



**DENVER**  
Michael B. Hancock  
Mayor

**DEPARTMENT OF FINANCE**

BRENDAN J. HANLON  
CHIEF FINANCIAL OFFICER

201 W. Colfax Avenue, <sup>1</sup>Dept 1010  
Denver, CO 80202  
p: (720) 913-1514  
f: (720) 913-5599  
[www.denvergov.org/finance](http://www.denvergov.org/finance)

August 1, 2019

Ms. Denise Denslow, Manager  
Colfax Business Improvement District  
c/o CliftonLarsonAllen  
8390 E. Crescent Pkwy, Suite 500  
Greenwood Village 80111-2814

Dear Denise,

This letter is to remind you to submit your District's **2020 Operating Plan and Budget (OP&B)** for review and approval as required by State Statute (C.R.S. 31-25-1211) **by September 30, 2019**. Please file the original hard copy of the OP&B with the City Clerk noting the City Clerk file number (i.e. **Filing No. 00-787-\_\_**), so that the Clerk can then fill in the blank with the current extension letter. Also, please send an electronic copy to [Michael.Kerrigan@denvergov.org](mailto:Michael.Kerrigan@denvergov.org) or if mailed, to the same address above.

The City then has until December 5<sup>th</sup> to review and approve such items. If an OP&B is not submitted by the required date, no funds may be available for 2020. In order for the Denver City Council to approve your OP&B for 2020 in accordance with the aforementioned State Statute, and in order to properly assess whether the OP&B is operating within the formal authority granted to the BID, City Council has requested the following items be provided on an annual basis:

1. 2019 year-to-date "budget to actual" financial reports, including projected 2019 year-end budget.
2. Any material departures from the 2019 Operating Plan, and an explanation.
3. A copy of your Public Notice publication for the 2020 Budget public hearing.
  - a. The City prefers BIDs to complete their public hearings prior to OP&B submission to the City, if you cannot achieve this deadline, your public hearing should be held no later than November 1<sup>st</sup>.
4. The status of any planned or outstanding indebtedness.
5. The results of any audits or audit exemption application conducted during the year, if not already submitted to the City.
6. A copy of the By-laws, if any, in effect during 2019.
7. A list of official board actions (motions) in the past year, which may be copies of Board meeting minutes.
8. Current list of all Board members including name, address, phone, fax and email as well as term appointment and expiration date.
9. Board members' attendance records for the past year.
10. A list of activities performed in 2019 and planned for in 2020;
11. Please provide readily available documentation of tangible impacts and performance measures that your BID provides and tracks. For instance, this could include trend occupancy rates, business or citizen surveys, crime rates, lease rates, taxable retail sales, number of jobs created, pedestrian/visitor counts, and business license revenues.
12. Any additional information that may be beneficial for the City Council budget approval process.

Please do not hesitate to contact me at 720-913-5550 if you have any questions or require additional information.

Sincerely,  
Michael Kerrigan  
Financial Analyst Specialist

CC by email: Frank Locantore





September 30, 2019

Mr. Michael Kerrigan  
 Denver City Clerk  
 Wellington Webb Building  
 201 W. Colfax Avenue  
 Denver, CO 80202

Re: Colfax Business Improvement District Submittal of 2020 Budget to the City and County of Denver (File No. 00-787-\_\_\_)

Please accept this letter as the Colfax Business Improvement District's formal submittal of the 2019 budget s/b 2020 budget in accordance with State Statute (C.R.S. 31-25-1211). We have filed one copy with the City Clerk under file number (File No. 00-787-\_\_\_) one copy to Mr. Eulois Cleckley, Executive Director of Public Works, c/o Brendan Kelly at [Brendan.Kelly@denvergov.org](mailto:Brendan.Kelly@denvergov.org) and one copy to Mr. Michael Kerrigan, Sr. Financial Management Analyst, per his request.

As requested, we have enclosed copies of:

- 1) The 2019 year-to-date "budget to actual" financial reports, including projected 2019 year-end budget. - ENCLOSED;
- 2) Any material departures from the 2019 Operating Plan, and an explanation- NONE;
- 3) A copy of the Public Notice Publication for the 2019 Budget public hearing - ENCLOSED
  - a. The City prefers BID's to complete their public hearings prior to OP&B submission to the City, if you cannot achieve this deadline, your public hearing should be no later than November 1<sup>st</sup>.
- 4) The status of any planned outstanding indebtedness - There is no planned outstanding indebtedness in the 2020 Budget of the District.
- 5) The results of any audits or audit exemption application conducted during the year, if not already submitted to the City - The District's 2018 Audit was provided to the City and County of Denver in March 2019.
- 6) A copy of the By-laws, if any, in effect in 2019 - ENCLOSED;
- 7) A list of official Board actions (motion) in the past year, which may be copies of Board meeting minutes - MINUTES ENCLOSED;
- 8) Current list of all Board members, including name, address, phone, fax and e-mail as well as term appointment and expiration date - ENCLOSED;
- 9) Board members' attendance records for the past year - MINUTES ENCLOSED
- 10) A list of activities performed in 2019 and planned for 2020 - ENCLOSED
- 11) Provide readily available documentation of tangible impacts, and performance measures that your BID provides and tracks. For instance,



this could include trend occupancy rates, business or citizen surveys, crime rates, lease rates, taxable retail sales, number of jobs created, pedestrian/visitor counts, and business license revenues.

12) Any additional information that may be beneficial for the City Council budget approval process.

Please do not hesitate to contact me at 303-832-2086 if you have any questions regarding the attachments or statements in this letter.

Thank you,

*Frank Locantore*

Frank Locantore  
Colfax Ave Business Improvement District  
Executive Director

Enclosures



## SCHILLING & COMPANY, INC.

*Certified Public Accountants*

P.O. Box 631579  
HIGHLANDS RANCH, CO 80163

PHONE: 720.348.1086  
FAX: 720.348.2920

### Accountant's Compilation Report

Board of Directors  
Colfax Business Improvement District  
Denver County, Colorado

Management is responsible for the accompanying budget of revenues, expenditures, and fund balances (budget) of Colfax Business Improvement District (District), for the year ending December 31, 2020, including the estimate of comparative information for the year ending December 31, 2019, and the actual comparative information for the year ending December 31, 2018, in the accompanying prescribed format. We have performed a compilation engagement in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the American Institute of Certified Public Accountants. We did not audit or review the budget included in the accompanying prescribed format nor were we required to perform any procedures to verify the accuracy or completeness of the information provided by management. Accordingly, we do not express an opinion, a conclusion, nor provide any form of assurance on the accompanying budget.

The actual comparative information for the year ending December 31, 2018 is presented for comparative purposes as required by Colorado Revised Statutes 29-1-105. Such information is taken from the audited financial statements of the Town for the year ended December 31, 2018. Dazzio & Associates, PC audited the financial statements for the year ended December 31, 2018, whose report was dated February 25, 2019.

The budget included in the accompanying prescribed format is presented in accordance with the requirements of Colorado Revised Statutes 29-1-105, and is not intended to be a presentation in accordance with accounting principles generally accepted in the United States of America.

We are not independent with respect to Colfax Business Improvement District.

*SCHILLING & COMPANY, INC.*

Highlands Ranch, Colorado  
September 10, 2019

**COLFAX BUSINESS IMPROVEMENT DISTRICT  
PROPERTY TAX SUMMARY INFORMATION  
2020 BUDGET AS ADOPTED  
WITH 2018 ACTUAL AND 2019 ESTIMATED  
For the Years Ended and Ending December 31,**

	<u>ACTUAL 2018</u>	<u>ESTIMATED 2019</u>	<u>ADOPTED BUDGET 2020</u>
Assessed Valuation			
Denver County	<u>\$ 66,268,150</u>	<u>\$ 65,924,490</u>	<u>\$ 89,965,610 (A)</u>
Mill Levy			
General Fund	9.000	10.000	10.000
Refunds and abatements	<u>0.171</u>	<u>0.021</u>	<u>0.099</u>
Total mill levy	<u>9.171</u>	<u>10.021</u>	<u>10.099</u>
Anticipated Tax Revenue			
Denver County	\$ 607,745	\$ 660,629	\$ 908,563
Adjustments to actual/uncollected	<u>(14,222)</u>	<u>(24,624)</u>	<u>-</u>
Actual or budgeted property taxes	<u>\$ 593,523</u>	<u>\$ 636,005</u>	<u>\$ 908,563</u>

(A) City approved budget with preliminary assessed valuation of \$89,965,610 however, final mill levy certification of the District reflects the final assessed valuation of the District.

This financial information should be read only in connection with the accompanying accountant's compilation report and the summary of significant assumptions.

**COLFAX BUSINESS IMPROVEMENT DISTRICT  
GENERAL FUND  
2020 BUDGET AS ADOPTED  
WITH 2018 ACTUAL AND 2019 ESTIMATED  
For the Years Ended and Ending December 31,**

	<u>ACTUAL 2018</u>	<u>ESTIMATED 2019</u>	<u>ADOPTED BUDGET 2020</u>
<b>Beginning Funds Available</b>	\$ 397,627	\$ 554,546	\$ 428,158
<b>Revenue</b>			
Property Taxes (Base mill levy of 7.846)	518,858	499,327	714,777
Property Taxes (Additional levy of 2.154)	74,665	136,678	193,786
Specific Ownership Taxes	35,350	50,530	63,599
Interest Income	7,413	7,985	5,000
Grants	9,000	-	-
Donations	1,600	2,602	-
Art-i-Fax Street Party donations	7,301	-	-
Colfax Works - DHS/HOST	-	40,008	50,000
Colfax Works - donations	1,488	30,054	-
Merchandising	-	360	-
Other	774	6,734	-
<b>Total Revenue</b>	<u>656,449</u>	<u>774,278</u>	<u>1,027,162</u>
<b>Expenditures</b>			
<b>Administrative:</b>			
District management	23,863	21,616	21,012
District management - special	6,806	2,780	7,210
Insurance	9,126	12,209	15,000
Audit	-	4,000	-
Accounting	16,485	16,480	16,500
Professional fees - consulting	-	-	-
Election - legal and other costs	-	-	-
Legal fees	4,830	6,902	6,000
Office supplies	1,090	1,799	1,800
Printing and reproduction	49	200	400
Postage and delivery	341	500	500
Rent/storage unit	1,841	6,082	24,840
Telephone/internet/utilities	1,419	2,500	2,500
Dues and subscriptions	1,992	2,273	3,000
Website maintenance/hosting	1,949	1,761	1,500
Treasurer's fees	5,945	6,111	13,628
Debit Card Clearing	1,235	17	-
Miscellaneous	3,394	1,413	1,500
<b>Total administrative</b>	<u>80,365</u>	<u>86,643</u>	<u>115,390</u>

This financial information should be read only in connection with the accompanying accountant's compilation report and the summary of significant assumptions.

**COLFAX BUSINESS IMPROVEMENT DISTRICT  
GENERAL FUND  
2020 BUDGET AS ADOPTED  
WITH 2018 ACTUAL AND 2019 ESTIMATED  
For the Years Ended and Ending December 31,**

	<u>ACTUAL 2018</u>	<u>ESTIMATED 2019</u>	<u>ADOPTED BUDGET 2020</u>
<b>People</b>			
Compensation and benefits	120,710	136,238	219,367
Payroll taxes	7,823	10,069	16,788
Professional development	4,314	15,000	7,500
Contingency	-	-	10,000
<b>Total People</b>	<u>132,847</u>	<u>161,307</u>	<u>253,655</u>
<b>Maintenance:</b>			
Asset Management:			
General maintenance	116,340	47,550	-
Streetscape maintenance	2,812	1,785	15,000
Banner installation	2,145	130	2,500
Utilities	9,284	9,233	10,584
Pedestrian pole maintenance	14,193	32,025	12,670
Miscellaneous - repairs/supplies	1,367	20,500	10,000
Holiday lighting	5,341	4,000	4,000
Dumpster service	-	2,723	3,900
Receptacle maintenance	-	-	31,050
Contingency	-	-	50,000
Total Asset Management	<u>151,482</u>	<u>117,946</u>	<u>139,704</u>
Colfax Works:			
Contract	40,000	133,026	172,733
Equipment	-	4,001	5,000
Truck - gas	-	713	1,500
Truck - maintenance	-	7,954	5,000
Meal expenses	1,677	827	2,000
Contingency	2,312	1,000	10,000
Total Colfax Works	<u>43,989</u>	<u>147,521</u>	<u>196,233</u>
<b>Total Maintenance</b>	<u>195,471</u>	<u>265,467</u>	<u>335,937</u>

This financial information should be read only in connection with the accompanying accountant's compilation report and the summary of significant assumptions.

**COLFAX BUSINESS IMPROVEMENT DISTRICT  
GENERAL FUND  
2020 BUDGET AS ADOPTED  
WITH 2018 ACTUAL AND 2019 ESTIMATED  
For the Years Ended and Ending December 31,**

	<u>ACTUAL 2018</u>	<u>ESTIMATED 2019</u>	<u>ADOPTED BUDGET 2020</u>
<b>Programs</b>			
Safety:			
CPTED Funding	285	20,000	20,000
Signage	-	5,000	1,000
Contingency	-	5,000	50,000
Total Safety	<u>285</u>	<u>30,000</u>	<u>71,000</u>
Streetscape:			
Streetscape design	-	-	25,000
Streetscape Improvements	15,975	297,537	120,000
Permitting	-	-	20,000
Plaza feasibility	-	-	20,000
Street art	23,258	3,901	5,000
Grant Expenditures	6,289	-	-
Other	7,007	-	-
Contingency	-	-	35,000
Total Streetscape	<u>52,529</u>	<u>301,438</u>	<u>225,000</u>
Business Support:			
Networking Events	-	-	1,000
Community events/meetings	-	5,000	5,000
Total Business Support	<u>-</u>	<u>5,000</u>	<u>6,000</u>
<b>Total Programs</b>	<u>52,814</u>	<u>336,438</u>	<u>302,000</u>
<b>Communications</b>			
Advertising	5,014	4,604	4,800
Banners	12,920	21,725	10,000
Consulting	-	-	3,360
Donations	-	5,000	3,000
Meetings/entertainment	3,398	2,755	3,200
Merchandising	1,005	3,000	3,000
District promotion	-	-	5,000
Miscellaneous	2,392	1,620	2,000
Map brochure - graphic design/printing	500	-	-
Communications intern	22	1,500	-
Art-i-Fax	12,782	607	-
<b>Total Communications</b>	<u>38,033</u>	<u>40,811</u>	<u>34,360</u>

This financial information should be read only in connection with the accompanying accountant's compilation report and the summary of significant assumptions.



