

ADAMS COUNTY, COLORADO
PURCHASE OF SERVICE AGREEMENT

THIS AGREEMENT ("Agreement") is made this 23rdth day of May 2012, by and between the Adams County Board of County Commissioners, located at 4430 South Adams County Parkway, Brighton, Colorado 80601, hereinafter referred to as the "County," and Christensen Consulting LLC, located at 7709 South Curtice Way #B, Littleton, CO 80120, hereinafter referred to as the "Contractor." The County and the Contractor may be collectively referred to herein as the "Parties".

The County and the Contractor, for the consideration herein set forth, agree as follows:

1. SERVICES OF THE CONTRACTOR:

- 1.1. All work shall be in accordance with the attached RFP and the Contractor's response to the RFP 2012.039 Local Coordinating Contract Facilitator attached hereto as Exhibit A, and incorporated herein by reference. Should there be any discrepancy between Exhibit A and this Agreement the terms and conditions of this Agreement shall prevail.

- 2. RESPONSIBILITIES OF THE COUNTY:** The County shall provide information as necessary or requested by the Contractor to enable the Contractor's performance under this Agreement.

3. TERM:

- 3.1. Term of Agreement: The term of this Agreement shall be for one year from the date of this Agreement.
- 3.2. Extension Option: The County, at its sole option, may offer to extend this Agreement as necessary for up to two, one year extensions providing satisfactory service is given and all terms and conditions of this Agreement have been fulfilled. Such extensions must be mutually agreed upon in writing by the County and the Contractor, and approved by the Adams County Board of County Commissioners.

- 4. PAYMENT AND FEE SCHEDULE:** The County shall pay the Contractor for services furnished under this Agreement, and the Contractor shall accept as full payment for those services, the sum of twelve thousand three hundred dollars (\$12,300.00).

- 5. INDEPENDENT CONTRACTOR:** In providing services under this Agreement, the Contractor acts as an independent contractor and not as an employee of the County. The Contractor shall be solely and entirely responsible for his/her acts, and the acts of his/her employees, agents, servants, and subcontractors during the term and performance of this Agreement. No employee, agent, servant, or subcontractor of

the Contractor shall be deemed to be an employee, agent, or servant of the County because of the performance of any services or work under this Agreement. The Contractor, at its expense, shall procure and maintain workers' compensation insurance as required by law. **Pursuant to the Workers' Compensation Act § 8-40-202(2)(b)(IV), C.R.S., as amended, the Contractor understands that it and its employees and servants are not entitled to workers' compensation benefits from the County. The Contractor further understands that it is solely obligated for the payment of federal and state income tax on any moneys earned pursuant to this Agreement.**

6. **NONDISCRIMINATION:** The Contractor shall not discriminate against any employee or qualified applicant for employment because of age, race, color, religion, marital status, disability, sex, or national origin. The Contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices provided by the local public agency setting forth the provisions of this nondiscrimination clause.

7. **INDEMNIFICATION:** The Contractor agrees to indemnify and hold harmless the County, its officers, agents, and employees for, from, and against any and all claims, suits, expenses, damages, or other liabilities, including reasonable attorney fees and court costs, arising out of damage or injury to persons, entities, or property, caused or sustained by any person(s) as a result of the Contractor's performance or failure to perform pursuant to the terms of this Agreement or as a result of any subcontractors' performance or failure to perform pursuant to the terms of this Agreement.

8. **INSURANCE:** The Contractor agrees to maintain insurance of the following types and amounts:

8.1. **Commercial General Liability Insurance:** to include products liability, completed operations, contractual, broad form property damage and personal injury.

- 8.1.1. Each Occurrence \$1,000,000
- 8.1.2. General Aggregate \$2,000,000

8.2. **Comprehensive Automobile Liability Insurance:** to include all motor vehicles owned, hired, leased, or borrowed.

- 8.2.1. Bodily Injury/Property Damage \$1,000,000 (each accident)
- 8.2.2. Personal Injury Protection Per Colorado Statutes

8.3. **Workers' Compensation Insurance:** Per Colorado Statutes

8.4. **Professional Liability Insurance:** to include coverage for damages or claims for damages arising out of the rendering, or failure to render, any professional services.

- 8.4.1. Each Occurrence \$1,000,000

- 8.4.2. This insurance requirement applies only to Contractors who are performing services under this Agreement as professionals licensed under the laws of the State of Colorado, such as physicians, lawyers, engineers, nurses, mental health providers, and any other licensed professionals.
- 8.5. Adams County as "Additional Insured": The Contractor's commercial general liability, comprehensive automobile liability, and professional liability insurance policies and/or certificates of insurance shall be issued to include Adams County as an "additional insured," and shall include the following provisions:
- 8.5.1. Underwriters shall have no right of recovery or subrogation against the County, it being the intent of the parties that the insurance policies so effected shall protect both parties and be primary coverage for any and all losses resulting from the actions or negligence of the Contractor.
- 8.5.2. The insurance companies issuing the policy or policies shall have no recourse against the County for payment of any premiums due or for any assessments under any form of any policy.
- 8.5.3. Any and all deductibles contained in any insurance policy shall be assumed by and at the sole risk of the Contractor.
- 8.6. Licensed Insurers: All insurers of the Contractor must be licensed or approved to do business in the State of Colorado. Upon failure of the Contractor to furnish, deliver and/or maintain such insurance as provided herein, this Agreement, at the election of the County, may be immediately declared suspended, discontinued, or terminated. Failure of the Contractor in obtaining and/or maintaining any required insurance shall not relieve the Contractor from any liability under this Agreement, nor shall the insurance requirements be construed to conflict with the obligations of the Contractor concerning indemnification.
- 8.7. Endorsement: Each insurance policy herein required shall be endorsed to state that coverage shall not be suspended, voided, or canceled without thirty (30) days prior written notice by certified mail, return receipt requested, to the County.
- 8.8. Proof of Insurance: At any time during the term of this Agreement, the County may require the Contractor to provide proof of the insurance coverages or policies required under this Agreement.

9. TERMINATION:

- 9.1. For Cause: If, through any cause, the Contractor fails to fulfill its obligations under this Agreement in a timely and proper manner, or if the Contractor violates any of the covenants, conditions, or stipulations of this Agreement, the County shall thereupon have the right to immediately terminate this Agreement,

upon giving written notice to the Contractor of such termination and specifying the effective date thereof.

- 9.2. For Convenience: The County may terminate this Agreement at any time by giving written notice as specified herein to the other party, which notice shall be given at least thirty (30) days prior to the effective date of the termination. If this Agreement is terminated by the County, the Contractor will be paid an amount that bears the same ratio to the total compensation as the services actually performed bear to the total services the Contractor was to perform under this Agreement, less payments previously made to the Contractor under this Agreement.

10. MUTUAL UNDERSTANDINGS:

- 10.1. Jurisdiction and Venue: The laws of the State of Colorado shall govern as to the interpretation, validity, and effect of this Agreement. The parties agree that jurisdiction and venue for any disputes arising under this Agreement shall be with the 17th Judicial District, Colorado.

Compliance with Laws: During the performance of this Agreement, the Contractor agrees to strictly adhere to all applicable federal, state, and local laws, rules and regulations, including all licensing and permit requirements. The parties hereto aver that they are familiar with § 18-8-301, et seq., C.R.S. (Bribery and Corrupt Influences), as amended, and § 18-8-401, et seq., C.R.S. (Abuse of Public Office), as amended, and that no violation of such provisions are present. Contractor warrants that it is in compliance with the residency requirements in §§ 8-17-101, et seq., C.R.S. Without limiting the generality of the foregoing, the Contractor expressly agrees to comply with the privacy and security requirements of the Health Insurance Portability and Accountability Act of 1996 (HIPAA), amended by the Health Information Technology for Economic and Clinical Health Act (HITECH), passed as part of the American Recovery and Reinvestment Act of 2009, effective February 17, 2010, when exposed to or provided with any data or records under this Subcontract that are considered to be "Protected Health Information."

- 10.2. OSHA: Contractor shall comply with the requirements of the Occupational Safety and Health Act (OSHA) and shall review and comply with the County's safety regulations while on any County property. Failure to comply with any applicable federal, state or local law, rule, or regulation shall give the County the right to terminate this agreement for cause.
- 10.3. Record Retention: The Contractor shall maintain records and documentation of the services provided under this Agreement, including fiscal records, and shall retain the records for a period of three (3) years from the date this Agreement is terminated. Said records and documents shall be subject at all reasonable times to inspection, review, or audit by authorized federal, state, or County personnel.

- 10.4. Assignability: Neither this Agreement, nor any rights hereunder, in whole or in part, shall be assignable or otherwise transferable by the Contractor without the prior written consent of the County.
- 10.5. Waiver: Waiver of strict performance or the breach of any provision of this Agreement shall not be deemed a waiver, nor shall it prejudice the waiving party's right to require strict performance of the same provision, or any other provision in the future, unless such waiver has rendered future performance commercially impossible.
- 10.6. Force Majeure: Neither party shall be liable for any delay or failure to perform its obligations hereunder to the extent that such delay or failure is caused by a force or event beyond the control of such party including, without limitation, war, embargoes, strikes, governmental restrictions, riots, fires, floods, earthquakes, or other acts of God.
- 10.7. Notice: Any notices given under this Agreement are deemed to have been received and to be effective: (1) three (3) days after the same shall have been mailed by certified mail, return receipt requested; (2) immediately upon hand delivery; or (3) immediately upon receipt of confirmation that a facsimile was received. For the purposes of this Agreement, any and all notices shall be addressed to the contacts listed below:

Adams County Attorney's Office 4430 South Adams County Parkway, Brighton, Colorado 80601 Phone: 720-523-6116 Fax: 720-523-6114
Adams County Contact: Jennifer Tierney Address: 4430 South Adams County Parkway, Brighton, Colorado 80601 Phone: 720-523-6049 E-Mail: jtierney@adcogov.org
Christensen Consulting Address: 7709 South Curtice Way #B Contact: Cindy Christensen Phone: 303-887-1115 E-mail: christensen487@msn.com

- 10.8. Integration of Understanding: This Agreement contains the entire understanding of the parties hereto and neither it, nor the rights and obligations hereunder, may be changed, modified, or waived except by an instrument in writing that is signed by the parties hereto.
- 10.9. Severability: If any provision of this Agreement is determined to be unenforceable or invalid for any reason, the remainder of this Agreement shall

remain in effect, unless otherwise terminated in accordance with the terms contained herein.

- 10.10. Authorization: Each party represents and warrants that it has the power and ability to enter into this Agreement, to grant the rights granted herein, and to perform the duties and obligations herein described.

11. CHANGE ORDERS OR EXTENSIONS:

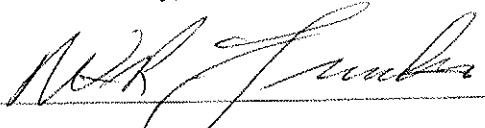
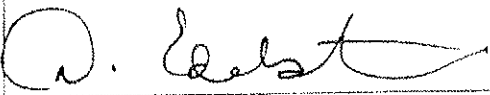
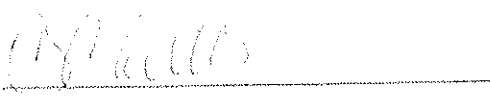
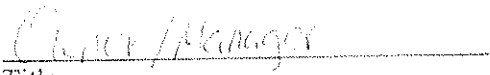
- 11.1. Change Orders: The County may, from time to time, require changes in the scope of the services of the Contractor to be performed herein including, but not limited to, additional instructions, additional work, and the omission of work previously ordered. The Contractor shall be compensated for all authorized changes in services, pursuant to the applicable provision in the Invitation to Bid, or, if no provision exists, pursuant to the terms of the Change Order.
- 11.2. Extensions: The County may, upon mutual written agreement by the parties, extend the time of completion of services to be performed by the Contractor.

