters for the City. Kirsten has developed exceptional legal draftsmanship having lead efforts for multiple ballots and referred measures. Kirsten would be a dedicated team member providing guidance and deliverable support for any legal review and election planning activities for the preferred financial district(s).

Relevant Project Experience and References:

Project: Denver Union Station Redevelopment Project Budget/Investment: ~\$480M public investment Key Personnel: Mark Tompkins Redevelopment of the Denver Union Station facility and surrounding 19 acres to incorporate multi-modal bus, light rail, and commuter rail facilities into a central transit hub for RTD. The key to the project's financing was establishing a DDA to access Title 31 TIF, which has been a remarkable success. Mark Tompkins served as the COO for Continuum Partners at the time of the project and was involved in negotiating the plan of finance as well as served on the metropolitan district	Project: Englewood City Center Project Budget/Investment: - \$40M public investment/\$600M investment Key Personnel: Mark Tompkins / Elizabeth Lee Strae has advised the City of Englewood since 2019 on its CityCenter project. Situated on a historic landfill, the location is the home of the long-demolished Cinderella City regional mall. Approximately 25 years ago, the site underwent an initial redevelopment from the former mall to the current land uses, which have experienced mixed success. Strae advised the City through a master developer solicitation process, negotiations with stakeholders, etc. and continues
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boards, and as an executive member for the master developer, Denver Union Station Neighborhood Company, and joint venture between Continuum Partners and East West Partners. Diane Barrett served as Chief Projects officer for the City and County of Denver, managing the public investment and oversight of the project. Reference: Frank Cannon, Development Director, Continuum Partners 303-573-0050	to advise on the process as a key property interest holder navigates through a foreclosure and disposition process. Strae advised the consulting team tasked with delivering the Plan of Development for Englewood’s recently instituted Downtown Development Authority and was instrumental in identifying TIF sub-areas to be included in the Plan of Development. Reference: Mr. Dan Poremba, Chief Redevelopment Officer 303-762-2300 dporemba@englewoodco.gov
Project: Denver Downtown Development Authority and TIF District Expansion: Project Budget/Investment: +\$570M public investment Key Personnel: John Karner / Lisa Carpenter / Patrick O’Keefe Summit Street Group is providing strategic and operational support to the City and County of Denver, Department of Finance in the expansion of the Downtown Development Authority. Summit Street Group is working in close partnership with downtown stakeholders to build consensus and alignment on the DDAs expansion and TIF boundaries, funding plan, and mission to ensure a successful expansion effort that results in available funding for downtown redevelopment activities in 2025. Our team is also supporting the City in the review/analysis/selection of projects for DDDA funding support. Reference: Nicole Doheny, Chief Financial Officer (720) 865-5352 nicole.doheny@denvergov.org	Project: National Western Center Campus Redevelopment Project Budget/Investment: \$850M public investment Key Personnel: Patrick O’Keefe / John Karner / Mark Tompkins / Elizabeth Lee / Steve Kaplan Several of our team members worked together on the National Western Authority and City and County of Denver in the redevelopment of the National Western Center Campus. The project included several different development components of infrastructure, commercial, retail, and entertainment venue. Team members advised the project owners in financial planning, real estate valuation, special district opportunities, and long-term operational plans post construction. Kaplan Kirsch also represented the City and County of Denver in the legal formation of the National Western Center Authority which includes Denver, Colorado State University and the National Western Stock Show Association Reference: Brad Buchanan, Chief Executive Officer (720) 326-9506 b.buchanan@nationalwesterncenter.com
Project: RiNo BID Creation and Renewal Effort Key Personnel: John Karner / Lisa Carpenter / Patrick O’Keefe / Nora Johnson / Andy Mountain Summit Street Group supporting the River North (RiNo) Business Improvement District (BID) in their financial planning and revenue estimates during their 10-year renewal process. They were further engaged to develop a long term financial operating plan for the district as well as to help the district develop tools to identify and select funding priorities. John Karner also led the creation effort of the RiNo BID and RiNo General Improvement District in 2015 on during his time with the City and County of Denver. Reference: Adam Larkey, Interim Executive Director RiNo BID/GID (720) 440-1019	Project: Colfax BID Strategic Plan Development Key Personnel: Mark Tompkins / Elizabeth Lee Strae acted as a financial consultant supporting the Colfax Business Improvement District (BID) in updating its strategic plan in anticipation of the construction of the Colfax Bus Rapid Transit line. Strae performed financial analysis to assess the District’s financial capacity based on changing market conditions. Strae helped the District evaluate potential approaches to expanding the District’s revenue, including through evaluation of a public improvement fee, payments in lieu of taxes for multifamily and non-profit properties inside the district, and providing operational services to BID members. Reference: Anna Jones, BID Manager, CliftonLarsonAllen (303) 793-1478



