TOWN COUNCIL STUDY SESSION AGENDA
April 25, 2022
5:00 PM

I. Staff/Council Updates

II. Study Session Items

1. Town Hall Expansion-Contracting Methods - Exstrom/Hudson/Williams - 10 minutes
2. Economic Development Update - Martinez - 45 minutes
3. Community Development Update - Fussa - 45 minutes
4. Strategic Leadership Candidate Document - Hefta - 15 minutes
5. Review Future Town Council Agenda - Hoffmann - 30 minutes

III. Town Council Items

IV. Study Session Follow-Up Items to Council

These items are not intended for discussion, but are another resource to provide follow-up information for the Town Council and public.

- Public Works Contracts for March 2022

MEMORANDUM

TO:	Honorable Mayor and Members of Town Council
FROM:	Bob Exstrom, Project Manager
DATE:	April 25, 2022
SUBJECT:	Town Hall Expansion-Contracting Methods

ISSUE:

In accordance with the Parker Municipal Code Chapter 11.13, the Engineering/Public Works Department is required to obtain approval from the Town Council to utilize alternative contracting methods. Due to the size and complexity of the Town Hall expansion project, Engineering/Public Works recommends utilizing alternative contracting methods. The three recommended methods include Competitive Proposal, Construction Manager/General Contractor (CM/GC) and Cost-Plus-Fee up to a Guaranteed Maximum Price (GMP) and are explained in detail per the attached memorandum. The purpose of this presentation is to briefly introduce the resolution to the Town Council and provide an opportunity for discussion prior to approval.

FISCAL/BUDGET IMPACT:

The budget impact from this resolution for FY2022 has been appropriated in the General Government Buildings and Plant fund (101-4194). Future expenditures related to this resolution will need to be approved by annual budget and appropriation.

BACKGROUND:

On April 5, 2005, the voters of the Town approved an amendment to Section 15.8 of the Parker Home Rule Charter. This amendment allows the Town Council to award contracts for the construction of public works projects in the manner established by ordinance.

On April 18, 2005, the Town Council approved an ordinance that resulted in a change to Section 11.13.030(a) of the Parker Municipal Code as follows:
"(a) Every contract for a public works project in an amount that exceeds ($100,000.00) shall be by bid, unless the Town Council determines, upon recommendation of the Town Administrator, that the public interest will be best served by competitive proposal or by negotiating a contract with a single contractor."

Engineering/Public Works is recommending, for the reasons specified in the attached memorandum, that public interest will be best served by using the Competitive Proposal, Construction Manager/General Contractor (CM/GC) and Cost-Plus-Fee up to a Guaranteed Maximum Price (GMP) methods for the Town Hall expansion project.

The combination of these three methods will increase the quality of design and construction while optimizing and economizing the budget and provide an opportunity to share in any cost

savings at project completion. Staff successfully utilized these three methods on the Fieldhouse, Police Station, PACE Center, PWOC, Recreation Center Expansion and Discovery Park projects.

RECOMMENDATION:

Engineering/Public Works recommends the Town Council approve the resolution for alternative contracting methods at the May 2, 2022 Town Council meeting.

REQUESTED DIRECTION:

Authorization to place the resolution for alternative contracting methods for the Town Hall expansion project on the May 2, 2022 consent agenda.

ATTACHMENT:

1. Staff Memorandum April 18, 2022

PARKER COLORADO

Your kind of place.

Public Works Memorandum

To: Michelle Kivela, Town Administrator

From: Bob Exstrom, Project Manager

Date: April 18, 2022

RE: **Parker Town Hall Expansion – Contracting Methods**

The purpose of this memo is to inform the Town Administrator of Engineering's recommendation for contracting methods regarding the Town Hall Expansion Project. This recommendation is required pursuant to Chapter 11.13 of the Parker Municipal Code for variations from approved methods. There are three methods included in this recommendation including contractor selection, project delivery and contractor compensation. Staff successfully utilized all three methods on the Fieldhouse, Police Station, PACE Center, PWOC, Recreation Center Expansion and Discovery Park projects.

1) ***"Competitive Proposal"*** is a contractor selection method whereby contractors submit qualifications to a procuring entity who evaluates and selects the most qualified candidate based on qualifications and price. It is a Qualifications-Based Selection (QBS) process used for the selection of professional and construction services. Unlike price-based selection methods, QBS can measure qualifications and price not just lowest bid. For the Town Hall Expansion project, staff is proposing a four-step QBS selection process consisting of 1) requests for qualifications (RFQ), 2) request for proposals (RFP), 3) interviews and ranking and 4) contract negotiations. During step-one, contractors submit statements of qualifications in response to the advertisement of the RFQ and three to five are shortlisted. During step-two, the shortlist responds to a RFP where costs for preconstruction services, general conditions and fee (overhead & profit) are measured. During step-three, the selection committee interviews and ranks the shortlist. During step-four, the Town enters into contract negotiations with the most qualified contractor. This selection method is recommended because it measures qualifications and price and is commonly used on public CM/GC projects.

2) ***"Construction Manager/General Contractor (CM/GC)"*** is a project delivery method where the contractor serves as the construction manager during the design phase for the purpose of controlling time, cost, scope and quality; and as the general contractor during the construction phase (see attached diagram). When the owner considers the design complete, the construction manager then has the opportunity to bid on the project based on the completed design and schedule. If the owner agrees the construction manager has submitted a fair price, they execute a contract amendment for general construction services, and the construction manager becomes the general contractor. This delivery method is recommended because it fosters innovation, allows flexibility, improves cost control and certainty, decreases change orders and overruns, increases design quality, reduces risk, optimizes schedules, enhances collaboration, allows for upfront value engineering, improves constructability and is the right fit for a project of this scale and complexity.

3) ***"Cost-Plus-Fee up to a Guaranteed Maximum Price (GMP)"*** is a contractor compensation method where the general contractor is paid by the owner for the actual cost of the work it incurs to construct the project, plus a fixed fee, not-to-exceed the GMP subject to the conditions of the contract. The general contractor bares the risk if the cost of the work exceeds the GMP. The GMP proposal is submitted at the end of design, and if accepted, is added to the contract via amendment. The GMP proposal is open book and is subject to outside review and stand-alone estimate and owner has right to audit the general contractor's accounting records anytime during construction.

   As a broad overview, the GMP generally consists of five components including the 1) preconstruction fee, 2) general conditions, 3) subcontractors, 4) fee and 5) contingencies.

The first component of the GMP is the preconstruction fee which refers to the professional services provided by the contractor during design. Services vary based on the agreement but generally include time, cost, scope and quality control. This fee is requested, evaluated and committed during the contractor selection process for competition purposes. It is lump sum and is paid in one installment at the first construction draw. The fee for the Town Hall expansion project is anticipated to run between 0-0.5% of total construction costs.

The second component of the GMP is general conditions which consist of resources and items needed for project execution that will not be part of the finished project that is turned over to the owner including things like bonds, insurances, permits, project management, field supervision, administration, temporary offices, safety, equipment, dumpsters, fencing, temp lighting…etc. Rates for labor, equipment and tools are negotiated at time of contract or amendment. General conditions are reimbursable expenses based on actual costs so detailed accounting records are submitted and reviewed at each monthly draw. A target value for general conditions costs is requested and evaluated during the contractor selection process for competition purposes and is finalized when the GMP proposal is prepared. General conditions costs vary project to project and are primarily a function of project location, type, size and schedule.

The third component of the GMP is subcontractors who are specialized contractors hired by the general contractor for their expertise. Subcontractors are the largest component of the GMP and represent the highest risk. Common subcontractors include earthwork, concrete, steel, masonry, roofing, plumbing, mechanical, electrical, drywall, finishes…etc. The general contractor is required to obtain a minimum of three bids on all subcontractor packages in excess of $25K including any self-performed work for competition purposes. Commitment or buyout of subcontractor packages occurs as construction progresses and any savings is transferred to a holding account or contingency. Subcontracts are lump sum and are paid by the owner through the general contractor on a monthly basis based on percentage of work complete. Subcontractor costs vary project to project and are primarily a function of project location, type, size and schedule.

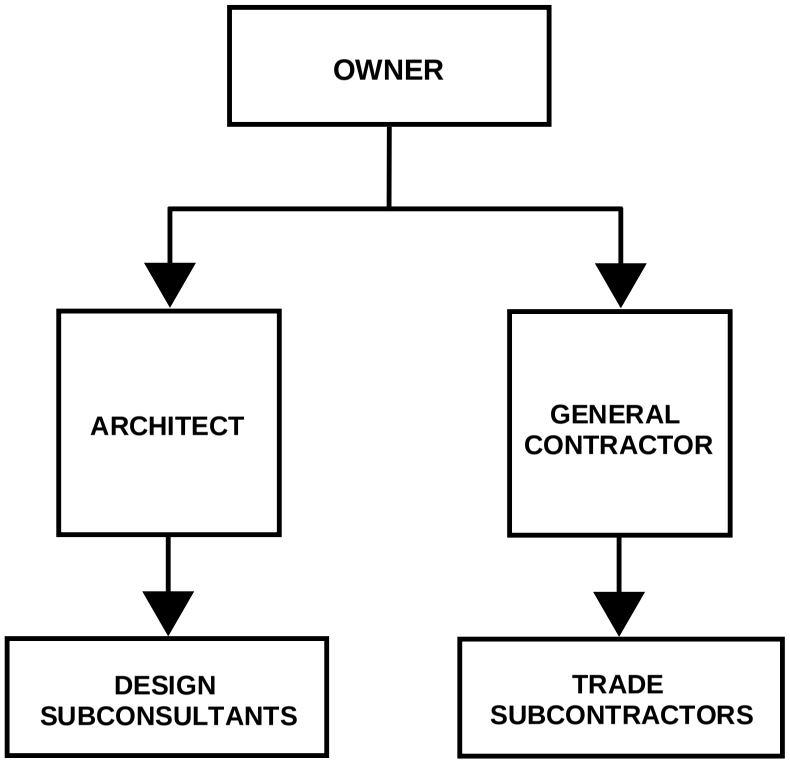
The fourth component of the GMP is the fee which consists of the markup applied to total construction costs for overhead and profit recovery. Overhead costs generally consist of expenses related to the corporate office that are paid on a regular basis such as executives, administration, insurances, rent, utilities…etc. and are not chargeable to any one project. Profit is the amount leftover after paying project costs and overhead. The fee is requested, evaluated and committed during the contractor selection process for competition purposes. It is lump sum and is paid in equal monthly installments over the duration of construction. The fee for the Town Hall expansion project is anticipated to run between 2-4% of total construction costs.

