
TOWN COUNCIL

MEETING

PACKET

November 3, 2014

Agenda
Monday, November 3, 2014
Town Hall, Council Chambers
450 So. Parish Avenue
7:00 PM



MISSION STATEMENT-*"The mission of the government of the Town of Johnstown is to provide leadership based upon trust and integrity, commitment directed toward responsive service delivery, and vision for enhancing the quality of life in our community."*

*Members of the audience are invited to speak at the Council meeting. Public Comment (item No. 5) is reserved for citizen comments on items **not** contained on the printed agenda. Citizen comments are limited to three (3) minutes per speaker. When several people wish to speak on the same position on a given item, they are requested to select a spokesperson to state that position. If you wish to speak at the Town Council meeting, please fill out a sign-up sheet and present it to the Town Clerk.*

- 1) **CALL TO ORDER**
 - A) Pledge of Allegiance
- 2) **ROLL CALL**
- 3) **AGENDA APPROVAL**
- 4) **RECOGNITIONS AND PROCLAMATIONS**
- 5) **PUBLIC COMMENT (three-minute limit per speaker)**

*The "Consent Agenda" is a group of routine matters to be acted on with a single motion and vote. The Mayor will ask if any Council member wishes to have an item discussed or if there is public comment on those ordinances marked with an *asterisk. The Council member may then move to have the subject item removed from the Consent Agenda for discussion separately.*

- 6) **CONSENT AGENDA**
 - A) Town Council Meeting – October 20, 2014
 - 7) **STAFF REPORTS**
 - 8) **OLD BUSINESS**
 - 9) **NEW BUSINESS**
 - A) Consider Club Liquor License Renewal for J&M Post Veterans Club
 - B) Consider Hotel and Liquor License Renewal for Ajuua Mexican Restaurant
 - C) Consider Hotel/Liquor License Renewal for Bonefish Grill #6604
 - D) Consider Award of Contract for Central Wastewater Plant Metal Shelter to Rite Hand Construction
 - 10) **COUNCIL REPORTS AND COMMENTS**
 - 11) **MAYOR'S COMMENTS**
 - 12) **ADJOURN**
-

WORKSESSION

- 1) Presentation of Strategic Citizen Communications Master Plan – Bigner & Katsimpalis



NOTICE OF ACCOMODATION

If you need special assistance to participate in the meeting, please contact the Town Clerk at (970) 587-4664. Notification at least 72 hours prior to the meeting will enable the Town to make reasonable arrangements to ensure accessibility to the meeting.

AGENDA ITEM 6A

CONSENT

AGENDA

- **Council Minutes – October 20, 2014**

TOWN COUNCIL AGENDA COMMUNICATION

AGENDA DATE: November 3, 2014

ITEM NUMBER: 6A

SUBJECT: Consent Agenda

ACTION PROPOSED: Approve Consent Agenda

PRESENTED BY: Town Clerk

AGENDA ITEM DESCRIPTION: The following items are included on the Consent Agenda, which may be approved by a single motion approving the Consent Agenda:

A) Town Council Minutes – October 20, 2014

LEGAL ADVICE: The entire Consent Agenda may be approved by a motion of the Town Council approving the Consent Agenda, which automatically approves each and every item listed on the Consent Agenda. If a Council member wishes to have a specific discussion on an individual item included with the Consent Agenda, they may move to remove the item from the Consent Agenda for discussion.

FINANCIAL ADVICE: N/A

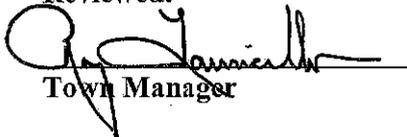
RECOMMENDED ACTION: Approve Consent Agenda

SUGGESTED MOTION:

For Approval: I move to approve the Consent Agenda.

For Denial:

Reviewed:


Town Manager

**COUNCIL
MINUTES**

The Town Council of the Town of Johnstown met on Monday, October 20, 2014 at 7:00 p.m. in the Council Chambers at 450 S. Parish Avenue, Johnstown.

Mayor Romanowski led the Pledge of Allegiance.

Roll Call:

Those present were: Councilmembers James, Lebsack, Mellon and Molinar Jr.

Those absent were: Councilmembers Berg, Townsend

Also present: Avi Rocklin, Town Attorney, Roy Lauricello, Town Manager, John Franklin, Town Planner, Brian Phillips, Chief of Police, Tom Hellen, Public Works Director and Diana Seele, Town Clerk/Treasurer

Agenda Approval

Councilmember Mellon made a motion seconded by Councilmember Lebsack to approve the Agenda. Motion carried with a unanimous vote.

Consent Agenda

Councilmember Lebsack made a motion seconded by Councilmember Mellon to approve the Consent Agenda with the following items included:

- October 6, 2014 Town Council meeting minutes
- Payment of Bills
- September Financial Statements

Motion carried with a unanimous vote.

New Business

A. Consider Liquor Licensee's Permit Application to Modify Premises – Cassidy's Sports Grill – Bandl, LLC, operating as Cassidy's Sports Grill submitted a permit application to modify the premises associated with its liquor license. The licensee purchased the building adjacent to its current location and plans to tear down the wall separating the buildings and add 350 square feet of floor space to its current premises. Councilmember James made a motion seconded by Councilmember Molinar Jr. to approve Bandl, LLC's permit application to modify the licensed premises to include 350 square feet of additional indoor space. Motion carried with a unanimous vote.

B. Consider Water and Sewer Service Agreement for Colorado Dairy Services at 2534 – In compliance with the Town's water rights dedication ordinance, the owner submitted to the Town a Water and Sewer Demand Analysis. Water for this project will be dedicated from the 2534 Water Bank. The owner will also be responsible for paying \$300.00 for water court transfer fees. Councilmember Mellon made a motion seconded by Councilmember Molinar Jr. to approve the Water and Sewer Service Agreement for Colorado Dairy Services at 2534 and

Johnstown, Colorado

-2-

October 20, 2014

authorize the Mayor to sign it. Motion carried with a unanimous vote.

There being no further business to come before Council the meeting adjourned at 7:30 p.m.

Mayor

Town Clerk/Treasurer

AGENDA ITEM 9A

CLUB
LIQUOR LICENSE
RENEWAL
(J&M Post Veterans Club)

**RENEWAL
APPLICATION**

**LIQUOR OR 3.2 BEER LICENSE
 RENEWAL APPLICATION**

J & M POST CLUB
 PO BOX 729
 JOHNSTOWN CO 07208

| Fees Due | |
|--------------------------------|----------|
| Renewal Fee | \$308.75 |
| Storage Permit \$100 x _____ | _____ |
| Optional Premise \$100 x _____ | _____ |
| Related Resort \$75 x _____ | _____ |
| Amount Due/Paid | |

Make check payable to: Colorado Department of Revenue. The State may convert your check to a one-time electronic banking transaction. Your bank account may be debited as early as the same day received by the State. If converted, your check will not be returned. If your check is rejected due to insufficient or uncollected funds, the Department may collect the payment amount directly from your banking account electronically.

PLEASE VERIFY & UPDATE ALL INFORMATION BELOW

RETURN TO CITY OR COUNTY LICENSING AUTHORITY BY DUE DATE

| | | | |
|---|--|--|---------------------------------------|
| Licensee Name J & M POST VETERANS CLUB | | DBA J & M POST CLUB | |
| Liquor License # 14095490000 | License Type Club License (city) | Sales Tax License # 14095490000 | Expiration Date 12/31/2014 |
| Street Address 104 S E 1ST PL JOHNSTOWN CO 80534-0000 | | | Due Date 11/16/2014 |
| Mailing Address PO BOX 729 JOHNSTOWN CO 07208 | | | Phone Number (970) 587 4500 |
| Operating Manager Steven Kron | Date of Birth 11-2-1952 | Home Address 1022 N. 1st St. Johnstown CO | Phone Number 970-405-8619 |

- Do you have legal possession of the premises at the street address above? YES NO
 Is the premises owned or rented? Owned Rented* *If rented, expiration date of lease _____
- Since the date of filing of the last annual application, has there been any change in financial interest (new notes, loans, owners, etc.) or organizational structure (addition or deletion of officers, directors, managing members or general partners)? If yes, explain in detail and attach a listing of all liquor businesses in which these new lenders, owners (other than licensed financial institutions), officers, directors, managing members, or general partners are materially interested. YES NO
NOTE TO CORPORATION, LIMITED LIABILITY COMPANY AND PARTNERSHIP APPLICANTS: If you have added or deleted any officers, directors, managing members, general partners or persons with 10% or more interest in your business, you must complete and return immediately to your Local Licensing Authority, Form DR 8177: Corporation, Limited Liability Company or Partnership Report of Changes, along with all supporting documentation and fees.
- Since the date of filing of the last annual application, has the applicant or any of its agents, owners, managers, partners or lenders (other than licensed financial institutions) been convicted of a crime? If yes, attach a detailed explanation. YES NO
- Since the date of filing of the last annual application, has the applicant or any of its agents, owners, managers, partners or lenders (other than licensed financial institutions) been denied an alcohol beverage license, had an alcohol beverage license suspended or revoked, or had interest in any entity that had an alcohol beverage license denied, suspended or revoked? If yes, attach a detailed explanation. YES NO
- Does the applicant or any of its agents, owners, managers, partners or lenders (other than licensed financial institutions) have a direct or indirect interest in any other Colorado liquor license, including loans to or from any licensee or interest in a loan to any licensee? If yes, attach a detailed explanation. YES NO
- SOLE PROPRIETORSHIPS, HUSBAND-WIFE PARTNERSHIPS AND PARTNERS IN GENERAL PARTNERSHIPS:** Each person must complete and sign the DR 4679: Affidavit - Restriction on Public Benefits (available online or by calling 303-205-2300) and attach a copy of their driver's license, state-issued ID or valid passport.

AFFIRMATION & CONSENT

I declare under penalty of perjury in the second degree that this application and all attachments are true, correct and complete to the best of my knowledge.

| | |
|--|-------------------------|
| Type or Print Name of Applicant/Authorized Agent of Business STEVEN L Kron | Title manager |
| Signature <i>Steven L Kron</i> | Date 9-10-14 |

REPORT & APPROVAL OF CITY OR COUNTY LICENSING AUTHORITY

The foregoing application has been examined and the premises, business conducted and character of the applicant are satisfactory, and we do hereby report that such license, if granted, will comply with the provisions of Title 12, Articles 46 and 47, C.R.S. **THEREFORE THIS APPLICATION IS APPROVED.**

| | |
|-------------------------------|--------|
| Local Licensing Authority For | Date |
| Signature | Title |
| | Attest |

**POLICE
REPORTS**

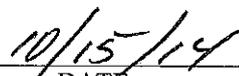
TOWN OF JOHNSTOWN POLICE DEPARTMENT

Information 3.2% Beer or Liquor Application

- Name and address of Applicant} J & M Post Veterans Club
PO Box 729
Johnstown, CO 80534
1. Trade Name and Address} J & M Post Club
104 S.E. 1st Place
Johnstown, CO 80534
2. Date of Application } 10/01/2014
3. Type of Application: Club Liquor License
4. Documents Accompanying Application
- A. Local and State License Fees} Submitted with application
 - B. Evidence of Correct Zoning} CBD
 - C. Building Plans and or Sketch of Interior} N/A
 - D. Distance from School as per State} N/A
 - E. Deed or Lease or Assignment of Lease or Ownership} owned
5. Evidence of Public Notice
- A. Posting of Premises} N/A
 - B. Legal Publication } N/A
6. Investigation: Police Department Case#}
- A. Applicant has made application for renewal of their Club Liquor License
 - B. J & M Post Club has operated legally during its last license period.
 - C. Cooperation with law enforcement has been good.
8. Findings of fact:
- A. J & M Post Club presently holds license 14-09549-0000 that expires December 31, 2014
 - B. The required fees were submitted.
 - C. It is my recommendation that the renewal be approved.



CHIEF OF POLICE



DATE

**JOHNSTOWN POLICE DEPT.
LIQUOR LICENSE RENEWAL INFORMATION SHEET**

APPLICANT: **J & M Post Veterans Club**

ADDRESS: **104 SE 1st Place**

TYPE LICENSE: **Club License**

POLICE CALLS FOR SERVICE AT THIS LOCATION:

LIQUOR VIOLATIONS AT THIS LOCATION:

ARRESTS DUE TO ALCOHOL AT THIS LOCATION:

JPD RECOMMENDATION FOR RENEWAL: YES XXX NO _____

REPORTING OFFICER:



DATE:

10/15/14

ADDITIONAL INFORMATION: ** All calls were minor service calls.

