



STATE OF OUR CITIES AND TOWNS - 2020

Report for Colorado Municipal League

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STATE OF OUR CITIES AND TOWNS – 2020 –

REPORT FOR COLORADO MUNICIPAL LEAGUE

Corona Insights is pleased to present The State of Our Cities and Towns – 2020 report to the Colorado Municipal League (CML). This report provides key findings from the 2020 survey of Colorado’s municipalities. Complete findings for all closed-ended questions follow, including graphs and tables showing results on how municipalities have been impacted by and responded to Covid-19, including revenue and fiscal challenges.

METHODOLOGY

RESEARCH DESIGN

The survey instrument was designed by Corona Insights with direction provided by CML. The 2020 survey sought to understand the operational and fiscal impacts of Covid-19. Questions about general revenue and fiscal challenges from previous surveys were also asked in order to track several key issues over time.

DATA COLLECTION

An invitation to participate in the survey was distributed to most municipalities by email. Prior to the survey invitation, CML staff emailed members to announce the survey and ask for their participation. Soon after, Corona Insights emailed one invitation to each municipality, inviting them to take the survey online. Among responding municipalities, the vast majority completed the survey online, and we provided some small towns with the opportunity to complete a hard copy and submit it by mail or email. To boost response rates, CML staff made several attempts to contact non-responding municipalities.

The survey was administered from mid-August to early October.

ANALYSIS

All data entry, cleaning, and analysis were performed by Corona Insights staff. Results from survey responses are provided for all municipalities (i.e., Overall) and are also broken down for municipalities of different sizes (i.e., population less than 2,000, between 2,000 and 24,999, and 25,000 or greater) and geographic regions (i.e., Western Slope/ Mountains, Front Range, and Eastern Plains).

The municipality size categories are provided below with the response rate for each category.

Municipality Population	Number of municipalities in Colorado	Number of Survey Responses: 2020	Response Rate
Less than 2,000	159	88	55%
2,000 to 24,999	86	61	71%
25,000 or Larger	26	24	92%
Overall	271	173	64%

REPORTING NOTES

- > All percentages refer to the raw percentage of survey respondents giving a particular response. Percentages have not been weighted to reflect the proportion of municipalities of each size. As a result, the overall results are not necessarily generalizable to the population of all municipal governments in the state. Weighting was not practical both because of the small sample size of the survey and because there is no way to determine whether those municipalities responding are representative of all municipalities of their size.
- > Graphs represent all responses unless otherwise noted.
- > On all graphs, labels of three percent (3%) or less are sometimes removed for ease of reading.
- > On graphs that should sum to 100 percent, the labels occasionally may not add to 100 percent due to rounding or non-response.
- > Comparing this year's data to previous years' data (or future years' data) could be misleading depending on which municipalities respond in any given year. Due to the relatively small sample size, and possible large differences between municipalities, even a slight change in the makeup of responding municipalities could cause the numbers to change significantly. Comparisons should be approached on a question-by-question basis.

RESPONDING MUNICIPALITIES

One-hundred seventy-three (173) Colorado municipalities responded to the 2020 survey; 64 were classified in the Western Slope/Mountain region, 70 were classified in the Front Range region, and 39 were classified in the Eastern Plains region. Responding municipalities are listed below by size classification and region.

Responding municipalities with populations less than 2,000

Western Slope / Mountains	Front Range	Eastern Plains
Antonito	Black Hawk	Arriba
Blanca	Bow Mar	Calhan
Blue River	Cokedale	Campo
Brookside	Columbine Valley	Crook
Creede	Cripple Creek	Crowley
Crested Butte	Garden City	Eads
Del Norte	Georgetown	Eckley
Dillon	Idaho Springs	Elizabeth
Dolores	Jamestown	Fleming
Hayden	Kersey	Fowler
Hotchkiss	Larkspur	Genoa
Ignacio	Morrison	Hartman
La Jara	Mountain View	Haxtun
Minturn	Nederland	Hillrose
Moffat	Nunn	Hugo
Mountain Village	Pierce	Iiff
Mt. Crested Butte	Rye	Julesburg
Norwood	Victor	Kiowa
Nucla		Kit Carson
Oak Creek		Limon
Ophir		Manzanola
Ouray		Merino
Paonia		Olney Springs
Parachute		Ordway
Pitkin		Otis
Red Cliff		Paoli
Rico		Peetz
Ridgway		Pritchett
Romeo		Simla
Sanford		Springfield
Sawpit		Sugar City
Silver Cliff		Wiggins
Silverton		Wiley
Walden		
Westcliffe		
Williamsburg		
Winter Park		

Responding municipalities with populations between 2,000 and 24,999

Western Slope / Mountains	Front Range	Eastern Plains
Alamosa	Ault	Akron
Basalt	Berthoud	Bennett
Bayfield	Castle Pines	Fort Morgan
Breckenridge	Dacono	La Junta
Buena Vista	Eaton	Sterling
Canon City	Edgewater	Wray
Carbondale	Erie	
Cedaredge	Evans	
Cortez	Federal Heights	
Delta	Glendale	
Durango	Golden	
Eagle	Greenwood Village	
Estes Park	Johnstown	
Florence	Lone Tree	
Fruita	Louisville	
Gunnison	Lyons	
Gypsum	Manitou Springs	
Leadville	Mead	
Meeker	Monument	
New Castle	Palmer Lake	
Rifle	Platteville	
Salida	Severance	
Silt	Sheridan	
Snowmass Village	Superior	
Steamboat Springs	Timnath	
Vail	Trinidad	
	Walsenburg	
	Wellington	
	Woodland Park	

Responding municipalities with populations of 25,000 or greater

Western Slope / Mountains	Front Range	Eastern Plains
Grand Junction	Arvada	
	Aurora	
	Boulder	
	Broomfield	
	Castle Rock	
	Centennial	
	Commerce City	
	Denver	
	Englewood	
	Fort Collins	
	Fountain	
	Greeley	
	Lakewood	
	Littleton	
	Longmont	
	Loveland	
	Northglenn	
	Parker	
	Pueblo	
	Thornton	
	Westminster	
	Wheat Ridge	
	Windsor	

KEY FINDINGS

The following key findings are presented in a similar order as the questions were asked in the survey.

OPERATIONAL IMPACTS OF COVID-19

- > **Furloughs, lay-offs, or reducing hours was not widespread.** About 9% of all responding municipalities furloughed any full-time employees due to Covid-19, 6% laid-off full-time employees, and 13% reduced hours of full-time employees. Furloughing was more common for part-time than full-time employees. About one-third of municipalities have not filled full-time positions due to Covid-19, including 8% of respondents who have not filled 10 or more positions. Lastly, about 10% of municipalities completely eliminated employee positions, with large municipalities being far more likely than small municipalities to have eliminated positions. (Q1, Q2)
- > **Closing municipal offices and holding public meetings virtually was very common.** About two-thirds of responding municipalities plan to permanently allow remote public participation at meetings. Municipalities supported their employees: more than 70% allowed their employees to work from home and work flexible schedules, and 66% introduced tools to help employees work remotely. Additionally, 58% allowed employees to take additional time off to care for their children, and 20% allowed parents to bring children to work with them. Cities and towns also supported residents: 69% deferred payments of bills or fines, and about half allowed residents to pay bill and conduct other municipal business virtually, a service that will likely become permanent in many municipalities. (Q2, Q3, Q5)
- > **Some municipalities updated communication plans and emergency response plans.** As might be expected, larger municipalities were much more likely to update their communication plans and emergency response plans. The average communication plan update cost nearly \$4,000, but more than half of municipalities did not pay for the update (many made the update in-house). The average emergency response plan update cost close to \$2,500, and again, more than half of municipalities did not pay for the update. (Q7, Q9)
- > **Large municipalities were most likely to help serve residents experiencing homelessness during the pandemic.** Providing food services was the most common action taken, followed by providing other non-shelter services, providing rent/mortgage mediation, and providing portable toilets. (Q11)
- > **Covid had minor impact on affordable housing plans.** About 10% of municipalities said Covid had a negative impact on their housing plans, and about the same said Covid has had a positive impact. The most common impact was cities changing or reprioritizing their affordable housing plan or actions. (Q12, Q13)

FISCAL IMPACTS OF COVID-19

- > **Fiscal situations are better than expected.** Close to 60% of municipalities indicated their fiscal situation was better than expected, compared to their outlook in late spring, with 24% saying "much better" than expected. About 10% said their fiscal situation was worse than expected. Three quarters of large municipalities were doing "somewhat better" than expected. Many of the small towns and most towns in the Eastern Plains were doing about the same as expected. (Q14)
- > **Two in five municipalities cut their general fund to balance their budget.** Two percent of responding municipalities cut their general fund by one-third or more. Additionally, 10% have not cut their general fund but are considering it. Yet, 46% have not and are not considering cutting their general fund. Capital improvements and parks and recreation funds were the second and third most commonly cut, followed by arts and culture and public safety. Utilities were the least likely to experience cuts. Some of the largest cuts by proportion of fund were special project/program funds, other significant funds, and capital improvement budgets. About half of municipalities that cut these budgets or funds cut them by at least one-third. (Q15)

- > **Many municipalities have frozen salaries.** Nearly one-quarter of municipalities froze employee salaries due to Covid, with nearly half of large municipalities taking this step. About 15% have considered salary changes but did not make them yet. (Q17)
- > **More than one-third of municipalities have fully recovered from the fiscal impacts of Covid or were never negatively impacted.** All of these fully-recovered municipalities are small or mid-sized. A majority of all municipalities are either recovered now or expect to fully recover within 12 months, and 90% expect it within 24 months. However, one in five large municipalities expect to take up to five years to fiscally recover, and 7% of small towns expect to never completely recover. (Q19)
- > **Four in five municipalities postponed utility late fees or shutoffs.** Postponing late fees and utility shutoffs was very common regardless of municipal size or region. About 55% of municipalities said these actions had a slight negative impact on their utility, and about 30% said it had no negative fiscal impact. (Q20, Q21)
- > **Half of municipalities offered direct financial assistance to businesses.** Again, offering this assistance was much more common in large cities (92%) compared to small towns (20%) and in Front Range communities (64%) than Eastern Plains communities (6%). Nearly 5% of municipalities who offered assistance expect this to become a long-term policy. (Q22, Q23)

MUNICIPAL REVENUE

- > **Almost half of all municipalities felt their economy was worse than it was in FY 2019.** Two in five large cities felt their economy was much worse than last year, whereas small towns seemed to be more ambivalent about their fiscal situation compared to last year, with 38% saying their economy was about the same. Mountain and Western Slope towns saw their current economy a bit more negatively than did Eastern Plains towns. Feelings of municipal revenue were a bit more positive, with about one quarter of respondents saying their revenue will be at least somewhat better than last year, and more than half said revenue will at least be the same as last year. (Q25, Q26)
- > **Most revenue sources are expected to decrease or stay the same next year.** Few revenue categories were expected to increase much, with the exception that 38% of municipalities expected sale and use tax to increase, and 28% expected property taxes to increase. Half or nearly half of municipalities expected fines and forfeits, state funding, and investment and interest income to decrease. Few municipalities (13%) expected property taxes to decrease. (Q27)
- > **Akin to the past two years, lack of affordable housing remained a common major challenge.** Likewise, unfunded road maintenance and unfunded water projects remained major challenges. Passing ballot initiatives to increase municipal funding ranked a bit higher in importance this year, whereas decline in state funding and adverse economic conditions ranked much higher this year. A tight labor market ranked a bit less important this year, but it was still a top-five issue. (Q28)

SECTION 1: OPERATIONAL IMPACTS OF COVID-19

Exhibit 1: Tables

Q1: How many municipal employees did you have in February 2020 (pre-Covid)?

# of full-time employees (pre Covid-19)							
	Total	Municipal Population			Region		
		Less than 2,000	2,000 to 24,999	25,000 or more	Western Slope / Mountains	Front Range	Eastern Plains
Base	167	86	57	24	61	68	38
# of full-time employees (pre Covid-19)							
0 (zero)	9%	17%	0%	0%	10%	3%	18%
1 to 9	26%	49%	4%	0%	26%	12%	53%
10 or more	65%	34%	96%	100%	64%	85%	29%
Median	22	6	50	653	18	71	4
Mean	201	11	80	1,166	52	436	17

# of year-round, part-time employees (pre Covid-19)							
	Total	Municipal Population			Region		
		Less than 2,000	2,000 to 24,999	25,000 or more	Western Slope / Mountains	Front Range	Eastern Plains
Base	159	82	56	21	56	67	36
# of year-round, part-time employees (pre Covid-19)							
0 (zero)	14%	16%	16%	-	18%	15%	6%
1 to 9	58%	79%	43%	19%	61%	43%	83%
10 or more	28%	5%	41%	81%	21%	42%	11%
Median	3	2	4	103	2	4	2
Mean	42	3	41	198	20	81	4

# of seasonal employees (pre Covid-19)							
	Total	Municipal Population			Region		
		Less than 2,000	2,000 to 24,999	25,000 or more	Western Slope / Mountains	Front Range	Eastern Plains
Base	147	76	51	20	56	58	33
# of seasonal employees (pre Covid-19)							
0 (zero)	48%	63%	39%	10%	48%	40%	61%
1 to 9	26%	29%	27%	10%	29%	24%	24%
10 or more	27%	8%	33%	80%	23%	36%	15%
Median	1	0	4	123	1	2	0
Mean	57	2	19	360	13	129	4

Exhibit 1: Graph

Q1: How many municipal employees did you have in February 2020 (pre-Covid)?