The fifth and final component of the GMP is the contingency. The contingency refers to a percentage of money set aside for use by the contractor to cover legitimate unforeseen construction expenses, or expenses otherwise agreed upon by owner and contractor, after the GMP has been accepted, subject to the owner's approval, but not the basis for a change order. Examples include refinement of design details within the scope and standards of quality and quantities on which the estimate was based, abnormal field conditions and delays attributable to weather conditions not reasonably anticipated. As risks and uncertainties decrease throughout the project duration, the owner and contractor can elect to use unspent contingencies to increase quality and scope that would have otherwise been omitted from the program because of budget concerns. The contingency amount depends on the level of completion of the construction drawings and forecasted market conditions when the GMP was prepared.

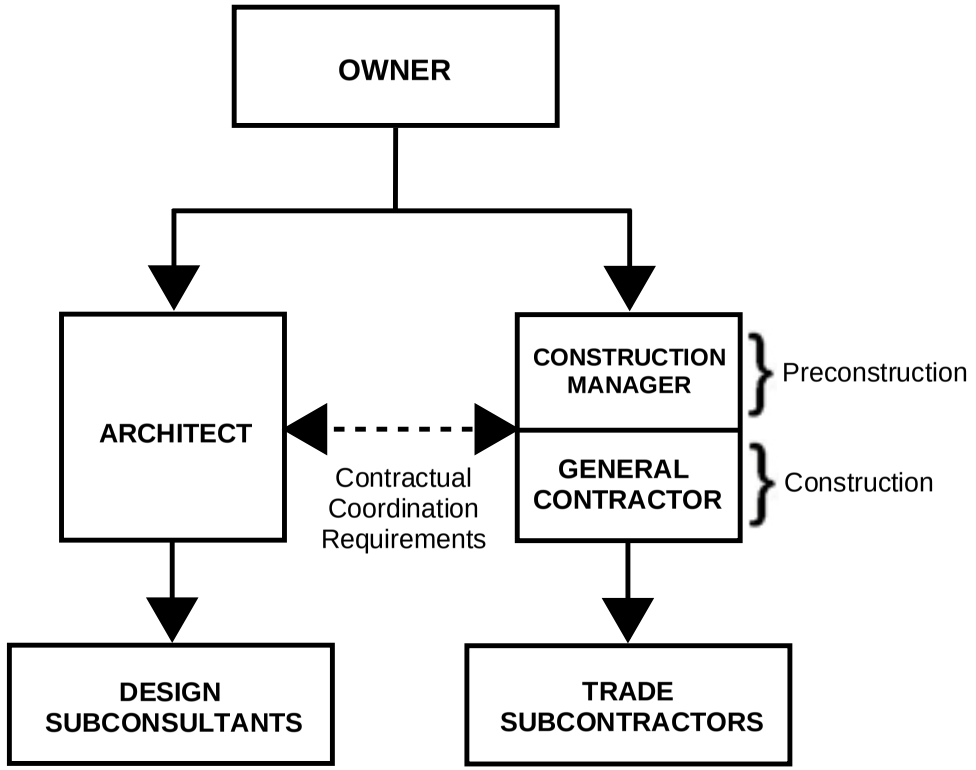
In general, this compensation method is recommended because it is a "cost reimbursement" type contract where the contractor is reimbursed for the actual cost of the work plus a fixed fee up to the GMP. Therefore, if the project comes in under the GMP, and depending on the provisions of the contract, the owner can keep the savings or share it with the contractor as additional incentive to finish under budget. Lastly, this is a commonly used compensation method on most CM/GC projects.

Enc. Contracting Methods Diagram

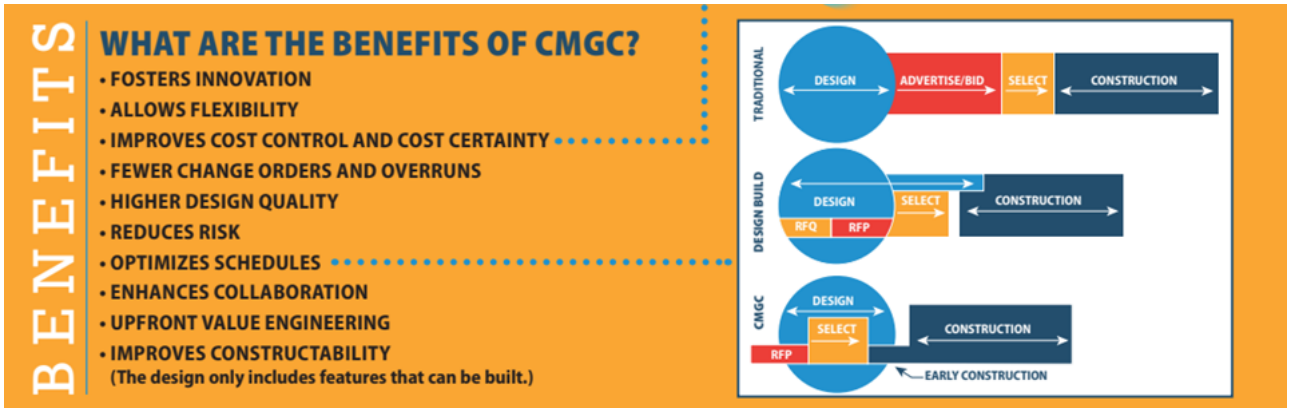
Traditional Design-Bid-Build Project Delivery Method



Construction Manager/General Contractor (CM/GC) Project Delivery Method



source: https://www.fhwa.dot.gov/construction/contracts/acm/cmgc.cfm



source: https://www.dot.state.mn.us/winonabridge/docs/benefits-of-cmgc.pdf

MEMORANDUM

TO: Michelle Kivela

FROM: Bo Martinez, Deputy Town Manager

DATE: April 25, 2022

SUBJECT: Economic Development Update

ISSUE:

Economic Development presentation and overview of 2021 accomplishments. Provide an update on 2022 economic indicators and initiatives.

FISCAL/BUDGET IMPACT:

None

BACKGROUND:

Economic Development presentation and overview of 2021 accomplishments. Provide an update on 2022 economic indicators and initiatives.

RECOMMENDATION:

None

REQUESTED DIRECTION:

Informal Presentation

ATTACHMENT:

None

MEMORANDUM

TO:	Honorable Mayor and Members of Town Council
FROM:	John Fussa, Community Development Director Bryce Matthews, Planning Manager Randy Sale, Chief Building Official
DATE:	April 25, 2022
SUBJECT:	Community Development Update

ISSUE:

The Community Development Department will provide Town Council with a general update.

FISCAL/BUDGET IMPACT:

N/A

BACKGROUND:

The Community Development Department most recently provided the Town Council with a general update on January 24, 2022. Community Development staff will provide their next update at the April 25th Town Council Study Session. The update will include the following:

- Summary of Q1 2022 Building and Construction Activity
- Summary of Q1 2022 Development Activity
- Summary of Noteworthy Building and Development Projects
- Summary of Issues/Trends Related to Growth and Development
- Summary of 2022 Comprehensive Planning Projects
- Bike/Pedestrian Plan Update activity

The attached Town Administrator's Report for Winter, 2022 contains a summary of recent Community Development activity at pp. 4 - 6 for background.

RECOMMENDATION:

For update purposes only

REQUESTED DIRECTION:

For update purposes only

ATTACHMENT:

1. TA-Report_Winter-2022

Town Administrator's Report

Winter 2022

PARKER
COLORADO

Town of Parker
20120 E. Mainstreet
Parker, CO 80138

Tel: 303.841.0353
Fax: 303.805.3153
townadministrator@parkeronline.org

Communications

Department Updates

Town Sponsorship and Events Budget
Communications Department staff exceeded its 2021 event sponsorship revenue goals, bringing in $71,225 (an almost 5% increase over the budget of $68,000). The department goal of a 40% revenue-to-expense ratio was also achieved. Staff worked diligently to ensure that in-person events returned in 2021, along with bringing back some of the new fun and engaging activities from 2020. Town staff would like to take this time to say thank you to our 2021 event sponsors. During a regular event season, sponsors play a large part in helping us bring events to our community. Our 2021 events would not have been possible without these partners and friends!

Parks and Recreation Activity Guide Returns to Print
After transitioning to an online-only version for the past two years, the Parker Parks and Recreation Activity Guide has returned to print and will once again be mailed to all residents of the 80134 and 80138 zip codes. The recent Winter/Spring edition includes January through April programs and events for both Parker Recreation and Parker Arts. An online version of this one-stop-shop resource is still available at www.ParkerRec.com/Guide, while additional printed copies are available for free at the Parker Recreation Center and Fieldhouse or Town Hall.

It's Easy to Find Volunteer Opportunities in Parker

Following the retirement of the Douglas County-based Volunteer Connect shared volunteer management system in December, the Town of Parker launched its own stand-alone system. The new Volunteer Parker website offers new flexibility and features for both volunteer applicants and back-end users.

Over the coming months, we will be further building out the volunteer opportunities available through this portal. Town staff began promoting the new website to the community and to our local high schools in January.