AGENDA ITEM 9B

**HOTEL
AND
LIQUOR LICENSE
RENEWAL
(Ajuua Mexican Restaurant)**

TOWN COUNCIL AGENDA COMMUNICATION

AGENDA DATE: November 3, 2014

ITEM NUMBER: 9B

SUBJECT: Consider Hotel and Restaurant Liquor License Renewal for Ajuua Mexican Restaurant

ACTION PROPOSED: Approve Hotel and Restaurant Liquor License

PRESENTED BY: Town Clerk

AGENDA ITEM DESCRIPTION: Mr. Liberato Garcia, Managing Partner, has submitted a renewal application to the Town Clerk for a hotel and restaurant liquor license (malt, vinous and spirituous) for the Ajuua Mexican Restaurant located at 257 Johnstown Drive Unit 104, Johnstown. The required fees have been submitted to the Town. According to the Johnstown Police Department, the establishment has cooperated with law enforcement officials and there have been no violations of the liquor code during the last licensing period.

The Town Council acts as the Local Licensing Authority and is responsible for reviewing and issuing liquor licenses.

LEGAL ADVICE: N/A

FINANCIAL ADVICE: N/A

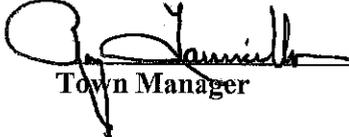
RECOMMENDED ACTION: Approve the hotel and restaurant liquor license renewal

SUGGESTED MOTIONS:

For Approval: I move to approve the hotel and restaurant liquor license renewal for Ajuua Mexican Restaurant.

For Denial: I move to deny approval of the hotel and restaurant liquor license renewal for Ajuua Mexican Restaurant.

Reviewed:


Town Manager

**RENEWAL
APPLICATION**

**LIQUOR OR 3.2 BEER LICENSE
 RENEWAL APPLICATION**

| Fees Due | |
|--------------------------------|----------|
| Renewal Fee | \$500.00 |
| Storage Permit \$100 x _____ | _____ |
| Optional Premise \$100 x _____ | _____ |
| Related Resort \$75 x _____ | _____ |
| Amount Due/Paid | |

AJUUA MEXICAN RESTAURANT
 257 JOHNSTOWN DR UNIT 104
 JOHNSTOWN CO 07208

Make check payable to: Colorado Department of Revenue. The State may convert your check to a one-time electronic banking transaction. Your bank account may be debited as early as the same day received by the State. If converted, your check will not be returned. If your check is rejected due to insufficient or uncollected funds, the Department may collect the payment amount directly from your banking account electronically.

PLEASE VERIFY & UPDATE ALL INFORMATION BELOW

RETURN TO CITY OR COUNTY LICENSING AUTHORITY BY DUE DATE

| | | | | |
|--|--|---|-------------------------------------|---------------------------------------|
| Licensee Name AJUUA JUNIOR LLC | | DBA AJUUA MEXICAN RESTAURANT | | |
| Liquor License # 35316990000 | License Type Hotel & Restaurant (city) | Sales Tax License # 35316990000 | Expiration Date 12/8/2014 | Due Date 10/24/2014 |
| Street Address 257 JOHNSTOWN DR UNIT 104 JOHNSTOWN CO 80534 | | | | Phone Number (720) 887 3552 |
| Mailing Address 257 JOHNSTOWN DR UNIT 104 JOHNSTOWN CO 07208 | | | | |
| Operating Manager Liberato R Garcia | Date of Birth 3-23-1949 | Home Address 2966 Golden Eagle Lafayette Co 80026 | | Phone Number 970-587-2909 |

- Do you have legal possession of the premises at the street address above? YES NO
 Is the premises owned or rented? Owned Rented* *If rented, expiration date of lease October 2015
- Since the date of filing of the last annual application, has there been any change in financial interest (new notes, loans, owners, etc.) or organizational structure (addition or deletion of officers, directors, managing members or general partners)? If yes, explain in detail and attach a listing of all liquor businesses in which these new lenders, owners (other than licensed financial institutions), officers, directors, managing members, or general partners are materially interested. YES NO
NOTE TO CORPORATION, LIMITED LIABILITY COMPANY AND PARTNERSHIP APPLICANTS: If you have added or deleted any officers, directors, managing members, general partners or persons with 10% or more interest in your business, you must complete and return immediately to your Local Licensing Authority, Form DR 8177: Corporation, Limited Liability Company or Partnership Report of Changes, along with all supporting documentation and fees.
- Since the date of filing of the last annual application, has the applicant or any of its agents, owners, managers, partners or lenders (other than licensed financial institutions) been convicted of a crime? If yes, attach a detailed explanation. YES NO
- Since the date of filing of the last annual application, has the applicant or any of its agents, owners, managers, partners or lenders (other than licensed financial institutions) been denied an alcohol beverage license, had an alcohol beverage license suspended or revoked, or had interest in any entity that had an alcohol beverage license denied, suspended or revoked? If yes, attach a detailed explanation. YES NO
- Does the applicant or any of its agents, owners, managers, partners or lenders (other than licensed financial institutions) have a direct or indirect interest in any other Colorado liquor license, including loans to or from any licensee or interest in a loan to any licensee? If yes, attach a detailed explanation. YES NO
- SOLE PROPRIETORSHIPS, HUSBAND-WIFE PARTNERSHIPS AND PARTNERS IN GENERAL PARTNERSHIPS:** Each person must complete and sign the DR 4679: Affidavit – Restriction on Public Benefits (available online or by calling 303-205-2300) and attach a copy of their driver's license, state-issued ID or valid passport.

AFFIRMATION & CONSENT

I declare under penalty of perjury in the second degree that this application and all attachments are true, correct and complete to the best of my knowledge.

| | |
|--|-------------------------|
| Type or Print Name of Applicant/Authorized Agent of Business Liberato Garcia Ramos | Title Manager |
| Signature  | Date 9/25/14 |

REPORT & APPROVAL OF CITY OR COUNTY LICENSING AUTHORITY

The foregoing application has been examined and the premises, business conducted and character of the applicant are satisfactory, and we do hereby report that such license, if granted, will comply with the provisions of Title 12, Articles 46 and 47, C.R.S. THEREFORE THIS APPLICATION IS APPROVED.

| | |
|-------------------------------|--------|
| Local Licensing Authority For | Date |
| Signature | Title |
| | Attest |

Attachment to DR 8400

Establishment - Ajuua Junior LLC - Ajuua Mexican Restaurant

License Number - 35-31699

Question 5

Owner is also a shareholder in the following restaurants in Colorado which have liquor licenses:

-LG, RG & SG Inc - 14150 East Iliff Ave, Aurora, CO 80014

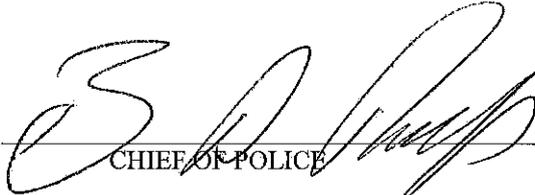
-Garcia's of Niwot Inc - 7960 Niwot Rd, Unit D-11, Niwot, CO 80503

**POLICE
REPORTS**

TOWN OF JOHNSTOWN POLICE DEPARTMENT

Information 3.2% Beer or Liquor Application

- Name and address of Applicant} Ajuua Jr. LLC
257 Johnstown Center Drive #104
Johnstown, CO 80534
1. Trade Name and Address} Ajuua Jr. LLC
257 Johnstown Center Drive #104
Johnstown, CO 80534
2. Date of Application: 9/25/2014
3. Type of Application: Hotel & Restaurant License
4. Documents Accompanying Application
- A. Local and State License Fees} Submitted with application
 - B. Evidence of Correct Zoning} CBD
 - C. Building Plans and or Sketch of Interior} N/A
 - D. Distance from School as per State} N/A
 - E. Deed or Lease or Assignment of Lease or Ownership} Leased
5. Evidence of Public Notice
- A. Posting of Premises} N/A
 - B. Legal Publication } N/A
6. Investigation: Police Department Case#}
- A. Applicant has made application for renewal of their Hotel & Restaurant License
 - B. Ajuua Jr. LLC has operated legally during its last license period.
 - C. Cooperation with law enforcement has been good.
8. Findings of fact:
- A. Ajuua Jr. LLC presently holds license 35316990000 that expired December 8, 2014
 - B. The required fees were submitted.
 - C. It is my recommendation that the renewal be approved.



CHIEF OF POLICE

10/24/14

DATE

**JOHNSTOWN POLICE DEPT.
LIQUOR LICENSE RENEWAL INFORMATION SHEET**

APPLICANT: **Ajuua Junior LLC**
DBA Ajuua Mexican Restaurant

ADDRESS: **257 Johnstown Center Drive Unit 104**

TYPE LICENSE: **Hotel & Restaurant License**

POLICE CALLS FOR SERVICE AT THIS LOCATION:

LIQUOR VIOLATIONS AT THIS LOCATION: -0-

ARRESTS DUE TO ALCOHOL AT THIS LOCATION: -0-

JPD RECOMMENDATION FOR RENEWAL: YES XXX NO _____

REPORTING OFFICER:

DATE:

10/24/14

ADDITIONAL INFORMATION: ** All calls were minor service calls.

AGENDA ITEM 9C

**HOTEL/RESTAURANT
LIQUOR LICENSE
RENEWAL
(Bonfish Grill #6604)**

TOWN COUNCIL AGENDA COMMUNICATION

AGENDA DATE: November 3, 2014

ITEM NUMBER: 9C

SUBJECT: Consider Hotel and Restaurant Liquor License Renewal – Bonefish Grill #6604

ACTION PROPOSED: Approve Hotel and Restaurant Liquor License Renewal

PRESENTED BY: Town Attorney, Town Clerk and Police Chief

AGENDA ITEM DESCRIPTION: On July 21, 2014, Mr. Joseph J. Kadow, Executive Vice President and Secretary of the Bonefish Grill, LLC, submitted a renewal application for a Hotel and Restaurant Liquor License for Bonefish Grill #6604, located at 4920 Thompson Parkway, Johnstown. The matter came before the Town Council on August 18, 2014. In the application, Mr. Kadow failed to disclose a violation of the liquor code resulting in a Stipulation, Agreement and Order with the State of Colorado Liquor Enforcement Division. Based on that failure, Town Council continued the hearing on the renewal application, requesting Mr. Kadow to appear and explain the discrepancy.

On September 2, 2014, Mr. Kadow submitted a revised renewal application for a Hotel and Restaurant Liquor License for Bonefish Grill #6604 (refer to attachment). In that revised application, Mr. Kadow disclosed the violation and submitted the signed Stipulation, Agreement and Order. In addition, on September 11, 2014, Mr. Kadow submitted a letter regarding the matter (refer to attachment).

The required fees have been submitted. According to the Johnstown Police Department, the establishment has cooperated with law enforcement officials.

The Town Council acts as the Local Licensing Authority and is responsible for reviewing and issuing liquor licenses. The Town Council may approve the renewal application or direct the issuance of a notice of hearing and order to show cause why the license should not be suspended or revoked.

LEGAL ADVICE: N/A

FINANCIAL ADVICE: N/A

RECOMMENDED ACTION: Approve the Hotel and Restaurant Liquor License renewal.

SUGGESTED MOTION:

For Approval: I move to approve the Hotel and Restaurant Liquor License renewal for the Bonefish Grill #6604.

For Denial and Notice of Order to Show Cause: I move to direct the Town Clerk to issue a Notice of Hearing and Order to Show Cause why the Liquor License should not be Suspended or Revoked.

Reviewed:


Town Manager

**REVISED
RENEWAL
APPLICATION**



**BLOOMIN'
BRANDS**

September 2, 2014

VIA FEDEX

Johnstown Town Hall
Attn: Diana Seele
101 Charlotte Street
Johnstown, CO 80534

Re: Bonefish Grill #6604 – Johnstown, CO

Dear Diana:

Accompanying this letter please find the revised Colorado Department of Revenue Liquor and 3.2 Beer License Renewal Application for the above referenced restaurant location, per your request on Thursday, August 28, 2014.

If you should have any questions, or need any further information, please feel free to contact me at 813-282-1225 or via email at amcqueen@outback.com.

Very truly yours,

Ariane McQueen
Senior Paralegal
Bloomin' Brands Licensing

Enclosures



**LIQUOR OR 3.2 BEER LICENSE
 RENEWAL APPLICATION**

BONEFISH GRILL #6604
 2202 N WEST SHORE BLVD, 5TH FLOOR
 TAMPA, FL 33607

| Fees Due | |
|--------------------------------|-------|
| Renewal Fee | _____ |
| Storage Permit \$100 x _____ | _____ |
| Optional Premise \$100 x _____ | _____ |
| Amount Due/Paid | |

Make check payable to: Colorado Department of Revenue. The State may convert your check to a one-time electronic banking transaction. Your bank account may be debited as early as the same day received by the State. If converted, your check will not be returned. If your check is rejected due to insufficient or uncollected funds, the Department may collect the payment amount directly from your banking account electronically.

