AGENDA

REGULAR MEETING LA JUNTA URBAN RENEWAL AUTHORITY
La Junta, Colorado
April 13, 2023
4:30 p.m.
Council Chambers

CALL TO ORDER

ROLL CALL (City Clerk)

Board Members P/A	Supervisors	Others
Ayala		
Bennett		
Coffield		
Herasingh		
Horton		
Madrid		
Miller		
Roberson		
Sweikert		

CITIZEN PARTICIPATION

MINUTES OF PREVIOUS MEETING (Chairperson)
Regular Meeting March 9, 2023

FINANCIAL STATEMENTS (Treasurer)
March 2023
Investments – ColoTrust

LJ URA APPLICATION – Sutherlands (Marci Swartz via ZOOM)

REPORTS – Project Updates
A. Plaza Building (Nancy Bennett)

UNFINISHED BUSINESS
A. LJ URA 464311405014 – Request to Purchase

B. Strategic & Communications Plan

NEW BUSINESS
A. Urban Renewal Director Comments

B. Governing Body's Comments

ADJOURN

CALL TO ORDER: The La Junta Urban Renewal Authority Board of Commissioners held a Regular Meeting on Thursday, March 9, 2023 at 4:30 p.m. in the Council Chambers. The meeting was called to order by Chairperson Bennett.

Board Members Present	Absent
Joe Ayala	Lily Sweikert
Nancy Bennett	
Christine Coffield	
Trevor Herasingh	
Daniel Horton – via Zoom	
Toni Madrid	
Justin Miller	
Randall Roberson	

Subject to approval at the April 13, 2023 Urban Renewal Meeting

Also present: Cynthia Nieb, Economic/Urban Renewal Director
Melanie Scofield, City Clerk/UR Secretary
Erika Lively, La Junta
Bette McFarren, Rocky Ford Gazette

CITIZEN PARTICIPATION:
1. Erika Lively: Wanted to see what is going on. Her grandma used to be part of Urban Renewal.

MINUTES: January 12, 2023
Chairperson Bennett asked if there were any corrections or additions to be made to the January 12, 2023 minutes. Hearing none, a motion was made by Joe Ayala, seconded by Trevor Herasingh, that the minutes for January 12, 2023 be approved as published. The motion carried unanimously.

FINANCIAL STATEMENTS: January/February 2023
Cynthia Nieb explained to the Board the difficulty with Finance having reports available a week before the meeting. There is a process for the financials to be reconciled before going out. This takes time.

The January 2023 financial statements were provided for the Board's review.

BALANCE SHEET
ASSETS
- Total cash at the end of January was $53,695.04.
- Notes receivable was $3,875.00.
- Investments were $360,117.42 (COLOTRUST).
- Total assets are $417,687.46 for the month ending January 2023.

LIABILITIES
- There were no outstanding bills at the end of January.

STATEMENT OF REVENUE/EXPENDITURES

BUDGET TO ACTUAL

Interest in the amount of $1,317.45 was received. Tax increment of $0.00 was received from property tax collections. The following bills were paid:

Otero County Insurance Inc.	$1,575.90

The 2023 budget is $182,500.00 less $1,575.90 in expenses leaving a budget remaining of $180,924.10.

The February 2023 financial statements were provided for the Board's review.

BALANCE SHEET

ASSETS

- Total cash at the end of January was $53,760.04.
- Notes receivable was $3,812.50.
- Investments were $361,314.51 (COLOTRUST).
- Total assets are $418,887.05 for the month ending February2023.

LIABILITIES

- There were no outstanding bills at the end of February.

STATEMENT OF REVENUE/EXPENDITURES

BUDGET TO ACTUAL

Interest in the amount of $1,199.59 was received. Tax increment of $9,264.20 was received from property tax collections. There were no expenses for the month of February.

The 2023 budget is $182,500.00 less $1,575.90 in expenses leaving a budget remaining of $180,924.10.

Chairperson Bennett asked if there were any questions or corrections regarding the January/February 2023 financial statements. Hearing none, a motion was made by Trevor Herasingh, seconded by Randall Roberson, that the financial statements for January/February 2023 be approved as presented. The motion carried unanimously.

