



State of Our Cities and Towns – 2018

Report for Colorado Municipal League

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STATE OF OUR CITIES AND TOWNS – 2018

REPORT FOR COLORADO MUNICIPAL LEAGUE

INTRODUCTION

Corona Insights is pleased to present *The State of Our Cities and Towns – 2018* report to the Colorado Municipal League. This report provides key findings from the 2018 survey of Colorado’s municipalities. Complete findings for all closed-ended questions follow, including graphs and tables showing results on facilities, programs, and community events, as well as revenue and fiscal challenges.

METHODOLOGY

RESEARCH DESIGN

The survey instrument was originally designed by Corona Insights with direction provided by the Colorado Municipal League (CML). The 2018 survey, which was significantly updated from the 2017 survey, sought to understand the state of municipal public safety, including police forces and fire rescue operations. Questions about overall revenue and fiscal challenges from previous surveys were also asked in order to track several key issues over time.

DATA COLLECTION

The survey was sent by mail to each municipality, and respondents could either return the paper survey by mail or respond by an online option. One survey was sent to each municipality, and municipalities returned completed surveys directly to Corona Insights’ offices or via Corona’s online survey system with login information provided on the mailed survey. To boost response rates, CML staff made several attempts to contact non-responding municipalities. All data entry and cleaning was performed by Corona’s internal staff. The survey was administered from July 11, 2017 through August 16, 2017.

ANALYSIS

This report provides tables and graphs of responses for the CML State of Our Cities and Towns 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). Results are often segmented by two different geographic regions of Colorado, defined by CML (i.e., Eastern Plains and Western Slope/ Mountains).

The municipality size categories are provided below with the response rate for each category. Size ranges used for segments are the same as last year.

Municipality Population*	Number of municipalities in Colorado	Number of Survey Responses: 2017	Response Rate
25,000 or Larger	26	16	62%
2,000 to 24,999	86	41	48%
Less than 2,000	159	48	30%
<i>Overall</i>	<i>271</i>	<i>105</i>	<i>39%</i>

* Based on the 2015 American Community Survey, 5-year estimate

REPORTING NOTES

When reading the following tables and graphs, please keep this in mind:

- ➔ 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 presented are the overall results of the survey respondents, and 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.
- ➔ On some questions (i.e.Fire/Rescue), due to a small sample size, a graph is not provided in this report.
- ➔ 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 five (105) Colorado municipalities responded to the 2018 survey; 41 were classified in the Western Slope/Mountain region and 19 were classified in the Eastern Plains region. Responding municipalities are listed below by size classification and region, if applicable. (CML designated regions while Corona confirmed the appropriate population segment for each municipality.)

Municipalities with populations of less than 2,000

- > Aguilar – Eastern Plains
- > Akron – Eastern Plains
- > Ault
- > Bennett
- > Black Hawk
- > Blue River – Western Slope/Mountains
- > Brookside
- > Crawford – Western Slope/Mountains
- > Crestone – Western Slope/Mountains
- > Crook – Eastern Plains
- > De Beque – Western Slope/Mountains
- > Elizabeth – Eastern Plains
- > Fairplay – Western Slope/Mountains
- > Foxfield
- > Georgetown
- > Gilcrest
- > Grand Lake – Western Slope/Mountains
- > Hillrose – Eastern Plains
- > Hotchkiss – Western Slope/Mountains
- > Hugo
- > Idaho Springs
- > Ignacio – Western Slope/Mountains
- > Julesburg – Eastern Plains
- > Keenesburg – Eastern Plains
- > Kim – Eastern Plains
- > Kiowa – Eastern Plains
- > La Jara – Western Slope / Mountains
- > La Veta
- > Lake City – Western Slope / Mountains
- > Moffat – Western Slope / Mountains
- > Mountain View
- > Mountain Village – Western Slope / Mountains
- > Mt. Crested Butte – Western Slope / Mountains
- > Oak Creek – Western Slope / Mountains
- > Paonia – Western Slope / Mountains
- > Peetz – Eastern Plains
- > Poncha Springs – Western Slope / Mountains
- > Raymer – Eastern Plains
- > Rico – Western Slope / Mountains
- > Romeo – Western Slope / Mountains
- > Sawpit – Western Slope / Mountains
- > Silver Plume
- > South Fork – Western Slope / Mountains
- > Stratton – Eastern Plains
- > Sugar City – Eastern Plains
- > Walden – Western Slope / Mountains
- > Wiggins – Eastern Plains
- > Williamsburg

