

JUNE 2017 • COLORADO MUNICIPAL LEAGUE

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Mission

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COLORADO MUNICIPALITIES

ABOUT SOME OF OUR CONTRIBUTORS



Darin Atteberry, Fort Collins city manager for more than 13 years, served the previous eight years as the City's assistant city manager.

In his current role, Darin has helped lead the City through a time of transformational change, moving the organization from a "trust us" model to one that uses a data-driven, performance-based approach. Prior to coming to Fort Collins, Darin worked with cities in California, Washington, and Georgia.



Vickie Berkley is the assistant director for civic engagement at the Colorado Center for Community Development (CCCD) in the College of

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manages Hometown Colorado, a new university initiative that brings the ideas and enthusiasm of faculty and students to help communities move their projects forward.



Leslie Bethel is the director for the Glenwood Springs Downtown Development Authority (DDA). The DDA, along with its

partners, received the 2014 Governor's Award of Excellence for the completion of \$20 million in downtown improvements. She has a master's degree from Harvard University and was formerly a principal with an international 250-person architectural/engineering firm, RNL Design. She has taught urban design courses at Harvard University, University of Colorado, and University of Rhode Island.



Samantha Byrne serves as the Lochbuie town management intern through the Colorado Department of Local

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Mark Campbell was born in Northern Ireland and emigrated to the United States in the early 1990s. He received an undergraduate degree

in political science and journalism and a master's degree in public administration from Cleveland State University. Campbell has worked as town manager in Kremmling since January 2013. He also has 13 years' experience as a volunteer firefighter, both in Kremmling and in his last post in Missouri.

LETTERS TO THE EDITOR

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Travis Elliott is a proud Colorado native and public servant. He is the assistant to the town manager in Snowmass Village and

holds a master's degree in public administration from the University of Kansas. When he is not doing the people's work, he enjoys all of the great recreational activities Colorado has to offer, including skiing, fishing, and camping.



Sean Ellis became chief of the Federal Heights Fire Department in 2013, bringing more than 30 years of fire and EMS experience

to the position. He maintains his professional certifications, has a bachelor's degree in business management professional certificate in human resources management, and is a certified public manager through the University of Colorado Denver. On March 1, 2017, Federal Heights was designated as Colorado's first ISO Class 1 department.



Russell Forrest is currently the city manager in Gunnison. Prior to September 2016, he was the assistant county manager for

Gunnison County. Forrest also served as city manager in Snowmass Village from 2007 to 2013 and as the community development director in Vail from 1992 to 2007.



Terry Gerton was named president and CEO of the National Academy of Public Administration in January 2017. The

Academy is an independent, nonprofit, and nonpartisan organization chartered by Congress to assist government leaders in building more effective, efficient, accountable, and transparent organizations. Gerton brings nearly 12 years senior executive experience, both as a career member and as a political appointee to her role, and 20 years of service as an active-duty Army officer.

She has a broad range of experience in all aspects of public service management, and her expertise has been recognized with both the Distinguished and the Meritorious Presidential Rank Awards.



Joseph McIntyre has been the town marshal for Bayfield since 2011, overseeing the operations of the Bayfield Marshal's

Office. McIntyre has more than 20 years of law enforcement experience in Colorado, with 10 years as a police chief. He recently received his executive certification in 2016 from the Colorado Association Chiefs of Police and serves as the southwestern representative co-chair for that organization.



Darrin Tangeman has served as the district manager for Pueblo West Metropolitan District since July 2015. He retired as a U.S.

Army Special Forces Officer after 22 years of service where he deployed to the Middle East, Europe, southwest Asia, and Africa. He received his undergraduate degree in psychology from the University of Kansas and has master's degrees in public administration from the University of Colorado Denver and public/security policy analysis (defense analysis) from the Naval Postgraduate School. He will complete his MBA from the University of Kansas in May 2018.

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MUNICIPAL GOVERNMENTS CAN BE GREAT

SEVERAL YEARS AGO, I WAS reading an article in *Fast Company* magazine that asked notable people what they had learned from their professional mentors. One person said his mentor taught him to ask the question, “What is the one thing you believe that no one else believes?” Immediately, I knew my own answer to that question: Local government can be great.

A few days later, I was in a meeting with more than 100 human resource executives from a global organization, and I asked them if they believed local government could be great. No one raised their hand.

This was a pivotal moment that influenced the City’s decade-long journey of continuous improvement and reinforced its importance. This work has been both exhilarating and challenging, but throughout, our focus has always been on moving forward to make Fort Collins a better place for those who live, work, and play here.

The First Steps

In Fort Collins, we absolutely believe that local government can be great. But that does not happen by accident, and it is not sustained by accident. It requires a laser focus on building a great strategy and a great culture. Together, they allow us to achieve great results and ultimately provide exceptional community services. Changing widespread views about an institution such as municipal government is a process that requires more than just our own resources. For Fort Collins, we knew we needed an objective eye to help us identify any blind spots and ways we could do better.

In recent years, the City has been on an intentional path to evaluate and improve the way we do business. In 2010, we began pursuing the Baldrige Excellence Framework, part of the Malcolm Baldrige National Quality Award Program, which provides a structured approach to measure a company’s innovation and performance. It is the nation’s highest honor for quality and organizational excellence.

In 2011, we sought an external review of our practices from Rocky Mountain Performance Excellence (RMPEX), the state-level quality award program. At that time, we did not qualify for the Foothills Award but received valuable feedback that began to shape our understanding of what it takes to be a high-performing organization.

Working together with city council and staff leaders, we began to explore the question, “How do we lead this organization?” Through many discussions and iterations, we ultimately defined our Leadership System and developed an illustration to help tell that story throughout the organization and community.

This process helped us to clearly articulate that our Leadership System begins with the voices of the community and our city council, and moves through intentional steps to plan, resource, deliver, evaluate, and improve every service we provide. And it is all built on the foundation of our vision, mission, and values. That initial feedback in 2011 also helped us to develop three key processes for the organization: a robust strategic planning process, a monthly operating report to regularly review our service delivery, and a performance

measurement dashboard to benchmark and share key results.

As a result of these process improvements, in 2013 we received the Timberline award and, again, valuable feedback about areas in which the City was performing well and opportunities for improvement.

As we continued to improve our systems and processes, we also continued through the RMPEX program, with examiners interviewing City leaders and staff, as well as reviewing our management and improvement processes. In 2014, we were honored to receive the Peak Award — the highest level of the RMPEX program.

The award acknowledged the hard work of Fort Collins City Council and staff to evolve the City into a process-driven, innovation-minded, and employee-empowered organization. The City of Fort Collins was just the fifth organization, and the first municipality, to receive the Peak Award in RMPEX’s 13-year history.

Ongoing Journey

Of course, part of improving is not resting on your laurels. While the Peak Award was certainly a milestone for Fort Collins, we did not see it as a finish line, but rather as an indicator that we were headed in the right direction.

After reaching the highest level of the state program, it was time to look to the Baldrige national journey. In 2016, the City of Fort Collins was honored to be one of just 15 organizations nationwide to receive a site visit from Baldrige examiners that year.

This was a chance for staff across the City to share their passion and expertise and how their jobs contribute to our strategic objectives. Throughout the week, I was inspired to hear my colleagues share both their deep pride in their work and their humble desires to continue learning and improving.

The City is very clear in its purpose as a customer-focused organization. As municipal leaders and co-workers, we know that our efforts contribute to Fort Collins' high quality of life. Whether planting flowers downtown or keeping our neighborhoods safe, filling potholes or making sure the lights come on, we take great pride in our work.

We are also intentional about creating a culture of innovation. For many organizations, innovation is a buzzword; however, Fort Collins has put it into practice. By encouraging the right environment, tools, and resources, along with permission for risk-taking, City staff is creating efficiencies, improving work processes, and discovering new ways to serve the community.

While we did not obtain the Baldrige Award in 2016, we took the feedback we received from the examiners and are currently implementing it in hopes that by the next visit we will see a measurable improvement in those areas.

And that is what this journey is really all about — being able to improve our services and operations, and to measure that improvement. Local governments do not sell widgets; and while we have a bottom line, success is often a subjective term for our communities. For some people, success means that their streets are pothole-free and clean water flows from their faucets. For others, success means advancing the community's energy goals or building out high-speed broadband to every house in Fort Collins.

Sometimes people ask me, "Why Baldrige?" They will bring up cost or effectiveness or a range of other issues to ask why we continue to put our organization through such a rigorous program. I wholeheartedly believe that to fulfill our mission and achieve our vision, we must

continually evaluate and improve the work we do. And a critical component of any evaluation is an outside perspective. While no process is perfect, in my decades with local government, I have not come across many comprehensive, standardized, and nationally recognized evaluation systems. And so when asked "Why Baldrige?" my answer is always the same: "If not Baldrige, then what?"

Lessons Learned

OFI is a common acronym here at the City of Fort Collins. It stands for Opportunities for Improvement, and we have had a lot of them throughout our journey.

Through the RMPEX and Baldrige feedback we have received over the years, we have implemented many process improvements and, in some cases, entirely new programs that have had tangible, measurable impacts on our workforce.

One of the most important has been improving our safety results. In the preceding years, too many of our colleagues were getting injured or having close calls at work. We added



a safety focus to our strategic plan, and overhauled the program. We hired additional safety and security staff who created tools for employees to report near misses and other safety concerns; reinvigorated safety committees across the organization to share stories and vet ideas; instituted a Citywide practice that all team meetings include some sort of safety or security tip (including office employees); and committed to embed a proactive safety and security culture across the workforce. In 2016 alone, we delivered 3,271 hours of safety training to City employees. As a direct result of these intentional efforts, our injury rates have decreased dramatically.

We also significantly improved our volunteer program. Our community is very generous, and volunteers contribute more than 160,000 hours to City programs annually. For many years, we did not have a comprehensive, Citywide system in place to recruit, track, onboard, or engage our volunteers. As a result of feedback, we hired a central volunteer coordinator in our HR department who has implemented systems across the entire organization to ensure our volunteers are informed, trained, and satisfied. We launched an online portal where interested community members can search for all open volunteer opportunities. Earlier this year, we conducted a volunteer satisfaction survey and learned that 99 percent of our volunteers like the work they do at the City.

In addition to specific program and process improvements, we also have learned many lessons that I believe are applicable to any organization. First, be ready to change. Embarking on this kind of improvement journey requires an open mind and a thick

skin. Realizing the need for change and doing the work to improve is never easy, but it is necessary for the continued health and success of your organization.

Developing a great strategy begins with your citizens through your elected officials. They are the ones who set the vision for where we want to go in the future by listening to the community and setting priorities. Once the vision is defined, we must objectively align the proper resources and implement systems and programs to achieve that vision.

In addition, know the key processes in your organization — the ones that will catalyze the programs and services you provide — and work to optimize those. Our executive team identified 16 key processes that ultimately structure all of the work throughout our organization. From there, we invested time and resources into aligning those key processes with each other and our overall strategy, developing process maps for each, and determining appropriate evaluation metrics and schedules.

Finally, be sure your strategy and results are in alignment. We measure a lot, and we have masses of data. However, we discovered that not every measure supported our strategy, nor were they all clear indicators of our performance. As a result, we have streamlined our data collection and reporting to those measures that truly indicate how we are doing in achieving our goals, providing quality community services, and optimizing our operations. These measures, combined with regular review, enable us to provide councilmembers and the community a clear report card for our services and our commitment to responsibly stewarding taxpayer dollars.