**COLFAX BUSINESS IMPROVEMENT DISTRICT  
GENERAL FUND  
2020 BUDGET AS ADOPTED  
WITH 2018 ACTUAL AND 2019 ESTIMATED  
For the Years Ended and Ending December 31,**

	<u>ACTUAL 2018</u>	<u>ESTIMATED 2019</u>	<u>ADOPTED BUDGET 2020</u>
<b>Contingency</b>	<u>-</u>	<u>10,000</u>	<u>-</u>
<b>Total Expenditures requiring appropriation</b>	<u>499,530</u>	<u>900,666</u>	<u>1,041,342</u>
<b>Net Change in Funds Available</b>	<u>156,919</u>	<u>(126,388)</u>	<u>(14,180)</u>
<b>Ending Funds Available</b>	<u>\$ 554,546</u>	<u>\$ 428,158</u>	<u>\$ 413,978</u>
<b>Emergency Reserves</b>	<u>\$ -</u>	<u>\$ 23,228</u>	<u>\$ 30,815</u>

This financial information should be read only in connection with the accompanying accountant's compilation report and the summary of significant assumptions.

**COLFAX BUSINESS IMPROVEMENT DISTRICT  
2020 BUDGET  
SUMMARY OF SIGNIFICANT ASSUMPTIONS**

Disclosures contained in this summary as presented by management, are those that are believed to be significant as of the date of the compilation report and are not intended to be all-inclusive. The disclosures are intended to describe assumptions used during the preparation of the 2020 annual budget. Actual results may differ from the prospective results contained in the budget.

**SERVICES PROVIDED**

Colfax Business Improvement District (the District), a quasi-municipal corporation was organized by ordinance of the City and County of Denver (the City) in 1989 and is governed pursuant to the provision of the Colorado Business Improvement Act (Title 31). The District's service area is located within the boundaries of the City and County of Denver in the general area of East 16<sup>th</sup> Avenue on the north, East 14<sup>th</sup> Avenue on the south, the alley east of Josephine Street on the east and Grant Street (south of Colfax Avenue) and the alley between Sherman Street and Grant Street (north of Colfax Avenue) on the west. The District was organized for the purpose of designing, constructing and installing public improvements; maintenance of improvements, management development activities, organization, promotion, marketing, and management of public events, security for businesses and public areas located within the District, snow removal and refuse collection.

The Mayor of the City and County of Denver has the authority to appoint members to the District's Board of Directors. The District is also required to submit its annual budget to the City for approval. In both instances, the City is able to impose its will on the District. Consequently, the District is considered to be a component unit of the City and County of Denver.

On November 7, 2000 a majority of the District's voters passed a ballot question that authorizes the District to collect, retain and spend all revenues and other funds received from any source, including the District's existing general operating property tax rate of 7.846 mills, which rate shall not be increased without voter approval, commencing January 1, 2000 and continuing thereafter until repealed as a voter-approved revenue change, without limitation under Article X, Section 20 of the Colorado Constitution or any other law and as a permanent waiver of the 5.5% limitation under Section 29-1-301, C.R.S.

On November 7, 2017 a majority of the District's voters passed a ballot question that authorizes the District to increase taxes by \$219,000 in the first full fiscal year annually commencing in 2018, and by such a greater or lesser amount thereafter from an additional ad valorem property tax mill levy not to exceed 3.154 mills to be used for construction and maintenance of facilities. When added to the District's base mill levy of 7.846 which would be a total maximum mill of 11.000.

The District prepares its budget on the modified accrual basis of accounting in accordance with the requirements of the Colorado Revised Statutes C.R.S. 29-1-105.

## **REVENUES**

### *Property Taxes*

Property taxes are levied by the District's Board of Directors. The levy is based on assessed valuations determined by the County Assessor generally as of January 1 of each year. The levy is normally set by December 15 by certification to the Assessor to put the tax lien on the individual properties as of January 1 of the following year. The County Treasurer collects the determined taxes during the ensuing calendar year. The taxes are payable by April 30 or in equal installments at the taxpayer's election, in February and June. Delinquent taxpayers are notified in August and generally sales of the tax liens on delinquent properties are held in November and December. The County Treasurer remits the taxes collected monthly to the District.

Property taxes are estimated based on the mill levy adopted applied to the annual assessed valuation. The calculation of the taxes levied is displayed on page 2.

### *Specific Ownership Taxes*

Specific ownership taxes are collected by the County Treasurer, primarily on vehicle licensing within the County as a whole. The specific ownership taxes are allocated by the County Treasurer to all taxing entities within the County. The budget assumes the District's share will be equal to approximately 7% of the property taxes collected.

## **EXPENDITURES**

### *Administrative and Operating Expenses*

District expenditures are forecasted based on prior years' amounts expended adjusted for known variations. The District has budgeted inflationary increases for 2020.

### *Capital Outlay*

The District is anticipating incurring \$225,000 for streetscape improvements.

## **DEBT AND LEASES**

On November 7, 2017, a majority of the District's voters passed a ballot question that allows the District to issue debt in the amount of \$2,500,000 with a repayment cost of \$5,000,000 to be used for construction of public improvements. The District has not budgeted for the debt to be issued in 2020.

## **RESERVES**

The District will provide for an emergency reserve fund to at least 3% of fiscal year spending for 2020, as defined under TABOR.

This information is an integral part of the accompanying budget.

**NOTICE AS TO PROPOSED BUDGET  
AND  
NOTICE CONCERNING BUDGET AMENDMENT**

NOTICE IS HEREBY GIVEN that the proposed budget for the ensuing year of 2020 has been submitted to the Colfax Business Improvement District ("District"). Such proposed budget will be considered at a meeting and public hearing of the Board of Directors of the District to be held at UMB Bank, 1635 E. Colfax Avenue, Denver, Colorado, at 9:00 a.m. on Tuesday, September 10, 2019.

NOTICE IS FURTHER GIVEN that an amendment to the 2019 budget of the District may also be considered at the above-referenced meeting and public hearing of the Board of Directors of the District.

A copy of the proposed 2020 budget and the amended 2019 budget, if required, are available for public inspection at the offices of CliftonLarsonAllen LLP, 8390 E. Crescent Pkwy., Suite 300, Greenwood Village, Colorado. Any interested elector within the District may, at any time prior to final adoption of the 2020 budget and the amended 2019 budget, file or register any objections thereto.

Dated: August 27, 2019

COLFAX BUSINESS IMPROVEMENT DISTRICT

By:     /s/ Anna Jones  
District Manager

*Publish In: Denver Herald Dispatch  
Publish On: September 5, 2019*

**NOTICE AS TO PROPOSED BUDGET  
AND  
NOTICE CONCERNING BUDGET AMENDMENT**

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Dated: August 27, 2019

COLFAX BUSINESS IMPROVEMENT DISTRICT

By:     /s/ Anna Jones  
District Manager

*Publish In: Life on Capitol Hill*  
*Publish On: September 1, 2019*

## COLFAX BUSINESS IMPROVEMENT DISTRICT BY-LAWS

These By-Laws of the Colfax Business Improvement District are adopted by the Board of Directors of the District pursuant to Title 31, Article 25, Part 12, Colorado Revised Statutes and Ordinance No. 334 and 1989, City and County of Denver. In the event of a conflict between these By-Laws and either the State Statute or City Ordinance, the Statute and/or Ordinance shall govern.

### ARTICLE I THE DISTRICT

**Section 1. Name of the District.** The name of the District shall be the “Colfax Business Improvement District”.

**Section 2. Office of the District.** The office of the District shall be located within the boundaries of the District at such place as the Board of Directors from time to time, shall by resolution, determine.

**Section 3. Boundaries of the District.** The Service Area boundaries of the District are East 16<sup>th</sup> Avenue on the north, East 14<sup>th</sup> Avenue on the south, the alley east of Josephine on the east, Grant Street (south of Colfax Avenue) and the alley between Sherman Street and Grant Street (north of Colfax Avenue). The boundaries of the District include any taxable real and personal property located within the Service Area which is not classified for tax purposes as either residential or agricultural. Such residential and agricultural property located within the Service Area is not located within the District until such time as such property changes classification to commercial. A map of the Service Area boundaries and the approximate District boundaries is maintained in the office of the District.

### ARTICLE II OFFICERS

**Section 1. Election of Officers and Terms.** The officers of the District shall be a Chair, Vice Chair, Secretary and Treasurer who shall be elected from among the members of the Board at the first regular meeting of the fiscal year. The office of Secretary and Treasurer may be filled by one person. An assistant Secretary may be appointed to assist the Secretary in carrying out the duties of Secretary. Members shall serve for a term of one year or until their successors are duly elected. The Board shall serve at the pleasure of the governing municipality.

**Section 2. Chair.** The Chair of the District shall preside at all meetings of the District; shall have such other duties as the Board may direct; and, shall have general supervision over the business and affairs of the District, as well as be responsible for day to day operations. The Chair shall provide direction to personnel/contract staff for the District, and be available to such persons as needed for guidance and approval of operational activities. The Chair can assign varies duties as she/he see fit to hired consultants/employee's of the District to help with the day-to-day functions of the District.

**Section 3. Vice Chair.** The Vice Chair shall preside over all meetings of the District in the absence of the Chair or in any event of his/her inability or refusal to act and shall have the powers and perform the duties of the Chair in the event the office of Chair is vacant or in the temporary absence of the Chair.

**Section 4. Secretary.** The Secretary shall act as Secretary of the meetings of the District, shall record all votes, keep a record of the proceedings of the District, maintain a record of all resolutions adopted by the District, and perform all duties incident of this office. The Secretary shall keep in safe custody the seal of the District and shall have the power to affix such seal to all contracts and instruments authorized to be executed by the District.

**Section 5. Treasurer.** The Treasurer shall take care and have custody of the funds and financial records of the District, and shall deposit District funds in such bank or banks as the District may select. The Board may also, as they see fit, engage the services of an accountant to assist with the financial duties of the District.

**Section 6. Additional Duties.** The officers shall, from time to time, perform additional duties as assigned by resolution or the Chair of the Board. The primary function of the Board, with the exception of the duties assigned in these By-Laws, is to determine policy for the District. The board can assign varies duties as they see fit to hired consultants/employee's of the District to help with the day-to-day functions of the District.

**Section 7. Vacancies.** Should any officer position become vacant, such vacancy shall be filled, for the remainder of the unexpired term, by a qualified candidate who is appointed by the Mayor of the City and County of Denver and confirmed by ordinance.

**Section 8. Expenses.** Members shall receive no compensation for services but may be reimbursed for expensed incurred on behalf of the District pursuant to authorization by the Chair.

**Section 9. Staffing.** The District may employ personnel, or contract personnel, as necessary to perform the functions of the District. Such persons shall be appointed by the Board, and serve at the pleasure of the Board. Selection and compensation shall be

determined by the Board. A committee may be formed to interview and make recommendations regarding the hiring of personnel if the Board desires.

### **ARTICLE III MEETINGS AND CONDUCT**

**Section 1. Meetings.** At the first meeting of the fiscal year, the Board shall determine the schedule for the regular meetings for the remainder of the year, including the time and location of the meetings and the posting place for such meetings. Special meetings can be called as deemed necessary and by the provisions in these By-Laws and in accordance with state statute.

**Section 2. Special Meetings.** The Chair, or any two members of the Board, may call a special meeting when determined necessary or expedient. At least 24 hours notice must be given for a Special Meeting.

**Section 3. Quorum.** At all meetings of the Board, a quorum must be present for the Board to take District action and set policy. A quorum is comprised of four members, if all Board seats are filled. If vacancies exist, a majority constitutes a quorum, but must be no less than three members at any time. When a quorum is in attendance, action may be taken by the District upon affirmative vote of the majority of the Director's present. Directors may be in attendance in person or by telephone, but physical presence is necessary for the purposes of achieving a quorum.

**Section 4. Manner of Voting.** Voting shall be called for after a motion has been made and seconded, and any desired discussion taken place. All nay votes and abstentions shall be recorded by Director name in the minutes. All Directors are entitled to vote, including the Board Chair. Voting by proxy is not permitted.

**Section 5. Conflict of Interest.** Board members are required to disclose any potential conflicts of interest in any transaction before the Board. In the case where Board action will promote financial gain of individual Board Members, Members must disclose their financial involvement and abstain from voting on such motion or attempting to include any of the contracting parties in such transaction.

**Section 6. Open Meetings.** All meetings of the Board of Directors shall be open to the public, pursuant to C.R.S. Section 24-6-402. The Board may go into executive session, as permitted under 24-6-402 by a vote of two-thirds of the quorum of the Board members in attendance.



The Board shall take no action during an executive session, and will only hold them pursuant to the criteria listed in C.R.S. Section 24-6-402.

**Section 7. Resolutions.** The Board shall act pursuant to either resolution or motion. Resolutions shall be used for all actions of a general or permanent nature. Motions may be used for acts of a temporary character or statements of general policy. All resolutions shall be in writing, recorded and authenticated by the signature of the Secretary, and shall be kept on file in the District offices. All motions shall be set forth in the minutes of the District. Resolutions and motions shall be effective immediately unless otherwise stated.

**Section 8. Resignations.** A board director may voluntarily resign by addressing a letter to the Board of Directors indicating that they are resigning and including the effective date of the resignation.

A board director may be required to resign if they are unable to effectively carry out their director responsibilities, indicated by (a) failing to attend a majority of board meetings within a twelve (12) month period; (b) missing three (3) consecutive board meetings; or, (c) intentionally misrepresenting the positions of the board of directors. A forced resignation may be executed when at least four (4) of seven (7) board members vote to force a resignations.

#### **ARTICLE IV FISCAL MATTERS**

**Section 1. Fiscal Year.** The fiscal year of the District shall be the same as a calendar year.

**Section 2. Checks.** District checks, in excess of \$1,000, shall require two Board member signatures. All checks of lesser amounts can be signed by one Board member.

**Section 3. Execution of Instruments.** The Board of Directors may authorize an officer, employee, or any other agent of the District to enter into any contract or execute and deliver any instrument in the name of and on behalf of the District. Any such authorization shall specify the particular contract or instrument, or the category of contracts of instruments, authorized to be so executed.

The Treasurer or Designee shall have the care and custody of all funds of the District and shall deposit same in the name of the District in such bank or banks as the District may select.

**Section 4. Loans.** No loan or advance shall be contracted on behalf of the District, and no note, bond or other evidence of indebtedness shall be executed or delivered in its name, except as may be authorized by the Board of Directors.

## **ARTICLE V AMENDMENTS**

These Bylaws may be altered, amended or repealed and new Bylaws may be adopted by the District at any regular meeting or special meeting of the District by affirmative vote of the majority of Directors.

## **ARTICLE VI INDEMNIFICATION**

**Section 1. Indemnification.** The District shall indemnify any Director, officer, employee or former Director, officer or employee of the District, against any expenses actually and reasonably incurred by him or her in connection with the defense of any action, suit or proceeding, or for any loss or claim resulting from any such action, suit or proceeding, in which he or she is made a party by reason of being or having been a Director, officer, or employee including any matter as to which he or she is adjudged in such action, suit or proceeding, to be liable for negligence in the performance of his or her duty to the District, so long as such Director, officer or employee (past or present) conducted himself or herself in good faith and either in the best interest of the District or at least not opposed to the District's best interest. Such indemnification shall not extend to criminal acts that the Director, officer or employee knows or should have known were illegal.

**Section 2. Insurance.** The District is authorized to obtain such policy or policies of insurance for the purpose of providing such indemnification of the Directors, officers, and employees of the District and for other purposes as needs may arise.