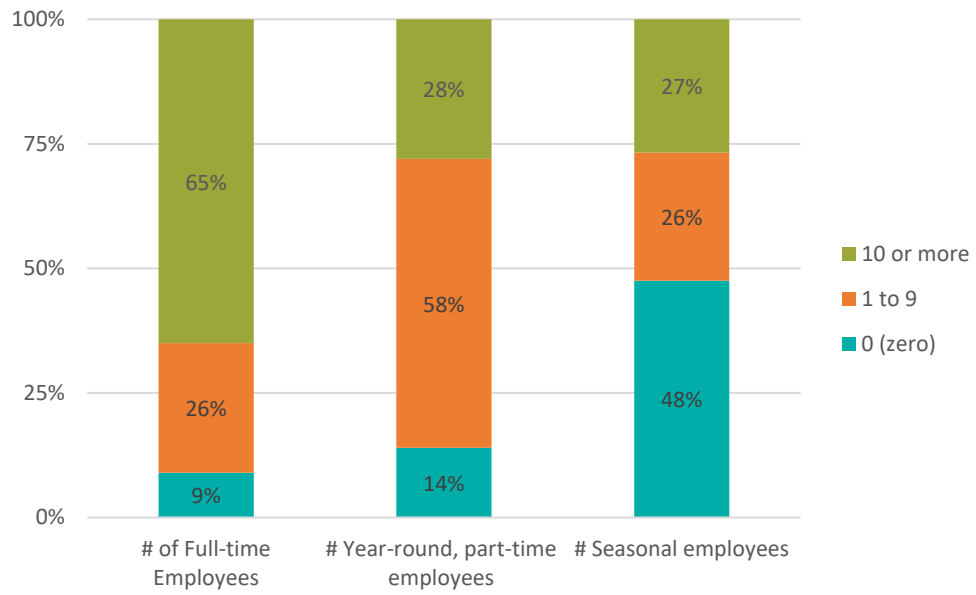


Exhibit 2: Table and Graph

Q1a: Since February 2020, how many full-time, part-time, and seasonal employees were furloughed, laid-off, or had their hours reduced due to COVID-19? How many open positions were not filled due to COVID-19?

Employment influenced by the pandemic				
		1 to 9	10 or more	Total
Full-time Employees	# Furloughed	3%	6%	9%
	# Laid-off	5%	1%	6%
	# Hours reduced	9%	4%	13%
	# Open positions not filled	26%	8%	34%
Part-time Employees	# Furloughed	5%	12%	17%
	# Laid-off	6%	2%	8%
	# Hours reduced	9%	4%	13%
	# Open positions not filled	10%	3%	13%
Seasonal Employees	# Furloughed	3%	8%	11%
	# Laid-off	0%	3%	3%
	# Hours reduced	6%	6%	12%
	# Open positions not filled	14%	8%	22%

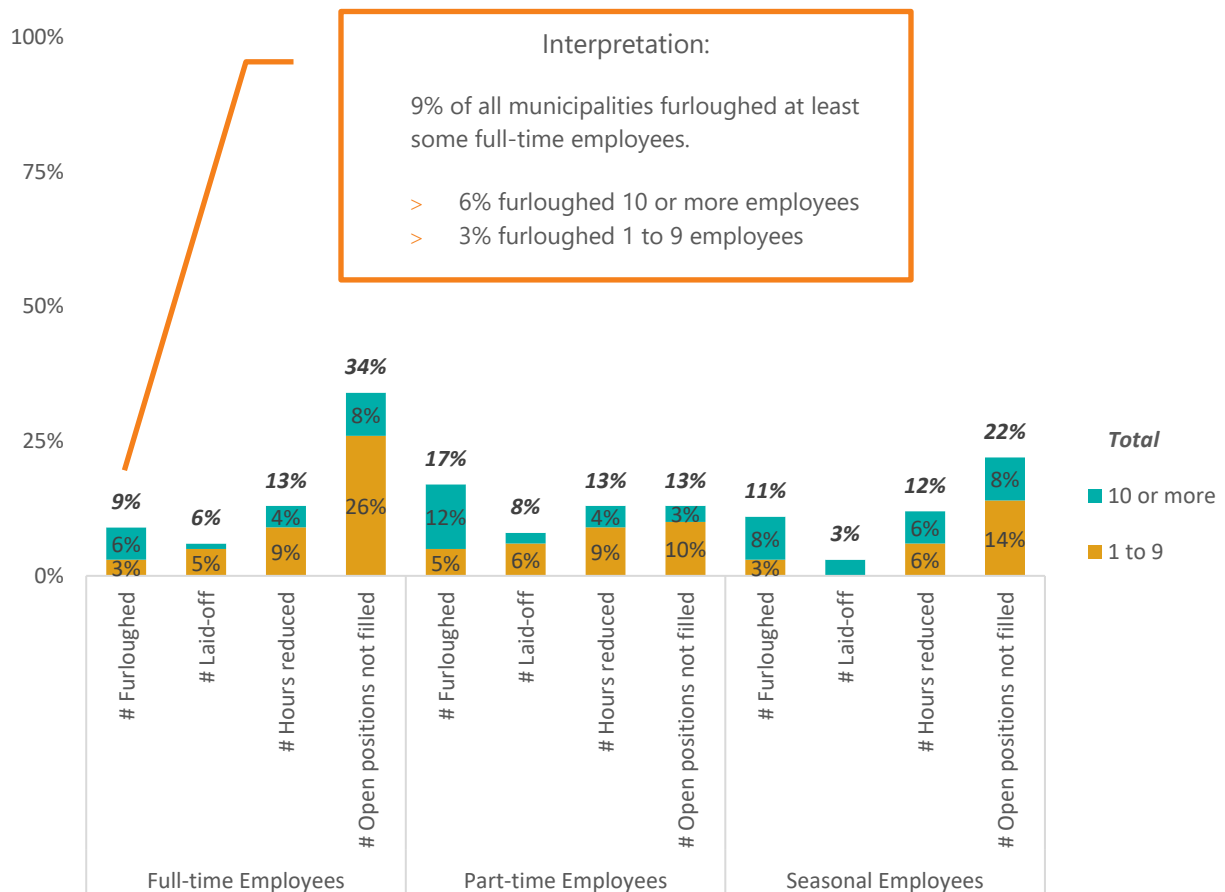


Exhibit 3: Table and Graph

Q2: How many municipal employee positions have been completely eliminated due to COVID-19?

Positions eliminated due to COVID-19							
	Total	Municipal Population			Region		
		Less than 2,000	2,000 to 24,999	25,000 or more	Western Slope / Mountains	Front Range	Eastern Plains
Base	165	83	58	24	60	69	36
Number of positions eliminated due to COVID-19							
0 (zero)	89%	90%	97%	67%	92%	83%	97%
1 to 9	8%	8%	3%	21%	8%	12%	3%
10 or more	2%	1%	-	13%	-	6%	-
Median	0	0	0	0	0	0	0
Mean	1	0	0	3	0	1	0

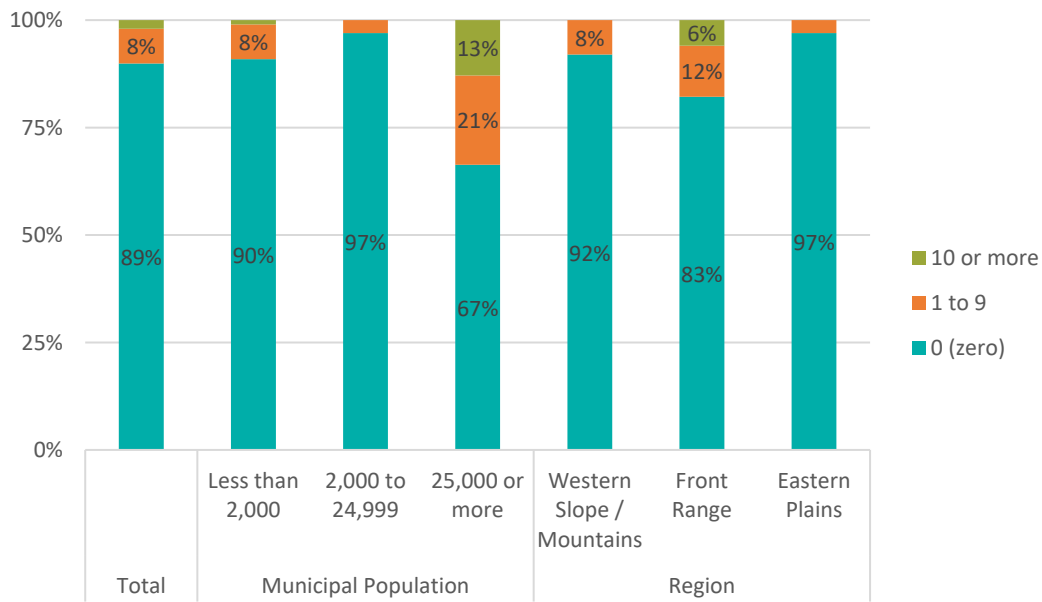


Exhibit 4: Table

Q3: What new policies or actions did your municipality implement due to COVID-19?

New policies or actions implemented due to COVID-19							
	Total	Municipal Population			Region		
		Less than 2,000	2,000 to 24,999	25,000 or more	Western Slope / Mountains	Front Range	Eastern Plains
Base	173	88	61	24	64	70	39
Q3							
Allowed remote public participation in meetings (e.g., Virtual Town Hall)	86%	73%	100%	100%	91%	94%	64%
Closed municipal offices or buildings	83%	70%	93%	100%	86%	89%	67%
Allowed municipal employees to telecommute	77%	59%	95%	96%	78%	90%	51%
Allowed municipal employees to work flexible schedules	73%	63%	85%	83%	80%	80%	51%
Increased coordination with public health agency and partners	71%	58%	79%	96%	77%	77%	49%
Deferred payment of bills or fines	69%	63%	77%	75%	75%	69%	62%
Introduced new tools to help employees work and communicate remotely	66%	44%	87%	96%	69%	83%	33%
Allowed residents to conduct more business with the city (e.g., pay bills) virtually	49%	30%	62%	83%	45%	63%	28%
Closed streets or parking areas to allow more room for businesses	36%	17%	54%	63%	44%	49%	3%
Expanded internet access or provided internet hot spots	16%	10%	20%	29%	19%	20%	5%
Closed streets or parking areas to allow more room for pedestrians and bicyclists	13%	7%	20%	17%	14%	19%	-
Reduced or eliminated vehicle parking fees	10%	1%	13%	33%	11%	14%	-
Other	14%	11%	15%	25%	19%	16%	5%
None	3%	6%	-	-	2%	1%	8%

Exhibit 4: Graph

Q3: What new policies or actions did your municipality implement due to COVID-19?

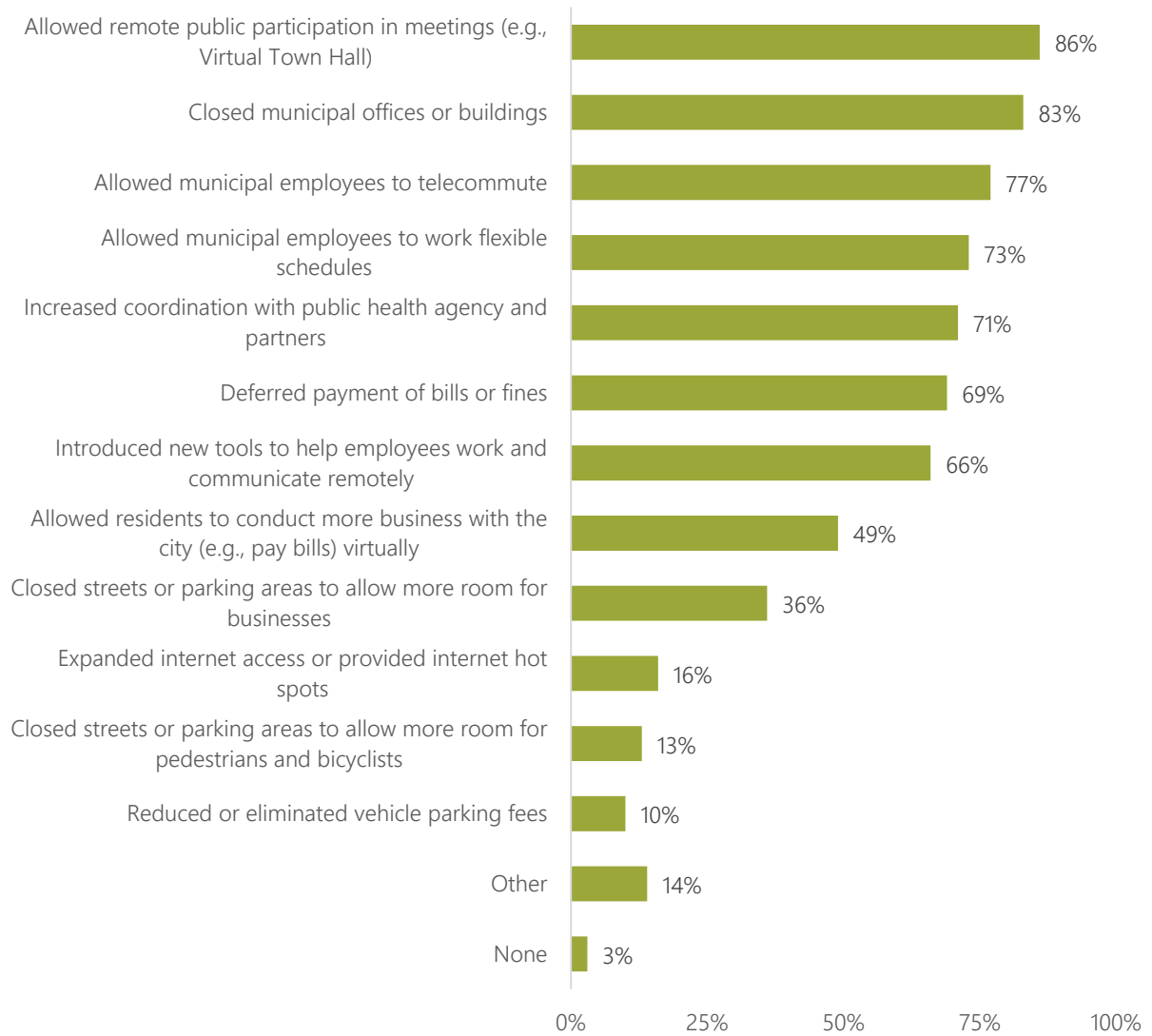


Exhibit 5: Table

Q4: What new policies or actions implemented due to COVID-19, do you anticipate will become permanently adopted by your municipality?