What's Next?

If you are still reading this, you may be wondering if it has all been worth it. I can say with no hesitation that it absolutely has been!

Part of Fort Collins' vision statement is that we want to be a world-class municipal organization, providing world-class services. The term can be a challenge for some people — they ask what exactly "world-class" means and how we can measure it to know if we are successful.

The Baldrige Excellence Framework is a great tool to measure that. An outside organization says that we are performing at a best-in-class level — that is invaluable in my book.

At the highest level, this is not about receiving the Baldrige designation or any other award. It is about getting better. And that starts with the fundamental belief that improvement is a good thing.

I believe the Baldrige framework has helped us focus our efforts on the things that have the biggest impact. The different categories encouraged us to carefully and deliberately examine our approaches to leadership, customers, workforce, and more, and, when appropriate, to make necessary changes.

Continuous improvement is just that — continuous. For Fort Collins, this journey will never be over. I genuinely appreciate and admire the work that each City employee performs daily to achieve our goals, and I am proud to say that as an organization we are committed to learning and improving, and to finding even better ways to do great work.

COLORADO CITIES & TOWNS: COMMUNITY



RESEARCH

ALL-AMERICA CITIES

TEN CITIES ARE CHOSEN EACH YEAR TO RECEIVE the highly competitive All-America City Award from the National Civic League (NCL).

The NCL lists criteria for the award as “communities that demonstrate innovation, impact, inclusiveness, civic engagement, and cross-sector collaboration by describing three successful efforts to address pressing local challenges.”

Lakewood is the latest Colorado municipality named an All-America City (2016) based on three successful projects aimed at improving local schools, parks, and their surrounding neighborhoods.

Colorado municipalities are well-represented in the list of award winners since the prize was created in 1949:

- Pueblo (1954)
- Leadville (1958)
- Lamar (1959)
- Grand Junction (1962)
- Colorado Springs (1980–1981)
- Greeley (1989)
- Delta (1992)
- Wray (1993)
- Colorado Springs (1997)
- Fountain (2002)
- Longmont (2006)
- Aurora (2008)
- Lakewood (2011)
- Montrose (2013)
- Brush (2014)
- Lakewood (2016)

IT TAKES A VILLAGE

By Travis Elliott, Snowmass Village assistant to the town manager

ONLY ONE IN TWO U.S. CITIZENS VOTES AND ONE IN SEVEN KNOWS HOW TO CONTACT HIS OR HER elected officials — and 75 percent of all statistics are made up. With odds like these, it is difficult to imagine how local government can engage its community effectively to create a common vision.

The Town of Snowmass Village currently is facing this challenge with an update of the community's comprehensive plan, which plays a crucial role in the Town's growth, development, and land use code. It essentially serves as the master plan and vision of the community.

This is not the kind of document that can be drafted behind closed doors by bureaucrats, good ol' boys, and politicians and then be presented and adopted by the town council. Input and community buy-in is essential, and the Town wants to make sure its final plan is the community's plan — not just another document that sits on a shelf.

The current comprehensive plan is only seven years old, but a lot has changed in Snowmass Village during that time. Development from the second phase of the Base Village project, as well as other projects, is bringing growth to the small town, and some fear it eventually will bring unreasonable urbanization along with it. The comprehensive plan update presents a timely opportunity to add parameters and guidance for growth, which makes the challenge of gathering public input and buy-in all the more important.

As every jurisdiction knows, gathering public input in fun, fair, and meaningful ways is never easy, but that is the Town's goal. Earlier this year, the Town of Snowmass Village gave its best efforts to make this happen during an intensive week dubbed "Planapalooza," featuring a series of public events in various formats.

At "speed planning" sessions, participants found themselves stepping into the shoes of a land use planner. They were asked to take a quick shot at designing their ideal developments, including land use types and densities. At focus groups, individuals with expertise or passion in particular topics were invited to share their thoughts about technical aspects of Snowmass Village. At an "Après Ski" open house, guests were treated to "mocktails" while shown draft concepts for the plan. To wrap up the week, closing presentations portrayed some bold ideas to get people talking —and it has! Meanwhile, wiki-maps, surveys, and the same bold ideas were added to the project website for review and feedback.

Not everyone loves the results and direction in which the plan is headed. Some community members, including members of boards and commissions, grew wary and concerned with the results of Planapalooza. Some were even mad, but this only ensures the dialogue continues. The comprehensive plan update is now a common topic of conversation within the community.

Gathering feedback is difficult, and gaining consensus is even more difficult, but developing a common vision is critical. No one expects everyone to agree on everything, but in the end, the Town of Snowmass Village is confident that this very public process is going to result in a plan that is the community's and will guide its future for years to come.



REACHING CONSTITUENTS BY PODCAST

By Travis Duncan, Colorado Springs public communications specialist

JUST THREE DAYS AFTER THE APRIL MUNICIPAL ELECTIONS, COLORADO SPRINGS AT-LARGE Councilmembers Bill Murray (left) and Tom Strand (right) sat with their shoes off and a microphone between them in the basement of an unassuming house on the west side of town, discussing the results. (Photos by Dave Gardner.)

"Bill, what are we going to talk about today?" Strand asked.

"Well, Tom, I think the most exciting thing we have to talk about is the city council election," Murray responded.

For the next hour, the councilmembers talked about topics ranging from "dark money" in municipal elections to the popularity of Murray's yard signs from his campaign two years ago. Fans of the actor Bill Murray loved them.

After they finished, the recording was split into two 30-minute segments and posted on the audio hosting site SoundCloud as part of their weekly podcast, Council Matters.

"More and more folks are contacting me, telling me 'I just found this podcast'," Murray said. "I have people walk up to me in the street. Most of them say, 'Keep up the good work. I really enjoy it'."

Strand and Murray were inspired to start their podcast last summer after listening to fellow councilmember Jill Gaebler's podcast, which she started with the help of Springs resident Dave Gardner, who runs Studio 809 from his basement. Gardner produces 11 different podcasts on topics that range from local hiking to veganism.

Gardner says the barrier for entry into podcasting is relatively low, and the rewards can be great for elected officials. "You could almost do a podcast without buying any gear," he said. "But to do a podcast that people wouldn't get tired of listening to, you might want to spend \$200 to \$300 on a quality microphone. If you are doing lower-quality audio work, you can struggle with listener fatigue."

Gardner said he thinks the councilmembers came to him because his platform allows "more listeners to discover each of our shows because we are all together in one place. There is an economy of scale there in terms of promotion. It makes the councilmembers' podcasts more discoverable."

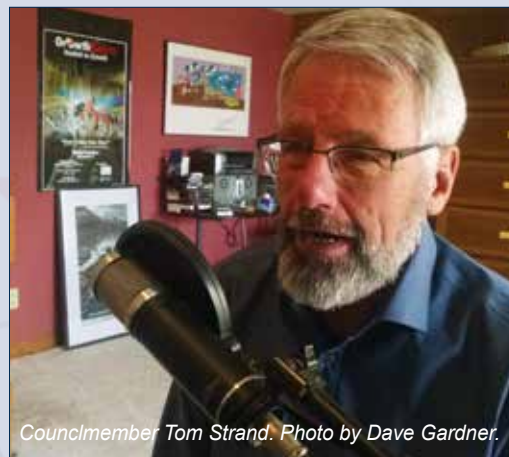
There are both risks and rewards for elected officials who decide to try podcasting, as Gaebler discovered during the election.

"There was an ethics violation filed against me for something I said in a podcast, and this was right before I decided to run," Gaebler said. "It was completely frivolous, but that was a harbinger for me realizing that there were folks out there looking for things in the podcast to attack me on ... I think the final straw was when a local radio host played direct clips of me from the podcast talking about bike lanes and other issues. They were making fun and being very negative. I thought, you can take anything out of context and make it sound far different than the intent of what was stated."

Gaebler said that prompted her decision to stop recording her podcast until after the election. Now, she said she is considering starting it up again.

"It really did get people talking," she said. "We built awareness for some issues, and it got the conversation started in our community around some important issues. I think it just increases your accessibility as a councilmember. It makes people feel more comfortable contacting you."

Listen to Council Matters on SoundCloud at soundcloud.com/studio809/council-matters-colorado-springs-election-april-04-2017e.



Councilmember Tom Strand. Photo by Dave Gardner.



Councilmember Jill Gaebler. Photo by Dave Gardner.

COLORADO CITIES & TOWNS: VIBRANCY

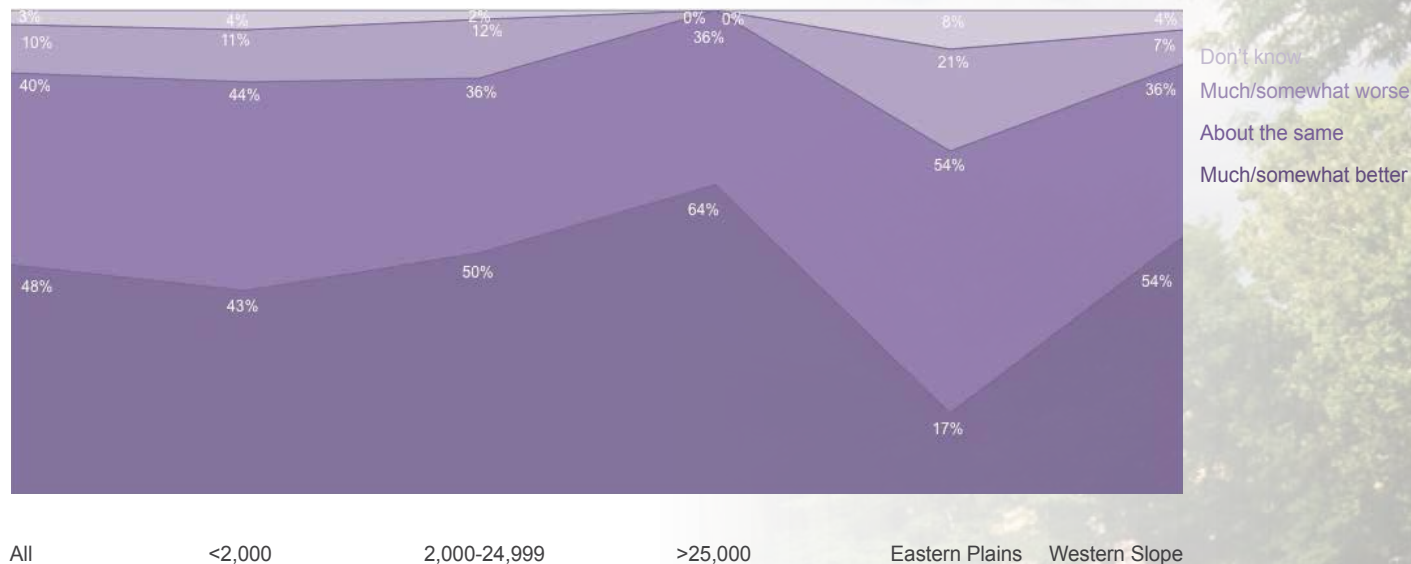


RESEARCH

THE ECONOMIC HEALTH OF COLORADO CITIES AND TOWNS REMAINS STRONG

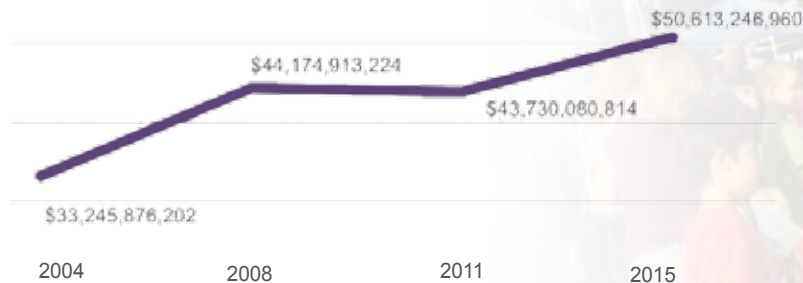
Municipalities' Analyses of Their Economies 2016 versus 2015

Source: CML's 2017 State of Our Cities & Towns Report



Total Combined Assessed Valuation for Property in Colorado's Cities and Towns

Source: Colorado Department of Local Affairs



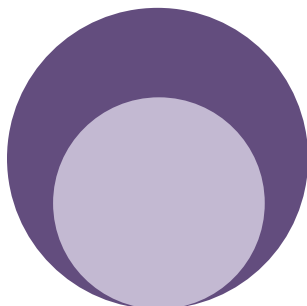
Colorado Gross Domestic Product (GDP)

Source: U.S. Bureau of Economic Analysis

GDP grew to **\$313.7 billion** (19th in the United States) in 2015 from **\$220.5 billion** (22nd) in 2005.