**Section 3. No Waiver.** The indemnification provided for under this article does not constitute a waiver, either partial, or complete, or any immunities or limitations on judgments applicable to the District or any of its Directors, officers, or employees and provided for by law or otherwise.

## **ARTICLE VII RULES OF ORDER/PROCEDURES**

In the absences of rules governing points of procedure of the meetings and actions of the Board of Directors of the District, the latest revised edition of “Roberts Rules of Order” shall govern the actions of the Board.

First adopted on June 16, 1996. Amended April 21, 1998 to reflect the name change from Colfax on the Hill Business Improvement District to Colfax Business Improvement District. Repealed and readopted on May 15, 2007 to reflect changes made to rules of conduct and procedures for removing members from office, as well as other minor modifications. Amended on March 11, 2008 for the purpose of clarifying procedures.



**COLFAX BUSINESS IMPROVEMENT DISTRICT  
AND UPPER COLFAX COMMUNITY FOUNDATION**

**September 11, 2018 Regular Board Meeting Minutes**

9:00 a.m.

UMB Bank, 1635 E. Colfax Avenue  
Denver, CO 80218

**Directors Present:** Ron Vaughn, Jimmy Callahan, Sean O’Connell, Andy Baldyga, and Kathy Bettis

Directors Hales and Freeman’s absences were noted and excused.

**Others Present:**

Frank Locantore; Colfax Ave BID Executive Director  
Michelle Valeri; Colfax Ave BID Communications & Program Director  
Jack Curtin; Front Range Services  
Anna Jones; CliftonLarsonAllen LLP  
Dawn Schilling; Schilling & Company, Inc. (via telephone)

**Call to Order; Declaration of Quorum; Certification of Agenda**

Director O’Connell called the meeting to order at 9:04 a.m., a quorum was confirmed. The Board Certified the Agenda with the inclusion of discussion regarding 7-11 per Director Callahan in “Other Items”.

**CONSENT AGENDA**

**Intended Outcome:**

- A. Minutes from August 14, 2018 Regular Board Meeting
- B. August 2018 Maintenance Report, Front Range Services

Upon a motion duly made by Director Callahan, seconded by Director Baldyga, and upon a vote, unanimously carried, the Board approved Consent Agenda items.

**Financial Items:** Intended Outcome: VOTE to Approve the Financials

The Board called Ms. Schilling at 9:07 a.m.

- A. CBID July 31, 2018 Financial Statements and Cash Position Report

Upon a motion duly made by Director Vaughn, seconded by Director O’Connell, and upon a vote, unanimously carried, the Board accepted the July 31, 2018 Financial Statements and Cash Position Report.

B. CBID August 2018 Claims Totaling \$64,464.29 and EFT Payments to CenturyLink and Xcel

Upon a motion duly made by Director O’Connell, seconded by Director Vaughn, and upon a vote, unanimously carried, the Board accepted the August 2018 Claims totaling \$64,464.29 and EFT payments to CenturyLink and Xcel.

Director O’Connell requested Art-i-Fax spending come from UCCF funds and are reflected in financials. CBID will incur any Art-i-Fax losses and reimburse UCCF for same.

C. August Debit Card Listing Totaling \$1,804.42

Upon a motion duly made by Director O’Connell seconded by Director Vaughn, and upon a vote, unanimously carried, the Board accepted the August Debit Card totaling \$1,804.42.

**Staff Report:**

Mr. Locantore and Ms. Valeri reported out.

- Mr. Locantore suggested inviting the City’s Department of Safety to the October meeting. The Board concurred.
- 2019 Colfax Works Contracts- Director O’Connell spoke to the importance and success of Colfax Works, and thanks the existing staff. \$25,000 for 2018; \$40,000 anticipated from the Department of Human Services in 2019.
- Art-i-Fax has been a good celebration with improved foot traffic from last year and \$3,000 sponsorships to support UCCF. Lessons learned will be carried over to 2019. Director O’Connell was appreciative of staff efforts and agreed overall outcome was successful.

**TOPIC 1: Budget**

A. Conduct Public Hearing to Consider Amending 2018 Budget; Consider Adoption of Resolution 2018-09-01 to Amend 2018 Budget, if needed

Ms. Schilling reported that an amendment to the 2018 Budget was not needed.

B. Conduct Public Hearing to Consider Adoption of 2019 Budget; Appropriate Expenditures and Set Mill Levies; Consider Adoption of Resolution 2018-09-02 to Adopt the 2019 Budget, Resolution 2018-09-03 Appropriate Expenditures and Resolution 2018-09-04 to Set Mill Levies

Upon a motion duly made by Director O’Connell, seconded by Director Vaughn, and upon a vote, unanimously carried, the Board opened the public hearing. Upon a motion, duly made by Director O’Connell, seconded by Director Callahan, and upon a vote, unanimously carried, the Board closed the public hearing.

Mr. Locantore reviewed the 2019 Budget with the Board. Discussion regarding future investments and streetscape improvements ensued. The Board discussed and agreed to set a 10 mill levy assessment for the BID in 2019.

Upon a motion duly made by Director O'Connell, seconded by Director Callahan, and upon a vote, unanimously carried, the Board approved the 2019 Budget, Appropriate Expenditures and Set Mill Levies; and adopted Resolution 2018-09-02, 2018-09-03 and 2018-09-04.

**TOPIC 2: 2019 Budget and Operating Plan**

Upon a motion duly made by Director O'Connell, seconded by Director Vaughn, and upon a vote, unanimously carried, the Board accepts the 2019 Budget and Operating Plan.

**TOPIC 3: Review and Consider Approval of 2019 Management Engagement with CLA**

Ms. Jones reviewed the 2019 CLA Management Engagement letter. The Board discussed a delay until October and return to CLA for a three-year agreement. Ms. Jones noted time was not billed for August and would provide retreat budgeting detail in October.

**TOPIC 4: Streetscape Sign Plan**

No action taken.

The Board confirmed a quorum for the next regular meeting on October 9, 2018.

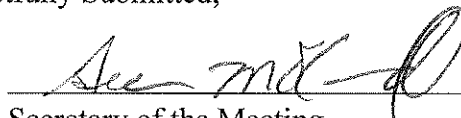
**Other Items, Announcements:**

The Board discussed on-going criminal activity occurring at 7-11 on Colfax and Pearl as raised by Director Callahan. The Board agreed communicating with the franchisee would be prudent.

**Adjourn:**

The meeting was adjourned at 11:55 a.m.

Respectfully Submitted,

  
Secretary of the Meeting



**COLFAX BUSINESS IMPROVEMENT DISTRICT  
AND UPPER COLFAX COMMUNITY FOUNDATION**

**October 9, 2018 Regular Board Meeting Minutes**

9:00 a.m.

UMB Bank, 1635 E. Colfax Avenue

Denver, CO 80218

**Directors Present:** Sean O’Connell, Jimmy Callahan, Vicky Hales, Andy Baldyga, Yvette Freeman and Kathy Bettis

Directors Vaughn’s absence was noted and excused.

**Others Present:**

Frank Locantore; Colfax Ave BID Executive Director  
 Anna Jones & Pat Shannon; CliftonLarsonAllen LLP  
 Terry Gessner; Community Resource Officer, DPD District 6  
 Bilal Aziz; Denver District Attorney’s Office  
 Kevin Kelly; Office of Behavioral Health Strategy, City and County of Denver  
 Tien Tong; Office of Behavioral Health Strategy, City and County of Denver  
 Eric Reece; City Attorney’s Office, City and County of Denver  
 Michael Sapp; Mayor’s Office, City and County of Denver

**Call to Order; Declaration of Quorum; Certification of Agenda**

Director O’Connell called the meeting to order at 9:09 a.m., a quorum was confirmed. The Board certified the agenda as presented.

**CONSENT AGENDA**

**Intended Outcome:**

- A. Minutes from September 11, 2018 Board Meeting
- B. September 2018 Maintenance Report, Front Range Services

Upon a motion duly made by Director Baldyga, seconded by Director Callahan, and upon a vote, unanimously carried, the Board approved Consent Agenda items.

**Financial Items:** Intended Outcome: VOTE to Approve the Financials

- A. CBID August 31, 2018 Financial Statements and Cash Position Report

Upon a motion duly made by Director O’Connell, seconded by Director Hales, and upon a vote, unanimously carried, the Board accepted the August 31, 2018 Financial Statements and Cash Position Report.

B. CBID September 2018 Claims Totaling \$47,688.68 and EFT Payments to CenturyLink and Xcel

Upon a motion duly made by Director Bettis, seconded by Director Baldyga, and upon a vote, unanimously carried, the Board accepted the September 2018 Claims totaling \$47,688.68 and EFT payments to CenturyLink and Xcel.

C. September Debit Card Listing Totaling \$1,275.02

Upon a motion duly made by Director Bettis, seconded by Director Baldyga, and upon a vote, unanimously carried, the Board accepted the September Debit Card totaling \$1,275.02.

**Staff Report:**

Mr. Locantore reported out, noting:

- The 1500 blocks of Pearl and Williams have had an increase in activity
- Holiday banners will go up after Halloween
- There have been issues with the files for the tattoo banners, but they are currently planned to be printed and installed after Valentine's Day
- The streetscape committee is working on determining the message, locations and cost of the directional signage
- He has participated in two DPD roll-call announcements about Colfax Works
- The 2019 RFP for Colfax Works has gone out and the deadline to apply is 10/19

Director Freeman noted that she saw the Colfax Works crew working not wearing their yellow t-shirts. Mr. Locantore reported that Ms. Valeri is ordering warmer winter gear for the crew. Director O'Connell asked that large windbreakers or vests be ordered for the crew to wear over their winter jackets as the weather gets colder.

**TOPIC 1: Pedestrian Light Poles**

The Board discussed options for removing the pedestrian light poles from storage. Director Freeman suggested that the BID look to see if there are entities that might be willing to purchase the poles for market rate. Ms. Jones suggested identifying a way to incorporate the light poles into the future design plan. The Board discussed incorporating light poles into a future BRT station design. Ms. Jones will reach out to contacts at the City of Denver to determine if using the lights in future design is feasible.

**TOPIC 2: Sign Plan Recommendation**

- A. Directional signs
- B. "Sculpture" sign at Park Ave

Director O'Connell noted that the streetscape committee has been working to determine the message displayed on the directional signs as well where they should be placed. Mr. Locantore noted that a site development plan will be required for sculpture sign at Park Ave.



Mr. Locantore reported that next step for the streetscape committee to confirm the messaging for each sign and location with ArtHouse. Ms. Jones and Mr. Locantore will meet with ArtHouse to solidify the plan for finishing and installing the signs. Ms. Jones noted that the streetscape committee will meet monthly between Board Meetings to keep the project moving.

### **TOPIC 3: Safety Presentation and Discussion**

The Board, staff and guests went around the table and introduced themselves.

Mr. Kelly of the city's Office of Behavioral Health Strategy provided an overview of the Law Enforcement Assistance Development (LEAD) program. Mr. Kelly explained that the goal of the program is to make contact with frequently arrested individuals to assist in case management and other services for substance use and mental health.

Ms. Tong of the city's Office of Behavioral Health Strategy provided an overview of the Substance Use Navigator (SUN) program. Ms. Tong explained that SUN targets the treatment needs of individuals with substance abuse issues within an area 10 blocks east and west of Civic Center Park. Ms. Tong explained Denver Health's Mobile Crisis Services serves as a subcontractor of the program.

Mr. Reece of the City Attorney's Office provided an overview of the Prosecution and Code Enforcement (PACE) program. Mr. Reece explained that the City Attorney prosecutes low level property crimes, trespassing, prostitution and other crimes that do not involve the possession of drugs. Mr. Reece explained that prosecuting these cases does not solve many of the underlying issues and that one of the roles of the City Attorney's Office is to educate local organizations on the resources available in the city that can be used to deter crime.

Mr. Aziz of the Denver District Attorney's Office provided an overview of the office's Behavioral Health Unit and the process of drug prosecution and the drug court system. Mr. Aziz explained that the drug problems in Denver have grown to a degree that the drug courts can no longer take on more individuals.

Ms. Gessner, the Community Resource Officer for DPD District 6 Section 2, provided an overview of her role.

Mr. Sapp, Director of Neighborhood Relations in the City and County of Denver's Mayor's Office, explained that the Mayor's Office is looking at problems and opportunities in specific neighborhoods related to public safety. Mr. Sapp explained that the Mayor's Office has three pillars related to public safety: Financial Security, Health and Those Left Behind. Mr. Sapp explained that the Mayor's Office is looking at how to leverage partners, such as BIDs and religious centers, to play a role in improving the public safety of their neighborhoods.

The guests took questions from the Board.

### **TOPIC 4: Review and Consider Approval of 2019 Management Engagement with CLA**

Director O'Connell reviewed the 2019 Management Engagement Letter with CLA, recommending approval by the Board. Upon a motion duly made by Director Callahan, seconded by Director Baldyga, and upon a vote, unanimously carried, the Board approved the 2019 Management Engagement Letter with CLA.

Ms. Jones requested that the Board approve partial payment of CLA's bill for costs incurred related to the annual retreat at an amount of \$1,171.50. Ms. Jones noted that this figure is for half of CLA's time incurred due to the retreat and that CLA will cover the remainder. Upon a motion duly made by Director O'Connell, seconded by Director Bettis, and upon a vote, unanimously carried, the Board approved the CLA invoice for \$1,171.50.

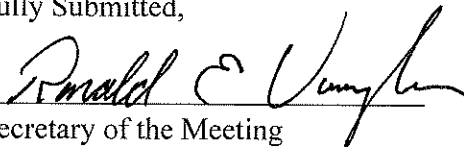
**Other Items, Announcements:**

Mr. Locantore noted that the year-end holiday party will be at Fillmore Auditorium on 11/29 and that the final Colfax Clean Up will be on 10/13.

**Adjourn:**

The meeting was adjourned at 11:55 a.m.

Respectfully Submitted,

  
Secretary of the Meeting



**COLFAX BUSINESS IMPROVEMENT DISTRICT  
AND UPPER COLFAX COMMUNITY FOUNDATION**

**November 13, 2018 Regular Board Meeting Minutes**

9:00 a.m.

UMB Bank, 1635 E. Colfax Avenue  
Denver, CO 80218

**Directors Present:** Sean O'Connell, Jimmy Callahan, Vicky Hales, Ron Vaughn, Andy Baldyga, Yvette Freeman and Kathy Bettis

**Others Present:**

Frank Locantore Michelle Valeri; Colfax Ave BID  
Pat Shannon; CliftonLarsonAllen LLP  
Jack Curtin; Front Range Services Inc.  
Suzi Q. Smith; Denver Commission on Cultural Affairs  
Michael McClung; Denver Commission on Cultural Affairs

**Call to Order; Declaration of Quorum; Certification of Agenda**

Director Vaughn called the meeting to order at 9:05 a.m., a quorum was confirmed. The Board certified the agenda as presented.

**CONSENT AGENDA**

**Intended Outcome:**

- A. Minutes from October 9, 2018 Board Meeting
- B. October 2018 Maintenance Report, Front Range Services

Upon a motion duly made by Director Freeman, seconded by Director Callahan, and upon a vote, unanimously carried, the Board approved Consent Agenda items.