REPORTS:

A. Plaza Building

Chairperson Bennett: We had a sneak peek a few weeks ago. It was very successful. We had so many positive comments. Appreciate everyone who came down to see it. The sub-contractors have been working but the main contractors were off. Don't have any additional information. Haven't had our AOC meeting until next week. Jane, Rebecca, Nancy Aschermann, Julie Worley and I have been working hard for additional funding of $450,000 short fall because of cost increase caused by supply chain delays. A lot of the grant applications have deadlines this month.

B. Saving Places

Nancy Bennett: Very valuable because of the people we got to see and the things we got to hear. A lot of the main speakers were talking about memories. The way people feel about the historic buildings. That's why it's so important to save them. Which I thought was pretty interesting. Had a chance to talk with Larry Lucas with DOLA about solar projects that many of the small towns of Colorado are working on now. He's interested in working with La Junta. Also had a chance to speak with Caroline Trani with CHAFA and she recommended we work with the Department of Housing through DOLA to get some funds for finishing the apartments upstairs

Toni Madrid: Had an interesting conversation with the liaison from Ft. Carson about the Pinon Canyon expansion not expanding. It was a worthwhile time to go.

Trevor Herasingh: Learned how to make new stained glass. Made a bunch of contacts with historians looking for people with trades skills to join their organization. One of the big topics at the conference was African American History. Also made some contacts with people from History Colorado.

Cynthia Nieb: I always have a wonderful time. One person said that historic preservation is being too tough, too stiff, we should just go with the flow and do whatever we can to save the buildings even if they're drastically altered. Another person presenting, from an indigenous tribe, basically said that you need to save and not replace things. That's been the standard mantra for over 25 years. They showed varying views that caused a lot of discussion, which is what we wanted to happen. The conference was very well done. I feel as if underserved communities were actually represented at this conference. A total of $2,487.89 was spent for three days and five people.

Joe Ayala: Asked Nancy about mentioning memories and know how nostalgia plays a big part. Were there any ideas on how to incorporate that and bring it home to capitalize on? (Nancy said they didn't really have any projects related to it but to just ask people about their memories and then listening to them). Perhaps we could start off with the Plaza Building. Once that generation is gone, it will be harder to get those memories.

Cynthia Nieb: Anya Miller is starting to do the oral history. Asking about the buildings and people's memories.

Erika Lively: Ms. Lively shared her experience in oral history and archival research and agreed with the Board that it is important that these histories are reported and captured now before that information is gone.

UNFINISHED BUSINESS

A. **Commercial Building Funding Application.** Cynthia Nieb will be posting public notices next week in both papers, and on Facebook, so that everybody knows that this is available. We want people to be aware of the grant/loan program and the specifics of what the Board is looking for.

NEW BUSINESS

A. **Election of Officers for 2023.** The chair opened the floor for nominations for Chairman, Vice-Chairman and Treasurer. Nancy Bennett was nominated for Chairman. Trevor Herasingh was nominated for Vice-Chairman. Randall Roberson was nominated for Treasurer. Chairman Bennett declared the election by acclamation.

B. Action 22 Leadership Training: Daniel and Joe are attending. It's an outstanding program. Joe's training is being paid for through the City; however, Daniel doesn't have anyone sponsoring him. Cynthia asked the Board if they would be willing to pay $5,500 for the training and $1000 for travel. The following is a brief description: "Throughout the state, a generational churn is slowly taking place. As many leaders that have served in both public and private sectors beginning to retire and move on, it will become critical that their successors are prepared to step up and take the reins. The Action 22 Leadership Academy, a selective, non-partisan leadership experience, is designed to educate and prepare the next generation of leadership that is going to guide our state into the future. Ensuring Colorado has strong and informed leadership cannot be any more important, than it is right now," Garrison Ortiz, Foundation Chair. After some discussion, the following motion was made:

MOTION TO PAY UP TO $5,500 FOR TRAINING AND UP TO $1,000 FOR TRAVEL/EXPENSES FOR DANIEL HORTON TO ATTEND THE ACTION 22 LEADERSHIP ACADEMY: Herasingh
SECOND: Ayala
DISCUSSION: There was no further discussion
VOTE: Those voting YES: Ayala, Bennett, Coffield, Herasingh, Madrid
Those voting NO: Roberson
The motion carried 5-1 (Miller and Sweikert absent, Horton abstained)

C. REDI Grant: The Board asked for a Strategic Plan as well as a Communications Marketing Plan. Cynthia received a proposal from SBrand Solutions (attached) in the amount of $30,000. She also found a REDI grant with a 50% cash match for the funding. The plan does a lot of outreach with the public being completely transparent in what the Authority is doing. The City of La Junta would be applying on behalf of the Urban Renewal Authority. Our half would be $15,000. A strategic plan tells the Board on what direction it needs to go. It will also provide two-way communication with the public to find out what they want. At the end of the day, there is direction, publicity and the community has more knowledge and support.