12. COMPLIANCE WITH C.R.S. § 8-17.5-101, ET. SEQ. AS AMENDED 5/13/08: Pursuant to Colorado Revised Statute (C.R.S.), § 8-17.5-101, *et. seq.*, as amended 5/13/08, the Contractor shall meet the following requirements prior to signing this Agreement (public contract for service) and for the duration thereof:

- 12.1. The Contractor shall certify participation in the E-Verify Program (the electronic employment verification program that is authorized in 8 U.S.C. § 1324a and jointly administered by the United States Department of Homeland Security and the Social Security Administration, or its successor program) or the Department Program (the employment verification program established by the Colorado Department of Labor and Employment pursuant to C.R.S. § 8-17.5-102(5)) on the attached certification.
- 12.2. The Contractor shall not knowingly employ or contract with an illegal alien to perform work under this public contract for services.
- 12.3. The Contractor shall not enter into a contract with a subcontractor that fails to certify to the Contractor that the subcontractor shall not knowingly employ or contract with an illegal alien to perform work under this public contract for services.
- 12.4. At the time of signing this public contract for services, the Contractor has confirmed the employment eligibility of all employees who are newly hired for employment to perform work under this public contract for services through participation in either the E-Verify Program or the Department Program.

- 12.5. The Contractor shall not use either the E-Verify Program or the Department Program procedures to undertake pre-employment screening of job applicants while this public contract for services is being performed.
- 12.6. If Contractor obtains actual knowledge that a subcontractor performing work under this public contract for services knowingly employs or contracts with an illegal alien, the Contractor shall: notify the subcontractor and the County within three days that the Contractor has actual knowledge that the subcontractor is employing or contracting with an illegal alien; and terminate the subcontract with the subcontractor if within three days of receiving the notice required pursuant to the previous paragraph, the subcontractor does not stop employing or contracting with the illegal alien; except that the contractor shall not terminate the contract with the subcontractor if during such three days the subcontractor provides information to establish that the subcontractor has not knowingly employed or contracted with an illegal alien.
- 12.7. Contractor shall comply with any reasonable requests by the Department of Labor and Employment (the Department) made in the course of an investigation that the Department is undertaking pursuant to the authority established in C.R.S. § 8-17.5-102(5).
- 12.8. If Contractor violates this Section, of this Agreement, the County may terminate this Agreement for breach of contract. If the Agreement is so terminated, the Contractor shall be liable for actual and consequential damages to the County.

IN WITNESS WHEREOF, the Parties have caused their names to be affixed hereto.

BOCC Chair Adams County, Colorado 	<p style="text-align: right;">5.23.12</p> <hr/> Date
Adams County Attorney's Office 	Approved as to Form <p style="text-align: right;">5.23.12</p> <hr/> Date
Christensen Consulting LLC   Title:	 <p style="text-align: right;">5.23.12</p> <hr/> Date:
COUNTY OF _____))ss. STATE OF COLORADO) Signed and sworn to before me this _____ day of _____, 2012 by _____ _____ Notary Public My commission expires on: _____	

CONTRACTOR'S CERTIFICATION OF COMPLIANCE

Pursuant to Colorado Revised Statute, § 8-17.5-101, *et.seq.*, as amended 5/13/08, as a prerequisite to entering into a contract for services with Adams County, Colorado, the undersigned Contractor hereby certifies that at the time of this certification, Contractor does not knowingly employ or contract with an illegal alien who will perform work under the attached contract for services and that the Contractor will participate in the E-Verify Program or Department program, as those terms are defined in C.R.S. § 8-17.5-101, *et. seq.* in order to confirm the employment eligibility of all employees who are newly hired for employment to perform work under the attached contract for services.

CONTRACTOR:

Christensen Consulting LLC

5/13/12

Date

Cindy Christensen

Name (Print or Type)

C Christensen

Signature

Owner/Manager

Title:

Note: Registration for the E-Verify Program can be completed at: <https://www.vis-dhs.com/employerregistration>. It is recommended that employers review the sample "memorandum of understanding" available at the website prior to registering

EXHIBIT A

1. The Adams County Board of Commissioners by and through its Purchasing Manager is accepting proposals for a Local Coordinating Contract Facilitator.
2. Written questions may be submitted through All questions are to be submitted to Ms. Jennifer Tierney, Purchasing Agent by E-mail at jtierney@adcogov.org .
3. Questions regarding this RFP will be accepted through February 15, 2012
4. An addendum to answer all questions will be issued no later than February 22, 2012

5. Proposals

- 5.1. Sealed proposals for consideration will be received at the office of the Purchasing Manager, Adams County Government Center, 4430 S. Adams Parkway Brighton, Colorado, 80601, up to **2:00 P.M. February 29, 2012**, at this time the names of the companies submitting proposals will be read out loud. The proposal opening time shall be according to our clock. Proposals may be mailed or delivered in person, but must be in a sealed envelope. No proposals will be accepted after the time and date established above, except by written addenda.
- 5.2. The proposal must be submitted on a CD in PDF Format. Brochures or other supportive documents may be included with the proposal narrative.
- 5.3. The two proposal signature pages "**CONTRACTOR'S CERTIFICATION OF COMPLIANCE**" Pursuant to Colorado Revised Statute (C.R.S.), § 8-17.5-101, *et. seq.*, as amended 5/13/08 and the "**PROPOSAL FORM**" acknowledging the receipt of addendum(s) must be signed and included as hard copy with the CD. These are the last two pages of the RFP.
- 5.4. Proposals may not be withdrawn after date and hour set for closing. Failure to enter contract or honor the purchase order will be cause for removal of supplier's name from the Vendor's List for a period of twelve months from the date of this opening.
- 5.5. In submitting the proposal, the vendor agrees that acceptance of any or all proposals by the Purchasing Manager within a reasonable time or period constitutes a contract. No delivery shall become due or be accepted unless a purchase order shall first have been issued by the Purchasing Department.
- 5.6. The County assumes no responsibility for late deliveries of mail on behalf of the United States Post Office or any other delivery system.
- 5.7. The County assumes no responsibility for failure of any telephone equipment, either within its facilities or from outside causes.

- 5.8. The County assumes no responsibility for quotations being either opened early or improperly routed if the envelope is not clearly marked on the outside: Local Coordinating Contract Facilitator.
- 5.9. In the event of a situation severe enough to cause the Adams County Board of Commissioners to close Adams County Offices for any reason, the Purchasing Manager has the prerogative of rescheduling the proposal opening time and date. No proposal will be considered above all other proposals by having met the proposal opening time and date requirements to the exclusion of those who were unable to present their proposal due to a situation severe enough to cause the Commissioners to close the Adams County Offices.
- 5.10. Proposals must be furnished in the format described by Adams County. Failure to proposal in the format provided may be cause for rejection of the proposal. Proposals must be furnished exclusive of taxes.
- 5.11. No award will be made to any person, firm or corporation that is in arrears upon any obligation to the County.
- 5.12. If submitting a joint venture proposal or a proposal involving a partnership arrangement, articles of partnership stating each partner's responsibilities shall be furnished and submitted with the proposal.
- 5.13. The County reserves the right to waive any irregularities or informalities, and the right to accept or reject any and all proposals, including but not limited to any proposal which does not meet bonding requirements, or proposals which do not furnish the quality, or offer the availability of materials, equipment or services as required by the specifications, description or scope of services, or proposals from offerors who lack experience or financial responsibility, or proposals which are not made to form. The County reserves the right not to award proposals to the lowest and most responsive and responsible offeror, and may require new proposals.
- 5.14. The Board of County Commissioners may rescind the award of any proposal within one week thereof or at its next regularly scheduled meeting; whichever is later, when the public interest will be served thereby.
- 5.15. Issuance of this invitation does not commit Adams County to award any contract or to procure or contract for any equipment, materials or services.
- 5.16. If a formal contract is required, the Proposer agrees and understands a Notice of Award does not constitute a contract or otherwise create a property interest of any nature until an Agreement is signed by the awardee and the Board of County Commissioners.

5.17. Adams County will follow all procedures under Executive Order 12549-Debarment and Suspension. For more information on this Order please see the following website: <https://www.epls.gov/>

6. Adams County is an Equal Opportunity Employer.

7. **INSURANCE:** The Contractor agrees to maintain insurance of the following types and amounts:

7.1. Commercial General Liability Insurance: to include products liability, completed operations, contractual, broad form property damage and personal injury.

7.1.1. Each Occurrence \$1,000,000

7.1.2. General Aggregate \$2,000,000

7.2. Comprehensive Automobile Liability Insurance: to include all motor vehicles owned, hired, leased, or borrowed.

7.2.1. Bodily Injury/Property Damage \$1,000,000 (each accident)

7.2.2. Personal Injury Protection Per Colorado Statutes

7.3. Workers' Compensation Insurance: Per Colorado Statutes

7.4. The Contractor's commercial general liability, and comprehensive automobile liability, insurance policies and/or certificates of insurance shall be issued to include Adams County as an "additional insured," and shall include the following provisions:

7.4.1. Underwriters shall have no right of recovery or subrogation against the County, it being the intent of the parties that the insurance policies so affected shall protect both parties and be primary coverage for any and all losses resulting from the actions or negligence of the Contractor.

7.4.2. The insurance companies issuing the policy or policies shall have no response against the County for payment of any premiums due or for any assessments under any form of any policy.

7.4.3. Any and all deductibles contained in any insurance policy shall be assumed by and at the sole risk of the Contractor.

7.5. All insurers of the Contractor must be licensed or approved to do business in the State of Colorado. Upon failure of the Contractor to furnish, deliver and/or maintain such insurance as provided herein, this Agreement, at the election of the County, may be immediately declared suspended, discontinued, or terminated. Failure of the Contractor in obtaining and/or maintaining any required insurance shall not relieve the Contractor from any liability under this Agreement, nor shall the insurance requirements be construed to conflict with the obligations of the Contractor concerning indemnification.

7.6. Each insurance policy herein required shall be endorsed to state that coverage shall not be suspended, voided, or canceled without thirty (30) days prior written notice by certified mail, return receipt requested, to the County.

- 7.7. At any time during the term of this Agreement, the County may require the Contractor to provide proof of the insurance coverage's or policies required under this Agreement.
 - 7.8. The Contractor shall not commence work under this contract until they have submitted to the County and received approval thereof, certificates of insurance showing that they have complied with the foregoing insurance.
 - 7.9. All referenced insurance policies and/or certificates of insurance shall be issued to include Adams County as an "additional insured." The name of the proposal or project must appear on the certificate of insurance.
 - 7.10. Underwriters shall have no right of recovery or subrogation against Adams County; it being the intent of the parties that the insurance policies so affected shall protect both parties and be primary coverage for any and all losses covered by the described insurance.
 - 7.11. The clause entitled "Other Insurance Provisions" contained in any policy including Adams County as an additional insured shall not apply to Adams County.
 - 7.12. The insurance companies issuing the policy or policies shall have no response against Adams County for payment of any premiums due or for any assessments under any form of any policy.
 - 7.13. Any and all deductibles contained in any insurance policy shall be assumed by and at the sole risk of the Contractor.
 - 7.14. If any of the said policies shall be or at any time become unsatisfactory to the County as to form or substance, or if a company issuing any such policy shall be or at any time become unsatisfactory to the County, the Contractor shall promptly obtain a new policy, submit the same to the Purchasing Manager of Adams County for approval and thereafter submit a certificate of insurance as herein above provided. Upon failure of the Contractor to furnish, deliver and maintain such insurance as provided herein, this contract, at the election of the County, may be immediately declared suspended, discontinued or terminated. Failure of the Contractor in obtaining and/or maintaining any required insurance shall not relieve the Contractor from any liability under the contract, nor shall the insurance requirements be construed to conflict with the obligations of the Contractor concerning indemnification.
8. Contractor shall comply with the requirements of the Occupational Safety and Health Act (OSHA) and shall review and comply with the County's safety regulations while on any County property. Failure to comply with any applicable federal, state or local law, rule, or regulation shall give the County the right to terminate this agreement for cause.