**Financial Items:** Intended Outcome: VOTE to Approve the Financials

- A. CBID September 31, 2018 Financial Statements and Cash Position Report

Director Hales reviewed the September 31, 2018 Financial Statements and Cash Position Report with the Board. Upon a motion duly made by Director Vaughn, seconded by Director Hales, and upon a vote, unanimously carried, the Board accepted the September 31, 2018 Financial Statements and Cash Position Report.

- B. CBID October 2018 Claims Totaling \$27,236.79 and EFT Payments to CenturyLink and Xcel

Upon a motion duly made by Director Vaughn, seconded by Director Hales, and upon a vote, unanimously carried, the Board accepted the October 2018 Claims totaling \$27,236.79 and EFT payments to CenturyLink and Xcel.

C. October Debit Card Listing Totaling \$907.82

Upon a motion duly made by Director Vaughn, seconded by Director Hales, and upon a vote, unanimously carried, the Board accepted the September Debit Card totaling \$907.82.

**Staff Report:**

- A. Pedestrian light offer: \$2,000 from Bluebird BID
- B. Cost for repairing the utility Box and Ped light pole at Williams Street = \$20,290
- C. District insurance, same as it ever was

Ms. Valeri reported out. Ms. Valeri noted that the Colfax Works crew has been provided with warm clothes for the winter and are visible again. The holiday party is on the 29<sup>th</sup> of November and a mailer has been created to send to businesses on the street. Ms. Valeri noted she attended the International Downtown Association Conference in San Antonio and decided it would be beneficial to join IDA as members. Upon a motion duly made by Director O'Connell, seconded by Director Freeman, and upon a vote, unanimously carried the Board approved the IDA membership.

Mr. Locantore reported that tonight will be the first reading of all the BID budgets.

- He noted that they had a tour of office space at 1608 Colfax. The cost is \$200 per month. Director O'Connell asked Mr. Locantore and Ms. Valeri to create a line item budget for everything that will go in that space.
- A pole and utility box were smashed by a car. The pole was fine but the luminaire needs to be replaced. Mr. Locantore will discuss reimbursement with the insurance company. Upon a motion duly made by Director Bettis, seconded by Director Hales, and upon a vote, unanimously carried, the Board authorized Mr. Locantore to move forward with negotiations with the insurance company and to authorize approval of costs related to the repair, subject to Director O'Connell's approval.
- Bluebird BID has made an offer of \$2,000 for the nine light poles. Director Callahan asked if there was any place they could be installed now. It was noted that it would cost around \$6,000 per pole to install. Mr. Curtin will look into the option to store them in his yard. The Board directed Mr. Locantore not to sell the poles, and to look into the cost for installing at the 1400 Ogden and 1500 Marion block.

**TOPIC 1: Colfax Works Committee recommendation**

Ms. Valeri reported that the Colfax Works Committee interviewed Ready to Work and Bayaud as potential contractors for 2019, and presented proposals from each. The Committee nearly unanimously recommended Ready to Work. Upon a motion duly made by Director Freeman, seconded by Director Callahan, and upon a vote, unanimously carried, the Board approved Ready to Work as the Colfax Works contractor, subject to final negotiations regarding the 5-day and 7-day budgets.

## **TOPIC 2: Streetscape Sign placement and messages**

- A. Directional signs
- B. "Sculpture" sign at Park Ave

Mr. Locantore provided an overview of the work to determine locations for way finding signs, and determined eight locations. Mr. Locantore reviewed the sign locations and messaging. He noted that the locations were based on foot traffic, visibility and space available. Upon a motion duly made by Director O'Connell, seconded by Director Vaughn, and upon a vote, unanimously carried, the Board approved the purchase and installation cost for signage, subject to committee review and Not to Exceed the 2018 budgeted amount.

## **TOPIC 3: Arts & Venue presentation**

Ms. Smith provided an overview of the Cultural Affairs Commissions and opportunities for collaboration. Ms. Smith took questions from the Board. She provided an overview of the committee selection process.

## **TOPIC 4: UCCF Bylaws**

Mr. Locantore reviewed the UCCF Bylaws with the Board. Director Bettis noted that Spencer Fane should review the Bylaws to make sure that Colfax Works is allowed to receive contributions under the current language. The Board asked Director Hales to work with Ms. Schilling to ensure that UCCF and Art-i-Fax budgets are prepared for the end of the year.

## **TOPIC 5: Board replacement for Sean**

Director O'Connell noted that his term will be up at the end of the year, and asked the Board to think about potential replacements. Mr. Locantore and the Board will work on approaching potential replacements for Director O'Connell. The Board discussed including district business owners and residents on committees.

## **Other Items, Announcements:**

- A. Annual Meeting/Holiday Party

Mr. Locantore noted that the holiday is set for November 29<sup>th</sup> at the Fillmore, and provided an overview of the program.

- B. Properties for sale:

- Tom's Diner
- Cheeky Monk block
- 1401-1425 Ogden St.
- MetroPCS/Subway at Josephine

Mr. Locantore reviewed the current properties for sale with the Board.

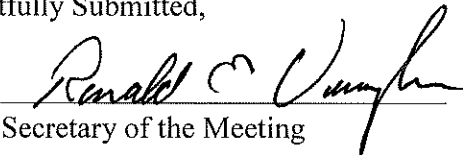
- C. Lots of mayoral candidates – shall we sponsor a forum/debate?

Mr. Locantore noted that mayoral elections will take place in May, and suggested hosting a community forum with mayoral candidates that would allow for an opportunity to ask questions about issues that will impact the BID.

**Adjourn:**

The meeting was adjourned at 11:20 a.m.

Respectfully Submitted,

  
Secretary of the Meeting



**COLFAX BUSINESS IMPROVEMENT DISTRICT  
AND UPPER COLFAX COMMUNITY FOUNDATION**

**December 11, 2018 Regular Board Meeting Minutes**

9:00 a.m.

UMB Bank, 1635 E. Colfax Avenue

Denver, CO 80218

**Directors Present:** Sean O’Connell, Jimmy Callahan, Vicky Hales, Andy Baldyga, Yvette Freeman and Kathy Bettis

**Others Present:**

Frank Locantore & Michelle Valeri; Colfax Ave BID

Pat Shannon; CliftonLarsonAllen LLP

Jack Curtin; Front Range Services Inc.

**Call to Order; Declaration of Quorum; Certification of Agenda**

Director O’Connell called the meeting to order at 9:09 a.m., a quorum was confirmed. The Board certified the agenda as presented. Upon a motion duly made by Director O’Connell, seconded by Director Baldyga, and upon a vote, unanimously

**CONSENT AGENDA**

**Intended Outcome:**

A. Minutes from November 12, 2018 Board Meeting

Mr. Locantore and Ms. Valeri noted changes that would need to be made to the minutes.

B. October 2018 Maintenance Report, Front Range Services

Upon a motion duly made by Director Baldyga, seconded by Director Callahan, and upon a vote, unanimously carried, the Board approved Consent Agenda items, subject to Mr. Locantore and Ms. Valeri’s revisions to the minutes.

**Financial Items:** Intended Outcome: VOTE to Approve the Financials

A. CBID October 31, 2018 Financial Statements and Cash Position Report

Director Hales reviewed the October 31, 2018 Financial Statements and Cash Position Report with the Board. Upon a motion duly made by Director O’Connell, seconded by Director Hales, and upon a vote, unanimously carried, the Board accepted the October 31, 2018 Financial Statements and Cash Position Report.

A. CBID November 2018 Claims Totaling \$50,626.02 and EFT Payments to CenturyLink and Xcel

Upon a motion duly made by Director O'Connell, seconded by Director Hales, and upon a vote, unanimously carried, the Board accepted the October 2018 Claims totaling \$50,626.02 and EFT payments to CenturyLink and Xcel.

B. November Debit Card Listing Totaling \$907.82

Upon a motion duly made by Director O'Connell, seconded by Director Hales, and upon a vote, unanimously carried, the Board accepted the November Debit Card totaling \$1,101.48.

C. Schilling & Company, Inc. 2019 Accounting Services Agreement

Director O'Connell reviewed the Schilling & Company, Inc. 2019 Accounting Services Agreement with the Board. Upon a motion duly made by Director Bettis, seconded by Director Callahan, and upon a vote, unanimously carried, the Board accepted the Schilling & Company, Inc. 2019 Accounting Services Agreement.

D. Discuss Approver for Bill.com

Director O'Connell nominated Director Baldyga as an interim approver for Bill.com until the Board elects the new Board President, who will be the Bill.com approver moving forward. Upon a motion duly made by Director Hales, seconded by Director O'Connell, and upon a vote, unanimously carried, the Board approved Director Baldyga as an interim approver for Bill.com.

E. Discuss Potential for 2019 Audit

Director O'Connell noted that there may be a need for audit depending on how the BID moves forward with financing the streetscape project. Mr. Locantore will reach out to Ms. Schilling for audit recommendations.

**Staff Report:**

Mr. Locantore reviewed the Executive Director report and addressed the following:

- Mr. Locantore and Ms. Valeri met regarding high school violence
- They also met with the Colorado Health Foundation as part of the site visit for the grant application to the "Activating Places & Spaces" program
- Met with Excise & License regarding common consumption areas
- Mr. Kron at Spencer Fane advised us to not sponsor a Mayoral forum

Ms. Valeri reviewed the Communications & Program Director report:

- Provided an overview of the Annual Holiday Party
- In-process of transitioning from Bayaud to Ready-to-Work as Colfax Works contractor. The negotiations with Ready-to-Work include the BID obtaining a pick-up truck for trash removal.



## **TOPIC 1: Year in Review**

Mr. Locantore provided an overview of existing committee structure. He provided an assessment of each and suggestions for 2019. Director O'Connell suggested making sure that each committee establish a point-person who takes charge of scheduling and making sure objectives move forward. Committees should include at least one staff member, at least one Board member and a councilperson, City employees and/or other stakeholders if possible. The Board will continue this discussion in January to discuss the leadership of committees in 2019. Ms. Valeri will determine goals of the Colfax Works committee, appropriate make-up of the committee and goals/agenda for Quarter 1. Mr. Locantore will do the same for the Streetscape Committee.

### **Executive Session**

Upon a motion duly made by Director Freeman, seconded by Director Bettis, and upon a vote, unanimously carried the Board adjourned into executive session to discuss a personnel matter 24-6-402(4)(f), C.R.S., and to develop strategy for negotiations, instructing negotiators, and determining positions relative to matters that may be subject to negotiations pursuant to (24-6-402(4)(e), C.R.S.) at 10:38 a.m.

Upon a motion duly made by Director Freeman, seconded by Director Callahan, and upon a vote unanimously carried, the Board adjourned out of executive session at 11:13 a.m.

Upon a motion duly made by Director Callahan, seconded by Director Freeman, and upon a vote, unanimously carried, the Board motioned for Director Hales and Director O'Connell to approve bonuses for staff not to exceed a total of \$8,000 contingent upon staff review.

The Board directed Mr. Locantore and Ms. Valeri to work with Front Range to create an a-la-carte list of Front Range's responsibilities moving forward with costs. The BID will draft an RFP for maintenance services and banner services moving forward.

## **TOPIC 2: Signage messaging**

The Board reviewed sign language. Upon a motion duly made by Director O'Connell, seconded by Director Callahan, and upon a vote, unanimously carried, the Board accepted the committee's recommendation on signage language with amendments as noted to make sure all names on the sign are correct.

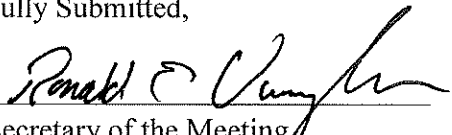
### **Other Items, Announcements:**

Mr. Curtin noted that the electrical box needs to be fixed and will cost \$16,000. Upon a motion duly made by Director O'Connell, seconded by Director Baldyga, and upon a vote, unanimously carried, the Board approved the cost to repair the electrical box to be paid with funds from the Emergency Fund. Mr. Locantore will work with Mr. Curtin to ensure that all District assets are on the property schedule by the end of the week. Director Bettis will review with the Board once the property schedule is updated.

### **Adjourn:**

The meeting was adjourned at 11:41 a.m.

Respectfully Submitted,

  
Secretary of the Meeting



**COLFAX BUSINESS IMPROVEMENT DISTRICT  
AND UPPER COLFAX COMMUNITY FOUNDATION**

**January 8, 2019 Regular Board Meeting Minutes  
9:00 a.m.**

UMB Bank, 1635 E. Colfax Avenue  
Denver, CO 80218

**Directors Present:** Jimmy Callahan, Vicky Hales, Ron Vaughn, Andy Baldyga, Kathy Bettis,  
Yvette Freeman

**Others Present:**

Jack Curtin; Front Range Services Inc.  
Frank Locantore & Michelle Valeri; Colfax Ave BID  
Anna Jones; CliftonLarsonAllen LLP  
Jamie Rosenberry

**Call to Order; Declaration of Quorum; Certification of Agenda**

Director Vaughn called the meeting to order at 9:04 a.m., and a quorum was confirmed. Upon a motion duly made by Director Vaughn, seconded by Director Baldyga, and upon a vote, unanimously carried, the Board approved the agenda as presented.

Director Callahan arrived at the meeting at 9:20 a.m. It was noted that Director Rosenberry has not been officially named to the Board by official city channels; therefore is not yet eligible to vote as a Board member.

**CONSENT AGENDA**

- A. Minutes from December 11, 2018 Board Meeting
- B. December 2018 Maintenance Report, Front Range Services

Upon a motion duly made by Director Bettis, seconded by Director Hales, and upon a vote, unanimously carried, the Board approved the Consent Agenda items with the noted minor changes to the December 11, 2018 minutes.

**Financial Items:**

- A. CBID Claims totaling \$41,565.86 and EFT payments to CenturyLink

The Board reviewed and discussed the CBID Claims totaling \$41,565.86 and EFT payments to CenturyLink with the Board.

- B. 2018 Audit Proposals

The Board discussed the audit proposals for Dazzio & Associates, P.C. and John Cutler & Associates, LLC. and the overall purpose of an audit. It was noted that an annual audit serves as a third-party verification that the BID is managing its resources responsibly and can be useful when applying for grants or pursuing partnerships with other entities. The Board discussed the pricing for both firms. Dazzio was the least costly of the bids and provided a comprehensive scope.

Upon a motion duly made by Director Vaughn, seconded by Director Callahan, and upon a vote, unanimously carried, the Board approved the Financial Items as presented, including the Dazzio & Associates, P.C. 2018 audit proposal.

### **Staff Report:**

#### **A. 2019 Insurance Policy**

The Board discussed the proposed 2019 Insurance Policy and associated coverages. Director Vaughn asked whether the liability coverage should be increased. Ms. Jones indicated she would research pricing

Director Bettis indicated she would like to see the Board meetings restructured to focus more on action items and less focus on reporting. Board discussion ensued. The Board directed Ms. Jones and CLA to begin preparing agendas and Board packets in order to streamline the process and alleviate staff of that that administrative burden.