adamlarkey@gmail.com Project: Fox Park Key Personnel: Mark Tompkins / Elizabeth Lee Dates of Engagement: 2020-Present 40+ Acre Mixed Use TOD development project (ongoing) with unique infrastructure challenges due to environmental issues, as well as proximity to highways and rail lines. Strae negotiated ~\$400M public finance package (in 2022 \$s) to support both on-site and regional infrastructure buildout next to light rail station and key highway intersection at I-25 and I-70. Public finance package included funding from urban renewal TIF (\$196M) and Metro District funds. Elizabeth built a complex public finance project model on behalf of the Master Developer that was crucial in negotiations, and continues to be relied upon by the client for ongoing capital planning. Strae continues to support ongoing administration of public finance agreements, overall project financing strategy, and advises on Metro District on implementation of infrastructure and execution of financing plan. Reference: Manual Jimenez, Director of Operations for Vita Fox North (Master Developer) (720) 620-8565 mjm@interlandmx.com	anna.jones@claconnect.com Project: Advisor to City of Lafayette / Highway 287 & Arapahoe Development Key Personnel: Mark Tompkins / Elizabeth Lee Dates of Engagement: 2024- Present Both Elizabeth and Mark served as real estate advisors supporting City's negotiation with private developers. In its role Strae performs the following functions: Conduct diligence on private developer's pro forma model; evaluate and challenge real estate related modeling assumptions: Analyze and challenge private developer subsidy request using relevant market-based metrics and conditions, and real estate development fundamentals: Evaluate subsidy request impacts in the context of relevant local policy including applicable intergovernmental agreements: Present findings to relevant stakeholders including Lafayette City Council: Advice regarding metro district formation strategy, metro district financial capacity, and metro district financing structures Reference: Brigid Keating, Economic Development Director, City of Lafayette (303) 435-6489 Brigid.Keating@lafayetteco.gov
Stapleton Redevelopment Project - Brookfield Properties (Formerly Forest City) Key Personnel: Steve Kaplan Kaplan Kirsch have worked with Brookfield Properties (formerly Forest City) for over 25 years on the redevelopment of the former Stapleton International Airport property. Since its inception, the Firm has represented this master developer in nearly all aspects of the redevelopment of this 4,700-acre master planned, mixed use community. Initially, we represented and advised our client in project due diligence and ongoing environmental due diligence and negotiated and drafted the framework agreements related to the project, including preparation of contracts for construction of \$650 million of publicly financed infrastructure. The Firm then continued to assist the master developer in the ongoing project, including environmental risk mitigation, regulatory compliance, and insurance; advice regarding land use, entitlements, affordable housing and financing matters; and all aspects of commercial and mixed-use resale transactions with restrictive development covenants.	City of Longmont and the Longmont Urban Renewal Authority Legal Representation Key Personnel: Steve Kaplan / Kirsten Crawford Kaplan Kirsch represent the City and the urban renewal authority regarding certain transformative projects within the City. The Firm are working with the City and the Longmont Downtown Development Authority on a development and tax increment financing agreement with a hotel developer to develop a new hotel in the City's Main Street area. Additionally, the Firm is working with the Longmont Urban Renewal Authority on mechanisms to encourage redevelopment of a large sugar mill property in the City. Reference: Eugene Mei City Attorney, City of Longmont longmontcolorado.gov



Reference: Katy Dunn Director, Legal Counsel Development Brookfield Properties Katy.Dunn@brookfieldrp.com	
Project: University of Colorado Boulder South Campus Key Personnel: Alana Plaus, GBSM GBSM's history with the University of Boulder's South Campus dates back to the 2017 City of Boulder Comprehensive Plan where we helped CU navigate the community and political pressure to define its plans for the property when the university had not conducted enough analysis to even define a conceptual development plan. While that work focused on high-level commitments to community collaboration and partnership when development plans would occur, our heaviest involvement surrounded protecting the university, and the property, from a citizen-led 2022 ballot initiative to stop the City of Boulder from annexing CU Boulder South into the city. Recognizing that CU, as a public entity, needed to steer clear of using public funds in an election, we developed a communications and engagement program focused on facts. We utilized simple, fact-based creative assets as tools to share directly from the university, but more importantly, to arm community ambassadors with, in an effort to dispel rumors and reposition community understanding about the realities of what the annexation provides. The success of this effort will redefine Boulder's economic development, housing and transportation landscape for decades to come. Reference: Lori Call, Assistant Vice Chancellor for Local Government and Community Relations, CU Boulder (303) 709-4427 lori.call@colorado.edu	Project: City and County of Denver Denveright Key Personnel: Andy Mountain, GBSM For the first time in its history, Denver harnessed the communications and engagement power of five separate, but related, citywide planning efforts under one holistic and strategic effort – Denveright. GBSM led the multi-disciplinary team that partnered with city leadership and the four plan teams to develop, launch and implement the unprecedented citywide effort. Under Andy Mountain's leadership, his team developed naming and branding for Denveright as well as a comprehensive communications and public involvement effort. Through aggressive digital-strategies, coordinated grassroots coordination and effective engagement of community, business, civic and activist leaders through task forces, committees and direct-engagement, GBSM helped the City achieve unparalleled levels of outreach and engagement. Reference: Andrea Burns, Vice President of Impact and Engagement, Urban Land Conservancy (720)707-0671 andrea@abmarcom.com
Project: 16th Street Mall Revitalization Key Personnel: Andy Mountain, GBSM The City and County of Denver partnered with GBSM to provide strategic guidance and communications leadership for the 16th Street Mall Revitalization Project. This major infrastructure effort aims to reconstruct and reimagine thirteen blocks of Denver's most iconic public space to better serve the needs of residents, visitors and businesses while preserving its historical significance and catalyzing downtown's future.	Project: Town of Crested Butte Community Compass Key Personnel: Alana Plaus, GBSM The Crested Butte Community Compass is the Town of Crested Butte, Colorado's comprehensive plan. Adopted in 2022, the Community Compass publicly declares the intentions of the Town and provides a framework for the Town to navigate its future in a way that is aligned with the values of the Crested Butte community. GBSM helped facilitate a far-reaching and dynamic community engagement effort for Community Compass that uncovered the community's core values and priorities, which now act as



GBSM serves as a strategic partner at both the executive and programmatic levels of the project. GBSM's lead strategist provides executive advisement and issues management support to help navigate the complex landscape of stakeholders, timing and long-term vision. Leveraging deep knowledge of Denver's history and long-standing relationships with civic and business leaders, GBSM helps the City elevate trusted external champions and maintain alignment with the broader goals for downtown revitalization.

