



JUNE 2018 • COLORADO MUNICIPAL LEAGUE

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The Voice of Colorado's Cities and Towns



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Mission

Colorado Municipalities is published to inform, educate, and advise appointed and elected municipal officials about new programs, services, trends, and information to help them perform their jobs and better serve their citizens and communities.

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COLORADO MUNICIPALITIES

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The Colorado Municipal League is a nonprofit association organized and operated by Colorado municipalities to provide support services to member cities and towns. The League has two main objectives: 1) To represent cities and towns collectively in matters before the state and federal government; and 2) To provide a wide range of information services to help municipal officials manage their governments.

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KENDRA BLACK, DENVER COUNCILMEMBER AND CML EXECUTIVE BOARD MEMBER

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ABOUT SOME OF OUR CONTRIBUTORS



Michael Bennet has represented Colorado in the U.S Senate since 2009. Widely recognized as a pragmatic and

independent thinker, he is driven by an obligation to create more opportunity for the next generation. Bennet has built a reputation of taking on Washington dysfunction and working with Republicans and Democrats to address our nation's greatest challenges — including education, climate change, immigration, health care, and national security. Before serving in the Senate, Bennet worked in business and then in public service — as chief of staff to Denver Mayor John Hickenlooper and superintendent of Denver Public Schools. He lives in Denver with his wife and three daughters.



Wade Broadhead is the planning director of Florence, working on land development, zoning, local grants, transportation, and

historic preservation issues. Broadhead also served as land use planner and staff to the City of Pueblo's Historic Preservation Commission and as a GIS specialist in the Denver metro area. In Pueblo, he helped spearhead an engaging neighborhood-based historic context approach to survey most historic neighborhoods, as well as its postwar resources, that won the Governor's Award in 2013.



Samantha Byrne serves the Town of Lochbuie through the Colorado Department of Local Affairs' Cathy Shipley Best &

Brightest Internship Program. She currently is pursuing her master's in political science with an emphasis in public policy through the Center for New Directions in Politics and Public Policy at the University of Colorado Denver.



With a law enforcement career spanning 37 years, Director **John Camper** joined the Colorado Bureau of Investigation (CBI) in

January 2018. Prior to becoming CBI director, Camper served for eight years as the chief of police for the Grand Junction Police Department. Camper began his law enforcement career with the Lakewood Police Department in 1981.



Gabriele Cheatham currently serves as mayor of the Town of Kiowa, having previously served her community as a trustee

and mayor pro tem. Cheatham was born in Germany and moved around the world as part of a military family. She is employed as the research coordinator at the University of Colorado Denver with the Department of Pediatrics, Pulmonary Division, assisting two research scientists with their grants, budgets, and various other administrative duties. Her hobbies include training her Labradors in field and show, doing crafts, and gardening.



Georgi Ann Clark is a native of Colorado and has lived the past 34 years in Trinidad, the birthplace of her grandparents in

America. The mother of three grown children, Clark is the city planning administrator within the Trinidad Development Services Department.



Becky Eisenbraun has served as the director of parks and recreation for the Town of Bayfield since October 2017 and was the program

coordinator for five years prior. She previously served as the recreational/intramural coordinator at Drake University, where she also received her master's degree in adult learning and organization performance in 2010.



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, hunting, and camping.



Senator **Cory Gardner** is a fifth-generation Coloradan who was born and raised in Yuma, where his family has owned a farm

implement dealership for more than a century. Gardner graduated summa cum laude from Colorado

State University and received his law degree from the University of Colorado Boulder. After working at his family business and the National Corn Growers Association, he took a position as a legislative assistant for Sen. Wayne Allard (R-CO) and quickly advanced to the position of legislative director before serving as both a state and national representative.



Kristy Gotham is the public information officer for the City of Cañon City. As a Colorado native, she relishes the opportunity to connect residents and tourists to Cañon City and this great state. She may be contacted at klgotham@canoncity.org. To find out more information about the "Climate Capital of Colorado" and all there is to explore, visit canoncity.org.



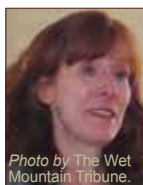
Ken Knight is a 27-year ICMA member, having served as town administrator and city manager in six different states. He has been the Paonia town administrator since 2017. He holds a master's in public administration from California State University Sonoma and a bachelor's in political science from California State University San Francisco, and served in the United States Air Force.



Sam Mamet is responsible to the Colorado Municipal League's 21-member executive board for executing the policies and programs of the League, supervising staff members, managing and coordinating activities and operations, recommending and developing organization policies and programs, and serving as a spokesperson for League policies. Mamet has been with CML since 1979, and was appointed executive director in 2005.



James Neill became the first full-time recreation director for the Town of Kersey in 2017. His life has revolved around sports, outdoor activities, and youth enrichment, so it was an easy choice for him to pursue a degree in youth and sports ministry. After college, Neill worked a variety of jobs including summer camps, church ministry, YMCA Programming, and the Boys & Girls Clubs of Weld County.



Christy Patterson, Westcliffe mayor since 2010, also served as a trustee from 2004 to 2010. She has a degree in business in administration from the University of Northern Colorado. Patterson co-owned and operated Veltrie Disposal Services for 13 years, and has managed Oak Disposal Services

since 2013. She volunteers with many community organizations, including the 'Cliffs Commercial District, and has served on boards for the chamber of commerce, tourism, and planning. In her free time, she likes to garden and spend time with family.



Sunny Smaldino is the community education and outreach supervisor for the Colorado Springs Fire Department. Over the past seven years there, she has worked with her high-performing team to transform the way that risk-reduction programs are developed, produced, delivered, and evaluated. She currently is serving as the president of the Colorado Risk Reduction Network, a nonprofit that aims to improve public education efforts in Colorado in the areas of injury and fire prevention.



Dave Stone is a fourth-generation Colorado native. He has served Limon for more than 28 years, six as recreation director, 13 as public works director, and nine as town manager. Stone has served on many boards and committees, including the CML Executive Board, CML Policy Committee (serving as chair for 2014–2015), Arkansas Roundtable, ECCOG Transit Advisory Committee, Limon Education Foundation, Limon Tree Board, Upper Big Sandy Groundwater Management District, and Your Community Foundation.

LETTERS TO THE EDITOR

Have some thoughts about an article that you read in Colorado Municipalities?

Want to share those thoughts with your colleagues across the state?

CML welcomes thought-provoking letters to the editor!

Send your comments to Communications & Design Specialist Traci Stoffel at tstoffel@cml.org.

MAKING THE IMPOSSIBLE POSSIBLE

IN HIS BOOK *GOOD TO GREAT*, Jim Collins challenges organizational leaders to continually ask if “the right people are on the bus, and are they sitting in the right seats.” It is an important question city and town thought-leaders should ask every day.

As I look across the landscape and visit communities far and wide throughout Colorado, the answer for me is yes. And the number of municipalities featured in this issue of *Colorado Municipalities* doing great things is living proof that I am right.

I know Colorado like the back of my hand. I travel around this state a lot, more than most, and I see the impossible turning into the possible all the time.

I see it in cities and towns from the Western Slope to the Eastern Plains, large and small, urban and rural. You are going to read a lot about these successes in the pages that follow.

Municipal government remains the grand experiment in local governance. When those of you who are part of the 1,800-plus men and women in this state who serve as mayors, trustees, and councilmembers (and most of you with little or no compensation, by the way) formally meet in your respective city and town halls at some designated time each month throughout the year, you

do one magical thing of which I stand in awe: You solve problems.

Average citizens know that when an issue arises, there is a process they can influence and access.

And if you look at any credible poll numbers that rank the trust people have in government, local government, especially municipal government, always ranks quite high.

Further evidence is seen in the number of local tax increase and bond measures approved at the municipal level since TABOR passed in Colorado in 1992. As a factual matter, municipal voters have tended far more to say “yes” as opposed to “no” on tax and debt questions.

There are some keys to making the impossible possible in your public service as a municipal leader.

I want to share a few tips with you based upon my experience spanning four decades with CML:

- **Be informed at all times.** Read and absorb information, especially that which is provided by the League. Bookmark our website, www.cml.org, and refer to it often. Read your agenda packet, before the meeting.
- **Ask questions**, especially one very important one: “Why?” You are entitled to know. As the stewards of your community, you have been entrusted by your

citizens to inquire. Never feel that any question is dumb. To the contrary, every question is important and never dumb.

- **Respect your staff.** Some of the finest people I know in this state are those individuals who toil in the trenches of municipal government in anonymity. They are there to get the job done and carry out the policies that you have set. Please honor them.
- **Respect your citizens, and your fellow elected colleagues.** Treat them both as you would like to be treated. Please act with civility. Carry yourself with humility.
- **No partisanship.** Whatever your core beliefs may be, one thing is paramount: political partisanship has no presence within town hall and city hall. Colorado state law and the tradition of municipal government hold this tenet dearly, and we guard it jealously when there have been efforts at the statehouse to make our elections partisan. I have had more than my share of mayors over the years tell me, “Sam, there are no Republican potholes, there are no Democrat potholes, we just fill potholes.”
- Getting elected was the easy part — **governance is the tough stuff.** During an election, as a candidate you are called upon to

either be for or against something. But — guess what — after you are elected, it is not only the colors of black and white you have got to deal with but, more importantly, the shades of gray. Public policy making is messy, complex, and not always clear cut. You cannot always please everyone, so do not even try.

- **Respect protocol and policy.** This is very important to understand. Each municipality is governed by a variety of procedures to help guide you during your decision-making process. It is important that you have a clear and exact understanding of what they are. Two tips in that regard: If you are serving as an elected official in one of our 101 home rule cities and towns, promise me that you will read through your charter at least once. For others of you, promise me that you will become familiar with any protocols in place on how requests to staff are to be made when you have something on your mind. Also, become familiar with the procedures for how your meetings are conducted. Above all, do not try to make things up as you go along. Not a good idea!
- **You do not live on an island.** Get out and meet other community leaders. The actions of every one

of Colorado’s 272 cities and towns affect each other. I see it all the time. It is important to know your colleagues who serve in other municipalities, as well as leaders in county offices, school boards, special district boards, nonprofits, chambers, and so forth. Get involved in committees or organizations either in your own city or town or regionally.

- “Well, Stanley, here’s another fine mess you’ve gotten us into.”
Laugh at yourself from time to time, and have some humor about the experiences in which you find yourself. If the mess was good enough to get into for Stan Laurel and Oliver Hardy, then surely this municipal business is at times enough of a mess for you as well, so at least laugh about it first.
- **Stay balanced.** Never forget your spouse or significant other, your family, friends, and professional colleagues. Public service is a high and honorable calling, but do not make it the only thing in your life. There are other things equally important.

So, can you make the impossible possible at each and every council or town board meeting? On this I have no doubt. The answer is an unequivocal “Yes!” Just keep swinging for the fences. You have gotten this far; the rest of the journey is well within your reach.