Leading industries as a percent of Colorado's total 2015 GDP

- 20% Finance, insurance, real estate, and leasing
- 15% Professional and business services
- 12% Government
- 7% Education services, healthcare, and social assistance
- 6% Wholesale trade



COLLABORATION FOR REGIONAL PROSPERITY

By Russell Forrest, Gunnison city manager

IN 2014, IN 2014, GUNNISON COUNTY WAS NOT REALIZING AN ECONOMIC RECOVERY LIKE THE REST OF the state. With the closure of coal mines in the northwestern corner of the county, Gunnison Valley leaders realized a collaborative approach was needed to improve economic resiliency and address challenges such as poverty, high housing costs, and natural resource challenges with summer tourism.

A unique collaborative group was formed with the mission of increasing prosperity in the Gunnison Valley. The Community Builders Task Force (CBTF) includes representatives from a number of public, private, and nonprofit groups. In 2015, the CBTF mobilized to engage the community and identify strategies and actions to improve economic prosperity through the One Valley Prosperity Project (OVPP), bringing residents together to think strategically about how to create a more prosperous future for the region — one that honors the community's values, builds upon local strengths, and synergizes local efforts.

The OVPP created an outstanding spirit of community engagement and support through widespread outreach as part of the planning process. The outcome is the One Valley Prosperity Strategy, a regional plan that guides collaboration on community and economic development efforts in the Gunnison Valley. The strategy provides a framework for action in four areas: economic prosperity, affordable housing, community health and equity, and sustainable tourism and recreation.

A visionary and innovative approach to economic development includes the identification of community values to guide and define prosperity. The community has defined prosperity as “the opportunity to provide for ourselves in a meaningful and fulfilling way. However, we can only be a prosperous community if we achieve the delicate balance between providing the need for economic opportunity with protecting our other community values — the very reasons we love living here.” The community and its leaders have embraced this holistic, unique approach by addressing prosperity through specific economic, health, and quality-of-life strategies and actions. As a result, the community is acting as a unified valley to achieve long-term prosperity.

In the 12 months since its adoption, the following actions in the OVPP strategy have been implemented:

- Western State Colorado University (WSCU) and the Colorado Small Business Development Center, with support from Gunnison County, opened a center for Innovation, Creativity, and Entrepreneurship (ICE Lab) in February 2017. The County and WSCU are contributing financial support for the development of entrepreneurs and building of local capacity.
- The Gunnison Valley Regional Housing Authority completed a needs assessment in fall 2016 and has completed a strategic plan with the goal of building 400 new affordable housing units by 2020.
- The Gunnison County Board of Commissioners has completed its 2017 strategic plan and has committed to building 200 new affordable housing units by 2020.
- The City of Gunnison has integrated action items from OVPP into its strategic plan.
- County commissioners are developing a committee to oversee and implement the objectives and actions outlined in the strategy relative to tourism and outdoor recreation.
- The City of Gunnison received a grant in spring 2017 for technical assistance from Community Builders to enhance the vitality and prosperity of the central business corridors.
- The County Health and Human Services Commission has reformed into the Community Health Coalition with a mission of working to improve the social, physical, mental, and spiritual health and well-being of all community residents by enhancing collaboration, being proactive, educating, advocating, and monitoring progress. The coalition also is overseeing the implementation of the plan's strategies for community health and equity.
- Food packs were made available to schoolchildren in need on weekends.
- The Community Foundation published a web-based, searchable Wellness and Health Guide, enabling greater access to healthcare for all.
- CBTF and the U.S. Forest Service addressed public land resource degradation issues in the north end of the valley. Limitations on camping, along with increased enforcement, educational programming, and improved marketing materials identify numerous recreation opportunities to reduce overall impact. Results from summer 2016 are positive and demonstrate fewer negative impacts to natural resources.
- CBTF is developing a system of regional indicators to measure progress in achieving the goals.

For more information, visit www.onevalleyprosperity.com/onevalleyprosperitystrategy.

A FOCUS ON SMALL- TO MEDIUM-SIZED BUSINESSES

By Brad Power, Englewood community development director, and Darren Hollingsworth, Englewood economic development manager

ECONOMIC DEVELOPMENT = SHOW ME THE MONEY!

Economic development often is defined narrowly as attracting retail sales tax dollars into a community. This is especially true in Colorado, where most municipalities have a strong reliance on retail sales tax dollars to fund services and programs. However, the demand for traditional chain store retail space is decreasing as consumers shift more of their spending to online formats that offer convenient delivery. Most communities have much more retail space than their local markets can support. The City of Englewood was not immune to this pressure and the lure of retail recruitment drove the economic development agenda for more than a decade.

In today's climate, an economic development strategy that is a retail-centric, one-size-fits-all approach, is not sustainable, and communities that continue on that path will likely face strong headwinds. In 2017, Englewood reinvented its economic development program to focus on supporting the success of small businesses, which have been a benchmark of the community for decades, as are entrepreneurs who are attracted to Englewood's central location, access to transit, and affordability.

More than 95 percent of Englewood's businesses have 50 or fewer employees. Englewood has several very large employers in industry and healthcare that are vital to the stability of the local economy, but they represent about 1 percent of the total number of businesses in Englewood. Growing and attracting small- to medium-sized businesses is the "sweet spot" that defines Englewood's newly minted economic development program.

In fall 2016, the Englewood City Council unanimously approved a new economic development program focused on providing businesses the best chance for success and longevity in Englewood. The program focuses on small businesses with targeted resources and initiatives to foster start-up and business expansions. The \$150,000 budget for the program remains at previous funding levels, but the program has been reconfigured to offer a wider variety of services to existing and potential businesses and employers.

The new program consists of specific, varied, and measurable programs geared toward giving businesses a leg up while investing in job growth and support for entrepreneurs. The 11 economic development initiatives focus on supporting entrepreneurs from the start-up stage; training for businesses at key phases of their life cycles; providing tax credits for a variety of business investments; and offering commercial and industrial site selection for prospective tenants and developers. Three key elements of the program are:

- Primary Employer Incentives, which include rebates of use taxes or permit fees associated with the build-out of space to accommodate primary employers (employers that derives most of their income from beyond Englewood, thereby bringing in new dollars to circulate within the local economy);
- Business Initiation Grants (BIGs), which enable start-up businesses to receive support at their most critical time, and offer maximum grant awards of \$2,500 following the completion of a business training program offered by one of Englewood's partner economic development agencies; and
- Business Acceleration Grants (BAGs), which enable businesses established in Englewood for a minimum of two years to receive grant funding to expand or improve their operations with a potential maximum grant of \$5,000 following a review of a proposed business plan that will forecast the impact of expansion or improvement efforts.

Englewood has a partnership with the Aurora South Metro Small Business Development Center (SBDC) to provide business training programs and individual business consulting in Englewood for Englewood businesses. As a measure of the excitement for the new partnership, the SBDC chose to offer its signature Leading Edge program for small business planning at Englewood Civic Center in 2016, and the program returned in 2017. Englewood also will enter into new programming concepts with the U.S. Small Business Administration, and existing partnerships with the Greater Englewood Chamber of Commerce and Arapahoe/Douglas Works will continue.

Englewood's new economic development program promises to be high touch and high impact by connecting with a greater number of businesses and assisting more businesses at key phases of their development, from start-up to expansion. Early participation in the program has been strong and is outpacing the level of interest generated during the previous retail-centric strategy.

COLORADO CITIES & TOWNS: LIFESTYLE



RESEARCH

CREATIVITY AND THE ARTS CONTRIBUTE TO QUALITY OF LIFE AND THE ECONOMY

The concept of Certified Creative Districts was created six years ago by the Colorado legislature in recognition that the creative arts not only enhance our quality of life but contribute to the economic health of our cities and towns.

District designation is awarded by the Colorado Office of Economic Development and International Trade. To earn the designation, a district must host a concentration of arts and cultural organizations, creative enterprises, activities, and events. That core should be complemented by restaurants, retail, housing, and lodging — services needed to support visitors.

Creative Districts can not only claim that distinction for promotional purposes but also gain access to grant funding such as, the Colorado Creative Industries community loan fund. Technical assistance and training are also available.

The state has certified 18 creative districts:

*Fort Collins Creative District Greeley Creative District
Longmont Arts and Entertainment District*

Carbondale Creative District

Breckenridge Arts District

North Fork Valley Creative District

Salida Creative District

Crested Butte Creative District

Ridgway Creative District

Telluride Arts District

Mancos Creative District

40 West Arts District Lakewood

Denver's Art District on Santa Fe

Golden Triangle Creative District

RiNo Art District Denver

Colorado Springs Creative District

Pueblo Creative Corridor

Corazon de Trinidad Creative District

A NEW TOWN HALL PROVIDES NEW COMMUNITY SPACE

By Samantha Byrne, Lochbuie management assistant

THE TOWN OF LOCHBUIE HAS DEBUTED ITS BRAND-NEW TOWN HALL AND POLICE SERVICES CENTER. The facility was funded with the assistance of a \$2 million grant from the Colorado Department of Local Affairs and a \$2.1 million local cash match.

The building was designed by Architecture West and constructed by Fransen Pittman. Groundbreaking on this project began May 3, 2016, and achieved substantial completion on Nov. 23, on time and under budget. The building is 9,000 square feet and is home to the administrative offices, utility billing, police headquarters, and multipurpose board and community meeting space. The building holds a LEED Gold standard, with certification underway. Additionally, an electric-vehicle charging station is being installed to service the community.



Previously, Town services were divided among three aging prefabricated buildings, roughly 4,000 square feet total. The new building provides one unified space for administration and public services and includes a formal conference room that allows staff to collaborate. Even the employee break room is multifunctional — it has been proactively designed to be utilized as an emergency command center.

The board and community meeting space has been upgraded in a multitude of ways as well. In size alone, the provided space has been increased from 800 square feet to 1,200 square feet, allowing for greater participation at board meetings. A state-of-the-art audiovisual system has been integrated, and the Town anticipates introducing livestreaming of its board meetings in the near future. Additionally, with the centralized space, the Mayor's Mingle, a monthly community outreach event, can now be hosted on location.