Visit the Volunteer Parker portal today at www.VolunteerParker.org!

Holiday Events

Thank You for the Holiday Memories!
The Town of Parker's 2021 holiday festivities kicked off with the Mayor's Holiday Lighting, which featured record-breaking weather and attendance! Around 6,000 community members and friends joined Mayor Jeff Toborg (pictured above alongside event host Ebenezer Scrooge) and the Parker Chorale in a sing-along to Silent Night and a countdown to the Town Tree and Grand Park Lighting. Congratulations to Parker resident Katrina Babic, who won our holiday scavenger hunt grand prize, a 65-inch TV donated by our Events Partner, Xfinity!

After the fun of the Mayor's Holiday Lighting, the Town continued to celebrate the season with activities each Saturday and Sunday during the month of December. These included ice sculptures and walk-around characters, as well as festive décor in Downtown Parker. Visitors were able to take fun family selfies at Candy Cane Lane at Discovery Park, Toyland on Mainstreet and Santa's Workshop at O'Brien Park. Nearly 300 children created a day of holiday memories when Santa and the North Pole Pass returned for 2021. Pass activities included a petting zoo, chance to learn secrets of the North Pole from Santa's elves while playing reindeer games, milk and cookie refreshments, and, most importantly, time with the big guy himself.

Communications - cont'd

4th Quarter Digital Marketing Report

Social Media

The following statistics were collected from the Town of Parker's and Parker Parks and Recreation's Facebook, Twitter and Instagram accounts between Oct. 1 and Dec. 31.

Account Followers

Town Facebook: 21,188 to 21,572; +2%
Town Twitter: 4,704 to 4,758; +1%
Town Instagram: 7,223 to 7,434; +3%
Parks and Recreation Facebook: 9,651 to 9,639; +1%
Parks and Recreation Twitter: 2,112 to 2,125; +0.5%
Parks and Recreation Instagram: 2,484 to 2,544; +2%

Post Engagement (number of likes, comments, shares, link clicks)

Town Social Media Accounts: 64,218
Parks and Recreation Social Media Accounts: 18,085

Post Impressions (number of views)

Town Social Media Accounts: 973,297
Parks and Recreation Social Media Accounts: 276,189

Follow the Town of Parker (@TownofParkerCO) and Parker Parks and Recreation (@ParkerRec) with the same username on each platform.

Website Statistics

The following statistics demonstrate activity for the Town of Parker (www.ParkerOnline.org) and Parker Parks and Recreation (www.ParkerRec.com) website between Oct. 1 and Dec. 31.

Website Visits

Town of Parker: 87,438
Parks and Recreation: 117,561

Page Views

Town of Parker: 159,115
Parks and Recreation: 193,847

Town Facebook:
36,448 impressions; 8,612 reactions, comments and shares
Voting is open for the Winter Holidays Porch Parade

Parks and Recreation Facebook:
11,898 impressions; 844 reactions, comments and shares
Celebrate Thanksgiving Day with family and friends while getting a workout at Parker Parks and Recreation's annual Turkey Day 5K FUN Run/Walk on Nov. 25.

Parks and Recreation Facebook:
16,131 impressions; 3,474 reactions, comments and shares
Are you ready to go bobbin' for pumpkins?! That's right, pumpkins float! Join us on Oct. 22 at the indoor Recreation Center pool for the Pumpkin Patch Splash!

Town Facebook:
14,184 impressions; 3,787 reactions, comments and shares
Congratulations to the Winter Holidays Porch Parade decorating contest winners!

Town Instagram:
271 likes
Hello old friend!

Parks and Recreation Instagram:
126 likes
Those pumpkins are gourd-geous! Therapeutic Recreation pumpkin carving party.

Community Development

Planning Division Updates

LDO Modernization Project
The second of three installments of the Land Development Ordinance (LDO) Modernization Project, Module 2 – Development Standards, has been completed and is now available for public review and comment online through Feb. 18, 2022 at *www.ParkerOnline.org/LDO*. Planning staff is taking public, stakeholder and interdepartmental comments, which can be added to the 'Comments and Ideas' tab, or emailed directly to the Project Managers found on the website.

The proposed changes in this public draft build on the previous work in phase 1 of this project, which included community and stakeholder outreach and meetings and resulted in the LDO Diagnostic Report, Annotated Outline and Project Charter that informs the project. Phase 2 of the project consists of the drafting of the new LDO in three installments: Module 1—Zoning Districts and Land Uses, Module 2—Development Standards, and Module 3—Administration and Procedures. The public draft of Module 1 has been completed and is posted on the project website for reference. Staff and consultant Clarion Associates are currently drafting Module 3.

Mark your calendars for Feb. 9 from 5 to 7 p.m. at the PACE Center for the next Community Open House, which will focus on Module 2. Citizens are encouraged to drop in and learn more about the proposed changes.

Bike and Pedestrian Master Plan
Staff continues efforts to develop a consolidated Bike and Pedestrian Master Plan that will serve as the Town's policy document and 'road map' to support safe, comfortable and connected bike and pedestrian infrastructure. This project began in Winter 2020-21, and plan adoption is expected to occur in Q3 2022.

Visit *www.ParkerOnline.org/BikeAndPedPlan* to find an interactive map tool where positive areas and areas of concern can be pinned, along with a Comments feature where citizens can add their thoughts and ideas on biking and walking in Parker. **A Community Open House will also be held March 8 from 4:30 to 6:30 p.m. at the Parker Fieldhouse** where citizens can learn the latest updates about this project and provide feedback.

Census and Population Projections
The Town's current population as of Jan. 1, 2022 is approximately 62,244 residents. Parker's population is expected to be about 80,000 residents by 2035. The Town expects continued strong residential building activity in 2022 and the coming years spurred by new residential developments, such as Looking Glass and Anthology North in the southwest quadrant of Town. Having up-to-date population figures is important for the Town to plan for services, including the Police Department, and planning for the physical infrastructure of our community, such as roads.

Building Division
4th Quarter Statistics

Q4 Single-Family Permits: 100
$38,539,180 Q4 valuation
---
639 total in 2021
$243,978,942 total valuation
---
390 / $142,801,970 End Q4 2020

Q4 Multi-Family Permits: 12
$67,483,218 Q4 valuation
---
376 apartment units in 2021
0 condo units
9 townhome units
$67,538,218 total valuation
---
26 / $46,044,240 End Q4 2020

Q4 Other Permits: 678
$7,601,757 Q4 valuation

2,833 total in 2021
$24,427,928 total valuation

3,463 / $28,542,459 End Q4 2020

Q4 Commercial Permits (New): 9
$2,690,505 Q4 valuation
---
21 total in 2021
$32,787,921 total valuation
---
27 / $31,947,292 End Q4 2020

Q4 Commercial Permits (Remodel): 167
$2,823,564 Q4 valuation
---
821 total in 2021
$15,846,135 total valuation
---
724 / $17,965,548 End Q4 2020

Q4 Total Permits: 965

4,334 total in 2021

4,630 / End Q4 2020

Q4 Total Permits Valuation: $119,138,224

$384,579,144 2021 Total Valuation

$267,301,509 / End Q4 2020 Total Valuation

Q4 Inspections: 10,586

40,066 total in 2021

31,497 / End Q4 2020

Community Development - con't

Development Review - *Project Updates*

Development Projects of Interest - Under Review

See the Development Tour Map at www.ParkerOnline.org/Development for information on all projects in Town.

Project Description	*Project Type*	*Case #*
Newlin Crossing * NE corner of Chambers Road and Mainstreet * 290 single-family lots along with parks and open space	Sketch Plan Preliminary Plan	SUB20-041 SUB20-042
Compark Village South * W of Chambers Road on future Belford Avenue * 300 multifamily homes with parks and landscaping	Site Plan	SP21-118
Olde Town/Senderos Creek North * S of Mainstreet, E of Jordan Road * 122 townhomes along with parks	Final Plat Site Plan	SUB21-064 SP21-023
Olde Town/Senderos Creek Office and Commercial * S of Mainstreet, E of Jordan Road * Two 24,761 sq. ft. two-story commercial/office buildings	Site Plan	SP19-131
Lincoln Professional Park (Peaslee) Commercial * SE corner of Lincoln Avenue and Dransfeldt Road * Future commercial uses	Subdivision and Preliminary Site Plan	SUB21-055 SP21-107
In-N-Out Burger * SW corner of Parker Road and Pine Lane * 3,900 sq. ft. fast food restaurant	Rezoning Preliminary Site Plan	Z21-012 SP21-126
Kime Ranch Sketch and Preliminary Plan * N of Mainstreet at Willow Park Drive * 150 single family home lots with parks and open space	Sketch Plan Preliminary Plan	SUB21-053 SUB21-054
Anthology North * S of Hess Road, W of Motsenbocker Road * 1,038 single family home lots, future development tracts, parks and open space	Preliminary Plan for Segment 1B/1C and Final Plats for Segment 1A	SUB20-006
Townhomes at Pine Drive * NE corner of Pine Drive and Summerset Lane * 85 attached townhome lots, along with parks, trails and open space	Final Plat	SUB21-077
Looking Glass (Hess Ranch) Segment 2A * SW of Crowfoot Valley Road and Stroh Road * 905 residential lots, future development and commercial tracts, parks and open space on 342.86 acres	Sketch Plan Preliminary Plan	SUB20-010 SUB20-011

Project Focus: New Light Industrial Building and Business

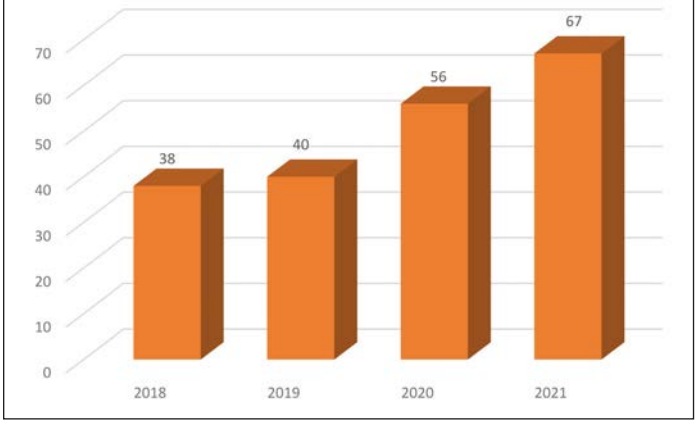
Currently under review on the north side of Compark Boulevard, west of Chambers Road, is a new 75,074 sq. ft. light industrial office building. The project proposes a one-story office/showroom and distribution facility for Xybix, a company that specializes in desk and workspaces.