Municipalities with population between 2,000 and 24,999

- > Aspen – Western Slope/Mountains
- > Bayfield – Western Slope/Mountains
- > Breckenridge – Western Slope/Mountains
- > Brush – Eastern Plains
- > Buena Vista – Western Slope/Mountains
- > Carbondale – Western Slope/Mountains
- > Castle Pines
- > Cedaredge – Western Slope/Mountains
- > Cherry Hills Village
- > Dacono
- > Delta – Western Slope/Mountains
- > Durango – Western Slope/Mountains
- > Eaton
- > Edgewater
- > Estes Park
- > Fort Lupton
- > Fort Morgan – Eastern Plains
- > Frisco – Western Slope/Mountains
- > Fruita – Western Slope/Mountains
- > Greenwood Village
- > Hudson
- > Kremmling – Western Slope/Mountains
- > Lamar – Eastern Plains
- > Lochbuie
- > Lone Tree
- > Manitou Springs
- > Mead
- > Meeker – Western Slope/Mountains
- > Monte Vista – Western Slope/Mountains
- > Monument
- > Orchard City – Western Slope/Mountains
- > Palisade – Western Slope/Mountains
- > Palmer Lake
- > Rangely – Western Slope/Mountains
- > Rifle – Western Slope/Mountains
- > Snowmass Village – Western Slope/Mountains
- > Steamboat Springs – Western Slope/Mountains
- > Superior
- > Windsor
- > Woodland Park
- > Wray – Eastern Plains

Municipalities with populations of 25,000 or greater

- > Arvada
- > Brighton
- > Broomfield
- > Castle Rock
- > Centennial
- > Englewood
- > Fort Collins
- > Fountain
- > Grand Junction – Western Slope/Mountains
- > Greeley
- > Lafayette
- > Loveland
- > Northglenn
- > Thornton
- > Westminster
- > Wheat Ridge

KEY FINDINGS

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

PUBLIC SAFETY - POLICE

- ➔ **Most municipalities operate their own police force:** Almost all municipalities larger than 2,000 residents operate a municipal police force, while half of small towns do. Among the one quarter of municipalities that contract law enforcement services through their sheriff, half are very satisfied with that service, compared to four percent who are very dissatisfied. (Q1 & Q2)
- ➔ **Most municipalities are finding it difficult to recruit police officers, especially in larger cities and on the Eastern Plains:** About seven out of every ten municipalities find it difficult to recruit police officers; the rate is nine out of ten in municipalities with more than 25,000 residents. The suspected reasons for this challenge are diverse and highly dependent on the municipal population: small and mid-sized towns are most challenged by their rural location and inadequate pay, whereas larger cities are challenged by public perceptions of police and shift work. (Q3)
- ➔ **Half of all municipalities are finding it difficult to retain police officers:** Small towns are slightly less likely to find it difficult to retain police officers than large cities, and towns on the Eastern Plains and Western Slope/Mountains were equally likely to have this challenge. Losing officers to other police departments was the most common specific challenge to retaining officers, regardless of the size of the municipality. Inadequate pay was another common challenge for retention in smaller municipalities, and perceptions of police and shift work were common challenge for retention in larger municipalities. (Q4)
- ➔ **Most municipal police forces share 911 dispatch and training with another law enforcement agency, and half share SWAT and drug unit/task force.** Fewer than 10 percent share a gang unit or other crime unit. 911 dispatch and training were commonly shared among smaller municipalities, whereas drug units and crime task forces were commonly shared among larger municipalities. (Q6)
- ➔ **Larger municipalities are much more likely than smaller municipalities to host community outreach programs and to use civilian employees as community service officers:** Thirty percent of municipalities smaller than 2,000 residents plan to operate a community outreach program in the next two years. Few small towns or towns on the Eastern Plains are using, or plan to use, civilian employees as community service officers. (Q7 & Q8)
- ➔ **Half of all municipalities are using officer body cameras:** Two-thirds of small towns currently use officer body cameras, compared to about one-quarter of large cities. However, large cities are most likely to start using officer body cameras in the next two years. The most common challenges implementing body cameras are data storage, video management, data retention, privacy, and records request. Half of all municipalities retain camera images (when no criminal charges are involved) for 90 days or longer, and 30 percent retain images for 30 days or fewer. (Q9)
- ➔ **There were large differences in increased heroin/opioid use based on municipal population:** Overall, two-thirds of municipalities are experiencing increased incidents of heroin/opioid use; one-third of small towns (fewer than 2,000) have experienced this, compared to all reporting large cities

(25,000 or greater) reporting increased use/overdose. Half of all municipalities have deployed Naloxone (Narcan) to field officers; this was much more common in large cities than small towns, and it was much more common in Western Slope/Mountain towns than towns in the Eastern Plains. Very few municipalities have instituted a public safety/public health partnership to address the increased incidents, although 40 percent of large cities plan to in the next two years. (Q11 – Q13)

PUBLIC SAFETY – FIRE RESCUE

- ➔ **Fire rescue services are most often provided by a fire district, especially in smaller towns:** Twenty one percent of all municipalities operate a municipal fire department, although this was 50 percent among large cities (great than 25,000 residents). Three out of four small municipalities received fire rescue service from a fire district. (Q14)
- ➔ **Relatively few municipalities have merged with another department in the past 10 years:** Among municipalities that did merge, they were more likely to merge with a fire district than with another municipality. (Q15)
- ➔ **Ambulance services provided are diverse:** About one-third of municipalities have a full ambulance service provided through their fire department, and about one-third have ambulance services provided by another government such as a County or special district. More than 10 percent of municipalities have services provided by fire department (emergency transport only), private companies, and/or local hospitals. Large cities are much more likely than other municipalities to have service through hospitals and much less likely to have service provided through other government. (Q23)
- ➔ **Half of municipalities participate in a Community Wildfire Protection Plan (CWPP):** Ten percent of all municipalities do not have a CWPP, but plan to in the next two years. Larger cities are much more likely than smaller towns to have a CWPP, and municipalities in the Western Slope/Mountains are more likely to have one than municipalities in the Eastern Plains. About one-third of municipalities have a specific program to promote wildfire mitigation outside of the CWPP; these specific programs are more common in towns and cities greater than 2,000 people than they are for small towns. (Q24 & Q25)