All offices and workstations, as well as the conference room, are designed to allow as much of the Colorado sunshine and fresh air in as possible. A natural design aesthetic is employed throughout the facility, reflecting the raw beauty of the landscape surrounding the community.

With the increased space, the Town of Lochbuie will be able to implement both educational and recreational programs for the community at the town hall property, making it a functional space that the community can utilize for many years to come. Improvements continue to be made, with outdoor lighting and streetscaping being added this spring. The new town hall has begun to transform Lochbuie's image and will continue to be a catalyst for future community development.

LITERACY AND PHYSICAL ACTIVITY IN ONE PROJECT

By Becky Steenburg, Alamosa children's librarian

IMAGINE YOU ARE TAKING A WALK THROUGH A PARK OR AROUND A PUBLIC BUILDING AND YOU come upon a page from a children's picture book, laminated and mounted on a stake in the ground. As you walk along the path, you discover another page, and then another, and you realize you are reading a story! StoryWalk combines the pleasures of reading wonderful children's books aloud with all the joys and benefits of walking together outdoors. It is a fun, educational activity that places the pages from a children's story along a popular walking route in a community. — www.bostonchildrensmuseum.org/sites/default/files/pdfs/rttt/storywalk/storywalk_v3web.pdf

StoryWalk® was created by Anne Ferguson when she worked for the Vermont Department of Health in 2007. Sometime in late 2014, the Buell Children's Museum in Pueblo hosted a StoryWalk. The Alamosa library board president, Patty Campbell, saw the article in *The Pueblo Chieftain* and brought it to Alamosa's children's librarian, Beck Steenburg. Around the same time, Azeneth Herdia, community literacy manager with Save the Children, created a local literacy council and was looking for a "big" project to be part of its Innovative Approaches to Literacy (IAL) grant, which was awarded to develop and improve literacy skills for children and students from birth through high school. The Alamosa Literacy Council adopted the idea of the StoryWalk, erecting the first-known permanent StoryWalk in Colorado around Alamosa City Hall in May 2016, and working on its second permanent StoryWalk installation at the Alamosa Elementary School. The Alamosa Literacy Council is committed to bilingual StoryWalk offerings; every page is in English and Spanish, including the fun, early literacy prompts that keep StoryWalkers moving.

The first StoryWalk book was "One" by Kathryn Otoshi. This past winter, Alamosa featured Jack Ezra Keats' "The Snowy Day," which was very apropos considering the record snowfall in January! The latest story is "Giraffes Can't Dance" by Giles Andreae.

The Alamosa Literacy Council is proud to provide this engaging literacy opportunity at Alamosa City Hall. The StoryWalk concludes at the back of the library where there is a Little Free Library. It also ties nicely into the Early Childhood Council of the San Luis Valley's Born Learning Trail around Cole Park. Together, the early literacy stakeholders of Alamosa have created a true culture of literacy, exercise, and community.



NEW EVENTS LEAD TO SUCCESS

By Margo Aldrich, Northglenn communications manager

THE 2014 STRATEGIC PLAN FOR THE CITY OF NORTHGLENN INCLUDED THE EXPANSION AND ADDITION of events focusing on vitalization, civic engagement, and a renewed sense of community. The direction was to add three new festivals in three years to the City's portfolio. Each event was to be regional in style, both appealing to Northglenn citizens and bringing in guests from outside Northglenn. To support this initiative, a new position was created — a full-time event supervisor — to support the work of an existing full-time event coordinator.

Pirate Fest 2015 was the first of three new regional events. This “thinking-outside-the-box” concept proved successful, with more than 7,000 people in attendance in its first year, increasing to more than 11,000 in its second. The Pirate Fest is two events in one, with the Pirate Ball for adults on Friday night and the Pirate Festival for families on Saturday, which includes a cardboard boat regatta on Webster Lake. Many attended in full costume, some speaking in a distinct pirate dialect, and all enjoying a bit of make believe and fun.

While other concepts had been suggested, such as wine festivals, beer festivals, and a color run, the success of Pirate Fest confirmed that it was best to create fun and unique concepts in the pursuit of attendees from throughout the metro area.

In May 2016, Northglenn rolled out its second festival, Food Truck Carnival. The event is a combination of food trucks, an amusement company, and a stage with Bluegrass and Americana music. The City planned for 10,000 attendees the first year and was overwhelmed with more than 30,000 in attendance. In 2017, Northglenn will host 25-plus food trucks a day, doubling the event footprint in expectation of a growing audience.

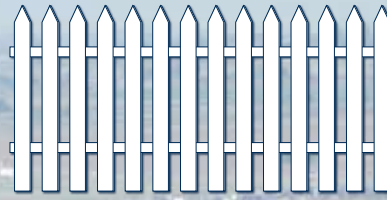
The Festival of Magic is 2017's new event. There are no other magic festivals in the state, which makes this event unique to a wider audience. The city was able to secure David and Leeman as its headliner; the duo ranked 12th on America's Got Talent in 2014. There will be more than 20 other magicians performing at the event.

One aspect that makes these programs so successful is the marketing aimed at specific target audiences, building on Northglenn's brand as a vibrant community but also creating a unique brand for each event.

Tours and event visits are encouraged! More information about each event is available at www.northglenn.org/events.



COLORADO CITIES & TOWNS: HOME



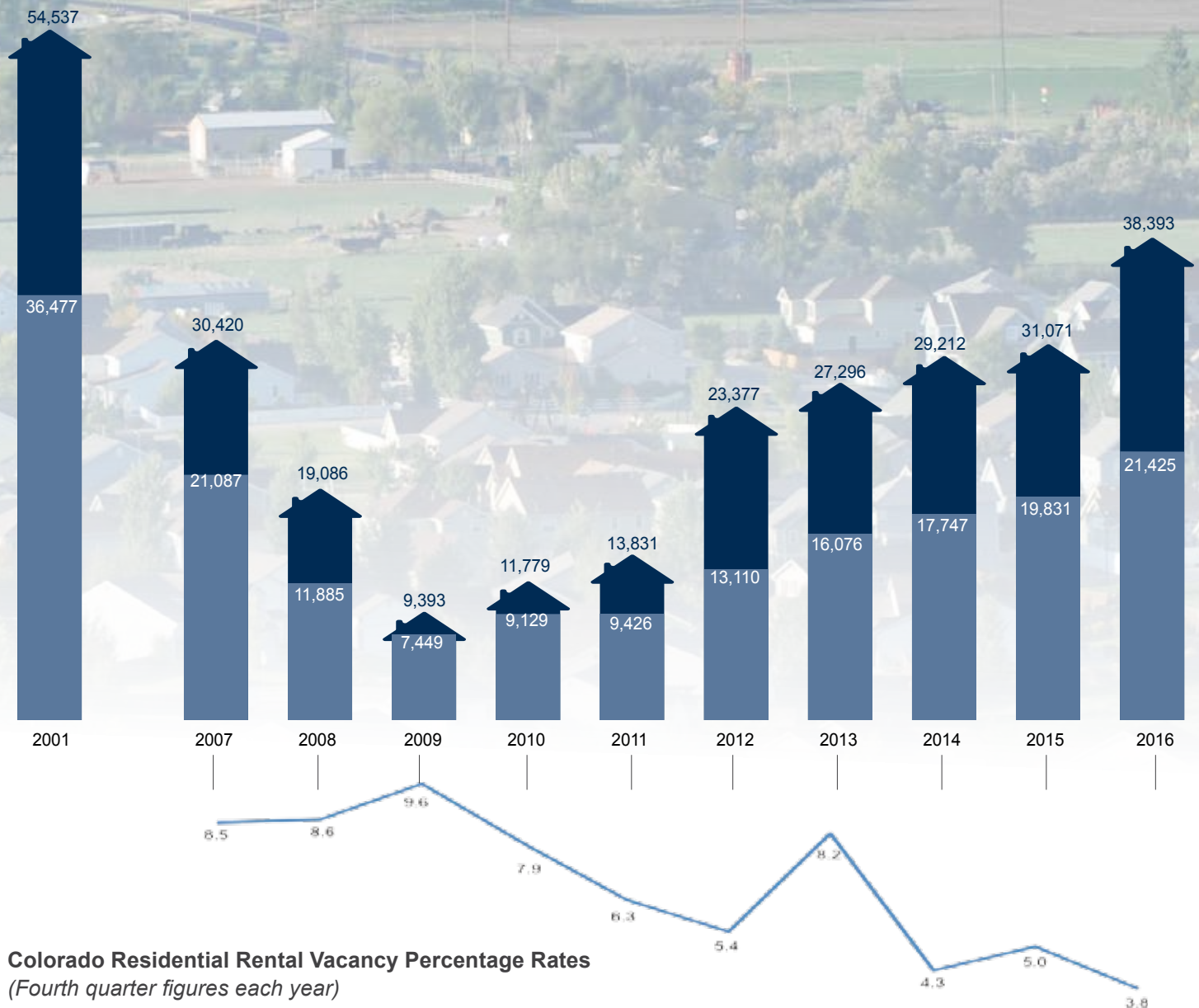
RESEARCH

HOUSING IN COLORADO

SEEKING SHELTER IS A CHALLENGE FOR MANY IN COLORADO. DEMAND FOR HOUSING IN COLORADO'S cities and towns is pushing construction to levels not seen in a decade. The number of building permits has increased dramatically from the Great Recession but remains below the figures posted 15 years ago.

It is not only new housing that cannot keep up with demand. Finding a home or apartment to rent is difficult, as rental vacancy rates are the tightest in recent memory.

Building Permits in Colorado, Total Units and Single-Family



Source: U.S. Census Bureau

CAPTURING PREVIOUSLY WASTED ENERGY

By Jim White, Grand Lake town manager

THE TOWN OF GRAND LAKE HAS COMPLETED INSTALLATION OF A 6.3 KILOWATT MICROHYDRO ENERGY recovery system inside its water treatment plant.

The energy recovery system captures the energy available in the existing water supply line flowing between Tonahutu Creek and Grand Lake's water treatment plant, converting potential energy into electricity — capturing energy that previously was being wasted.

"The clean energy generated by the microhydro energy recovery system will be fed into the Mountain Parks Electric grid, lowering the Town's electricity costs," said Grand Lake Mayor Jim Peterson.

The project consultant was Telluride Energy. Hydro generation and control equipment for the project was designed and provided by Rentricity Inc. Project installation was completed by Grand Lake staff, led by Water Superintendent Dave Johnson.

The project will produce approximately 44,000 kilowatt-hours annually, lowering the Town's energy costs at the water treatment plant through a net metering agreement with Mountain Parks Electric. The total project cost was approximately \$80,000.

The project received rapid federal approval from the Federal Energy Regulatory Commission thanks to 2013 federal small-hydro reform legislation authored by U.S. Rep. Diana DeGette. The project also benefited from simplified electrical inspection approval due to 2014 Colorado small-hydro reform legislation authored by Colorado Sen. Gail Schwartz.

The hydro installation follows a project feasibility-study assessment completed by Telluride Energy that was funded by a grant from the Colorado Water Resources and Power Development Authority.

"Grand Lake is providing a great example for other Colorado Mountain towns," said Telluride Energy CEO Kurt Johnson. "Thanks to outstanding leadership in recent regulatory reform from Colorado's federal and state leaders, there has never been a better time to build new small hydro in Colorado."