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COLORADO CITIES & TOWNS: COMMUNITY



SPOTLIGHT

WHAT MAKES A COMMUNITY WORTH RECOMMENDING

By Tom Miller, National Research Center president. This article was originally published by National Research Center Inc. at www.n-r-c.com/residents-of-every-generation-reveal-what-makes-a-community-worth-recommending.

YOU CAN TELL A BOOK BY ITS COVER.

Often the cover of a book gives away clues to the style of the story, the investment in the work and the willingness of people to lend their reputations to support the book. In the same way, a community's appearance may reveal its investments, connections, safety, planning, and pride.

National Research Center Inc. has found that the appearance of a community is one of two features that are most closely linked to the willingness of residents in every age group to recommend their community to others. The second characteristic that predicts the likelihood of a resident at any age recommending the community is its K–12 education.

This research shows that when ratings of both K–12 education and community appearance were low, so was the likelihood that residents would endorse the community to others. When people thought well of the local aesthetics and public schools, they were more likely to recommend their community as a place to live.

What Else Matters Depends on the Age of Residents

While older and younger residents may agree on community appearance and K–12 education as the touchstones of community quality, opinions differ on some other key drivers of quality. For Millennials (18 to 34 years old), additional key correlates of community quality were recreation opportunities, affordable cost of living, and public places to hang out.

Curiously, public meeting places were important to Baby Boomer and Silent generation adults (55-plus), too. Older adults also were looking for affordable, quality health care when considering whether to recommend a place to others.

And for Generation X adults (ages 35 to 50), neighborliness of the community was a key driver of quality.

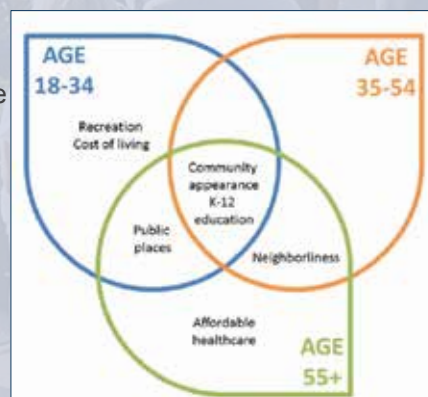
What Makes a Place Recommendable by Age Group

As communities consider how to attract and keep residents who are untethered to jobs — because of retirement or virtual work opportunities — it is essential that local leaders understand the characteristics that matter most to potential citizens.

Recommending their community as a place to live may be the highest praise residents can give. And factors contributing to that commendation are only in part the same for every age group — community appearance and K–12 education. A more complete picture of the drivers of community success requires a more varied understanding of market segments in the emerging world of competitive residential relocation. These key drivers are supported by other community features such as ease of mobility, safety, economic opportunities, volunteer opportunities, and cultural events.

These key drivers represent market knowledge derived from National Research Center's analysis of tens of thousands of individual responses to a set of standard questions asked in over 100 jurisdictions across the United States in the past several years. The National Research Center examined how resident responses to questions about the quality of community services and community characteristics correlated with resident likelihood of recommending the community as a place to live.

So, strong public education and community appearance will appeal to potential residents at any age. But, if you seek younger adults, also pay attention to recreation, cost of living, and community gathering places. Oldest residents will take note of health care, neighborliness, and gathering places. And middle-aged adults (more often with children) will harken to how welcoming their neighbors are.



CREATING CONNECTIONS

By Kristy Gotham, Cañon City public information officer

CONNECTING WITH THE COMMUNITY IS A VERY IMPORTANT PART OF municipal government. There are a variety of ways to reach out and form connections including forging relationships, increasing communication efforts, conducting public outreach campaigns, and involving residents in government matters. One approach that Cañon City Mayor Preston Troutman and the Cañon City Council have adopted to form a connection with, and to, the community is through various art programs.

When entering John D. Havens City Hall, visitors are greeted with a variety of artwork from students in grades K through 12. Immediately, one notices the large colorful chandelier installation that pays tribute to the beautiful and intricate glassworks created by renowned artist Dale Chihuly. Other displays include drawings, painting, ceramics, and mixed media. The artwork is hung in the lobby, stairwell, and lower level of Cañon City Hall, creating a colorful and friendly dynamic. Instantly, this very formal space is transformed into a welcoming and engaging landscape that encourages the onlooker to explore.

This is an ongoing effort not only to liven up the space for employees and visitors, but also to reach out and let schools and students know that the community is proud of the work they accomplish. Local schools that have artwork currently on display at John D. Havens City Hall include Cañon City High School, Cañon Exploratory School, Harrison K–8 School, and Mountain View Core Knowledge School. The plan is for new artwork to be displayed every six months to showcase different schools and students.

Another program that highlights the community and local artists and groups is the “Dino Daze” public art program. Groups and individuals are invited to submit artwork that will be painted on sculptures of bighorn sheep and dinosaurs. The artwork is intended to showcase the community and what makes the area unique. Selection and criteria include aesthetic value; appropriateness to site location; diversity of style, scale, media, and artistic expression; authentic/celebration/whimsical expression theme; maintenance requirements; and recognition of the diversity of the community. The selected winners are from a broad group that includes schools, community organizations, businesses, and churches, as well as individual artists.

These animal art installations tell stories of the local landscape, history, activities, and people who live here. They also encourage locals and tourists to explore the area and learn more about what makes Cañon City a wonderful place to live. Currently, there are two bighorn sheep and nine dinosaurs (representing five species: tyrannosaurus, stegosaurus, triceratops, rebbachisaurus, and brachiosaurus) on display throughout the community. This June, there will be 10 more dinosaurs and bighorn sheep to add to the collection.

Both of these art projects have been instrumental in connecting community members to one another, and connecting municipal government to individual members of the community and to the community as a whole. It is a delight to see residents and visitors view, discuss, and connect over these pieces of art that speak to people in such a positive and impactful way.



CITIZENS INSTITUTE ON RURAL DESIGN

By Dave Stone, Limon town manager and CML Executive Board member

LIMON IS ONE OF THREE COMMUNITIES LOCATED IN COLORADO TO PARTICIPATE IN A CITIZENS' Institute on Rural Design™ (CIRD) workshop. The program is an initiative of the National Endowment for the Arts, U.S. Department of Agriculture Rural Development, Project for Public Spaces, and the Orton Family Foundation. The workshop was held in early 2017 and attended by five members of the National Resource Team, 24 members of the State Resource Team, and 37 local stakeholders.

This workshop consisted of two and a half days of educational presentations and work in four separate vision teams to present draft visions for evening community meetings. The workshop focused on two main components from the Town of Limon's new comprehensive plan: wayfaring/signage and bike/pedestrian trails. The community believes these two components are key to connecting visitors and locals more safely to various points of destination within and around town. These two components would help Limon to be more inviting and easier to navigate, drawing more visitors to see all the amenities the town has to offer.

The goal of the CIRD is to develop locally driven solutions to issues within the community, whether these solutions address economic development with job retention, efficient transportation systems, new or redeveloped growth, or protect the community's historic and cultural heritage, thus enhancing the long-term vitality of the community. Each community provides a unique situation where the national and state resource teams work alongside the residents to create visions and develop viable solutions for accomplishing those visions.

Limon's CIRD workshop was the catalyst for creating a "Grand Plan" that through considerable community engagement for the past year has evolved into the prioritization of multiple projects and programs, wayfaring/signage and trails being two of the 13 projects residents expressed a desire to have addressed. The concept of improving health and safety, economic development, and quality of life from the CIRD workshop has transformed into a great opportunity for the community.

Since the CIRD workshop, the Limon Town Board, staff, and residents have been aggressively pursuing the finalization of the Grand Plan. The discussions and activities surrounding the workshop helped to motivate the community to plan for bigger and better things for itself. The event also began fostering relationships with numerous agencies and foundations, which can assist with further development of the plans made by the community and eventual construction of the facilities and implementation of the programs. Limon has recognized that even a small idea can become a part of a more integrated project, and can be a solution to multiple issues.

Limon is a small community with a Grand Plan. With the assistance from the CIRD workshop, residents know that positive change lies ahead. CIRD is a tremendous opportunity for rural communities across the nation and can be a life-changing program for those who desire community improvement and have the ambition to see change through to fruition.



COLORADO CITIES & TOWNS: VIBRANCY



RESEARCH

THE STRENGTH OF COLORADO'S TOURISM ECONOMY

By Melissa Mata, CML municipal research analyst

IN 2017, THE COLORADO TOURISM OFFICE RELEASED TWO REPORTS highlighting the strength of Colorado's tourism economy: *Colorado Travel Year 2016* by Longwoods International and *The Colorado Travel Impacts Report* by Dean Runyan Associates. Both reports can be read in full at industry.colorado.com/research.

The reports demonstrate the way Colorado's multibillion-dollar tourism industry impacts the leisure and hospitality sector, transportation, and retail. Visitors' dollars generate employment for Colorado residents and taxes for the state and local governments.

Colorado Travel Year 2016 highlights that, while national tourism trends were relatively flat (increasing only 1 percent over 2015), Colorado set record highs with visitors volume and visitor expenditures, with 37.7 million people coming to Colorado on overnight trips, spending \$14.7 billion. *The Colorado Travel Impacts Report* explains that travel spending in Colorado increased 4.1 percent per year between 2009 and 2016.

Approximately half of taxes generated by travel are remitted to local governments, including lodging taxes, sales taxes, and auto rental taxes.

Travelers in 2016



18.7 million
leisure trip visitors



14.8 million
visiting friends/family



4.2 million
on business trips

Travel spending in 2016

\$19.7 billion, generating **\$1.2 billion** in local and state tax revenues

Directly supported **165,000+** jobs with earnings of **\$5.8 billion**

\$1,306

Per capita spending per trip type



Colorado hosted **19%** of the overnight ski trips nationwide, making it the top destination.

COLLABORATION FOR REGIONAL PROSPERITY

By Georgi Ann Clark, Trinidad planning administrator

TRINIDAD, COLORADO, IS LOCATED ALONG THE MOUNTAIN BRANCH OF THE SANTA FE TRAIL, AT THE foot of Fishers Peak, a short distance north of the southern border of Colorado. The 1860s brought a thriving trade route along the Mountain Branch, creating an ideal site for what was to become the City of Trinidad.

The location along the Purgatoire River allowed traders to replenish supplies prior to continuing on their journey to Santa Fe. The arrival of the railroad in 1878 brought further growth and opportunities to the area, spurring additional commercial enterprises, and together with the coal mining industry in the 1890s created the City of Trinidad. The time frame of 1870 through 1930 marked the construction of most buildings within the center of town — beautiful buildings

of various architectural design, many of which were designed by Isaac and William Rapp.

Due to such a rich history, Trinidad's downtown boasts significant numbers of historic buildings and residences covering 123 acres known as the Corazon de Trinidad National Historic District, which was listed in the National Register of Historic Places in 1973.