9. COMPLIANCE WITH C.R.S. § 8-17.5-101, ET. SEQ. AS AMENDED 5/13/08: Pursuant to Colorado Revised Statute (C.R.S.), § 8-17.5-101, *et. seq.*, as amended 5/13/08, the Contractor shall meet the following requirements prior to signing this Agreement (public contract for service) and for the duration thereof:
- 9.1. The Contractor shall certify participation in the E-Verify Program (the electronic employment verification program that is authorized in 8 U.S.C. § 1324a and jointly administered by the United States Department of Homeland Security and the Social Security Administration, or its successor program) or the Department Program (the employment verification program established by the Colorado Department of Labor and Employment pursuant to C.R.S. § 8-17.5-102(5)) on the attached certification.
 - 9.2. The Contractor shall not knowingly employ or contract with an illegal alien to perform work under this public contract for services.
 - 9.3. The Contractor shall not enter into a contract with a subcontractor that fails to certify to the Contractor that the subcontractor shall not knowingly employ or contract with an illegal alien to perform work under this public contract for services.
 - 9.4. At the time of signing this public contract for services, the Contractor has confirmed the employment eligibility of all employees who are newly hired for employment to perform work under this public contract for services through participation in either the E-Verify Program or the Department Program.
 - 9.5. The Contractor shall not use either the E-Verify Program or the Department Program procedures to undertake pre-employment screening of job applicants while this public contract for services is being performed.
 - 9.6. If Contractor obtains actual knowledge that a subcontractor performing work under this public contract for services knowingly employs or contracts with an illegal alien, the Contractor shall: notify the subcontractor and the County within three days that the Contractor has actual knowledge that the subcontractor is employing or contracting with an illegal alien; and terminate the subcontract with the subcontractor if within three days of receiving the notice required pursuant to the previous paragraph, the subcontractor does not stop employing or contracting with the illegal alien; except that the contractor shall not terminate the contract with the subcontractor if during such three days the subcontractor provides information to establish that the subcontractor has not knowingly employed or contracted with an illegal alien.
 - 9.7. Contractor shall comply with any reasonable requests by the Department of Labor and Employment (the Department) made in the course of an investigation that the Department is undertaking pursuant to the authority established in C.R.S. § 8-17.5-102(5).

- 9.8. If Contractor violates this Section, of this Agreement, the County may terminate this Agreement for breach of contract. If the Agreement is so terminated, the Contractor shall be liable for actual and consequential damages to the County.

End General Information

9. BACKGROUND:

- 9.1. The Colorado Department of Transportation (CDOT) is providing \$15,000 in grant funds to Adams County to facilitate the creation of a Local Coordinating Council (LCC) for human services transportation coordination and to expand the coordination of transportation providers to include all components of transportation in the county. This includes expanding the organization, policy development, and intercity coordination to encompass more of the transportation needs of Adams County residents of all ages, transportation needs, and geographical areas. The funds need to be expended by 12/31/2012.
- 9.2. Core LCC members will be the Adams County Community Transit Policy Council, which includes staff members representing the Cities of Thornton, Westminster, Commerce City, Aurora, Federal Heights, Northglenn, and Adams County; and A-Lift Senior Transportation. The Policy Council is managed directly by Adams County Community Development, which is under the Adams County Human Services Department. Additional members or stakeholders will be recruited, particularly transportation providers (e.g., RTD Access-a-Ride, Call-n-Ride, Special Transit, American Cancer Society, Rural/Metro Corporation, SRC Transportation Services, SRC volunteer ride program, LogistiCare, CARE-ful Wheels Transportation, and CU Transportation Services), and other human services organizations.

SCOPE OF WORK

10. TASKS/GOALS OF THE LCC

- 10.1 The LCC will develop approaches and strategies for transportation collaboration that will benefit Adams County but can be duplicated in other counties. The formalized LCC will make recommendations and take actions that have clout and credibility in dealing with both elected officials and funders. The LCC will also provide a process for the exchange of information and concerns among participants in the LCC and between the Adams County LCC and other LCCs statewide.
- 10.2 The LCC will identify and fill existing gaps in transportation services, provide greater efficiencies, and act as an advocate for transportation services. These actions will be accomplished by enactment of policies and procedures that increase the collaboration of transportation providers and referring agencies in Adams County.
- 10.3 Adams County will add stakeholders and move toward "Simple Coordinating Council" (in reference to the *Local Coordinating Council Handbook*) status during the one-year

grant period. To expand A-LIFT into an LCC that meets our transportation needs, Adams County will work to discuss and resolve many issues, including:

- 10.4.1 Structural arrangements, membership, and administration
- 10.4.2 Local priorities and the development of a recommended action plan
- 10.4.3 A long-range sustainability plan to expand upon current resources
- 10.4.4 Feedback to LCC members and Adams County on successes and challenges
- 10.4.5 Enhance and expand on current communications strategies for the LC

11. FACILITATOR TASKS

- 11.1 An initial step of the LCC will be to secure the services of a qualified and dedicated contract facilitator. Tasks of the facilitator are to include:
 - 11.1.1 Help recruit new LCC members.
 - 11.1.2 Arrange LCC meetings
 - 11.1.3 Create agendas.
 - 11.1.4 Prepare status and projected-need reports.
- 11.2 The facilitator will assist the LCC in creating coordination activities that meet its mission to increase transportation availability for residents of Adams County, while decreasing the cost of services. The goal of the LCC is to develop a plan that accomplishes the meeting facilitation, leadership, administration, finances, and administration of the LCC. Initial LCC meetings will be coordinated by the current Community Transit Policy Council.
- 11.3 Facilitator must submit an invoice for services within 30 days of services. Invoices shall include: time sheets, all receipts and all other applicable documentation.

12. COUNTY RESPONSIBILITIES

- 12.1 Adams County will donate meeting space, refreshments, and staff participation. Municipalities in Adams County have also committed staff participation.
- 12.2 Identify and include stakeholders who are *users* of human services transportation.
- 12.3 Identify and include stakeholders who are advocates for human services transportation.
- 12.4 Communicate with and recruit, to the degree possible:

- The local Workforce Development Center(s)
 - The county Veterans Service Officer; other veterans' organizations to the degree practicable.
- 12.5 Provide regular financial reports to a CDOT-hired LCC Specialist/Consultant and to CDOT.
- 12.6 Provide regular progress reports to the LCC Specialist and to CDOT. Report on the accomplishments outlined above, including:
- 12.7 The identification and use of program elements that can be quantified or can become performance measures and provide measurable results. Note that the measure of success is not the number of meetings held, but rather *results*.
The results of project activities, reports, analysis, and documents that are created as a result of the LCC's activities.

13. EVALUATION CRITERIA: Proposals will be evaluated and ranked based on the following criteria:

- 13.1 The overall extent to which the methodology, deliverables and resources committed pursuant to the Proposal will achieve the purposes of the project.
- 13.2 The extent to which the Consultant Project Team is qualified to successfully complete the tasks specified in the Proposal within the time and budget constraints of the project.
- 13.3 Previous experience of the firm or team with similar projects.
- 13.4 References.

14. Interviews: The County reserves the right to short list from the submitting Consultants and require interviews and / or additional information from the submitting firms.

CONTRACTOR'S CERTIFICATION OF COMPLIANCE

Pursuant to Colorado Revised Statute, § 8-17.5-101, *et.seq.*, as amended 5/13/08, as a prerequisite to entering into a contract for services with Adams County, Colorado, the undersigned Contractor hereby certifies that at the time of this certification, Contractor does not knowingly employ or contract with an illegal alien who will perform work under the attached contract for services and that the Contractor will participate in the E-Verify Program or Department program, as those terms are defined in C.R.S. § 8-17.5-101, *et. seq.* in order to confirm the employment eligibility of all employees who are newly hired for employment to perform work under the attached contract for services.

CONTRACTOR:

Company Name

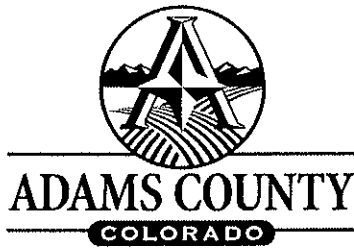
Date

Name (Print or Type)

Signature

Title

Note: Registration for the E-Verify Program can be completed at: <https://www.vis-dhs.com/employerregistration>. It is recommended that employers review the sample "memorandum of understanding" available at the website prior to registering



PROPOSAL FORM

VENDOR'S STATEMENT

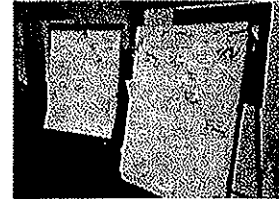
I have read and fully understand all the special conditions herein set forth in the foregoing paragraphs, and by my signature set forth hereunder, I hereby agree to comply with all said special conditions as stated or implied. In consideration of the above statement, the following proposal is hereby submitted.

WE THE UNDERSIGNED HEREBY ACKNOWLEDGE RECEIPT OF

Addenda # _____ Addenda # _____
 If None, Please write NONE.

Company Name	Date
Address	Signature
City, State, Zip Code	Printed Name
County	Title
Telephone	Fax
E-mail Address	

*Adams County
Local Coordinating Council
Facilitation Project*



Submitted by:



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February 29, 2012

Ms. Jennifer Tierney
Office of the Purchasing Manager
Adams County Government Center
4430 S. Adams Parkway
Brighton, CO 80601

Dear Ms. Tierney:

Christensen Consulting, LLC is pleased to present this proposal for the Adams County Local Coordinating Council facilitation project (2012.39).

For nearly seven years, Christensen Consulting has provided comprehensive facilitation services, strategic planning and community outreach support to nonprofit organizations, government and private sector organizations. A few of the most relevant projects include a master plan for Ken Caryl Ranch in the southwest Denver area, various facilitation projects, including "A Community Conversation on Growth" for Urban Land Institute; a public involvement project for the Pikes Peak Area Council of Governments that reached nearly 1,300 citizens, and a five-year strategic plan for Christ the King Catholic Church in Denver.

As was specified in the Request for Proposals, this proposal includes:

- Information about the capacity of Christensen Consulting, LLC to complete the project
- A detailed work plan for completing the project
- The project budget
- The project timeline
- A list of relevant projects completed by Christensen Consulting, and
- Christensen Consulting references

In addition to experience in facilitation, Christensen Consulting and its owner, Cindy Christensen, are adept at community outreach, collaboration, communications and consensus building among diverse groups and individuals. Cindy has an extensive background in management, particularly nonprofit management where she collaborated with many different government entities including several City and County of Denver department heads, the Denver Regional Council of Governments, the Pikes Peak Area Council of Governments and RTD.

Also included in this package are:

On the CD: Facilitation project proposal
 Christensen resume
 Ken Caryl Ranch vision and SWOC report
 "A Community Conversation on Growth" report

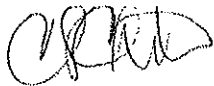
In the package: Proposal Form
 Contractor's Certification of Compliance
 Christensen Consulting facilitation brochure.

Christensen Consulting, LLC is prepared to conduct all work needed to complete the facilitation project at a total cost of \$12,300, plus direct expenses.

I believe that this proposal meets all the requirements specified in the RFP and will result in a productive partnership between Christensen Consulting, LLC and Adams County.

I look forward to working with you on this project.

Sincerely,

A handwritten signature in black ink, appearing to read 'C. Christensen', written in a cursive style.

Cindy S. Christensen
Principal



About Christensen Consulting, LLC

Formed and registered with the State of Colorado in 2005, Christensen Consulting, LLC is multi-faceted, offering services in:

- **Facilitation:** Christensen Consulting develops a program to: clearly define and clarify meeting objectives, tactics and outcomes; design an effective agenda; integrate the special people and process issues including the context and issues around change, possible resistances, culture and expectations; incorporate interactive and participatory elements that take into account participant communications styles in a way that maximizes involvement, ownership and results.
- **Strategic planning:** A Customized strategic planning process to fit each organization's needs; one that is comfortable for everyone involved. The process will help to clarify the group's vision and mission, develop a solid strategy, build consensus for the strategy and its goals, provide a framework for implementation and focus the team on success
- **Knowing that community outreach is vitally important to businesses,** Christensen Consulting will work with each team and key stakeholders to establish policy positions, provide strategic outreach planning and convene appropriate public and private stakeholder meetings.