At the program level, GBSM leads strategic communications and engagement efforts to ensure transparent, consistent and timely information sharing with key audiences. GBSM developed a performance-driven reporting structure that combines quantitative and qualitative data to track progress, assess impact and identify opportunities for improvement. This KPI framework is now serving as a model for the Denver Department of Transportation and Infrastructure's other major capital projects.

Through this partnership, GBSM is helping ensure that the 16th Street Mall Revitalization Project not only delivers on its construction goals but also fosters long-term civic trust, supports business continuity and reaffirms the corridor's role as the cultural and economic heart of Denver.

Reference:

Molly Veldkamp
Program Manager, Special Projects
Denver Department of Transportation and Infrastructure
(303)915-1885
Molly.Veldkamp@denvergov.org

Crested Butte's north star. Guided by Crested Butte's four core values of authentic, connected, accountable, and bold, the Community Compass culminated in a thoughtful decision-making framework that to date has helped the Town of Crested Butte to become the first municipality in Colorado to require new construction to be all electric, further restrict its vacation rental regulations, implement mobility experiments, and more.

The journey to create the Community Compass, and now the adopted document, has changed the game for the Town of Crested Butte and its community to intentionally work through uncertain moments, complex decisions, and Crested Butte's most pressing challenges. The Community Compass won the APA Colorado Chapter 2022 honor award for community engagement and continued to be applauded throughout Colorado as a genuine and unique comprehensive plan that is actively in use.

Reference:

Troy Russ, Community Development Director for the Town of Crested Butte
970 349 5338 ext. 128
truss@crestedbutte-co.gov

Team Rate Sheet:

As mentioned above, we are happy to discuss adjustments to the deliverable schedule and pricing structure of the project to fit within the preferred schedule and budget of Town staff.

Firm	Position	Hourly Rate
Summit Street Group	Chief Executive Officer	\$310
Summit Street Group	Principal	\$260
Summit Street Group	Project Manager/Associate	\$210
Strae Advisory Services	Partner	\$350
GBSM	President & CEO	\$400
GBSM	Senior Associate	\$255
GBSM	Associate	\$195



Kaplan Kirsch	Partner	\$600
Kaplan Kirsch	Associate	\$410

Assumptions:

The primary factors that were used to develop our approach include the following:

- Johnstown will provide the necessary facilities for in-person work sessions, open houses, and workshops.
- Johnstown Town staff will be able to provide current assessed values, broken out by assessment type (residential, commercial, non-taxable, etc.) for downtown areas under consideration for financial district establishment. Johnstown staff will also provide insight on potential development projects in pipeline and/or planning phases that team should consider when developing revenue forecast for potential financing districts.
- Our proposal is based on the resources required to establish a district(s) model that requires a single election effort. Multiple district structures that require more than one election may require adjustments to resource demands.
- Johnstown staff will be available to discuss resources and capabilities in a timely manner. Unreasonable delays in timely access to necessary background information to support delivery and/or development of deliverables may have cost and schedule implications.



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Town Council Agenda Communication

Agenda Date: July 7, 2025
Subject: Discussion of Audio/Visual Options for Council Chambers Upgrades
Attachments: None
Presented by: Meghan Martinez, Town Clerk

Agenda Item Description:

The purpose of this discussion is to present two proposals for audiovisual (AV) system upgrades in the Town Council Chambers. The current system is aging and may not fully support the Town's needs for effective in-room meetings. Key limitations include sound distribution, display functionality, and overall production quality. The proposed upgrades are intended to improve meeting efficiency, audio clarity, and the long-term usability of the space.

The following issues have been identified by both Council members and meeting attendees regarding the current AV system:

- Difficulty hearing speakers in various areas of the room.
- Low volume on livestream broadcast for remote viewers.
- Microphones are not consistently effective unless positioned directly in front of the speaker.
- The current voting system and remote controls are cumbersome and not always consistent in operation.

In addition, Staff have identified the following technical and operational challenges with the existing AV setup:

- Microphone volume control is limited to a central tablet, restricting the videographer's ability to make real-time adjustments.
- The existing Broadcast Pix production software is outdated and lacks quality support, limiting broadcast quality.
- Microphone output to the livestream is already at maximum levels, with limited ability to fine-tune.
- Flip-up monitors and legacy voting hardware reduce available space at the dais.

While prior updates have included microphone replacements, new cabling and networking, some speaker upgrades, and individual volume control systems, the core production infrastructure—specifically the broadcast software—has not been replaced. These new proposals are designed to

address remaining system limitations and establish a sustainable AV solution with a projected lifespan of 10–15 years. The system would also allow for adaptability as technology and meeting needs continue to evolve.