### **DISCUSSION TOPIC 1: Board Officer Succession Philosophy**

The Board discussed the practicality of the 2019 appointed officers having a back-up Board member to serve in the capacities of President, Vice President, Treasurer and Secretary to provide more depth in leadership and preparing for officer succession in future years. The strategy outlined was to allow enough time for Board members to become comfortable in a particular role as officer and move into that position at the appropriate time in the future.

Upon a motion duly made by Director Callahan, seconded by Director Bettis, and upon a vote unanimously carried, the Board approved the new Board Officer Succession Philosophy.

### **TOPIC 2: Board Officer Elections**

As the first meeting of the calendar year, and the departure of Director O'Connell, the Board selected its 2019 officers. Discussion regarding which Directors wanted to assume which roles ensued.

The Board moved to nominate Andy Baldyga as President. Director Baldyga accepted.

Upon a motion duly made by Director Bettis, seconded by Director Vaughn, and upon a vote unanimously carried, the Board appointed Director Baldyga as President.

The Board moved to nominate Director Hales as Treasurer. Director Hales accepted.

Upon a motion duly made by Director Bettis, seconded by Director Callahan, and upon a vote unanimously carried, the Board appointed Director Hales as Treasurer.

The Board moved to nominate Director Callahan as Vice President. Director Callahan accepted.

Upon a motion duly made by Director Vaughn, seconded by Director Baldyga, and upon a vote unanimously carried, the Board appointed Director Callahan as Vice President.

The Board moved to nominate Director Vaughn as Secretary. Director Vaughn accepted.

Upon a motion duly made by Director Hales, seconded by Director Callahan, and upon a vote unanimously carried, the Board appointed Director Vaughn as Secretary.

**TOPIC 3: Committees: Chairs, Members, Goals & Reporting**

Mr. Locantore introduced the discussion regarding committee structure. Committees will be Streetscape, Safety and Maintenance. He provided an overview and assessment of each committee and suggestions for how they will operate in 2019. Director Callahan suggested making sure that each committee has one chair. The Board discussed this option and concluded that Director Bettis will act as the chair for the Streetscape Committee, Director Freeman has been asked and is considering being chair of the Maintenance Committee (which includes Colfax Works) Committee and Director Callan will Chair the Safety Committee.

**TOPIC 4: Right to Survive**

The Board discussed the pros and cons of the Right to Survive Initiative slated to be on the May Citywide ballot.

**Other Items, Announcements:**

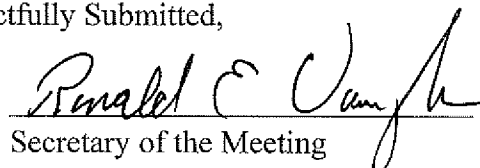
Ms. Valeri provided a status report to the Board regarding Colfax Works. She noted that the Denver Foundation awarded a \$25,000 grant for the 2019 program. Ms. Valeri mentioned that in addition, Colfax Works was awarded a \$40,000 grant from the City, and the BID contributed an additional \$50,000 per the approved 2019 budget.

Ms. Valeri noted that Colfax Works purchased a truck, and switched the contract from Bayaud, who had the contract in 2018, to Ready to Work. The Colfax Works crew will work five days per week, with no service on Tuesdays or Thursdays. The BID will issue and RFP for supplemental maintenance coverage on Tuesdays and Thursdays.

**Adjourn:**

Upon a motion duly made by Director Bettis, seconded by Director Callahan, and upon a vote, unanimously carried the Board adjourned the meeting at 11:05 a.m.

Respectfully Submitted,

  
Secretary of the Meeting



**COLFAX BUSINESS IMPROVEMENT DISTRICT  
AND UPPER COLFAX COMMUNITY FOUNDATION**

**February 12, 2019 Regular Board Meeting Minutes**

9:00 a.m.

UMB Bank, 1635 E. Colfax Avenue

Denver, CO 80218

**Directors Present:** Jimmy Callahan, Vicky Hales, Ron Vaughn, Andy Baldyga, Kathy Bettis, Yvette Freeman, Jamie Rosenberry

**Others Present:**

Jack Curtin; Front Range Services Inc.  
Frank Locantore & Michelle Valeri; Colfax Ave BID  
Anna Jones; CliftonLarsonAllen LLP

**1. Call to Order; Declaration of Quorum**

Director Baldyga called the meeting to order at 9:10 a.m., and a quorum was confirmed.

**2. Approval of Agenda**

Upon a motion duly made by Director Baldyga, seconded by Director Vaughn, and upon a vote, unanimously carried, the Board approved the agenda with an amendment to include the delivery of the oaths of Office for all Board members to be filed with the City.

**3. CONSENT AGENDA**

Consent Agenda - The items listed below were acted on with a single motion and vote by the Board. The Board received the information on these matters prior to the meeting. It was explained an item may be removed from the consent agenda to the regular agenda, if desired, by any Board member. Items on the consent agenda were then voted on by a single motion, second, and vote by the Board.

- A. Approve Minutes from January 8, 2019 Meeting
- B. Approve Resolution Regarding Posting of 24 Hour Meeting Notices
- C. December 2018 Maintenance Report, Front Range Services
- D. Staff Report
- E. CBID January 2019 Claims totaling \$42,565.86 and EFT payments to Century Link and Xcel

- F. CBID December 2018 Claims totaling \$41,565.86 and EFT payments to Century Link and Xcel
- G. January 2019 Debit Card totaling \$392.14
- H. December 2018 Debit Card totaling \$565.93
- I. UCCF February 2019 Claims totaling \$40,139.36

Upon a motion duly made by Director Vaughn, seconded by Director Freeman, and upon a vote, unanimously carried, the Board approved the Consent Agenda items.

**4. Financial Items:**

- A. CBID December 31, 2018 Financial Statements and Cash Position report

Director Hales reviewed the December 31, 2018 Financial Statements and Cash Position report with the Board. Upon a motion duly made by Director Vaughn, seconded by Director Callahan, and upon a vote, unanimously carried, the Board approved the December 31, 2018 Financial Statements and Cash Position report.

- B. UCCF Balance Sheet as of December 31, 2018

Director Hales reviewed the UCCF Balance Sheet as of December 31, 2018 with the Board. Upon a motion duly made by Director Hales, seconded by Director Vaughn, and upon a vote, unanimously carried, the Board approved the UCCF Balance Sheet as of December 31, 2018.

- C. Status of Dazzio Engagement Regarding 2018 Audit

Director Hales reported that the Dazzio Engagement letter has been signed. Ms. Jones reported that Dazzio has reached out to CLA to provide documents needed to review as a part of the audit.

- D. Update on CBID/UCCF Accounting Practices

Director Hales reported that UCCF would be making a payment two deposits to the BID account for \$39,689.36, and \$450 today at First Bank.

- E. Other

**5. Streetscape Committee**

- A. Update on Monument Sign

Director Bettis reported that the City is requiring Tier II review. ADCON will pursue permitting with the City and begin fabrication once timing of permitting is clear. No electricity is needed for the monument sign.

Director Vaughn asked if there will be a ceremony or ribbon cutting. Ms. Valeri will organize this once the project timing is clear.

#### B. Update on Kiosks

Director Bettis reported that there are signed contracts for eight kiosks- the total amount is \$87,800. The District will still need electrical work and permits for these; all kiosks need power because they are lit. Mr. Locantore will reach out to the electrical engineer who did the original drawings. The work will be bid out to 2-3 electrical engineers. The kiosks will also require concrete work. Director Bettis suggested an approximate cost of \$25,000 would cover electrical and concrete work.

#### C. Update on Light Pole Installation

Director Bettis noted the pedestrian lights will also be installed at the same time as the kiosks. There are nine pedestrian lights in storage. The electrical engineer hired for the kiosks will also address the pedestrian lights.

#### D. Next Steps

Director Bettis reported that there will be approximately \$120,000 remaining in the budget, and suggested bike racks would be one of the next streetscape investments. There was discussion about design. ArtHouse was mentioned as the logical designer.

Director Freeman commented that the trash receptacles should be another consideration; it was remarked that the trash receptacle maintenance falls under the maintenance budget. Director Freeman suggested a capital maintenance schedule should be established.

Mr. Locantore indicated the Maintenance Committee will develop a schedule. Director Bettis indicated a preventative maintenance schedule throughout the District. Director Bettis indicated 2017 and 2018 budgets were not exhausted for Streetscape. It was agreed the Streetscape Committee will focus on bike racks, bike lanes and blade signs with remaining budget.

### 6. Safety Committee

#### A. Operation Pearl Phase I and II Update and Next Steps

Director Callahan and Mr. Locantore reported out regarding the latest activity around Operation Pearl Phase I and II in which Denver Police Department had a visible presence on the corridor near Pearl/Pennsylvania in an effort to reduce crime in the area.

#### B. Committee Goals

Committee set a goal of securing trespassing agreements for all businesses from Logan to Clarkson; Denver Police Department will be made aware of the agreements in order to expedite police response time. The Committee has initiated dialogue with Denver Police Department to increase walking beat cops in the area.



Director Callahan reported that the area near Burger King (at Gilpin) has become more active with vagrant activity.

Director Rosenberry spoke about crime prevention by design- how can the District initiate a pooled/leveraged funding source for CPTED (Crime Prevention Through Environmental Design). CBID has a budgeted amount for safety activity, which will discuss potential investments that will deliver the biggest outcomes for the Committee.

Safety Committee members: Jack Curtin, Director Rosenberry, Director Callahan, Mr. Locantore

Director Baldyga remarked the Committee structure seems to be effective and looks forward to progress in the coming months.

## 7. **Maintenance Committee**

### A. Status of RFP

Director Freeman reported out that she had worked with Mr. Locantore and Ms. Valeri on reviewing the RFP responses. She mentioned the committee held a pre-proposal meeting, and the overall purpose of the RFP is to supplement what Ready to Work is doing five days per week.

Director Freeman reviewed each of the three proposals. Upon a motion duly made by Director Rosenberry, seconded by Director Vaughn, and upon a vote, unanimously carried, the Board agreed with the recommendation to award the contract to Consolidated Services Group (CSG).

### B. Next Steps: Maintenance Committee will negotiate the contract agreement with CSG; and, Create a Plan for Refurbishing Existing Street Furniture and Adding New (See discussion above regarding capital maintenance scheduled outline in the Streetscape Committee section.)

## 8. **Administrative Items**

### A. Oaths of Office

Oaths of Office were administered by Director Baldyga for Directors Freeman, Bettis, Rosenberry and Callahan.

### B. Update on Umbrella Policy \$2m and \$3m Liability Pricing

Upon a motion duly made by Director Vaughn, seconded by Director Freeman, and upon a vote, unanimously carried, the Board agreed to increase the liability umbrella insurance policy to \$3million.

### C. Update on Right to Survive

The Board had a brief discussion on the initiative.

D. Staff 2019 Work Plan

Mr. Locantore and Ms. Valeri reviewed the 2019 work plan. Ms. Valeri and Mr. Locantore suggested that the District skip Art-i-Fax this year. The Board discussed and agreed that the staff's limited capacity should be directed to clean and safe and streetscape activities. Director Freeman discussed the need to address the basics of clean and safe. The Board concurred.

The Board also addressed Mr. Locantore's desire and commitment to have more interaction with businesses. There was a consensus regarding the basic functions of the BID, and the Board believes that is the best use of staff time.

E. Discuss Strategic Memberships

Mr. Locantore and Ms. Valeri discussed the existing memberships:

- CHUN
- INC
- IDA
- Visit Denver

The Board discussed whether it makes sense to add additional memberships at this time. A discussion ensued regarding maintaining existing memberships as opposed to expanding into new organizations.

F. Discuss Future Presentations at Meetings

The Board discussed having City Council and Mayoral candidates at future meetings prior to the May elections. It was agreed candidates could come to future meetings for short presentations and Q&A to be determined by agenda committee.

G. Confirm Quorum for Next Meeting

A quorum was confirmed for the next meeting on March 12, 2019.

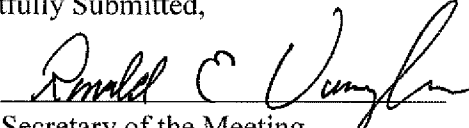
H. Announcements / Other

None.

**Adjourn:**

Upon a motion duly made by Director Vaughn, seconded by Director Callahan, and upon a vote, unanimously carried the Board adjourned the meeting at 11:36 a.m.

Respectfully Submitted,

  
Secretary of the Meeting



**COLFAX BUSINESS IMPROVEMENT DISTRICT  
AND UPPER COLFAX COMMUNITY FOUNDATION**

**March 12, 2019 Regular Board Meeting Minutes**

9:00 a.m.

UMB Bank, 1635 E. Colfax Avenue

Denver, CO 80218

**Directors Present:** Jimmy Callahan, Ron Vaughn, Andy Baldyga, Kathy Bettis, Yvette Freeman

Directors Hales and Rosenberry's absences were noted and excused.

**Others Present:**

Jack Curtin; Front Range Services Inc.  
Frank Locantore & Michelle Valeri; Colfax Ave BID  
Anna Jones; CliftonLarsonAllen LLP  
Penfield Tate; Candidate for Denver Mayor  
Robert Hardy and Linda Lengyel; CSG  
Candi Cdebaca; District 9 Candidate  
Dianne Thiel; Denver Right to Survive  
Hilarie Portel; Colfax/Mayfair BID  
Jessica Campbell-Swanson; 5477 E. Briarwood Circle  
Aaron Williams; 2190 S. Holly Street #225

**1. Call to Order; Declaration of Quorum**

Upon a motion duly made by Director Vaughn, seconded by Director Callahan, and upon a vote, unanimously carried, the Board called the meeting to order at 9:05 a.m., and a quorum was confirmed.

**2. Approval of Agenda**

Ms. Valeri noted the addition of a Colfax Works Update under item 8, Maintenance Committee. Upon a motion duly made by Director Vaughn, seconded by Director Callahan, and upon a vote, unanimously carried, the Board approved the agenda as amended.

**3. Public Comment**

Penfield Tate, candidate for Denver Mayor, made a presentation to the Board of Directors. The Board thanked him for his presentation.

#### 4. CONSENT AGENDA

Consent Agenda - The items listed below were acted on with a single motion and vote by the Board. The Board received the information on these matters prior to the meeting. It was explained an item may be removed from the consent agenda to the regular agenda, if desired, by any Board member. Items on the consent agenda were then voted on by a single motion, second, and vote by the Board.

- A. Approve Minutes from February 12, 2019 Meeting
- B. February 2019 Maintenance Report
- C. Staff Report
- D. Confirm Oaths of Office have been filed with City of Denver
- E. CBID February 2019 Claims totaling \$92,473.49 and EFT payments to CenturyLink and Xcel
- F. February 2019 Debit Card totaling \$810.65

Upon a motion duly made by Director Callahan, seconded by Director Vaughn, and upon a vote, unanimously carried, the Board approved the Consent Agenda items.

#### 5. Financial Items:

The Board asked for Cash Requirement Reports future packets, and also asked not to include invoices in packets since the checks are approved in Bill.com and not a necessary component of the meeting packet.