The firm draws on the 25-year career of its owner, Cindy Christensen, who is an accomplished facilitator, having worked in that arena throughout her career. Cindy has honed her skills and focuses on facilitation and strategic planning services with the work she does with Christensen Consulting. She brings a strong background in communications to the project, with work in the media, marketing, advertising and public relations.

Cindy also has a strong background in transportation. As a transportation program manager she worked closely with RTD, with van and carpool operators, with human services transportation providers and with employers. She was part of a 4-person team that developed a public information program for the Long Range Transportation Plan for the Pikes Peak Area Council of Governments in Colorado Springs.

Christensen Consulting, LLC partial client list:

- Brighton Redevelopment Company, LLC
- Christ the King Catholic Church, Denver
- Catalyst Consulting
- City of Federal Heights
- City & County of Denver Office of Economic Development
- Denver Regional Council of Govts.
- Gensler Architecture
- Golden Urban Renewal Authority
- The Hanson Group
- Ken Caryl Ranch Master Assn.
- Littleton 2030
- Pikes Peak Area Council of Governments
- Special District Association of Colorado
- Transit Alliance
- Urban Land Institute (ULI) – Colorado District Council
- Urban Trans Consultants
- Women's Bean Project

Work Plan for Accomplishing Adams County Local Coordinating Council Facilitation

With an extensive background in facilitation and strategic planning, Christensen Consulting, LLC brings the leadership and techniques necessary to accomplish the development of the Local Coordinating Council (LCC), and the ability to ensure that policies and procedures are put in place to make the entity sustainable.

In addition to the task of developing a collaboration and communications system for the LCC, the group must also be forward thinking in looking at future issues, financial and management resources necessary to sustain the council. The county is also looking to transition its A-lift program into the LCC.

The contractor believes strongly that successful facilitation projects always begin before the meetings actually start. That is why this proposal begins with two initial phases. The first is a Convening phase, in which Christensen Consulting will work with the project manager and Adams County by contacting LCC members from the current jurisdictions involved. That will be followed by the selection and identification of additional partners and stakeholders, along with interested parties and their respective roles in the process. The Convening phase additionally involves conducting interviews with each LCC member and potential member to understand all expectations for the project. The information gleaned from these interviews will be especially important in the later processes of developing project goals, strong collaboration and communications methods, policies and procedures that will ensure the success of the Council.

The Convening phase will be followed by an Assessment phase, in which Christensen Consulting team will work with the project manager to collect all relevant background information about the current organization of transportation service delivery in Adams County.

Following initiation, a total of eight meetings will accomplish the project goals. Here is the full work plan for the LCC facilitation project:

Task I: Project Initiation

As specified in the Request for Proposals (RFP), Christensen Consulting will lead the effort to establish the LCC by understanding the different members and potential members, recruiting new members and solidifying the commitment of existing stakeholders. That involves arranging all LCC meetings with agenda preparation and distribution, along with ensuring all members have research and background materials necessary to accomplish goals and objectives. The program starts with project initiation.

- I.1. Initial meeting with Adams County project manager
 - I.1.a. Clarify client goals and expectations

- I.1.b. Confirm work plan and contract schedule
- I.1.c. Agree upon schedule, reporting interval and deliverables

*Task I. deliverables: Consensus on project goals, outcomes and deliverables
Final project work plan and schedule*

Task II: Convening

In convening the consultant will work with Adams County to ensure all of the stakeholders needed for project success are at the table, starting with the groups specified in the RFP, including current members of the Adams County Community Transit Policy Committee, appropriate RTD staff members, along with potential members that will involve additional transit providers working in Adams County. The contractor will work with each of the current and potential stakeholders to understand working arrangements, concerns, issues and needs. This will involve one-on-one contact with each of them.

- II.1. Identify LCC members, interested and affected parties and other stakeholders. Questions to be addressed in this process are: What groups are most affected? What groups have a vital interest? What groups have the power to affect change?
 - II.1.a. Identify individuals from the potential new members to be approached for membership. The individual representative is important because he or she needs to be directly involved with transit services, and should have the authority to make commitments on behalf of the group, agency or organizations.
- II.2. Conduct brief interviews with all LCC members
 - II.2.a. Conduct one-on-one interviews to explore issues, goals and expectations by stakeholders in the process.
 - II.2.b. Gather background information from the members on the current and immediate status of the service.
 - II.2.c. Extract a "wish list" of ideas from each group member that will be used later in the process.

*Task II Deliverables: List of potential LCC members with all contact information and alternates (if applicable)
List of interested parties and stakeholders to be notified of meetings and included in e-mailed correspondence
Summary of the combined results of individual interviews*

Task III: Organizational meeting

Once all members are identified, the contractor will set the first, organizational meeting for the group. The contractor anticipates eight meetings over the course of the rest of the year to complete the project. It is anticipated that each meeting will last for two hours. That is the

amount of time that has been found to provide the most productivity. After two hours interest and attention of the attendees will wane.

III.1. Determine meeting date, time, and location and notify all attendees
(Following the initial interview completion the contractor will work with council members to find the best date/time for the first meeting, giving all involved enough time to make plans to attend).

III.1.a. Gain consensus on organizational aspects of the group

- How often will the LCC meet?
- Set ground rules for participation
- Set structure for making decisions (will it be a majority, consensus, etc)
- Set structure for meeting participation (Will there be a chair to lead the group, or will the facilitator take the lead? How will participants work together to make decisions, etc.)

III.2. Discuss and set goals for the project

The contractor will lead the LCC in the SMART system, establishing goals that are Specific, Measurable, Attainable, Rewarding and Timely. The consultant team will use a Smart Grid approach to develop goals and objectives.

- What is the ultimate outcome for the project?
- What does the group need to achieve the goals?
- How will we know when we are successful? What measurements will we use?

III.3. Gain consensus on goals for the project

*Task III Deliverables: Consensus on meeting organization
Consensus on project goals*

Task IV. Inventory of services (Meeting 2)

In this task, the group will establish an inventory of all current services provided, including schedules and groups that are served. The end result will be a depiction of all services offered in the county.

IV.1. Facilitate discussion to inventory all current human services transit systems operating in Adams County.

- List the services of each transit provider
 - How often does each of them operate/how do they operate?
 - Whom do they serve?
 - What are the hours of operation?
 - How does it operate financially? (what does it cost the consumer)
 - Etc.

- IV.II. Existing vs. optimum services (This will help the group to start to understand possible gaps in service.
- What clients are currently not being served adequately?
 - What services would the provider add if there were more coordination, more resources? (etc.)

Task IV. Deliverables: Inventory of all human services transportation in Adams County

Task V. Identify gaps in services (Meeting 3)

In looking at the current inventory, in this task the LCC will identify gaps in service. In doing this the facilitator would use a modified SWOT analysis asking the questions, "What is currently working well and doesn't need attention? Where are there opportunities to better serve the Adams County population? What are the threats to the current service or expanded service? (i.e. lack of resources, lack of support by officials, etc.)" This would not be a "wish list" of ideas, but a practical plan for ensuring services are meeting the needs of the community.

- V.1. Identify service gaps in the current system
- What areas of the county are currently underserved?
 - What populations are underserved?
 - Are there times of the day/days of the week where additional service is required?
- V.1.a. Identify gaps in service, and a list of ways to eliminate them.
- What processes are necessary to accomplish this?
 - What resources are needed for this?

*Task V. Deliverables: List of where gaps are occurring in services
Initial ideas about resources, systems needed to eliminate gaps*

Task VI. Develop plans for filling the gaps/Discuss systems moving forward (Meetings 4 & 5)

In this task the LCC will determine the most immediate needs that are not being filled, along with a list of future ideas for expanding human services transportation in Adams County, and will begin to develop collaborative systems for providing these services.

- VI.1. Identify lists of needs to be met and how to meet them
- How to meet them
 - What providers need to meet them?
 - What resources are needed to meet the needs?
- VI.2. Discuss possible systems for collaborating on meeting current needs most efficiently and meeting new needs as they arise.

- Communication systems needed
- How to collaborate (via meetings, via web, etc.)

*Task VI. Deliverables: List of current unmet needs
 Plan for meeting them
 Discussion points of systems for collaboration to meet future
 needs*

Task VII. LCC organization and 1 year work plan (Meetings 6 & 7)

With the inventory complete and the gaps uncovered, the next two meetings will deal with the LCC governance moving forward, including the makeup of the Council, the system for adding new organizational and individual members and goals and objectives for the first year, which will include resources needed, a work plan and system for becoming politically active in the region and state.

VII.1. Discuss and finalize LCC organization

- How will the LCC be organized in the future?
 - Elect chair? Succession plans?
- What organizations will be represented?
- How will new members be added when necessary?
- How will the group deal with the need for consolidations?
- What will be the meeting schedule?
- LCC administration (what agency, entity will provide administrative support?)

VII.2. Discuss and finalize communication plans (to communicate with each other and with external stakeholders)

- What will be the preferred methods of communication between stakeholders
- What other communication models are needed?
 - Newsletter
 - Email blasts
 - Web site presence
- Systems for feedback to county officials and to transportation users

VII.3. Discuss and determine goals/objectives for first year and beyond (3-5 years)

- Develop an action plan for ensuring adequate human services transportation for the next year and beyond.
- Develop a long range plan for sustainability (3-5 years)

*Task VII Deliverables: LCC organization/governance model
 Communications plan
 Strategic plan (3-5 years)*

Task VIII: Project wrap-up (Meeting 8)

In this final meeting of the facilitation project the LCC members will finalize all plans, incorporating them into a “final report” that can be shared with CDOT, elected officials, and leaders of each of the organizations. The report should also provide a “how to” manual to share with other counties that would like to duplicate the program.

Task VIII.1. Finalize plans

- All organizational arrangements
- Communication and collaboration plans
- Long range action plan
- Plans for increasing resources and the LCC’s political clout.

Task VIII.2. Develop plans for communicating success

- Develop a presentation on the facilitation process that can be shown to officials, to transportation users and to other counties.
- Establish a plan for communicating future successes.

Task VIII Deliverables: Final plans and presentations

Task IX: Develop final project report

In this final task, the facilitator will prepare a final report on the project, including:

- Review of processes used that can be duplicated
- Lessons learned and other ideas for process improvement.

The final report will be delivered in early to mid-November to allow the LCC to review and comment and to ensure Adams County can review and submit the report to CDOT prior to the December 31, 2012 grant deadline.