"With over 400 billion gallons of water flowing through pipelines daily in the United States, we see an enormous potential for retrofitting existing piping infrastructure for generation of new clean energy," said Rentricity CEO Frank Zammataro.



UNITING BUILDING INSPECTION SERVICES FOR GREATER EFFICIENCY

By Ray Beck, Moffat County commissioner and former Craig mayor; Mike Foreman, Craig city manager; Gayle Zimmerman, Craig executive assistant; and Marlin Eckhoff, Craig building inspector

LOCAL GOVERNMENT IS THE CLOSEST TO THE COMMUNITY, PROVIDING SERVICES THAT RESIDENTS have come to rely on over the years. Finding ways to share those services and or personnel is not a new concept or conversation; it has become the new normal to survive economic uncertainty.

The City of Craig and Moffat County have been partnering in their support of the local economic development group and the Human Resource Council (HRC). HRC is administrated by the local United Way and funds area nonprofits, which are the life blood of any community.

This past fall, the Craig and the Moffat County elected officials began conversations about what services and personnel could be shared to provide for the community more efficiently with taxpayers' money. One idea that has taken off is sharing a building inspector.

After the county building inspector retired, Moffat partnered with the City of Craig to form a new regional building department. The results will save both the City and County half of the cost of an employee and eliminate a duplicate service.

There are always some internal obstacles when merging departments — such as converting databases, files, forms, procedures, and fees — however, the external impact on the contractors and homeowners was minimized by not making big changes for them. The plan review, permitting, and inspection process has changed very little for homeowners and contractors in either jurisdiction. Moffat County increased its permit fee to accommodate the cost of and lead time necessary for travel, matching the City of Craig's cost.

Contractors were notified by letter about the change. During a four-month trial, both governments received great feedback on the program. Individual training was given to area builders, and a "Lunch and Learn" was held to better acclimate them to the new system. Contractors have been accepting of the new regional building department, as no negative comments have been received to date. A review at the end of the year will help determine ways to continue to improve the merger.

The success of this trial has led to the exploration of other ways that the two local governments can combine efforts to save residents money and to provide them with better service, sharing services and personnel when it makes sound financial sense for both parties.



COLORADO CITIES & TOWNS: TRAVEL



RESEARCH

BRIDGE SAFETY IN COLORADO

BRIDGE SAFETY IS NOT ONLY MONITORED BY MUNICIPAL PUBLIC WORKS OFFICIALS, BUT THROUGH BIENNIAL Colorado Department of Transportation safety inspections of the approximately 4,850 municipal and county bridges in the state.

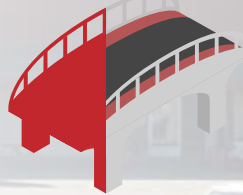
What is known as the “select list” is developed to identify structures that qualify for rehabilitation or replacement. These are structures that gain a “fair” or “poor” rating due to a number of factors that result in the bridge being categorized as “structurally deficient” or “functionally obsolete.”

BRIDGES ON THE SELECT LIST IN **POOR** AND FAIR CONDITION

Municipal: **41** and 196

County: **129** and 195

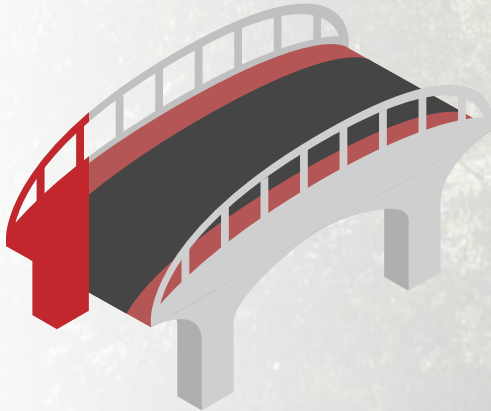
Other government: **7** and 5



DECK SURFACE AREA IN SQUARE FEET ON THE SELECT LIST IN **POOR** AND FAIR CONDITION

Municipal: **254,958** and 1,513,292

County: **211,495** and 333,878



INNOVATION IN TRANSPORTATION

By Sheri Chadwick, Centennial communications director

IN 2014, CENTENNIAL WAS SELECTED AS ONE OF 12 U.S. CITIES TO PARTICIPATE IN THE THREE-YEAR, \$1.5 million grant from Bloomberg Philanthropies' Innovation Team program, which aims to improve the capacity of cities to effectively design and implement new approaches that improve citizens' lives.

As its first initiative, the Centennial Innovation Team (i-team) and the Denver South Transportation Management Association (TMA) launched a six-month pilot program called Go Centennial. Centennial partnered with Lyft, Xerox, and Via to help remedy the first- and last-mile challenge of getting to and from transit stations versus the traditional RTD Call-n-Ride service. Centennial and the Denver South TMA fully subsidized Lyft Line rides for six months for commuters traveling to or from the Dry Creek Light Rail Station. This innovative, first-of-its-kind project served as a model for transit systems throughout the nation. Two elements that made it unique were the partnership with Via for those that needed special accessibility accommodations and the use of the City's 24/7 call center as a concierge service for those that did not have a smartphone or needed extra help booking rides.

The pilot project received worldwide media attention and continues to receive inquiries from municipalities and transit agencies across the United States. Go Centennial resulted in slightly more than 1,300 total rides by 125 total riders, of which 36 percent were new to using a ride-sharing service. Seventy percent of riders used the program more than once. And ridership remained stable for the RTD Call-n-Ride, which shows that the Go Centennial program brought in new light rail riders.

With Go Centennial putting the city on the worldwide map, Centennial was selected to join Transportation for America's Smart Cities Collaborative to explore how technology can improve urban mobility. This is a wonderful opportunity to share ideas and lessons learned about projects with other innovative cities and help plan for and overcome challenges.

Last year, while the i-team was gathering data and deciding how to better improve mobility, the Centennial Senior Commission created the Mobility Ambassador Program (MAP) to help seniors understand and use a variety of transportation options. The commission and the i-team coordinated trainings throughout the City to help seniors learn how to ride light rail and to use ride-sharing services and technology to navigate transportation routes. More than 150 people have been trained to better utilize public transportation options and ride-sharing technology. Senior Commission ambassadors also provided 20 seniors and caregivers with personal assistance in booking and taking their first Lyft or Uber rides.

Next up, the i-team has decided to tackle another challenge facing the City: As it enters its final year of the Bloomberg grant, the i-team will focus on identifying solutions to help Centennial's seniors remain in their communities as they age, something that often begins with ensuring seniors can find affordable housing that provides the services they need to remain healthy and active.



A GATEWAY BRIDGE

By Leslie T. Bethel, Glenwood Springs Downtown Development Authority director

AS THE SEASON'S CHANGE IN GLENWOOD SPRINGS, TWO NEW BRIDGES ARE STARTING TO TAKE THEIR places at the intersection of Interstate 70 and our historic downtown corridor.

The Grand Avenue Bridges (GAB) project, which has been underway since January 2016, is the largest infrastructure project on Colorado's Western Slope in 25 years. The final budget for the project is \$125 million and is funded by the Colorado Bridge Enterprise, Colorado Department of Transportation (CDOT), contributions from utility companies, and several local governments, including the City of Glenwood Springs (\$3 million), Garfield County (\$3 million), and Eagle County (\$300,000). Now in phase three of this five-phase project, the steel girders for the vehicle bridge extend toward their eventual connection point, and the pedestrian bridge is nearly completed. The pedestrian bridge is set to open in coming weeks and to be fully completed mid-summer of 2017. The traffic bridge will follow next year, with the planned opening date for June 2018.

The Glenwood Springs City Council and the Downtown Development Authority (DDA) began working on ideas and sketches with CDOT six years ago. There was no hesitation in identifying the Grand Avenue Bridges and their related needs as top priorities. The project will help to stabilize and strengthen the downtown — the heart and soul of the community.

Alongside CDOT's staff and design team, the project leadership team, issues task force, City staff, and DDA hired consultants to support the design effort to have this bridge grow out of the context of the downtown. What details could be added so the scale of the bridge would fit with the downtown? How could the materials and the colors found in the downtown today — brick, flagstone, and ironwork ... reds, browns, and blacks — integrate into the design? The team carefully considered every detail to ensure these bridges would create a gateway to be proud of.

The final design integrates all of that and more.

On the pedestrian bridge, there are overlooks to pause and enjoy the beauty of the surroundings. There are clay-tile roof structures, much like the beloved historic train station. A brick-clad elevator tower on 7th Street will welcome residents and visitors alike to the downtown. All of the bridges' piers, both the pedestrian and the vehicular bridges, are covered with flagstone, as are most of the site walls and some of the bridge side walls. Columns, lighting, and banners will complement the bridge barrier walls to add detail and scale. Iron railings with a replicated historic pattern will adorn both bridges. Deliberate thought and study has gone into making these bridges grow out of the form, materials, and colors of Glenwood Springs. They will be beautiful, notable landmarks to be treasured for years to come.

Glenwood Springs already is seeing new investment coming into downtown in anticipation. There is new investment on 6th Street, on Grand Avenue, and throughout the downtown core, planting the seeds for a balanced and vibrant downtown.

These two bridges offer a gateway to the future, a future of new opportunities, opportunities that will enhance the history and the environment of a unique and beautiful downtown and diverse Roaring Fork Valley.



ESTABLISHING A RAILROAD QUIET ZONE

By Kelly Unger, Windsor assistant to the town manager

THE TOWN OF WINDSOR RECENTLY WRAPPED UP WORK ON ITS RAILROAD QUIET ZONE PROJECT, which went into effect on Dec. 27, 2016. Windsor is now one of only a few communities that hold a town-wide quiet zone designation, eliminating train horns in town limits except in emergency situations.

To achieve quiet zone designation, 13 of Windsor's 14 railroad crossings needed additional safety measures, such as crossing gates, raised medians, and flashing warning devices. These new features give advance notice to motorists and pedestrians of an approaching train, thus improving overall crossing safety and reducing the need for horn warnings.

The project was years in the making. Windsor residents and downtown businesses dealt with the routine sounding of locomotive horns as trains passed through. With the trains traveling through primarily at night, the Town began to receive regular complaints.

The Windsor Town Board listened to their concerns and fully supported the concept of a quiet zone by directing staff to apply for grant funding. The Town was awarded a \$3.3 million TIGER V grant in September 2013 and received the funds a year later.

The project was complex and required 15 months of construction, which began in the fall of 2015 and was completed in December 2016.

For other municipalities pursuing a quiet zone designation, Windsor staff has the following advice:

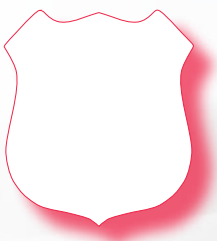
- Build a strong working relationship with the local railroad operator. "The Town reached an agreement with Great Western Railway for installation of the railway improvements," said Town Attorney Ian McCargar. "This agreement reflected the mutual interests of the Town and the railroad in safety, traffic efficiency, and improved public relations."
- Seek opportunities for grant funding. "We applied and received a grant from the Federal Railroad Administration, which funded the majority of the project," Civil Engineer Desa Blair said. "With the grant, we upgraded crossings with gates, flashing lights, and medians, as needed, to provide safeguards for pedestrians and motorists."
- Communicate with the public often. "Due to the extensive construction period, staff regularly sent notifications to the public," said Communications Manager Katie VanMeter. "We used a variety of communications tools, including traffic alerts, message boards, press releases, and social media, to make sure our community felt heard and informed."