With the demise of the coal mines of southern Colorado, beginning in the last half of the 1900s, Trinidad experienced a severe economic downturn lasting well into the first decade of this century. Trinidad's prized Corazon was left with empty, deteriorating buildings. Throughout this time period, numerous attempts



were made to protect the treasured buildings within the historic district. Many organizations contributed to these efforts, including the Corazon y Animas de Trinidad Main Street Group, History Colorado, Colorado Preservation Inc., and the National Park Service, along with property owners themselves.

In June 2015, the Trinidad City Council enacted an ordinance creating the Historic Preservation Commission to become a Certified Local Government (CLG). The goals were numerous: protect and preserve the historic built environment, enhance property values, stabilize the City's economy, foster civic pride, increase tourism, and promote preservation to property owners, as well as becoming a resource for national, state, and local incentives.

Trinidad was designated a CLG in December 2017. This status enables the Historic Preservation Commission to locally landmark structures of significance, whether business or residence, that are greater than of 50 years of age. Becoming a CLG provides many opportunities: property owners who choose to landmark their buildings have access to various grants and Colorado's State Historic Preservation Tax Credits to assist in the restoration or rehabilitation of their properties.

Another benefit of the CLG for the community as a whole is the Section 106 Review, which allows local influence in federal decisions regarding historic properties. Projects involving any federal action, approval, or funding that may affect properties that qualify for the National Register must be submitted to local authorities for their input.

Trinidad is just beginning its CLG program, but is very optimistic it will make substantial progress in preserving its treasured buildings — and sense of place — for generations to come.

SPACE TO CREATE

By Ken Knight, Paonia town administrator

ON SEPT. 21, 2017, COLORADO CREATIVE INDUSTRIES ANNOUNCED THAT PAONIA WAS THE LATEST rural town to be selected to participate in Space to Create Colorado. It could not have come at a better time!

Like many small mountain towns, the Town of Paonia is going through a transition. Local industry had been dominated by mining for many years; when two of three coal mines in the area closed, some long-established jobs were left in their wake. Now, and more than ever, Paonia needs to diversify its workforce and economic offerings. To an extent, agricultural businesses and the creative sector have stepped in to fill the gaps. Today, the North Fork Valley has the highest concentration of organic farms in Colorado and has made a name for itself in organic farming, value-added agricultural products, and boutique wine.

Paonia attracts creative entrepreneurs. Maybe it is the beautiful landscape or the independent nature of its people, or maybe the sense of community, but there is something that draws creatives here to discover and express newfound talents. In the small-town setting, away from the busy city, musicians, artists, designers, chefs, welders, and retirees explore their passions and grow their ideas from concept to launch. In a small town, however, it is not easy to develop a new product or service. Housing, commercial space, infrastructure, and resources are often scarce. The Space to Create initiative will help Paonia with solutions for developing and sustaining affordable space for artists to live, work, and share their creative pursuits.



Space to Create Colorado (www.coloradocreativeindustries.org/communities/space-create) is a collaborative effort to provide affordable workforce housing and working spaces for creative sector entrepreneurs and artists in rural small towns and mountain communities in Colorado. In 2015, Gov. John Hickenlooper announced this first state-driven initiative in the United States for affordable housing for artists. Space to Create Colorado will advance mixed-use projects that blend affordable live/work space for artists and their families with non-residential space for creative enterprises and organizations that serve a critical community need. Led by Colorado Creative Industries in the Governor's Office of Economic Development and International Trade in partnership with Artspace, the Boettcher Foundation, Colorado Department of Local Affairs, and History Colorado, the initiative will also assist rural communities in accessing state, federal, and local government resources, and include private-sector and philanthropic support.

"The creative industries are becoming a major part of our economy, and the Space to Create project is a substantial step forward in developing this resource and moving us toward a sustainable financial future," said Paonia Mayor Charles Stewart.

PLACEMAKING

By Gabriele Cheatham, Kiowa mayor

RURAL TOWNS ARE ALWAYS LOOKING FOR A WAY TO HELP THEIR ECONOMIES THROUGH GRANTS. The Town of Kiowa recently received two grants that can pave the way for success in strategic planning and economic development.

On Aug. 27, 2017, the Town of Kiowa received notification from the Rural Economic Development Institute (REDI) that it would receive \$23,000 to help with a strategic development plan. The REDI grant is an initiative program to help eligible municipalities to develop plans and undertake projects to create resiliency and diversity for their communities.



On July 31, 2017, the Colorado Office of Economic Development & International Trade (OEDIT) awarded the Town of Kiowa the Colorado Blueprints 2.0 Community Placemaking grant. Blueprint 2.0 is a series of technical assistance initiatives offered by the State of Colorado to enhance rural economic development strategies.

Together, the grants will help form a strategic plan that will set key strategies with action items.

The Blueprint 2.0 Community Placemaking grant offered an instructional webinar for the committee, a meeting and

walk-through of the town to discuss possible benefits, an interactive workshop, and a strategic meeting to refine the goals and to establish the next steps as a draft action plan.

The Town of Kiowa hosted the interactive workshop for the Blueprint 2.0 project on Dec. 13, 2017, with the Colorado Department of Local Affairs, OEDIT, and Community Builders in attendance. The goal of the workshop was to learn from residents how to develop Kiowa's identity and explore strategies for development, as well as work to create public places that will energize the community and stimulate the economy. One item that was identified was the need for gathering places to allow community members to come together.

The meeting had very positive feedback from everyone who attended. There was an amazing turnout as residents worked their way through several stations of questions where they could provide input. Their responses provided the basis to establish goals and next steps. Some of the items that most attendees were most interested in were working on Main Street (including the traffic flow of Highway 86), streetscape elements such as benches and flowerpots, and the use of Nordman Park to provide more community events for residents.

The Town of Kiowa believes both of these grants will be beneficial for its community, making it a wonderful place to live. The only way to build a great place is to start with a great community vision; the Town of Kiowa's desired outcome is to provide more places for residents to come together and visit. Hopefully, this initiative will help to provide Kiowa with an atmosphere where people will want to come and visit — and return — and make residents even more proud of where they live.

COLORADO CITIES & TOWNS: LIFESTYLE



RESEARCH

INVESTING IN PARKS, RECREATION, AND THE GREAT OUTDOORS

By Melissa Mata, CML municipal research analyst

IN 1992, COLORADO VOTERS APPROVED ARTICLE XXVII OF THE STATE CONSTITUTION: THE GREAT Outdoors Colorado (GOCO) Amendment, dedicating the net proceeds of the Colorado Lottery to the preservation, protection, enhancement, and management of the state's wildlife, park, river, trail, and open space heritage. The amendment established the GOCO Trust Fund and a board of trustees charged with its administration.

GOCO is guided by a strategic plan with three primary goals:

- *Protect* more urban and rural land for people and wildlife, notably once-in-a-lifetime, large-scale projects.
- *Connect* people to the outdoors by increasing bike and pedestrian access in communities across Colorado and filling gaps in important trail systems.
- *Inspire* more kids and their families to explore and take care of our great outdoors by addressing the growing disconnect between youth and nature.

To learn more about GOCO, or to apply for a grant, visit www.goco.org.

ACCOMPLISHMENTS OF GREAT OUTDOORS COLORADO SINCE ITS INCEPTION IN 1992 (AND IN 2017 ALONE)

Committed **\$1.1⁺ billion** to **5,000⁺ projects** in all **64 counties**

(**120 projects** in **44 counties** in 2017)



900 miles
of trails constructed/
restored



1+ million acres
of land conserved
(**100,000 acres** in 2017)



1,600 parks
and outdoor recreation
areas constructed/
improved



1,000 miles
of river conserved
(**160 miles** in 2017)



47,000 acres
added to
Colorado State Parks



9,200 people
employed through
Colorado Youth Corps

PARKS AND PROGRAMS CREATING COMMUNITY

By James Neill, Kersey recreation director

THE TOWN OF KERSEY RECREATION DEPARTMENT HAS OFFERED YOUTH SPORTS AND ACTIVITIES FOR more than 20 years to the community. Annually, it has 600-plus youth, along with many adult volunteers, participating in programs and events. Over the past two years, Kersey has seen a dramatic increase in participation numbers, and the addition of several new programs, community events, and field trip opportunities.

The Town of Kersey partners with area recreation districts and facilities to provide youth sports options to community members. The largest participation numbers are found within the basketball and volleyball programs; however, there has been a dramatic increase in soccer, girls' softball, and boys' baseball. The Town also enjoys a wonderful relationship with the local school district, which provides use of its facilities for some of the municipal programs. The district also has helped to increase awareness of recreational opportunities by allowing the Town to advertise to parents and families within the school district. This has paid huge dividends by increasing visibility in the community and generating more interest in the programs.

Within Town limits, Kersey maintains two public park spaces. Kohler Park, located in the middle of town, offers a well-shaded area with many trees and a large covered patio that houses several picnic tables. The park also includes a brand-new playground installed during the summer of 2017, with equipment funded by generous donations from the 70 Ranch east of Kersey. Centennial Park hosts large-scale community and sporting events, including the annual Kersey Days celebration, as well as regional events, such as the Pedal the Plains bike ride; both of these events brought between 800 and 1,200 people respectively. The Town of Kersey also partners with a variety of businesses to put on these events, and has had great success in recent years building new relationships and offering some great benefits to community members.

In previous years, the Kersey Recreation Department had been directed by a variety of part-time or contracted individuals to lead activities and programs; however, in 2016, the Town of Kersey decided to hire a full-time director. With a full-time recreation director, the Town has been able to provide a more substantial vision and direction for its programs. The benefits of having someone dedicated full time to develop and coordinate activities have reaped huge dividends with increased exposure for recreation programs, and have provided a "face" to the public.

The Town of Kersey is excited about the future of its programs as it continues to grow and be a leading community in the Weld County area!



A NEW TOWN HALL PROVIDES NEW COMMUNITY SPACE

By Becky Eisenbraun, Bayfield director of parks and recreation

THE BAYFIELD LIBRARY PARK IS A TREMENDOUS COMMUNITY ASSET THAT WAS CREATED THROUGH A strong partnership between the Pine River Library District and the Town of Bayfield. The park was developed primarily to provide a healthy outlet for the increasing number of children venturing to the Pine River Library after school. The park also provides various recreational and educational programming opportunities for both the Town of Bayfield and the Pine River Library District, and serves as a social gathering spot for the community.