MUNICIPAL REVENUE

- ➔ **Almost half of all municipalities feel their economy is better than it was in FY 2016.** Small towns are slightly more likely than other municipalities to feel that their economy is worse than it was in 2016. Western Slope towns are much more likely than Eastern Plains towns to feel that their economy is better than last year. Feelings of overall local economy generally mirror feelings of municipality revenue, and feelings about the economy this year, (by segment) are similar to feelings about the economy last year. (Q26 and Q27)
- ➔ **Municipalities expect revenue to increase or stay the same:** Larger municipalities are generally more likely to expect revenue increases than small municipalities. For almost every category we tested, 75 percent or more of respondents said they expected revenue increases or that revenue would stay the same in 2017 as 2016. Half expect sale and use taxes to increase, while two in five expect increases in charges for service, property taxes, and licenses/permits/fees to increase. While about three-quarters of municipalities believe state funding will not change, 23 percent believe it will decrease. (Q28)

- ➔ **Lack of affordable housing, unfunded street maintenance and improvement needs, and increased health insurance costs are the greatest challenges faced by municipalities.** Among all respondents, about 45 percent indicated lack of affordable housing and unfunded street maintenance are major challenges and another 26 percent said it is a moderate challenge. Two-thirds of municipalities indicated that increased demand for municipal services was a major or moderate challenge. Compared to last year, the tight labor market and increased health insurance costs are a greater challenge for municipalities, while unfunded water/wastewater improvement needs is a lesser challenge. (Q14)

SECTION 1: PUBLIC SAFETY - POLICE

Exhibit 1: Table and Graph

Q1: Which of the following best describes how your municipality provides law enforcement?

How Municipal Law Enforcement is Provided						
	Overall	Municipal Population			Region	
		Less than 2,000	2,000 to 24,999	25,000 or more	Eastern Plains	Western Slope / Mountains
Population Base	101	44	41	16	18	38
Q1						
Contract with the sheriff	25%	48%	7%	6%	44%	21%
Municipal police force	75%	52%	93%	94%	56%	79%

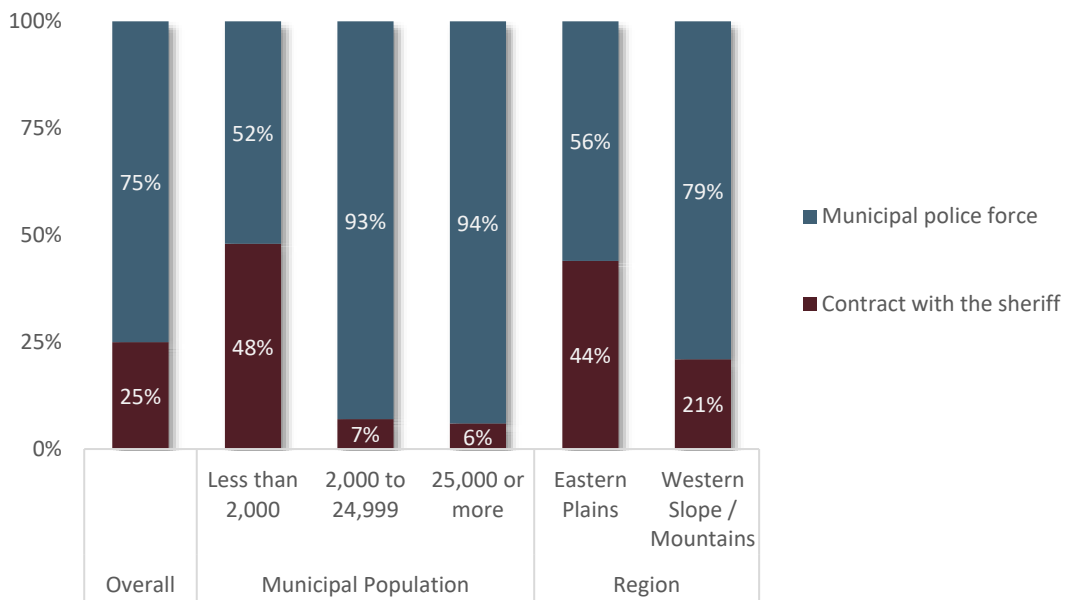


Exhibit 2: Table

Q2: How satisfied or dissatisfied are you with the law enforcement service you receive from the sheriff?

Satisfaction with Sheriff Law Enforcement Service						
	Overall	Municipal Population			Region	
		Less than 2,000	2,000 to 24,999	25,000 or more	Eastern Plains	Western Slope / Mountains
Population Base	24	21	2	1	8	7
Q2						
Very Satisfied	54%	52%	50%	100%	50%	57%
Somewhat Satisfied	13%	14%	-	-	13%	-
Neither Satisfied nor Dissatisfied	13%	14%	-	-	25%	14%
Somewhat Dissatisfied	17%	14%	50%	-	13%	29%
Very Dissatisfied	4%	5%	-	-	-	-

Exhibit 3: Table and Graph
Q3: Are you experiencing difficulties with recruitment of police officers?