Below is a high-level comparison of key components of each proposal.

Category	High Country Low Voltage	Peak Media
Microphone System	Replace with Televic Confidea FLEX	Retain existing microphones (replaced in prior upgrade)
Speaker System	Replace 6 Ceiling Speakers	Replace/add 13–16 Atlas ceiling speakers
Control Panels	Add Q-SYS control panel in AV room	Add Q-SYS control panel in AV room
Broadcast System	Replace Broadcast Pix with TriCaster Mini 4K	Replace Broadcast Pix with TriCaster 1 Pro
Dais Displays	Retain existing flip-up monitors	Replace existing displays with displays at each Council Seat
Voting Software	Televic CoCon Software with integrated voting buttons in Televic Microphones	AgendaLink Voting Software with Voting from Council Devices

In addition, Staff requested that both quotes account for optional virtual integration with zoom or teams, as virtual participation has been discussed at previous legislative sessions and while it may not be implemented, the availability of the technology for future use would assist in the longevity of the system. The final quotes are below including all the key components listed above as well as labor, materials, and other installation needs.

High Country Low Voltage	Peak Media
\$74,653.40	\$66,234.27

Strategic Plan Alignment:

Organizational Excellence & Public Trust

- Strengthen public trust and confidence
- Engage, inform and involve the community

Quality Infrastructure & Facilities

- Establish and maintain levels of service
- Ensure future viability of infrastructure and facilities
- Repair and maintain existing infrastructure, facilities and equipment

Legal Advice:

A Professional Services Agreement will be necessary for this work which can be administratively approved by the Town Manager.

Financial Advice:

This item is not budgeted for the 2025 Fiscal Year Budget and would require a budget amendment.

Recommended Action:

Staff recommends approval of the proposal from Peak Media.

Suggested Motions:

For Approval: I move to approve the proposal from Peak Media, Inc. for audiovisual upgrades to the Town Council Chambers in the amount of \$66,234.27, with the option to include support services or additional components as determined by staff, and to authorize the Town Manager to execute all necessary documents to proceed with the project.

For Denial: I move to deny an award for the enhancements to the Town Council Chambers based on the fact that the system is performing as intended.

Reviewed and Approved for Presentation

Town Manager



450 S. Parish Avenue
Johnstown, CO 80534
970-587-4664
JohnstownCO.gov

Town Council Agenda Communication

Agenda Date: July 7, 2025

Subject: Ordinance 2025-273: An Ordinance Amending Section 13-116(A) And Section 13-123 of the Johnstown Municipal Code Concerning Respectively the Water Dedication Rate and the Raw Water Credit Provided to Water Dedicated to the Town; Modifying the Water Court Transfer Fee; and Declaring an Emergency

Attachments: 1. Ordinance 2025-273

Presented by: Matt LeCerf, Town Manager

Agenda Item Description:

Enclosed for your review and consideration is Ordinance 2025-273. The ordinance presented is an emergency ordinance which requires five (5) affirmative votes to be effective immediately. If the ordinance does not receive 5 votes, an alternative ordinance may be available for consideration to provide for the required two (2) readings. This is presented as an emergency ordinance given the urgency to allow the dedication of water adjudicated in the 2020 Water Litigation in a timely manner and further finds that this Ordinance is necessary for the immediate preservation of the health, welfare, peace and safety of the public and the citizens of the Town.

This ordinance achieves three specific objectives in no particular order. The first objective achieved through this ordinance is the lifting of the current moratorium, allowing the Town to accept the dedication of water associated with the 20CW3011 Water Court Change Case.

The second objective accomplished by this ordinance is the amendment to Section 13-116(a) and Section 13-123 of the Johnstown Municipal Code. In Section 13-116(a) the current language suggests that all in-home water usage is consumptive and technically this is not accurate. Accordingly, the section has been modified. Both the current and amended versions are shown below:

CURRENT

(a) A single-family equivalent without a separate non-potable irrigation system shall require the dedication of 0.50 acre-feet of water per residence for a landscaped lot consisting of less than or equal to 3,000 square feet. The 0.50 acre-feet per residence consists of 0.33 acre-feet of water for in-home consumptive use and 0.17 acre-feet of water for irrigation. This shall be the basis for a single-family equivalent (SFE).

AMENDED

(a) A single-family equivalent without a separate non-potable irrigation system shall require the dedication of 0.50 acre-feet of water per residence for a landscaped lot consisting of less than or equal to 3,000 square feet. The 0.50 acre-feet per residence consists of 0.33 acre-feet of water for

in-home use and 0.17 acre-feet of water for irrigation. This shall be the basis for a single-family equivalent (SFE).

Section 13-123 is amended as part of the presented ordinance and establishes raw water credits yields for water dedicated to the Town from case number 20CW3011. Specifically, this ordinance provides that any water decreed for municipal use in the 2020 Water Dedication associated with the Home Supply shares receives four (4) acre-feet yield or eight (8) Single Family Equivalent (SFEs). For any water not decreed for municipal use, or sometimes commonly referred to as unadjudicated or unchanged shares, those waters dedicated to the Town would receive 3 acre-feet or 6 SFEs per share.