**Adams County
LCC Facilitation Budget**

Unit cost is \$150/billable hour

Hours Cost

Task I. Project Initiation

Meet with project manager(s) to set goals/etc. 2 \$300

Task II. Convening

Recruit members via phone/email/one on one
Conduct brief stakeholder interviews (20) 30 \$4,500

Task III. Organizational meeting

- 1. Set meeting dates/times
 - 2. Determine ultimate structure...chair/vice/etc.
Determine process for making decisions
 - 3. Set goals for the LCC process
- 5 \$750

Task IV. Meeting 2

- 1. Inventory of county Human Services transportation
 - 2. Existing vs. optimum services
 - 3. Determine social service organizations that can help
- 5 \$750

Task V. Meeting 3

- 1. Identify service gaps
 - 2. Determine plans for eliminating gaps, expanding
 - 3. Determine resources for expansion
- 5 \$750

Task VI. Meetings 4 & 5

- 1. Identify list of needs and ways to meet them
 - 2. Discuss systems for collaboration to meet needs
- 10 \$1,500

Task VII. Meetings 6 & 7

- 1. Discuss and finalize LCC organization
 - 2. Discuss and finalize communication plans
 - 3. Discuss and determine goals and objectives for future plans (strategic plan)
- 10 \$1,500

Task VIII. Meeting 8

- 1. Project wrap up
 - 2. Finalize all plans
 - 3. Develop plans for communicating success
- 5 \$750

Task IX. Final Report

10 \$1,500

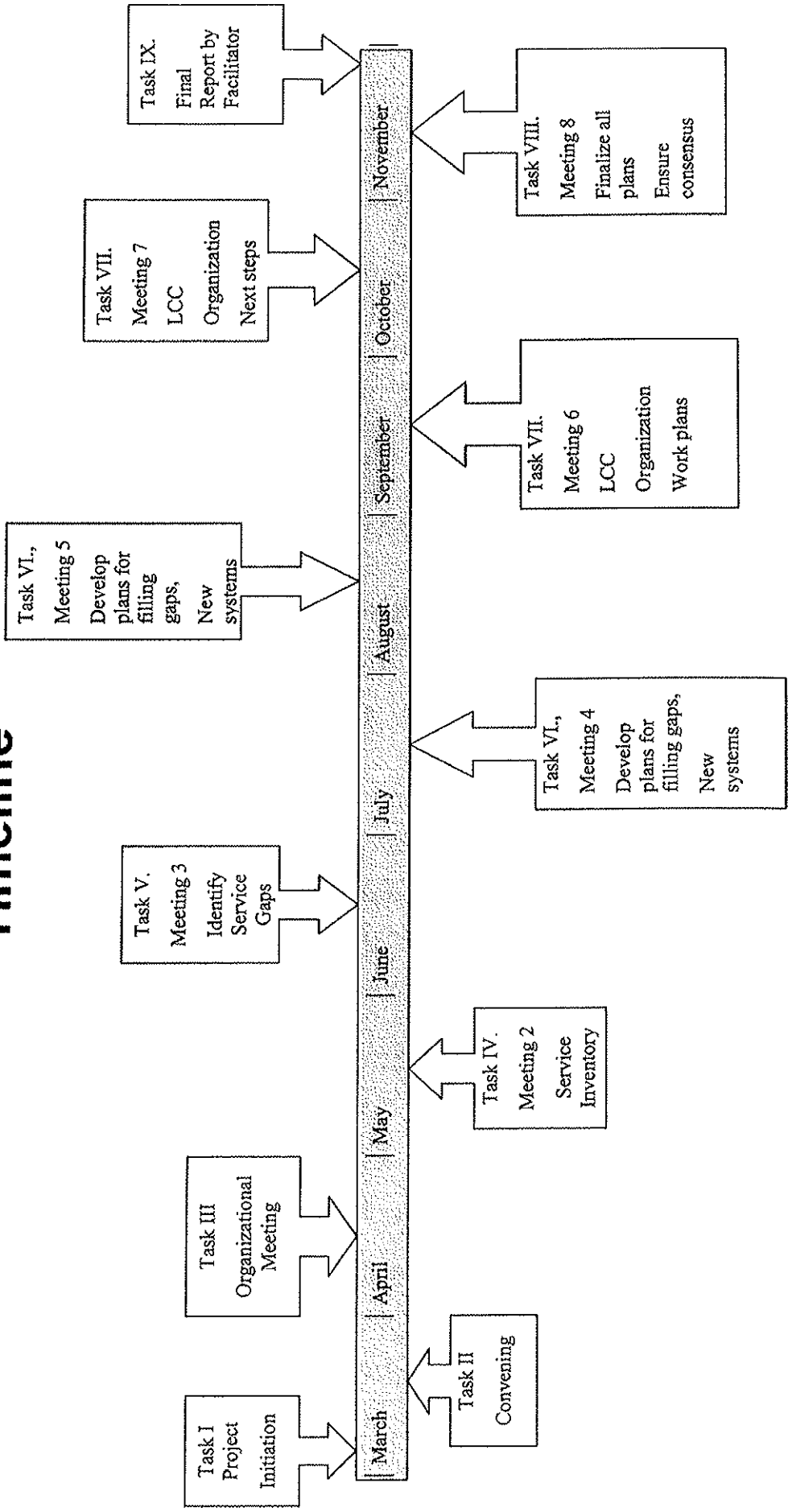
Total Tasks I-IX.

82 \$12,300

Direct costs:

Flip charts	104	Binders	90	Courier services, FedEx billed at actual cost
B&W photocopies at \$.07/copy; Color copies at \$.50/copy				Mileage reimbursed at \$.55/mile

Adams County LCC Facilitation Timeline



Christensen Consulting, LLC Experience and Relevant Projects

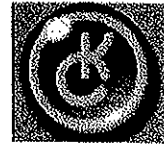
Christensen Consulting, LLC, has provided services in Community Outreach, Facilitation, Project Development and Management and Public Policy Development to clients in a wide variety of industries. Following is a synopsis of experience relevant to the Adams County Coordination Council Facilitation Project:

Facilitation and Policy Development

Client: Ken Caryl Ranch Master Association
Project: Development of a 5 to 10-year strategic plan
2011- present



The Ken Caryl Master Association retained Christensen Consulting, LLC to facilitate the development of a master plan involving a resident/staff Task Force (KC2020) and the Ken Caryl Metropolitan District. Ken Caryl is a master planned community of nearly 14,000 residents, a commercial district and more than 5,000 acres of open space. Christensen



Consulting, LLC set up the strategic plan process and facilitates all task force meetings that have accomplished:

Vision and mission development and enhancement; a variety of SWOT analyses, surveys and focus groups. The project continues with prioritization of projects, development of financial arrangements to accomplish the work plan and test the plan with the community for feedback.



Client: Urban Land Institute, Colorado District Council
Project: Development of a Grassroots Outreach Effort to sponsor "A Community Conversation on Growth" 2007-2010

Utilizing a grant from the ULI Foundation, Christensen Consulting, LLC, facilitated planning meetings of a ULI Colorado volunteer committee to establish a grassroots program called, "A Community Conversation on Growth." The half-day program brought together citizens in the community to learn about the growth pressures on the region and their specific city. The program, developed exclusively by Christensen Consulting involved the use of keypad polling, PowerPoint presentations on growth, presentations by ULI experts on land use pressures; breakout sessions led by the experts and recommendations to move the community forward. The program traveled to Denver, Commerce City and Wheat Ridge.

**A Community
Conversation on
Growth**

I have had the pleasure of working closely with Cindy through the ULI Colorado District Council where she has served as our committee coordinator for the past 3 years. During this period, Cindy has brought immeasurable value to our efforts in developing and implementing "A Community Conversation on Growth." Cindy is diligent in researching and following up on ideas and concepts so that all participants have the information they need to participate in the group's activities. I can provide no greater recommendation of a colleague.

--- Michael J. Ermisch, RLA ASLA

ULI Colorado Grassroots Outreach Committee Chair

**Client: Catalyst Consulting for the
Pikes Peak Area Council of Governments
Project: Public Involvement Plan for the Long Range
Regional Transportation Plan
Dec. 2006 – March 2008**



Christensen Consulting, LLC, facilitated media relations and outreach activities as a member of a four-firm consultant team tasked with execution of an 18-month, public involvement process for the Pikes Peak Area Council of Governments. The agency was charged with development of a 2008-2035 long-range transportation plan for the Colorado Springs region. The public involvement process included interviews; a media focus, interactive workshops, surveys and Web site information, and enabled citizens of the region to participate in regional transportation planning for the next 25+ years. More than 1,300 residents of the region participated in some aspect of the process that culminated in an interactive regional roundtable meeting where more than 100 people gathered to "build" new roads, interchanges, transit corridors, and pedestrian and bicycle routes.

**Client: Christ the King Catholic Church in Denver
5-year Strategic Plan
September – October 2006**



Christensen Consulting, LLC, led church leaders in development of a five-year strategic plan for Christ the King Catholic Church in Denver. The project involved writing, delivering and compiling results of an eight-question survey that had more than 355 responses from parishioners. With survey results in hand Christensen Consulting developed the agenda for, and facilitated a seven-hour strategic planning meeting with 10 church leaders, including the pastor and principal of the school. The process resulted in six strategic initiatives, with success measurements, to be completed over five years by church leaders and parishioners.

**Client: Special District Association of Colorado
Board of Directors Retreat Development & Facilitation
December 2007**

Christensen Consulting, LLC, developed a strategic planning process to allow the board of directors of the Special District Association (SDA) of Colorado to excel in the areas of political activism, policy, programs and staff realignment. The firm implemented and facilitated a day-long board of directors' retreat that resulted in 2008 strategic initiatives that are both achievable and measurable. The board, with Christensen Consulting's guidance, developed an action-oriented agenda to ensure the day-long retreat accomplished expected results for the SDA board of directors, executive director and staff.



**Client: Downtown Denver Partnership, Inc.
Project: Denver Union Station Master Plan
2002-2005**

Cindy Christensen, owner and principal of Christensen Consulting, LLC, served more than two years as the Partnership's lead staff member in representing the downtown community in the development of a master plan for Denver Union Station to become a region intermodal center as the FasTracks program is constructed. The project involved the coordination of six downtown representatives on the Union Station Advisory Committee, the project's citizen advisory committee; gaining an understanding of the complicated transportation and development options involved in the site; helping the Partnership's board of directors to understand the options; and recommending policies for development that enhance the downtown environment. Christensen also represented downtown in the rezoning process for the site as it was rezoned to Transit Mixed Use to allow for the mix of development and transportation operations that would make the facility successful.

"Cindy Christensen has an outstanding reputation for her ability to convene diverse stakeholders and work with them to reach consensus. She does so with a unique combination of leadership and facilitation skills. She is able to extract and filter through a wide range of ideas and package them in such a way that sets the stage for a strong vision and future implementation."

*--- Tamara Door, President and CEO
Downtown Denver Partnership, Inc.*

**Christensen Consulting, LLC
Facilitation References**

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(Co-chair of the ULI Community Conversation on Growth)



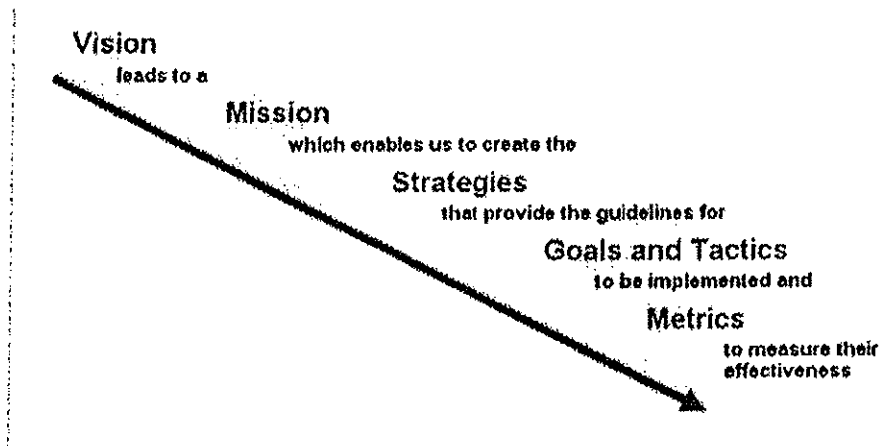
The Ken Caryl Ranch Master Association and KC2020 Task Force retained the team of Christensen Consulting, LLC and Susan Thornton Associates, LLC to assist them in the first steps of the Community Planning process – Development of a KC Ranch vision, and a SWOC (strengths, weaknesses, opportunities and challenges) Analysis.

Goals of the two exercises:

"To develop a vision and establish values for Ken Caryl Ranch that will guide planning efforts over the next 10 years."

"To gain consensus on activities that KC Ranch is doing well and should continue, at the same time uncovering opportunities that can be exploited over the next 10 years."