Community Development - con't

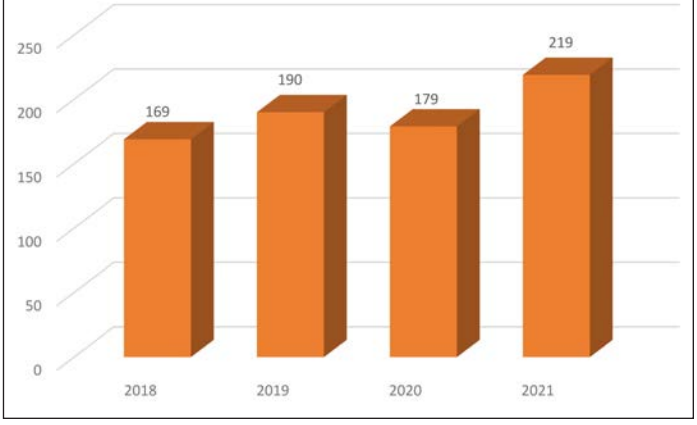
Major Administrative Approvals - *4th Quarter 2021*

Proposal	*Applicant*	*Case #*	*Approval Date*
Pine Bluffs Filing No. 4, Lot 2 * N of Hess Road, E of Parker Road * 5,200 sq. ft. multi-tenant retail building	Koebel	SP21-030	Dec. 16
Parker and Pine Filing No. 1, Lot 2 * W of Parker Road, S of Pine Lane * 2,800 sq. ft convenience store and gas station	Murphy Oil	SP20-019	Sept. 27
Parkglenn Filing No. 3, Lot 1, Block 2 * E of Parker Road, S of Lincoln Avenue * Coffee shop and rehabilitation of existing car wash	Masterworks LLC	SUB20-119	Sept. 20

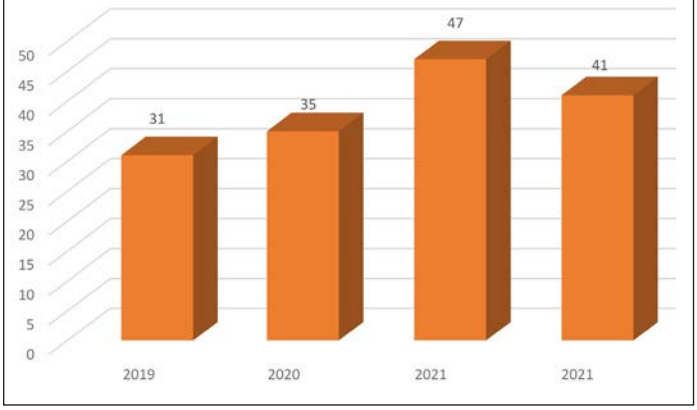
Development Review Submittals - *4th Quarter*



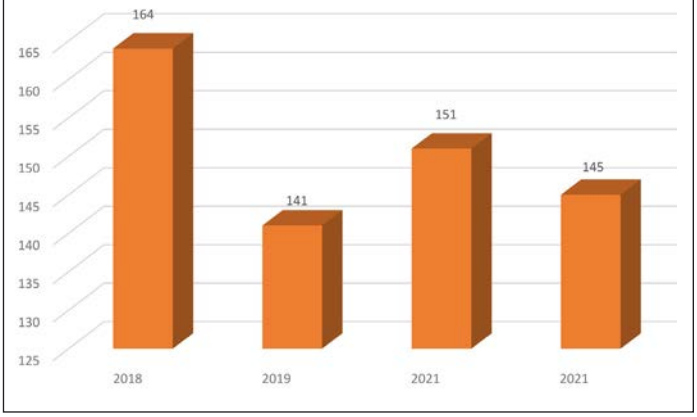
Development Review Submittals - *Year Total*



Development Review Approvals - *4th Quarter*



Development Review Approvals - *Year Total*



See the Development Tour Map at www.ParkerOnline.org/Development for information on all projects in Town.

Cultural Department

Education

- Nearly 400 students from six area schools attended Parker Arts' first post-COVID in-person student matinee, The Let's Go Science Show (pictured above).
- Despite Douglas County School District (DCSD) bus driver staffing challenges, school group orders have filled two shows of The Wizard of Oz, four shows of Dragons Love Tacos and one show of Dinosaur World Live. Parker Arts has availability for two school shows of The Story Pirate with an in-school residency. Parker Arts is promoting bus scholarships to schools to potentially hire private buses for transportation.
- A total of 180 enrichment classes brought in 1,863 youth and adult students this fall. Classes ranged from Italian Cooking to Ukulele. New adult dance classes have been very popular and include: Burlesque Dance, Adult Ballet, The Dancer's Class, Improver Line Dance and Belly Dance Advanced!
- Parker Arts Education has coordinated efforts with DCSD's English as a Second Language (ESL) team to promote multi-cultural events and shows and partnered to offer a DCSD Sources of Strength free community scheduled for January 2022.

Facility Rentals

- This quarter, among multiple meeting rentals, Parker Arts also booked the following events:
  - * Six weddings
  - * Three holiday parties
  - * One quinceanera

On Point School of Dance Opportunities

Parker Arts is proud to have provided an enrichment scholarship to eighth grade student Hannah Anderson (pictured below) who has been dancing with On Pointe School of Dance since she was five years old and recently performed as a lead character in Clara's Dream. "[Hannah] has been blessed with partial scholarships for the past few years, and taking more than one dance class has made a huge difference," said her mother, Kimberly Anderson. "[Hannah] enjoys lighting the stage with her talents and passion of dance," said Colleen Moeller, owner of On Pointe.

Cultural Department - con't

Box Office Highlights

- Parker Arts was happy to see full houses again this past quarter! These October shows were a huge success:
  - **Take Me Home: The Music of John Denver** *80% capacity*
  - **Big Bad Voodoo Daddy** *80% capacity*
  - **Oak Ridge Boys: Elvira 40 Tour** *100% capacity*
  - **Clue: The Musical** *80% capacity*
- November and December continued this trend with many sold out events, including:
  - **The Greatest Showman Sing-Along**
  - **Veterans of SNL**
  - **Michael Martin Murphey's Cowboy Christmas**
  - **A Classic Parker Holiday**
  - **The Nutcracker of Parker**
- Since Bill Berry, former Box Office Manager, has moved on to The Alley Theatre in Houston, a new role has been created that will oversee all front of house operations, including concessions and patron services. Laura Nell Borden will be stepping in as the new Front of House Coordinator after overseeing food and beverage operations for Parker Arts for six years.

John Lovitz, Veterans of SNL

Oak Ridge Boys

Volunteer/Outreach

- Parker Arts volunteers attended the Mayor's Holiday Lighting to share information about Parker Arts with attendees.
- Volunteers were celebrated at a seasonal holiday party where two amazing volunteers opened up their homes for the festivities!
- Staff became familiar with and started using a new online volunteer platform that will help keep volunteers more informed about Parker Arts events.
- In 2021, volunteers donated 1,375 hours of their time to Parker Arts.

Development

- Parker Arts Members enjoyed attending a Wine and Halloween Candy Pairing event and a 2022 Journal Creation Event in the last quarter, promoting new memberships and friendships.
- The Johnson Foundation made a generous $20,000 donation at the end of the year, for which we cannot thank them enough.
- An anonymous donor also donated money for the purchase of equipment to make much-needed upgrades to the Discovery Park sound system.
- Over 200 people donated to end-of-year giving efforts that also included Giving Tuesday and Colorado Gives Day.
- Parker Arts is thankful for all of its 2021 donors. Their generous donations help to continue providing enriching cultural programs in our community.

Economic Development

The Great Rebalancing

The great resignation and great re-shifting are two of the many terms used to define our local and national economies in 2021. Many of our industries from retail, office, hospitality and manufacturing to healthcare have dealt with labor shortages, supply chain disruptions, shift from work to home and inflation pressures.

We have all rolled up our sleeves to make sure businesses have access to capital through programs such as the Parker Revolving Loan Program and other lending partners, leveraging resources such Arapahoe/Douglas Workforce Center that provide no-cost services to businesses and job seekers to ensure our region's workforce and economy remain competitive, and to many of our residents who continue to support our small businesses by shopping local.

Many of our metrics held steady in Parker in fourth quarter 2021 during these uncertain times. As we look to the new year, several new to market retail concepts and industrial flex buildings will announce and open in Parker. We will also embark on a comprehensive economic development strategic planning process that will position Parker for the future and continue to focus on developing a vibrant and economic resilient downtown.

Commercial Real Estate Outlook

While office, multifamily, industrial and retail remain important classes for commercial real estate investment and development, some non-conventional asset classes are gaining momentum. The COVID-19 pandemic has diverted investors' attention into more niche, but downturn-proof, real estate sectors, including cold storage, self-storage, medical offices and data centers.

