

Citizens' Capital Improvement Plan Committee  
October 2, 2014  
Arvada, Colorado  
Final Meeting Summary

**Attendance**

**Committee Members**

Melissa Beck  
Larry Coates  
Dan Cupit  
Michelle DeLaria  
Kelly Eargle  
Nancy Ford  
Lindsay Gomez  
Harriet Hall  
Cynthia Kreutzer  
Kelly Mueldener  
T.O. Owens  
Leanna Principe  
Julie Rasmussen  
Ron Slinger  
Bob Wilson  
Don Wood

**Observers and Presenters**

Bryan Archer  
Mark Deven  
Jill Jolton  
John Kelly  
John Kiljan  
Chris Longshore  
Bob Manwaring  
John Marriott  
Bill Ray

**Facilitation Team**

Heather Bergman and Emily Gubler (Peak Facilitation Group)

**Next Meeting**

October 9th is an all-day tour. Breakfast will be available at 7:30 am, and the tour begins at 9:30. Lunch will be provided.

**Action Items**

Heather Bergman: Send draft committee protocols to the group to review prior to next meeting  
All Group Members: Email Jill Jolton (jjolton@arvada.org if you did not receive an invitation to the website ASAP  
Jill Jolton: Resend Melissa Beck an invitation to the website by October 6, 2014

### **Welcome/Agenda Review and Introductions**

City Council members and City staff welcomed the group and expressed appreciation of the volunteers' service to their community.

Heather Bergman introduced herself and stated her hopes for productive work completed in a civil manner. She reviewed the agenda and asked participants to introduce themselves and explain why they were on the Committee.

Many participants stated they wanted to give back to their community while others mentioned a desire to learn more about city and government processes. A few participants were part of the last Capital Improvements Plan (CIP) Committee and wanted to continue the work.

### **Framing the Work of the Committee**

Bill Ray provided information on the history and purpose of this group. The previous CIP group had thirty-three members and provided recommendations to the Arvada City Council, who acknowledged the intensity and amount of work the group had accomplished and deliberated on the group's recommendations, accepting most of them. 2

The City of Arvada controls assets with a total value of \$2.8 billion and has an annual budget of \$175 million. In the next ten years, there is a potential \$70 million not already allocated to a capital project. Council has identified \$250 million in unfunded improvements; this group will likely identify more.

Group members will become experts in the definition, prioritization, and implementation of capital projects. Staff will attend meetings and answer questions, but the City has no investment in the outcome of the Committee's work. It is not intended for this group to discuss specialized funds such as the water fund or the sewer fund unless the group expressly chooses to do so.

Staff will provide the meeting dates and places. In general, food will be provided at 5:30 pm, and meetings will begin at 6:00 pm and end at 8:00 pm. Next week will be an all-day tour of the city. Committee members are asked to give input on the tour route tonight; the initial plan is to tour the southern city in the morning and the northwestern part of the city in the afternoon. Breakfast and lunch will be provided as part of the tour.

### **Using the Web to Assist in the Work of the Committee**

Chris Longshore presented the website the City has developed for the group and reviewed a handout explaining how to login to the website. A Google account is required along with the email address provided to the City as part of Committee members' applications. The intent of the website is to have a single source of information and discussion available to the group; the website can be modified to meet the group's needs.

The discussion section is a closed group that not available to the general public, and there is a form to complete if a post is considered inappropriate or inaccurate. A participant raised a concern about the obligation of checking the discussion forum in order to be caught up on the discussion at meetings. The group decided not to be obligated to check the forum; Heather will review important forum discussions at the beginning of meetings so that all information is available to each Committee member.

Meeting materials will be posted on the website: meeting agendas will be posted the Friday before meetings and meeting summaries will be posted as finalized. The Resources section has a searchable version of the 2013-2022 CIP.

### **Agreeing on Protocols to Guide the Work of the Committee**

The group reviewed the handout, “Collaborative Group Protocols” and discussed their preferences regarding operating protocols. Based on the group’s discussion, Heather will prepare a draft of the protocols and send them to the entire Committee for review prior to the next meeting. The October 9 meeting will include discussion time to ensure that all Committee members (including those unable to attend tonight’s meeting) are comfortable with the protocols.

### **Proposed Behavioral and Role Protocols for Members and the Facilitator**

The Committee defined the responsibilities of the members and the facilitator. A few protocols were expanded on beyond the handout that was provided to the group. Highlights of this discussion are listed below.

- Committee members should avoid surprising other group members. Group members are responsible for bringing up any issues or concerns with the Committee before they raise them outside the group. Participants should not hear about an issue with the work of this group from a source outside of this group without having heard the issue brought up in a meeting first.
- The facilitator will treat all group members fairly and respectfully. If dissatisfied with how they are treated by the facilitator, Committee members are expected to communicate this to the facilitator and/or City staff.
- Confidential information must be expressly identified.
- Meeting summaries will not attribute comments to individual members of the group in order to encourage an open, brainstorming environment. Presentations by staff will be attributed. If a participant prefaces a comment with “On behalf of X,” the facilitator will confirm the speaker is expressly representing X and the meeting summary will attribute the statement.
- Once documentation is finalized, it is public information and may be circulated outside the committee.
- Changes to draft meeting summaries may be requested, and the facilitator will use her best judgment in determining whether to make the change.