New policies or actions that are anticipated to become permanently adopted							
	Total	Municipal Population			Region		
		Less than 2,000	2,000 to 24,999	25,000 or more	Western Slope / Mountains	Front Range	Eastern Plains
Base	168	83	61	24	63	69	36
Q4							
Allow remote public participation in meetings (e.g., Virtual Town Hall)	60%	47%	69%	79%	63%	59%	53%
Allow municipal employees to work flexible schedules	52%	42%	59%	71%	54%	58%	39%
Tools to help employees work and communicate remotely	51%	31%	62%	88%	52%	61%	28%
Allow municipal employees to telecommute	49%	33%	59%	79%	51%	57%	31%
Increase coordination with public health agency and partners	43%	35%	46%	63%	54%	41%	28%
Allow residents to conduct more business with the city (e.g., pay bills) virtually	42%	24%	54%	75%	37%	58%	22%
Close streets or parking areas to allow more room for businesses	13%	6%	18%	25%	21%	13%	-
Expand internet access or provided internet hot spots	13%	6%	16%	29%	14%	17%	3%
Close municipal offices or buildings	9%	12%	5%	8%	11%	6%	11%
Defer payment of bills or fines	7%	7%	7%	4%	8%	6%	6%
Close streets or parking areas to allow more room for pedestrians and bicyclists	4%	1%	8%	4%	8%	3%	-
Reduce or eliminate vehicle parking fees	0%	-	-	-	-	-	-
Other	4%	4%	2%	13%	5%	4%	3%
None	11%	19%	3%	-	10%	4%	25%

Exhibit 5: Graph (1 of 2)

Q4: What new policies or actions implemented due to COVID-19, do you anticipate will become permanently adopted by your municipality?

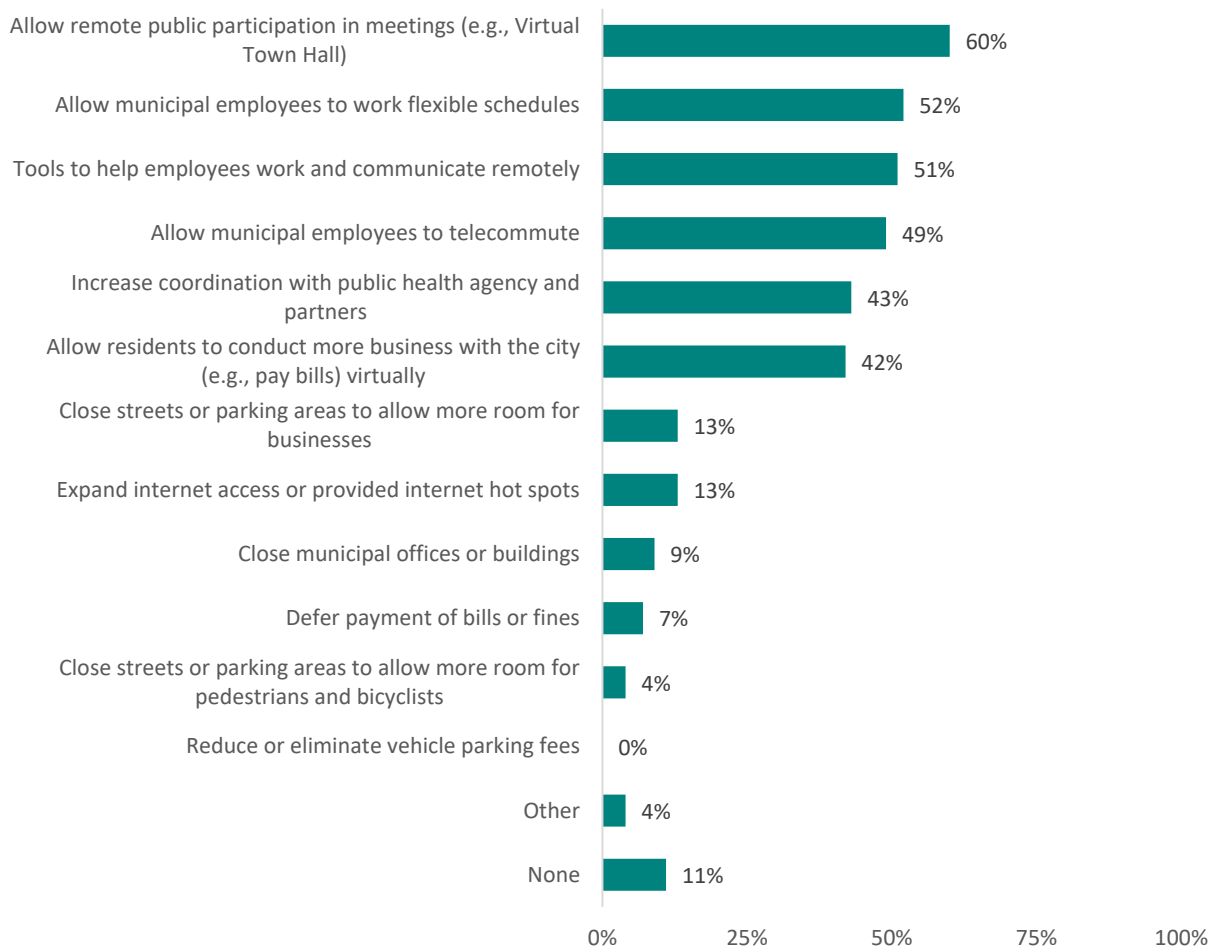


Exhibit 5: Graph (2 of 2)

Q4: What new policies or actions implemented due to COVID-19, do you anticipate will become permanently adopted by your municipality?

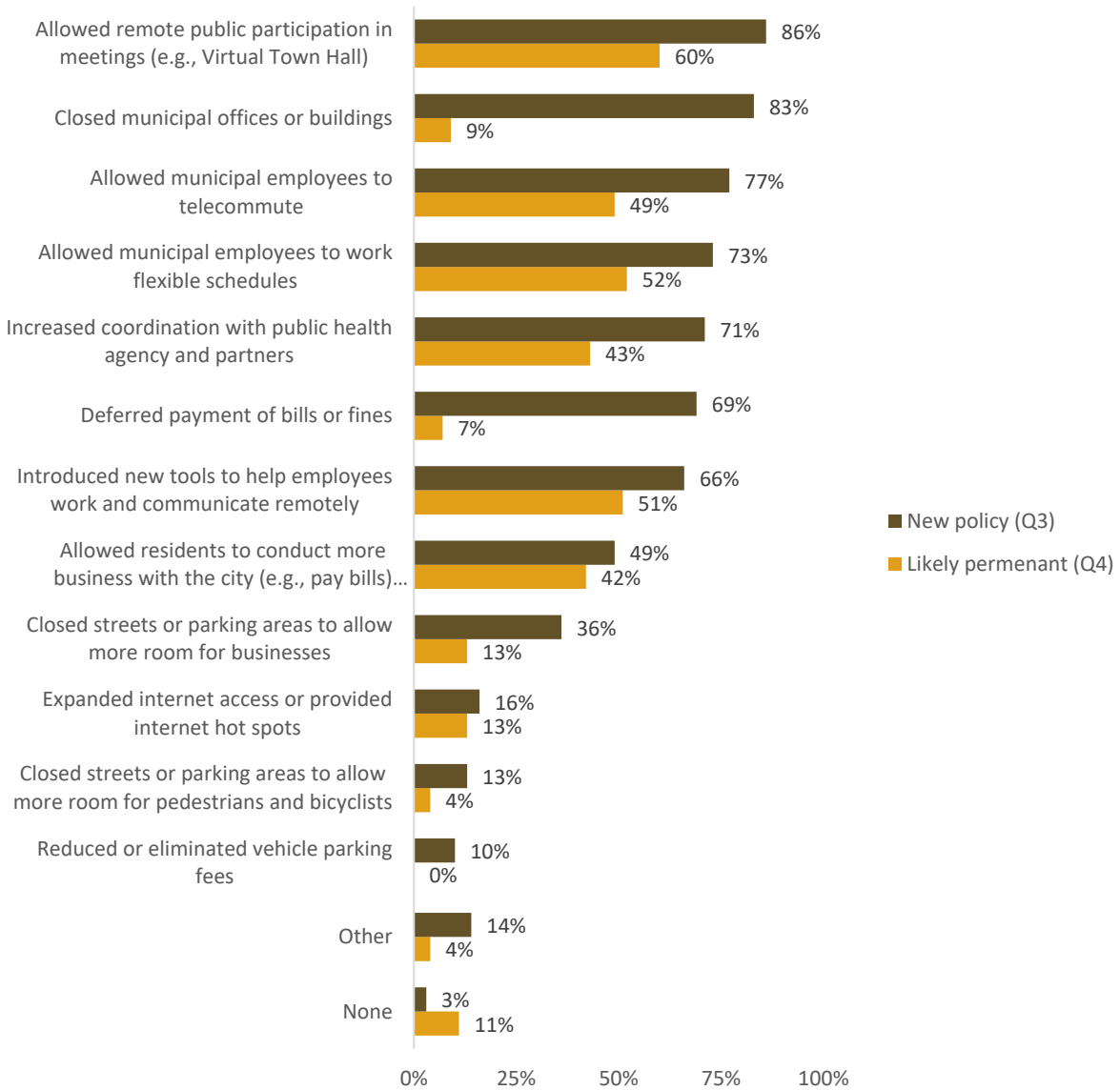


Exhibit 6: Table and Graph

Q5: What adjustments did your municipality make to specifically help employees care for children who could not attend school or childcare?

Adjustments made to help employees care for children who could not attend school							
	Total	Municipal Population			Region		
		Less than 2,000	2,000 to 24,999	25,000 or more	Western Slope / Mountains	Front Range	Eastern Plains
Base	171	86	61	24	62	70	39
Q5							
Allowed employees to take additional time off (paid or unpaid)	58%	42%	74%	75%	68%	64%	31%
Allowed children to come to work with parents	20%	23%	20%	13%	29%	17%	13%
Other	29%	16%	36%	54%	27%	39%	13%
None	28%	45%	13%	4%	23%	19%	54%

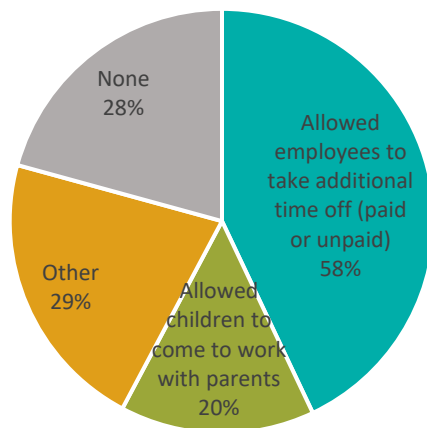


Exhibit 7: Table and Graph

Q7: Did your municipality update your communication plan to help respond to COVID-19?

Updated communication plan to respond to COVID-19							
	Total	Municipal Population			Region		
		Less than 2,000	2,000 to 24,999	25,000 or more	Western Slope / Mountains	Front Range	Eastern Plains
Base	172	88	60	24	63	70	39
Q7							
Yes, or in progress	34%	26%	37%	58%	33%	43%	21%
No	66%	74%	63%	42%	67%	57%	79%

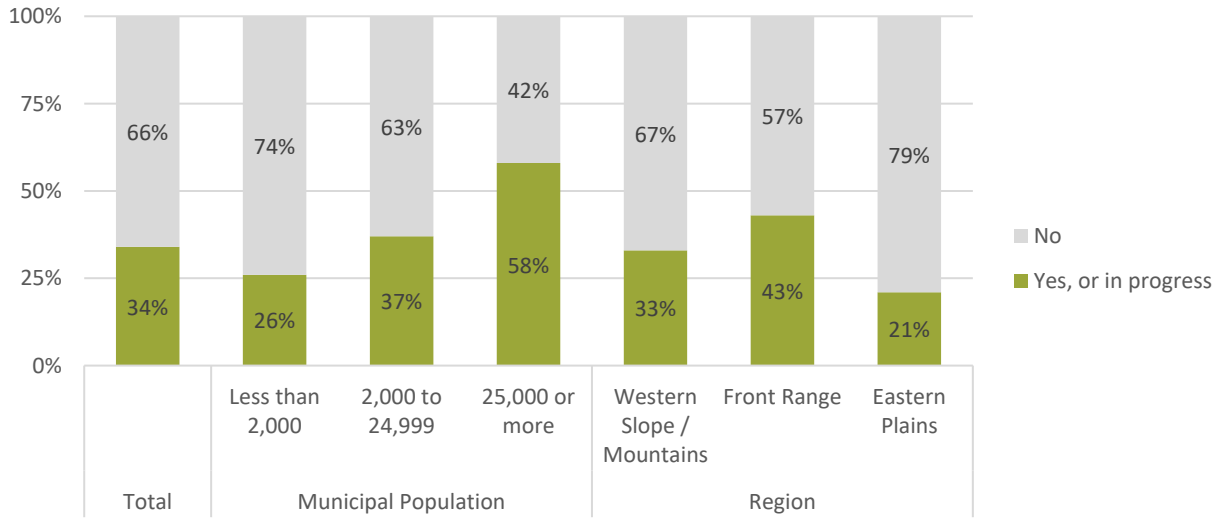


Exhibit 8: Table and Graph

Q9: Did your municipality update your emergency response plan to help respond to COVID-19?