Source: Metro Denver Economic Development Corporation

Retail Market Outlook

In its 2022 Market Outlook, commercial real estate firm CBRE predicts the retail construction pipeline will remain modest as developers instead focus on industrial and multi-family projects. With retail development expected to remain constrained, retailers will continue to use space more efficiently. Grocery-based e-commerce is expected to grow more than 20 percent in 2022, and grocery-anchored retail assets will remain the gold standard of retail investment. Retail vacancy remains low in Parker at 1.4 percent (4.5 million sq. ft. existing) compared to Douglas County at 2.3 percent and the rest of the metro Denver region as shown in the above chart.

Retail Market Statistics

	Quarter 4 2021	Quarter 3 2021	Quarter 4 2020	Quarter 4 2019	Quarter 4 2018	Quarter 4 2017
Number of Buildings	12,967	12,959	12,928	12,846	12,717	12,573
Existing Square Feet (millions)	174.7	174.6	174.2	173.4	172.1	170.1
Vacant Square Feet (direct, millions)	8.0	8.6	8.8	7.3	6.3	7.0
Vacancy Rate (direct)	4.6%	4.9%	5.1%	4.2%	3.7%	4.1%
Vacancy Rate (with sublet)	4.7%	5.1%	5.2%	4.3%	3.8%	4.3%
Avg. Lease Rate (direct, per square foot, NNN)	$19.27	$18.82	$18.82	$18.45	$18.90	$18.04
New Construction Completed (year-to-date)	0.46 MSF, 39 Bldgs	0.34 MSF, 27 Bldgs	0.90 MSF, 64 Bldgs	1.22 MSF, 123 Bldgs	1.88 MSF, 139 Bldgs	1.62 MSF, 101 Bldgs
Currently Under Construction	0.78 MSF, 43 Bldgs	1.13 MSF, 34 Bldgs	0.58 MSF, 41 Bldgs	1.31 MSF, 72 Bldgs	0.97 MSF, 53 Bldgs	1.46 MSF, 60 Bldgs

Source: CoStar Realty Information, Inc. MSF=Million Square Feet

Economic Development - con't

Industrial and Flex Market Outlook

CBRE predicts that amid record demand, rent growth and investment activity, the industrial real estate market will remain strong in 2022. Demand will primarily be driven by growing e-commerce sales, the improving economy, population migration and the need for onshore "safety stock" inventory to avoid further supply chain disruptions. The industrial vacancy rate in Parker is 9.5 percent (896,000 sq. ft. existing) and is expected to fluctuate as new buildings come online and get absorbed with new users. Douglas County's vacancy rate is 7.7 percent.

Labor Force/Unemployment Outlook

Unemployment in Metro Denver decreased 2.5 percent over the year to 4.4 percent in November. The unemployment rate was 0.1 percent lower than the prior month. All seven counties in Metro Denver reported over-the-year decreases in the unemployment rate. Douglas County reported the lowest unemployment rate of 3.4 percent in November, while Adams County reported the highest rate of 5.1 percent.

Office Market Outlook

The return of workers will likely have to precede a true recovery in office leasing, as many companies will monitor the COVID-19 Omicron variant and other risks and look to continue to test drive whatever hybrid work schedules or revamped office layouts they put in place before they commit to a new lease. Some companies will look to relocate and leave behind larger blocks of space than new companies are willing to fill, and vacancy will likely rise as leasing activity picks up.

According to CBRE, the shifting role of the office will likely accelerate a flight to quality, with office buildings that offer desirable technology, amenities and flexible space capturing a growing share of demand. Concessions, such as free rent and tenant-improvement allowances, are expected to remain elevated.

Parker's office vacancy rate was 9 percent (1.4 million sq. ft. existing) in fourth quarter 2021 and is projected to see small increases over the next four quarters. Based on CoStar data, the direct office vacancy rate in Metro Denver was 12.5 percent.

Office Market Statistics

	Quarter 4 2021	Quarter 3 2021	Quarter 4 2020	Quarter 4 2019	Quarter 4 2018	Quarter 4 2017
Number of Buildings	6,612	6,608	6,590	6,559	6,527	6,480
Existing Square Feet (millions)	200.0	199.8	197.9	196.2	194.6	190.3
Vacant Square Feet (direct, millions)	25.0	24.5	21.6	17.7	17.7	17.8
Vacancy Rate (direct)	12.5%	12.3%	10.9%	9.0%	9.1%	9.3%
Vacancy Rate (with sublet)	14.1%	13.9%	12.3%	9.6%	9.9%	10.2%
Avg. Lease Rate (direct, per sq. ft., full service)	$29.47	$29.36	$28.88	$28.03	$27.19	$26.72
New Construction Completed (year-to-date)	2.14 MSF, 22 Bldgs	1.88 MSF, 18 Bldgs	1.58 MSF, 28 Bldgs	1.62 MSF, 29 Bldgs	4.21 MSF, 46 Bldgs	3.00 MSF, 38 Bldgs
Currently Under Construction	1.78 MSF, 16 Bldgs	1.39 MSF, 16 Bldgs	2.82 MSF, 28 Bldgs	3.62 MSF, 43 Bldgs	4.12 MSF, 46 Bldgs	5.11 MSF, 43 Bldgs

Source: CoStar Realty Information, Inc. MSF=Million Square Feet

Labor Force Statistics
(000s, not seasonally adjusted civilian labor force)

	November 2021 (p)		2021 YTD AVG		2020 YTD AVG		2016	2011
	Total Labor Force	Unemployment Rate	Total Labor Force	Unemployment Rate	Total Labor Force	Unemployment Rate	Ann Avg Unemployment Rate	Ann Avg Unemployment Rate
Metro Denver	1,895.6	4.4%	1,869.3	5.8%	1,824.8	7.4%	2.9%	8.4%
Adams County	284.9	5.1%	281.4	6.6%	274.2	8.1%	3.4%	10.3%
Arapahoe County	380.5	4.7%	375.3	6.1%	366.5	7.9%	3.0%	8.6%
Boulder County	200.0	3.5%	196.6	4.8%	192.8	6.2%	2.6%	6.7%
Broomfield County	41.7	3.7%	41.1	5.0%	40.2	6.7%	2.8%	7.3%
Denver County	438.3	4.8%	432.8	6.3%	423.4	8.3%	3.0%	8.9%
Douglas County	203.4	3.4%	200.2	4.5%	194.4	5.8%	2.6%	6.7%
Jefferson County	346.7	4.1%	341.8	5.4%	333.3	7.1%	2.8%	8.3%
Colorado	3,217.5	4.4%	3,191.3	5.8%	3,117.6	7.3%	3.1%	8.7%
United States	162,099	3.9%	161,159	5.5%	160,808	8.2%	4.9%	8.9%

Source: Colorado Department of Labor and Employment, Labor Market Information. (p) =preliminary

Engineering and Public Works

Traffic and Sidewalk Projects

North Parker Road Operational Improvements

- *Traffic and multi-modal operational improvements on Parker Road between Lincoln Ave and E-470*

Preliminary design for the project is complete. Intergovernmental agreements to commit State, Federal and County funding for the project were approved by Town Council in summer 2021. A Notice of Intent to Acquire ordinance for the right-of-way and easements needed for the project were approved by Town Council on Jan. 3, 2022.

Responsive Signal System Expansion

- *Installation of seven new count stations and monitoring equipment, as well as creation of new Traffic Responsive control signal programming*

Design is underway and an intergovernmental agreement with CDOT was approved by Town Council in summer 2021 to secure joint funding for the project. Following CDOT approval of the design, the project will be bid out in 2022 with full operation expected by the end of 2022.

Motsenbocker Road/French Creek Avenue Traffic Signal

- *Installation of a mast arm traffic signal at the Motsenbocker Road/ French Creek Avenue intersection*

Town Council awarded the construction contract on Jan. 3, 2022. Construction is anticipated to be completed by summer 2022.

Parker Road Sidewalk - East Side Connection Project

- *Installation of a multi-use trail/ sidewalk on the east side of Parker Road from Sulphur Gulch Trail to just south of Parker Square Drive with a pedestrian bridge over Sulphur Gulch*

Design is underway. An intergovernmental agreement was approved by Town Council in June 2021 to solidify partial State multi-modal funding for the project. Project bidding is expected to occur in late 2022, with construction taking place in 2023.

Mainstreet North Sidewalks

- *Widening of sidewalks on the north side of Mainstreet between Victorian Drive and the east property line of Town & Country Village Townhomes*

Design is underway with construction tentatively scheduled for summer 2022/23

Parker Road Sidewalk Project - South *(pictured above)*

- *Installation of a multi-use trail/ sidewalk on the west side of Parker Road between Twenty Mile Road and Hess Road, along with a spur to the Cherry Creek Trail*

Construction is underway with an anticipated February completion date. The Town has received approval for partial State multi-modal funding.

Pikes Peak Drive Sidewalks

- *Widening of sidewalks on Pikes Peak Drive between Sulphur Gulch bridge and Mainstreet.*

Design is underway with construction tentatively scheduled for 2023.

Downtown Circulation Improvements *(map on next page)*

- *Pedestrian safety and circulation improvements on Victorian Drive and Mainstreet, including a traffic signal at the Mainstreet/Victorian Drive (west) intersection*

The construction contract was awarded by Town Council in summer 2021. Construction is underway and is anticipated to be completed by late spring 2022.

Engineering and Public Works - con't

Roadway Projects

Cottonwood Drive Widening
(pictured above)

- *Jordan Road to Cottonwood Way*

All four lanes of this expanded roadway were opened to the traveling public by the end of 2021, but construction work remains. Daily lane closures will be utilized to complete the work as the weather allows. The roadway widening project is anticipated to be completed by summer 2022. A separate median landscaping contract is anticipated to be completed this summer.

Jordan Road/Newlin Gulch Improvements

- *Widening of Jordan Road and the Newlin Gulch bridge between Lincoln Avenue and Rockbrook Boulevard and addition of sidewalk on the west side of Jordan Road between Village Center Drive and Stonegate Parkway*

Design of the project is currently underway. Construction is tentatively scheduled for 2024/25.