The two activities are essential first steps in a strategic planning process for KC Ranch that will include community outreach, development of strategies that will provide for goals and tactics to be implemented and metrics to measure their effectiveness. The entire process looks like this:





Developing the Ken Caryl Vision

The KC2020 Task Force, along with the consultant team, determined the first step in community planning must be to develop an organizational vision for Ken Caryl Ranch. The vision is important for many reasons:

- It provides a coherent and powerful statement of what Ken Caryl Ranch can and will be in the future.
- It is both rational and emotional forcing organizers to dream, at the same time providing analysis of issues facing Ken Caryl Ranch.
- Vision articulates a view of a realistic, creditable and unique future for Ken Caryl Ranch.



Sixteen members of the KC2020 Task Force, consisting of at least one board member from both the Ken Caryl Master Association (KCRMA), the Ken Caryl Metropolitan District Board of Directors (KCRMD), interested residents and staff members, participated in a two-hour session to craft a vision. Following a quick review of existing mission statements and tips on formulating a vision, the group began by:

1. Imagining the future and capturing it in words and statements; displayed for the group as they were called out:

Amenities for all ages
Value our history
Maintain "dark skies"
Contemporary with heritage preserved
Modern facilities
High property values
Well-maintained
Rural feeling
Athletic
Attractive
Wildlife
Effective use of facilities
Highly engaged community
Block parties
Well-attended events
Friendly feeling
Financially sound
Affordable

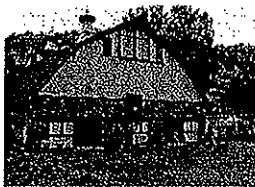
Improved retail/revenues
Feeling of community in retail areas
A town center/gathering places
Better restaurants and shops
Bands playing
People walking around
Environmental stewardship
Balanced residential/business community
Transportation connections/easy movement by car,
bus, bike to prevent congestion
Park and ride?
Good schools/good access to education
Stay on top of technology/connected
Well-managed
Public safety/ a safe community
Strong white collar job base/well-paying jobs
High-quality/profession



2. The next step involved working the statements and words into like areas or categories:

(Committed to maintaining) High Property Values

- Desirability
- Good schools
- Well-maintained
- Attractive
- Safety
- Access to High quality jobs / Income levels



Amenities

- Private Trails
- Effective use of facilities
- Amenities for all ages
- Improved retail / Better restaurants and shops
- Town center
- Up to Date Technology
- Access to Transportation internally and externally
- Maintain ease of access to major metro centers
- Modern facilities
-
-

- Athletic facilities / Recreation facilities

Community Look and Feel

- Attractive
- Rural feeling
- Value history
- Contemporary but with heritage preserved
- Wildlife
- Modern facilities
- Dark Skies
- Feeling of community in retail areas
- Balanced residential and business
- Master planned

Community Experience / Lifestyle

- Highly Engaged / Block parties, activities
- Athletic
- Friendly feeling

Well Managed

- Financially sound
- Environmental stewardship
- Effective use of facilities
- Use of technology
- Affordable
- Politically Effective in the region / Involved in the metro area / active stakeholder

3. The final activity involved visualizing and capturing the unique elements that the group believes will shape the future of Ken Caryl Ranch; and making a statement about that unique future:

Ken Caryl Ranch is a future-oriented community that is historically and aesthetically unique. The community embraces its heritage, values its connection with nature and rural feel, and enjoys sound financial management and well-run facilities.

Ken Caryl is a historically and aesthetically unique community that...



In 2020, Ken Caryl Ranch is a (*modern*) community that values our unique location and connection to nature, aesthetic... embraces its heritage... committed to keeping (*high property values*) ... want to create more of a gathering place/town center... more variety of amenities ... welcoming offers contemporary and modern conveniences/amenities balanced with honoring its historical heritage and unique location

Over the next 10 years, KCR will focus heavily on improving and expanding the development of modern conveniences that improve the ability for resident to enjoy a natural, athletic and social lifestyle.

Through the pursuit of this goal along with KCR's unique natural assets, the area will be the most desired destination for young families and will remain the preferred community for current, active residents.



Ken Caryl Ranch is a distinctive community genetically attached to its natural heritage. A master-planned community that cultivates and encourages a partnership of elite residents that foster best in family life, neighborhood involvement and a blending of natural resources with dynamic management, properties, open space, amenities, technology and facilities

4. In collaboration with the consultant team, a final vision was crafted:

Ken Caryl Ranch, a master-planned community, will continue to be one of the most desirable places to live in the metro area. Ken Caryl Ranch will:

- *Be a community with strong neighborhoods and close social networks*
- *Honor its historic heritage and unique location in the foothills*
- *Protect and preserve its open spaces, wildlife and "rural feel"*
- *Enjoy high-quality, modern conveniences and amenities*
- *Promote active social and athletic lifestyles*
- *Attract families with children and people of all generations*
- *Be a safe community with exceptional schools*
- *Provide interconnected bike paths, trails and other means of accessibility within the Ranch*
- *Maintain quality access to local and regional centers and amenities*
- *Have sound fiscal management that ensures competitive tax, dues and fee structures that support strong property values*
- *Work toward the establishment of a central, retail-oriented gathering place*

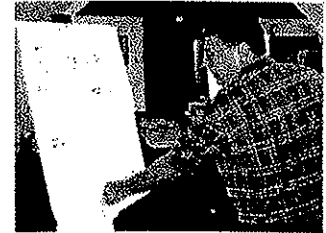
This is a working vision that will be used as the Task Force continues the community planning process. It should remain flexible, but changes should be considered carefully and represent consensus of the Task Force and community leaders.



Conducting a SWOC Analysis (strengths, weaknesses, opportunities and challenges)

The next step in the Ken Caryl Ranch strategic planning process involved conducting an internal and external analysis of existing conditions, and identifying future opportunities and challenges facing the organization in the next 10 years. The SWOC Analysis is an assessment of the current environment and is important because:

- It serves to help the organization put itself into context; recognizing the activities it is currently doing well, and uncovering future opportunities.
- Identifying weaknesses can serve to uncover opportunities, help to identify future challenges that may catch organizers unaware.
- It can further help define the next steps of the planning process as the organization begins to adopt strategies, goals and action plans.



For this analysis, 14 members of the KC2020 Task Force met in a two hour session on July 12 at the Ranch House. Following a quick overview of what a SWOC analysis exercise entails, the group began by writing organizational strengths, weaknesses, opportunities and challenges on post-it notes and attaching them to corresponding flip charts. Prior to the workshop, the Task Force and the Ken Caryl Ranch community had been discussing the SWOC online using Google Moderator and Facebook. Those comments were brought forward into the workshop, and are included in the appendices to this report.

While Susan and volunteer Paul began to organize the weaknesses, opportunities and challenges into like categories, Cindy worked with the larger group to gain consensus on Ken Caryl Ranch's strengths.

1. After discussing the statements, the **strengths** were organized into categories, with the four most mentioned topics including:

Environment

Neighborhoods

Amenities

Property values

Environment:

- Natural environment and amenities
- Natural beauty
- Views out our windows
- Acres of open space
- Open space (twice)
- Natural setting
- Wildlife (twice)
- Visible geology

- Active community interest groups
- Dedicated community volunteers
- Great volunteer base, high level of talent in neighborhoods

Amenities:

- Community garden
- Indoor tennis courts
- Equestrian facilities
- Great pools, tennis courts, horse facilities
- Ranch House

Neighborhoods:

- Neighbors
- Community



- Map room, antique work at Ranch House

Property values:

- Fairly strong property values

- Stable property values
- Property standards kept high
- Economic strength of community
- Availability of property

(See the appendices for a full list of the Strengths)

2. When the **weaknesses** were categorized and discussed, five categories emerged as the most often mentioned:

Signage (local)

Signage (entrance, for branding/marketing)

Aging infrastructure

Covenants

Communication

Signage (local):

- Replace small lettering on street signs with legible one can see at night

Signage (branding/marketing):

- C-470 sign

Aging Infrastructure:

- Need to improve infrastructure, especially fences and signs
 - New signage at main entrance
 - Update community signage
- Fencing – replace/repair plan
- Update exterior of Ranch House
 - Ranch House upgrades - lights in map room
- 1970s design and amenities
- Aging recreation center facilities
- Outdated amenities
- Aging homes that need upgrading
 - Aging homes – poor resale
 - Housing stock close in age – same problems same age

Covenants:

- Covenants need to be upgraded
- Residents that believe some rules apply only to others

Communications:

- Branding/marketing KCR
- Too many residents are “silent.” A minority is the voice.
 - How to obtain better representation of the majority?
 - No Email database of all residents
 - Knowledge of what the community wants
- No demographic information
- Future of LKC
- Cohesive community
- Newspaper as a communication tool
- Access to technology – fiber-optic, renewable energy

3. In **Opportunities** the four topics that were most mentioned include:

Community events

Infrastructure

Town center

Additional amenities

Community events:

- Host special events, festivals, etc.

- Events like Buffalo Days
- More community events



- Activities for seniors
- More neighborhood or community mixer events
- Community events
- Upgrade community feel
- Town center (twice)
- Somehow encourage new commercial development to focus on the human experience, not just money
- Business center (?)

Infrastructure:

- Develop public/private partnerships for services and facilities
- Perimeter fences
- Ranch House pool cover
- Remodel locker rooms at RH and CC

Town center:

- Need a civic space/Main Street/town center to create sense of community
- Make the Manor House our "town center"

Additional amenities:

- Visitor center/ranger station, history artifacts, wildlife education
- Spread facilities out to Ken Caryl Ave/Chatfield Fountain – Bandstand
- Bike park like Boulder, Grand Junction or Golden
- Porta Potty needed at North Ranch Park
- Dog park (twice)

4. Finally, the group organized **Challenges** into internal and external challenges, with four areas mentioned most often:

INTERNAL:

Infrastructure

Funding

Communications

Covenants

Infrastructure:

- Update recreational facilities
- Balancing modern and historical
- Pedestrian connection that parallels Valley Parkway from Hogback
- Aging facilities
- MA Property needs higher level of maintenance

Communications:

- Improving communications
- Communication Committee is a good start – need overall program that is consistent across various media
- Small community voice - apathy

Funding:

- Long-term funding mechanism for community resources
- Misunderstand on finances/reserves
- Raising revenues

Covenants:

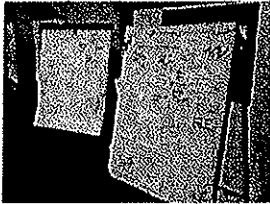
- Prevent rundown appearance of signage, fencing, landscaping
- Covenants need enforcement
 - Covenant enforcement – need more teeth

Analysis:

With the SWOC Analysis completed, the Task Force should spend some time, along with the staff, in discussion the different areas, asking questions about them and gaining additional information as needed. The following are some discussion examples.



Infrastructure: In analyzing the results one can see that infrastructure is a primary topic that must be considered moving forward. Infrastructure and aging infrastructure are listed in weaknesses, challenges and opportunities. This is an area that will require much thought on behalf of the



committee and the staff at Ken Caryl Ranch. Additional information on infrastructure plans and capital improvement programs should be included as this topic moves forward. For example: One area that is mentioned often involves updating facilities such as the community center and recreation center. Is there currently a capital program in place to accomplish that? If not, what will it take to make this happen? Should an existing program be accelerated?

Also, the committee needs to determine what the KCRMA can and should do. For instance, one of the discussion points involved the fact that many homes are aging and could use updates. Is this an area that the KCRMA or KCRMD need to address? And, how would it be accomplished? With new covenant updates? By bringing in a private sector partner to provide improvement programs?

Covenants:

Covenants are an area that is listed in both weaknesses and challenges, indicating it is an area to explore. Additionally, it may relate to the infrastructure conversation. The comments that were made in the area were somewhat vague, indicating that Task Force members either may not fully understand the current role of covenants, or they may not feel there is much that can be accomplished in this area. However, given the comments and discussion, along with the way this may relate to the infrastructure discussion, covenants is an area that warrants further exploration and discussion. Both infrastructure and covenants will be mid to long-term activities moving forward.