Updated emergency response plan to respond to Covid-19							
	Total	Municipal Population			Region		
		Less than 2,000	2,000 to 24,999	25,000 or more	Western Slope / Mountains	Front Range	Eastern Plains
Base	171	87	60	24	62	70	39
Q9							
Yes, or in progress	37%	31%	35%	67%	37%	49%	18%
No	63%	69%	65%	33%	63%	51%	82%

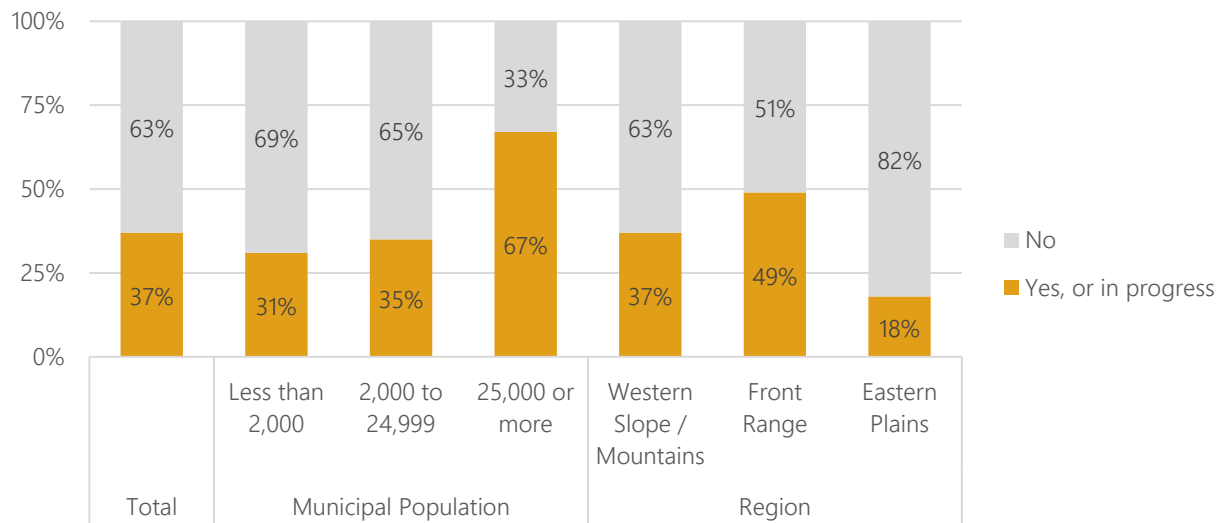


Exhibit 9: Table

Q11: What operational changes or actions did you take to serve people experiencing homelessness or to reduce homelessness during the pandemic?

Actions to serve people experiencing homelessness during the pandemic							
	Total	Municipal Population			Region		
		Less than 2,000	2,000 to 24,999	25,000 or more	Western Slope / Mountains	Front Range	Eastern Plains
Base	168	84	60	24	62	68	38
Q11							
We did not make and changes or take any actions	41%	45%	50%	4%	42%	38%	45%
We do not have anyone experiencing homelessness in our community	38%	61%	18%	4%	35%	24%	66%
Provided food services (alone or in partnership with community organizations)	16%	6%	17%	50%	13%	26%	3%
Other change or action	15%	4%	17%	54%	10%	28%	3%
Provided rent or mortgage mediation to help people stay in their homes	14%	4%	15%	46%	13%	21%	3%
Provided other non-shelter services (alone or in partnership with community organizations)	12%	2%	12%	46%	13%	18%	-
Provided portable toilets, hand-washing stations, and/or showers	10%	2%	8%	42%	10%	16%	-
Provided supplies such as soap, tissues, or cloth face coverings	10%	5%	8%	29%	6%	16%	3%
Partnered with hotels to provide shelter	7%	-	5%	38%	2%	16%	-
Changed or created new municipal policy or ordinance	4%	1%	7%	8%	3%	6%	3%
Repurposed municipal land (outdoors) to serve people who are homeless	3%	-	2%	17%	2%	6%	-
Repurposed municipal buildings to service centers and/or shelters	2%	-	2%	13%	2%	4%	-
Built or bought new homeless shelters	1%	-	-	8%	-	3%	-
Partnered with school districts or library districts to repurpose buildings as service centers and/or shelters	1%	1%	-	-	-	-	3%

Exhibit 9: Graph

Q11: *What operational changes or actions did you take to serve people experiencing homelessness or to reduce homelessness during the pandemic?*

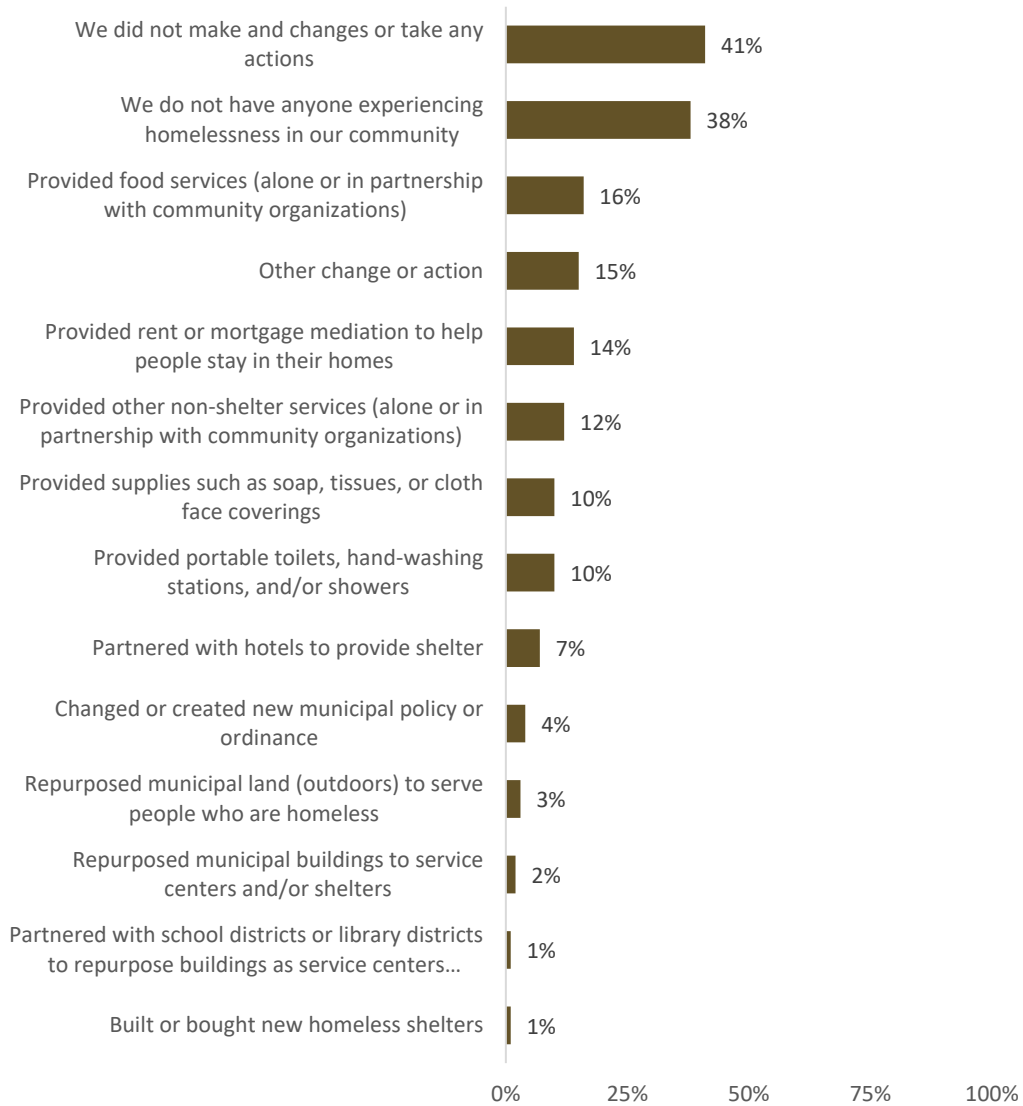


Exhibit 10: Table and Graph

Q12: In what way has COVID-19 impacted your municipal affordable housing plan or actions?

Ways COVID-19 impacted municipal affordable housing plan or actions							
	Total	Municipal Population			Region		
		Less than 2,000	2,000 to 24,999	25,000 or more	Western Slope / Mountains	Front Range	Eastern Plains
Base	168	84	61	23	62	69	37
Q12							
Significant positive impact	2%	2%	-	4%	3%	1%	-
Moderate positive impact	2%	2%	-	4%	2%	3%	-
Slight positive impact	4%	1%	3%	13%	5%	4%	-
No impact	21%	13%	33%	22%	24%	23%	14%
Slight negative impact	5%	4%	8%	-	11%	-	3%
Moderate negative impact	4%	1%	5%	13%	3%	7%	-
Significant negative impact	2%	1%	3%	4%	5%	1%	-
Unsure	10%	10%	8%	17%	6%	12%	14%
Not applicable: We do not have an affordable housing plan or actions	50%	65%	39%	22%	40%	48%	70%

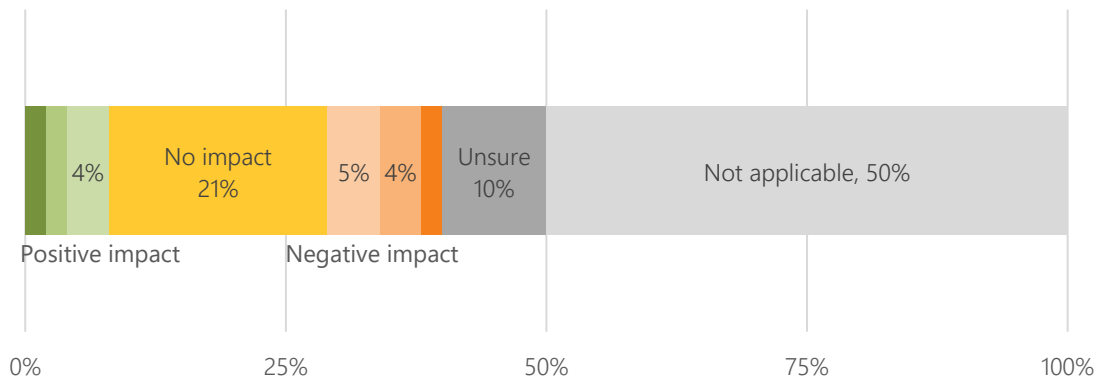
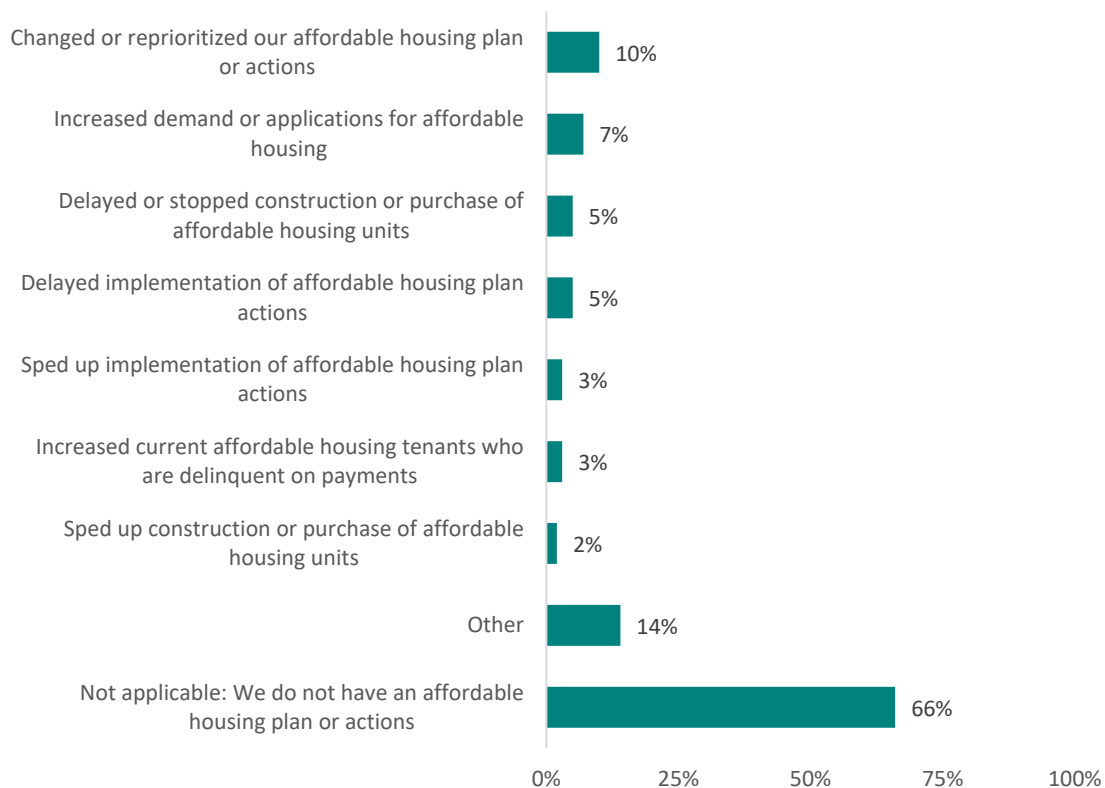


Exhibit 11: Table and Graph

Q13: How has COVID-19 impacted your municipal affordable housing plan or actions?

How COVID-19 impacted affordable housing plan or actions							
	Total	Municipal Population			Region		
		Less than 2,000	2,000 to 24,999	25,000 or more	Western Slope / Mountains	Front Range	Eastern Plains
Base	148	80	48	20	57	57	34
Q13							
Changed or reprioritized our affordable housing plan or actions	10%	1%	13%	40%	9%	18%	-
Increased demand or applications for affordable housing	7%	4%	2%	30%	7%	11%	-
Delayed or stopped construction or purchase of affordable housing units	5%	4%	8%	5%	11%	2%	3%
Delayed implementation of affordable housing plan actions	5%	5%	6%	5%	11%	4%	-
Sped up implementation of affordable housing plan actions	3%	3%	2%	5%	2%	5%	-
Increased current affordable housing tenants who are delinquent on payments	3%	-	2%	15%	2%	5%	-
Sped up construction or purchase of affordable housing units	2%	-	2%	10%	2%	4%	-
Other	14%	6%	19%	30%	19%	12%	6%
Not applicable: We do not have an affordable housing plan or actions	66%	81%	58%	20%	54%	61%	91%



SECTION 2: FISCAL IMPACTS OF COVID-19 RESPONSE

Exhibit 12: Table and Graph

Q14: Compared to your outlook this spring (as of June 1, 2020), what is the state of your current municipal fiscal situation?