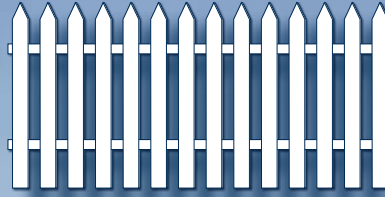
The planning process started in 2015, when the Colorado Department of Local Affairs (DOLA) awarded the Town a grant for conceptual landscape design services through the Colorado Center for Community Development, University Technical Assistance (UTA) program. Composed of students from the College of Architecture and Planning at the University of Colorado Denver, the design team conducted public forums to solicit input and ideas, creating conceptual plans for the community to refine. The students completed a final conceptual plan, including a cost estimate, enabling the two jurisdictions to secure construction grants from Great Outdoors Colorado (GOCO) and the Colorado Health Foundation (CHF). Together the grants made up 85 percent of the project funding. The CHF funded \$105,000 for the playground equipment through its Physical Activity Infrastructure Program, which focuses on underserved youth from kindergarten through fifth grade. GOCO awarded \$255,000 to assist in provision of numerous park amenities from shade structures to walking path. The remaining funds came from the Pine River Library District, the Town of Bayfield, and the nonprofit Friends of the Pine River Library. Additionally, a local electrical contractor, A to Z Electric, contributed in-kind service toward the project, and a local carpenter, Ray Zwislser, constructed park benches. The park was completed through a design build contract with Winters Construction and Groundworks Studio, with engineering services from Russell Planning and Engineering and environmental consultation from SME out of Durango.

The Bayfield Library Park provides one acre of outdoor recreational opportunities, including an array of different playground equipment for children between the ages of 3 and 5 and a separate Park Core themed playground for ages 5 through 12. The park includes an environmental classroom with a shade structure for outdoor educational programming; a small grass turf area for field sports; and a combined basketball and pickleball court with a four-square play area encircled by a scenic landscaped walking path. The Pine River Library District maintains ownership of the property, with the Town of Bayfield Parks and Recreation Department providing maintenance for the facilities for the life of the project.

Through this unique collaborative partnership between the Town of Bayfield and the Pine River Library District, both entities were able to leverage local government resources to bring a new park and expanded recreational and educational opportunities to the greater Bayfield community.



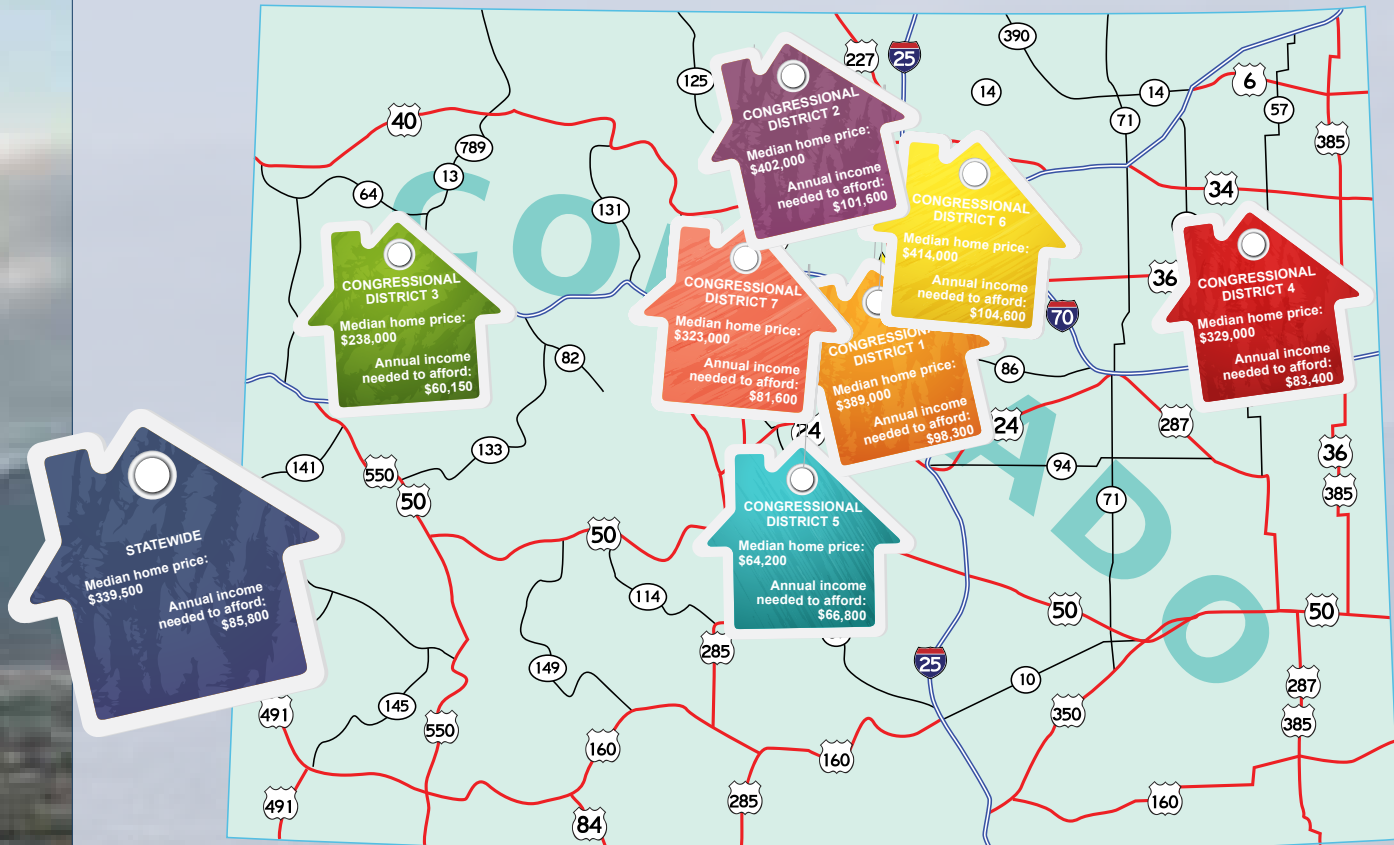
COLORADO CITIES & TOWNS: HOME



RESEARCH

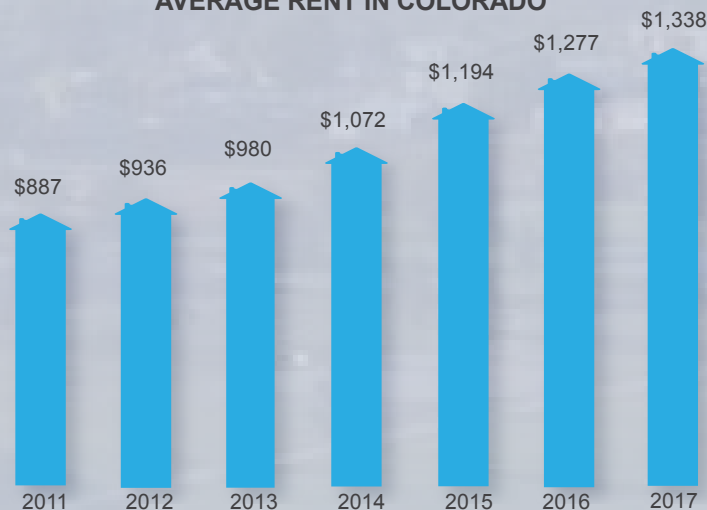
HOUSING IN COLORADO

MEDIAN HOME PRICES IN COLORADO AND ANNUAL INCOME NEEDED TO AFFORD THEM



Source: CHFA Community Reports 2018 (www.chfa.info.com/news/resource-library)

AVERAGE RENT IN COLORADO



Source: Research conducted by Dr. Ron Throupe of the Daniels College of Business and the University of Denver for the Colorado Department of Local Affairs, Housing Division

SECURING THE FUTURE DROP BY DROP

By Sandi Aguilar, Castle Rock Water customer relations program manager

IN 1893, WITH 2.5 MILES OF WOODEN PIPELINE, A FEW WATER MAINS, AND ONE RESERVOIR, CASTLE ROCK Water began its service to just a few hundred people. More than a century later, the department is an industry leader, committed to outstanding water quality and providing state-of-the-art water, wastewater, and stormwater services to a growing community of more than 63,000 residents.

That commitment continues to grow. Castle Rock, like the rest of Colorado, is expected to double in population by 2055. How is any community to keep up with the demand for water?

Spurred by the drought of 2002, Castle Rock leaders put into place a set of aggressive plans to secure water for the future. The focus of the water supply was not on volume, however, but sustainability. Castle Rock, like many south metro communities, relied on pumping groundwater from aquifers more than 1,500 feet below the surface. Because of this dependence on a nonrenewable source, the Town of Castle Rock began looking for renewable water sources that would replenish each year. The long-term water plan instituted an “all-of-the-above” strategy for renewable water. These strategies have resulted in propelling Castle Rock into a strong position in ensuring a sustainable long-term water supply.

First, Castle Rock looked at home and renewed water rights for East Plum Creek. Castle Rock Water utilized an innovative technique with horizontal wells that realized a significant increase in volume. Conservation is considered another supply, and instituting a water budget, rate structure, and watering schedule accounted for a drop in usage by 20 percent within a year. Additional consumer tools such as an irrigation calculator and commercial irrigation restrictions are helping to meet the additional 18 percent reduction goal.

Additionally, after 10 years of planning and \$50 million, the Town saw its first drops of imported water in April 2018. This supply, WISE Water, is a partnership between Denver Water, Aurora Water, and 10 South Metro Water providers. The partnership shares in the costs of infrastructure to import renewable water. Castle Rock’s next step is for a full-scale reuse facility for drinking water — another innovative strategy to reuse the water that is already legally owned by the Town.

Castle Rock is doing it right and making great strides. Not only is the community on the path to water sustainability, but these efforts are being noted. WISE Water was recognized by the Denver Regional Council of Governments for its collaborative approach while still maintaining independence among municipalities.

The Colorado Department of Public Health and Environment, as the primary monitoring agency for water providers, developed the Pursuing Excellence program to recognize water providers for going above and beyond regulations. In addition to ensuring that best practices are followed, the program recognized many of Castle Rock’s special projects. Castle Rock Water was the first water provider in the state to receive the Gold Tier, and the only provider to earn that tier for three years in a row. Castle Rock is also on its way to earning the Gold Level for the State’s Environmental Leadership Program for conservation, energy management, and efficient business practices.

While the plaques on the wall remind employees and customers that Castle Rock Water is doing remarkable things, it is ultimately about long-term planning and the passion of each employee involved in making the strategies in those plans come to fruition. It is about creating the vision to solve problems and implementing it to help create an exceptional place to live.



HOME IS WHERE YOUR HEART IS (AND SHOULD BE CLOSE TO WHERE YOU WORK)

In memory of Joe Coffey (1953–2018), Snowmass Village housing director from 1980 to 2018

By Travis Elliott, Snowmass Village assistant to the town manager

THE LACK OF AFFORDABLE HOUSING IS A FAMILIAR ISSUE FOR COLORADO COMMUNITIES. THANKS TO leaders in local government, this issue is being addressed through many innovative solutions, but it never seems to be enough.