It is important to note that the decreed Home Supply shares from the 1998 and 2006 water litigations respectively are not impacted by this change. Both of these water litigation cases will continue to receive 8 acre-feet yield or 16 SFEs.

Finally, as part of the recent Water Court Change Case, the estimated cost for this legal action is over \$500,000. Accordingly, for all Water Court transfer fees as mentioned in Section 3 of Ordinance 2025-273, the fee schedule will be modified to \$200.00 per SFE for decreed water and \$400.00 per SFE for non-decreed/non-adjudicated water. This is an increase of \$50.00 and \$100.00 respectively from their current rates.

Strategic Plan Alignment:

Organizational Excellence & Public Trust

- Strengthen public trust and confidence

Quality Infrastructure & Facilities

- Establish and maintain levels of service
- Ensure future viability of infrastructure and facilities

Legal Advice:

The Ordinance presented this evening was drafted by the Town Attorney in conjunction with the Town's Water Attorney, Water Engineer, and Town Manager. Approval of the ordinance as presented requires the affirmation of five (5) Council members to be effective immediately.

Financial Advice:

Water Court Transfer Fees will increase slightly allowing the Town to recover its cost incurred from the change case.

Recommended Action:

Staff recommends approval of Ordinance 2025-273 as presented.

Suggested Motions:

For Approval: I move to approve Ordinance 2025-273 as presented and further declare that an emergency exists to allow the dedication of water adjudicated in the 2020 Water Litigation in a timely manner and further finds that this Ordinance is necessary for the immediate preservation of

the health, welfare, peace and safety of the public and the citizens of the Town.

For Denial: I move to deny Ordinance 2025-273 as presented.

Reviewed and Approved for Presentation

A handwritten signature in blue ink, appearing to be 'W. J. C.', is written above a horizontal line.

Town Manager

TOWN OF JOHNSTOWN, COLORADO
ORDINANCE NO. 2025-273

**AN ORDINANCE AMENDING SECTION 13-116(a) AND SECTION 13-123 OF
THE JOHNSTOWN MUNICIPAL CODE CONCERNING RESPECTIVELY
THE WATER DEDICATION RATE AND THE RAW WATER CREDIT
PROVIDED TO WATER DEDICATED TO THE TOWN; MODIFYING THE
WATER COURT TRANSFER FEE; AND DECLARING AN EMERGENCY**

WHEREAS, the Town of Johnstown, Colorado (the “Town”) is a Colorado home rule municipality, duly organized and existing under the laws of the State of Colorado and the Town’s Home Rule Charter; and

WHEREAS, the Town Council is vested with the authority to administer the affairs of the Town; and

WHEREAS, Article IV of Chapter 13 regulates the dedication of water rights to the Town (“Water Rights Dedication Ordinance”); and

WHEREAS, Section 13-116(a) of the Water Rights Dedication Ordinance provides that a single-family credit is based on 0.33 acre-feet of water for in-home consumptive use; and

WHEREAS, the Town’s water engineer recommends that the Town Council omit the term “consumptive” because that concept is not used in determining the single-family credit for in-home use; and

WHEREAS, Section 13-123 of the Water Rights Dedication Ordinance sets forth the raw water credit that the Town provides for water that is dedicated to the Town; and

WHEREAS, among others, the Town accepts the dedication of Consolidated Home Supply Ditch & Reservoir Company shares; and

WHEREAS, the Town has commenced three water court cases in the District Court, Water Division No. 1, to adjudicate Consolidated Home Supply Ditch & Reservoir Company water for municipal use: (i) *Concerning the Application for Water Rights of the Town of Johnstown in the Big Thompson River and its Tributaries in Larimer and Weld Counties*, Case No. 98CW410 (“1998 Water Litigation”); (ii) *Concerning the Application for Water Rights of the Town of Johnstown in the Big Thompson River and its Tributaries in Larimer and Weld Counties*, Case No. 06CW224 (“2006 Water Litigation”) and (iii) *Concerning the Application for Water Rights of: the Town of Johnstown in Larimer and Weld Counties*, Case No. 20CW3011 (“2020 Water Litigation”); and

WHEREAS, the Findings of Fact, Conclusions of Law and Decree of the Water Court entered in the 2020 Water Litigation provides a lower yield for each Consolidated Home Supply Ditch & Reservoir Company share decreed for municipal use in the 2020 Water Litigation than

the yield allocated by the water court in the 1998 Water Litigation and the 2006 Water Litigation; and

WHEREAS, based on the foregoing, the Town is duty-bound to reduce the raw water credit provided to Consolidated Home Supply Ditch & Reservoir Company shares decreed for municipal use in the 2020 Water Litigation and to Consolidated Home Supply Ditch & Reservoir Company shares not decreed for municipal use; and

WHEREAS, for the reasons set forth herein, the Town Council desires to amend Section 13-116(a) and Section 13-123 of the Johnstown Municipal Code; and

WHEREAS, the Town Manager further recommends that the Water Court Transfer Fee, authorized pursuant to Section 13-122 of the Johnstown Municipal Code, be amended to reflect the increased cost associated with adjudicating raw water for municipal use; and

WHEREAS, Town Council hereby finds, determines and declares that this Ordinance is promulgated under the general police power of the Town, that it is promulgated for the preservation of the public health, welfare, peace, safety and property and that this Ordinance is in the best interests of the citizens of the Town.