Current municipal fiscal situation							
	Total	Municipal Population			Region		
		Less than 2,000	2,000 to 24,999	25,000 or more	Western Slope / Mountains	Front Range	Eastern Plains
Base	169	84	61	24	62	69	38
Q14							
Much better than expected	24%	18%	36%	13%	37%	13%	21%
Somewhat better than expected	34%	24%	31%	75%	26%	54%	11%
About the same as expected	31%	40%	28%	8%	24%	22%	61%
Somewhat worse than expected	9%	15%	3%	-	11%	7%	8%
Much worse than expected	2%	2%	2%	4%	2%	4%	-

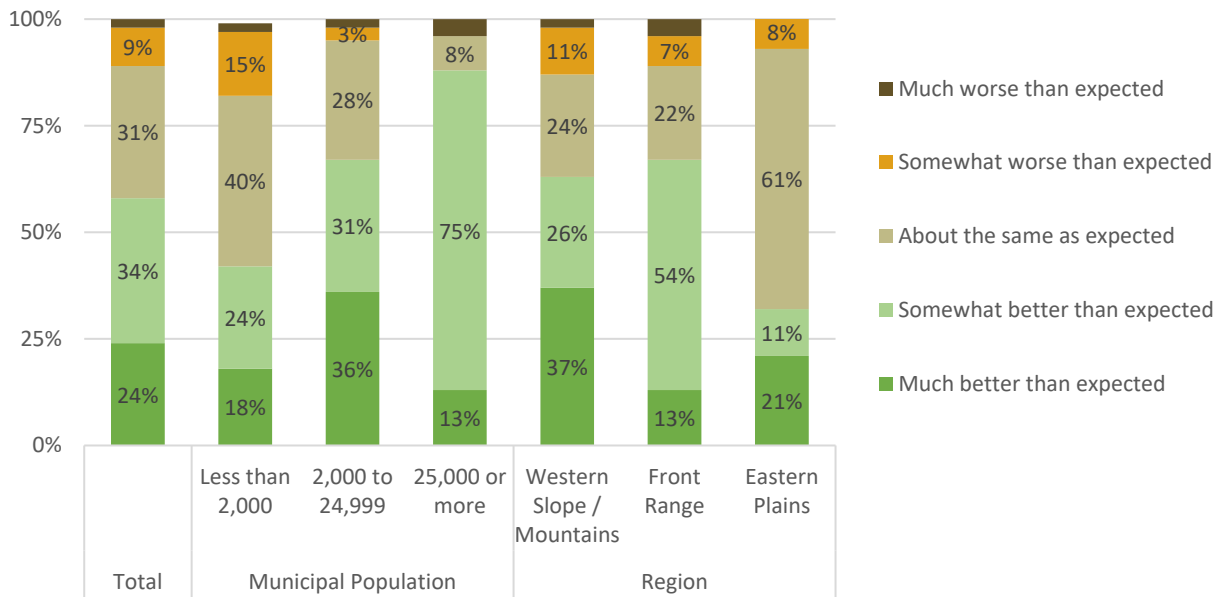


Exhibit 13: Table and Graph (1 of 2)

Q15: Has your municipality cut the following expenses to balance your annual budget, due to COVID-19? If yes, what percentage of the budget was cut?

Budget and expense cuts				
	Yes	No, but considering	No, and not considering	Not applicable
General fund	41%	10%	46%	4%
Capital improvements	36%	13%	40%	10%
Parks and recreation	33%	10%	45%	12%
Arts and culture	20%	4%	28%	48%
Special project or program	20%	3%	29%	48%
Public safety	19%	5%	67%	10%
Transportation	13%	4%	40%	43%
Other significant fund or budget	9%	2%	31%	59%
Water utility	7%	7%	69%	16%
Wastewater	4%	6%	64%	25%
Electric utility	2%	1%	28%	69%

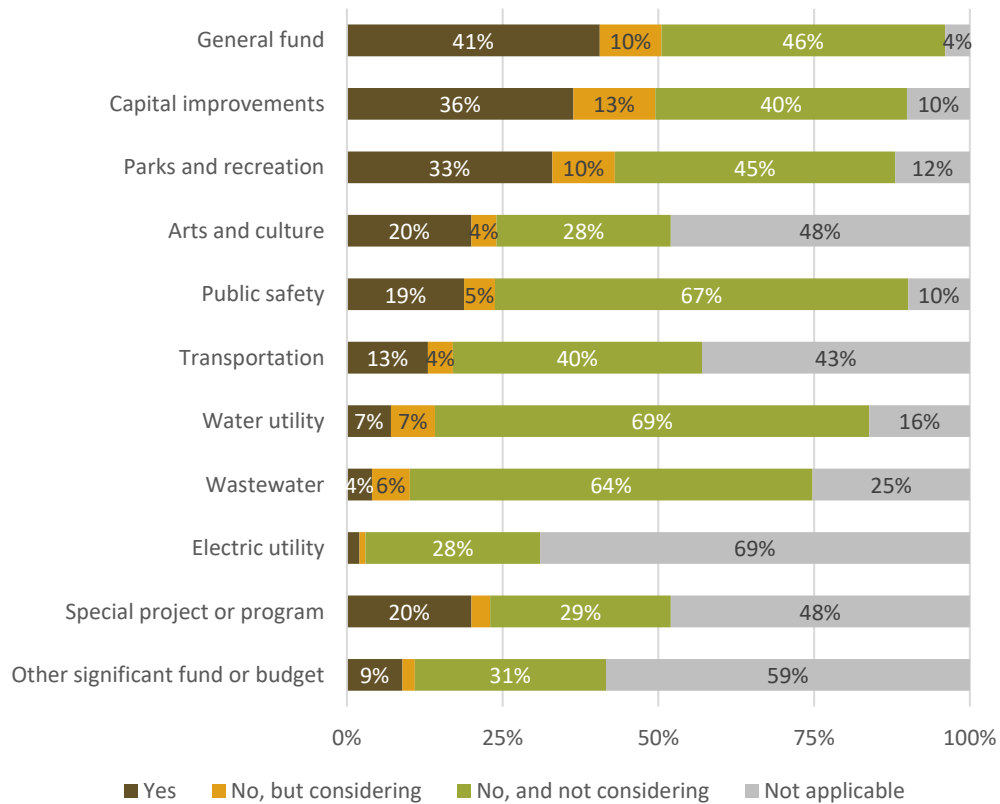


Exhibit 13: Graph (2 of 2)

Q15: Has your municipality cut the following expenses to balance your annual budget, due to COVID-19? If yes, what percentage of the budget was cut?

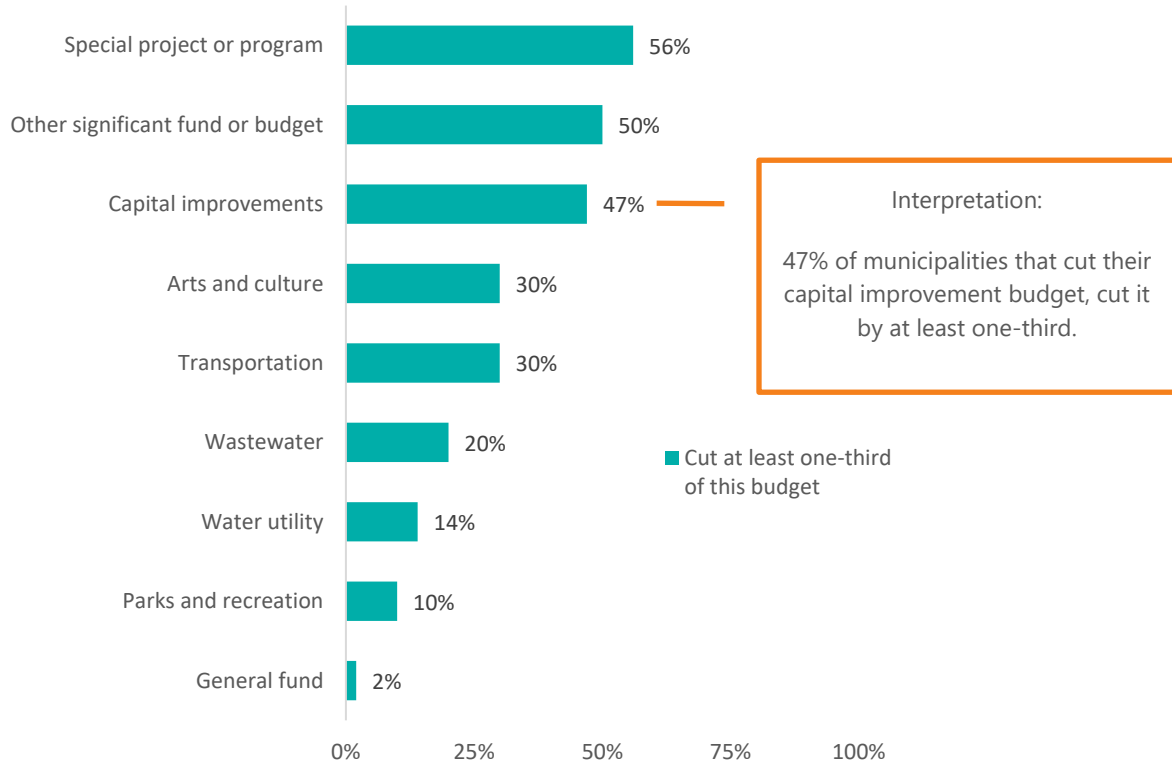


Exhibit 14: Table and Graph
 Q16: Please tell us more about your budget cuts.

Budget cut details					
	Permanent fund cut	Temporary fund cut	Funds were redirected	No cuts yet	Not applicable
General fund	7%	31%	7%	59%	4%
Parks and recreation	5%	21%	4%	60%	13%
Capital improvements	3%	27%	1%	58%	11%
Public safety	3%	12%	-	75%	10%
Arts and culture	2%	11%	3%	34%	51%
Transportation	1%	7%	1%	47%	46%
Other significant fund or budget cut	1%	6%	-	33%	61%
Water utility	0%	3%	1%	79%	17%
Wastewater	0%	2%	1%	72%	25%
Electric utility	0%	1%	-	29%	70%
Special projects or programs	0%	14%	1%	34%	51%

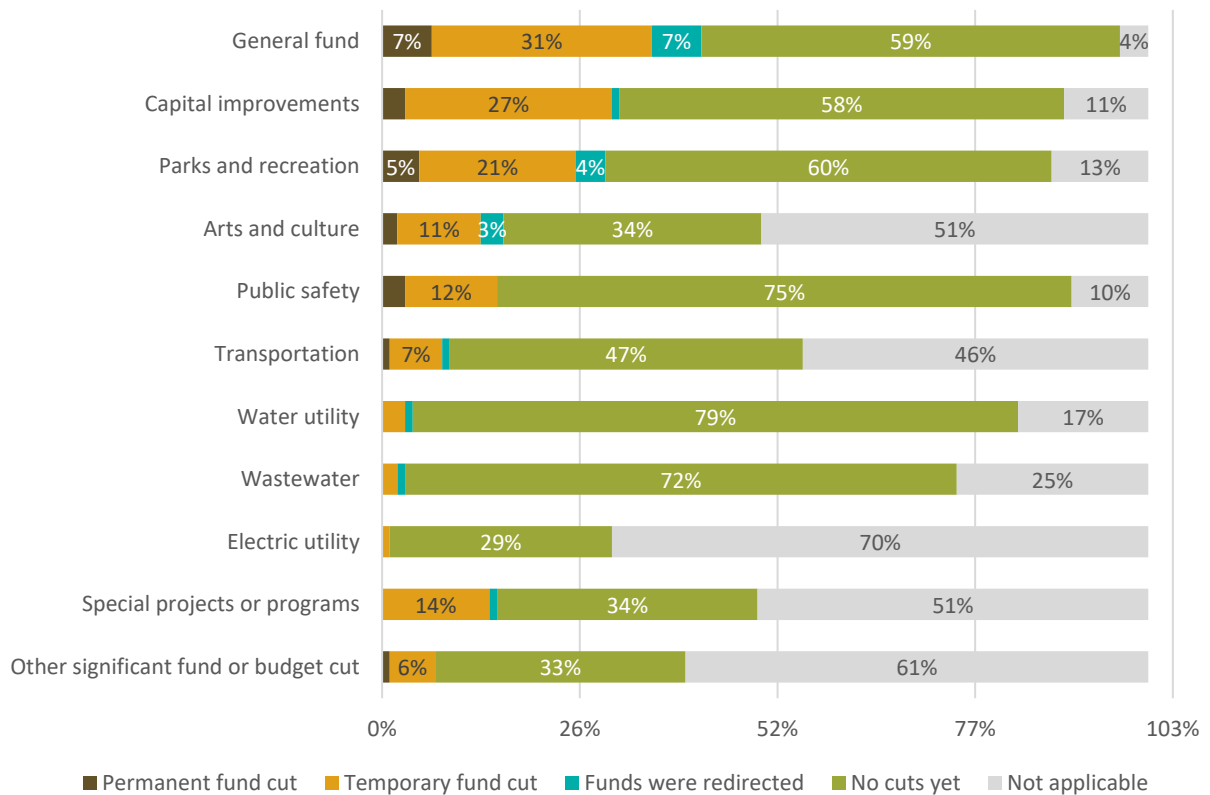


Exhibit 15: Table and Graph

Q17: Has your municipality made any of the following changes to employee salaries or benefits due to COVID-19?