- A. CBID January 31, 2019 Financial Statements and Cash Position report

Director Baldyga and Mr. Locantore reviewed the January 31, 2019 Financial Statements and Cash Position report with the Board. Upon a motion duly made by Director Callahan, seconded by Director Vaughn, and upon a vote, unanimously carried, the Board approved the January 31, 2019 Financial Statements and Cash Position report.

- B. Update on CBID/UCCF Accounting Practices

No discussion on this item.

- C. Status of 2018 Audit

Upon a motion duly made by Director Callahan, seconded by Director Vaughn and upon a vote, unanimously carried, the Board approved the Dazzio & Associates, P.C. audit letter.

Other

## 6. Streetscape Committee

### A. Sculpture Sign

Director Bettis reported that the Streetscape Committee (SC) is in the process of the obtaining application for a Type II permit, and expect three to four weeks until permit is issued. Sign fabrication will not begin until the permit is approved, and project completion is expected to be around eight to ten weeks out.

The landscaping adjacent to the sign needs to be determined. A Board discussion ensued. The SC will decide how best to handle the landscaping and will bring a recommendation back to the Board meeting next month.

Director Vaughn recommended additional lighting in addition to what is being planned for the sculpture sign, specifically up-lighting. Director Bettis and the Streetscape Committee will come up with a plan and distribute this to the Board in advance of the next meeting. The electrical engineer will also be asked to look at up-lighting.

### B. Update on Kiosks

Director Bettis reported that the kiosk locations and design has been finalized.

### C. Update on Light Pole Installation

Director Bettis noted the Committee is waiting on the proposal from the electrical engineer, including where to place the pedestrian lights. Mr. Curtin clarified that there are nine poles and six lumineers. The District will need to purchase three lumineers at \$2,300 each. The placement of the lights will focus on promoting safety. Locations were discussed and electrical considerations were mentioned. The electrical engineer will help determine costs.

The lights were prioritized by street: 1) Pearl; 2) Marion; and 3) Ogden/Logan. The SC will work on the locations to verify with the engineer and request a contract and pricing.

The Board discussed providing the SC with the ability to enter into a contract with the electrical engineer, not-to-exceed \$10,000. Upon a motion duly made by Director Bettis, seconded by Director Callahan, and upon a vote, unanimously carried, the Board approved the Streetscape Committee's ability to enter into a contract with the electrical engineer, not-to-exceed \$10,000.

## 7. Safety Committee

Mr. Hardy and Ms. Lengyel from CSG, and Mr. Curtin from Front Range introduced themselves to the Board. CSG is an affiliate of Front Range.

### A. Operation Pearl next steps: "Pups on Patrol", Trespass Agreement outreach, more bike and foot patrols, CPTED additions

Mr. Locantore reviewed Pups on Patrol, which will be held March 20, 2019 6 p.m. to 7 p.m. at District 6.

Bike patrol will be active along the corridor. Director Callahan indicated he would like to see bike patrols spread out (as opposed to several riding together). Director Freeman agreed with the suggestion.

B. “Herb & Arts” safety group update

Director Bettis mentioned it is helpful to ask business owners to keep lighting on near businesses and report when lightbulbs are out.

Ms. Jones will follow up with Tom George regarding the opportunity for the BID to enforce property standards for vacant buildings.

**8. Maintenance Committee**

A. Status of Supplemental Maintenance Contract

Director Freeman updated the Board that a contract with CSG has been signed. CSG will be servicing the trash receptacles – the days are flexible and can be coordinated with Colfax Works regarding the best timing.

A trash receptacle inventory will be undertaken by CSG, who will develop a comprehensive plan. Director Freeman recommended annual planning for trash receptacles replacement be integrated in annual capital planning moving forward.

B. Direction of Committee and budget plans: refurbish, replace, add new

Director Freeman noted that the Maintenance Committee has done an assessment of the end caps for the banner arms and have handled the sliding of the newly hung banners – 40 have adjustments that can be made. They will need to address how to fix the others.

C. Colfax Works Update

Ms. Valeri provided an update regarding the crews’ work and supervision. Information regarding Ready to Work has been packaged to provide information to prospective participants.

CBID submitted a proposal for a session at International Downtown Association (IDA)’s 2019 conference about Colfax Works.

**9. Administrative Items**

A. Confirm Quorum for next meeting

A quorum was confirmed for the April 9, 2019 meeting.

B. Staff Development Discussion

The Board discussed the IDA conference and professional development, with regard to allocation. Upon a motion duly made by Director Callahan, seconded by Director Vaughn, and upon a vote, unanimously carried, the Board approved the IDA conference attendance and professional development with unused funds reallocated from the Art-i-Fax line item to the Professional Development line item.

C. Discuss Safety Grant Funds

No update. More information will be provided when available.

D. Announcements / Other

Ms. Jones discussed the option of using electronic packets in the future. The Board agreed to try this for the April meeting, and will display the packet on the screen.

**10. Candidate and Issue Presentations**

A. Candi DeBaca

City Council District 9 candidate, Candi CdeBaca, made a presentation to the Board.

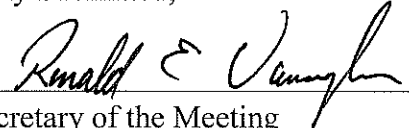
B. Dianne Thiel

Ms. Thiel, Denver Right to Survive, gave a presentation to the Board.

**Adjourn:**

Upon a motion duly made by Director Bettis, seconded by Director Freeman, and upon a vote, unanimously carried the Board adjourned the meeting at 11:31 a.m.

Respectfully Submitted,

  
Secretary of the Meeting



**COLFAX BUSINESS IMPROVEMENT DISTRICT  
AND UPPER COLFAX COMMUNITY FOUNDATION**

**April 9, 2019 Regular Board Meeting Minutes**

9:00 a.m.

UMB Bank, 1635 E. Colfax Avenue

Denver, CO 80218

**Directors Present:** Vicky Hales, Jamie Rosenberry, Jimmy Callahan, Ron Vaughn,  
Andy Baldyga, Kathy Bettis, Yvette Freeman

**Others Present:**

Jack Curtin; Front Range Services Inc.  
Frank Locantore & Michelle Valeri; Colfax Ave BID  
Sarah McCarthy; McCarthy for Denver Clerk  
Albus Brooks; Denver City Councilman District 9  
Jonathan McMillan; City Council District 9 Aide

**1. Call to Order; Declaration of Quorum**

Upon a motion duly made by Director Vaughn, seconded by Director Callahan, and upon a vote, unanimously carried, the Board called the meeting to order at 9:04 a.m., and a quorum was confirmed.

**2. Approval of Agenda**

Mr. Locantore noted the addition of two items - Initiative 300 and Credit Card Authorizations under item 6, Organizational. Upon a motion duly made by Director Vaughn, seconded by Director Callahan, and upon a vote, unanimously carried, the Board approved the agenda as amended.

**3. Public Comment**

There was no public comment.

**4. CONSENT AGENDA**

Consent Agenda - The items listed below were acted on with a single motion and vote by the Board. The Board received the information on these matters prior to the meeting. It was explained an item may be removed from the consent agenda to the regular agenda, if desired, by any Board member. Items on the consent agenda were then voted on by a single motion, second, and vote by the Board.

Director Freeman noted an addition to the March 12 minutes under section 8C. The



Valeri has worked with CBID's insurance company to navigate the claim and repair process. Insurance will cover all costs above the \$500 deductible.

C. Needs from the Board

No current needs from the Board.

**10. Announcements / Other**

Confirm Quorum for next meeting

A quorum was confirmed for the May 14, 2019 meeting. Director Baldyga will be out of town; Director Callahan, Board vice president, agreed to facilitate the meeting in his absence.

Announcements / Other

There were no additional announcements.

**11. Candidate and Issue Presentations**

A. Councilman Lopez

Councilman Lopez did not attend or present as scheduled.

B. Councilman Brooks

City Council District 9 Councilman, Albus Brooks, made a presentation to the Board.

C. Sarah McCarthy

Ms. McCarthy, Denver Clerk and Recorder candidate, made a presentation to the Board.

**Adjourn:**

Upon a motion duly made by Director Freeman, seconded by Director Bettis, and upon a vote, unanimously carried the Board adjourned the meeting at 11:23 a.m.

Respectfully Submitted,

  
Secretary of the Meeting



**COLFAX BUSINESS IMPROVEMENT DISTRICT  
AND UPPER COLFAX COMMUNITY FOUNDATION**

**May 14, 2019 Regular Board Meeting Minutes**

9:00 a.m.

UMB Bank, 1635 E. Colfax Avenue

Denver, CO 80218

**Directors Present:** Vicky Hales, Jamie Rosenberry, Jimmy Callahan, Ron Vaughn, Kathy Bettis

**Directors Not Present:** Andy Baldyga and Yvette Freeman

**Others Present:**

Frank Locantore & Michelle Valeri; Colfax Ave BID

Anna Jones; CliftonLarsonAllen LLP

Nelda Green; HR and Personnel Director, CSG

Linda Lengyel; Director of Finance, CSG

**1. Call to Order; Declaration of Quorum**

Upon a motion duly made by Director Vaughn, seconded by Director Bettis, and upon a vote, unanimously carried, the Board called the meeting to order at 9:07 a.m., and a quorum was confirmed.

**2. Approval of Agenda**

It was noted that Tay Anderson, School Board candidate scheduled to join the meeting, would not attend. Upon a motion duly made by Director Vaughn, seconded by Director Bettis, and upon a vote, unanimously carried, the Board approved the agenda as amended.

**3. Public Comment**

There was no public comment.

**4. CONSENT AGENDA**

Consent Agenda - The items listed below were acted on with a single motion and vote by the Board. The Board received the information on these matters prior to the meeting. It was explained an item may be removed from the consent agenda to the regular agenda, if desired, by any Board member. Items on the consent agenda were then voted on by a single motion, second, and vote by the Board.

Ms. Valeri noted that the Maintenance Update from CSG should be moved to the Maintenance Committee in the future. Upon a motion duly made by Director Vaughn, seconded by Director Hales, and upon a vote, unanimously carried, the Board approved the April 9, 2019 minutes as

presented.

- A. Approve April 9, 2019 Meeting Minutes
- B. April 2019 Maintenance Report
- C. April 2019 Debit Card totaling \$1,837.22
- D. CBID April 2019 Claims totaling \$40,913.43 and EFT payments to CenturyLink and Xcel
- E. Staff Other

Upon a motion duly made by Director Vaughn, seconded by Director Hales, and upon a vote, unanimously carried, the Board approved the Consent Agenda items as amended, per above comment.

## **5. Financial Items:**

- A. Review and Approve CBID March 31, 2019 Financial Statements and Cash Position Report

Director Hales reviewed the March 31, 2019 Financial Statements and Cash Position report with the Board. The Board asked about the possibility to maximize interest earned on accounts. Director Hales will check with Ms. Schilling regarding the most productive account to place funds in for maximum interest gains.

Upon a motion duly made by Director Vaughn, seconded by Director Callahan, and upon a vote, unanimously carried, the Board approved the March 31, 2019 Financial Statements and Cash Position report.

- B. Other

None.

## **6. Maintenance and Colfax Works Committee**

- A. Summary of progress

Ms. Valeri provided a progress report for the Maintenance and Colfax Works Committee, as Director Freeman was absent. The Committee has been pricing items for improvements including trash receptacles, banner arms, etc. A ladder has been purchased to fix sliding banners. Ms. Jones will confirm with the pool to ensure the current insurance policy covers Mr. Locantore and Ms. Valerie with appropriate Workman's Compensation coverage.

Ready to Work will facilitate a training for the crew with regard to handling hazardous materials, such as syringes. CSG provides hazardous/bio material training for its employees. The Board had questions regarding CSG's insurance coverage. Ms. Green and Ms. Lengyel from CSG indicated CSG employees are covered by Workman's Compensation and are OSHA compliant. Hepatitis B shots have been provided. Cintas provides the training for employees.

Upon a motion duly made by Director Vaughn, seconded by Director Bettis, and upon a vote, unanimously carried, the Board accepted the report of the Maintenance and Colfax Works Committee.

B. Requests of the Board (if any)  
None.

C. Other  
None.

## 7. **Safety Committee**

Director Callahan provided a report for the Safety Committee.

A. Summary of progress

Director Callahan reported that the DPD effort, Pups on Patrol did not have any participation so the planned event was canceled.

Mr. Locantore spoke with the City Attorney's Office regarding trespassing signs and acceptable verbiage; signs will be distributed by CBID staff to BID businesses once the trespass agreement is signed with the individual businesses (per Denver Police Department requirement). Both the agreement and sign distribution will be handled by CBID staff.

District 6 is now hiring and bringing in more officers.

CBID's Crime Prevention Through Environmental Design (CPTED) applications will be ready to distribute in June. The CPTED Advisory Group (made up of BID Board members, the Denver Police Department, and community members) will be providing input and accepting applications from businesses and property owners. CBID will provide resources and a stipend to implement safety measures. Homeland Security input will be sought.

Upon a motion duly made by Director Rosenberry, seconded by Director Bettis, and upon a vote, unanimously carried, the Board approved the Safety Committee report as presented.

B. Requests of the Board (if any)  
None.

C. Other  
None.

## 8. **Streetscape Committee**

Director Bettis provided a report for the Streetscape Committee.

A. Summary of progress

Jess Clark, a local landscape architect within the BID and part of the NPI Committee will join the Streetscape Committee. Director Freeman will step off the Committee.

Director Bettis reported that the Committee is working on obtaining permits, but that the City processes are cumbersome. The signage application was denied by Parks, Wastewater and Forestry, but was approved by 22 other City departments. The kiosks are stalled at permitting.

Director Bettis noted that the Committee and Mr. Locantore are working on obtaining bids from electrical engineers for the pedestrian light poles and working through the permitting process.

The Park Avenue Festival Street continues to be a part of the NPI discussion.

Upon a motion duly made by Director Vaughn, seconded by Director Callahan, and upon a vote, unanimously carried, the Board accepted the Streetscape Committee report as presented.

B. Requests of the Board (if any)

None.

C. Other

None.

## 9. **Organizational**

Mr. Locantore reported out.

A. Organizational Report – Frank Locantore / Michelle Valeri

The Board had a discussion regarding continued financial support for Colfax Works and the best opportunities. Additional discussion continued regarding articles that might help advance Colfax Works and provide a tactic to pursue alternatives to Initiative 300.

B. Discussion and Possible Approval of Physical Environment Specialist Full- Time Position

Mr. Locantore introduced the idea of hiring additional staff / contract resources. Ms. Valeri discussed the work CBID staff have involved with the Colfax Works program, operations and administration. She estimated that the staff is spending 10 hours per week on Colfax Works.

The Board asked for clarification of workloads, priorities and the best way to move the conversation ahead. They will continue to address this in the next meetings. The Board asked staff to document how their time is spent over the course of the next month in order to better understand what tasks are taking the most time. Director Callahan asked Mr. Locantore and Ms. Valeri to prioritize the tasks they would like to do for the June Board meeting.

Ms. Jones will assist in the process to move permitting forward and will provide an update by Friday, May 17, 2019. Upon a motion duly made by Director Vaughn, seconded by Director Callahan, and upon a vote, unanimously carried, the Board authorized up to 10 hours' of time to complete the task.