PLEASE VERIFY & UPDATE ALL INFORMATION BELOW

RETURN TO CITY OR COUNTY LICENSING AUTHORITY BY DUE DATE

| | | | |
|--|---|--|--------------------------------------|
| Licensee Name Bonefish Grill, LLC | | DBA Bonefish Grill #6604 | |
| Liquor License # 42-92514-0002 | License Type Hotel & Restaurant | Sales Tax License # 42-92514-0002 | Expiration Date 08/29/2014 |
| Street Address 4920 Thompson Parkway, Johnstown, CO 80534 | | Due Date 07/15/2014 | |
| Mailing Address Attn: Licensing, 2202 N West Shore Blvd., 5th Floor, Tampa, FL 33607 | | Phone Number 813-282-1225 | |
| Operating Manager Edward Carroll | Date of Birth 3.24.1960 | Home Address 4612 Horizon Ridge Rd., Windsor, CO | Phone Number 970-231-9613 |

- Do you have legal possession of the premises at the street address above? YES NO **80550**
 Is the premises owned or rented? Owned Rented* *If rented, expiration date of lease **7.31.2022**
- Since the date of filing of the last annual application, has there been any change in financial interest (new notes, loans, owners, etc.) or organizational structure (addition or deletion of officers, directors, managing members or general partners)? If yes, explain in detail and attach a listing of all liquor businesses in which these new lenders, owners (other than licensed financial institutions), officers, directors, managing members, or general partners are materially interested. YES NO
NOTE TO CORPORATION, LIMITED LIABILITY COMPANY AND PARTNERSHIP APPLICANTS: If you have added or deleted any officers, directors, managing members, general partners or persons with 10% or more interest in your business, you must complete and return immediately to your Local Licensing Authority, Form DR 8177: Corporation, Limited Liability Company or Partnership Report of Changes, along with all supporting documentation and fees.
- Since the date of filing of the last annual application, has the applicant or any of its agents, owners, managers, partners or lenders (other than licensed financial institutions) been convicted of a crime? If yes, attach a detailed explanation. YES NO
- Since the date of filing of the last annual application, has the applicant or any of its agents, owners, managers, partners or lenders (other than licensed financial institutions) been denied an alcohol beverage license, had an alcohol beverage license suspended or revoked, or had interest in any entity that had an alcohol beverage license denied, suspended or revoked? If yes, attach a detailed explanation. YES NO **See Attached**
- Does the applicant or any of its agents, owners, managers, partners or lenders (other than licensed financial institutions) have a direct or indirect interest in any other Colorado liquor license, including loans to or from any licensee or interest in a loan to any licensee? If yes, attach a detailed explanation. YES NO **See Attached**
- SOLE PROPRIETORSHIPS, HUSBAND-WIFE PARTNERSHIPS AND PARTNERS IN GENERAL PARTNERSHIPS:** Each person must complete and sign the DR 4679: Affidavit - Restriction on Public Benefits (available online or by calling 303-205-2300) and attach a copy of their driver's license, state-issued ID or valid passport.

AFFIRMATION & CONSENT

I declare under penalty of perjury in the second degree that this application and all attachments are true, correct and complete to the best of my knowledge.

| | |
|--|-------------------------------------|
| Type or Print Name of Applicant/Authorized Agent of Business Joseph J. Kadow | Title Exec. VP: Secretary |
| Signature | Date 9.2.2014 |

REPORT & APPROVAL OF CITY OR COUNTY LICENSING AUTHORITY

The foregoing application has been examined and the premises, business conducted and character of the applicant are satisfactory, and we do hereby report that such license, if granted, will comply with the provisions of Title 12, Articles 46 and 47, C.R.S. THEREFORE THIS APPLICATION IS APPROVED.

| | |
|-------------------------------|--------|
| Local Licensing Authority For | Date |
| Signature | Title |
| | Attest |

BEFORE THE EXECUTIVE DIRECTOR, DEPARTMENT OF REVENUE

STATE OF COLORADO

STIPULATION, AGREEMENT, AND ORDER
SA 14-187

IN THE MATTER OF:

BONEFISH GRILL, L.L.C.
D/B/A BONEFISH GRILL NO. 6604
4920 THOMPSON PARKWAY
JOHNSTOWN, COLORADO 80534

Hotel & Restaurant License No. 42-92514-0002

The State of Colorado, Liquor Enforcement Division ("Division") and Bonefish Grill, L.L.C., d/b/a Bonefish Grill No. 6604, 4920 Thompson Parkway, Johnstown, Colorado 80534 ("Licensee") hereby stipulate and agree as follows:

1. Licensee has been the subject of an investigation conducted by the Division. Agents of the Division allege violations of the Colorado Liquor Code, Section 12-47-901(1)(a.5)(I), C.R.S.

IT IS ALLEGED THAT:

- A. On April 11, 2014, the Licensee, by and through its employee/agent Sara Jo Blazer, permitted the selling, serving, giving, or procuring of an alcohol beverage (Budweiser brand malt liquor) to 13WM19447, a nineteen-year-old Liquor Enforcement Division underage purchaser.
2. Licensee acknowledges receipt of sufficient notice, advisement of rights, and process of the proceedings and wishes to resolve all issues which were the subject of the investigation, by entering into this Stipulation, Agreement, and Order ("Order").
3. The Division and Licensee have discussed the merits of the investigation and allegations, and they have come to a mutual agreement and understanding to jointly propose to the State Licensing Authority a resolution of the allegations in lieu of proceeding to the issuance by the State Licensing Authority of an Order to Show Cause and conducting a hearing to determine the merits of such allegations. The terms and conditions of this Order are subject to approval by the State Licensing Authority.
4. Licensee admits the violations as alleged above in paragraph 1.

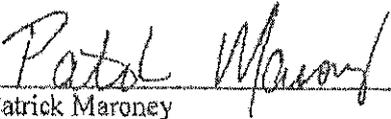
5. Licensee agrees, in lieu of the issuance of an Order to Show Cause, and subsequent proceedings, to submit to the following sanctions:
 - A. A fifteen (15) day suspension of Licensee's hotel & restaurant license to take place as follows:
 - i. License to be actively suspended for five (5) days from 12:01 a.m. on July 29, 2014 until 11:59 p.m. on August 2, 2014.
 - ii. During any period of active license suspension, Licensee will post signs on its premises in compliance with Regulation 47-600(F), 1 C.C.R. 203-2.
 - iii. Ten (10) days of the suspension to be held in abeyance for a period of one (1) year, from the date of approval of this agreement by the state licensing authority, pending no further violations of the Colorado Liquor Code during this period.
6. The Licensee has filed a written petition to the Division in accordance with 12-47-601(3), C.R.S. requesting that the Licensee be allowed to pay a fine in lieu of active suspension. The Division finds that the petition supports the following:
 - A. That the public welfare and morals would not be impaired by permitting the Licensee to operate during the period set for suspension and that the payment of the fine will achieve the desired disciplinary purposes; and
 - B. That the books and records of the Licensee are kept in such a manner that loss of sales of alcohol beverages which the Licensee would have suffered had the suspension gone into effect can be determined with reasonable accuracy.
7. The parties agree that the fine shall be the equivalent of twenty percent (20%) of the Licensee's estimated gross revenues from the sales of alcohol beverages during a period of five (5) days, except that the fine shall not be less than two hundred dollars (\$200.00) nor more than five thousand dollars (\$5,000.00). The parties agree that the average days' sales for the month of April 2014 shall be the appropriate measure of said estimated gross revenues. Based upon these records, the amount of the fine has been determined to be \$2,225.49.
 - A. Payment of the fine pursuant to the provisions of this agreement shall be in the form of a certified check or a cashier's check made payable to the Colorado

Department of Revenue. Said fine shall be paid to the Department of Revenue on or before July 22, 2014.

- B. Upon the timely payment of the fine agreed upon in this paragraph, Licensee's five (5) day suspension as set forth in paragraph 5 of this stipulation and agreement shall be deemed automatically permanently stayed.
 - C. If the Licensee fails to make payment in a timely manner as detailed in this paragraph, the full five (5) day suspension shall be served as detailed in paragraph 5.
8. This Order shall be admissible as evidence in future proceedings concerning any alleged violation of this Order. The matters at issue in said future proceeding shall be limited to the question of whether or not Licensee has failed to comply with the terms of this Order. Any issues relating to the underlying complaint or investigation that formed the basis for action against Licensee (and any defenses that Licensee may have to such complaint and investigation) shall specifically not be at issue in the proceeding against Licensee for failing to comply with the terms of this Order. In the event an alleged violation of this Order is taken to hearing and the State Licensing Authority determines that the allegations are proven, or Licensee enters into a stipulation in lieu of hearing in which it admits such allegations, the State Licensing Authority shall, in addition to any other penalty imposed, order Licensee to serve all or any days of suspension presently held in abeyance pursuant to this agreement. In the event an alleged violation of this Order is taken to hearing and the State Licensing Authority determines that the allegations are unproven, then the Division shall take no further action and this Order shall remain operative and in full force and effect.
9. Upon execution by all parties, this Order and all its terms shall have the same force and effect as an order entered after a formal hearing pursuant to § 12-47-601, C.R.S., except that it may not be appealed. Failure to comply with the terms of this Order may be sanctioned by the State Licensing Authority as set forth in §§12-47-103(9) (b) and 12-47-601, C.R.S.
10. Licensee expressly agrees and acknowledges that Licensee has entered into this Order knowingly and voluntarily. Licensee acknowledges that the terms of this Order were mutually negotiated and agreed upon. After the opportunity to consult with legal counsel, Licensee affirms that Licensee has read this Order and fully understands its nature, meaning and content. Licensee agrees that upon execution of this Order, no subsequent action or assertion shall be maintained or pursued by Licensee asserting the invalidity in any manner of this Order.

11. Upon execution by all parties, this Order shall represent the entire and final agreement of the parties. In the event that any provision of this Order is deemed unenforceable by a court of competent jurisdiction, such provision shall be severed, and the remainder of this Order shall be given full force and effect.
12. Licensee understands and knowingly and voluntarily enters into this Order. Licensee further understands and knowingly and voluntarily waives the following rights:
 - A. The right to a formal disciplinary hearing on the merits of the matters forming the basis of this Order and the right to require the State Licensing Authority to meet its burden of proof in a formal hearing;
 - B. The right to cross-examine all witnesses against Licensee at a formal hearing;
 - C. The right to subpoena witnesses, present evidence and to testify on Licensee's own behalf at a formal hearing;
 - D. The right to be represented by counsel of Licensee's own choosing and at Licensee's expense at any stage of this proceeding;
 - E. The right to engage in pre-hearing discovery of the State Licensing Authority's evidence; and
 - F. The right to appeal this Order.
13. All the costs and expenses incurred by Licensee to comply with this Order shall be the sole responsibility of the Licensee, and shall not in any way be the obligation of the Division.
14. This Order shall be effective on the date approved and ordered by the Executive Director of the Department of Revenue, as the State Licensing Authority. Should the State Licensing Authority reject the terms hereof, Respondent's admissions herein shall be withdrawn, and the matter scheduled for a hearing after issuance of an Order to Show Cause.
15. Upon approval and order of the State Licensing Authority, this Order shall become a permanent part of the record, and shall be open to public inspection and published pursuant to the Division's standard policies and procedures or applicable law.

Stipulation, Agreement, and Order
Bonefish Grill No. 6604
Greeley
Page 5

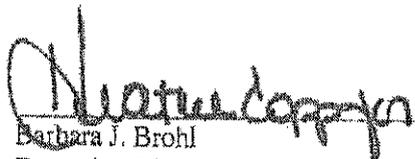

Patrick Maroney
Division Director
Liquor Enforcement Division


Joseph J. Kador, Executive Vice President
Bonefish Grill, LLC

07-10-14
Date

July 9, 2014
Date

APPROVED and ORDERED this 21st day of July 2014.