MOTION TO APPROVE THE $15,000 CASH MATCH AND MOVE FORWARD WITH THE STRATEGIC AND COMMUNICATIONS PLAN: Roberson
SECOND: Madrid
DISCUSSION: There was no further discussion
VOTE: The motion carried unanimously

D. LJ URA 464311405014 – Request to Purchase: Cynthia received a phone call from Ted Garcia who is interested in purchasing the property on Bradish (which was returned to URA from the High Prairie Homes Project because they were unable to use it.) The Actual Land Value is $1,311 and the Assessed Value is $380. He wants to put a garage on it with the possibility of putting a modular on it down the road. He also asked if the Board would pay for curb and gutter. It was decided that Cynthia would look into the ordinances and laws to determine what would be allowed and get back to Mr. Garcia before having him appear in front of Urban Renewal.

E. Urban Renewal Director:

1. There were no Urban Renewal Director comments.

F. Governing Body Comments:

1. Joe Ayala: La Junta RISE has advanced in tiers. This is a big accomplishment. Thank you to everyone on that committee.

There being no further business, the meeting was adjourned at 5:37 p.m.

Melanie R. Scofield, Secretary

Nancy Bennett, Chairperson

{SBrand}
HELPING YOU FILL IN THE BLANKS

March 9, 2023

Cynthia Nieb, Executive Director
La Junta Urban Renewal Authority
cynthia.nieb@lajuntacolorado.org

Strategic Planning Services for La Junta Urban Renewal Authority

Dear Ms. Nieb;

Thank you for asking us to present a proposal for the La Junta Urban Renewal Authority for your strategic plan and critical communication services. I have included a spreadsheet of tasks and pricing that will show more detail as well as my resume outlining my background in local government and Urban Renewal Authority. My philosophy is that you and your Board are the experts in all things La Junta. I bring my background and experience in local government and use a methodology that allows your team and community to create a comprehensive five year strategic plan.

Our understanding of the project is that you want five main deliverables:

1. Strategic Plan
    a. Mission
    b. Vision
    c. Strategic Priorities
    d. Key Goals
    e. Performance Metrics
2. Implementation/Action Plan
    a. Action Steps
    b. Budget
    c. Time Frame
3. Brand and Style Assessment and Guide
    a. Logo
    b. Tag Line and Messaging
    c. Brand Colors
    d. Brand Font
4. Communication Plan
    a. Key Points
    b. Channels
    c. Calendar for one year

5. Incentives Report (potential incentives and recommended budget)

The process usually takes four – six months and includes a research phase, an engagement and outreach phase, a facilitated meetings phase, and the document creation phase. Throughout that process we meet with you regularly to ensure we are on track. The NOT TO EXCEED pricing for this proposal is $30,000.00.

Thank you for giving us the opportunity to partner with you on your strategic plan and communication plan. Our hearts and our passion are with local government, and we appreciate and respect the trust you have placed in us to be a part of your community process.

Sheryl Trent

Owner, Certified Virtual Facilitator™ and Certified Master Facilitator™
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La Junta Urban Renewal Authority