Upon a motion duly made by Director Vaughn, seconded by Director Callahan, and upon a vote, unanimously carried, the Board accepted the Organizational report as presented.

C. Other

None.

**10. Announcements / Other**

A. Confirm Quorum for next meeting

A quorum was confirmed for the June 11, 2019 meeting.

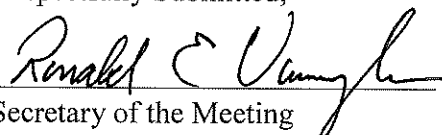
B. Announcements / Other

There were no additional announcements.

**11. Adjourn:**

Upon a motion duly made by Director Callahan, seconded by Director Vaughn, and upon a vote, unanimously carried the Board adjourned the meeting at 11:21 a.m.

Respectfully Submitted,

  
Secretary of the Meeting





**COLFAX BUSINESS IMPROVEMENT DISTRICT  
AND UPPER COLFAX COMMUNITY FOUNDATION**

**June 11, 2019 Regular Board Meeting Minutes**

9:00 a.m.

UMB Bank, 1635 E. Colfax Avenue

Denver, CO 80218

**Directors Present:** Andy Baldyga, Yvette Freeman, Jamie Rosenberry, Jimmy Callahan, Ron Vaughn, Kathy Bettis

**Directors Not Present:** Vicky Hales

**Others Present:**

Frank Locantore & Michelle Valeri; Colfax Ave BID  
Anna Jones; CliftonLarsonAllen LLP  
Jack Curtain, CSG  
Linda Lengyel; Director of Finance, CSG  
Curt Upton; Community Planning and Development  
Dawn Schilling; Schilling & Company, Inc. (via telephone)

**1. Call to Order; Declaration of Quorum**

Upon a motion duly made by Director Vaughn, seconded by Director Rosenberry, and upon a vote, unanimously carried, the Board called the meeting to order at 9:06 a.m., and a quorum was confirmed. Director Hales' absence was noted and excused.

**2. Approval of Agenda**

Upon a motion duly made by Director Vaughn, seconded by Director Freeman, and upon a vote, unanimously carried, the Board approved the agenda as presented.

**3. Public Comment**

There was no public comment.

**4. CONSENT AGENDA**

Consent Agenda - The items listed below were acted on with a single motion and vote by the Board. The Board received the information on these matters prior to the meeting. It was explained an item may be removed from the consent agenda to the regular agenda, if desired, by any Board member. Items on the consent agenda were then voted on by a single motion, second, and vote by the Board.

- A. Approve May 14, 2019 Meeting Minutes
- B. May 2019 Debit Card totaling \$1,795.75

- C. CBID May 2019 Claims totaling \$32,938.30 and EFT payments to CenturyLink and Xcel
- D. Other

Upon a motion duly made by Director Vaughn, seconded by Director Rosenberry, and upon a vote, unanimously carried, the Board approved the Consent Agenda items as presented.

**5. Financial Items:**

- A. Review and Approve CBID April 30, 2019 Financial Statements and Cash Position Report

Ms. Schilling reviewed the April 30, 2019 Financial Statements and Cash Position report with the Board. She noted it would be prudent to move liquid assets into an account with a higher yield. Ms. Schilling reported that they are currently earning 1.35% and could be as much as 2.5%. She will work with Director Hales to bring recommendations to the Board next meeting.

Ms. Valeri remarked that the Board discussed and approved moving \$10,000 from the Art-i-Fax line item to professional development.

Upon a motion duly made by Director Bettis, seconded by Director Vaughn, and upon a vote, unanimously carried, the Board approved the April 30, 2019 Financial Statements and Cash Position report.

- B. Other

None.

**6. Maintenance and Colfax Works Committee – Yvette Freeman, Chair**

- A. Summary of progress

Director Freeman indicated her view that clean and safe is fundamental to the success of the BID. She would like to see greater attention and resources placed in this category. The Board discussed and agreed a clearer idea of contractor and staff responsibilities is the best way to address current and deferred maintenance strategies. A comprehensive discussion will take place at the annual treat or before.

Ms. Valeri reviewed and provided a Colfax works update as noted in the Committee report.

- B. Requests of the Board (if any)

None.

- C. Other

None.

**7. Safety Committee – Jimmy Callahan, Chair**



A. Summary of progress

Director Callahan reported that he has received one quote for printing trespass signs for posting both indoor and outdoor at businesses.

Mr. Locantore will invite the Denver Police Department District 6 (DPD6) to attend BID meetings regularly.

Mr. Locantore reported that the Crime Prevention Through Environmental Design (CPTED) matching grant application has been slightly revised. He also met with a protective security advisor that works with Department of Homeland Security (DHS) per the Safety Committee Board report.

B. Requests of the Board (if any)

None.

C. Other

None.

**8. Streetscape Committee – Kathy Bettis, Chair**

A. Summary of progress

Director Bettis noted that the sculpture sign is in progress and that she continues to have conversations with City Departments regarding the placement. The Committee may look into placing the sign on private property in order to have a more streamlined process.

Director Bettis reported that the permits for the kiosks are in process. She noted that the locations for the pedestrian light poles have been determined and contractor bids are underway from electrical engineers.

B. Requests of the Board (if any)

None.

C. Other

None.

**9. Organizational – Andy Baldyga, Board President**

A. Organizational Report – Frank Locantore / Michelle Valeri

B. Staffing / Capacity

Mr. Locantore and Ms. Valeri handed out their time tracking sheets, which identified how they spent their time over the past several weeks. The Board and staff discussed that the time-tracking illustrates, how to address gaps, and if an additional staff member is needed, or if another approach is more appropriate.

Director Bettis suggested outsourcing critical maintenance items while the Board determines staffing needs. Director Vaughn suggested holding the July meeting until 2:00 p.m. in order to have a comprehensive discussion. The Board concurred.

C. Community Donation: CHUN 50<sup>th</sup> Anniversary “Presenting Sponsor”

Mr. Locantore introduced a discussion to make a donation for Capitol Hill United Neighborhoods (CHUN) for the 50<sup>th</sup> Anniversary in the amount of \$1,800.

Upon a motion duly made by Director Vaughn, seconded by Director Rosenberry, and upon a vote, unanimously carried, the Board approved the donation for CHUN in the amount of \$1,800.

D. Other

None.

**10. Neighborhood Planning Initiative (NPI) for East Central Area Plan (Curt Upton, Denver CPD)**

A. Overview of Draft Recommendation

Curt Upton from Community Planning and Development (CPD) provided an overview of the draft recommendations.

B. Board Questions and Feedback

The Board provided feedback. Mr. Locantore will interact with CPD to convey the Board’s comments and general support for the plan.

C. Other

**11. Announcements / Other**

A. Confirm Quorum for next meeting

A quorum was confirmed for the July 9, 2019 meeting, noting it will be an extended meeting ending at 2:00 p.m. Lunch will be provided.

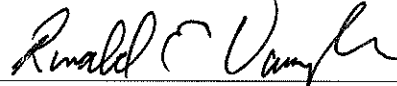
B. Announcements / Other

There were no additional announcements.

**11. Adjourn:**

Upon a motion duly made by Director Bettis, seconded by Director Rosenberry, and upon a vote, unanimously carried the Board adjourned the meeting at 12:25 p.m.

Respectfully Submitted,

A handwritten signature in cursive script, appearing to read "Ronald O. Vandyke". The signature is written in black ink and is positioned above a horizontal line.

Secretary of the Meeting



**COLFAX BUSINESS IMPROVEMENT DISTRICT  
AND UPPER COLFAX COMMUNITY FOUNDATION**

**July 9, 2019 Regular Board Meeting Minutes**

9:00 a.m.

UMB Bank, 1635 E. Colfax Avenue

Denver, CO 80218

**Directors Present:** Andy Baldyga, Yvette Freeman, Jamie Rosenberry, Ron Vaughn, Kathy Bettis, Vicky Hales

**Directors Not Present:** Jimmy Callahan

**Others Present:**

Frank Locantore & Michelle Valeri; Colfax Ave BID  
Anna Jones; CliftonLarsonAllen LLP  
Jack Curtin, Leonard Austin & Linda Lengyel, CSG  
Tay Anderson; Denver Public School Board Candidate

**1. Call to Order; Declaration of Quorum**

Upon a motion duly made by Director Vaughn, seconded by Director Bettis, and upon a vote, unanimously carried, the Board called the meeting to order at 9:03 a.m., and a quorum was confirmed. Director Callahan's absence was noted and excused.

**2. Approval of Agenda**

Upon a motion duly made by Director Vaughn, seconded by Director Bettis, and upon a vote, unanimously carried, the Board approved the agenda as presented.

**3. Public Comment**

A. Tay Anderson, Denver Public School Board Candidate

Mr. Anderson made a presentation to the Board, outlining his priorities and campaign platform. Discussion ensued.

**4. CONSENT AGENDA**

Consent Agenda - The items listed below were acted on with a single motion and vote by the Board. The Board received the information on these matters prior to the meeting. It was explained an item may be removed from the consent agenda to the regular agenda, if desired, by any Board member. Items on the consent agenda were then voted on by a single motion, second, and vote by the Board.

A. Approve June 11, 2019 Meeting Minutes

- B. June 2019 Debit Card totaling \$810.49
- C. CBID June 2019 Claims totaling \$37,146.13 and EFT payments to CenturyLink and Xcel
- D. Other

Upon a motion duly made by Director Hales, seconded by Director Vaughn, and upon a vote, unanimously carried, the Board approved the Consent Agenda items as presented.

**5. Financial Items:**

- A. Review and Approve CBID May 31, 2019 Financial Statements and Cash Position Report

Director Hales reviewed the May financial statements. The Board did not have any questions. Upon a motion duly made by Director Vaughn, seconded by Director Bettis, and upon a vote, unanimously carried, the Board approved the May 31, 2019 Financial Statements and Cash Position report.

- B. Other

None.

**6. Organizational – Andy Baldyga, Board President**

- A. Organizational Report – Frank Locantore / Michelle Valeri

Mr. Locantore reviewed a brief history of the CBID and what's in store in the coming years. He also discussed how the BID can prepare for upcoming changes.

Director Freeman reviewed a Powerpoint describing BIDs – their role, how they're used in Colorado and throughout the country.

- B. 2020 Organizational Priorities: agree on priorities & responsibilities

Ms. Jones facilitated a priority setting session with the Board. The results of the session will lay the groundwork for the 2019 retreat planning. A committee consisting of Directors Freeman, Bettis, and Hales will develop a draft outline for a new hire to discuss at the August retreat. The transcribed planning session notes will be prepared by Ms. Valeri and included in the August Board meeting packet.

- C. Other

None.

**7. Maintenance and Colfax Works Committee – Yvette Freeman, Chair**

- A. Summary of progress

Director Freeman and Ms. Valeri reviewed the status of outstanding projects in the Maintenance and Colfax Works Committees.

- B. Requests of the Board (if any)

None.

C. Other

Jack Curtin with Front Range Services spoke regarding the need to re-prioritize maintenance, the heavy use of the corridor and the pressure on the corridor.

Lynda Lengyl with CSG suggested a proactive approach to dealing with the demands brought about by events such as PrideFest, as well as routine maintenance issues and most efficient ways to address these issues. Director Baldyga suggested adding forward-thinking budgeting discussion to the upcoming agenda.

**8. Safety Committee – Jimmy Callahan, Chair**

A. Summary of progress

Staff relayed the current status of projects within the Safety Committee, with an emphasis on Denver Police Department and relationship building as short-term priorities.

B. Requests of the Board (if any)

None.

C. Other

None.

**9. Streetscape Committee – Kathy Bettis, Chair**

A. Summary of progress

No change since the June meeting.

B. Requests of the Board (if any)

None.

C. Other

None.

**10. Announcements / Other**

A. Confirm Quorum for next meeting

A quorum was confirmed for the August 13, 2019 meeting, which is the annual retreat.

B. Announcements / Other

- i. CHUN Wine/50<sup>th</sup> Anniversary: Decide who gets the 8 VIP tickets

The Board discussed.

- ii. Tom's Diner Landmark Preservation Committee hearing July 23<sup>rd</sup>

The Board did not take a position. Director Vaughn suggested Tom attend future a Board meeting to discuss if he is so inclined.

- iii. East Central Area Plan next steps

Director Locantore reported the status of the effort currently underway, noting it is winding down.

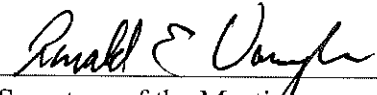
- iv. Meeting with new CMs Hinds and CdeBaca

The Board agreed to invite the new City Council members to the September Board meeting.

**11. Adjourn:**

Upon a motion duly made by Director Freeman, seconded by Director Hales, and upon a vote, unanimously carried the Board adjourned the meeting at 1:40 p.m.

Respectfully Submitted,

  
Secretary of the Meeting



COLFAX BUSINESS IMPROVEMENT DISTRICT  
AND UPPER COLFAX COMMUNITY FOUNDATION  
STAFF RETREAT

August 13, 2019 Special Board Meeting Minutes

9:00 a.m.

Midnight Rambler

2220 E. Colfax Avenue

Denver, CO 80206

Directors Present: Andy Baldyga, Jimmy Callahan, Yvette Freeman, Jamie Rosenberry, Ron Vaughn, Kathy Bettis, Vicky Hales

Others Present:

Frank Locantore & Michelle Valeri; Colfax Ave BID

Anna Jones; CliftonLarsonAllen LLP

Jack Curtin & Leonard Austin; CSG

Dawn Schilling; Schilling & Co.

Galia Halpern; Councilman Hinds' Office

1. Call to Order; Declaration of Quorum

Upon a motion duly made by Director Vaughn, seconded by Director Callahan, and upon a vote, unanimously carried, the Board called the meeting to order at 9:15 a.m., and a quorum was confirmed.

2. Approval of Agenda

Upon a motion duly made by Director Freeman, seconded by Director Vaughn, and upon a vote, unanimously carried, the Board approved the agenda as presented.

3. CONSENT AGENDA

Consent Agenda - The items listed below were acted on with a single motion and vote by the Board. The Board received the information on these matters prior to the meeting. It was explained an item may be removed from the consent agenda to the regular agenda, if desired, by any Board member. Items on the consent agenda were then voted on by a single motion, second, and vote by the Board.

A. Approve July 9, 2019 Meeting Minutes

B. July 2019 Debit Card totaling \$1,888.93

C. CBID July 2019 Claims totaling \$70,526.89 and EFT payments to CenturyLink and Xcel

D. Approve Resolution of Online Posting for Public Meetings

Upon a motion duly made by Director Callahan, seconded by Director Bettis, and upon a vote, unanimously carried, the Board approved the Consent Agenda items as presented.



4. Financial Items:

A. Review and Accept CBID June 30, 2019 Financial Statements and Cash Position Report

Ms. Schilling reviewed the June 30, 2019 Financial Statements. The Board did not have any questions. Upon a motion duly made by Director Freeman, seconded by Director Vaughn, and upon a vote, unanimously carried, the Board accepted the June 30, 2019 Financial Statements and Cash Position Report.