Changes to employee salaries or benefits due to COVID-19							
	Total	Municipal Population			Region		
		Less than 2,000	2,000 to 24,999	25,000 or more	Western Slope / Mountains	Front Range	Eastern Plains
Base	167	83	60	24	61	69	37
Q17							
Salaries have been frozen (i.e., no raises)	23%	18%	20%	46%	21%	29%	14%
Salary changes have been considered, but no changes have been made yet	15%	14%	17%	13%	15%	17%	11%
Employee benefit changes have been considered, but no changes have been made yet.	4%	4%	5%	4%	7%	4%	-
Salaries have been cut	3%	1%	2%	13%	3%	4%	-
Health insurance coverage has decreased	2%	2%	2%	4%	3%	3%	-
Health insurance employer contributions have decreased	2%	2%	2%	4%	5%	1%	-
Employer retirement contributions have decreased	1%	-	-	4%	-	1%	-
Some other change	8%	1%	12%	25%	5%	16%	-
None of the above	60%	72%	57%	25%	62%	46%	81%

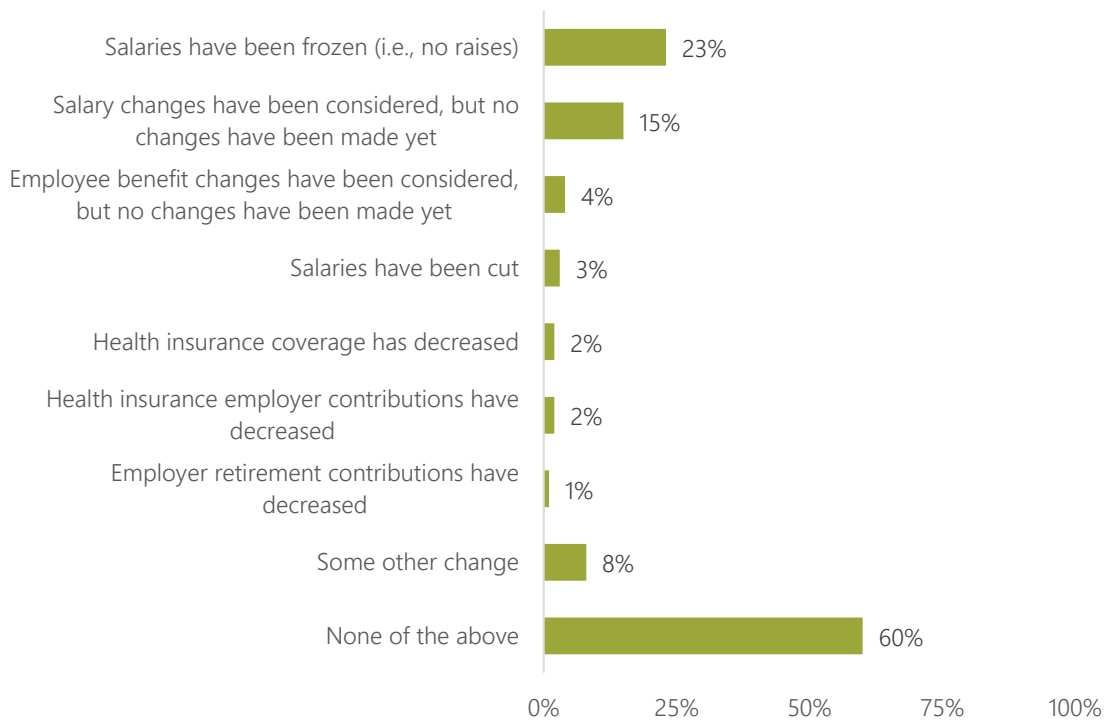


Exhibit 16: Table and Graph

Q19: When do you expect your municipal revenues will fully recover from the negative fiscal impacts of COVID-19?

Timeline for municipal revenue recovery							
	Total	Municipal Population			Region		
		Less than 2,000	2,000 to 24,999	25,000 or more	Western Slope / Mountains	Front Range	Eastern Plains
Base	165	82	60	23	60	68	37
Q19							
Now: fully recovered or not negatively impacted	35%	39%	42%	0%	32%	24%	59%
Within 12 months from now	26%	32%	17%	30%	28%	22%	30%
Within 2 years from now	28%	18%	35%	48%	30%	40%	5%
Within 5 years from now	7%	4%	5%	22%	5%	10%	3%
Never: do not expect to completely recover	4%	7%	2%	0%	5%	4%	3%

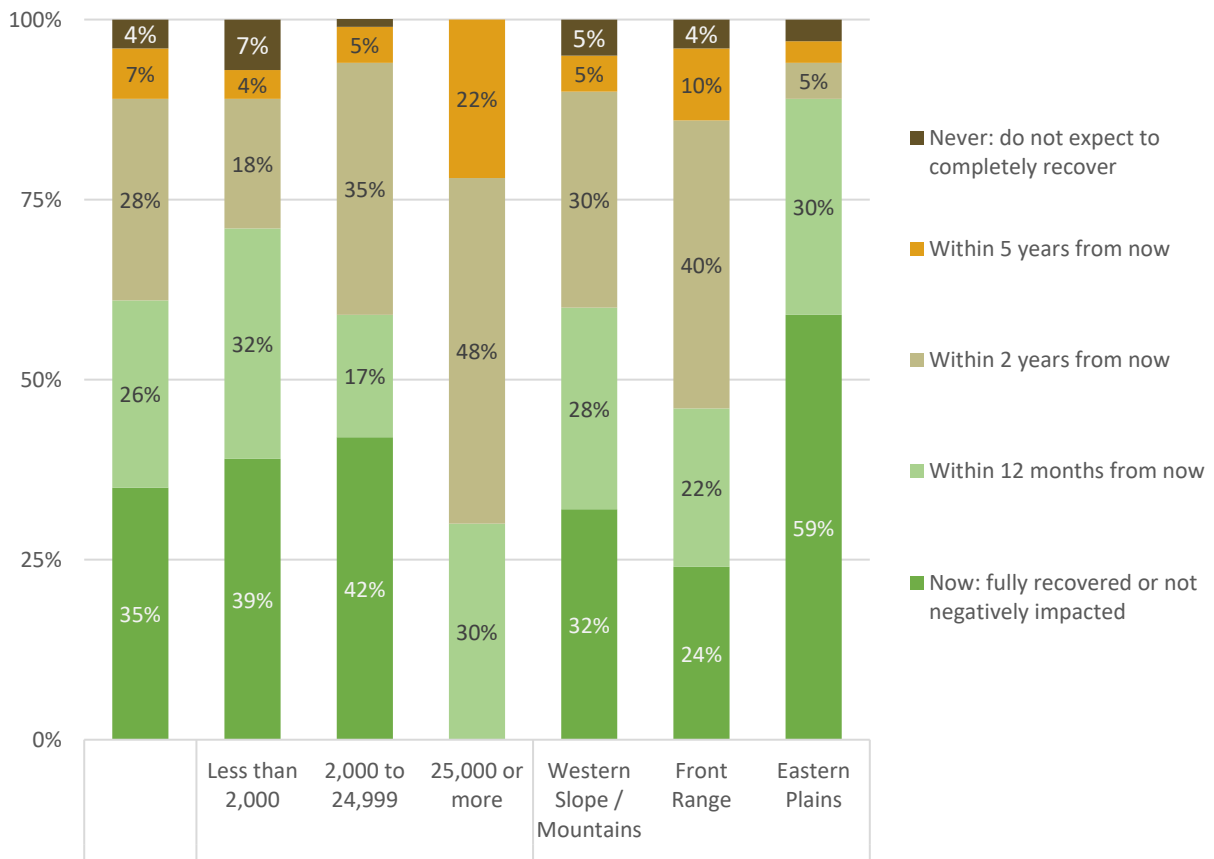


Exhibit 17: Table and Graph
Q20: Did you postpone utility late fees or shutoffs?

Postponed utility late fees or shutoffs							
	Total	Municipal Population			Region		
		Less than 2,000	2,000 to 24,999	25,000 or more	Western Slope / Mountains	Front Range	Eastern Plains
Base	167	83	60	24	61	69	37
Q20							
Yes	80%	80%	83%	75%	82%	74%	89%
No	7%	8%	5%	8%	5%	7%	11%
Not applicable: we do not provide utilities	13%	12%	12%	17%	13%	19%	-

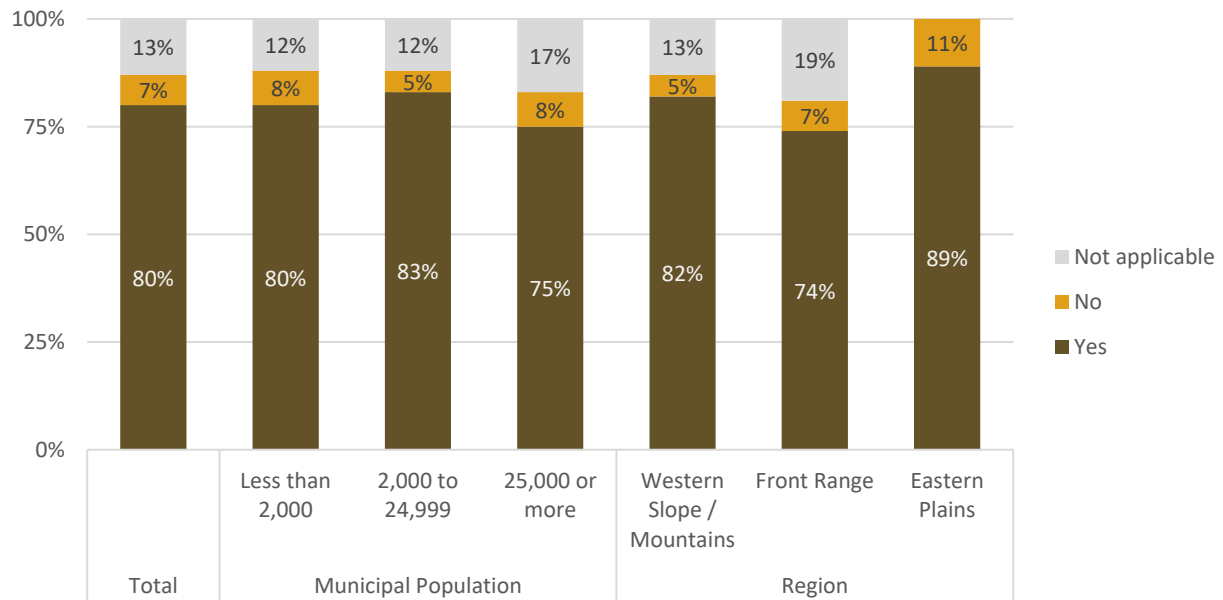


Exhibit 18: Table and Graph

Q21: How did postponing utility late fees or shutoffs fiscally impact your utility?

Postponing utility late fees or shutoffs fiscal impact on utility							
	Total	Municipal Population			Region		
		Less than 2,000	2,000 to 24,999	25,000 or more	Western Slope / Mountains	Front Range	Eastern Plains
Base	130	66	48	16	49	48	33
Q21							
It caused an extremely negative fiscal impact	2%	3%	-	-	2%	2%	-
It caused a moderately negative fiscal impact	14%	18%	6%	19%	12%	15%	15%
It caused a slightly negative fiscal impact	55%	52%	63%	50%	49%	56%	64%
It caused no negative fiscal impact	29%	27%	31%	31%	37%	27%	21%

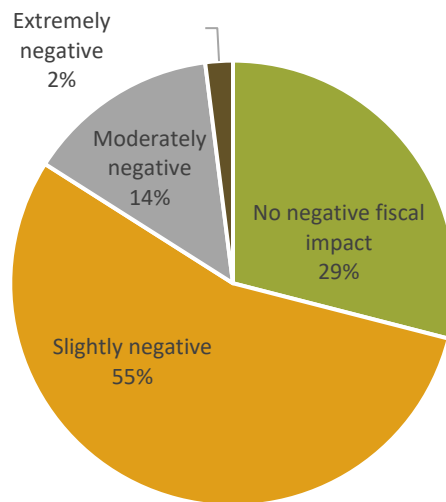


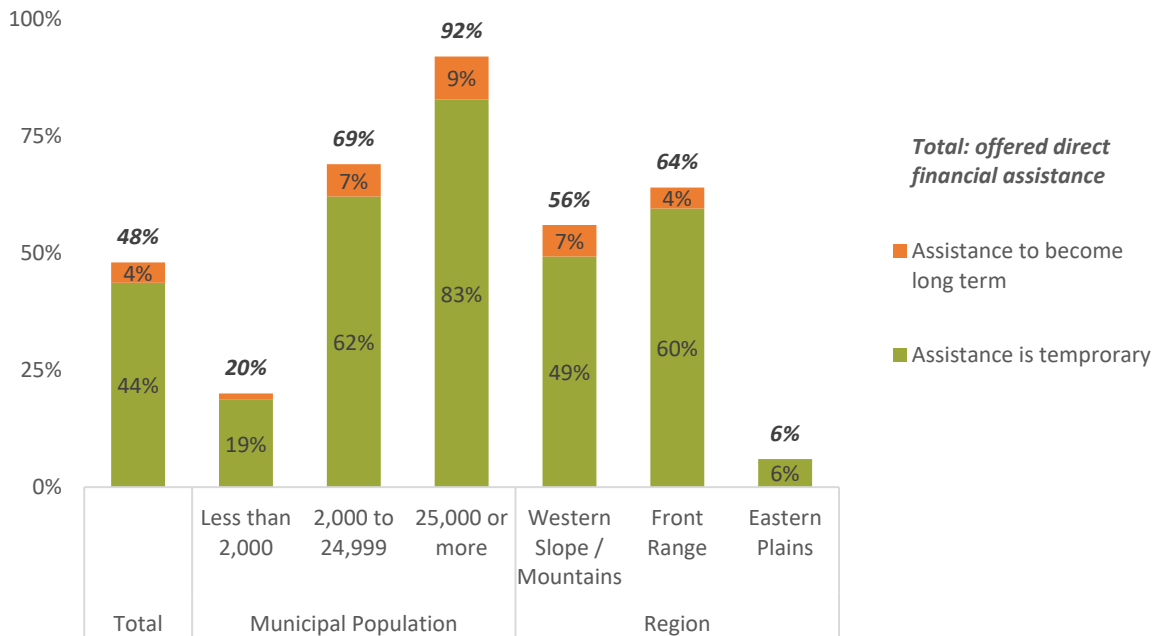
Exhibit 19: Tables and Graph

Q22: Did your municipality offer direct financial assistance to local businesses?