Difficulty Recruiting Police Officers						
	Overall	Municipal Population			Region	
		Less than 2,000	2,000 to 24,999	25,000 or more	Eastern Plains	Western Slope / Mountains
Population Base	75	23	38	14	10	29
Q3						
No	31%	43%	32%	7%	20%	48%
Yes	69%	57%	68%	93%	80%	52%

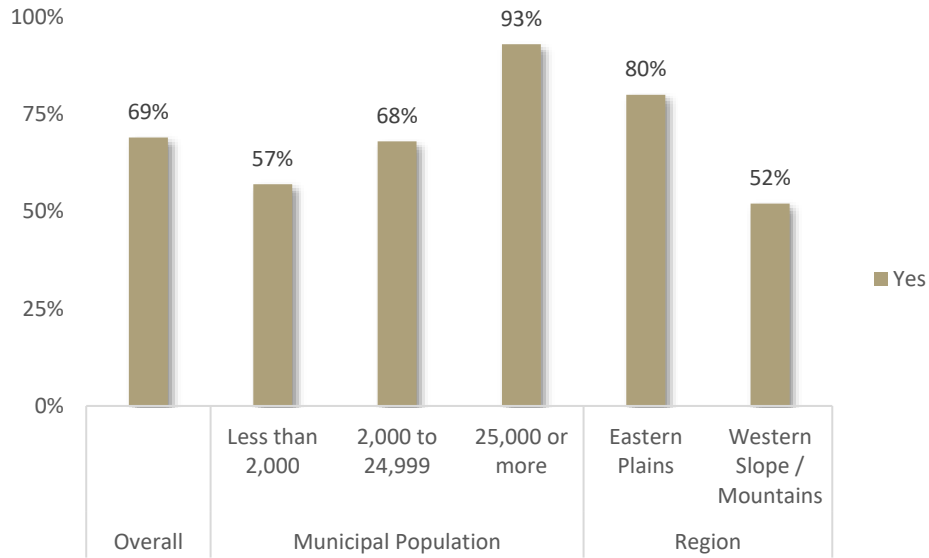


Exhibit 4: Table and Graph

Q3a [If yes] What are the recruitment challenges? Please check all that apply.

Police Officer Recruiting Challenges						
	Overall	Municipal Population			Region	
		Less than 2,000	2,000 to 24,999	25,000 or more	Eastern Plains	Western Slope / Mountains
Population Base	52	13	26	13	8	15
Q3.a	Overall					
Inadequate pay	50%	62%	62%	15%	75%	60%
Rural location	46%	85%	50%	-	88%	67%
Current public perceptions of police	38%	23%	27%	77%	38%	27%
Inadequate benefits	19%	31%	15%	15%	38%	13%
Shift work	13%	15%	8%	23%	-	20%
Recent use of marijuana by applicants	6%	-	8%	8%	-	-
Other	48%	38%	58%	38%	50%	40%

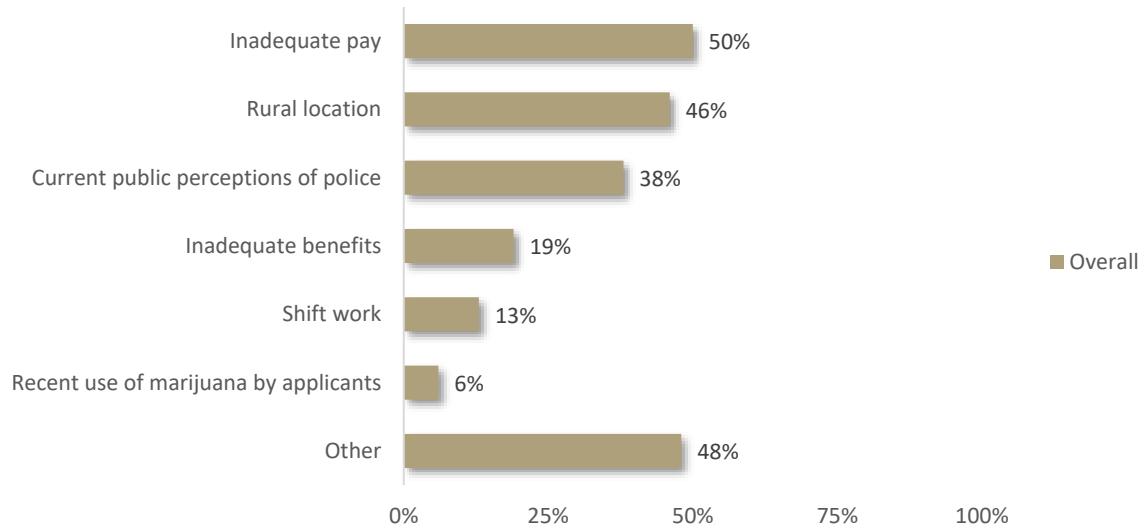


Exhibit 5: Table and Graph
Q4: Are you experiencing difficulties with retention of police officers?