Overall, this project adds to the quality of life in Windsor and, hopefully, allows everyone to enjoy a good night's sleep again.

Contact the Town of Windsor with any follow-up questions about the process.



COLORADO CITIES & TOWNS: SAFETY



RESEARCH

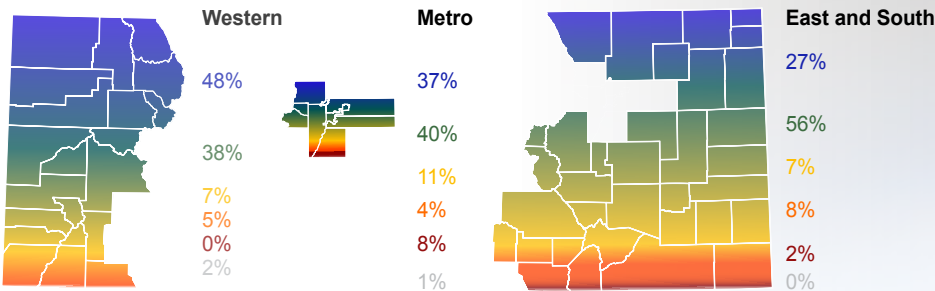
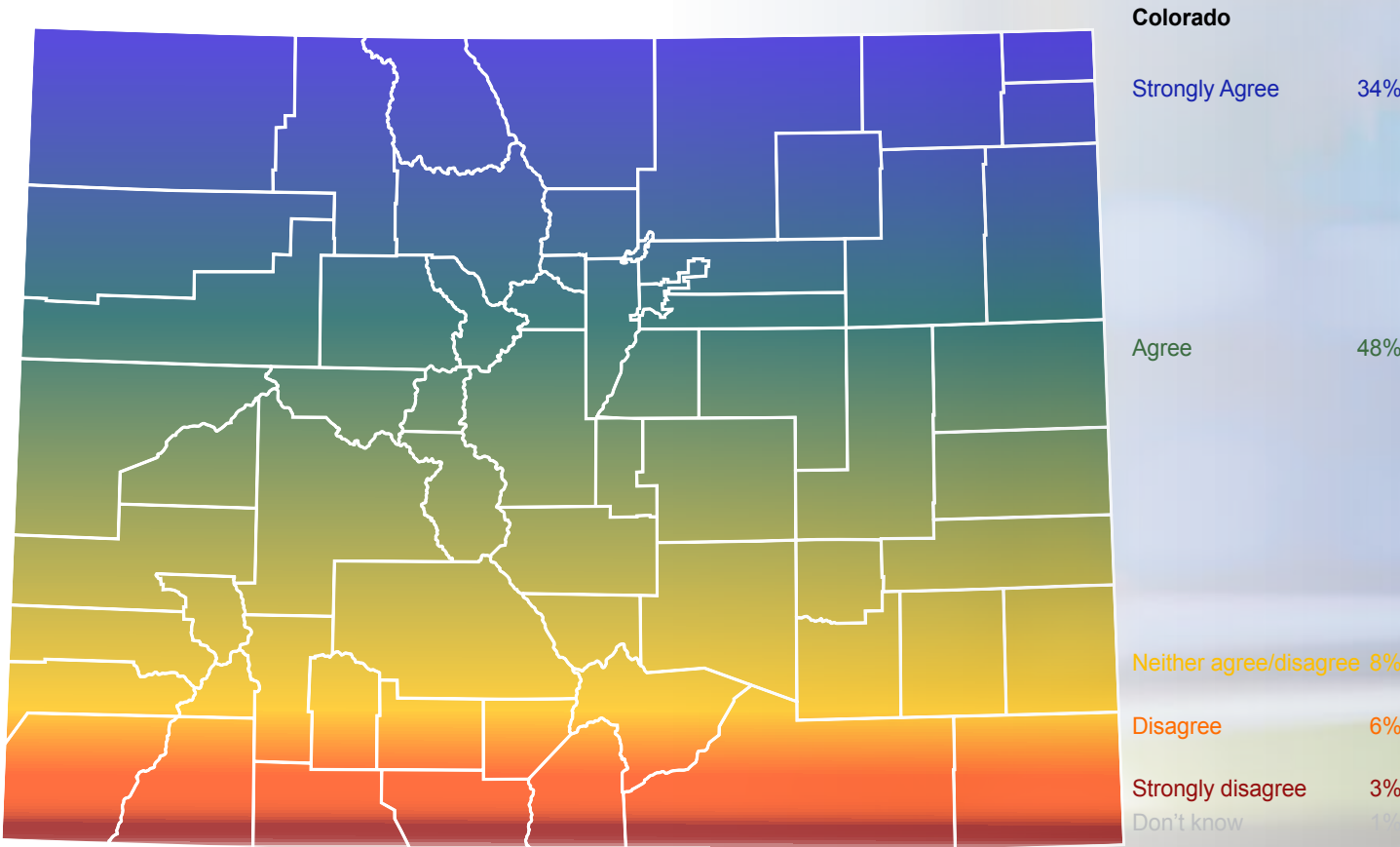
COLORADO COMMUNITIES SEEN AS SAFE PLACES

POLICE OFFICERS BRING CITIZENS A HIGH LEVEL OF REASSURANCE AS A LARGE MAJORITY OF COLORADO residents view their communities as being safe. A 2017 statewide survey conducted by Colorado Mesa University shows 82 percent of respondents rate their communities as a safe place to live.

Among safety issues that residents did cite as concerns are crime, drugs, violence, and guns.

The growing problem of prescription drug abuse was identified as a concern by 54 percent of the respondents, while 59 percent think illicit drugs, such as methamphetamine and cocaine, are problems, and 60 percent cited alcohol abuse as a problem in their community.

Response to the question: “Is my community a safe place to live?”



MAKING EXCELLENCE THE BASELINE

By Joseph McIntyre, Bayfield town marshal

IN JUNE 2016, THE BAYFIELD MARSHAL'S OFFICE WAS HONORED WITH THE COLORADO ASSOCIATION OF Chiefs of Police (CACP) American Spirit Award for distinguishing itself as extraordinary through service, standards, attained goals, and professionalism and has been able to overcome manpower, lack of financial resources, and other limitations to provide professional service and programs that traditionally smaller agencies are not able to provide due to budgetary constraints.

The Town of Bayfield is a small town located in the heart of the Pine River Valley of southwestern Colorado. The Bayfield Marshal's Office is composed of eight full-time certified officers and one full-time administrative assistant serving a population of 2,615 residents.

In December 2011, a new town marshal held numerous meetings with staff and employees, deciding on the goal of being a department of excellence. That could have been difficult to do considering the operational budget that year was only \$576,043. Those who run smaller agencies know that they typically are "stepping stones" for officers to gain experience and move on to larger agencies. Bayfield wanted to break that cycle and provide services to the community, making excellence the baseline and, in turn, keeping deputies who were invested and committed to Bayfield residents.

While grants can sometimes be cumbersome and always time consuming, Bayfield leveraged \$800,000 in grant funding over the past five years to supplement its budget to provide professional services and programs to the community. By first investing those grant funds in the department for new/upgraded equipment and staff training, it is now a self-sustaining department that no longer relies on hand-me-down equipment and has a proven track record that the professional development of staff is the most important investment. This in turn has resulted in being one of the only agencies in southwestern Colorado that has been fully staffed for a sustained period. This has allowed the officers to focus on the community and residents they serve.

Grant funding also has allowed the department to be active participants in the Drug Task Force Team; more importantly, the officers have invested in the lives of the students in local schools. In cooperation with the school district, the Bayfield Marshal's Office developed a school resource officer program that has been immensely successful. The program provides elective credit courses with the Junior Police Academy program in the middle school and an introduction to law enforcement class in the high school. Bayfield has increased efforts in traffic safety and, by experimenting with several types of schedules (which is always difficult for a smaller agency), has reduced property crimes by 37.8 percent. The department raises money for breast cancer awareness and held its first 5K Badges Against Breast Cancer race last year. Additionally, the department raises money throughout the year to provide a \$1,000 scholarship for a graduating senior from the high school.

A motto inside the entrance to the Bayfield Marshal's Office declares: "Policing with Integrity and Making Our Community Our Priority." Excellence is the baseline, and the community is the priority.



INSURANCE FOR EMERGENT AIR AND AMBULANCE TRANSPORT

By Mark Campbell, Kremmling town manager

IN NOVEMBER 2016, THE KREMMLING TOWN BOARD VOTED TO APPROVE EMERGENT AIR AND ambulance transport insurance for all employees. This covered all employees and their households for \$99 per year per employee.

Although the Town did have medical and dental insurance that covered most local doctor, specialist, and emergency visits for its employees, it did leave a gap when it came to air or ambulance insurance. The employee was responsible for \$500 for ambulance and 20 percent for air transport, which could total up to \$5,000 depending on services provided. The new insurance will cover any ambulance and helicopter at 100 percent throughout the lower 48 states.

Although Kremmling has had medical facilities in town since 1933, and a long-serving doctor in Ernest Cerriani who was featured in *Life Magazine* in 1948, there are sadly times when more serious emergency conditions may require movement to a larger facility quickly. It is for these occasions that the insurance was purchased to provide an ambulance or a helicopter if needed. The hospital has a landing pad, and helicopters generally come out of Boulder, Denver, Greeley, or Routt County, but primarily Summit County.

Fortunately, Grand County Emergency Medical Services has a wonderful ambulance system with ambulances based in four locations throughout the county, including one in Kremmling. This allows for prompt response in emergency situations through a well-run organization and its team of 24 paramedics and 23 EMT Basics IV responders.

One of the other key benefits in having this insurance for employees is that there is a lot of travel involved in working for the Town as a mountain rural community. Water samples have to be delivered far off, and regional meetings take place throughout the large expanse of northwestern Colorado on roads that can be treacherous with winter conditions for five months of the year, and by wildlife year-round.

The Kremmling Fire Protection District, alongside Grand County EMS, responds to between 40 and 50 automobile accidents a year on busy Highways 9, 134, and US 40, as well as the scenic Trough Road and other town and county streets. A lot of the roads in the area have no shoulders and steep drop-offs. Although Highway 9 has been through a wildlife mitigation project in the Kremmling area, weather and bad driving can still lead to major accidents. In some instances, the injuries are severe enough to require a helicopter at the scene of the accident for transport to an emergency facility rather than a road-based ambulance.

Like many rural communities across the United States, remoteness from local or major hospitals at the time of an accident or serious condition may mean life or death for those affected or serious financial burden. All of these concerns led the Kremmling Town Board to make this decision to protect the employees, whom they value, at minimal cost.

For more information, contact the author at manager@townofkremmling.org or 970-724-3249. Thanks to Allen Pulliam, Grand County EMS; Dustin Sanchez Grand County EMS; Kremmling Fire Protection District; and Kim Cameron, Grand Gazette for information to make this article complete. Also thanks to the Kremmling Town Board for making this a reality.



FIRST-EVER ISO CLASS 1 COMMUNITY RANKING IN THE STATE OF COLORADO

By Sean Ellis, Federal Heights fire chief

THE FIRST-EVER ISO CLASS 1 COMMUNITY RANKING IN THE STATE OF COLORADO WAS AWARDED TO the City of Federal Heights Fire Department. The ceremony was held at Pinnacle Charter School in Federal Heights where attendees entered under an American flag hoisted up by the department's fire engine, which made for a grand entrance.