Strategic Planning and Assessment Services

Phases, Tasks, and Timing

Phases and Tasks	Deliverables	Proposed Dates (TBD with client)	Proposed Cost
Phase 1 - Logistics, Project Management and Foundation			
Task 1 1 Kickoff and Logistics Meeting (virtual) - 2 hour meeting	Logistics meeting to review framework, process, milestones and deliverables	Week of April 10	$ 750.00
Task 1 2 Weekly planning meetings (Zoom) with Working Group	Weekly for six months, for updates, feedback, course correction	Ongoing	Included
Task 1 3 Creation of Project Management Plan	Monday.com format	By April 24	Included
Task 1 4 Ongoing calls and emails for life of the project		Ongoing	Included
Phase 1 Deliverable: Approved project management plan and ongoing communication			$ 750.00
Phase 2 - Research and Review			
Task 2 1 Review all related documents		April - September, 2023	Included
Task 2 2 Review all local, regional and state documents		April - September, 2023	Included
Task 2 3 Research and compile demographic and other statistical data and information		April - September, 2023	Included
Phase 2 Deliverable: Full review of all documentation and research of materials			$ -
Phase 3 -Outreach and Engagement			
Task 3 1 Recommended partners for engagement	A list of organizations and contacts for outreach	By May 1	Included
Task 3 2 Recommended list of individual interviewees	Board of Commissioners, elected officials, department heads, key employees, community stakeholders, and partners	By May 1	Included
Task 3 3 Recommended list of groups for outreach	Business owners, other governmental agencies, service groups, nonprofit agencies, economic development partners	By May 1	Included
Task 3 4 Create draft and final interview questions for approval	Two separate surveys: internal for staff and Board, and external for stakeholders (online and printed)	By May 15	$ 1,500.00
Task 3 5 Online surveys released and monitored	Surveys monitored with customized questions	May 22 - June 26	Included
Task 3 6 Confidential personal interviews	15 personal interviews, 1 hour+ each	May 22 - June 26	$ 3,000.00
Task 3 7 Full report of engagement data: interviews, surveys, community meetings, and focus groups	Engagement Report with themes, priorities, and areas of concern	By July 7	$ 1,000.00
Phase 3 Deliverable: Facilitated Meetings, Survey, Interviews, Feedback Report			$ 5,500.00
Phase 4 - Facilitate the strategic planning process			
Task 4 1 One day retreat to complete all the details of the Strategic Plan	Strategic Plan meeting (6-8 hours)	Week of August 7	$ 10,000.00
Task 4 2 Meetings to Refine Implementation/Action Plan	Two, 2 hour meetings to refine the Implementation and Action Plan	Week of August 7	$ 3,000.00
Phase 4 Deliverable: Facilitated Strategic Plan and Implementation Plan meetings and staff feedback meeting			$ 13,000.00
Phase 5 - Create Documents			

Task 5 1	Strategic Plan Framework Draft	Draft document	By August 28	$	2,500.00
Task 5 2	Executive Summary with Recommendations	Executive Summary of Process and Recommendations	By September 18	Included	
Task 5 3	Communication Plan	Identifying channels, messaging and an annual calendar	By September 18	$	1,250.00
Task 5 4	Branding and Style Guide	To include options for logos, colors, fonts, messaging and philosophy	By September 18	$	1,500.00
Task 5 5	Strategic Plan Final	Final strategic plan	By September 18	Included	
Task 5 6	Recommended Measurements	Additional measurements to consider implementing over time	By September 18	Included	
Task 5 7	Implementation Matrix and Plan	Final matrix with roles, responsibilities, milestones and metrics	By September 18	$	1,500.00
Task 5 8	Incentive Program Document	Potential Incentive Program	By September 18	$	1,250.00
Task 5 9	Present Plan for Adoption	In Person Presentation	Late October, 2023	$	750.00
Phase 5 Deliverable: Strategic Plan, Implementation Plan, Communication Plan, Branding Guide and Incentives Document				**$**	**8,750.00**
	Total proposed cost			**$**	**28,000.00**
	Total not to exceed cost	**Includes all travel and supplies**		**$30,000.00**	

Sheryl Trent

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summary of qualifications

- 28+ years of experience in public and non profit sector leadership and management
- A Certified Master Facilitator®, one of fewer than 40 in the world
- Expert at facilitating complex and confrontational topics in a manner that makes them easy to understand and allows consensus to be built
- Executive team development and team building with both Strengthsfinder and DiSC process.
- Customized methodology and deliverables that build capacity and enhance shared values and vision
- Proven success and long term results across the country
- Unique inclusive community engagement design and tools
- Experienced virtual facilitator for large and small meetings using multiple platforms
- Hundreds of successful, comprehensive strategic plans for cities, counties, state organizations, federal agencies, special districts, non profits and membership organizations

professional management and leadership experience

current

OWNER, SBrand Solutions, LLC

prior

COMMUNITY AND ECONOMIC DEVELOPMENT DIRECTOR
City of Evans, Colorado

EXECUTIVE DIRECTOR
Evans Redevelopment Agency

TOWN ADMINISTRATOR
Town of Milliken, Colorado

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

INVESTMENT REPRESENTATIVE
Edward Jones Investments, Yreka, California

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

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

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

Sheryl Trent

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past and present

education

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

professional affiliations

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

highlights

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

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