Difficulty Retaining Police Officers						
	Overall	Municipal Population			Region	
		Less than 2,000	2,000 to 24,999	25,000 or more	Eastern Plains	Western Slope / Mountains
Population Base	76	23	38	15	10	30
Q4						
No	51%	70%	37%	60%	50%	53%
Yes	49%	30%	63%	40%	50%	47%

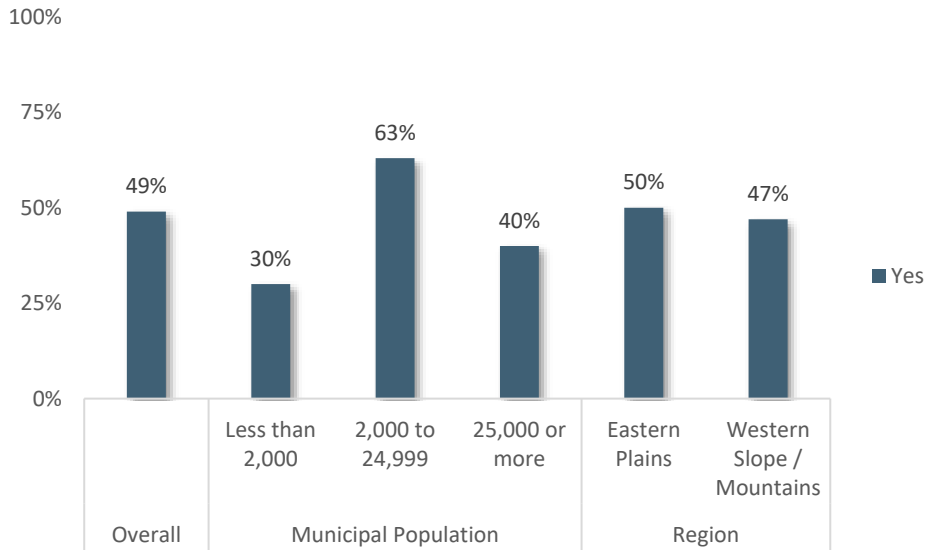


Exhibit 6: Table and Graph
Q4a [If yes] What are the retention challenges? Please check all that apply.

Police Officer Retainment Challenges						
	Overall	Municipal Population			Region	
		Less than 2,000	2,000 to 24,999	25,000 or more	Eastern Plains	Western Slope / Mountains
Population Base	37	7	24	6	5	14
Q4.1						
Loss to other departments	62%	71%	58%	67%	80%	57%
Inadequate pay	49%	71%	54%	-	80%	57%
Inadequate benefits	22%	43%	17%	17%	40%	14%
Shift work	22%	43%	13%	33%	20%	21%
Current public perceptions of police	11%	-	8%	33%	-	7%
Other	46%	29%	46%	67%	40%	50%

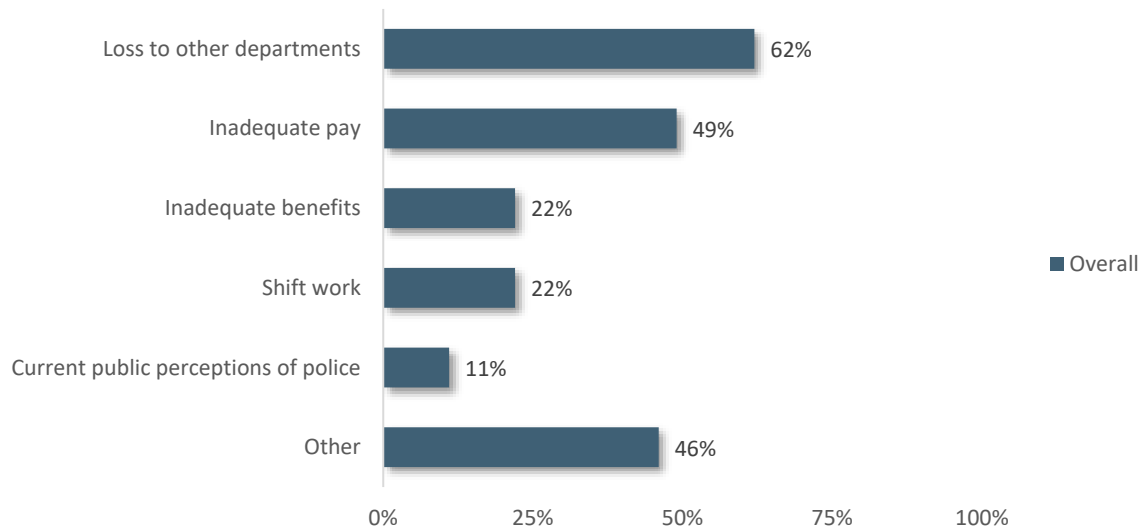


Exhibit 7: Table and Graph

Q6: What, if any, services do you share with another law enforcement agency? Please check all that apply.