A participant requested that “Speak loud and proud” be added to the protocols to assist with hearing. The group agreed that this should be added.

### **Key Issues for Consideration in Group Protocols**

#### **NAME**

The Committee’s name is the Citizen’s Capital Improvement Plan Committee (CCIPC), and it has twenty-one named members.

#### **PURPOSE**

The group’s purpose is to discuss capital improvements and funding and to provide recommendations to City Council for deliberation. The group has no technical or legal authority.

#### **DECISION MAKING**

Consensus was suggested as a method for group decision making and defined as “everyone can live with” the outcome. If some participants are unable to support the direction of the rest of the group, the group will work to bring the outstanding individual(s) on board; the outstanding individuals share responsibility for finding ways for the group to revise the agreement in order to get

them on board. If no accommodation can be found, any remaining dissenting opinion will be documented along with the reason for dissent. The agreement document, including the nature of and the reasons for any dissension, would then be agreed to be an accurate reflection of the conversation and outcome. For a major decision, the Committee decided that two-thirds of the group must agree.

A participant raised concern that the consensus process can be inefficient, and agreements can be ambiguous. Using a formal meeting process including actions, motions, and voting was proposed. Another participant mentioned research showing that consensus processes reached better agreements and uncovered what was needed for an agreement to be acceptable to all. Voting does not create an incentive to reach across the divide, because only enough votes to pass are needed.

A modified consensus process was suggested and agreed upon. In this process, the group will use consensus but keep the ability to vote if necessary. Any member can suggest a vote on a specific topic, and two-thirds of the group would have to agree to a vote. Two-thirds would then be needed to carry the vote. After a vote, the group would revert to the consensus process. It is understood that a vote could change the collaborative environment of the Committee.

Proxies for decision votes are not permitted, but members can send input for discussion through other members. To reopen past discussions, consensus of the group is required.

#### **SUBCOMMITTEES**

The group chose to be able to form subcommittees open to all members of the Committee (no limits on the number of subcommittee members). Subcommittees may only include Committee members and City staff in an advisory role. Subcommittees will report back to the group and do not make binding decisions.

#### **PUBLIC MEETINGS AND PARTICIPATION**

Announcement of meetings on the City of Arvada website is considered sufficient notice of all Committee meetings.

Members of the public may speak to the Committee at the beginning of meetings; individuals will be given three minutes and will begin with a statement of their name, address, and disclosure of any organization being represented. In the case of many individuals wanting to speak, the facilitator may discourage repetitive statements. Once the public comment period of the meeting ends, the public may only observe the Committee's work and may not participate in the deliberations. Names of public individuals who observe a meeting will be recorded in the summary.

#### **PRINT AND SOCIAL MEDIA**

The group discussed the need to balance supporting free expression with protecting the collaborative environment of the Committee. It was suggested that members of the Committee do not individually talk to the media. The media is able to attend meetings, and the group as a whole may choose to put something out to the media. Participants noted the value of researching by talking with other residents, and the group discussed the difference between researching and rallying support for an individual's perspective. The group will apply the same distinction to conversation and social media: discussion for the purpose of research is acceptable while rallying individuals outside of the group is not. Participants mentioned owning blogs and actively discussing issues on social media. A participant acknowledged working for the Arvada Press, and clarified her involvement with the group as a resident, not a representative of the Press. Committee members concerned about a media posting are asked not to confront the individual directly and instead to let Heather know.

#### **INTERACTION WITH OTHER ENTITIES**

Committee members will not discuss group topics with City Council Members.

## **Outlining the Path Forward**

City staff suggested presenting information to the group on the following potential topics:

- Council Strategic Results
- Ten-Year Financial Plans
- General Fund Overview
- Prior CCIPC
- Current Ten-Year CIP
- Funding
- Comprehensive Plan
- Citizen Survey
- Parks and Apex Ten-Year Plans
- Public Works (streets, transportation)
- Facilities (buildings)
- Police (community stations)
- Arvada Center (overview, needs)
- Other topics as chosen by the Committee

Committee members mentioned the desire to respect staff members' time along with acknowledging the large amount of information this group would be learning. The group will work through two or three presentations per meeting, and ample time for questions and answers will be provided. Meeting summaries will include key presentation themes; presentation details will be available on the website for review before meetings.

Other topics the Committee would like to address included the City's definition of capital, controlled maintenance, and an overview of how the City views capital expenses verses operating expenses.

## **Next Steps**

The next meeting is an all-day tour on October 9, beginning with breakfast at 7:30 am. The tour will begin at 9:30 am. When asked the philosophy behind creating the tour, the deputy city manager responded that the tour is intended to view major capital projects that are or will be underway soon and to give a sense of the new capital investments required.

Committee members with a specific place they wish included on the tour were asked to mark it on the map for possible inclusion in the tour itinerary.