The Town of Snowmass Village has been providing affordable housing for its workforce since 1980. The inventory has grown to 247 rental units and 176 deed-restricted homes. Most of these homes came from the vision of the late Joe Coffey, who served as the Town's housing director for 38 years. Coffey was much more than a landlord — he was instrumental in building the current program and providing opportunities for nearly 1,000 residents to call Snowmass Village home. He treated each resident with respect and care, and his legacy will be ingrained in the community as the housing program now enters its next chapter.

The Town of Snowmass Village welcomed Betsy Crum as its new housing director in March, and she has stepped up to tackle what is arguably the community's biggest issue and top priority. It is also an issue that the Town predicts will only become more difficult to adequately address. The number of jobs in Snowmass Village is growing, but the availability of affordable housing options is not keeping up. Over the past 10 years, the number of qualified bidders for each affordable property has increased from an average of three to nearly 20 applicants. The rental waiting list is now pushing 200. Based on the basic principles of "supply and demand," one would assume that this is due to a lack of inventory, but that is not entirely true in Snowmass Village.

Snowmass Village has a significant inventory of residential real estate. It is estimated that there are approximately 2,400 residential units in Snowmass Village — nearly enough for every single resident and child to have an entire home to themselves. However, approximately 44 percent of these units are left sitting vacant for a majority of the year. Most of these vacant units are owned by vacationers who can afford to have more than one home and allow it to sit empty, driving up the cost of local real estate. As a result, the majority of the local workforce lives outside of Town and commutes 30 to 140 miles daily, creating a strain on transit systems, parking, roads, and the environment. Snowmass Village empties out at the end of the day or season, and the locals who would otherwise be eating, shopping, and volunteering in the community are doing so in towns far away.

The solution to this issue seems like it would be obvious — just build more housing. However, not everyone believes this is the correct approach. During a recent update of the local housing demand forecast, it was estimated that another several hundred housing units were needed to meet growing demands and job growth, and to continue to house a majority of our workforce.

Once the Town of Snowmass Village updated this demand number, what once seemed like an obvious solution quickly turned into a philosophical question about growth and change. For a small town, hundreds of new residential units is a lot of development that can have a lot of impact (positive and negative) on the community. No one wants to pave paradise, and no one wants to create too much density and change the natural character of the community. Working through these dilemmas is the core of local government. It is something that the Town of Snowmass Village will continue to work through with continued public input and leadership from the Snowmass Village Town Council. So far, the result has been healthy dialogue with community members to find solutions. The Town still aims and has plans to develop additional housing opportunities for its workforce, but knows it has to be done at the right pace and within the character of the community. Working in a desirable place that is surrounded by natural beauty is going to have these challenges, but these are excellent problems to have.



COLORADO CITIES & TOWNS: TRAVEL

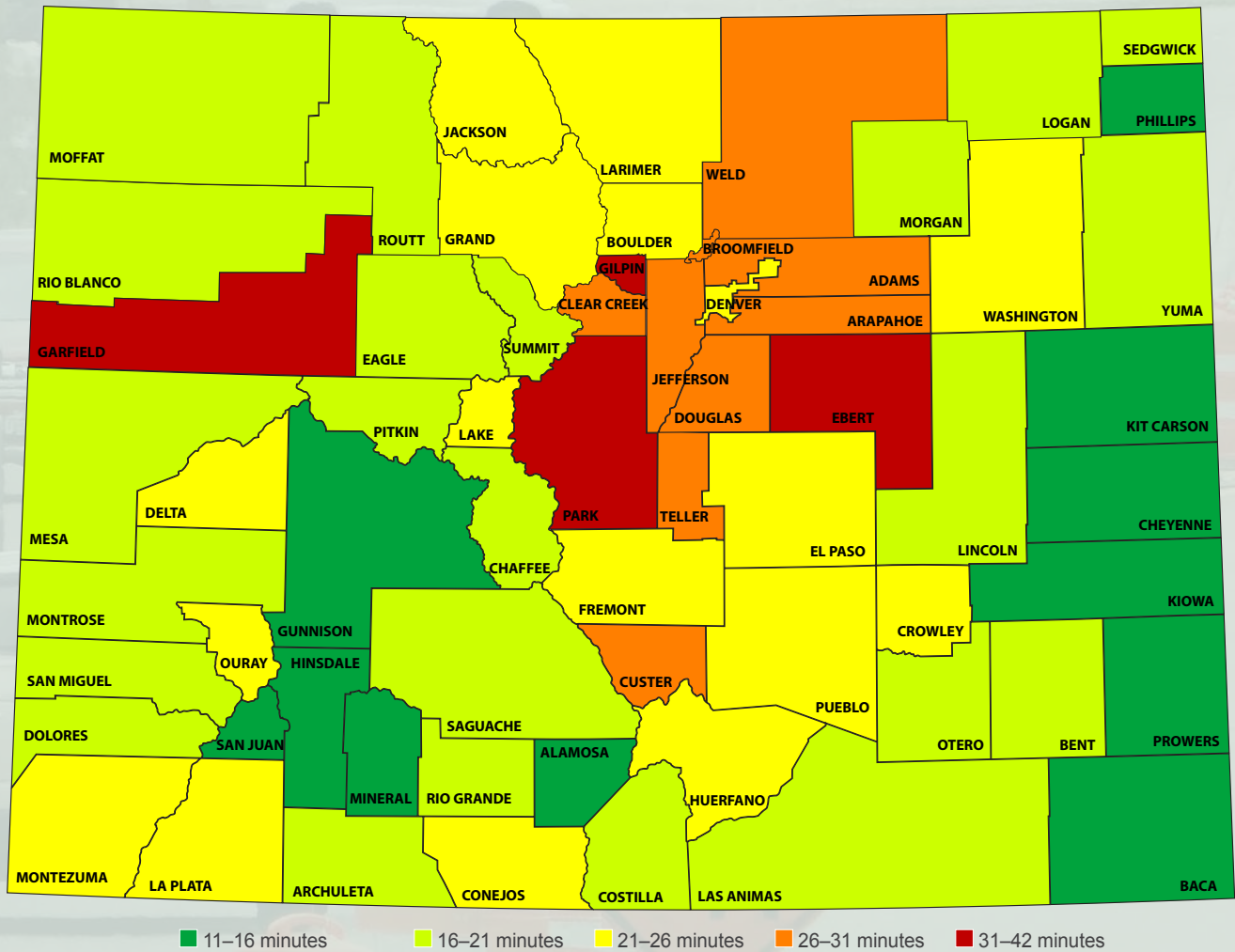


RESEARCH

COMMUTE TIMES IN COLORADO

TRAVEL TIME TO WORK BY COUNTY

The mean commuting time for Colorado workers over the age of 16 statewide is 24.9 minutes.



Sources: U.S. Census Bureau, 2012–2016 American Community Survey Five-Year Estimates



SPOTLIGHT

GRANT FUNDING PROVIDES A FACELIFT

By Christy Patterson, Westcliffe mayor

THE TOWN OF WESTCLIFFE RECEIVED A FACELIFT THROUGH THE COLORADO DEPARTMENT OF Transportation (CDOT) Transportation Alternatives Program (TAP) grant. Federal funds are allocated under TAP to transportation improvement projects that expand travel choice, strengthen the local economy, improve quality of life, and protect the environment.

The project is along Highway 69 going west to the end of Main Street at Adams Boulevard in Custer County. These five and half blocks begin at the Town of Westcliffe's eastern boundary.

The project improved sidewalk safety and handicap accessibility, installed 16 period lights in the two blocks of the commercial district, and provided curb-and-gutter systems as well as drainage along Main Street.

The lighting will help guide pedestrians — and hopefully increase their numbers — along the route, particularly in the winter months when the daylight is short, and will facilitate walking during the early morning and evening hours. Westcliffe has moderate winter temperatures with very little snow, but the lack of light limited safe travel for pedestrians and bicyclists.

New asphalt, pavers to make the sidewalk consistent, curb and gutter improvements, and ramps compliant with the Americans with Disabilities Act (ADA) make the downtown district more beautiful, and more safe, for visitors, residents, and businesses. Additional parking at churches in that area will also be used for event parking during the tourism season.

Langston Concrete Inc., the general contractor, made this project seamless, and did a wonderful job making the community once again beautiful and welcoming.



CONNECTING THE COMMUNITY

By Samantha Byrne, Lochbuie assistant administrator

WHILE IT MAY HAVE BEEN ESTABLISHED THROUGH HUMBLE BEGINNINGS, THE TOWN OF LOCHBUIE HAS seen record residential growth in the past several years. However, the rapid increase in population and residential construction has highlighted glaring connectivity issues incurred over time between residential subdivisions and public amenities.



Beginning in 2016, the Town of Lochbuie designed and implemented a plan to install a defined streetscape along its central corridor, Weld County Road (WCR) 37. The streetscape, completed in December 2017, includes a meandering walkway, adjacent lighting, and an attractive landscape that complements the surrounding area. The walk extends from the intersection of Willow Drive and WCR 37 to Lochbuie Town Hall, located approximately one mile north. The walkway allows for pedestrian access to three subdivisions: Lochwood, Old Town, and “The Farms,” in addition to Lochbuie Elementary School, Lochwood Park, Hudson Fire District Station 3, Lochbuie Police Department, and Lochbuie Town Hall.

In November 2017, residents voted to approve funding for improvements to WCR 2. The project will create a roundabout at the intersection of WCR 2 and the I-76 Frontage Road and expand the road from two to four lanes. However, most importantly, to increase the walkability of Lochbuie, the project will include a sidewalk that extends from the I-76/Lochbuie intersection to WCR 2 and 50th Avenue at the Lochbuie/Brighton border. Although it is a main corridor in Lochbuie, WCR 2 has no pedestrian accommodations, forcing residents to navigate the rugged terrain or narrow shoulder, making travel by foot or bicycle potentially hazardous. The proposed walk will allow pedestrians to safely navigate the length of WCR 2. Another exciting aspect of this addition is that it will make pedestrian traffic to the new Weld RE-3J school, Meadow Ridge Elementary, opening fall 2018, possible and safe.

The Town of Lochbuie is excited to keep this connectivity initiative going with the continuance of the WCR 37 streetscape further north, looping in the Lochbuie Skate Park and Blue Lake subdivision. Furthermore, additions are planned for the booming west side of Lochbuie, linking it to the central corridor as well. The connectivity of the streetscape supports and grows the sense of community that residents of Lochbuie enjoy, making it the great place it is to live!

CONNECTING AN URBAN PLACE IN A RURAL SPACE

By Wade Broadhead, Florence planning director

FLORENCE, COLORADO (POP. 3,800), IS A GEM NESTLED SNUGLY IN SOUTH CENTRAL COLORADO'S banana belt, with a historic downtown core surrounding by farms and grazing land. Early 1890s oil development resulted in a big city boom and a very compact historic core town (part of which was listed on the National Register of Historic Places last year); however, some of the forefathers forgot to literally connect some of the most popular places.