Services Shared with Other Law Enforcement Agency						
	Overall	Municipal Population			Region	
		Less than 2,000	2,000 to 24,999	25,000 or more	Eastern Plains	Western Slope / Mountains
Population Base	75	22	38	15	9	30
Q6						
9-1-1 Dispatch	83%	82%	95%	53%	89%	100%
Training	72%	82%	76%	47%	89%	77%
SWAT	49%	36%	55%	53%	44%	47%
Drug unit/task force	49%	32%	42%	93%	22%	43%
Crime laboratory	37%	36%	37%	40%	56%	33%
Crime task force	29%	9%	34%	47%	11%	17%
Other crime unit/task force	8%	9%	8%	7%	11%	13%
Gang unit	3%	-	3%	7%	-	3%
Other	19%	32%	8%	27%	33%	20%
None of the above	1%	5%	-	-	-	-

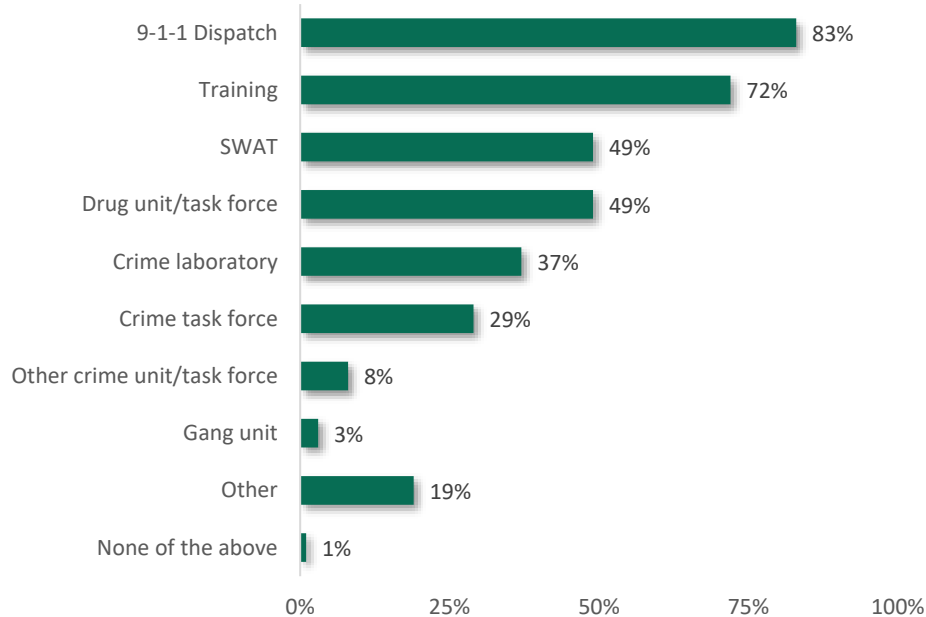


Exhibit 8: Table and Graph

Q7: Do you operate specific community policing or community outreach programs to connect police officers with neighborhoods?

Operate Community Policing/Outreach Programs						
	Overall	Municipal Population			Region	
		Less than 2,000	2,000 to 24,999	25,000 or more	Eastern Plains	Western Slope / Mountains
Population Base	76	23	38	15	10	30
Q7						
No, and no plans to operate within the next two years	25%	39%	24%	7%	40%	23%
No, but plan to operate within the next two years	16%	30%	11%	7%	20%	17%
Yes, currently operate	59%	30%	66%	87%	40%	60%

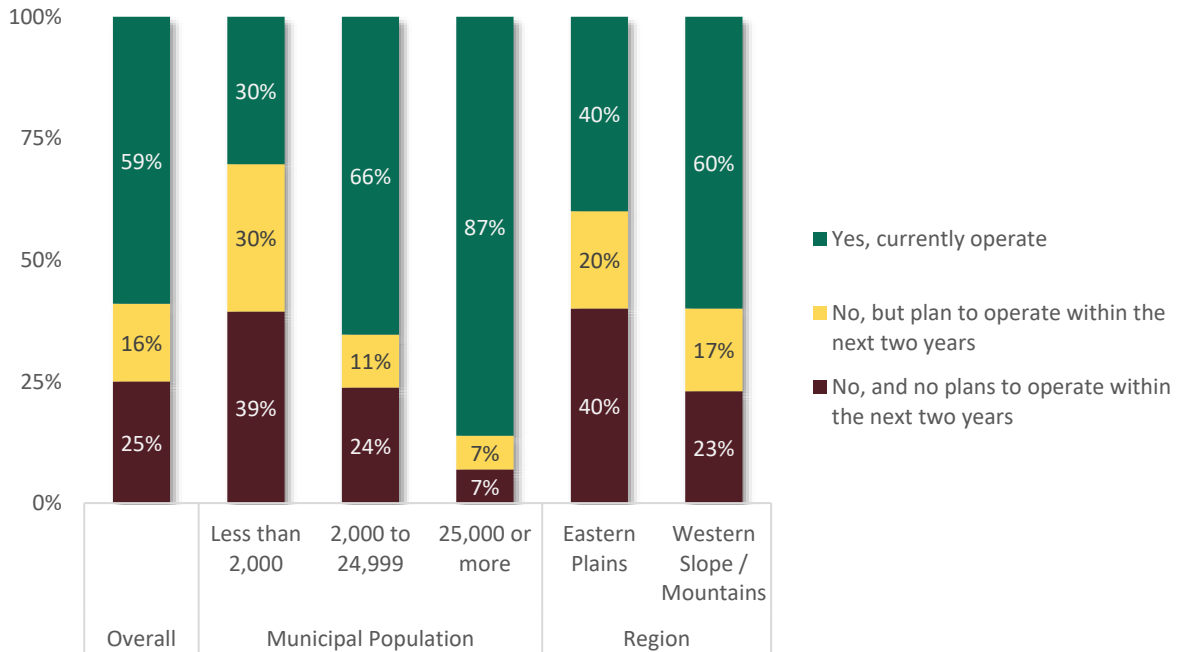


Exhibit 9: Table and Graph

Q8: Do you utilize civilian employees as community service officers to handle minor or non-criminal incidents?