The event was hosted by Melody Mesmer from St. Anthony Hospital, who has worked with Federal Heights Fire Department in many different roles over the past 20 years.

City Manager Jacqueline Halburnt opened the ceremony with history of how the City achieved this rating and noted, "Back in the 1990s, the City was ranked seven on the ISO rating system, so to be awarded a one, and be the first municipality ever in the state of Colorado to achieve a rank of one, is a big deal; this is our moment in time."

Mayor Daniel Dick said, "This is my proudest moment as mayor, and I thank the men and women who made this accomplishment possible."

Colorado Department of Public Safety Executive Director Stan Hilkey spoke on behalf of Gov. John Hickenlooper, congratulating the City and personnel on this very prestigious award: "So prestigious it has been achieved by less than one-quarter of 1 percent of fire departments nationwide, which reflects on your commitment to save lives and property."

Colorado Division of Fire Prevention and Control Director Mike Morgan spoke of his time as fire chief in Mesa County and how he and his team strived to reach a rank of one, and most recently had reached a three before he accepted his current position: "You should be proud of this success and know this shows high-quality teamwork and collaboration, which only provides the residents of Federal Heights with the best possible public safety."

Chief Tom Weber, national director of the Insurance Services Office (ISO), presented information on the ranking system and the partnership that took place between the City's fire, police, and public works personnel, making this impressive award possible. Fire Chief Sean Ellis was honored to accept this award on behalf of the City of Federal Heights, its fire department, and the community: "There have been many great plans made throughout history. The thing about great plans — if they are not executed, they die. In 2012, we looked at our ISO plan and refined, tweaked, and adjusted it to reach this goal." Chief Ellis recognized the individuals who executed this plan and are the driving force behind this achievement, the men and women of the Federal Heights Fire Department.

This award may affect insurance premiums for home and business owners in Federal Heights. According to the ISO, most U.S. insurers of home and business properties utilize ISO's Public Protection Classification (PPC™) in calculating premiums. The PPC may affect the underwriting and pricing for a variety of personal and commercial insurance coverages, including homeowners, mobile home, fine arts floaters, and commercial property (including business interruption). In general, the price of insurance in a community with a good PPC is lower than in a community with a poor PPC, assuming all other factors are equal.



SERVING COLORADO'S COMMUNITIES FOR 50 YEARS

IN THE BACK OF THE THIRD floor studio, Kate Lucas is organizing reports that have been completed for neighborhoods and small communities throughout Colorado over the past 50 years. Lucas is a graduate student in the College of Architecture and Planning at the University of Colorado (CU) Denver and has been hired to help sift through boxes of printed reports, CDs, photos, and slides in preparation of the 50th anniversary of the Colorado Center for Community Development (CCCD). Many of the reports were collected from the basements and garages of former CCCD directors and students over the years and are being assembled for a library. This is just one of a number of activities that will commemorate the golden anniversary of one of the longest-operating university design centers in the United States.

Dan Schler was recruited from the University of Missouri Columbia to serve as the first director when the center began as the Bureau for Community Service in 1967. The

office was part of the University of Colorado Denver Center, which in 1967 was an extension campus of CU. Schler's focus was primarily in community development and community leadership.

Just a year later, the Community Design Center was created to assist Denver neighborhoods with conceptual design projects. A young architect in Denver named Ron Abo was asked to be the design center's first director.

Soon, the two offices were collaborating on a variety of projects, incorporating the community development principle of engaging residents in decision-making with developing conceptual designs. CU students were provided opportunities to work on projects that had real benefit for the neighborhoods in Denver and along the Front Range. In the early 1970s, the two centers merged and expanded to provide community development and design to a greater number of communities.

The story goes that, in the mid-1970s, a small town had applied to the Colorado Department of Local Affairs (DOLA) for funds to build a new fire station for its fire truck. It received the funds from DOLA's Division of Local Government and built the station, only to discover that the station was too small for the new fire truck. Bob Horn, who was director of CCCD at the time, approached DOLA with the idea of bringing graduate students to work with small towns throughout Colorado. He envisioned that students in architecture, landscape architecture, and planning, with supervision, would be able to provide the technical assistance that many small communities lacked. DOLA would benefit from receiving proposals that had expanded community involvement and new ideas that students could provide. It was the beginning of what is now known as the University Technical Assistance (UTA) program, which has completed more than 2,000 projects in the past 40 years for small communities throughout Colorado.

Colorado's Front Range big cities get a great deal of attention, but Colorado is a large state made up mostly of small towns. According to the Colorado Demography Office, there are 202 incorporated towns with fewer than 6,000 residents. Of those, 128 have fewer than 1,000 residents. With limited access to professional staff and resources, many small communities turn to UTA as a resource. Currently, there are three professional field supervisors that cover the state, bringing students to the communities to meet with local governments and residents on a variety of projects. The UTA program and the partnership between DOLA and CCCD spans more than 40 years with plans to continue this program for years to come.

Marking its 50th year, CCCD is one of the oldest, longest-operating university design centers in the nation. What distinguishes CCCD from other design centers is its roots in community development and a fundamental principle of engaging residents in the design and planning process. As part of sharing what CCCD has provided to neighborhoods and communities over the past 50 years, a collection of projects has been assembled that represents what faculty, staff, and students have accomplished in partnership with the thousands of residents who envisioned creating healthier, more vibrant places to live.

To view these projects, go to cap.ucdenver.edu/cccd.

CCCD has received funding over the years for numerous projects and initiatives that have enhanced both urban areas and small communities. Examples include a multiyear Colorado Scenic Byways study to enhance rural tourism, 40 schoolyard designs for the Tri-County Health Department, and recently, façade designs for both Westwood businesses and Su Teatro Theater in the Santa Fe Arts District in Denver. In all of these projects, students have been provided the opportunity to work on real-world projects with appreciative clients. Some of these students, such as Julee Wolverton, have made careers out of providing design services to small communities — Wolverton has her own business on the Western Slope for decades. CCCD alumni Aynslee Joyce and Sara Morse, who worked with the Town of Lyons on a conceptual design for its town hall plaza through UTA, were both hired by Design Concepts in Lafayette. Their experience at CCCD inspired them to focus their careers on projects that improve public space.

This hands-on experience is one of the values of CCCD. Students get to apply what they learn in a classroom on real-world projects. They learn about an iterative process where they first listen to the needs of a community. As they develop

conceptual plans, residents are invited to provide input. The result is a conceptual design or plan that has buy-in from residents. This is important in the implementation phases, where local funds are usually raised to match grants from DOLA or other funding sources. Students who can demonstrate real-world experience often find employers who value that experience.

A short video has also been created to show how CCCD works to benefit communities and students. To watch, visit cap.ucdenver.edu/cccd. To learn about CCCD or UTA program, contact your DOLA regional manager or the UTA field supervisor for your area:

- Southeastern Region:
Jeffrey Wood
jeffrey.wood@ucdenver.edu
719-248-7731
- Northeastern Region:
Jennifer Kovarik
jennifer.kovarik@ucdenver.edu
970-305-7805
- Western Region:
Chris Endreson
christopher.endreson@ucdenver.edu
970-549-7576

Contacts for CCCD include Director Chris Koziol (christopher.koziol@ucdenver.edu) and Assistant Director for Civic Engagement Vickie Berkley (vickie.berkley@ucdenver.edu).

ELEVATING PUBLIC SERVICE

PUBLIC SERVICE RECOGNITION Week has been celebrated the first week of May since 1985, annually honoring the men and women who serve our nation as federal, state, county, and local government employees.

With all the talk these days about “draining the swamp,” is this really something we want to celebrate? The answer is “Absolutely yes!” Americans really want quite a bit from our government. We want good schools, safe communities, reliable transportation and communication networks, clean air and water, tested medicines, and honest financial markets. We expect those public goods to be commonly accessible and reasonably affordable. We actually like our government, and we want it to work well.

That is why it is so important to focus on the future of public service. The way our government delivers services to its citizens, and the very services it delivers, are likely to be quite different a decade from now than they are today. We have never needed more attention to how we can provide what citizens want and need, in ways that are efficient and responsive. We should be thinking now about developing the tools and processes that can make our vision of future government service delivery a reality. We also should be making sure the people who use those tools and processes to make government work are the very best at what they do. That is where the National Academy of Public Administration (NAPA) plays an important role.

NAPA helps government leaders solve their most critical management challenges. Since 1967, this congressionally chartered nonprofit academy has provided expert advice to government leaders in building and managing more effective, efficient, accountable, and transparent organizations. Its national network of more than 850 fellows includes former cabinet officers, members of Congress, governors, mayors, and state legislators, as well as prominent scholars, business executives, and public administrators. Supported by a full-time professional staff, these fellows bring their insights, experiences, successes, and lessons learned straight to the academy’s clients through independent thought leadership, in-depth studies and analyses, advisory services and technical assistance, congressional testimony, forums, and conferences. Nowhere else can government leaders consult such a broad array of relevant expertise.

Many of NAPA’s fellows are actively at work in towns and cities across the country, where government meets its citizens, finding innovative solutions to complex problems so that government works better.

Jan Perry was elected a NAPA fellow in 2016. Perry also serves as the general manager of the City of Los Angeles Economic and Workforce Development Department and was on the job when, in September 2015, the Los Angeles City Council declared that L.A.’s homeless crisis had reached a “state of emergency.” Perry and her team developed a

comprehensive program to address the issue. As part of this effort, the City unveiled the Los Angeles Regional Initiative for Social Enterprise (LA: RISE), a five-year, \$6 million program designed to serve the populations hardest to place in jobs, including the homeless, those with histories of past incarcerations, and disconnected youth. LA: RISE integrates employment, social enterprise, and specialized homeless service providers within the City’s workforce system. Participants are placed in entry-level jobs with potential for growth, such as food service, janitorial, street maintenance, and office work. Participants also receive personal support services to stabilize their lives to help them maintain employment, such as financial literacy training and health care, along with career training services. The program was initially funded by the Department of Labor’s Workforce Innovation Fund, enrolling more than 1,000 participants. Under Perry’s leadership, in 2016, the City provided an additional \$2 million to this innovative program serve to an additional 275 people. She continues to provide oversight of LA: RISE in partnership with REDF, a social enterprise nonprofit.

Across the country, Sharon Kershbaum is dealing with a similar issue. The chief operating officer at the Department of Human Services in D.C. and a NAPA fellow since 2016, Kershbaum and her team work to resolve the issues of homelessness, and especially family homelessness, in the nation’s capital.

In November 2016, Kershbaum redesigned the business process to ensure every client's benefits were fully processed before he or she left a center. Her team trained staff on the new approach and gave them tools to verify information through other sources if clients did not have all the needed documents with them. Kershbaum needed to remove the concern about the wait time because she recognized that things would get worse before they could get better. She has now rolled out the new process in four of the five service

Perry, Kershbaum, and hundreds of other NAPA fellows are working on specific government challenges in municipalities and states across the country using best practices based on evidence to improve the lives of their

The Academy is proud of its role in enabling a “government that works, and works for all.” NAPA is proud of its fellows, who are making a difference every day in the lives of citizens in towns and cities across the country, and it is proud that the collective work of all its fellows elevates the mission of public service and the effectiveness of those who serve.