Until seven or eight years ago very little work was done with Americans with Disabilities Act (ADA) compliant ramps or connecting the community via sidewalks. This means that the only elementary school, Eastern Florence Elementary, has poor bike and pedestrian access from the surrounding area. The Florence Municipal Center, located next door in a repurposed mid-century hospital, also has no sidewalks along a side street, which leads to the elementary school, making for a tricky and generally unsafe approach.

The city manager and planner have a strict "pay full price for nothing, leverage everything" attitude. This led to the leveraging of the small amounts planned for sidewalks over the next two years into a larger community effort. This led to the City of Florence following up on a budding partnership with the school to apply for a Safe Routes to Schools grant to install a sidewalk from nearby Highway 115, improve and relocate the unsafe crosswalk across that street, and improve crosswalks directly adjacent to the school.

This spring, the Colorado Department of Transportation (CDOT) awarded \$120,000 from Safe Routes to Schools to complete this large sidewalk and access project. The grant also will replace a piece of old sidewalk that has crumbled into oblivion, connecting Florence City Hall with the middle school a block to the east. Luckily, Florence has another great partner in Bicycle Colorado, which assisted on the grant and will conduct a safety awareness program in the schools to meet the grant's education requirement. The two groups worked on grants in past, but could never quite get all the pieces together, so this award was a nice reward to multiple years of effort.

Florence is trying to build on multifaceted partnerships, so it reached out to the largest local employer, Holcim Lafarge Cement Plant, which pledged to provide all the concrete for the project for free. This is a great development, as the same company provided all the concrete for the school when it was constructed in 1963. So the project reestablishes a partnership from decades ago.

This is just the first in what Florence hopes will be a long line of meaningful, "concrete" examples of how municipalities and schools districts can work together to their mutual advantage. Moving forward, Florence is already in talks to have students assist on a large park design project and act as consultants for a massive trail project funded by CDOT. The hope is that this municipal-school district-state-nonprofit-local business model will be implemented citywide and replicated to remake Florence on a budget.



COLORADO CITIES & TOWNS: SAFETY



RESEARCH

ROAD SAFETY

By Melissa Mata, CML municipal research analyst

ACCORDING TO THE COLORADO DEPARTMENT OF PUBLIC HEALTH AND ENVIRONMENT, HALF OF ALL unintentional injury deaths for Coloradans between ages 5 and 24 are due to motor vehicle accidents.

The Colorado Department of Transportation (CDOT) reports that people who do not wear a seat belt are 12 times more likely to die in a crash than people who do, and 7.8 times more likely to experience an incapacitating injury. The most recent numbers for observed seat belt use in Colorado show 84 percent usage in 2016, an increase of 3 percentage points from 2007, but a decrease from the 85 percent reported in 2015. The National Highway Traffic Safety Administration (NHTSA) estimates that increasing seat belt use to 100 percent would have saved an additional 58 Coloradans' lives in 2016. The NHTSA also estimates that an increase in motorcycle helmet use to 100 percent would have saved an additional 31 lives. These two numbers taken together would have reduced traffic fatalities by almost 15 percent.

Other factors relating to traffic fatalities in 2016 include speeding (211 deaths, or 34.7 percent of fatalities) and alcohol impairment (161 deaths, or 26.5 percent).

In 2015, Gov. John Hickenlooper announced the Moving Colorado Toward Zero Deaths program in an effort to dramatically reduce transportation deaths in Colorado. For more information on each campaign and how local officials can get involved, visit www.codot.gov/safety/cdot-launches-moving-towards-zero-deaths.

Finally, distracted driving continues to be a concern around the state. According to a 2016 CDOT Survey, 90 percent of the respondents reported driving while distracted at least once in the previous seven days. Many respondents had reported more than one distraction, however.



KIDS 'N' COPS — DOT COM

By the Arvada Police Department

THE ARVADA POLICE HAVE LAUNCHED A WEBSITE, KIDSNCOPS.COM, to reach students in Arvada and assist them with learning the law, getting safety tips, and finding help when needed.

Although it is a website, kidsncops.com is designed to function on a smartphone like an app, from drop-down menus to telephone dialing functionality. This design enables students to access the site easily from their mobile devices.

To develop the site, Arvada Police convened a Youth Advisory Committee composed of students from Arvada high schools in early 2017, and asked them what they were most interested in knowing about. Students met in person with officers and then provided feedback via email chats throughout the summer. The content on the site is a direct result of these conversations.

“Our goal in creating this site was to provide important information to teens based on what they were telling us,” said Deputy Chief Link Strate, who oversaw the project.

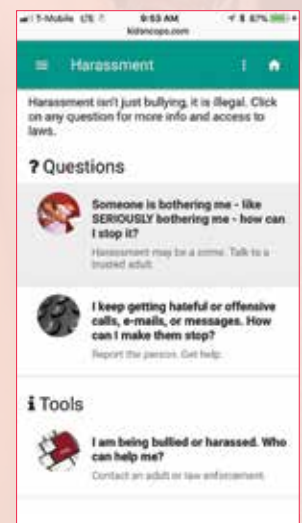
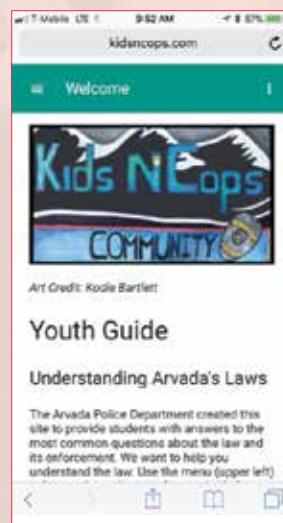
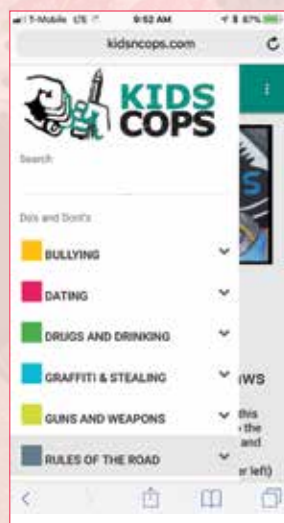
“We have seen printed versions of teen guides, but felt they lacked the critical piece of two-way communication,” Strate continued. “This site is built with two-way communication tools throughout each category.”

An example is the subject of harassment. Students can read basic descriptions of harassment, read the full statute if interested, and, when necessary, to report a crime, call 911 directly from their phones, or report it via Safe2Tell.

Categories on the site include bullying, dating, drugs and drinking, graffiti and stealing, guns and weapons, and rules of the road when driving.

The website gives healthy alternative activities under “Stuff to Do in Arvada,” provides additional resources for more information, and lists school resource officers and principals at each of the four Arvada high schools, as well as a link to other Jefferson County schools.

Finally, kidsncops.com invites feedback from students for future content and questions. “Our goal is to constantly add to and enhance the content based on student’s input,” said Strate.



120 YEARS OF FIRE RESCUE

By Mel Stewart, Steamboat Springs Fire Rescue chief

- 1897 Steamboat Springs' first volunteer fire department is created by a group of concerned citizens who meet in the Milner Bank and elect William J. Breckel as the first fire chief. A fundraising dance raises \$49 for buckets, ladders, and axes.
- 1904 Fire hydrants are dispersed around town to replace buckets of water as a means of fighting fires. Steamboat Springs Volunteer Fire Department is recognized by the Steamboat Springs Town Board. The 1st Fireman's Ball raises funds for a new hose cart and rubber coats and gloves.
- 1908 A "Fire Barn" is built to house firefighting equipment.
- 1937 A new Ford truck is purchased with a 450 gallon-per-minute pump, three ladders, hoses, nozzles, and gas masks. The Town of Steamboat Springs passes an ordinance specifying that the fire truck can never leave Steamboat's boundaries and that no more than half of the department can respond out of town for a call.
- 1939 On January 24, the Cabin Hotel burns down and two people were killed in the fire, which is considered the most devastating fire in Steamboat's history. Deep snow hampered firefighting efforts.
- 1941 In January, a fire in the business district destroys seven buildings. Temperatures as low as 25 degrees below zero (Fahrenheit) caused hoses to freeze, hampering firefighting efforts.
- 1961 On May 4, a fire in the Routt County Annex Building was fought for 12 hours, draining a local reservoir and destroying a fire truck that was stored nearby. Lacking special gear, firefighters are still fighting fires in their street clothes.
- 1973 The Town of Steamboat Springs becomes the City of Steamboat Springs as it becomes a home rule municipality. The City starts providing budgeted financial support for the fire department, which then purchases its first modern fire engine.
- 1974 Central Fire Station is built at 840 Yampa Street.
- 1979 Steamboat Fire purchases its first aerial ladder truck.
- 1981 The first full-time, paid fire marshal is hired.
- 1985 The Mountain Fire Station is built.
- 1990 Steamboat hires its first full-time, paid fire chief.
- 1997 Steamboat Fire celebrates its 100th anniversary.
- 2001 Steamboat Springs' first female firefighter joins the department.
- 2002 Steamboat Springs Fire Department enters into a formal intergovernmental agreement (IGA) with the Steamboat Springs Rural Fire Protection District; with the IGA, Steamboat Springs Fire starts providing ambulance service, hires several full-time firefighters and support staff, and starts staffing a paramedic/firefighter and EMT/firefighter 24 hours a day, seven days a week. However, Steamboat Fire Department is still primarily a volunteer department.
- 2003 The Mountain Station is remodeled and expanded to provide living quarters and office space for the fire department.
- 2017 Steamboat Fire celebrates its 120th anniversary and currently staffs one engine and two ambulances with eight full-time firefighters/EMTs and paramedic 24 hours a day, seven days a week. The department provides service with 24 full-time, five part-time, and one volunteer emergency response personnel, plus three chiefs and one administrative assistant. Steamboat Fire Department (also known as Steamboat Springs Fire Rescue) is primarily a paid/career department.



SELF-DEFENSE CLASS HELPS PREVENT CRIMES, BUILDS RELATIONSHIPS

By Michelle Powers, Firestone Police Department community services officer, and Becky Schol, Firestone communications coordinator

IT TAKES ONLY SEVEN SECONDS FOR A CRIMINAL TO CHOOSE A TARGET. BASED ON THIS FACT AND A core commitment to community service, the Firestone Police Department offers a free self-defense course for women who want to learn easy, common-sense techniques based on the Jane Jitsu methodology. Participants leave the training with basic violence-prevention strategies and skills that incorporate education, empowerment, and defensive tactics.

The Jane Jitsu program was created by Steve Kardan, a former detective and sergeant with the Mount Pleasant Police Department in Westchester County, New York. He also served as a senior defensive tactics instructor for the Westchester County Police Academy.