B. Projections of end of year spending – will line items will be under/over budget?

- i. Maintenance – Colfax Works
- ii. Safety
- iii. Streetscape
- iv. Business Support
- v. Communications
- vi. Administration
- vii. People

Ms. Schilling reviewed the end of year spending projections in advance of determining the 2020 Budget priorities.

C. Account Interest Rate Comparison and CD vs CSAFE Account Benefits

Deferred to the September Board meeting.

5. 2020 Planning – Andy Baldyga, Board President

Director Baldyga reviewed the July Board planning and priority setting exercise. Based on notes from that meeting, the Board discussed how the priorities are represented in the proposed 2020 Budget and how to balance overall CBID priorities with budget allocation.

The Board reviewed tasks by priority beginning with the Organizational Tasks. There were limited comments regarding the organizational items.

A. 2020 Organizational Priorities Review & Approval (Committee & Staff recommendations)

Because most of the organizational priorities and tasks are fundamental to the daily operations of the District, the Board did not suggest any significant adjustments or changes to what staff presented.

B. Committee Budget Submittals for 2020:

Ms. Schilling indicated the recommended budgets provided by Committee Chairs have been plugged into the proposed budget. The individual draft committee budgets were reviewed by Mr. Locantore. He indicated the request far outweigh budget capacity, and suggested some strategic adjustments. The Board agreed with his recommendations.

Director Baldyga indicated the Streetscape Committee is poised to address specifics of design sooner than later to coordinate with the City's efforts around BRT and Streetscape design and construction.

The Board discussed how to reconcile the projected 2020 budget and the requests. Director Bettis indicated she is comfortable with the adjustments the staff has made to the 2020 streetscape budget. Director Baldyga indicated he is comfortable with the streetscape budget reductions.

The Board discussed the other unexpected costs and questions regarding budget projections. Director Bettis indicated she would like to increase the streetscape maintenance line item. Ms. Schilling walked the Board through each line item, as outlined below:

**i. Maintenance – Colfax Works**

The order of priority determined at the July planning session covered it well, and no change of course was recommended. Colfax Works was discussed. Director Vaughn suggested we invite a member of Colfax Works to attend alternative monthly meetings to provide updates. Ms. Valeri reported two Colfax Works staff have moved on to full time positions. The Board was pleased to hear the success stories. Director Vaughn suggested we work with Life on Capitol Hill to publicize milestones as reached by Colfax Works crews. Ms. Valeri noted an Ambassador program is a long-term goal for the Colfax Works program. Director Freeman suggested to treating it as an Ambassador “element” as opposed to a program to keep expectations and scale appropriate. The Board agreed.

Streetscape maintenance and banner maintenance was discussed.

**ii. Safety**

Priorities were reviewed with a focus on how the Board can focus on facilitating partnerships and resources to address mental health, drug and alcohol issues along the corridor.

The Board is keeping the budget at \$30,000.

**iii. Streetscape**

Priorities discussed included the 2019 initiatives including the monument sign. The placement of the signage and kiosks were discussed and voted on. The results were: 1) Fillmore; 2) Carla Madison Rec Center; and 3) Park Avenue.

It was noted it would be helpful to determine specific design needs in advance of the City's streetscape and BRT projects. The budget was determined to be approximately \$205,000 for 2020.

**iv. Business Support**

Director Freeman asked about business development and how we are planning to aid businesses as BRT is designed and built-out. Discussion ensued that when the BRT is under construction, communication with businesses will be critical.

**v. Communications**

It was noted that Ms. Valeri hopes to re-engage more with communication efforts in 2020.

**vi. Administration: CLA, Schilling, Office Space, Insurance & Legal;**

The Board elected to eliminate an audit for 2019. They elected to increase the insurance budget to \$15,000 per year. The Board also agreed to leave a line item for rent. Alta Court has been identified as a potential new space. Staff will further explore the details and report back in September.

**vii. People:** Staff compensation/benefits proposal and new position discussion and decision. Discussion ensued regarding the staff's proposal to add a third staff person to focus on asset maintenance and annual capital improvements.

### C. 2020 Budget Table

The narrative above includes outcome of those discussions.

#### 6. EXECUTIVE SESSION

Upon a motion duly made by Director Vaughn, seconded by Director Callahan, and upon a vote, unanimously carried, the Board went into Executive Session at 12:52 p.m.

Upon a motion duly made by Director Bettis, seconded by Director Hales, and upon a vote, unanimously carried, the Board adjourned out of Executive Session at 1:50 p.m.

No actions were taken.

#### 7. MISSION & VISION (Staff Proposal)

Ms. Valeri asked the Board to outline some key words and phrases the Board would like to see incorporated into a Vision and Mission Statement. The Board provided feedback.

#### 8. BOARD: NEW MEMBERS & SUCCESSION

##### A. Names of potential Board members – committees as recruitment tool

Mr. Austin indicated he has submitted his application to join the Board to the City for consideration.

##### B. Office

Operations Manager – Upon a motion duly made by Director Vaughn, seconded by Director Callahan, and upon a vote, unanimously carried, the Board moved to hire a new full time staff member as Operations and Streetscape Manager.

Mr. Locantore introduced the discussion of Tom's Diner to the Board. After discussion, the Board determined not to take a position on the historic designation of Tom's Diner.

#### 9. NEXT STEPS

Director Baldyga indicated staff annual reviews should move to June so that budget planning can reflect the conclusions of the review. The Board agreed.

#### 10. CSG INVENTORY AND "MAINTENANCE MANUAL" PROPOSAL

Mr. Austin from Front Range - a contract proposal to determine a deferred maintenance proposal with a not to exceed amount of \$15,600 was discussed. Mr. Austin will work with Director Freeman to develop a scope of work, schedule and more refined budget.

Upon a motion duly made by Director Hales, seconded by Director Vaughn, and upon a vote, unanimously carried, the Board approved the contract.

11. Public Comment

None.

12. ANNOUNCEMENTS

A. Confirm Quorum for next meeting

A quorum was confirmed for the September 10, 2019 meeting.

B. 2020 Budget Process

- i. September 10, 2019 Board Meeting – Public Hearing to Review and Approve 2020 Budget
- ii. September 30, 2019 Budget and Operating Report Due to City of Denver
- iii. December 15, 2019 – Mill Levy Certified

C. East Central Area Plan Next Steps

Tabled to the September Board meeting. A potential opposition was mentioned.

D. Ask new Council Members to attend September Board meeting

The Board agreed staff should reach out to the new City Council Member's offices and invite them or their aides to attend meetings as their schedules allow.


E. Other

Mr. Locantore shared information regarding a ballot initiative.

13. Adjourn

Upon a motion duly made by Director Vaughn, seconded by Director Bettis, and upon a vote, unanimously carried the Board adjourned the meeting at 2:45 p.m.

Respectfully Submitted,

  
Secretary of the Meeting

**COLFAX BUSINESS IMPROVEMENT DISTRICT**  
**8390 EAST CRESCENT PARKWAY, SUITE 300**  
**GREENWOOD VILLAGE, CO 80111**  
**303.4779.4525 303.773.2050 (F)                      LGID 16017**

Chair:	Andy Baldyga 1540 Race Street Denver, CO 80206 <a href="mailto:abaldyga@msn.com">abaldyga@msn.com</a> 303-949-9585	Term exp: 12.31.19
Director:	Yvette Freeman 1201 E. Colfax Avenue #201 Denver, CO 80218 720-550-8117 (202)306-6821 (cell) E-mail: <a href="mailto:yvette@pumaworldhq.com">yvette@pumaworldhq.com</a>	Term exp: 12.31.20
Director:	Jimmy Callahan 1025 E. 17 <sup>th</sup> Avenue Unit 1 Denver, CO 80218 (415) 612-7225 E-mail: <a href="mailto:jimmycallahan76@gmail.com">jimmycallahan76@gmail.com</a>	Term exp: 12.31.20
Director:	Kathy Bettis 1509 York Street, Ste. 201 Denver, CO 80206 (303) 2901-1574 (303) 478-3456 (cell) E-mail: <a href="mailto:kb@kentrogroup.com">kb@kentrogroup.com</a>	Term exp: 12.31.20
Treasurer:	Vicky Hales UMB Bank Branch Manager 1635 E. Colfax Avenue (720) 941-2363 (720) 220-5468 (cell) <a href="mailto:Vicky.Hales@umb.com">Vicky.Hales@umb.com</a>	Term exp: 12.31.20
Secretary:	Ron Vaughn Argonaut Liquor, Co-Owner 760 E. Colfax Avenue <a href="mailto:Ron@ArgonautLiquor.com">Ron@ArgonautLiquor.com</a> 303-831-7788 (303) 598-2274 (cell)	Term exp: 12.31.19 (last)
Director:	Jamie Rosenberry <a href="mailto:opendoortosuccess@gmail.com">opendoortosuccess@gmail.com</a>	Term exp: 12.31.20

## Operating Report: Colfax Ave BID

*The answers to questions 10 & 11 are combined below and include the performance measures and activities planned for 2020*

### Maintenance

#### 2019:

- A) 365-day trash and maintenance of all blocks along the Colfax Ave BID 1.5 mile district removing approximately 720 cubic yards of trash January through September; and anticipate removing about 950 cubic yards by the end of December
- B) Continuous removal of graffiti, ROW obstacles, etc. directly or by using 311/PocketGov approximately three dozen times
- C) Repaired damaged trash cans (3) and pedestrian light poles (2)

#### 2020:

- 1) Maintain all 2019 activities.
- 2) Replace and repair BID assets such as trash cans and pedestrian light poles.
- 3) Maintain the new capital/property installed by the BID such as the new sculpture and wayfinding kiosks.
- 4) Hire a seasoned Operations Manager to spearhead all maintenance initiatives and streetscape implementations.

### Safety

#### 2019:

- A) Established a Crime Prevention Through Environmental Design (CPTED) grant program to provide up to \$5,000 for a business/property owner to improve the security of their outside environment (Applications being submitted at the time of this writing - expecting 5-10 applications).
- B) Created branded No Trespassing signs for district businesses to allow Denver Police to address trespassing issues at properties outside normal operating hours.
- C) Worked with Denver Police District 6 on "Operation Pearl," bike patrols, and other efforts to combat crime.
- D) Colfax Ave BID executive director was appointed to the Caring for Denver Foundation board of directors.

#### 2020:

- 1) Continue CPTED grant program.
- 2) Continue No Trespass signs/agreements effort.
- 3) Explore bringing more mental health and homeless outreach clinicians to work Colfax.
- 4) Continue working with the DPD on safety initiatives.

- 5) Plan to submit grant to Caring for Denver Foundation for funding innovative and collaborative mental health initiatives on Colfax.

### **Streetscape**

2019:

- A) One large sculpture of Colfax Ave fabricated and installed outside the Fillmore Auditorium as a “place-enhancer” in early October 2019.
- B) Eight way-finding kiosks designed and fabricated and getting permits to install in the district in late 2019 through early 2020.
- C) Several dozen Colfax Ave branded bike racks designed and fabricated and getting permits to install in the district in late 2019 through early 2020.
- D) Eight additional pedestrian light poles installed in the 1400 block of Pearl in autumn 2019 to illuminate an area where drug dealing occurs.
- E) Bus Rapid Transit (BRT) advocacy with Public Works and City Council to maintain momentum and find funding for the full buildout.
- F) Facilitated monthly Neighborhood Planning Initiative for East Central Area Plan (ECAP) as steering committee chair, worked with RNOs, businesses, and other stakeholders to make recommendations, and talked with City Council members about the plan’s goals.

2020:

- 1) Continue installing streetscape elements like way-finding kiosks, bike racks, etc.
- 2) Begin a Tier III Encroachment Permit application through City Council.
- 3) Work to establish a fully-funded BRT.
- 4) Help the ECAP NPI pass through City Council.
- 5) Work with Public Works, Parks & Rec, and other community leaders to test a new park/plaza along Colfax.
- 6) Plant and maintain new trees and protect them with fabricated tree guards.

### **Colfax Works**

2019:

- A) Began new partnership with non-profit Ready to Work to implement the BID’s Colfax Works program, which provides employment, housing, and supportive services for those experiencing homelessness while increasing maintenance services within the district.
- B) Expanded service to five days per week, allowing us to serve more individuals in need.
- C) As of Sept., three Colfax Works crew members have graduated into full-time employment and independent housing.

2020:

- 1) Expand Colfax Works program from five to seven days per week.



- 2) Graduate four crew members into full-time employment and independent housing.

### **Communications**

#### 2019:

- A) Eleven e-newsletters sent to ratepayers, with an average open rate of 30.8% (industry average is 19.73%).
- B) The BID and its history/initiatives were featured in Denver International Airport's Colfax Avenue Exhibit from April-July 2019.
- C) Three press releases circulated to local media outlets (as of Sept.); three media stories featuring the BID's Colfax Works program and Pride Utility Boxes.
- D) 12 blog posts contributed to Colfax Ave's website; keeping visitors/followers informed of our Streetscape, Safety, Colfax Works, and other initiatives.
- E) The BID's social media presence saw significant growth as of Sept. 2019:
  - a) Facebook gained 306 followers, a 15% increase for 2,301 total.
  - b) Twitter gained 78 followers, a 17% increase for 540 total.
  - c) Most impressively, Instagram gained 469 followers, a 92% increase for 975 total. We anticipate hitting 1,000 Instagram followers by EOY.
- F) Revamped the BID's sister site, Characters of Colfax, which shines a light on the people, places, and things that make Colfax, Colfax. Created website and social media channels to drive engagement for the blog. Hired contract blog writer and comic artist for monthly posts.

#### 2020:

- 1) Maintain all current activities; create and execute strategic marketing plans for each of the BID's priority areas.

### **Events**

#### 2019:

- A) Hosted four volunteer Colfax Community Clean Ups between April-September.
- B) In the process of planning our November Annual Meeting, where we will report out to the community and celebrate the Colfax Ave BID 30th Anniversary.

#### 2020:

- 1) Determine ability, capacity, and support from City and community for hosting a new park/plaza pop-up for an extended period to test its viability.
- 2) Host end-of-year annual party.





## Business Support

2019:

- A) Went door-to-door to deliver the BID's 2018 Annual Report and CPTED application instructions to area business and property owners.
- B) Provided support and counseling on issues such as safety, historic preservation, and social media promotions.

2020:

- 1) Maintain current activities.
- 2) Increase communications about BRT, its value, and how to prepare for it.

## Organizational

2019:

- A) Held twelve monthly board meetings.
- B) Developed one new board member.
- C) Recruited two new board members for 2020.
- D) Created and began advertising for a new staff position: Operations Manager.
- E) Held retreat to determine organizational priorities and programs for 2020.
- F) Sent the Executive Director to a high level training: Emerging Leaders Fellowship program; and, to a peer exchange with the Philadelphia BID to learn about different financing structures.
- G) Both BID staff attended the International Downtown Association's annual conference to learn best practices in the industry and make important connections with other industry leaders and contractors.

2020:

- 1) Hire and train new Operations Manager.
- 2) Develop two new board members; no board vacancies anticipated in 2020.
- 3) Determine the need and plan for a bank loan or line of credit to help with streetscape implementation.