Lincoln Avenue Widening

- *Widening of Lincoln Avenue from four to six lanes between Keystone Boulevard and Parker Road*

Design of the project is underway with construction tentatively forecasted for 2024/25.

Southwest Parker Road/ Mainstreet Improvements
(map at right)

- *Widening of turn lane at the southwest corner of Parker Road/ Mainstreet*

The project was substantially completed in late fall 2021.

Twenty-Mile Road/Mainstreet Turn Lanes

- *Addition of a second left turn lane eastbound on Mainstreet at Twenty-Mile Road, adding a right turn lane southbound on Twenty-Mile at Mainstreet and adding a left turn lane on Twenty-Mile Road at Stage Run*

Design is underway and construction is tentatively scheduled for summer 2022.

Motsenbocker/Hess Intersection Improvements *(map below)*

- *Improvements at the Motsenbocker/Hess intersection and widening south*

Town Council awarded the construction contract for this project in summer 2021, and construction began in the fall. Work is anticipated to be completed in late spring 2022.

Dransfeldt Road Extension

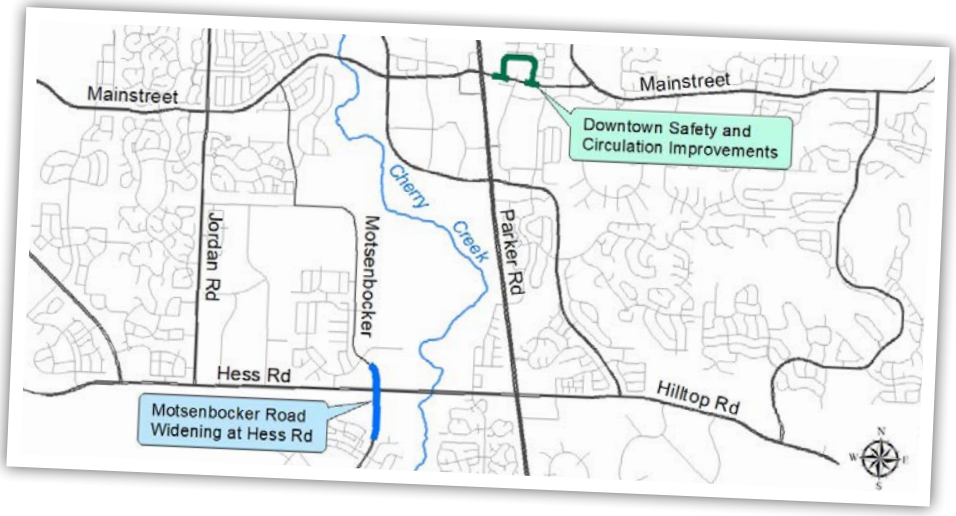
- *Extension of Dransfeldt Road, south of the Twenty Mile Road intersection over Cherry Creek, and connecting into Motsenbocker Road north of Salisbury Park*

Design work is currently underway with construction tentatively forecast for 2023/24.

Dransfeldt Road Widening

- *Addition of one southbound lane to Dransfeldt Road between Mainstreet and Pony Express Drive*

Design is underway with construction tentatively scheduled for 2023.



Engineering and Public Works - con't

Stormwater Projects

Cherry Creek at KOA

- *Channel and bank stabilization from McCabe Meadows Trailhead Parking lot to a point approximately 1,000 feet north*

This project has been substantially completed and is currently under revegetation monitoring.

Lemon Gulch at Looking Glass

- *Channel and bank stabilization from the Looking Glass property boundary west of Crowfoot Valley Road to a point along Lemon Gulch approximately 4,000 feet southwest*

This project was substantially completed in late 2021 and is currently under revegetation monitoring.

Brandy Gulch at Looking Glass

- *Channel and bank stabilization from the confluence point with Lemon Gulch to a point along Brandy Gulch approximately 2,700 feet west*

This project was substantially completed in late 2021 and is currently under revegetation monitoring.

Cherry Creek at Dransfeldt

- *Channel and bank stabilization from PSCo transmission lines to a point approximately 2,500 feet south*

This project is within the preliminary design phase. Final design is anticipated in 2022 with construction anticipated to begin winter 2022/23.

Green Acres Tributary at Compark Village South

- *Channel and bank stabilization from a Culvert under E-470 to a point along Green Acres Tributary approximately 4,200 feet southwest*

This project is under construction with completion anticipated for first quarter 2022. Temporary and structural stabilization is currently being implemented for all completed sections of the project. Full stabilization, including seeding and plantings, will be installed early spring 2022 ahead of the anticipated germination window.

West Stroh Gulch at Anthology North

- *Channel and bank stabilization from an existing drop structure immediately upstream of French Creek Loop to a point along West Stroh Gulch approximately 5,100 feet southwest*

This project is under final design and permitting with construction anticipated for first/second quarter 2022.

Jordan Tributary at Bradbury Ranch

- *Channel and bank stabilization from an existing stormwater pond immediately upstream of Mainstreet to a point along Jordan Tributary approximately 3,600 feet north*

This project is within the final design and permitting phase with construction anticipated to begin in first/second quarter 2022.

Cottonwood Meadows Tributary

- *Channel and bank stabilization from an existing stormwater pond immediately upstream of Jordan Road to the confluence with Cherry Creek approximately 1,200 feet east*

This project is within the final design and permitting phase with construction anticipated to begin in second/third quarter 2022.

Cimarron Middle School Pond

- *Structure retrofits and improvements to a regional stormwater pond adjacent to Cimarron Middle School*

This project is within the final design/ permitting phase and is anticipated to begin in fourth quarter 2022.

Clarke Farms Drainage Improvements

- *Re-establishment and improvements to an existing channel and associated stormwater infrastructure to alleviate flooding concerns in this area*

This project is within the preliminary design phase with construction anticipated to begin summer 2022.

Annual Roadway Maintenance

Concrete Repair - 2021

- *Misc. sidewalk, concrete pavement and curb and gutter repairs*

This project began in May 2021 and is 90% complete. Staff is currently working on performing concrete removal and replacement on local streets.

Recreation Projects

Jordan Road Undercrossing Project

- *Construction of an under-crossing along the East-West Regional Trail at Jordan Road*

This project is substantially complete.

Parks and Recreation

Special Events

- **Pumpkin Patch Splash (Oct. 22):** Children chose their pumpkin from our floating pumpkin patch at the Parker Recreation Center Indoor Pool. There were three sessions with 102 total participants.
- **Fieldhouse Fright Night (Oct. 23):** This evening of Halloween family fun at the Parker Fieldhouse was a resounding success! Pre-registration filled up with 300 youth registrants, and many walk-up participants were welcomed, as well.
- **Turkey Day 5K FUN Run/Walk (Nov. 25):** The tradition continued with 1,000 participants celebrating Thanksgiving Day with a run/walk along the Cherry Creek Trail, starting and finishing at the Parker Recreation Center.
- **Milk and Cookies with Santa (Dec. 12):** Families were thrilled to spend some time with Santa (pictured bottom right)! This year's event grew and featured two sessions with 80 children in each timeslot.
- **Swim with Santa (Dec. 18):** Kids enjoyed this Santa-sized pool party with plenty of photo ops with jolly old St. Nick at the Parker Recreation Center Indoor Pool. More than 50 participants joined us for this inaugural event.

Day Camp

- Fieldhouse Day Camp (pictured above) welcomed 65 campers during Thanksgiving break and 260 participants during winter break.

Sports

- Errin Koon was awarded the CPRA Presidential Award at the Annual CPRA Banquet in December 2021 for contributions to the state organization and the CARA board.

Facilities

- The Mountain Pine Woman's Club Yuletide Bazaar was held at the Parker Fieldhouse in November and welcomed more than 1,500 visitors. Some funds raised at this one-day event benefit the Parker Recreation Scholarship program.

Parks

- This time of year, the Parks staff is winding down its summer/fall routine maintenance and gearing up for winter operations, including snow removal. By this time of year, they've updated all snow maps, checked all plows and other equipment, replenished all the salt barrels at Town facilities and held the annual "Snow Rodeo" (pictured below). This event is the internal plow training and practice event held to reacquaint crew members with snow removal procedures and rejuvenate their snow equipment skills. It was perfect timing for this training, as staff has already responded to two snowfall events, despite the dry winter we're having so far.

Forestry/Open Space

- Forestry/Open Space staff continued their normal maintenance functions while preparing for winter operations, including snow removal. Additionally, they completed in-house installation of new trail signage, which features a QR code linked to the Town's interactive trail map. This online resource has helped save an estimated 5,000 paper maps per year and nearly $2,000 annual map printing savings for the Town.

Parks and Recreation - *con't*

By the Numbers - *4th Quarter*

Day Camp

388%

Increase in winter break participants from 2020 to 2021.

Sports

52%

Increase in Sports revenue from 2020 to 2021.

884

Registrants in Fall Kinder and Youth Basketball Leagues.

Aquatics

53

Registrants for the inaugural Swim with Santa event at the Recreation Center Indoor Pool.

Kids' Zone

160

Children who were registered for the Milk and Cookies with Santa event.

Fitness

1,140

Combined in-person and virtual Group Fitness classes held, totaling 13,821 participants.

1,029

Personal training sessions conducted.

Facilities

684

Number of 10- or 20-Visit Passes sold.

412

Number of new memberships sold.

12,721

Number of Ice Trail at Discovery Park admissions.

1,805

Cups of hot chocolate sold at the Ice Trail concessions stand.

Forestry/Open Space

46

Employee hours spent pruning for line-of-site issues and storm damage.

88

Incidences of vandalism on Town property, including graffiti, that were cleaned or repaired.

588

Linear feet of trail edge ground to help mitigate tripping hazards.