Communications:

This is also listed as both a weakness and a challenge, but the comments encouraged a lot of discussion during the SWOC analysis. Communication is often a challenge for large, diverse organizations such as Ken Caryl Ranch. Comments in this area indicated there is an apathy problem – too many residents are silent on issues, but that with a good communications plan this problem could be corrected. This could be both a short and mid-term activity for Ken Caryl Ranch – putting together a communications strategy, testing it with the community and perfecting it moving forward.



These are just a few of the discussions that should take place following the SWOC Analysis. Now that the committee has worked to identify issues and activities that may be able to help accomplish the vision, the next steps in the strategic planning process are clearer.

Step 1:

- Discuss the results of the SWOC Analysis in terms of short, mid and long-term activities.
- Determine through the discussion what information is needed by the committee in relation to these ideas. For instance: Is there an update plan underway for the Ken Caryl Ranch facilities? What are these plans? Do they need to be accelerated? How can that be accomplished?



Step 2: Include more stakeholder groups in the discussions.

- Identify both internal and external groups that should be included in the current SWOC discussions, such as:

INTERNAL:

- Business Center
- Covenant Committee
- Architectural Committee
- Sub Association leadership/opinion leaders
- Equestrian Center users
- Open space users/Trail Club
- Finance Committee
- Fabulous 50s
- Foundation directors
- Swim Club
- Racquetball players/other recreation center users
- Kids/Teens

EXTERNAL:

- Plains Metro District
- Foothills Metro District
- Water and Sanitation District
- Jeffco School District
- Jefferson County
- RTD
- Other similar communities such as Highlands Ranch Metro District, etc.

Determine a plan of action for including these groups:

- Develop two focus groups that will include many of the internal stakeholders
 - Develop a list of questions/discussion points and script for the focus groups
 - Conduct focus groups and analyze results in the context of the vision and SWOC Analysis
- Develop a series of one-on-one interviews with external stakeholders
 - Develop a list of questions/discussion points for one-on-one interviews
 - Conduct interview and analyze results in the context of the vision and the SWOC Analysis.

Step 3: Communications plan for Community Outreach activities

- Before going out to the community for input the Task Force and Communications Committees should develop a comprehensive communications plan that will ensure strong feedback from all facets of the community.
 - The plan should include many forms of communication both electronically and in-person in order to produce the best results.
- It is best to go where the respondents are, not to expect them to come to the Task Force. For example: In person surveys at the recreation center, the equestrian center, on trails, at the Ranch House, door-to-door.



-
- Taking the time to ensure the task Force is asking the right questions, in the right way, will also help to ensure quality feedback from community members on the future of Ken Caryl Ranch.



APPENDICES

Visioning Exercise

1. Agenda
2. Visioning exercise transcript
3. Final Vision

SWOC Analysis

4. Agenda
5. Notes from Google Moderator and Facebook
6. Full transcript from SWOC Analysis

Resume of Cindy S. Christensen

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Littleton, CO 80120
Home: 303-738-1071

Cell: 303.887.1115
Email: christensen487@msn.com

PROFILE:

A visionary strategist who combines an exceptional background in facilitation and nonprofit management with collaborative communications, community relations, program development and management experience.

SKILLS:

- Facilitation • Strategic Planning • Community Outreach and Relationships • Communications
- Consensus Building Programs • Program Development and Management • Public Policy
- Vision, Mission and Goal Development • Organizational Management • Advocacy • Fundraising
- Policy and Procedure Development • Budget Development and Management
- Total Quality Management

EXPERIENCE:

2007 to present

Community Outreach Associate

Urban Land Institute – Colorado District Council, Denver, CO

Responsible for program development and management of community outreach programs including the Colorado Tomorrow Alliance, a regional smart growth initiative; the Grassroots Outreach Committee; and a new Real Estate Diversity Initiative.

Accomplishments:

- Facilitated a successful speaker's bureau program for ULI Colorado that reached out to local communities, conducting "A Community Conversation on Growth," replicated by other district councils across the U.S.
- Developed and currently facilitate a Real Estate Diversity Initiative designed to increase the number of women and minorities in the real estate development industry. The program has become a national model.
- Provided strategic planning and facilitation services to establish a Regional Smart Growth Alliance for the Colorado District Council of the Urban Land Institute (ULI) bringing together 17 diverse organizations such as the Metro Mayor's Caucus, Colorado Environmental Coalition, Denver Homebuilders, Metro Denver Economic Development Corporation and the American Planning Association to accomplish mutual goals in building livable communities.
- Provided leadership in development of the region's Sustainable Communities Partnership, designed to bring together diverse organizations to develop and promote land use planning to build more sustainable communities and to compete for federal Sustainable Communities planning grants.

2005 to present

Principal

Christensen Consulting, LLC, Littleton, CO

Established a full service consulting practice offering comprehensive facilitation services, community outreach and strategic planning in the economic development, nonprofit and government industries.

- Facilitated a visioning process and conducted a SWOT analysis as the first steps in development of a 5-10 year strategic plan for Ken Caryl Ranch in the southwest metro Denver area.
- Reached more than 1,300 citizens in a public involvement process for the Pikes Peak Area Council of Governments in Colorado Springs with surveys, interactive displays, public workshops and stakeholder interviews.
- Developed and facilitated a strategic planning process to allow the board of directors of the Special District Association (SDA) of Colorado to excel in the areas of political activism, policy, programs and staff realignment.

- Facilitated a five-year strategic plan for a local church that will allow it to improve service delivery, particularly to youth participants, and move forward in retiring debt on a building loan.
- Participated in Littleton 2030, a community-based process to update the city's antiquated (1980) Comprehensive Plan. Assisted in designing a series of community workshops to ascertain citizen values and vision for their community in the year 2030.
- Designed a process and facilitated a series of focus groups to assist Transit Alliance in the development of a new organizational model.

1999 to 2005

Economic Development Director

Downtown Denver Partnership, Inc (DDP), Denver, CO

Created, managed and evaluated economic development initiatives responsible for attracting new businesses, promoting downtown amenities and problem-solving for groups and businesses, resulting in a clean, safe and vibrant downtown Denver. Formulated strategic initiatives, imparted vision and led the economic development department staff in accomplishing department and organizational goals. Managed annual budgets totaling more than \$500,000, including funding from public and private sources.

Accomplishments:

- Facilitated downtown business involvement in master planning Denver Union Station to become the crown jewel of the FasTracks initiative, including coordination of board member and volunteer involvement.
- Provided leadership, input and implementation of strategic goals of the Downtown Denver Partnership, Inc. as a member of the executive management team. Annually reviewed and adjusted strategic plans and organization goals.
- Influenced the successful renewal of the Downtown Business Improvement District with more than 75 percent approval by property owners and an increase in the annual budget from \$2.5 to \$4 million.
- Implemented economic development initiatives and marketing programs to increase jobs in Downtown Denver to 116,000 employees and decrease office vacancy rates to below five percent in 2000.
- Secured nearly \$2 million in funding for various downtown projects at the Downtown Denver Partnership

1995 to 1999

Transportation Program Manager

Downtown Denver Partnership, Inc., Denver, CO

Implemented a new Transportation Management Association (TMA), a public/private partnership that worked, in response to mutual concerns, to reduce congestion, enhance air quality and solve downtown parking issues.

Accomplishments:

- Steered downtown fundraising and educational events for two successful voter campaigns including Metro Moves (I-25 corridor light rail) and FasTracks.
- Cultivated strong relationships with officials and staff at the City and County of Denver, the Denver Regional Council of Governments, the Regional Transportation District, Auraria campus, private sector leaders and companies to develop a sustainable funding stream for the TMA. The program still exists at the Partnership.
- Authored numerous public policy positions, executed monthly issue forums for Downtown Denver Partnership, Inc. members, to inform and educate them on current policies and events.

EDUCATION:

- M.A. in organizational management
University of Phoenix, Lone Tree, CO
- B.A. in sociology
University of Northern Iowa, Cedar Falls, IA

- A.A. in journalism
Iowa Lakes Community College, Estherville, IA

AFFILIATIONS:

- Former board member of the nonprofit Women's Wilderness Institute, based in Boulder, CO
- Member, National Association of Women Business Owners
- Member, IAP2 (the International Association of Public Participation)
- Member, Friends of the Littleton Library and Museum

**A COMMUNITY CONVERSATION ON GROWTH
WHEAT RIDGE, CO
July 11, 2009**

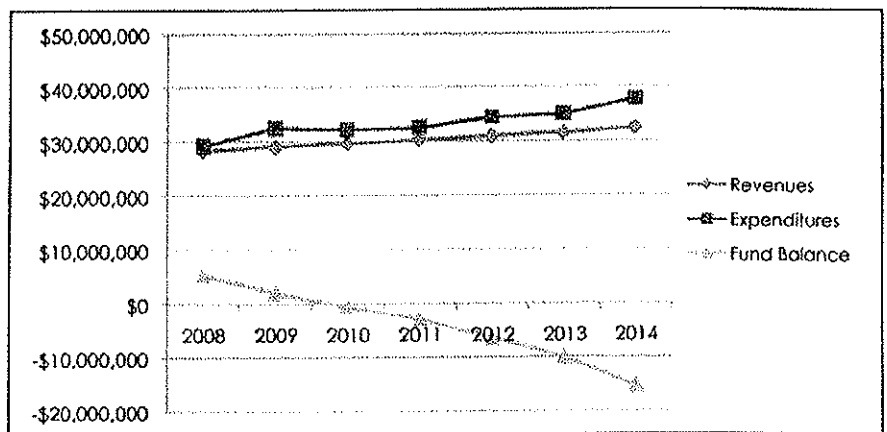
INITIAL DRAFT

Background Information

The selection of Wheat Ridge for a Community Conversation on Growth by the Colorado District Council of the Urban Land Institute (ULI Colorado) was based on many factors, including:

- Wheat Ridge 2020, a local economic development organization, along with a facility sponsor – the Jefferson County Association of Realtors (JCAR) advocated for the event in Wheat Ridge. Wheat Ridge 2020 educated ULI Colorado’s Grassroots Outreach Committee on the specific growth and redevelopment challenges in the community, and provided an organization that could assist in recruiting and inviting local residents to participate.
- The community had recently undertaken to update its 20+ year-old Comprehensive Plan.
- In contrast to the first Community Conversation on Growth city, Commerce City, Wheat Ridge does not have large areas of new residential development, but is challenged with many redevelopment areas, an aging housing stock and a perceived lack of amenities that could draw new families to the area. In addition, it is competing with new compact development opportunities in the bordering communities of Denver, Lakewood, Golden and Arvada.
- The Wheat Ridge City Charter contains height and density restrictions that will limit its future redevelopment potential, again making it difficult for the community to redevelop areas to attract new families.
- Like all communities in the Denver region Wheat Ridge’s overall budget relies heavily on sales tax revenues. New retail opportunities in neighboring communities such as Arvada and Denver have limited the potential growth of

in the Denver region Wheat Ridge’s overall budget relies heavily on sales tax revenues. New retail opportunities in neighboring communities such as Arvada and Denver have limited the potential growth of



sales tax revenues in Wheat Ridge. That fact, coupled with a current stagnant regional economy put current and future strains on the City of Wheat Ridge's budget. Future fiscal trends show that beginning as early as 2010 Wheat Ridge will need to begin to deplete its cash reserves to continue to balance its budget.

- Growth trends developed by the Denver Regional Council of Governments show that Wheat Ridge will experience growth at a much slower rate than the regional average...12% growth in Wheat Ridge versus a 43% growth rate for the rest of the metro area.
- People who are 65 years of age or older comprise 19% of the city's population, compared to a regional average of 9%, putting future housing and service pressures on the community.