BRINGING VETERANS INTO LOCAL SERVICE

THE CONCEPT OF THE VETERANS Local Government Management Fellowship (VLGMF) began in 2015 as a response to what was viewed as an untapped pool of talent leaving military service and the unfavorable job market for transitioning veterans in local government.

Fountain City Manager Scott Trainor and retiring U.S. Army Officer Darrin Tangeman wanted to create a mutually beneficial program that allows veterans to apply their broad knowledge and experience from the military to the local government environment. The program also would give veterans valuable experience and knowledge that would assist in translating their existing leadership and management skills to the local government language. Above all, local governments would have the opportunity to see the practical value of veteran leadership, education, and management experience first-hand within their organizations and communities.

The program also grew from the frustration that Tangeman personally experienced in his seven-month local government job search. It was not until he spoke to other veterans seeking careers in local government that he found he was not alone. Many of these veterans were frustrated that their decades of public administration experience, graduate degrees, and real-life experience working state-side

and overseas to improve municipal governance, security, and community engagement was going unacknowledged by local governments and recruiting firms when they applied for jobs. One of the few ways to break these barriers, stereotypes, and misconceptions of military veterans was to give them an opportunity to serve with local governments and demonstrate their value before they left the service.

Tangeman immediately went to work coordinating with Fort Carson Garrison Command to gain approval for the VLGMF to be included in the existing Career Skills Program established by the Department of Defense (DoD) to link transitioning service members with civilian training opportunities. After briefing the program to Fort Carson Garrison Command, and drafting and signing a formal agreement with Installation Management Command (IMCOM), the program gained final approval in May 2016.

As part of this formal partnership, the VLGMF was established as a 16- to 20-week DoD-approved Career Skills Program that provides transitioning service members with management training and hands-on experience in the local government environment with the goal of preparing them for smooth transitions into local government careers. The program is intended to match eligible and selected fellows with surrounding local government

sponsors based on skills, education, experience, and the preferences of both parties.

The program traditionally is established within commuting distance of major military installations, but recent policy changes by the DoD will allow for greater flexibility for remote local governments to provide housing or lodging during the duration of the fellowship. For those local governments that are located outside commuting distance from a military installation, the Career Skills Program is waiting for implementation guidance to define how local governments will be allowed to provide housing/lodging accommodations for a fellow working in the community. As soon as this guidance is available, the policy will be published on the program website so that local governments can begin making arrangements for these accommodations.

Another benefit for local government sponsors is that they incur no cost or liability as a result of the program's agreement with the DoD military installation. Each fellow's salary, workers compensation, and benefits are paid for by the DoD during the entire 16- to 20-week fellowship.

The program also has been grateful for sponsorship and collaboration with the International City/County Management Association (ICMA), Engaging Local Government Leaders (ELGL), and state ICMA affiliate,

A GREAT OPPORTUNITY

By Scott Trainor, Fountain city manager

THE CITY OF FOUNTAIN ENTERED INTO THE VETERANS IN LOCAL GOVERNMENT MANAGEMENT

Fellowship (VLGMF) program, in conjunction with Pueblo West, as a pilot project to see how it could better integrate retiring veterans into local government. At the entryway to Fort Carson and in close proximity to four other military installations, Fountain has long worked to integrate veterans and their families into the community, and the VLGMF program seemed the perfect extension of those efforts.

Fountain's first fellow, Nole Hopkins, was a retiring chief warrant officer with 20 years of quality experience in fleet operations and in supervising large and diverse logistical operations. As he came onboard, the City developed a fellowship around his interests in local government — primarily fleet and emergency management operations. During the 16 weeks that he was with Fountain, Hopkins assisted the emergency operations manager in reviewing and completing an operations manual; worked with fleet services in creating an organized work order system to improve efficiencies; and helped organize an aging fleet inventory.

Although Fountain did not have a permanent position to fit Hopkins into at the end of his fellowship time, the City was able to use local government connections to help him find a place with El Paso County, where he recently was hired as fleet operations manager. Hopkins is a tremendous example of some of the quality veterans coming out of the armed forces who have a high degree of training, leadership, and managerial experience that translates perfectly to local government.

Fountain is now preparing to embark on its next fellowship opportunity with a retiring sergeant major who has extensive experience with public works and large-scale project management. Even though he will only be with the City for 16–20 weeks, he will be able to bring quality experience, and hopefully, Fountain will be able to bring another top-notch veteran into local government.

Local government managers and elected officials are facing a greater number of their employees hitting retirement age, leaving the challenge of finding quality applicants to fill those vacancies. A program such as VLGMF provides another great avenue to explore in recruitment efforts. Fountain's experience has been very positive, and the City encourages other municipalities to explore this great opportunity as well.

Colorado City/County Management Association (CCCMA). These professional organizations have provided annual memberships, training, mentoring, networking, and coaching benefits to all participants in the program. In particular, the ICMA Local Government 101 Certificate Program allows for fellows to learn about the local government side of leadership, management, service delivery, budgeting, and human resources and to apply those lessons learned while serving in the fellowship. Recent coordination with ICMA also has resulted in commitments to assist in the regional expansion of the program to the ICMA Mountain Plains Region. As a result, ICMA will begin providing application support for the program by migrating the application process to the NEOGOV platform for the next cohort.

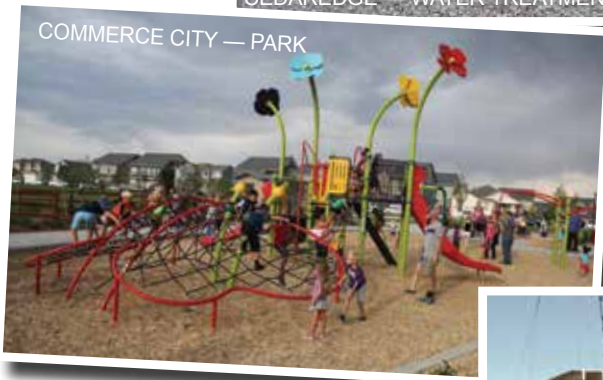
The program continues to grow and has expanded to Kansas with an agreement with Fort Leavenworth and the City of Overland Park. The program also secured approval from Buckley Air Force Base in Aurora to serve as a military partner with local governments in the Denver Metro area, joining Pueblo West, Colorado Springs, Fountain, and Manitou Springs as Colorado communities sponsoring fellows. Strong interest from Wheat Ridge, Lakewood, Snowmass Village, Cortez, and Pueblo County indicates that the program will continue to expand in 2017.

The program plans to establish three cohorts per calendar year for a period of 16 weeks each. Upcoming Cohort 17-02 is scheduled for July through October, with a deadline for applications set for June 23. Interviews are tentatively scheduled for June 29–30.

If local governments are interested in participating as a sponsor for one of the upcoming cohorts, they should contact Darrin Tangeman at dtangeman@vlgmf.org or visit vlgmf.org.



A SAMPLING OF COLORADO'S NEWEST MUNICIPAL FACILITIES





GRAND LAKE — RECREATION AND EVENTS CENTER



GREELEY — PUBLIC SAFETY TRAINING FACILITY



LAKE CITY — TOWN HALL AND COMMUNITY CENTER



LAKESWOOD — PARK



LITTLETON — FIRE STATION



LYONS — WATER TREATMENT PLANT



RIFLE — WATER TREATMENT PLANT



WINDSOR — COMMUNITY CENTER



TIMNATH — PARK



GRAND JUNCTION — AMPHITHEATER

Each issue of Colorado Municipalities magazine introduces you to a key person in municipal government through the "Get to Know ..." column. Each person featured answers questions about his or her position, municipality, and how he or she ended up in municipal government.

GET TO KNOW ...

LAURIE ERWIN LA VETA TOWN CLERK



How did you end up in public service?

I have been the town clerk for La Veta for a total of 18 years. I took a break to raise my boys and then came back, although I swore I would never go back into politics (ha ha), but the clerk's job just has a way of pulling you back.

It all started when I was living in California but wanted to move to La Veta. The clerk's position became available; I applied and was hired. I knew nothing about being a town clerk (I had been a secretary for years), so this position was very challenging. It took a lot of schooling and help from the Colorado Municipal Clerks Association, but over the years, I have learned a lot and received designation as a certified municipal clerk.

What do you enjoy most about your position?

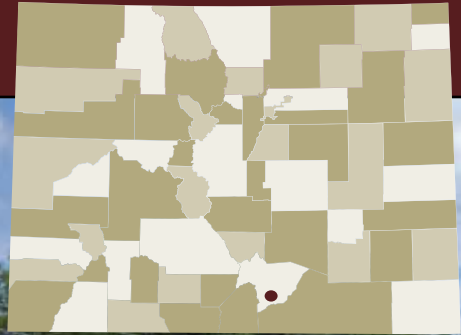
I actually enjoy every aspect of my job. I love budgeting, elections, and working on various projects to make La Veta a better place to live. Other clerks think I am crazy, but my favorite part is budget time and elections. I enjoy the day-to-day duties because there is not one day that is the same. You meet new people moving into your town, you work with new people on your various boards, and each day has its own set of challenges.

What is the most challenging part of your position?

The most challenging part of my job is having the time to do my job — all of the various duties that are expected from a clerk. In a rural town, there is not money enough to hire several people in our office to do the same work that is required in a larger town or city.

GET TO KNOW THE CITY OF LOUISVILLE

- The Town of La Veta incorporated in 1876
- Population: 759
- www.townoflaveta-co.gov



What are some exciting things going on in La Veta?

We have a lot of projects going on in La Veta. We are building a new bridge and a new sewer plant, rehabbing our museum and theater, and improving our streets.

What is the funniest or strangest thing to happen while at work?

Since I became the town clerk, I have kept a journal on the craziest and funniest things at my job. I think the craziest thing I was told by a citizen was that my judgement had been “clouded by Satan” because I would not help him with his marijuana petition. Or maybe it is when tourists asked me what day the colors would

change on the trees because they wanted to come see the colors. As clerks, we hear the craziest things every day — and I love it!

What website(s) and/or publication(s) do you refer to when seeking information?

When seeking information regarding a project or my job, I rely mostly on other clerks — in my 18 years as a clerk, they have helped me the most. My colleagues across the state are the backbones to their towns and cities, and we rely on each other on a daily basis. I am lucky enough to have a mayor and board that help me in the various areas of town government, and they have faith in my abilities.

What book are you currently reading? Are you enjoying it?

I am currently reading *The Miracle Morning* by Hal Elrod. I just started it, but I feel so far that it will help me become a better individual and will help me start each day out with a positive attitude.

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FINDING SOLUTIONS + FUNDING SOLUTIONS

First Security and Saulsbury Hill Financial can provide real and personal property financings, water and energy efficiency equipment, rolling stock and long-term financing capabilities. With this partnership, you get local and industry expertise backed by broad financing capabilities. That's what we call a win-win.

EXAMPLE LEASE: Town of Estes Park, Colorado

- **Structure:** Tax-Exempt Lease Purchase Agreement
- **Lessee:** Town of Estes Park
- **Purpose:** The Town was building a parking garage to ease overcrowding issues during peak demand. The Town secured grant funding for nearly half the project cost and wanted to finance the remaining portion. The site for the parking garage could not be used as collateral for the Lease. As a result, First Security Finance and Saulsbury Hill Financial utilized two other available Town properties and secured a leasehold interest in those substitute sites to accomplish the lease purchase financing.

**Ready for your own
strategic solution?
Contact one of our
team members today:**

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