[If Q22 = "Yes"] Q23: Do you anticipate the direct financial assistance will become part of the long-term policies of your municipality?

Offered direct financial assistance to local businesses							
	Total	Municipal Population			Region		
		Less than 2,000	2,000 to 24,999	25,000 or more	Western Slope / Mountains	Front Range	Eastern Plains
Base	164	81	59	24	59	69	36
Q22							
Yes	48%	20%	69%	92%	56%	64%	6%
No	52%	80%	31%	8%	44%	36%	94%

Anticipate direct financial assistance will become long-term policy							
	Total	Municipal Population			Region		
		Less than 2,000	2,000 to 24,999	25,000 or more	Western Slope / Mountains	Front Range	Eastern Plains
Base	78	16	41	21	33	43	2
Q23							
Yes	9%	6%	10%	10%	12%	7%	0%
No	91%	94%	90%	90%	88%	93%	100%



SECTION 3: GENERAL MUNICIPAL REVENUE

Exhibit 20: Table and Graph

Q25: Do you feel the overall economy in your municipality is better or worse in FY 2020 compared to FY 2019?

Overall economic health compared to FY 2019							
	Total	Municipal Population			Region		
		Less than 2,000	2,000 to 24,999	25,000 or more	Western Slope / Mountains	Front Range	Eastern Plains
Base	163	82	58	23	60	67	36
Q25							
Much better	3%	1%	5%	4%	3%	3%	3%
Somewhat better	13%	10%	22%	4%	17%	7%	19%
About the same	30%	38%	28%	9%	30%	24%	42%
Somewhat worse	42%	43%	36%	52%	42%	48%	31%
Much worse	9%	5%	9%	26%	8%	15%	-
Don't know	2%	4%	-	4%	-	3%	6%

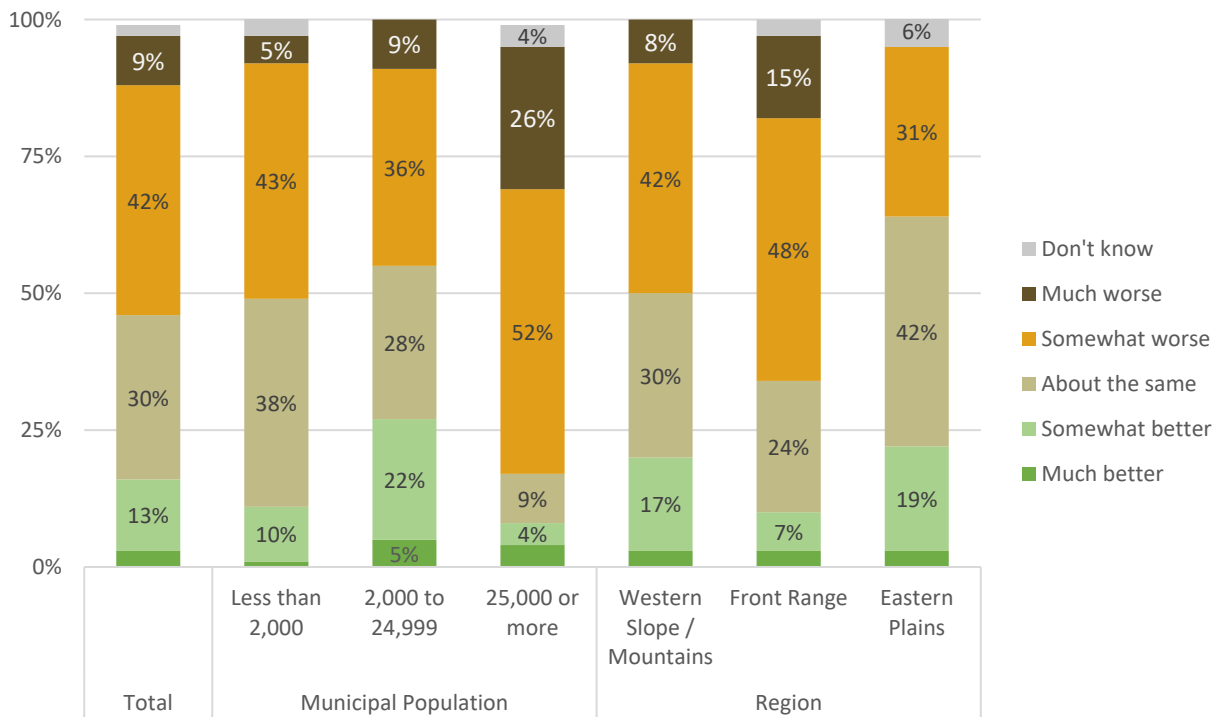


Exhibit 21: Table and Graph

Q26: Do you feel your municipality's revenue is better or worse in FY 2020 compared to FY 2019?

Economic revenue compared to FY 2019							
	Total	Municipal Population			Region		
		Less than 2,000	2,000 to 24,999	25,000 or more	Western Slope / Mountains	Front Range	Eastern Plains
Base	164	83	58	23	61	66	37
Q26							
Much better	6%	4%	10%	4%	7%	5%	8%
Somewhat better	21%	16%	34%	4%	26%	17%	19%
About the same	26%	35%	16%	17%	25%	17%	43%
Somewhat worse	34%	36%	28%	43%	31%	41%	27%
Much worse	12%	7%	12%	26%	11%	18%	-
Don't know	2%	2%	-	4%	-	3%	3%

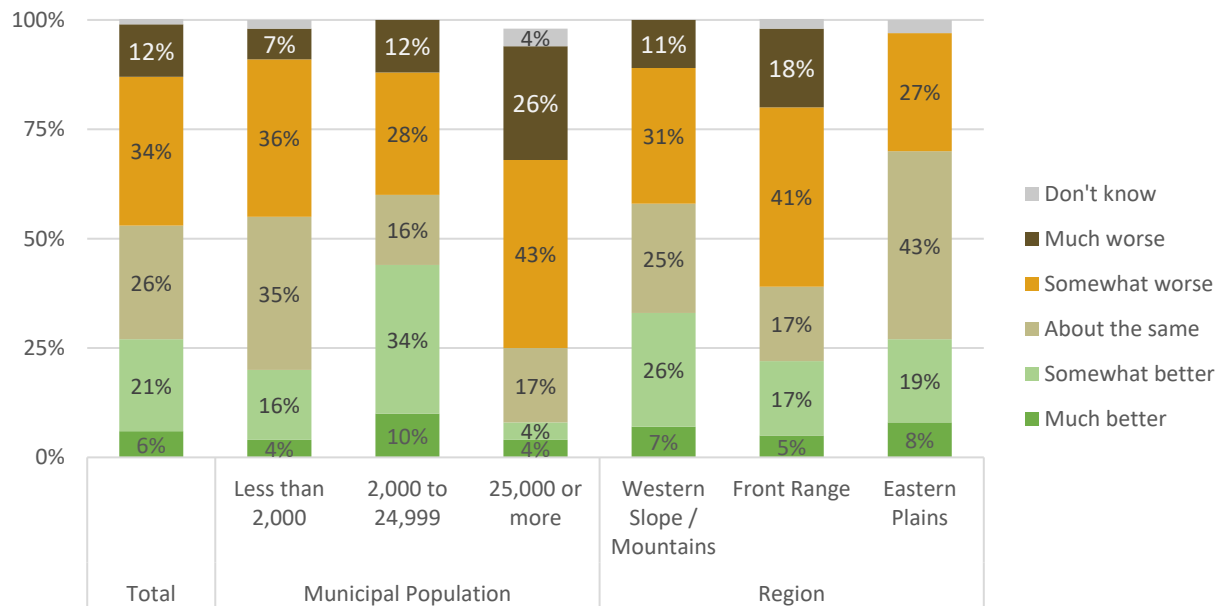


Exhibit 22: Table

Q27a: For each of the following revenue categories, please indicate whether you expect an increase, decrease, or no change for that source of revenue in 2020.

Revenue Changes by Source							
	Total	Municipal Population			Region		
		Less than 2,000	2,000 to 24,999	25,000 or more	Western Slope / Mountains	Front Range	Eastern Plains
Average Base*	156	76	57	23	58	64	34
Sales and use taxes:							
Increase	38%	28%	56%	26%	44%	34%	34%
Decrease	42%	38%	37%	65%	38%	58%	17%
No Change	20%	34%	7%	9%	18%	8%	49%
Property taxes							
Increase	28%	24%	28%	43%	25%	34%	24%
Decrease	13%	13%	19%	-	13%	17%	6%
No Change	58%	63%	53%	57%	62%	49%	71%
State funding							
Increase	8%	9%	9%	4%	14%	8%	-
Decrease	47%	45%	47%	57%	47%	51%	41%
No Change	45%	46%	45%	39%	40%	42%	59%
Other taxes							
Increase	5%	4%	7%	4%	7%	6%	-
Decrease	43%	30%	48%	70%	45%	52%	19%
No Change	52%	66%	45%	26%	48%	42%	81%
Charges for services							
Increase	7%	10%	5%	-	8%	6%	6%
Decrease	40%	27%	46%	70%	36%	57%	14%
No Change	53%	63%	49%	30%	56%	37%	80%
Licenses, permits, and fees							
Increase	16%	11%	22%	17%	15%	20%	11%
Decrease	37%	32%	34%	61%	33%	48%	23%
No Change	47%	57%	43%	22%	52%	32%	66%
Fines and forfeits							
Increase	6%	8%	2%	9%	5%	5%	9%
Decrease	51%	39%	64%	61%	50%	66%	26%
No Change	43%	53%	34%	30%	45%	29%	66%
Investment and interest income							
Increase	4%	3%	4%	9%	5%	5%	-
Decrease	46%	40%	47%	65%	45%	60%	24%
No Change	50%	57%	49%	26%	50%	35%	76%
Other revenue							
Increase	5%	-	4%	23%	5%	9%	-
Decrease	23%	15%	26%	36%	27%	26%	10%
No Change	72%	85%	70%	41%	68%	66%	90%

* The number of responses varied for each item above; the average base row shows the average of all base number of responses by column. Slightly fewer than all respondents answered each question, except for "Other Revenue," which was answered by 133 respondents.

Exhibit 22: Graph

Q27a: For each of the following revenue categories, please indicate whether you expect an increase, decrease, or no change for that source of revenue in 2020.

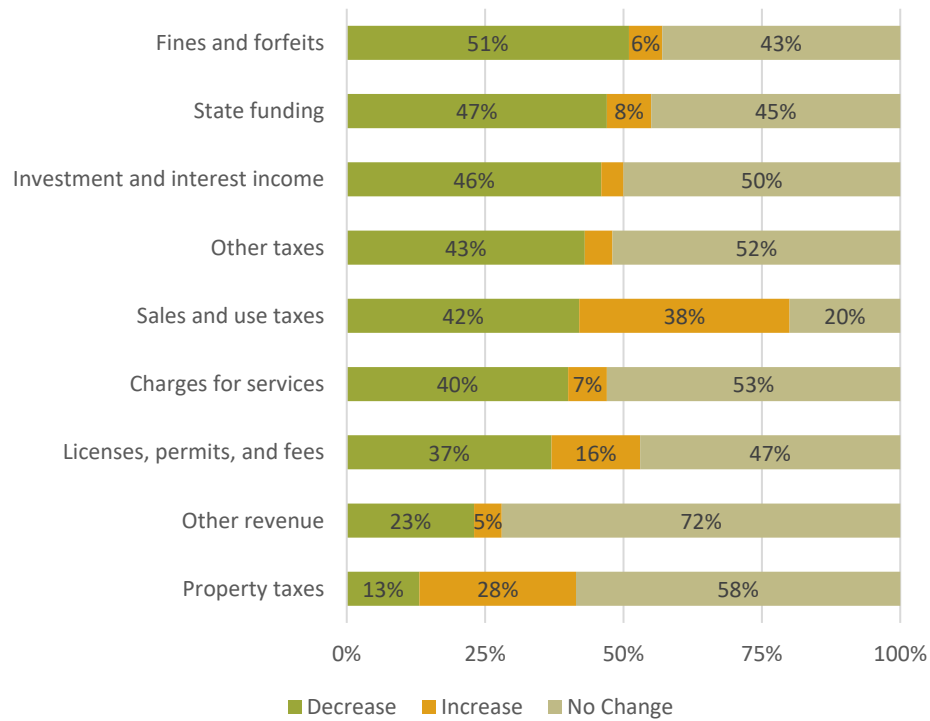


Exhibit 23: Tables

Q27 b & c: For each of the following revenue categories, please indicate the estimated percent change from 2019.