Utilize Civilian Employees as Community Service Officers						
	Overall	Municipal Population			Region	
		Less than 2,000	2,000 to 24,999	25,000 or more	Eastern Plains	Western Slope / Mountains
Population Base	76	23	38	15	10	30
Q8						
No, and no plans to utilize within the next two years	54%	83%	50%	20%	90%	60%
No, but plan to utilize within the next two years	14%	4%	18%	20%	-	10%
Yes, currently utilize	32%	13%	32%	60%	10%	30%

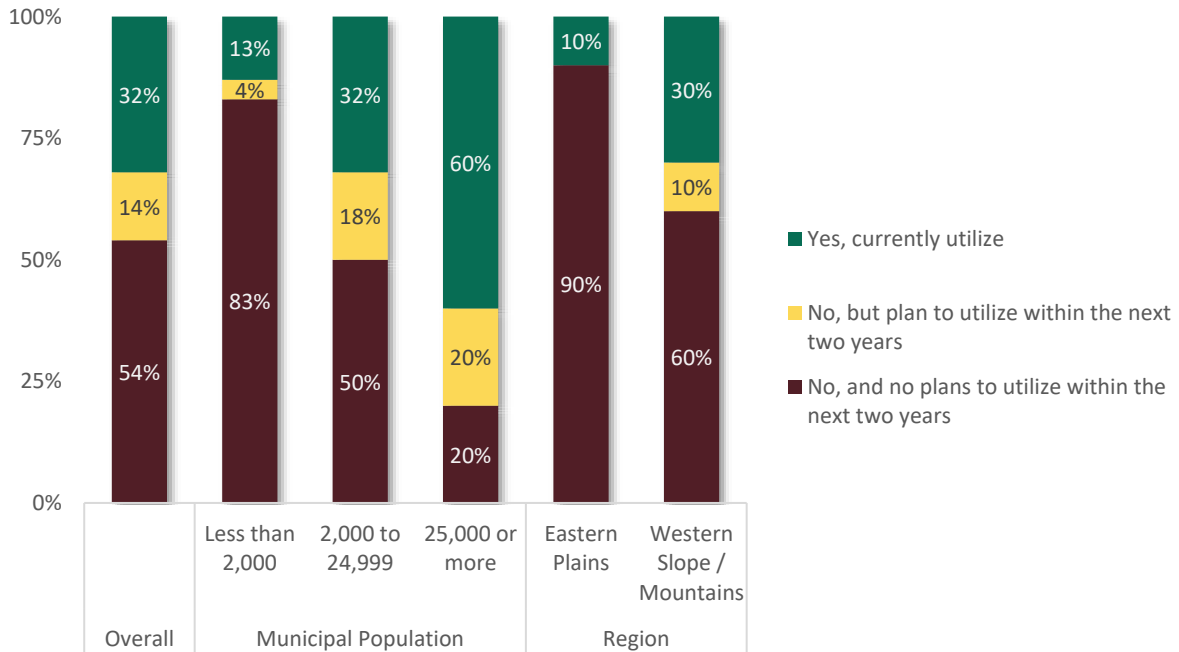


Exhibit 10: Table and Graph
Q9: Do you utilize officer body cameras?

Utilize Officer Body Cameras						
	Overall	Municipal Population			Region	
		Less than 2,000	2,000 to 24,999	25,000 or more	Eastern Plains	Western Slope / Mountains
Population Base	75	22	38	15	9	30
Q9						
No, and no plans to utilize within the next two years	28%	23%	26%	40%	44%	17%
No, but plan to utilize within the next two years	21%	14%	21%	33%	11%	27%
Yes, currently utilize	51%	64%	53%	27%	44%	57%