Barbara J. Brohl
Executive Director
Department of Revenue
State Licensing Authority

Telecopy or electronic versions of this stipulation which contain telecopy facsimiles of signatures shall be deemed duplicate executed originals of this stipulation. This stipulation may be executed in counterparts and delivered by facsimile, U.S. Mail (or private carrier), or pdf transmission.

| | | | | | | | | | |
|--------------------------|------|----------------------------|------------------------------------|-------------------|------------|----|------------|------------------------------------|------------|
| Bonefish Grill | 6606 | Denver, CO | 14770 West Colfax Avenue | Lakewood | Jefferson | CO | 80401 | Bonefish Grill, LLC | 59-3736410 |
| Bonefish Grill | 6605 | Colorado Springs, CO | 5102 North Nevada Avenue | Colorado Springs | El Paso | CO | 80907 | Bonefish Grill, LLC | 59-3736410 |
| Bonefish Grill | 6604 | Loveland, CO | 4920 Thompson Parkway | Johnstown | Weld | CO | 80534 | Bonefish Grill, LLC | 59-3736410 |
| Bonefish Grill | 6603 | Denver Tech Center, CO | 4948 South Yosemite Street | Greenwood Village | Arapahoe | CO | 80111 | Bonefish Grill, LLC | 59-3736410 |
| Bonefish Grill | 6602 | SW Denver, CO | 8100 West Crestline Avenue, Unit F | Denver | Arapahoe | CO | 80123 | Bonefish Grill, LLC | 59-3736410 |
| Bonefish Grill | 6601 | Westminster, CO | 10438 Towncenter Drive | Westminster | Broomfield | CO | 80021 | Bonefish Grill, LLC | 59-3736410 |
| Carrabba's Italian Grill | 5605 | Denver, CO | 14760 West Colfax Avenue | Lakewood | Jefferson | CO | 80401 | Carrabba's Italian Grill, LLC | 59-3295193 |
| Fleming's | 1601 | Denver, CO | 191 Inverness Drive West | Englewood | Arapahoe | CO | 80112 | OSI/Fleming's, LLC | 59-3599793 |
| Outback Steakhouse | 0628 | Longmont, CO | 1315 Dry Creek Drive | Longmont | Boulder | CO | 80503 | Outback Steakhouse of Florida, LLC | 59-2848217 |
| Outback Steakhouse | 0626 | Castle Rock, CO | 4687 Millstone Lane | Castle Rock | Douglas | CO | 80104 | Outback Steakhouse of Florida, LLC | 59-2848217 |
| Outback Steakhouse | 0624 | Denver/Gateway, CO | 16301 East 40th Avenue | Denver | Denver | CO | 80239 | Outback Steakhouse of Florida, LLC | 59-2848217 |
| Outback Steakhouse | 0622 | East Colorado Springs, CO | 2695 New Center Pointe | Colorado Springs | El Paso | CO | 80922 | Outback Steakhouse of Florida, LLC | 59-2848217 |
| Outback Steakhouse | 0621 | Grand Junction, CO | 2432 Highway 6 & 50 | Grand Junction | Mesa | CO | 81585 | Outback Steakhouse of Florida, LLC | 59-2848217 |
| Outback Steakhouse | 0620 | Denver West, CO | 14295 West Colfax Avenue | Golden | Jefferson | CO | 80401 | Outback Steakhouse of Florida, LLC | 59-2848217 |
| Outback Steakhouse | 0619 | Aurora, CO | 2066 South Abilene Street | Aurora | Arapahoe | CO | 80014 | Outback Steakhouse of Florida, LLC | 59-2848217 |
| Outback Steakhouse | 0618 | Englewood, CO | 10443 East Costilla Avenue | Englewood | Arapahoe | CO | 80112 | Outback Steakhouse of Florida, LLC | 59-2848217 |
| Outback Steakhouse | 0617 | Colorado Springs II, CO | 2825 Geyser Drive | Colorado Springs | El Paso | CO | 80906 | Outback Steakhouse of Florida, LLC | 59-2848217 |
| Outback Steakhouse | 0616 | Louisville, CO | 988 Dillon Road | Louisville | Boulder | CO | 80027 | Outback Steakhouse of Florida, LLC | 59-2848217 |
| Outback Steakhouse | 0615 | Thornton, CO | 487 East 120th Avenue | Thornton | Adams | CO | 80233-5706 | Outback Steakhouse of Florida, LLC | 59-2848217 |
| Outback Steakhouse | 0614 | Highlands Ranch, CO | 15 West Springer Drive | Highlands Ranch | Douglas | CO | 80129-2315 | Outback Steakhouse of Florida, LLC | 59-2848217 |
| Outback Steakhouse | 0613 | Ft. Collins, CO | 807 East Harmony Road | Fort Collins | Larimer | CO | 80525 | Outback Steakhouse of Florida, LLC | 59-2848217 |
| Outback Steakhouse | 0612 | Colorado Springs, CO | 7065 Commerce Center Drive | Colorado Springs | El Paso | CO | 80919 | Outback Steakhouse of Florida, LLC | 59-2848217 |
| Outback Steakhouse | 0611 | Westminster, CO | 9329 North Sheridan Boulevard | Westminster | Jefferson | CO | 80030 | Outback Steakhouse of Florida, LLC | 59-2848217 |
| Outback Steakhouse | 0610 | Denver/Littleton, CO | 8601 West Cross Drive | Littleton | Arapahoe | CO | 80123 | Outback Steakhouse of Florida, LLC | 59-2848217 |
| Outback Steakhouse | 0608 | Louisville, CO | 575 South McCaslin Boulevard | Louisville | Boulder | CO | 80027 | Outback Steakhouse of Florida, LLC | 59-2848217 |
| Carrabba's Italian Grill | 0607 | North Colorado Springs, CO | 7120 Campus Drive | Colorado Springs | El Paso | CO | 80920 | Carrabba's Italian Grill, LLC | 59-3295193 |
| Carrabba's Italian Grill | 0606 | Aurora, CO | 2088 South Abilene Street | Aurora | Arapahoe | CO | 80014 | Carrabba's Italian Grill, LLC | 59-3295193 |
| Carrabba's Italian Grill | 0605 | Fort Collins, CO | 1212 Oakridge Drive | Fort Collins | Larimer | CO | 80525 | Carrabba's Italian Grill, LLC | 59-3295193 |
| Carrabba's Italian Grill | 0602 | Colorado Springs, CO | 2815 Geyser Drive | Colorado Springs | El Paso | CO | 80906 | Carrabba's Italian Grill, LLC | 59-3295193 |
| Carrabba's Italian Grill | 0601 | Westminster, CO | 7401 West 92nd Avenue | Westminster | Broomfield | CO | 80021 | Carrabba's Italian Grill, LLC | 59-3295193 |

**POLICE
REPORT**

TOWN OF JOHNSTOWN POLICE DEPARTMENT

Information 3.2% Beer or Liquor Application

- Name and address of Applicant} Bonefish Grill, LLC
2202 N West Shore Blvd. 5th Floor
Tampa, Florida 33607
1. Trade Name and Address} Bonefish Grill #6604
4920 Thompson Parkway
Johnstown, CO 80534
2. Date of Application } 07/21/2014
3. Type of Application: Hotel & Restaurant License
4. Documents Accompanying Application
A. Local and State License Fees} Submitted with application
B. Evidence of Correct Zoning} CBD
C. Building Plans and or Sketch of Interior} N/A
D. Distance from School as per State} N/A
E. Deed or Lease or Assignment of Lease or Ownership} Leased
5. Evidence of Public Notice
A. Posting of Premises} N/A
B. Legal Publication } N/A
6. Investigation: Police Department Case#}
A. Applicant has made application for renewal of their Hotel and Restaurant License
B. Bonefish Grill #6604 was cited by the Department of Revenue for sale to underage person.
C. Cooperation with law enforcement has been good.
7. Findings of fact:
A. Bonefish Grill presently holds license 42-92516-0002 that expires August 29, 2014.
B. The required fees were submitted.
C. It is my recommendation that the renewal be approved.



CHIEF OF POLICE

10/23/14

DATE

**JOHNSTOWN POLICE DEPT.
LIQUOR LICENSE RENEWAL INFORMATION SHEET**

APPLICANT: **Bonefish Grill, L.L.C.**
D/B/A Bonefish Grill No. 6604

ADDRESS: **4920 Thompson Parkway**

TYPE LICENSE: **Hotel & Restaurant**

POLICE CALLS FOR SERVICE AT THIS LOCATION:

LIQUOR VIOLATIONS AT THIS LOCATION:

ARRESTS DUE TO ALCOHOL AT THIS LOCATION:

JPD RECOMMENDATION FOR RENEWAL: YES XXX NO _____

REPORTING OFFICER:



DATE: 10/23/14

ADDITIONAL INFORMATION: Cited by Department of Revenue for sale to underage person.

LETTER

(Mr. Joseph Kadow)

**(Executive Vice President and Chief Legal
Officer)**



September 11, 2014

Johnstown Town Council
101 Charlotte Street
Johnstown, CO 80534

Re: Bonefish Grill #6604 – Johnstown, CO
Liquor License #42-92514-0002

Dear Sir or Madam:

This letter is in regards to the Hotel & Restaurant Liquor License Renewal Application filed on behalf of Bonefish Grill on July 22, 2014.

Regretfully, we misinterpreted question #4 on the renewal application. Question #4 asks for disclosure of an alcohol beverage license suspension, revocation or denial. We answered "No" because we did not serve a suspension, but rather paid a fine in lieu of suspension. We understand we should have provided a more complete answer to this question and disclosed that we had paid a fine in lieu of suspension.

I assure you that in no way did we intend to be untruthful in our answer. We sincerely apologize for our misunderstanding of the question.

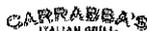
To prevent this from happening in the future, I have directed our Licensing Department to disclose on all renewal applications all violations pending and final and in response to any question concerning suspensions to completely disclose any fines paid in lieu of suspension.

We take the responsibility and privilege of serving alcoholic beverages very seriously and will continue to retrain our employees to ensure that this type of situation will not occur in the future.

If you wish to discuss this matter further, please feel free to contact me directly at (813) 830-4176.

Sincerely,

Joseph J. Kadow
Executive Vice President and Chief Legal Officer
Bonefish Grill, LLC



AGENDA ITEM 9D

**AWARD
OF
CONTRACT
(Metal Shelter- Central Wastewater Plant)
(Rite Hand Construction)**

TOWN COUNCIL AGENDA COMMUNICATION

AGENDA DATE: 11/3/2014

ITEM NUMBER: 9D

SUBJECT: Consider Award of Contract to Rite Hand Construction for Construction of a Metal Shelter at the Central Wastewater Plant Headworks Structure

ACTION PROPOSED: Award Contract to Rite Hand Construction

PRESENTED BY: Public Works Director

AGENDA ITEM DESCRIPTION: A part of the recent Central WWTP upgrade project included installation of a concrete structure for the new microscreen for collecting debris from the waste stream prior to entering the lagoons. Not included in the construction contract was a cover over the concrete pit for weather protection. Aslan Construction provided a cost of \$22,140 for a 14' x 36' fabric shelter as a proposed change order that was rejected.

An initial bid was requested in August for a fabric structure; however, no bids were received and an estimate from a manufacturer was \$46,920. As the cost for the fabric structure exceeded budget, a second bid was solicited for a metal structure. The proposed project will consist of installing a 35'x40' metal building over the headworks structure.

One bid for the building was received in response to the Town's solicitation on October 27th:

- Rite Hand Construction - **\$20,725.00**

A web search for the cost of materials alone resulted in a range from \$9,000 – \$11,000 for similar sized buildings.

The bid has been reviewed by town staff and was found to be in conformance with the specifications. The building official has reviewed the specifications included with the bid and has determined they meet code. The building official is familiar with this contractor's work from past favorable experiences.

Town staff recommends an award of the contract to Rite Hand Construction in an amount not to exceed **\$20,725.00**.

LEGAL ADVICE: The attached contract has been reviewed by the Town Attorney.

FINANCIAL ADVICE: According to the Town Treasurer, sufficient funds are available in the Wastewater Fund for the project.

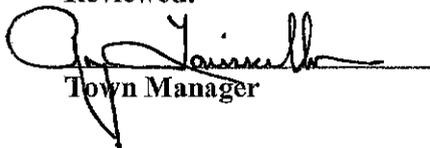
RECOMMENDED ACTION: Award Contract to Rite Hand Construction

SUGGESTED MOTION:

For Approval: I move to award the contract for the Central WWTP metal shelter to Rite Hand Construction in a total amount not to exceed **\$20,725.00** and also, authorize the Town Manager to approve change orders in amount not to exceed ten percent (10%) of the contract amount, and authorize the Mayor to sign the agreement.

For Denial: I move to deny the award of the contract for the Central WWTP metal shelter to Rite Hand Construction.