Average Percent <u>Increases</u> in Revenue								
	Number of Replies	Overall (Avg. %)	Municipal Population			Region		
			Less than 2,000	2,000 to 24,999	25,000 or more	Western Slope / Mountains	Front Range	Eastern Plains
Sales and use taxes: Include all municipal sales/use tax revenues and all shared revenues.	48	+16%	+19%	+16%	+4%	+18%	+11%	+19%
Property taxes: Include general, capital expenditure, bond redemption and special fund property tax revenues.	30	+17%	+20%	+14%	+15%	+5%	+29%	+6%
State funding	6	+9%	+7%	+10%	-	+13%	+4%	-
Other taxes	6	+28%	+18%	+43%	+3%	+45%	+11%	-
Charges for services	4	+11%	+13%	+5%	-	+10%	+12%	-
Licenses, permits, and fees	18	+19%	+18%	+19%	+22%	+7%	+20%	+50%
Fines and forfeits	6	+9%	+10%	-	+8%	+5%	+8%	+15%
Investment and interest income	3	+10%	+4%	+15%	+10%	+10%	+10%	-

Average Percent <u>Decreases</u> in Revenue								
	Number of Replies	Overall (Avg. %)	Municipal Population			Region		
			Less than 2,000	2,000 to 24,999	25,000 or more	Western Slope / Mountains	Front Range	Eastern Plains
Sales and use taxes: Include all municipal sales/use tax revenues and all shared revenues.	48	-17%	-22%	-16%	-8%	-23%	-14%	-14%
Property taxes: Include general, capital expenditure, bond redemption and special fund property tax revenues.	12	-12%	-8%	-14%	-	-7%	-15%	-5%
State funding	46	-22%	-33%	-17%	-6%	-32%	-13%	-23%
Other taxes	37	-16%	-13%	-16%	-18%	-15%	-17%	-5%
Charges for services	41	-28%	-21%	-32%	-30%	-29%	-29%	-13%
Licenses, permits, and fees	39	-17%	-20%	-18%	-11%	-21%	-15%	-7%
Fines and forfeits	58	-26%	-24%	-29%	-21%	-30%	-22%	-30%
Investment and interest income	50	-34%	-37%	-26%	-44%	-35%	-36%	-24%

Exhibit 24: Table (1 of 2)

Q28: Taking into account both the magnitude of the following issues and the ease or difficulty of addressing them, please rate the following potential fiscal challenges that your municipality may face in 2021.

Potential Fiscal Challenges for 2021					
	Major Challenge	Moderate Challenge	Minor Challenge	Not a Challenge	Not Applicable
Unfunded street/road maintenance and improvement needs	35%	24%	19%	18%	4%
Lack of affordable housing	34%	23%	19%	9%	15%
Unfunded water/wastewater improvement needs	28%	21%	19%	16%	16%
Tight labor market	22%	31%	20%	15%	13%
Passing ballot initiatives to increase municipal funding	22%	23%	7%	12%	37%
Decrease in tax revenue	18%	25%	25%	23%	9%
State mandated expenditures	17%	25%	33%	18%	7%
Decline in state funding	16%	31%	25%	18%	10%
Adverse local economic conditions	16%	29%	36%	16%	5%
Slow growth in tax revenues	14%	29%	23%	24%	11%
Public safety	13%	34%	28%	20%	5%
Increased health insurance costs	11%	32%	28%	17%	13%
Federal mandated expenditures (environmental requirements, ADA compliance, etc.)	11%	23%	33%	24%	10%
TABOR	11%	19%	15%	29%	25%
Increased demand for municipal services	10%	31%	35%	18%	6%
Increased liability insurance costs	9%	23%	38%	23%	6%
Decline in federal funding	8%	17%	35%	23%	17%
Increased workers' compensation insurance costs	6%	26%	38%	24%	6%
Inflation	5%	19%	47%	23%	5%
Pension contribution	3%	9%	28%	33%	27%

Exhibit 24: Graph (1 of 2)

Q28: Taking into account both the magnitude of the following issues and the ease or difficulty of addressing them, please rate the following potential fiscal challenges that your municipality may face in 2021.

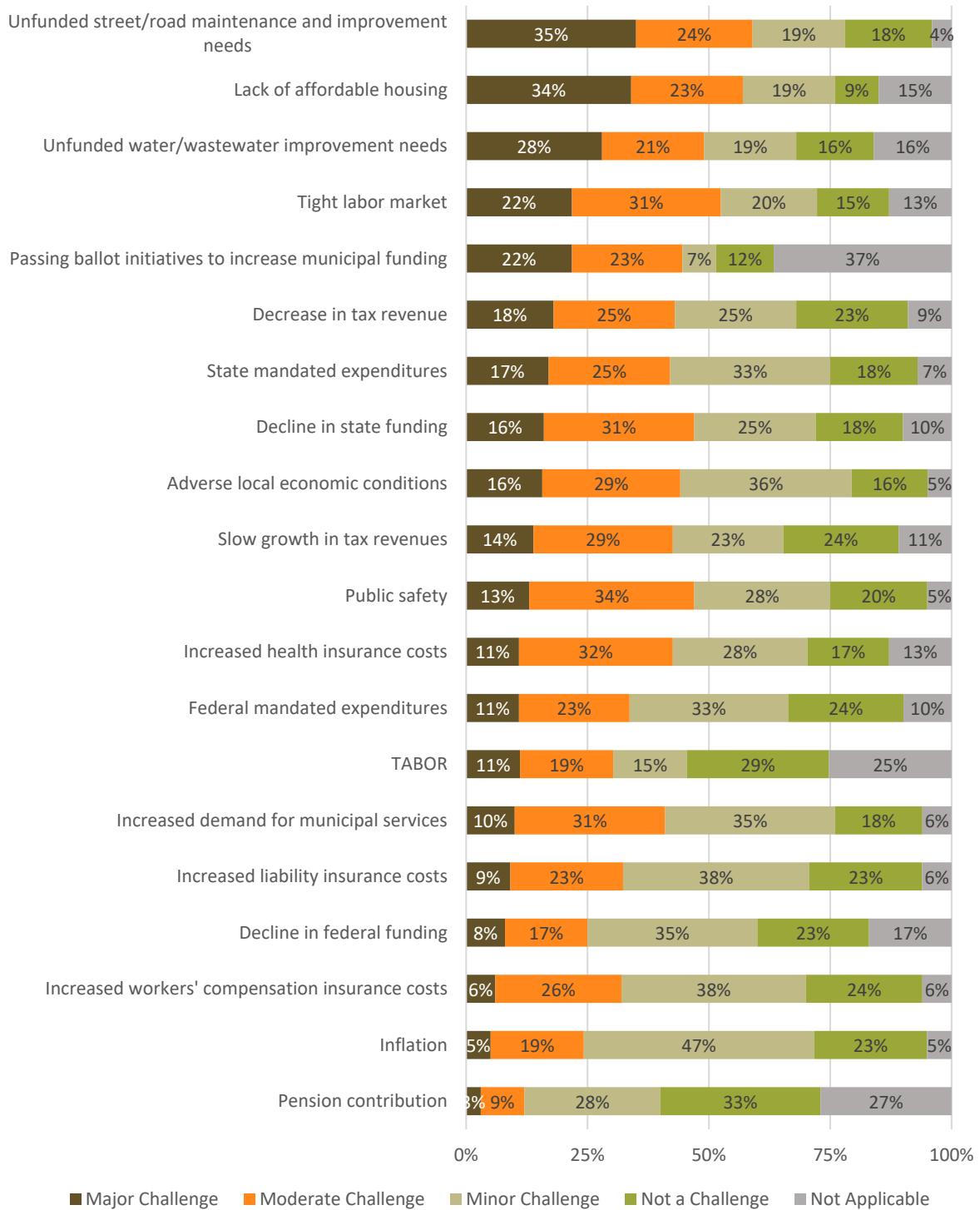


Exhibit 24: Table (2 of 2)

Q28: Taking into account both the magnitude of the following issues and the ease or difficulty of addressing them, please rate the following potential fiscal challenges that your municipality may face in 2021.

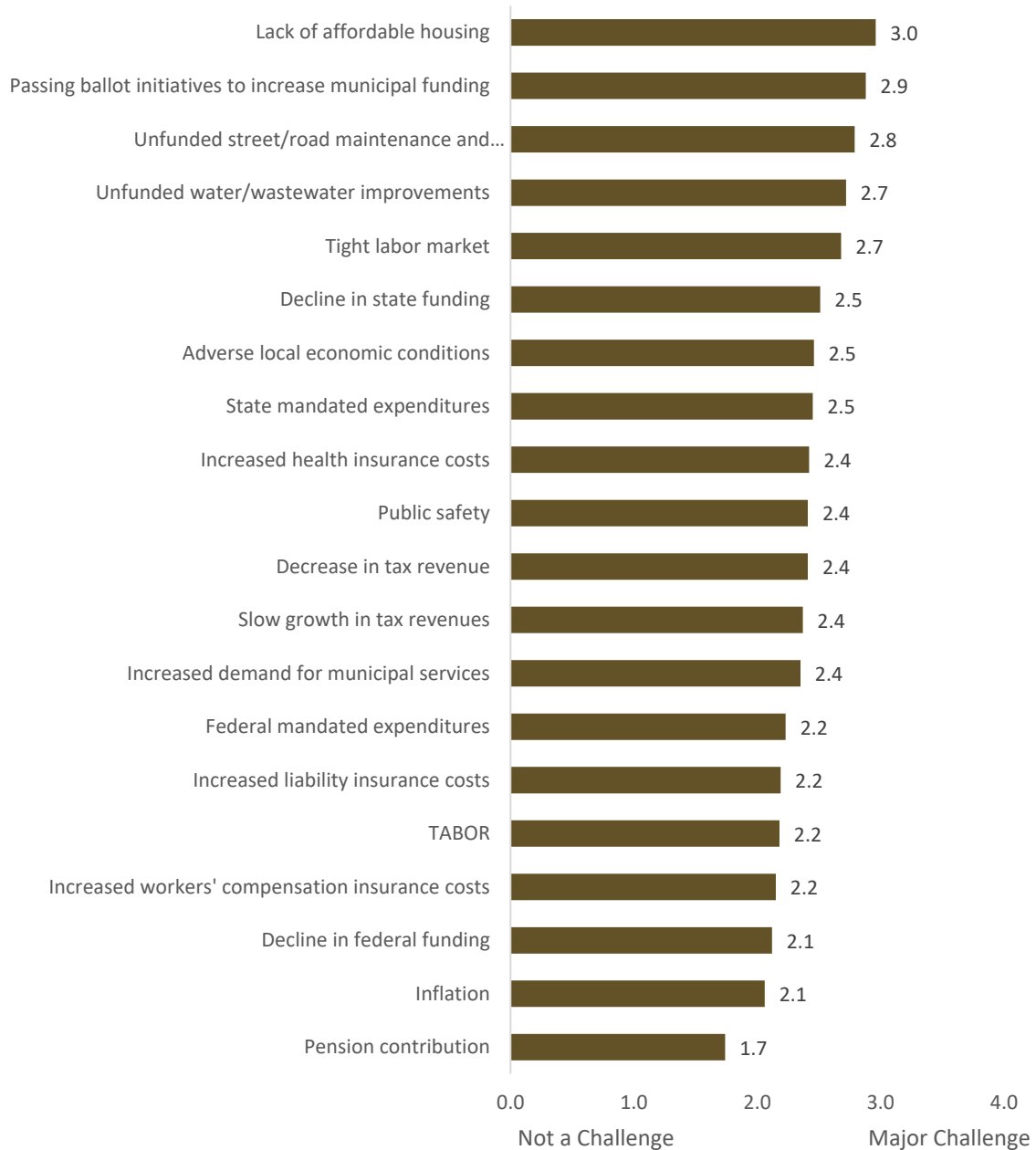
Average* Potential Fiscal Challenges for 2021							
	Total	Municipal Population			Region		
		Less than 2,000	2,000 to 24,999	25,000 or more	Western Slope / Mountains	Front Range	Eastern Plains
Lack of affordable housing	3.0	2.9	3.0	3.0	3.3	2.9	2.4
Passing ballot initiatives to increase municipal funding	2.9	2.7	2.9	3.2	2.8	3.0	2.8
Unfunded street/road maintenance and improvement needs	2.8	2.8	2.7	2.9	3.0	2.7	2.6
Unfunded water/wastewater improvements	2.7	3.0	2.6	2.3	2.9	2.5	2.9
Tight labor market	2.7	2.7	2.7	2.5	2.9	2.4	2.8
Decline in state funding	2.5	2.6	2.5	2.4	2.7	2.3	2.6
Adverse local economic conditions	2.5	2.3	2.6	2.8	2.6	2.6	2.1
State mandated expenditures	2.5	2.5	2.4	2.6	2.5	2.5	2.4
Increased health insurance costs	2.4	2.6	2.4	2.3	2.6	2.3	2.4
Decrease in tax revenue	2.4	2.4	2.3	2.8	2.4	2.6	2.0
Public safety	2.4	2.2	2.5	2.9	2.4	2.6	2.2
Slow growth in tax revenues	2.4	2.2	2.3	3.0	2.3	2.6	2.1
Increased demand for municipal services	2.4	2.2	2.5	2.6	2.6	2.3	2.0
Federal mandated expenditures	2.2	2.3	2.1	2.3	2.1	2.3	2.3
Increased liability insurance costs	2.2	2.2	2.1	2.4	2.2	2.3	2.0
TABOR	2.2	2.1	2.2	2.4	2.3	2.0	2.3
Increased workers' compensation insurance costs	2.2	2.2	2.1	2.1	2.2	2.1	2.2
Decline in federal funding	2.1	2.2	2.1	2.0	2.3	1.9	2.5
Inflation	2.1	2.0	2.1	2.1	2.1	2.0	2.1
Pension contribution	1.7	1.6	1.8	1.9	1.7	1.8	1.6

* Average scores were calculated by assigning numeric values to each response category: "Not A Challenge" = 1, "Minor Challenge" = 2, "Moderate Challenge" = 3, and "Major Challenge" = 4.

Exhibit 24: Graph (2 of 2)

Q28: Taking into account both the magnitude of the following issues and the ease or difficulty of addressing them, please rate the following potential fiscal challenges that your municipality may face in 2021.

Average Scores*



* Average scores were calculated by assigning numeric values to each response category: "Not A Challenge" = 1, "Minor Challenge" = 2, "Moderate Challenge" = 3, and "Major Challenge" = 4.



STATE OF OUT CITIES AND TOWNS

2020