The background information shows that Wheat Ridge also has opportunities to overcome obstacles, such as:

- Wheat Ridge has a tremendous open space and trails system that can attract new residents and visitors.
- It is relatively close, with an easy commute to, the mountain areas west of the Denver metro area.
- It is close to Denver and its central amenities such as sports and cultural venues, areas such as Lower Downtown and the 16th Street Mall.
- Wheat Ridge currently enjoys good transportation access with Interstate 70 traversing the northern section of the city, along with current and future transit improvements with the construction of the regional FasTracks rail system.
- Wheat Ridge is an attractive community because of its wide range of housing options from affordable to luxury units.
- The community has a diverse population.

Participant characteristics



With the help of Wheat Ridge 2020 the Community Conversation on Growth boasted 53 participants with a variety of characteristics. In the main presentation, we asked a series of demographic questions to understand the characteristics of the group assembled for the Community Conversation on Growth (CCG) in Wheat Ridge. We found that the majority of the group were 45 to 59 years old and female; have lived in Wheat Ridge more than 10 years, primarily in single family homes that they own;

have household incomes of more than \$75,000; are working adults with no children living at home and have completed college or have graduate degrees. (See Appendices for full demographics and polling questions results)

In looking at the questions asking opinions about growth in Wheat Ridge we found that many people initially moved to the city because housing was affordable, or it was close to their jobs, or they had family living there; they are satisfied with their quality of life in Wheat Ridge; they feel community leaders should work to create jobs, improve the economy, along with retail options and amenities; they are positive about growth, believing it will bring new people with new ideas to Wheat Ridge; but they are split on their beliefs about Wheat Ridge's future direction, with just over one third believing it is moving in the right direction, nearly one third believing it is on the wrong track, and one third believing the community is staying the same.

Expert presentations

A Community Conversation on Growth utilized a discussion approach that featured three experts addressing three different aspects of growth and redevelopment – land use, support systems (infrastructure) and sustainable development (density, design and diversity of uses). CCG has assembled a group of experts from the membership of ULI Colorado who are well versed on these three topics. Wheat Ridge the presenters included:

- Tom Kopf – land use. Tom is a principal, planner, and landscape architect for DTJ DESIGN, a multi-discipline design firm in Boulder, Colorado. Tom provides design vision and a commitment to quality communities, emphasizing functional and cost-effective solutions.
- Krista Sprenger – infrastructure. As a project director for Lend Lease, Krista oversees the development of Horizon Uptown, a 500-acre, sustainable, mixed-use community in Aurora. She is responsible for the strategic direction and overall operation of the project, including community design, infrastructure development and financials.
- Richard Farley – sustainable development. Dick's 40 year career includes 15 years in the public sector, including ten as head of Urban Design in the Denver Community Planning and Development office, and 22 years in the private sector as an architect and urban designer. He is currently a principal with Civitas in Denver.

The purpose of the brief presentations was twofold -- to help educate the participants about the role of each of these topics...land use, infrastructure and sustainable development...in the future development and redevelopment of Wheat Ridge. The presentations also served to stimulate ideas and concepts the participants would use in the follow up break out discussions. Highlights from the three presentations included:

Land use

- Tom Kopf's presentation challenged the audience to think strategically about future land uses in order to allow the land uses to reflect the values and context of the community.
- He introduced the components of a quality community and encouraged land uses that would respect the community's context; provide a mix of land use and housing

types; create a heart or core; allow evolution of a neighborhood; provide a variety of open space and balance auto and pedestrian systems.

Support systems (infrastructure)

- Krista Sprenger introduced two types of infrastructure that every community needs – economic infrastructure that includes things like roads, water and sewer, telecommunications and public transportation or light rail – and community infrastructure such as education, recreation and leisure, economic development, safety and security, accessible housing, health and a multi-modal transport system.
- She also introduced the concepts that the community's infrastructure creates its vitality, its ability to sustain life, and that it is critical that communities "invest in infrastructure to build and reinforce a community's ability to manage and cope with change."

Sustainable Development (Density, Design and Diversity of Uses)

- Dick Farley introduced the concepts of density and the need for some level of density in redevelopment that features mixed uses.
- The presentation utilized visuals from many different local projects from mature neighborhoods in Denver such as Park Hill and Montbello; to Highlands Garden Village in Denver, a new planned unit development adjacent to Wheat Ridge; to the new development of Belmar in Lakewood; the Englewood transit oriented development project and main street zoning such as Country Club Plaza in Kansas City.
- The presentation highlighted many "lessons in density" including that low density cannot afford anything other than surface parking that will inhibit the ability to create a place, but higher densities can support structured parking and a mix of uses such as retail, housing, restaurants and entertainment.

Break out group discussions

Following the three expert presentations attendees participated in three breakout sessions, led by the experts and facilitated by grassroots outreach committee members. This constituted the bones of the Community Conversation on Growth – the opportunity for participants to engage and tell us what they think about growth, redevelopment and Wheat Ridge's future. Facilitators took extensive notes which are included in the appendices.

These themes were discussed, pointed out in all three groups.

Land Use:

1. One size does not fit all. Wheat Ridge needs different lot sizes, housing options for a variety of people and their needs. The



community needs to change the dialogue from housing to homes. Need to improve rentals.

2. Wheat Ridge needs redevelopment before new development, but ordinances and planning do not facilitate redevelopment.
3. There is no unified vision, no implementation plan. We need new codes and regulations in place to encourage organic growth and transformation/revitalization.
4. Retail is targeted to the elderly population. New retail is needed for new families, people. Retail is difficult to develop with all the surrounding opportunities in adjacent communities. Wheat Ridge needs destination retail.
5. West 38th Street is a prime corridor for redevelopment into a mixed-use, walkable environment.
6. There is no interim use for future park sites. The City should do something with them now, such as farmers markets, local business expos, or community picnics.

Support systems (infrastructure)

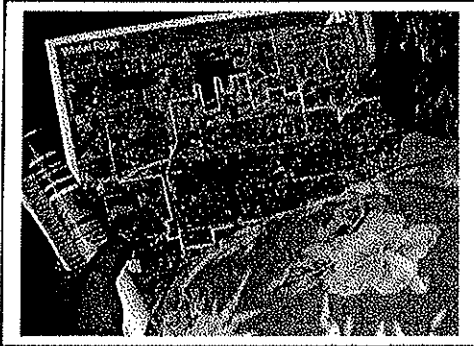
1. There is no "heart" of the community; no town center. There really isn't a good place to build one (something that is central and that people could walk to). Does Wheat Ridge need a town center?
2. Wheat Ridge seems to be stuck in the past; not enough programs for youth, or to attract families with young people. Need more families. Improve high school image.
3. Improve existing neighborhoods and schools to attract new people/energy. Need neighborhood/community identity.
4. Need to improve bike/pedestrian connections, especially between parks and open space to better promote/celebrate this asset. Be more bike/pedestrian friendly, more pedestrian friendly at intersections. The community is too car centered.
5. Wheat Ridge needs to improve its business base, support industry, manufacturing, entrepreneurs and retail to create jobs and higher incomes. Incentives and support are needed for businesses.
6. Clean up the community/ remove dead limbs, trees and weeds in empty lots.
7. We need more community activities; more marketing of the existing amenities, especially open spaces and green corridors.

Sustainable development

1. The word density made many people in the groups nervous.
2. Great design and design standards are important.
3. Codes and regulations are outdated. Accessory dwellings are not allowed. Allowing them could increase density.
4. What is the big vision? The consensus vision is too broad, general. Need less emphasis on plans and more emphasis on implementation.
5. More partnerships between the City, developers, the community may move things forward.
6. Get the community more involved in the plans and implementation.
7. Make parking safe and accessible.
8. Focus on the opportunities we can leverage such as Lutheran Medical Center, Wheat Ridge Cyclery, Avenue corridors (W. 38th, W. 44th, Wadsworth), existing park sites.

Over box lunches the group participated in a wrap up discussion with the expert speakers, group leaders and facilitators. The wrap up discussion is summarized below:

Wrap-up discussion – Summary of break out groups by designated speakers



1. Density – Form and function over size; Need height to allow mixed use and density; the market isn't here for tall buildings.
2. Community – Wheat Ridge needs a community identity; have a discussion about the community character and tie it into development; maintain a sense of neighborhoods and community. In all things moving forward, the acid test, "Is this going to create community pride?"
3. Connectivity -- We need more bike lanes, more youth programs.
4. Development – No development for development's sake; recognize differences in taste between generations; activity nodes versus blanket development.
5. Parks and Greenbelt – Leverage parks and open space; maximize opportunities and promote these amenities.
6. The West 38th and West 44th Street corridors -- How to revitalize? – Accomplish it with alleys, or as a larger single development that can accommodate transitions within it; need ample depth on W. 38th to allow parking behind retail. As a community, be accepting of vision.

Themes from concluding remarks:

1. A lot of people want to be involved in the redevelopment of W. 38th and W. 44th Streets.
2. Activity nodes, yes; but there was little support for a downtown or town center.
3. As the process evolves include discussions/decisions regarding community infrastructure.
4. Think of this as a marathon; don't get so caught up in the issues of the day that there's no energy for the future.
5. There is a very diverse character in Wheat Ridge. Preserve it as a foundation for future change.
6. Continue the discussions through WR 2020.

Next steps

There are several next steps for both the participants and Wheat Ridge 2020 to pursue following the Community Conversation on Growth:

- Participants were advised Envision Wheat Ridge – the City's process for updating the Comprehensive Plan – is well underway, with several more opportunities to get

involved, or at least attend upcoming public meetings. Participants were encouraged to follow the process at www.envisionwheatridge.com.

- Wheat Ridge 2020 and the City of Wheat Ridge have the opportunity to digest all of the information gathered, including attitudes about growth and redevelopment; themes and ideas presented by expert speakers; and most importantly the responses by the 53 participants involved in the CCG.
- Participants were also advised of the activities underway by Wheat Ridge 2020 and were encouraged to get involved, or at least to follow the activities of the organization through www.wheatridge2020.org.

Organizers of the CCG were pleased with results of the half day seminar and believe the best result of the day is that 53 local citizens became more educated about the challenges and opportunities facing their community in the future; and were spurred to find ways to get involved in shaping the future of Wheat Ridge.



ADAMS COUNTY
COLORADO

PROPOSAL FORM

VENDOR'S STATEMENT

I have read and fully understand all the special conditions herein set forth in the foregoing paragraphs, and by my signature set forth hereunder, I hereby agree to comply with all said special conditions as stated or implied. In consideration of the above statement, the following proposal is hereby submitted.

WE THE UNDERSIGNED HEREBY ACKNOWLEDGE RECEIPT OF

Addenda # 1 Addenda # _____
If None, Please write NONE.

<u>Christensen Consulting LLC</u>	<u>2/27/12</u>
Company Name	Date
<u>7709-B S. Curtice Way</u>	<u>C Christ</u>
Address	Signature
<u>Littleton, CO 80120</u>	<u>Cindy Christensen</u>
City, State, Zip Code	Printed Name
<u>Arapahoe</u>	<u>Principal</u>
County	Title
<u>303-887-1115</u>	<u>303-738-1071</u>
Telephone	Fax
<u>Christensen787@MSN.COM</u>	
E-mail Address	

CONTRACTOR'S CERTIFICATION OF COMPLIANCE

Pursuant to Colorado Revised Statute, § 8-17.5-101, *et seq.*, as amended 5/13/08, as a prerequisite to entering into a contract for services with Adams County, Colorado, the undersigned Contractor hereby certifies that at the time of this certification, Contractor does not knowingly employ or contract with an illegal alien who will perform work under the attached contract for services and that the Contractor will participate in the E-Verify Program or Department program, as those terms are defined in C.R.S. § 8-17.5-101, *et seq.* in order to confirm the employment eligibility of all employees who are newly hired for employment to perform work under the attached contract for services.

CONTRACTOR:

Chrstensen Consulting
Company Name

2/27/12
Date

Cindy Chrstensen
Name (Print or Type)

[Signature]
Signature

Principal
Title

Note: Registration for the E-Verify Program can be completed at: <https://www.vis-dhs.com/employerregistration>. It is recommended that employers review the sample "memorandum of understanding" available at the website prior to registering