80

Employee hours of late-season mowing of open space for weed control, fire mitigation and aesthetics.

Parks

110

Employee hours of late-season mowing at sports fields and Town facilities.

196

Employee hours spent preparing the Ice Trail at Discovery Park, including installing dasher boards.

66

Employee hours spent inspecting Town playgrounds, keeping them safe and in good working order.

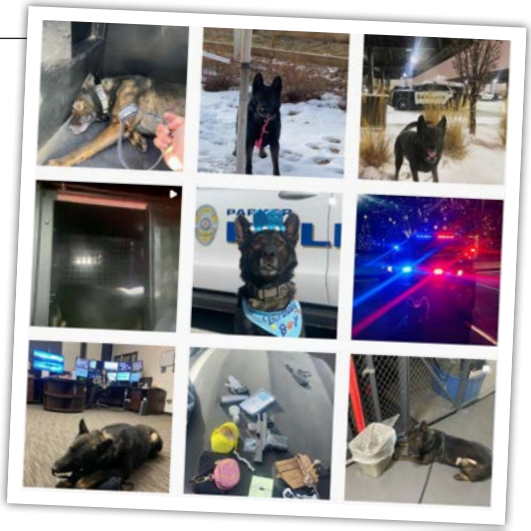
66

Employee hours of hand-picking trash around Town, not including emptying cans.

Parker Police

Department News

K-9 Kato Joins Instagram
You can now see the latest photos of K-9 Kato (pictured at right) and K-9 Officer "Insta" Graham on Instagram. You can expect to see pictures and videos from Kato's work and home life. It's the best place to see the latest from Officer Graham and K-9 Kato. Check out @k9katofightscrime on Instagram and let us know what you think.



New Officers Sworn-in
Friends, family and staff were on-hand in December as Officers Duran, Odom and Payne (all pictured at right with Chief Tsurapas) took the oath to serve and protect Parker residents. Officer Duran joins the Parker Police after two years with the Fort Morgan Police Department. Officers Odom and Payne graduated from the Highlands Ranch Law Enforcement Training Facility in December.

In November, Officers Clary, Ryan (pictured at right) and Valko had Parker Police badges pinned to their chest after taking their oath. Officer Clary brings two years of experience to Parker from an outside agency, Officer Ryan three years and Officer Valko seven years.

Public Safety Updates

Stolen Truck Recovered, Suspect Arrested
A Parker officer spotted a GMC truck with license plates belonging to another vehicle while patrolling on the night shift. The driver was contacted after parking at a business and exiting the vehicle. He had two outstanding felony warrants, was arrested and taken to the Douglas County Jail. The GMC was reported stolen in a carjacking out of Limon.

Community Assists with Arrest of Suspected Drunk Driver
Thanks to the help of observant residents, Parker officers were able to take a suspected drunk driver off the streets. Residents saw a vehicle driving erratically on Parker Road and called the police. Officers arrested the suspect after he was unable to perform the roadside sobriety maneuvers safely.

Traffic Enforcement Operation
In October, the Parker Police participated in a speed enforcement operation with Douglas County law enforcement partners and the Colorado State Patrol. Between the five agencies, 307 traffic stops were made, 169 speeding tickets and 52 traffic-related tickets were handed out and six arrests made.

Parker Police - con't

Community Outreach and Programs

Heroes and Helpers
Parker Police officers and department staff members had a fantastic time shopping with more than 20 Parker boys and girls during the annual Heroes and Helpers event (pictured top right). This event allowed these kids an opportunity to shop for themselves and family members with a Parker officer. Each child picked out a few items for themselves and their loved ones.

Texas Roadhouse Tip-A-Cop
Parker residents donated more than $2,300 to Colorado Special Olympics at the Texas Roadhouse Tip-A-Cop event. Officers Drew-Bell, Mattern and Valko, as well as Dispatcher Daily, worked with Special Olympics Athletes Heather, Tara, Ryan and Angie to raise money to cover the cost of participation. This event is successful because our residents support Special Olympics and the Parker Police Department.

Coffee with a Cop
Parker residents joined the Parker Police at Kunjani Coffee for Coffee with a Cop in October (pictured middle right). The afternoon event saw many parents and kids stop by to talk to their favorite officers after school and say thank you.

State's #1 Prescription Drug Take-Back Box
The Parker Police Department knew there was a significant need for a safe location to dispose of expired and unused medications back in 2018. But they were blown away to learn that their medication drop box is the most used in the entire state of Colorado. It's especially remarkable considering Parker PD's drop box started a year after the program launched. Parker residents have dropped off more than 6,500 pounds of medicine in the last three years.

Douglas County Youth Initiative (DCYI)
Sergeant Holmes recently attended the DCYI Youth Congress to talk about School Resource Officers and their role in Parker schools (pictured bottom right). The students presented ideas on how SROs could enhance their relationships with students. They made sure Sergeant Holmes knew how much they appreciated Parker SROs in their schools and that it made them feel safe.

Shred-A-Thon
More than 250 Parker residents recently brought their sensitive documents to Salisbury Equestrian Park for a Shred-A-Thon. Parker residents who dropped of their documents for shredding also donated more than $2,100 to the Parker Senior Center.

Citizen's Academy Graduation

Twenty-one residents recently graduated from Parker's first online Citizen's Police Academy. After completing 13 online classes, students went to the range and shot the guns Parker officers carry. Registration opens for the next Citizen's Police Academy on Jan. 19. The goal is to host this next class in-person.

Town Clerk's Office

Statistics – *4th Quarter 2021*

Community Event Permits

- 2017 – 68
- 2018 – 60
- 2019 – 74
- 2020 – 51 (27 withdrawn due to COVID-19)
- 2021 – 55

Special Events Permits Processed *(Events with Liquor)*

- 2017 – 33
- 2018 – 31
- 2019 – 23
- 2020 – 9 (6 withdrawn due to COVID-19)
- 2021 – 23

Active Liquor Licenses

- 2017 – 97
- 2018 – 107
- 2019 – 117
- 2020 – 117
- 2021 – 124

Open Records Requests

- 2017 – 120
- 2018 – 119
- 2019 – 187
- 2020 – 194
- 2021 – 208

Peddlers and Solicitors Permits

- 2017 – 30
- 2018 – 18
- 2019 – 21
- 2020 – 18
- 2021 – 15

MEMORANDUM

TO:	Honorable Mayor and Members of Town Council
FROM:	Michelle Kivela, Town Administrator
DATE:	April 25, 2022
SUBJECT:	Strategic Leadership Candidate Document

ISSUE:
Discussion on the inclusion of information on strategic leadership for the Council candidate informational packet.

FISCAL/BUDGET IMPACT:
None

BACKGROUND:
At the February 25 Council Retreat, Councilmember Hefta presented information on strategic leadership to be included in the Councilmember candidate information and new Councilmember orientation.

RECOMMENDATION:
Direction from Town Council on the Strategic Leadership document.

REQUESTED DIRECTION:
Discussion and direction on the Strategic Leadership document.

ATTACHMENT:
1. Strategic Leadership Document

Town Council at the Strategic Level of Performance

- **What is strategic leadership for a Town Council Member**?
  Town Council is the strategic policy leader-of the Town of Parker. The Mayor is the political leader of the Town. The administration of Town Council policy is the duty of the Town Administrator. Strategic leadership requires the Town Council to engage a diverse group of people, (both internal and external), at the strategic level of influence to accomplish short and long term policy goals for the Town. Town Council engages in a variety of strategic objectives at every meeting to meet Town Council's legislative responsibility of making policy for the Town to the extent provided by the Town Charter. Success in establishing Town Council policies requires: an understanding of one's own perspectives and how they were developed; the willingness to consider the validity of another's viewpoint; and the openness to consider new and different approaches to problem solving.

- **Qualities of a Strategic Leader:**
  Typically, Town Councilmembers create multiple paths for the way forward, test ideas, explore a variety of opportunities, listen to input from many different people, and understand negotiation techniques for effective results. The five characteristics of strategic thinkers are the following: 1)strategic foresight – the ability to think ahead and anticipate potential problems 2)inquisitive mind - the ability to challenge conventional thinking and ask questions, 3) flexible attitude – the ability to pivot when a course of action may not provide intended results, 4) ability to connect matters together – identify patterns and understand trends, and 5) ability to contextualize information – comprehend information through the lens of the past, present and future to address both short, medium and long term goals. Self-awareness and creative thinking greatly enhance your success as a strategic leader.

- **Strategic Environment:**
  Strategic policy goals are often complex for leaders, and may require change, flexibility and evaluation of several courses of action. Effective strategic leaders must be adept at understanding the complexity of the strategic environment, balancing the competing requirements of internal and external constituencies, and providing guidance (decisions) to move the Town forward. At its most basic level, the strategic environment is figuring out "what elected officials need to achieve" for the Town, "determining the best way forward" and "using the resources that the Town has at its disposal" to develop policies ~~to~~ that will achieve positive results for the residents of Parker.

- **Complexity of issues:**
  As leaders move to the strategic policy level, policy issues increase in complexity and ambiguity and the consequences of decisions are more far-reaching and serious. The strategic environment in which Town Councilmembers operate is constantly changing. Therefore, policy solutions to tough problems require creativity and innovation from Town Councilmembers so the Town can adapt and thrive in its competitive landscape. The contemporary operational environment requires that the Town Administrator's Office be skilled in applying Town Council policies to develop and apply creative strategies to new problems and engage in critical thinking as well as analyzing issues in depth. Town Council routinely contemplates "several course of action" on issues and analyzes these for best

outcomes for our residents. Town Councilmembers engage in causal complexity of outcomes, ensuring that "unintended consequences" do not arise. Town Councilmembers address at a policy level how Town matters influence one another, and how the Town will evolve so that residents enjoy a healthy, safe and enjoyable environment in which in live in Parker, Colorado.