Reviewed:


Town Manager

AGREEMENT

TOWN OF JOHNSTOWN, COLORADO

THIS CONTRACT entered into at Johnstown, Colorado, this 3rd day of November, 2014 by and between the TOWN OF JOHNSTOWN, COLORADO, a Colorado Home Rule Town, with address for notice at 450 S. Parish Ave/ P.O. Box 609, Johnstown, Colorado 80534 hereinafter called and referred to as the Town, and Rite Hand Construction, with address for notice at P O Box 336702, Greeley, CO 80633 hereinafter called and referred to as Contractor.

WITNESSETH:

THAT FOR AND in consideration of the premises, the payments hereinafter provided for, and the mutual covenants, promises, doings, and things hereinafter set forth, the parties hereto do now agree as follows:

1. That Town does engage the services of Contractor, and Contractor does hereby bind himself unto Town, to perform the following project to Town, to wit:

WWTP SHELTER

for a total price not to exceed **Twenty thousand seven hundred twenty five and no/100 dollars (\$20,725.00)**, which shall be paid in the following manner:

The bid price shall be payable by Town unto Contractor upon Town's accounts payable cycle following approval by Town of detail invoices from Contractor. Final payment equal to ten percent (10%) of the bid amount shall be paid upon final completion of the work, and acceptance by the Town, and receipt of all lien waivers, and end of period for Notice of Final Payment as published by Town Clerk.

2. That all of Contractor's performance hereunder shall be in a workmanlike manner, and shall be in conformity with the attached specifications for said project, and in accordance with time restrictions and limitations set forth:

3. The term "Contract documents" means and includes the following:

- (a) Plans and Specifications
- (b) Bid Schedule(s)
- (c) Contract and Attachment "A"
- (d) Insurance Certificates and Insurance Requirements
- (e) Notice to Proceed
- (f) Change Order
- (g) Invitation for Bids
- (h) Information for Bidders
- (i) Bid Proposal
- (j) Notice of Contractor's Settlement
- (k) Final Receipt and Guarantee

4. The contractor shall furnish all materials, supplies, tools, equipment, labor and other services necessary for the construction and completion of the project described herein.

Attachment A

**REQUIRED PROVISIONS FOR CONTRACT FOR SERVICES
PROHIBITING EMPLOYMENT OF ILLEGAL ALIENS**

Contractor shall not:

1. Knowingly employ or contract with an illegal alien to perform work under this public contract for services;
or
2. 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.

Contractor has confirmed the employment eligibility of all employees who are newly hired for employment to perform work under the public contract for services through participation in either the e-verify program or the Department of Labor and Employment program.

Contractor is prohibited from using either the e-verify program or the Department of Labor and Employment program procedures to undertake pre-employment screening of job applicants while the public contract for services is being performed.

If Contractor obtains actual knowledge that a subcontractor performing work under the public contract for services knowingly employs or contracts with an illegal alien, the Contractor shall be required to:

1. Notify the subcontractor and the contracting state agency or political subdivision within three days that the Contractor has actual knowledge that the subcontractor is employing or contracting with an illegal alien; and
2. Terminate the subcontract with the subcontractor if within three days of receiving the notice required pursuant to subparagraph 1 of this subparagraph 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 that subcontractor provides information to establish that the subcontractor has not knowingly employed or contracted with an illegal alien.

Contractor shall comply with any reasonable request by the Department made in the course of an investigation that the Department of Labor and Employment is undertaking pursuant to the authority established in subsection (5) of Section 8-17.5-102 of the Colorado Revised Statutes.

IF CONTRACTOR VIOLATES ANY OF THE AFOREMENTIONED REQUIREMENTS, THE TOWN MAY TERMINATE THE CONTRACT FOR BREACH OF CONTRACT. IF THIS CONTRACT IS SO TERMINATED, CONTRACTOR SHALL BE LIABLE FOR ACTUAL AND CONSEQUENTIAL DAMAGES TO THE TOWN OF JOHNSTOWN.

WORKSESSION
(Presentation of Strategic Citizen
Communications Master Plan)
(Bigner & Katsimpalis)

To: Mayor Romanoff and Town Council
Roy Lauricello, Town Manager

CC: John Franklin, Town Planner
Brian Phillips, Chief of Police
Tom Hellen, Public Works Director
Diana Seele, Town Clerk

From: Bigner-Katsimpalis Marketing Group

Date: October 27, 2014

Re: Strategic Citizen Communications Master Plan Work Session, November 3, 2014

Introduction

The purpose of the November 3, 2014 Town Council Work Session is to provide highlights and answer questions related to the Town of Johnstown Strategic Citizen Communications Master Plan (Plan.) The Plan, Benchmark Study Chart and PowerPoint for this work session are attached.

We are pleased to report the completion of planning workshops by the project team as well as all of the activities and milestones outlined in the Bigner-Katsimpalis Marketing Group proposal. The process of developing the Johnstown Strategic Citizen Communications Master Plan was designed to address the communication needs of Johnstown's citizens, the goals and preferences of Town Council and the needs and preferences of staff.

The project team consists of

- Roy Lauricello, Town Manager
- John Franklin, Town Planner
- Brian Phillips, Chief of Police
- Tom Hellen, Public Works Director
- Diana Seele, Town Clerk
- Patty Bigner, Consultant
- Melissa Katsimpalis, Consultant
- Jennifer Birks, Consultant

Review of Town Council Feedback to the Project Team and Consultant

At the September 15, 2014 Town Council Work Session, Council members discussed roles and responsibilities of Town Council and staff; offered perspective on the desirable level of citizen communication and engagement; identified gaps and barriers; and requested more information on the status of communications in other Front Range communities. Our summary includes:

Roles and responsibilities

- Council members are responsible for communicating with citizens in their role as elected officials
- Staff are responsible for communicating about operational issues, day to day information

Council members' preferences and concerns

- Expanded communications for citizens
- Specific concerns about emergency communications and handling of incidents
- Generally support expanding into social media, but have concerns about legal liability
- Concerns about speed of evolving technology
- Role of media relations
- Need/obligation to provide timely information about public projects

Gaps and barriers

- In general, most of Town Council appeared to agree that a desired level of citizen communication should be in the 7-8 (on a scale of 1-10) and is currently in the 3-4 range. Several comments varied on the desired level.
- Barriers identified include staff time and expertise; funding.
- Discussion also included questions about how to expand communication and engagement.

Following the Town Council Work Session, the project team discussed Council feedback and determined Plan issues, goals, strategies and tactics generally to address the preferences and concerns voiced by Town Council members. Council discussion of gaps and barriers was similar to the discussion among members of the project team and supports the need for action to reduce barriers and develop a citizen communication program to close perceived gaps.

Strategic Citizen Communications Master Plan Highlights and Consultant Recommendations

- The Plan is designed to address the specific, evolving role of citizen communication and engagement for the Town of Johnstown citizens, Town Council and staff.
- Planning workshops provided numerous opportunities for problem solving while identifying and clarifying barriers and gaps.
- The Plan was not developed "from scratch" but rather from the broad and valuable experience of the project team, including Town Council.
- Strategies build upon the existing communication base (website, newsletter, etc) and are scaled to be achievable.
- Goals, strategies and tactics are woven together to create a program over time. Some periods of communication program development will be more active – including the initial phases of implementation.
- Use of communication tools likely will evolve and should be calibrated to the town's changing demographics through regular research related to preferences and effectiveness.
- Plan goals, strategies and tactics cannot remain static and require ongoing attention, although updates will become routine and easily incorporated into annual planning.

Finally, as your consultants on this project, we want to express our admiration for your goals. Refining and expanding communication and community engagement in a growing community is a somewhat daunting but satisfying endeavor. You may experience some twists and turns as the community begins to respond with preferences and varying degrees of interest or indifference—these are to be expected. We believe over time you will see many positive results and encourage you to stay on course!

**Strategic Citizen Communications
Master Plan**

Town of Johnstown, Colorado

Prepared by
Bigner-Katsimpalis Marketing Group
Fort Collins, Colorado
October 2014



TABLE OF CONTENTS

| | |
|--|----|
| Introduction and Background | 3 |
| Organization and History | 4 |
| Imagine Johnstown Vision | 5 |
| Town Council Plan for 2014 | 6 |
| Elements of the Strategic Citizen Communication Plan | 7 |
| Plan Structure | 8 |
| Overview of the Three Issues | 9 |
| ISSUES, GOALS, STRATEGIES and TACTICS | |
| Issue 1 | 11 |
| Issue 2 | 15 |
| Issue 3 | 18 |
| RESEARCH | |
| Demographic Profile | 21 |
| Benchmark Study | 23 |
| Existing Communication Audit | 29 |
| Citizen Feedback | 34 |
| Summary of Citizen Postcard Responses | 35 |

Introduction and Background

The Town of Johnstown Strategic Citizen Communications Master Plan (Plan) was developed with input from Town Council, representative citizens, and town administrative staff members. Staff included Roy Lauricello, Town Manager; John Franklin, Town Planner; Diana Seele, Town Clerk; Brian Philips, Chief of Police; and Tom Hellen, Public Works Director.

The Plan builds upon the work of the citizen group responsible for drafting the *Imagine Johnstown* strategic action plan, the vision of Town Council and the dedication of staff who work daily to support the needs of Town Council and the citizens of Johnstown.

In the five years since the strategic action plan was recommended to Town Council, Council and staff have progressed along the *Imagine Johnstown* path judiciously and with care to preserve community resources while keeping up with infrastructure and development requirements. Around town, new neighborhoods have been established and the population is poised to double in the next few years.

As the Town grows, complexity grows, including the challenge of communicating and engaging with the Town's increasing number and changing demographics of citizens. The Plan outlines activities designed to create a roadmap for further development of communication tools, strategic messaging and communication support for Town projects and activities. It is designed to be low-cost and manageable, integrating new practices into existing Town Council and staff roles, and into current communication tools, building upon the existing website, newsletter and the email/text communication application to help manage costs and staffing requirements.

Many of the strategies and tactics (short-term) can be started immediately without additional staffing. Most have little or no cost associated with them. By mid-2015, initial strategies and tactics will have been partially or fully implemented, setting the stage for development of a new part-time role devoted to coordination and ongoing implementation of the expanded communications and community engagement program (mid- and long-term.)

Organization and History

Johnstown is a Home Rule Municipality in Larimer and Weld counties in the U.S. state of Colorado.

The Town of Johnstown was established in 1902, named by founder Harvey J. Parish for his son John.

In 2006, the Home-Rule Charter was overwhelmingly approved by the citizens of Johnstown at the November 7, 2006 election.

The Town Council is the governing body of Johnstown within a Council/Manager government structure. Town Council includes the Mayor and six Council members, all elected at large.

The Town of Johnstown provides police; water and wastewater treatment services; planning and building services; and public works/parks/ streets. This includes street maintenance and snowplowing.

The citizens of Johnstown receive additional regionally based municipal services from special districts.

Thompson School District (Larimer County) and Weld RE-5J School District (Weld County) provide public schools for Johnstown and Milliken.

Thompson Rivers Parks and Recreation provides a variety of community sports and health/fitness programs for Johnstown and Milliken.

Two fire protection agencies respond to fire and medical emergencies: Johnstown Fire Protection District and Loveland Rural Fire Protection District (Loveland Fire Protection District.)

Imagine Johnstown Vision

The *Imagine Johnstown* Action Plan created a 20-year community vision, addressing six areas of focus. Of these six, the fifth area provides what the community planning group saw as priorities in the area of public communication and community engagement.

20 Year Vision: Our sense of community is strong. We are involved in decisions which impact our lives and are proud that we are a close and friendly community, characterized by people who take care of each other and who celebrate community through activities and events

Long-Range Goals

Collaborate with the community to create an ongoing program that communicates and celebrates Johnstown's history and heritage.

Continue to involve Town residents in decisions which could impact their lives, both now and in the future.

Five-Year Actions

Increase ongoing communication between the Town and all of its residents, including such tools as periodic newsletters, email "blasts", the Town web site and continued opportunities for individual members of Council and the Mayor to meet informally with residents.

Encourage, support and increase Town participation in community events and activities.

Identify areas where residents could serve as volunteers to assist the Town and regularly communicate and coordinate those opportunities.

Town Council Plan for 2014 – *Sense of Community*

Develop communication master plan to include update of Town's Website.

This document contains the Strategic Citizen Communications Master Plan and supporting documentation including research reports.

Elements of the Strategic Citizen Communications Master Plan Process

The planning process contained three elements:

1. **Research** was conducted to obtain a qualitative assessment of community needs, supplemented by a scan of communication tools used by similar-sized/benchmark communities to establish norms. Communication tools refer to website, newsletters, Parlant, Facebook, etc. Interviews were conducted with Town Council, staff and representative business and citizen participants. Communication about the development of the Plan was mailed to each household and business, informing them of the planning process and inviting input. The planning process was completed using this input and assessment of current messaging and communication tools.
2. **Six Workshops** provided information for the project team and group discussion to identify issues and formulate goals, strategies and the initial action plan.
3. **Plan Development and Budget** was completed by the consultants, with review by Town staff.