NOW, THEREFORE, BE IT ORDAINED BY THE TOWN COUNCIL OF THE TOWN OF JOHNSTOWN, COLORADO, THAT:

Section 1. Section 13-116(a). Section 13-116(a) of the Johnstown Municipal Code is hereby repealed and reenacted to read as follows

- (a) A single-family equivalent without a separate non-potable irrigation system shall require the dedication of 0.50 acre-feet of water per residence for a landscaped lot consisting of less than or equal to 3,000 square feet. The 0.50 acre-feet per residence consists of 0.33 acre-feet of water for in-home use and 0.17 acre-feet of water for irrigation. This shall be the basis for a single-family equivalent (SFE).

Section 2. Section 13-123. Section 13-123 of the Johnstown Municipal Code is hereby repealed and reenacted to read as follows:

Sec. 13-123. Yield by water type and decree.

- (a) Evaluation of Water Rights. Based on the provisions of this Article, the Town shall evaluate water rights offered to the Town for dedication.
- (b) Consolidated Home Supply Ditch & Reservoir Company. The Town has commenced three water court cases in the District Court, Water Division No. 1, to adjudicate Consolidated Home Supply Ditch & Reservoir Company water for municipal use: (i) *Concerning the Application for Water Rights of the Town of Johnstown in the Big Thompson River and its Tributaries in Larimer and Weld Counties*, Case No. 98CW410 (“1998 Water Litigation”); (ii) *Concerning the Application for Water Rights of the Town of Johnstown in the Big Thompson River and its Tributaries in*

Larimer and Weld Counties, Case No. 06CW224 (“2006 Water Litigation”) and (iii) *Concerning the Application for Water Rights of: the Town of Johnstown in Larimer and Weld Counties*, Case No. 20CW3011 (“2020 Water Litigation”). The raw water credit provided to Consolidated Home Supply Ditch & Reservoir Company shares shall depend upon whether the water is decreed for municipal use and the water court case in which the shares were changed.

- (1) Decreed for Municipal Use in 1998 Water Litigation and 2006 Water Litigation. If the shares are accepted by the Town and are decreed for municipal use in the Town pursuant to the 1998 Water Litigation or 2006 Water Litigation, the Town shall provide a raw water credit in the amount of sixteen (16) SFEs [eight (8) acre-feet yield] per share.
- (2) Decreed for Municipal Use in 2020 Water Litigation. If the shares are accepted by the Town and are decreed for municipal use in the Town pursuant to the 2020 Water Litigation, the Town shall provide a raw water credit in the amount of eight (8) SFEs [four (4) acre-feet yield] per share.
- (3) Not Decreed for Municipal Use. If the shares are accepted by the Town and are not decreed for municipal use in the Town, the Town shall provide a raw water credit in the amount of six (6) SFEs [three (3) acre-feet yield] per share.
- (c) Colorado Big Thompson Project Units. If Colorado Big Thompson Project Units are accepted by the Town, the Town shall provide a raw water credit in the amount of seven-tenths (0.7) SFE [thirty-five hundredths (0.35) acre-feet yield] per unit.
- (d) Other Water. For water rights acceptable to the Town for dedication that are not set forth in the tables above, the Town, at its discretion, shall determine the raw water credit.

Section 3. Water Court Transfer Fee. The Town Council hereby amends the Water Court Transfer Fee to be \$200.00 per single family equivalent for Consolidated Home Supply Ditch & Reservoir Company water decreed for municipal use and \$400.00 per single family equivalent for Consolidated Home Supply Ditch & Reservoir Company water not decreed for municipal use, and directs the Town Clerk to add the amended Water Court Transfer Fees to the Town Fee Schedule.

Section 4. Moratorium. The moratorium on the Town’s acceptance of the dedication of Consolidated Home Supply Ditch & Reservoir Company water shares decreed for municipal use in the 2020 Water Litigation and of all water shares that have not been decreed for municipal use, enacted pursuant to Resolution No. 2025-15, is hereby rescinded.

Section 5. Emergency Declaration. The Town Council finds and declares that an emergency exists to allow the dedication of water adjudicated in the 2020 Water Litigation in a timely manner and further finds that this Ordinance is necessary for the immediate preservation of the health, welfare, peace and safety of the public and the citizens of the Town.

Section 6. Effective Date and Publication. The procedures set forth in Section 4.6(A) of the Town Charter and corresponding provisions of the Johnstown Municipal Code requiring a second reading of an ordinance prior to final adoption are hereby suspended. Pursuant to Section 4.7 of the Town’s Home Rule Charter, this Ordinance shall take effect immediately upon the affirmative vote of five (5) Councilmembers. This Ordinance, as adopted by the Town Council,

shall be published and shall be numbered and recorded by the Town Clerk in the official records of the Town. The adoption and publication shall be authenticated by the signatures of the Mayor, or Mayor Pro Tem, and the Town Clerk.

INTRODUCED, PASSED AND ADOPTED AS AN EMERGENCY MEASURE on first reading by the Town Council of the Town of Johnstown, Colorado, this ____ day of July, 2025, by a vote of five (5) Councilmembers of the Town Council of the Town of Johnstown.