TOWN OF PARKER COUNCIL AGENDA
May 2, 2022

Notes:
Town Council meeting packets are prepared several days prior to the meeting. This information is reviewed and studied by the Councilmembers eliminating lengthy discussions to gain a basic understanding. Timely action and short discussion on agenda items does not reflect lack of thought or analysis on the part of Council.

Ordinances listed for first reading are being approved to introduce them. Public comment will be held upon second reading.

Start times for regular agenda items are tentative; some items may be held earlier than scheduled time.

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1. TOWN COUNCIL MEETING SCHEDULE

A. 5:00 P.M. – Call to Order Town Council Meeting and Roll Call

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C. Reconvene Town Council Meeting at 7:00 P.M. or as soon thereafter as the regular public meeting can be conducted.

2. SPECIAL PRESENTATIONS

- **Mayor and Town Council Recognition and Chief's Commendation**

3. PUBLIC COMMENTS (No action will be taken on these items.) *Public Comment is an opportunity for Town residents and other interested individuals to speak about items that are NOT on the agenda. This comment period is limited to 30 minutes total time, with each individual allowed a maximum of 3 minutes to speak. You must sign up ahead of time in order to comment, and that sign up begins 30 minutes before the start of the meeting. The Council will accommodate as many speakers as possible during this time—with preference to Town residents—but if public comment extends beyond the allotted 30 minutes, Town Council will continue the comment period at the end of the meeting, prior to adjourning for those who signed up before the meeting.*

4. REPORTS, ITEMS AND COMMENTS FROM MAYOR AND COUNCIL

5. CONSENT AGENDA

Consent Agenda Items are considered to be routine and will be enacted by one motion and vote. There will be no separate discussion of Consent Agenda Items unless Council votes to remove an item for individual discussion. Ordinances on the Consent Agenda are for introduction only and will not be removed for discussion.

A. APPROVAL OF MINUTES - April 18, 2022

B. ORDINANCE NO. 1.558 - First Reading
A Bill for an Ordinance Vacating a Portion of Right-of-Way Adjacent to Jordan Road Between Mainstreet and East Auburn Hills Place
Department: Engineering and Public Works, Alex Mestdagh
Second Reading: May 16, 2022

C. ORDINANCE NO. 1.560 - First Reading
A Bill for an Ordinance to Amend Title 2 of the Parker Municipal Code by the Addition Thereto of a New Chapter 2.07 Concerning the Creation of the Parker Youth Commission
Department: Town Administrator, Michelle Kivela
Second Reading: May 16, 2022

D. RESOLUTION NO. 22-018
A Resolution to Determine, Upon Recommendation of the Town Administrator, that the Public Interest Will Be Served By Competitive Proposal Concerning the Town Hall Expansion Project
Department: Engineering and Public Works, Bob Exstrom

E. RESOLUTION NO. 22-026
A Resolution to Allow a Partial Waiver of Sections 13.09.040(b)(1), 13.09.070(1), 13.09.080(d) and Schedule 13.09.080B of the Parker Municipal Code for Certain Businesses for Parker Days
Department: Community Development, Bryce Matthews

F. RESOLUTION NO. 22-027
A Resolution Accepting the Conveyance of a Drainage Easement from RM GVA Douglas County CO LLC, for a Portion of Lot 1B, Block 3, Parker Auto Plaza 2 4th Amendment
Department: Engineering and Public Works, Alex Mestdagh

G. RESOLUTION NO. 22-028
A Resolution Accepting the Conveyance of a Drainage Easement from Stanley Real Estate Parker, LLC for a Portion of Lot 1A, Block 3, Parker Auto Plaza 2 4th Amendment
Department: Engineering and Public Works, Alex Mestdagh

H. PROCLAMATION - Professional Municipal Clerks Week - May 1-7, 2022

I. CONTRACTS OVER $100,000

1. Final Design Services for the Newlin Gulch Regional Trail Through the Property Known as

Tract Q
Amount: *$107,412.00*
Contractor: *Stanley Consultants, Inc.*
Department: *Parks, Recreation and Open Space, Brett Collins*

2. 2022 Townwide Pavement Markings - Long Line Project (CIP22-034)
Amount: *$177,660*
Contractor: *RoadSafe Traffic Systems, Inc.*
Department: *Engineering and Public Works, Spencer Raish*

6. PUBLIC HEARINGS

ORDINANCE NO. 3.213.7 - Second Reading
A Bill for an Ordinance to Amend the Cottonwood Highlands Development Plan and Guide, and the Zoning Ordinance and Map to Conform Therewith
Department: Community Development, Stacey Nerger

7. ORDINANCES

A. ORDINANCE NO. 9.328.1 - Second Reading
A Bill for an Ordinance to Approve the First Amendment to the Intergovernmental Agreement By and Between the Town of Parker and the Board of County Commissioners of the County of Douglas Regarding Cost Sharing for the Lincoln Avenue (Jordan to Parker Road) Project
Department: Engineering and Public Works, Bob Exstrom

B. ORDINANCE NO. 9.334.1 - Second Reading *(continue to a date certain of August 1, 2022)*
A Bill for an Ordinance Approving the First Amendment to Agreement Regarding Design and Construction of Drainage and Flood Control Improvements for Cherry Creek at Dransfeldt Road (Agreement No. 21-05.04A Project No. 108515) by and between Urban Drainage and Flood Control District d/b/a Mile High Flood District, the Town of Parker, and Cherry Creek Basin Water Quality Authority
Department: Engineering and Public Works, Michael Grabczyk

8. CONTRACTS OVER $500,000

Dransfeldt Road Extension (CIP23-001) - Final Design
Amount: **$941,013**
Contractor: **RS&H**
Department: **Engineering and Public Works, Chris Hudson**

9. PUBLIC COMMENTS CONTINUED IF NECESSARY

10. ADJOURNMENT

TOWN OF PARKER COUNCIL AGENDA
May 16, 2022

Notes:
Town Council meeting packets are prepared several days prior to the meeting. This information is reviewed and studied by the Councilmembers eliminating lengthy discussions to gain a basic understanding. Timely action and short discussion on agenda items does not reflect lack of thought or analysis on the part of Council.

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2. SPECIAL PRESENTATIONS

- **Legend Unified Sports Team Winning Against the Parker Police Department**

- **2022 Douglas County School District's Administrator of the Year - Christopher Zimmerman**

3. PARKER CHAMBER OF COMMERCE UPDATE

4. PUBLIC COMMENTS (No action will be taken on these items.) *Public Comment is an opportunity for Town residents and other interested individuals to speak about items that are NOT on the agenda. This comment period is limited to 30 minutes total time, with each individual allowed a maximum of 3 minutes to speak. You must sign up ahead of time in order to comment, and that sign up begins 30 minutes before the start of the meeting. The Council will accommodate as many speakers as possible during this time—*

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A. APPROVAL OF MINUTES

B. RESOLUTION NO. 22-031
A Resolution Accepting Conveyance of Real Property from the Board of County Commissioners of the County of Douglas for a Part of Chambers Road South of E-470 to Belford Avenue
Department: Engineering and Public Works, Chris Hudson

C. PROCLAMATION - Public Works Week - May 15-21, 2022

7. PUBLIC HEARINGS

A. AUBURN HILLS MDP
Applicant: Debbie Klisis
Location: Southwest corner of Mainstreet and Jordan Road
Department: Community Development, Julia Duncan
TRAKiT No.: SUB21-049

1. ORDINANCE NO. 1.558 - Second Reading
A Bill for an Ordinance Vacating a Portion of Right-of-Way Adjacent to Jordan Road Between Mainstreet and East Auburn Hills Place

2. Minor Development Plat

3. Subdivision Agreement

B. RESOLUTION NO. 22-029
A Resolution to Decline Participation in the Paid Family and Medical Leave Insurance Program
Department: Town Attorney, Kelsey Hall

8. ORDINANCES

A. ORDINANCE NO. 1.559 - Second Reading

A Bill for an Ordinance to Release a Portion of the Slope Easement for Hess Road Associated with Pine Bluffs Filing 4, Amendment 1, Lot 3, Pursuant to Section 13.07.120(c)(5) of the Parker Municipal Code

Department: Engineering and Public Works, Alex Mestdagh

B. YOUTH COMMISSION

1. ORDINANCE NO. 1.560 - Second Reading
A Bill for an Ordinance to Amend Title 2 of the Parker Municipal Code by the Addition Thereto of a New Chapter 2.07 Concerning the Creation of the Parker Youth Commission

Department: Town Administrator, Michelle Kivela
Second Reading: May 16, 2022

2. RESOLUTION NO. 22-030
A Resolution Adopting the Bylaws for the Parker Youth Commission Dated May 16, 2022

9. CONTRACTS OVER $500,000

O'Brien Park Playground Improvements
Amount:
Contractor:
Department: Parks, Recreation and Open Space, Brett Collins

10. PUBLIC COMMENTS CONTINUED IF NECESSARY

11. ADJOURNMENT

PARKER
COLORADO

MEMORANDUM

TO: Mayor and Town Council

FROM: Tom Williams, PE, Director of Engineering/Public Works

THROUGH: Michelle Kivela, Town Administrator

DATE: April 4, 2022

SUBJECT: March Contracts

The following contracts (over $50,000 under $100,000) were approved in March 2022:

Professional Services Agreement for 2022 Townwide Diamond Grind and Joint Seal Program - CM (CIP22-008-CM) with Felsburg, Holt & Ullevig dated March 15, 2022.

Contract to provide construction management and testing services for the 2022 Townwide Diamond Grind and Joint Seal Program - CIP22-008. This will include daily oversight, scheduling of testing, approval of traffic control plans and subsequent monitoring of traffic control, and preparation of payment applications, including verification of material and labor quantities.

Project Cost: $64,870.00