The strategic planning framework began with identification of *Issues* or areas of focus. The three issue areas identified for the Town of Johnstown include Citizens and Stakeholders, Organization and Communication Resources. *Issues* were selected as a result of:

- Town Council, Administration and Citizen interviews
- Benchmark and demographic research
- Assessment of existing communication tools

For each of the issue areas, goals for attaining the desired state and strategies for reaching goals were developed. Strategies are identified initially as short-term, those that should be implemented first in the next six to nine months; followed by mid- and long-term strategies for implementation in nine months to two or three years. Strategies and tactics may take months or years to implement and may be ongoing.

Plan Structure

Issues, Goals, Strategies and Tactics

This section contains Issues, Goals, Strategies and Tactics for the Town of Johnstown communications and community engagement function. As a strategic-level plan, it is intended to provide guidance for 5 – 10 years, but may be useful beyond the year 2025. An update in 5 – 7 years is recommended; however plans of this nature are best when they become “dog-eared” with use and new strategies and tactics are developed as the original ones are achieved.

Issue statements describe the current state of a specific area that needs focused attention, or somehow needs to be addressed or changed.

Goal statements describe what the desired future will look like. Goals are specific enough to be measurable, so progress toward goal achievement can be understood. Strategies provide solutions, with tactics outlining steps. Then specific action plans can be developed for completing the tactics.

This stair-step approach is purposeful and helps maintain focused effort, provides a clear-cut outline for implementation planning and budgeting and integrates measurement and evaluation.

Strategies and tactics may evolve, but the basics of sound communications and community engagement are here. Feedback from citizens, Town Council and staff will continue to shape the plan over the months and years ahead as strategies are implemented, expanded or modified and ultimately completed.

Overview of the Three Issues

The following three issues describe the major areas for planning focus:

Citizens and Stakeholders: Town of Johnstown citizens and stakeholders need access to timely, credible information to understand Town services, get questions answered and provide input to Council and staff.

This issue reflects the basic responsibility of town government related to communication. Inherent in the issue statement is the two-way process in which citizens engage and participate in a democratic government. Lack of timely and accurate information impedes public participation and engagement. In focused interviews, Town Council and Administration agreed that improving overall communication between the Town and the citizens of Johnstown is desirable and needed. Citizen interviews affirmed this need.

Organization: The Town of Johnstown needs to support a program of citizen communication by committing staff, education, technology and funding to the ongoing development of citizen communication.

Throughout the communication strategic planning discussion, the issue of limited staffing, lack of expertise and program funding remained at the forefront. Benchmark research indicated that peer and “stretch” communities staffed communication duties with positions focused on communication and community engagement. Town Council and Administration expressed concern about additional responsibilities added to already over-burdened staff members. It is clear that without additional resources, communication cannot reach the level identified as preferable and needed by Town Council.

Communication Resources: Town of Johnstown uses communication channels that are accessible, easy to use and consistent in messaging. These channels are comparable to those of peer communities to meet the informational needs of citizens, Town Council and staff.

Implementation of the *Imagine Johnstown* vision resulted in further development of the Johnstown website in 2009, and in 2014, a major overhaul with new graphics, improved function and updated content. The town's newsletter, *LowDown*, launched in 2009 and is currently published twice a year. The Community Communication program, provided by Parlant Technologies since 2013, provides phone, text and email communication capabilities. Public information about Town Council priorities and activities and updates about public works are provided routinely on the website. Public notices are published in the *Johnstown Breeze*.

In addition, the Police Department maintains a stand-alone website and emergency communication program.

These tools provide the basic resources needed for Town communication. Issue Three focuses on refining and integrating existing tools and carefully adding new tools to create an efficient, cost-effective suite of resources for use by citizens and stakeholders, Town Council and staff.

Also, as mentioned in the Introduction and Background section of this plan, Johnstown citizens receive various services from county and district governmental entities. This decentralization of governmental responsibilities provides economies of scale by serving the regionally based populations and land area of Johnstown and Milliken; however, it also may lead to confusion, duplication and gaps in communication—and also to significant opportunities for collaboration and cooperation.

Issue One: Citizens and Stakeholders

Goals, Strategies and Tactics

Town of Johnstown citizens and stakeholders need access to timely, credible information in order to understand Town services, get questions answered and provide input to Council and staff.

Goal One

The Johnstown website is developed and maintained as the primary source of accurate and timely information for citizens and stakeholders.

Strategy One (short-term, ongoing)

A plan for reviewing and updating the Johnstown website maintains timeliness and accuracy.

Tactics

1. Based on calendar activities, schedule and post weekly/monthly home page items.
2. Review home page at staff meeting monthly.
3. Monitor home page activity monthly.
4. Create a library of images and text as a source for website and other materials.
5. Include citizen photos and images as appropriate.

Goal Two

A programmatic approach increases citizen and stakeholder engagement and dissemination of information.

Strategy One (short-term, ongoing)

A community engagement program and function integrates with existing roles as a foundation for improving citizen communications.

Tactics

1. Add community engagement agenda item to staff meeting agendas.
2. Add a community engagement agenda item to Town Council meetings; include reports from staff and Council members.

3. Mayor/Council Members/Town Manager/Town Planner connect with neighborhoods and community agencies annually to discuss topics of interest to the Home Owner Associations (HOAs) and community agencies.
4. Public Works Director connects with neighborhoods and HOAs semi-annually to discuss topics of interest to neighborhood members – for example, snowplowing in the Fall; potholes and public works in the Spring.
5. Designate a rotating community engagement lead at the Police Department.

Strategy Two (mid-term, ongoing)

With local government leadership, a community liaison program for town and regional districts heads improves citizen and stakeholder communication.

Tactics

1. Prioritize liaison activities to improve citizen communications with community agencies.
2. Collaborate on communications when possible.
3. Consider formalizing this group function through use of an agreement that outlines benefits, responsibilities and costs for participating groups and their constituents.

Strategy Three (mid-term, ongoing)

Community events provide additional networking and social opportunities for citizen/Town Council/staff engagement.

Tactics

1. Host additional events to provide one for Town Council/citizens; one for Town Council/liasons.
2. Develop a Johnstown booth/display.
3. Recognize citizens/citizen groups for outstanding contributions to community building.

Strategy Four (mid-term, ongoing)

A media relations program ensures timely distribution of information about Johnstown.

Tactics

1. Follow news release template to develop news stories about Johnstown for distribution to local media.
2. Provide media relations training for senior staff and Town Council members.
3. Establish ongoing relationships with key local and area print and broadcast reporters.

Strategy Five (short to mid-term)

A sustainable online social media presence supports deeper relationships between citizens and stakeholders, Town Council and staff.

Tactics

1. Identify a person on leadership team to champion and endorse social media efforts.
2. Establish a person or department that will implement all social media activities.
3. Add social media agenda item to staff meetings and identify information to push to residents.
4. Develop a social media policy. Educate all employees on the policy and share with residents.

Strategy Six (mid-term, ongoing)

Citizen segmentation strategy customizes messaging to citizens and stakeholders.

Tactics

1. Identify key community sectors and communications needs.
Example: Home Owners Association (HOA), Faith, business, civic organizations, etc.
2. Using key sectors identified, create a relationship management approach to ensure timely communications/feedback.
3. If feasible, allow connectivity or links between the websites of Johnstown, HOAs and other community organizations.

Goal Three

An issue management plan creates an effective and efficient means for responding to crises and emerging issues.

Strategy One (short-term, ongoing)

A written Issue Management/Crisis Response Plan formalizes response and communication processes to provide citizens and media with timely, accurate, ongoing information.

Tactics

1. With the formal emergency plan adopted by Town Council as the foundation, develop a response plan that establishes additional important roles and protocols among Town staff to be used as supplemental or support to emergency/crisis responders.
2. Create core response team of Town and agency leaders to guide communication throughout the incident or crisis; provide online training.
3. Create phone tree for notifying key Town leadership, agencies at outset of the incident, crisis or emergency.
4. Identify key Town/agency spokespersons to respond to citizens and media inquiries.
5. Manage ongoing coordination and communication among Town departments and/or agencies responding to incidents or crises.
6. Debrief after each incident and crisis to identify areas for improvement.

Issue Two: Organization

Goals, Strategies and Tactics

The Town of Johnstown needs to support a program of citizen communication by committing staff, education, technology and funding to the ongoing development of citizen communication.

Goal One

Annually review citizen communication to identify progress and gaps to determine appropriate strategies, tactics and funding for the coming year.

Strategy One (mid-term, ongoing)

Audit communication strategies and tactics on an annual basis.

Tactics

1. Adjust staffing levels if needed.
2. Adjust funding if needed.
3. Add or optimize current communication tools, level of communication, etc. in response to organizational needs or constraints.

Strategy Two (short-term, ongoing)

Provide staff development opportunities to support increased focus on citizen engagement.

Tactics

1. Evaluate staff roles and responsibilities to identify training strengths, needs, gaps, etc.
2. Prioritize training needs and arrange education for staff.
3. If needed, add responsibilities to job descriptions and performance metrics.
4. Develop and maintain a FAQ resource for staff use.

Goal Two

Develop a best practices customer service program to continuously improve customer service.

Strategy One (short-term, ongoing)

Engage staff in system and process improvement through quarterly review of monthly tracking.

Tactics

1. Track citizen inquiries, resolution and referral in Reception Area/Front Office.
2. Review tracking monthly to determine areas for improvement.
3. Develop and implement improvements such as changes or addition to information, etc.

Strategy Two (mid- to long-term)

Investigate what makes small towns “great.”

Tactics

1. Based on review of small town achievements, adopt one or two metrics.
2. Based on review of small town achievements, develop a list of “must haves” and a strategy to achieve and maintain similar practices.
3. Win an award for outstanding customer service for a town of 15,000 or more.

Goal Three

Make technology work harder to support the organization’s processes.

Strategy One (short- to mid-term)

Expand use of Customer Information/Billing System (Casselle) as a data management tool for citizen and customer communications.

Tactics

1. Track emails and phone numbers; utilize Facebook and website.
2. Develop citizen/customer outreach to improve database.

Strategy Two (mid-term)

Expand ways for citizens and Utilities customers to do business with the town.

Tactics

1. Develop system for online bill presentment.
2. Investigate additional payment options and implement as appropriate, i.e. efficient and cost effective.
3. Explore other technology improvements as they emerge.

Issue Three: Communication Resources

Goals, Strategies and Tactics

The Town of Johnstown uses communication channels that are accessible, easy to use, and consistent in messaging. These channels are comparable to those of peer communities to meet the informational needs of citizens, Town Council and staff.

Goal One

Optimize existing communication resources.

Strategy One (short term, ongoing)

Clearly identify each tool, its purpose and metric for determining effectiveness.

Tactics

1. Determine participation goals for communication tools, utilizing established metrics.
2. Promote website frequently (be specific) as the go-to source of information.
3. Promote use of citizen communication tool through at least three specific communication channels: website, utility bill, news release, newsletter, etc.
4. Improve readability of the *LowDown* newsletter; shorten and increase frequency.

Strategy Two (short-term, ongoing)

Weave the town motto, *The Community That Cares*, throughout communications.

Tactics

1. Imbed images and messages with the town motto to illustrate and demonstrate what is meant by this most important message.
2. Over time, evaluate effectiveness of this strategy through citizen research.

Goal Two

Match frequency, quantity and level of communication with type of information.

Strategy One (short-term, ongoing)

Evaluate citizen needs and Town communications to develop a schedule of typical communications and messages.

Strategy Two (mid-term, ongoing)

Create digital formats for all relevant communication tools.

Goal Three

Develop a basic research program.

Strategy One (mid-term, ongoing)

As communication expands, routinely monitor community use levels, preferences and satisfaction.

Goal Four

Develop new communication tools to enhance citizen and stakeholder communications.

Strategy One (mid-term, ongoing)

Based on research and scan of peer communities modify communication tools as appropriate.

Strategy Two (mid- to long-term)

Collaborate with Town resources such as the Historical Society and the Library to communicate the value of Johnstown citizenship in different ways.

Research

This communication research serves as the anchor for development of the Strategic Citizen Communication Strategic Plan. It informs the Plan's strategies and tactics and provides a baseline for building a cohesive and integrated plan of action to enhance the Town's communications with residents, business community and stakeholders.

Research focused in four areas: scan of Johnstown's current demographics, benchmark study of similar towns, citizen and stakeholder interviews and assessment of Johnstown's current communications tools and how they compare to targeted Northern Colorado towns located along the I-25 corridor. As with peer and stretch communities, Johnstown's residential growth and changing demographics and psychographics impact how the Town keeps pace in connecting with residents to create loyalty to the Town and address citizen expectations for information they want.