The Firestone Police Department's course is taught by Community Services Officer Michelle Powers, with assistance from several defensive tactics instructors who also work for the department. The course lasts about six hours and focuses on teaching women to use their minds and bodies quickly to buy time, and to injure and flee an attacker. Defense technique practice begins by taking students through safe simulations of the most vulnerable circumstances and builds from there. Class members have multiple opportunities to practice avoidance and defensive techniques against each other, and against men acting as "attackers," so they learn to apply the skills against a variety of people and body types in differing scenarios and settings.

Participants who have attended the free course often repeat the training as a way to refresh and update the skills and techniques they deem vital to their safety. According to Powers, "Over the years, we have had class participants come back and tell us about situations they have encountered where they have used some of the techniques to avoid what they perceived as a potentially dangerous situation."

In addition to helping prevent crime in Firestone, the self-defense class puts women in personal contact with police officers while they learn about safety in a fun and realistic way. This is just one of the Firestone Police Department's programs to foster positive interactions and enhance community relations.

"We began offering women's self-defense classes in 2000 as part of our Neighborhood Watch program, and it continues to be a favorite with our residents," Police Chief David Montgomery said. "We are pleased to host and support several public programs at no charge each year, including a Meet & Greet event, National Night Out, Halloween Safe Night, and Carbon Valley Santa Cops."



SMOKE ALARMS SAVE LIVES, IF THEY WORK

By Sunny Smaldino, Colorado Springs Fire Department community education and outreach supervisor

DID YOU KNOW THAT SMOKE ALARMS EXPIRE 10 YEARS FROM THEIR MANUFACTURE DATE AND NEED to be replaced? You can check the expiration date by taking one down and looking for the date on its back; if no date is printed on it, it is well beyond 10 years old.

When shopping for smoke alarms, it is recommended to purchase only alarms that have been UL listed/tested. Other best practices when it comes to smoke alarms are:

- Keep a smoke alarm on every level of a home.
- In addition to a minimum of one per level of a home, have one inside each sleeping area of the home.
- Smoke alarms should be less than 10 years old.
- Replace batteries in all smoke alarms annually (unless it is a 10-year tamper-proof alarm).
- Place carbon monoxide alarms on each level of a home.
- Ensure that carbon monoxide alarms are less than seven years old.
- Test all smoke and carbon monoxide alarms monthly.

The City of Colorado Springs lost six people to fatal fires in 2017. One of the common factors in all of these tragedies was the lack of working smoke alarms. Unfortunately, the lack of working smoke alarms is more common than many would imagine. Here are some statistics from the National Fire Protection Association to consider:

- Three of every five home fire deaths resulted from fires in homes with no smoke alarms or no working smoke alarms.
- No smoke alarms were present in 38 percent of the home fire deaths.
- In one of every five home fire deaths, smoke alarms were present but did not sound.
- In reported home fires in which the smoke alarms were present but did not operate, almost half (46 percent) of the smoke alarms had missing or disconnected batteries. Nuisance alarms were the leading reason for disconnected smoke alarms.

The Colorado Springs Fire Department (CSFD) is dedicated to reducing the risk of home fires. In 2014, CSFD began identifying areas of the community that had a high risk of home fire incidents and were in need of smoke and carbon monoxide alarms. CSFD developed a plan to work cooperatively with agencies, colleges, volunteer groups, and alarm manufacturers to host free smoke and carbon monoxide alarm installations during Fire Prevention Month in October. Over the past four years, CSFD has conducted 13 installation events and installed 1,060 smoke alarms in 394 homes.

Through community partnerships with the American Red Cross, Regional Building Department, Home Builders Association, El Paso Teller 911, Air Force Academy, University of Colorado Colorado Springs, Campus Firewatch, and First Alert, CSFD has been able to rally the funding and volunteers necessary to conduct these installation events. To learn more about getting this type of event going, reach out to the local fire department or local chapter of the American Red Cross.



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THE CHANGING FACE OF CRIME

WHEN YOU ORDER A PIZZA FOR home delivery, you are essentially “collaborating” with the restaurant to make and deliver the product. If the delivery driver says he will be there but never delivers on his promise, that is not collaboration. Conversely, if the delivery driver does show up, but eats your pizza and tries to tell you how you should make better pizza in the future, that is not collaboration either.

It is easy to become a little skeptical when governments promise to collaborate with each other. Law enforcement agencies, however, have been doing a great job of finding innovative ways to collaborate, and the Colorado Bureau of Investigation (CBI) is a partner in these efforts. CBI’s primary reason for existence is to provide support and assistance to other agencies. In fact, the word “assistance” appears repeatedly in CBI’s enabling legislation. And the employees take that responsibility seriously.

This is becoming critically important as the nature of crime shifts dramatically from what law enforcement has long been accustomed to. The Police Executive Research Forum (PERF) recently published a document that is simultaneously fascinating and disturbing. In *New National Commitment Required: The Changing Nature of Crime and Criminal Investigations*, PERF provides a bit of a buzzkill for anyone who might have been tempted to celebrate recent overall crime reductions in our country.

This report points out, for example, that while the incidence of bank

robbery has dropped dramatically in recent years (45 percent since 2004), that is likely because only the least resourceful of criminals need to expose themselves to that level of danger and likelihood of capture. Instead, they can now concentrate on a whole host of internet-based crimes that essentially still “rob the bank” — identity theft, ransomware, fraud schemes, and others — all of which result in much lower criminal penalties ... if indeed they are caught. Similarly, the internet is being heavily used to order lethal drugs such as fentanyl, which can then be sold and shipped through the U.S. mail.

While in some parts of the country we may be witnessing an overall reduction in traditional “street crime,” it is likely that those crimes now represent only the tip of the iceberg of the 21st-century crime problem. Moreover, because fraud-related crimes are infrequently reported, the extent of the problem is not known. It often is not clear who should investigate the crimes event when they are reported, and current crime measures do not adequately track the crimes.

This is going to present emerging challenges not only for local agencies, but also for agencies such as the CBI that are charged with providing support. The responsibility to help with traditional major crimes such as homicide, arson, and public corruption will continue as always, but the CBI also is going to have to adapt to help address crimes that local agencies simply do not have the resources to investigate. Even the more traditional violent crimes now nearly always have an element of technology that did not

formerly exist, and must now be investigated. For example, the cell phone of a homicide victim likely holds texts, social media accounts, and names of dozens more individuals who all need to be interviewed.

If a community is still staffing its police department’s investigative unit “like it’s 1999,” it may partially explain why detectives are overrun, cases are languishing, and localized crime rates are climbing. The PERF report urges law enforcement to evolve with the changing face of crime to ensure that they possess the skill set to investigate not only computer-based crimes, but also crimes where technology may play a role. (As if police work were not already complicated enough, what with having to deal with chronic homelessness, mental illness, and a whole host of other social ills placed, probably inappropriately, on the shoulders of the police.)

It is not all bad news. Collaborations have taken place statewide to provide exciting new resources that have led to some great success stories. In a recent CBI business identity theft case, agents prevented \$41,000 from transferring from a U.S. bank to an overseas account. In the past fiscal year, CBI agents have stopped more than \$4 million from being stolen from hardworking Coloradans for the express purpose of funding international criminal enterprises through business email compromises and other technology breaches in the United States.

Along with the FBI and numerous other partner agencies, the CBI helps staff the Rocky Mountain Regional Computer Forensics Laboratory,

providing law enforcement throughout Colorado with a resource for analyzing digital evidence — a resource that would likely be unaffordable for most individual agencies.

CBI has risen to the challenge of addressing many of the concerns outlined in the PERF report. Areas of focus include agents combating business identity theft, making arrests in international romance scams, and offering an identity theft/fraud victim advocate program that is available 24 hours a day, seven days a week, to name just a few. In April, the CBI partnered with the Douglas County Sheriff's Office to host an identity theft/fraud symposium to train law enforcement across Colorado to help share information about investigating these cases. Additionally, the CBI has a number of resources to help Colorado communities address cybercrime, identity theft, fraud, and many other offenses. It may sound cliché, but the CBI truly is just a phone call away to provide assistance.

CBI wants to be sure to meet the needs of public safety partners across Colorado, not just for computer-based crime, but overall services provided. The agency needs to know that it is providing the services that its partners actually need, shed services that are no longer needed, and make internal adjustments to its business model if it is not meeting expectations. To obtain this critical information, CBI currently is developing a broad, multilevel survey it plans to distribute statewide this summer. Apologies are offered in advance for the length of the upcoming survey! But CBI truly wants the input to shape its future.

ABOUT THE COLORADO BUREAU OF INVESTIGATION INVESTIGATIONS

The agents and analysts of the CBI's **Investigations Section** provide a full range of criminal investigative assistance to local law enforcement, generally on a by-request basis. The types of crimes investigated often include homicide, arson, officer-involved use of force, sexual assault, identity theft/fraud, cybercrime, human trafficking, and public corruption.

FORENSIC SERVICES

Scientists in **forensic services** provide analysis in nine disciplines — biology, DNA, latent prints, impression evidence, firearms, tool marks, drug chemistry, trace chemistry, and toxicology — in internationally accredited laboratories around the state. The CBI also provides crime scene response by a team of specially trained responders who collect and preserve evidence using the latest technologies.

CRIMINAL JUSTICE INFORMATION SYSTEMS

- The CBI is designated by the Federal Bureau of Investigation Criminal Justice Information Services (CJIS) Division as the CJIS Systems Agency for Colorado. The CBI **Crime Information Management Unit** (CIMU) oversees criminal justice information systems, including the Colorado Crime Information Center, and the National Crime Information Center databases, and the International Public Safety and Justice Network. As part of the Uniform Crime Reporting program, CIMU publishes the "Crime in Colorado" statistics each year.
- The **Identification Unit** is the state repository for criminal history record information. Criminal history records are updated continually with the submission of new fingerprints associated with subsequent arrests, as well as disposition information provided by the courts or other criminal justice agencies. The Identification Unit has additional responsibilities, including the sealing of criminal records based on court orders.
- CBI's **InstaCheck Unit** is responsible for conducting background checks for the transfer of firearms in the state. InstaCheck serves as the FBI's National Instant Criminal Background Check System state point of contact for the process, and is one of only 13 states designated to serve in this capacity. In addition to NICS checks for firearms purchases, InstaCheck addresses appeals for firearms purchase denials and processes background checks on behalf of Colorado sheriffs for concealed handgun permits.

NOTES FROM WASHINGTON D.C. TO COLORADO

FROM SEN. MICHAEL BENNET

IN MY WASHINGTON OFFICE, one of my favorite photos captures students hanging out of their schoolhouse windows in Silverton, Colorado. One of the reasons the kids all have huge grins is because their hometown finally connected to high-speed internet after years of effort. Every day, the photo reminds me that our work can make a difference in the daily lives of people. It also reminds me of the tireless advocacy of Colorado's municipal leaders to expand opportunity and drive growth in their communities.