TOWN OF JOHNSTOWN, COLORADO

ATTEST:

By: _____
Meghan Martinez, Town Clerk

By: _____
Michael P. Duncan, Mayor

JONES MEMORIAL LIBRARY CASH FLOW REPORT - APR2025			Y-T-D	2025 BUDGET		Notes
BEGINNING CHECKING BALANCE		\$ 369,800.50	\$ -	\$ 20,000.00	To Date	
INFLOWS	Donations/Grants	\$ -	\$ 500.00	\$ 3,500.00		
	Interest	\$ 436.64	\$ 161,695.71	\$ 500,000.00		
	Misc Income	\$ 1.00	\$ 1,058.25	\$ 10,000.00		void ck #11034 \$955.29
	Investments	\$ -	\$ -	\$ 227,076.00		
	Town of Johnstown	\$ 168,593.68	\$ 737,040.20	\$ 2,023,124.00		\$62,665.48 2024 tax dist.
	High Plains Library District	\$ 59,611.59	\$ 220,438.77	\$ 1,375,300.00		\$13,000 '24 + \$9,500 '25 =
INFLOWS TOTAL		\$ 228,642.91	\$ 1,120,732.93	\$ -		\$22,500 Wember reimb.
TOTAL AVAILABLE FUNDS		\$ 598,443.41		\$ 4,159,000.00		
OUTFLOWS	Advertising/Website	\$ 3,487.00	\$ 9,658.00	\$ 50,000.00		
	Books -32	\$ 452.65	\$ 7,494.61	\$ 80,000.00	482	
	DVD/Audio -0	\$ -	\$ 156.14	\$ 20,000.00	8	
	Library of Things	\$ -	\$ 1,282.09	\$ 15,000.00		
	Collection Fees/Bad Debts	\$ -	\$ -	\$ 2,000.00		
	Computer Expenses	\$ 603.09	\$ 603.09	\$ 5,000.00		
	Equipment & Furniture	\$ -	\$ 13,565.77	\$ 60,000.00		MKN \$3,138.75
	MakerSpace	\$ 111.00	\$ 877.20	\$ 10,000.00		
	Gifts Given	\$ 341.89	\$ 562.38	\$ 5,000.00		
	Investments	\$ -	\$ 250,000.00	\$ -		
	Legal Fees/Consulting Fees	\$ -	\$ 2,976.45	\$ 10,000.00		
	Maintenance/Building Exp.	\$ 7,270.79	\$ 23,318.90	\$ 200,000.00		
	Memberships/Licenses	\$ -	\$ 179.00	\$ 2,500.00		
	Milliken Location	\$ 671.35	\$ 1,340.52	\$ 20,000.00		
	Outreach	\$ 434.92	\$ 2,049.13	\$ 10,000.00		
	Professional Enrichment	\$ -	\$ 460.40	\$ 5,000.00		
	Programming	\$ 2,225.36	\$ 7,670.09	\$ 200,000.00		
	MakerSpace	\$ 322.46	\$ 1,519.55	\$ 15,000.00		
	Salaries/Benefits/Perks	\$ 214.52	\$ 3,588.90	\$ 1,000,000.00		
	Health Ins./Retirement	\$ -	\$ -	\$ 150,000.00		
	Subscriptions, Periodicals	\$ 245.69	\$ 286.66	\$ 7,500.00		
	Supplies, Janitorial	\$ -	\$ 359.10	\$ 5,000.00		
	Supplies/Expenses, Library	\$ 820.04	\$ 3,235.32	\$ 15,000.00		
	Telephone	\$ 782.59	\$ 2,387.87	\$ 12,000.00		
	Utilities	\$ 4,840.35	\$ 16,030.14	\$ 60,000.00		MKN \$1875.89
	Capital Improvements-MKN	\$ 13,641.44	\$ 90,991.62	\$ 2,000,000.00		Wember \$30,000 y-t-d
	Capital Improvements-JT	\$ -	\$ -	\$ 200,000.00		
	Transfer to petty cash	\$ -	\$ -	\$ -		
OUTFLOWS TOTAL		\$ 36,465.14	\$ 440,592.93	\$ 4,159,000.00		
ENDING CHECKING BALANCE		\$ 561,978.27				
						Notes Page 128

BEGINNING PETTY CASH BALANCE		\$ 2,105.01				
	Books - 12	\$ 143.64				
ENDING PETTY CASH BALANCE		\$ 1,961.37				
	<i>COLORADO TRUST INVESTMENT</i>		Y-T-D			
BEGINNING BALANCE		\$ 11,147,523.99				
	Dividend - 4.3945%	\$ 40,331.98	\$ 160,582.70			
	<i>Contribution</i>	\$ -				
	<i>Withdrawal</i>	\$ -				
ENDING BALANCE		\$ 11,187,855.97		FUNDS IN RESERVE	\$	1,218,500.00

April 15, 2025

The regular meeting of the Glenn A. Jones, M.D. Memorial Library Board was called to order at 6:36 pm. Debi Sauer, Jenna Hall, Heather Farquhar, Sheryl Ballard and Director Kristi Plumb were in attendance. Chad Young was absent.

The March minutes were approved. The March financial report was reviewed, and approved as follows:

March beginning balance	\$ 153,941.47	Petty Cash beginning balance	\$ 2,105.01
Inflow	303,402.65		-0-
Outflow	87,543.62		-0-
Ending balance	\$ 369,800.50		\$ 2,105.01

CO Trust: \$ 11,147,523.99

Director's Report: Artist-in-Residence: Library is filled with the Elementary Art Show featuring students' artwork from Milliken Elementary, Elwell Elementary, Knowledge Quest Academy and Pioneer Ridge Elementary.