Demographic Profile

Bigner-Katsimpalis Marketing Group (BKMG) conducted demographic research to identify towns and cities to serve as peer and stretch communities. Peer communities are towns along the Northern Front Range with similar population numbers and demographics, similar communications resources and similar revenue numbers and sources. Stretch communities serve as a horizon to which Johnstown can aspire as it continues to grow and evolve. These communities have much larger populations, revenue streams and resources. They do not serve as what Johnstown should do now, rather, what Johnstown should aspire to as the community continues to grow.

Benchmark Communities

The identified peer communities are Firestone, Frederick and Ft. Lupton. Stretch communities are Windsor, Erie and Superior.

BKMG used the following information to evaluate the communities.

Population Comparison

2013 U.S. Census Bureau's population estimates depict Johnstown's population at 12,093. The towns of Firestone and Frederick hold similar population numbers at 11,175 and 10,196, respectively. Fort Lupton – a Front Range community with a similar population mix that includes farming and agriculture – comes in much lower: 7,689.

Stretch communities with much larger populations include Windsor (20,422) and Erie (19,723). Superior, identified as a stretch community, comes in at a lower population estimate. However, Superior is land locked by other Front Range communities impeding its population numbers. Because of this factor and its proximity to Denver Metro Area, Superior is regarded as a stretch community given other factors including revenue and resources (chart below).

| Town | 2000 Census | 2010 Census | 2013 Estimate |
|------------|-------------|-------------|---------------|
| Johnstown | 3,827 | 9,887 | 12,093 |
| Firestone | 1,908 | 10,147 | 11,175 |
| Frederick | 2,467 | 8,679 | 10,196 |
| Ft. Lupton | 6,787 | 7,377 | 7,689 |
| Windsor | 9,612 | 18,644 | 20,422 |
| Erie | 6,291 | 18,135 | 19,723 |
| Superior | 9,011 | 12,483 | 12,407 |

* Green text - Source *Imagine Johnstown Community Profile*

Blue text - Source *U.S. Census Bureau, 2010 Census*

Black text, Source *U.S. Census Bureau, 2013 Population Estimates*

Purple text Source *U.S. Census Bureau, 2000 Census*

Age of Residents Comparisons

The peer and stretch communities all share a similar median age of residents. Johnstown's median age – according the U.S. Census 2012 Community Survey 5-year estimate – was 32.3 years. Peer communities of Firestone (30.4 years), Frederick (33.3 years) and Fort Lupton (30.7 years) had similar median ages as did the stretch communities of Windsor (35.9 years), Erie (35.9 years) and Superior (32.5 years).

Johnstown – as identified in the *Imagine Johnstown* document – continues to be a community of young families with 33.6 percent of population between 25 and 44 years of age and 35 percent under the age of 18. All of the identified peer and stretch communities reflect similar age spreads. Ft. Lupton reflects a slightly different age spread with only 26.5 percent in the 25-44 years and larger number (10.5 percent) in the 65 years and over.

| Town | Median age (years) | Under 18 | 18-24 | 25-44 | 45-64 | Over 65 |
|-------------|--------------------|----------|-------|-------|-------|---------|
| Johnstown | 32.3 | 35.0% | 3.4% | 33.6% | 20.1% | 7.9% |
| Firestone | 30.4 | 35.4% | 4.7% | 33.4% | 22.6% | 3.9% |
| Frederick | 33.3 | 30.8% | 5.6% | 32.9% | 23.6% | 7.0% |
| Fort Lupton | 30.7 | 31.3% | 9.8% | 26.5% | 21.8% | 10.5% |
| Windsor | 35.9 | 29.1% | 5.7% | 30.2% | 25.9% | 9.3% |
| Erie | 35.9 | 31.4% | 4.4% | 31.6% | 26.3% | 6.3% |
| Superior | 32.5 | 28.4% | 10.0% | 33.2% | 25.0% | 3.6% |

Benchmark Study

Background

A component of Bigner-Katsimpalis Marketing Group's approach to development of the Strategic Citizen Communications Master Plan is a benchmark study of peer and "stretch" communities' current communications tools and community outreach programs and how those compare with the Town of Johnstown. The study gathered factual and anecdotal information, regarding communication tools, content of information provided to residents and delivery methods to provide resident-focused municipal and community information.

Peer communities include: Firestone, Frederick and Fort Lupton. These reflect similar demographics (size, population mix, desire to preserve historic small town character as they grow, etc.) Stretch communities include: Erie, Superior and Windsor. Peer and Stretch Communities are based on demographics in the Demographics Profile.

By definition, "stretch" communities have many similar characteristics of Johnstown. However, they have larger populations, revenue streams and resources. Their citizen communication and community outreach efforts are more robust than Johnstown currently has in place. They have formal communication and community outreach programs and defined communication strategies. These respond to population growth, changing resident demographics and resident expectations of how their local government engages and communicates with them.

The stretch communities can serve as a guide for what Johnstown might consider as it implements short- mid- and long-term strategies identified in Johnstown's Strategic Citizen Communications Master Plan.

Methodology

The benchmark study includes a factual review of communication methods used by each community. The study also includes a review of the types of information provided to residents and how that information is disseminated. This information is presented in bulleted narrative form below.

In addition, conversations were held with Public Communication and Community Relations Coordinators of peer and stretch communities. The conversations centered on what information residents most often want and which information methods each community uses to deliver the information.

The study was conducted between August 14 and August 28, 2014.

Communication Methods Used by Peer and Stretch Communities

- **Website** All peer and stretch communities employ websites to disseminate information to residents and businesses.
- **Newsletters** All use newsletters, except Windsor, to disseminate municipal information though methods and frequency vary. Two (Frederick and Erie) include newsletters in their monthly utility bills. Firestone mails newsletters six times (6X) per year. Fort Lupton has an online monthly newsletter, *Trapper's Express*. Superior has a print and an on-line version of its own news outlet, "Superior Sentinel" posted on its website and also accessed through opt-in email.
- **Emails, Text Message** All communities offer opt-in options, which allow individuals to sign up and select communication sources and content, based on individual preference.
- **Calendar of Community Events** All towns post calendars of town activities on their websites and in local newspapers. Municipal calendars (City Council meetings, City Commissions, etc.) are posted on their websites.
- **News Releases** All benchmark communities disseminate news releases to local and surrounding media outlets.
 - A news release is used to inform citizens about what the town is doing and why it matters to them; for example, capital projects developments, Council decisions that affect residents and/or businesses, town infrastructure development and major town-sponsored community events.
 - All communities respond to reporter requests for specific information. Typically, the reporter works initially with a town's communications coordinator or, in case of an emergency, such as last year's flooding, the Police Department's Public Information Officer (PIO).

When appropriate, the Communications Coordinator alerts the appropriate town department head or other municipal leader to serve as a qualified source for information that requires more specific information related to a particular topic.

- **Social Media (Facebook, Twitter)** All peer and stretch communities use social media to communicate with citizens. These are used to post municipal and community announcements and events.
 - Typically, the towns use social media as one-way communication to “push” information to residents. Two-way communication occurs when a town responds to user-posted questions that need clarification or to correct misinformation. Facebook and Twitter followers often establish a comment trail among themselves, based on personal opinions. Towns do not respond to these. All towns have posted policies for use of their social media sites.

- **Opt-in Selection of Communication Tools and Content** All communities offer “Opt-in” sign up for citizens and others to receive emails based on the user’s information preferences, such as daily or weekly updates, newsletters, municipal job openings, etc.

- **Contact with Town Council Members and Televised Council Meetings** All towns provide town email addresses for individual council members.
 - Except for Firestone, all towns televise council meetings on local cable. Frederick, Windsor, Erie and Superior are real-time broadcasts.

- **Communications/Community Relations Coordinator and/or Community Outreach Programs** All peer and stretch communities have a Communication or Community Relations Coordinator.
 - Windsor’s communications manager is hourly while those in the others towns are salaried.
 - This position typically is in charge of updating social media sites and provides support in updating the town website.

- This position creates formalized community outreach programs designed to build citizens support for and engagement with their town and their municipal leaders.
- **Community Satisfaction Survey** All benchmark towns have conducted recent citizen satisfaction surveys except for Superior. The surveys cover such areas as satisfaction with Town services, neighborhoods and quality-of-life to outdoor recreational opportunities and the ranking of communication sources most often used to find out about their communities.
- **Specific Information Directed to New Residents** Four towns—Firestone, Fort Lupton, Erie and Windsor provide information specific to new residents. Firestone uses a print brochure. Frederick, Windsor and Erie have specific sections of their websites for informing new residents.
- **Print Marketing Materials** All have printed marketing materials although target audiences vary. Peer and stretch communities predominantly focus their marketing materials to residents. Some also use marketing materials to promote economic development.
- **Emergency Information** All towns provide emergency information though methods vary greatly.
 - Firestone and Erie post emergency information prominently on their website home pages.
 - Frederick uses sign-up email and text.
 - Windsor uses sign-up with LETA (Larimer Emergency Telephone Authority) and Facebook and Twitter.
 - Superior uses Reverse 911 and “Citizen Notification Sign Up.”
- **Town Motto** Except for the Town of Windsor, all towns have a “motto.” The motto, typically part of a town’s logo, is a simple and catchy and in very few words expresses a town’s mission. If used consistently over a long period a motto becomes an important component of the town’s identity or image.
 - Johnstown: “A Community that Cares”
 - Firestone: “A Community in Motion”
 - Frederick: “Built on What Matters.”
 - Erie: “Your Future is Here”
 - Superior: “Gateway to Boulder County”

Observations and Best Practices Recommendations

The benchmark study provides insight into how the Town of Johnstown currently compares to peer and stretch communities, based on communication methods and information provided to residents, stakeholders and media. The study also brings into focus some communication gaps in “how” and “what” Johnstown communicates to current and in-coming residents and businesses.

Gaps and Best Practices to Close Gaps

- **Formalized Communication Strategies and Out-Reach Programs**
 - **Best practice** Develop a well-planned and sustainable approach to implementing communication strategies and tactics that are integrated and work toward the goal of stronger citizen and stakeholder ties to the Town.

- **Community Communications Coordinator**
 - **Best practice** Include a Communication Coordinator function to create, implement and oversee communication programs that effectively respond to citizen expectations and communication preferences.

- **Timely Communication**
 - **Best practice** Use communication tools designed to provide up-to-date Town information; for example, emails texts, website, and social media.

- **Use of Social Media**
 - **Best practice** Integrate social media into communication process to “push” information from Town to opt-in users.

- **Media Relations Program**
 - **Best practice** Establish a formal media relations program to build relationships and trust with media outlets to ensure accurate reporting of Town information.

- **Marketing (Promotional) Materials**
 - **Best practice** Create a suite of print and online materials that describe and promote the Town to increase citizen engagement and support economic development.

- **Specific Information Directed to New Residents**
 - **Best practice** Create information to welcome and inform new residents, particularly those populating new residential communities, to build connections with the Town and promote the Town as a place to call home.

- **Residents Satisfaction Surveys**
 - **Best practice** Determine on a regular basis what long-time and relatively new residents think about the Town, its services and amenities and what communication sources they use to find out about the Town. The purpose is to improve satisfaction ratings in areas of less satisfaction.

Conclusion

The Town of Johnstown is to be commended for looking closely at its current communication methods and how they align with the Town's Strategic Plan, "Imagine Johnstown" and its community vision. As with peer and stretch communities, Johnstown's residential growth and changing psychographics impact how the Town keeps pace in connecting with residents to create loyalty to the Town and address citizens' expectations for information they want. The information gained through the benchmark study, attached to the Strategic Citizen Communication Master Plan, informs development of the Plan and provides Town leaders with a snapshot of how Johnstown's current communication method and practices compare to targeted Northern Colorado towns located along the I-25 corridor.

Notable, in 2014, is Town staff's focus on improving the Town's website to make it more interactive and responsive, through design and content, to address citizen information expectations. The website's update includes opt-in choices that allow an individual to identify and personally receive, through Town-generated emails, information about topics of particular interest.

Existing Communications Audit

Bigner-Katsimpalis Marketing Group conducted an audit of existing communication tools for the Town of Johnstown. This audit was conducted utilizing information that was provided by the Town of Johnstown and its service providers. The following outlines opportunities for further research on the applicable tool and optimization of each tool.

Website

The town website update was completed at the end of September to a new, more user-friendly format.