Across our state, pioneering communities have unlocked the benefits of high-quality broadband. In 2014, Rio Blanco County connected to gigabit-speed service, the gold standard for high-speed internet. This past January, the Town of Red Cliff joined communities like Silverton by securing access to broadband. Now, all 45 local kids can do their homework online. The Delta-Montrose Electric Association (DMEA), which I had the good fortune to visit a few weeks ago, is also on its way to delivering a high-speed fiber-optic network for 28,000 local residents. This will also help drive economic growth in nearby towns like Paonia. These projects demonstrate Colorado's commitment to closing the digital divide, and none would have come to fruition without the time and energy of municipal leaders. Their bottom-up solutions capture the drive and imagination we expect from Coloradans.

Back in Washington, the Colorado delegation has worked together to support these efforts. Earlier this year, we passed a long-term spending bill with many victories for our

communities. The bill includes \$530 million to fully fund Payments in Lieu of Taxes (PILT) and the Secure Rural Schools Act, supporting critical local law enforcement, education, road repair, and search-and-rescue operations.

It also includes \$600 million for a U.S. Department of Agriculture (USDA) pilot program to expand broadband service in areas that currently lack it. Our smaller internet service providers have every right to benefit from new funding. In the past, an onerous federal application process has undermined our providers — especially those servicing rural areas — from competing for funds. To change that, my office recently launched Connect Colorado, an initiative to help local applicants compete and ensure that the federal government responds to their questions and concerns.

We are also continuing our efforts to limit train horn noise, which has disrupted communities and stifled economic growth. For years, we have worked with local leaders to make commonsense adjustments to federal rules that strike a reasonable balance between public safety, rail commerce, and public peace. We promise to keep working until this is done.

From my time as superintendent of Denver Public Schools, and now as a U.S. senator, I have always valued the opportunity to work with municipal leaders across Colorado. You capture the best of our state, and I look forward to continuing our work to make Colorado a national model for creating opportunity and strengthening economic competitiveness in the 21st century.





FROM SEN. CORY GARDNER

NO ONE BETTER UNDERSTANDS the demands of public service as well as our municipal leaders. You are on the front lines of government, working every day to make sure Colorado has a strong voice and that public policy benefits our communities.

Colorado's local elected officials and community leaders play a pivotal role in shaping policy. Many of the initiatives I advocate for are better informed by the work our local elected officials do in their communities.

Every Colorado municipality knows how important broadband is to our local businesses, schools, and communities. I recently introduced the Advancing Innovation and Reinvigorating Widespread Access to Viable Electromagnetic Spectrum (AIRWAVES) Act, which will encourage the federal government to continue to free up spectrum for commercial licensed and unlicensed use and leverage the success of spectrum auctions to help close the urban-rural divide. My proposal will require 10 percent of all of the proceeds from spectrum auctions to go directly to wireless broadband infrastructure buildout in unserved and underserved areas throughout rural communities across the country.

Coloradans across the state will also benefit from the historic tax relief package Congress passed at the end of last year. After 31 years, the American people will no longer be forced to deal with an Atari-era tax code that is outdated and overly complicated. This tax relief package will lead to economic growth, higher wages, and more jobs. The American people sent their representatives to Washington to bring relief, and I am proud to help deliver this relief to all of Colorado.

Also included in the tax relief bill is a lesser known provision called the Investing in Opportunity Act, bipartisan legislation I championed with Sen. Tim Scott, R-S.C. Under the Investing in Opportunity provision, each state creates Opportunity Zones that will receive special tax status to encourage investment, incite growth, and extend opportunities to struggling communities. More government programs and a heavy-handed Washington approach are not the answer to the economic hardship and poverty still plaguing urban and rural corridors of our state. Instead, the government needs to get out of the way and give more opportunities to Coloradans. The Investing in Opportunity Act does just that, and in doing so it provides a stepping stone to restoring faith in the American Dream for people who feel like they have been left behind.

Something that is particularly important to the Western Slope is a plan I have been working on to move the Bureau of Land Management's (BLM) headquarters to the West. It is a simple proposal that recognizes 99 percent of the nearly 250 million acres of land managed by BLM is west of the Mississippi River, and having the decision-makers present in the communities they impact will lead to better policy. In my conversations with the people who are most affected by BLM decisions, the people living on the Western Slope of Colorado, I have found it does not matter if they are Republican, Democrat, or unaffiliated, they view moving the BLM west as a way to make their voices heard and have a say in their own future.

Another priority that we all share is the importance of addressing our nation's

aging infrastructure. The status quo is not good enough, and we need major investments now. Whether it is our plow trucks clearing snow or a mom taking her kids to soccer practice, everyone depends on our roads. I look forward to working with my colleagues to craft a robust infrastructure bill that not only fixes potholes but allows for new investments to reduce congestion across the state.

In southeastern Colorado, the Southwest Chief Amtrak line is an important means of transportation for Colorado rural communities and the surrounding region and has a direct impact on the local economies. I worked to secure a \$16 million Transportation Investment Generating Economic Recovery (TIGER) grant for the Southwest Chief line and am always looking to help other localities receive grants from the federal government.

For other towns and local governments across the state that are interested in obtaining federal grants for projects important to the community, I am happy to assist. Please contact my Denver office staff, who can help a town or organization begin the necessary paperwork to get the process started.

I also have dedicated caseworkers in my state offices that can help individuals with a federal agency. Whether it is help with VA benefits or assistance obtaining information on social security, we are here to help.

I will continue to be a voice for Colorado and advocate for policies that are important to our communities, and I look forward to working with our local officials and community leaders to move Colorado forward.

A SAMPLING OF COLORADO CITIES & TOWNS

Thanks to all of our members who sent us photos for the cover of this issue! Here are some of the submissions; others can be found throughout the issue.

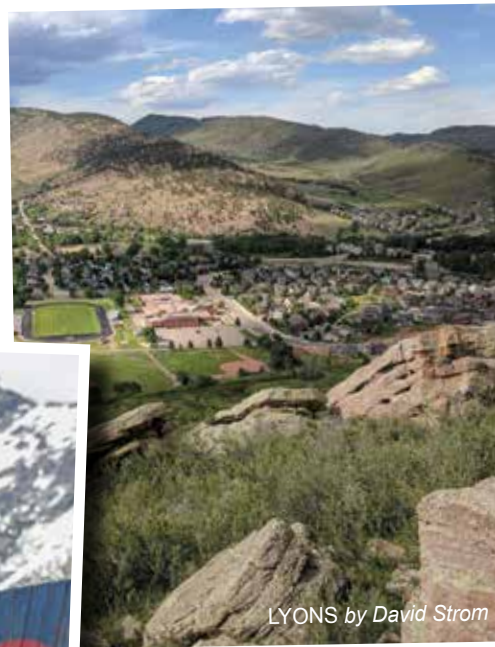
The August issue will focus on leadership. To submit a photo for consideration for the cover, please send it to tstoffel@cml.org by July 1.



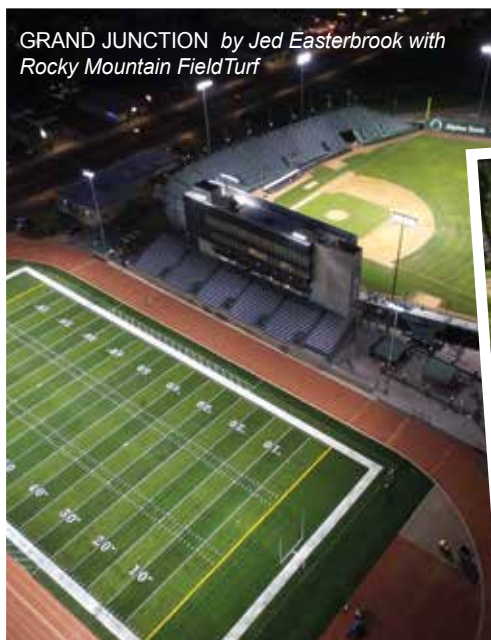
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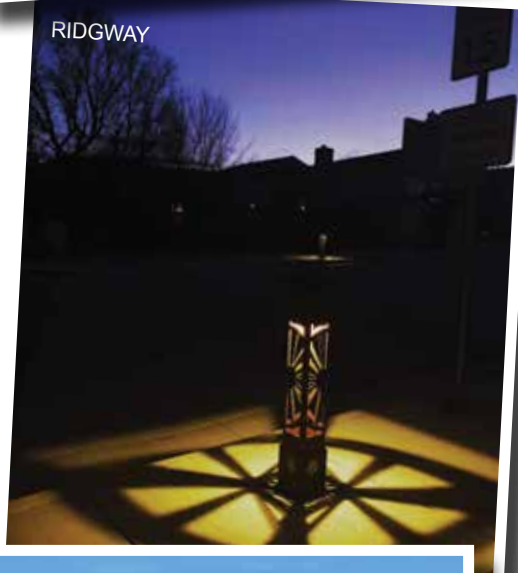
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GET TO KNOW ...

KENDRA BLACK

DENVER COUNCILMEMBER AND CML EXECUTIVE BOARD MEMBER



How did you end up in public service?

With experience in local and grassroots political and community efforts, I saw an opportunity to get involved at the city level to advocate for southeast Denver.

What do you enjoy most about your position?

I truly enjoy advocating for and working in my district with constituents.

What is the most challenging part of your position?

Politics!

What are some exciting things going on in Denver?

Denver is changing before our eyes, with an exploding population and new development. I am excited about our efforts to improve mobility, walkability, and bike-ability.

What project or undertaking are you most proud of and why?

I am proud of engaging thousands of southeast Denver residents to create

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a vision and work to improve our section of the city.

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

I was a top-trender on Reddit because Councilmember Clark brought his cat, KitKat, to a committee meeting, and a photographer with *The Denver Post* took an iconic photo of KitKat with me in the background.

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

I still get *The Denver Post*, *Wall Street Journal*, *Sunday New York Times*, and *Time* magazine delivered to my house. I really like the online news agencies Denverite and Streetsblog.

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

I just finished *Angle of Repose* by Wallace Stegner for the second time; part of the story is set in Leadville. It is one of my favorite books of all time!

Kendra Black was elected to Denver City Council in 2015, representing District 4 (southeast Denver). As a councilmember, Kendra is working with residents to create a 21st-century vision and create plans to guide future development. With four light rail stations in the district, one of Kendra's top priorities is to improve mobility options and access to transit. During her tenure, she has established Coffee Talks, informative events that provide seniors with resources, education, and socialization; the Good Neighbor Program, a collaboration with Denver Police that connects neighbors to improve safety; and citizen work groups that focus on improvements to parks, mobility, public art, and restaurants & retail. In 2017, Kendra organized South by Southeast, the first-of-its-kind community festival (complete with a beer garden, local bands, food trucks, yard games, farmer's market, bike parade, and more) that more than 10,000 residents attended.



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