Collections: 106.5 pounds to Milliken Food Pantry. 31 pairs of eyeglasses to Lion's Club. 16 flags to VFW.

Building: Northern Colorado Pest Control treated the property for wasps and will return four more times this year. Landscape bridges have been delayed due to design changes. Work session with Town of Johnstown was held Monday, April 14 regarding our 'partnership' expectations-discussion only, no action. Kristi will contact Attorney Stacey Shae to begin draft of formal MOU.

Programming: Johnstown Post Office is the Stay-and-Play partner this Friday-they are providing coloring books, loaning official bins and trays, and bringing a new mail truck for children to explore. Weld County Extension Office will be bringing an incubator and eggs on April 18th that they will return to 'candle' at next week's Farm Stay-and-Play. Petting zoo on May 16th will kick off SRP!

Happenings: 235 people attended the Milliken Elementary Literacy Night and enjoyed crafts, storytime, robotics, a scavenger hunt and making notebooks in the Makerspace.

Staff: Kristi proposed hiring additional staff member to support Children's Programming. She will begin the process.

Milliken Public Library: Openings through firewall were discussed and holding at two. Staff bathroom layout was approved. Next design meeting is scheduled for April 24, 9:30 am. Kristi will reach out to County Health Department for kitchen requirements.

News of Milliken's Mill Haus Coffee Shop possible closing sparked discussion regarding the affect this would have on our shared space-hours and sustainability.

Meeting was adjourned at 8:30 pm. Next meeting will be May 20, 2025 at 6:30 pm.

March statistics: Johnstown: door count—8555	circulation—9369
Milliken: door count—383	circulation—352

Respectfully submitted, Sheryl Ballard - Secretary



Town of Johnstown

June 2025

Building Permit Statistics

Single Family Residential

Current Month: 43 Issued ytd: 298

Commercial

*New Building Issued ytd 5

Duplex	3-plex	4-plex	5-plex	6-plex	7-plex	Apartment Bldgs
14	0	0	0	0	0	0

Other Residential

(basements/alterations/additions)

Issued ytd 529

Other Commercial

* (tenant finish/alterations/additions)

Issued ytd 63

Fees collected at permit issuance	Residential YTD	Commercial YTD
Construction Valuation	\$115,227,307.13	\$16,152,820.00
Building permit fees	\$828,213.98	\$212,185.81
F&F or F&F Credit	\$0.00	\$0.00
Paving	\$0.00	\$0.00
Water Upgrade	\$0.00	\$0.00
Water & Sewer Reimbursement	\$0.00	\$0.00
Raw Water Development Fee	\$1,767,771.00	\$12,582.00
Water Meter	\$143,009.00	\$0.00
Water Tap	\$2,047,521.00	\$14,658.00
Sewer Tap	\$2,616,953.00	\$0.00
Regional Sewer Development fees	\$1,333,500.00	\$0.00
Sewer Inspection Fee	\$28,100.00	\$0.00
Park	\$140,500.00	\$0.00
Use Tax	\$1,839,459.77	\$304,946.98
Larimer Use Tax	\$190,020.52	\$19,367.09
Open Space Impact Fee	\$398,035.00	\$0.00
Library Impact Fee	\$382,710.00	\$0.00
Public Facilities Impact Fee	\$529,683.00	\$0.00
Police Facilities Impact Fee	\$241,110.00	\$0.00
Transportation Facilities Impact Fee	\$925,834.00	\$0.00
402 Interchange Fee	\$53,770.00	\$0.00
High Plains Blvd Reimbursement Fee	\$0.00	\$0.00
West Water Fee	\$200,790.00	\$0.00
Reinspection Fee	\$10,000	\$200.00
TOTAL FEES (YTD)	\$ 13,674,780.27	\$563,939.88

The Community That Cares

www.TownofJohnstown.com

P: 970.587.4664 | 450 S. Parish Ave, Johnstown CO | F: 970.587.0141

Building permits issued for individual dwelling units - 1991 to (date)

Single family, duplex, 3-plex, 4-plex, 5-plex, 6-plex, 7-plex*						
Year	Issued	Month avg		Year	Issued	Month avg
1961 - 90	165	0.0		2016	132	11.00
1991	2	0.17		2017	140	11.67
1992	5	0.42		2018	126	10.50
1993	7	0.75		2019	87	7.25
1994	47	3.92		2020	108	9.75
1995	106	8.83		2021	184	15.33
1996	145	12.00		2022	446	37.16
1997	143	11.92		2023*	411	41.10
1998	175	14..58		2024	526	43.84
1999	145	12.08		2025	298	49.66
2000	134	11.92				
2001	152	12.67		TOTAL	6892	
2002	262	21.92				
2003	284	24.17				
2004	331	27.67				
2005	375	31.33				
2006	180	15.75				
2007	160	133.42				
2008	97	8.00				
2009	89	7.42				
2010	124	10.33				
2011	184	15.34				
2012	310	25.84				
2013	378	31.50				
2014	272	22.67				
2015	162	13.50				

*Starting in 2023, number represents total number of units constructed including all single-family type structures. This number does not include apartments. Prior to 2023, the number represents single-family units only.

The Community That Cares

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