- The new website layout follows best practice design attributes for websites. It presents information in the “F-pattern.” Readers tend to scan web pages in a pattern much like a capital letter F. It also utilizes big navigation buttons to help direct users quickly to the appropriate information areas.
- The new “Top third of the page” is inviting to users and provides clear navigation to assist users in finding the appropriate information.
- Photos – Photos of Town Council aid users in identifying key members of Town Council and instill a sense of confidence in Council’s ability to help handle important issues.
- Out of 22,123 visits recorded in 2013, more than half (12,208) were direct access visits – meaning visitors typed in the Town of Johnstown’s URL directly into their web browser. Unfortunately, this number is difficult to break out into which visitors are non-employees of Johnstown and which visitors are employees of Johnstown.
- The Town of Johnstown website appears to have steady traffic to its website with an average of 167 visits/day according to data received between January 1 and November 30, 2013.
- Several opportunities exist in which the website can assist in the Town of Johnstown’s communication needs.
 - **Town Staff** Add photos and short bios for key town staff. Photos of the “team” provide a “face” to decision-makers responsible for day-to-day operations.

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- **Town Council.** Add short bios for Town Council. Citizens can relate more easily with their Council members if they know something about them. It also builds credibility and trust.

Opportunities for Measurement and Addressing Issues

With the updated website, the Town of Johnstown has access to highly-effective measurement tools through Civic Plus's digital scoreboard. The digital scoreboard will measure visits, pages per visit, bounce rates, and other analytical data on the town's website. This information will allow staff to fully optimize the website to ensure the website and its content meets users' expectations and drive more citizens to sign up for Parlant notification.

- **High Bounce Rates** (the number of people to leave immediately upon entering the site). According to data generated in 2013, the current website generates a high bounce rate (more than 50 percent.) This indicates the website is not meeting users' expectations. By continually updating the site and watching this rate and other measures, the Town can learn what kind of information citizens require, whether their site is found appropriately through search engines, etc. With good monitoring and measuring data, bounce rates can be reduced.
- **Entrance Pages Match Exit Pages** Many of the top entrance pages are also the top exit pages – meaning users are not finding what they were expecting on the website. Again, by working with CivicPlus, the Town can learn more about analyzing the website data to ensure relevant content.
- **Drive Users to Sign Up for Parlant Application** In the world of website data, driving users to sign up for the Parlant notification is called a macro conversion. By setting this as a goal in communication, the Town can measure which communications are effective in driving users/citizens to signing up for Parlant Application.

Parlant Technologies

Parlant Technologies offers a customer relationship management program (CRM) combined with an outbound notification system. Essentially, it aims to provide customers a one-stop shop to contain all their communications needs. With Cloudspeaker – the Parlant program the Town of Johnstown already uses, staff can push communications to citizens through multiple platforms (text, voicemail, social media and email). These opportunities may aid the Town of Johnstown in utilizing this software most effectively:

- **Improve Contact Information for Citizens.**
 - Accuracy of current contact information listed needs to be verified, and when possible, multiple phone numbers and household email addresses should be added.
 - Increase phone number accuracy above 80 percent from current level of 56 percent.
- **Drive Communication Efforts to Significantly Increase Tracking of Email Addresses.**
 - Current billing system does not support tracking of email addresses—an upgrade that includes this feature will enhance communication delivery.
 - Expanding the use of Parlant to include email delivery is desirable for routine communications. Out of 2,340 households, there are currently 313 emails (13 percent).
 - A target of at least 30 percent of household emails will ensure better program effectiveness.
- **Determine Best Ways to Communicate through Technology.**
 - For emergency communications, use text alerts and voicemail.
 - For routine communications (i.e. Town Council meetings, events, water main flushing, etc.), use email notifications.

- **Target Communications to Specific Groups.**
 - Develop groups based on neighborhood locations and inform those citizens on issues directly impacting them.
 - Generate groups – such as HOAs, community agency leads – to converse with and build trust among other community leaders.
- **Use System to Interface with Social Media.**
 - Use one technology to inform citizens and other concerned entities through social media platforms, saving time and money.

Media Relations

Effective communication programs build trust and relationships with the local media – as well as produce their own communications. Although it is true that the trusted resources for information are shifting, this shift seems to be one that follows a generational divide: those termed “millennial generation” seem to trust more of the social media outlets whereas other generations still go to traditional media outlets as their trusted source. For those who prefer traditional media outlets, developing a proactive, rather than reactive, approach with the *Johnstown Breeze*, the *Reporter Herald* and the *Coloradoan* will generate a sense of transparency and trust with the local community and the surrounding communities. Some Opportunities to pursue:

- **Conduct media training for a few key Town staff members.** By going through proper training, staff members will feel prepared and confident when interfacing with the media.
- **Develop key messages and provide media relations training.** Train any staff who will interact with the media or the public, on messaging. Message training ensures everyone stays on, and repeats, key messages so they consistently reach the audience.
- **Meet with Editor and Editorial Boards.** On a regular basis, meet with the Editor and/or Editorial Boards of the *Johnstown Breeze*, the *Coloradoan* and the *Reporter Herald* to provide Town leadership’s point of view on important issues. This provides the opportunity to present the Town’s position and reasoning behind issues and builds relationships with the media.

Newsletter

Newsletters are a great way to deliver key messages to various audiences. However, they can be very labor-intensive. By making a few adjustments to the newsletter, the Town of Johnstown can continue to deliver its messages in a faster, less-laborious manner. Opportunities to streamline the newsletter:

- **Shorten length of the newsletter.** Readers do not read long text. Instead, audiences want to skim information and just read the articles that are important to them. Shortening the length of the newsletter will ensure only essential items are communicated to audience. Also, think about the “F-pattern” (as mentioned in the website). Readers tend to scan pages of text in a pattern much like a capital letter F. Place the most important information across the top, down the middle-left side and in the middle of the page.
- **Ensure only relevant content.** The quality of the content is the most important aspect of any written communication. Cover topics that will directly impact the audience. Answer the question, “Why should they care?” when writing articles to ensure audience attention.
- **Increase frequency of the newsletter.** Readership will increase when the audience knows to expect the publication. By generating it on a regular, frequent schedule, citizens will anticipate the newsletter, improving readership.
- **Reduce labor-intensive delivery method.** When feasible, shift production of a printed, mailed newsletter to digital format that can be delivered more efficiently and at lower cost via email or text.

Citizen Feedback

Background

In developing the Strategic Citizen Communications Master Plan, anecdotal information was gathered from individuals from several target community sectors. Those include business, HOAs, long-term residents, stakeholder and civic organizations and faith community. For purposes of privacy, the respondents are not identified. In total, six interviews were conducted.

Questions

- Where do you most often turn to find information about the Town and Town Council?
- Which of the listed communication sources do you use to obtain information about Johnstown? Sources included: town website, biannual print newsletter, word-of-mouth, Johnstown Breeze, watch Council meetings on cable Channel 19, attend Council meetings and Parlant.
- Are there other communications tools you would like the Town to use?
- What do you see as the role of the Council and staff in communicating with the community?
- What sorts of information would you be interested in receiving?

Objectives of the Feedback Interviews

To gather basic information from citizens and others related to where they most often turn to find information about Town of Johnstown and Council activities.

- To identify citizen awareness of current methods for finding news and information about the Town of Johnstown.
- To gain insight related to other communications tools citizens would like the city or Council to use to inform citizens.

Findings

Interviews identified the communication methods each interviewee most often uses in business and personal correspondence. These findings are qualitative rather than quantitative. Based on a larger, quantitative sample, findings may change. The interviews focused on communications methods solely and did not seek opinions about Town governance, amenities, infrastructure or effectiveness in meeting resident and business needs.

The findings below represent a small sampling of community members interviewed regarding how and where they most often turn to find out about the Town of Johnstown.

- The *Johnstown Breeze* is the most used source for Town information.
- The Town's website occasionally is used to seek specific information related to a topic that may impact respondents' organization, business or neighborhood. (*Please note: these interviews were conducted prior or during the Town's recent website update.*)
- Cable Channel 19 is not viewed as a strong source of information about Council agendas or decisions. Many respondents subscribe to Direct TV, which doesn't carry Channel 19.
- Council meetings generally are not attended, unless an agenda item pertains to a particular topic that may impact respondents' organization or neighborhood.
- Due to the frequency of the Town's newsletter, 2x per year, information in the newsletter is perceived as out-of-date.
- Parlant and its function are not known or understood.
- Facebook, Twitter and texts via opt-in subscription are suggested to provide up-to-date information.
- The preferred approach to Town's communication is proactive in providing information, especially during weather or other emergencies.
- Promotion of community events in addition to Town-sponsored events is desired.

Summary of Citizen Postcard Responses

Background

A postcard was mailed to Town of Johnstown residents and businesses to inform them about the development of the Strategic Citizen Communications Master Plan and invite them to submit ideas and preferences for how the Town can keep in touch with the community. The postcard was mailed to 5,860 Johnstown addresses on October 3, 2014.

The Town received 24 email responses as of October 21, 2014. While the responses do not provide a quantitative assessment, they do demonstrate at least a small sampling of citizens took the time and interest to respond with thoughts on how the Town could more fully engage with its citizens.

Findings

The repetition of responses aligned in certain areas—communication methods, Town website, timely general or specific emergency and criminal activity communication and kudos for the Town reaching out to citizens. A tally of responses indicates:

- About 50 percent of respondents suggest use of email and text messaging to provide timely Town and emergency information and contact information of those Town departments or staff member responsible for specific Town services.
- Thirty (30 percent) indicate they use the Town website as a source for specific information related to a topic that may impact their organization, business or neighborhood. Of those, several suggested ideas for making the website more user friendly through content organization and clear labeling. Many also identified the website as an appropriate source for regular and timely information about the Town and community.
- Close to 25 percent of respondents identified emergency or crime information as critical and suggested social media, text or emails be used to pass along timely information about criminal activities in their neighborhoods.
- Out of all respondents, more than 30 percent thanked the Town for taking this step (mailing) to connect with citizens.

While the following responses were mentioned by individual citizens, it is worth noting their thoughts suggest communication and outreach activities that could potentially support the goal of building a stronger sense of community among citizens:

- communication directed specifically to new residents to extend a Town welcome and provide general and contact information about Town governance, amenities and recreational opportunities, etc.
- improved two-way communication between and engagement with the Town and residents, civic organizations, businesses and stakeholder agencies
- communication and engagement strategies, including more Town-sponsored events to increase citizen connection to the Town
- Nextdoor.com, a free private social network used by residents of neighborhoods/ communities to pass on information about activities specific to their housing location

Sampling of Specific Comments

- “The updated website looks good!”
- “Thanks for the mailer.”
- “I have personally always have been very pleased with the response to my inquiries, which are reasonably quick, courteous, and helpful.”
- “The mystery has always been to find out who can help solve a particular problem that has arisen.”
- “Being that this world is into the digital internet information age, the best way to provide information with minimal impact on expense or time would be via email.”
- “I do enjoy most of the amenities that the town provides.”
- “I think it would be great if you put messages on the town bills in a different and noticeable color.”
- “If there are questions about getting information out to residents of Johnstown, we would like to sit down with town staff and discuss ways to improve communication between the paper and the town....”

Respondents’ comments and suggestions, for the most part, align with research findings, outcomes from discussions with the Town of Johnstown’s leadership and the Strategic Citizen Communications Master Plan. Of particular note, the postcard generated a request by the local Rotary Club to provide a speaker to discuss the Town’s intent and process in developing a strategic citizen communication plan.

**POWER
POINT
PRESENTATION**

Town of Johnstown
Strategic Citizen Communications Master Plan
November 3, 2014

Bigner & Katsimpalis
MARKETING GROUP

Tonight's Agenda

- Review of project activities
 - Research
 - Workshops
 - Development of the Plan
- Recommendations
- Q & A

Research

- Demographic Profile
 - Updates profile and compares demographics to peer communities
- Benchmark Study
 - Characterizes communication programs of Johnstown and peer communities; identifies gaps and opportunities
- Audit of existing communications
 - Identifies strengths, weaknesses and opportunities of existing communication tools and methods

Research

- Interviews
 - Snapshot of community perceptions
- Postcard mailing
 - Community outreach regarding the project; provides an opportunity for citizen feedback

Workshops and Plan Development

- Identified key issues based on Town Council and project team perceptions and preferences.
- Set specific and realistic goals and strategies that align with research findings and Council and project team ideas.
- Provided opportunities for project team problem solving.
- Integrated solutions into action plans.

Recommendations

- Optimize existing communication tools; integrate where possible.
- Expand existing outreach program to promote two-way communication with residents, community agencies and organizations.
- Engage with citizens both formally and informally to build relationships and community cohesion.
- Monitor citizen preferences and needs regularly through research.

Q & A

Thank You!