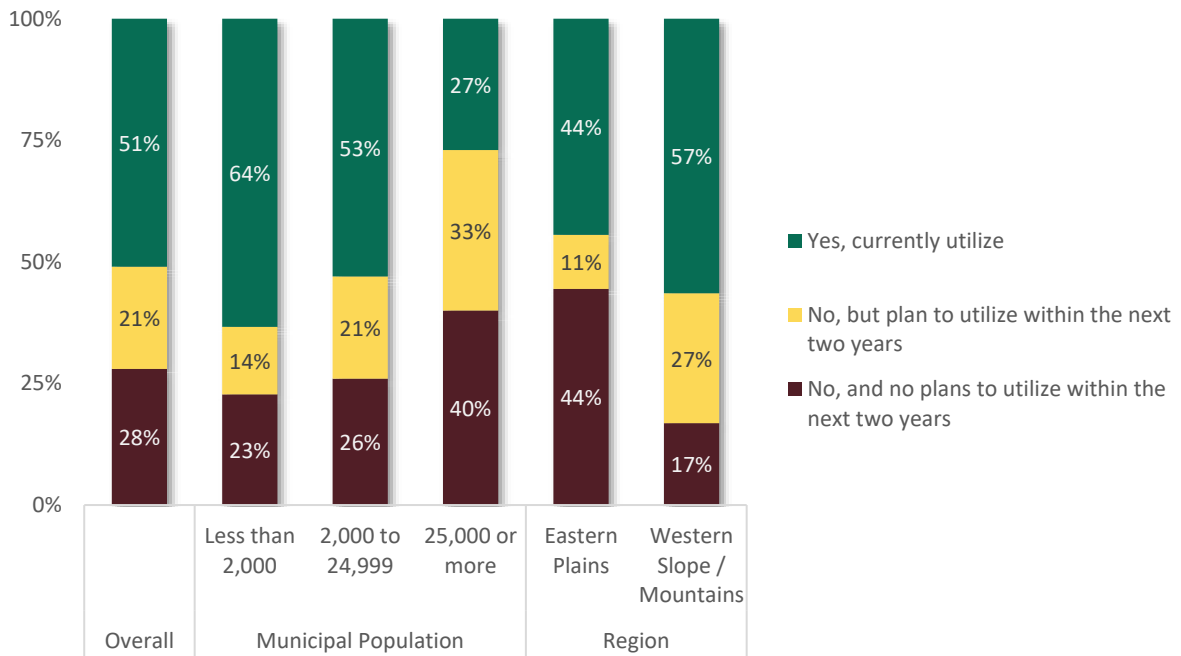


Exhibit 11: Table

Q9b: What, if any, specific challenges have you faced with implementation?

Implementation Challenges	
	Overall
Population Base	30
Q9b	
Data storage/video management/retention	37%
Privacy/record request	20%
Cost	13%
Camera (battery, maintenance) and software	13%
None	40%

Exhibit 12: Table

Q9c: What is the length of time you retain camera images when no criminal charges are involved?

Days to Retain Images (no charges filed)						
	Overall	Municipal Population			Region	
		Less than 2,000	2,000 to 24,999	25,000 or more	Eastern Plains	Western Slope / Mountains
Population Base	27	8	16	3	4	11
Q9c						
30 or fewer	30%	13%	38%	33%	25%	36%
31 to 90	22%	-	31%	33%	25%	18%
More than 90	48%	88%	31%	33%	50%	45%
Average	142	230	94	160	120	99
Median	90	180	60	90	135	90

Exhibit 13: Table and Graph
Q10: Do your traffic fines include a surcharge?

Traffic Fines Include a Surcharge						
	Overall	Municipal Population			Region	
		Less than 2,000	2,000 to 24,999	25,000 or more	Eastern Plains	Western Slope / Mountains
Population Base	73	22	37	14	9	30
Q10						
No	29%	27%	35%	14%	33%	27%
Yes	71%	73%	65%	86%	67%	73%

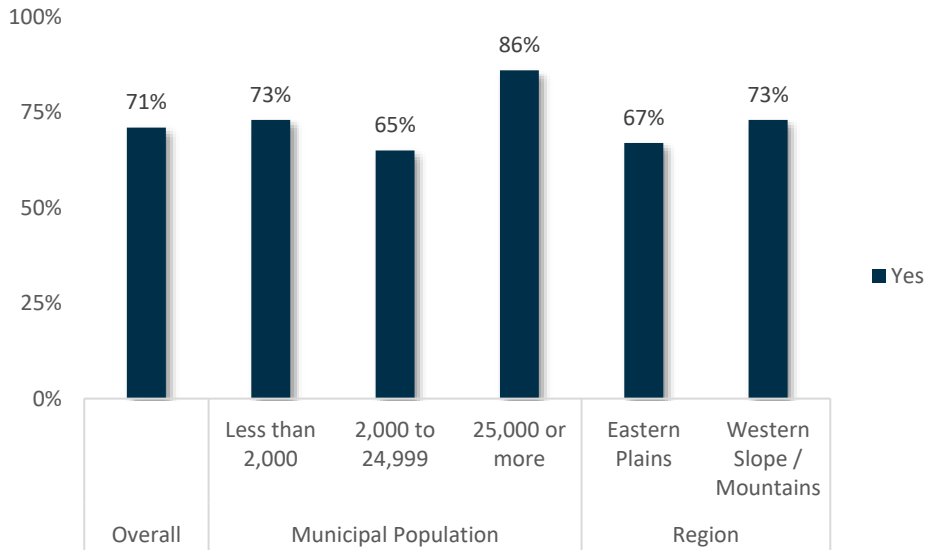


Exhibit 14: Table

Q10b: Please list any programs that surcharge fine revenue is earmarked for?

Programs Earmarked for Revenue	
	Overall
Population Base	40
Q10b	
Training	44%
Equipment	15%
Victims advocate	12%
Diversion	12%
Safety	24%
General fund	7%
Other	22%

Exhibit 15: Table and Graph

Q11: Is your jurisdiction experiencing increased incidents of heroin/opioid/opiate use/overdose?

Experiencing Increased Heroin/Opioid/ Use/Overdose						
	Overall	Municipal Population			Region	
		Less than 2,000	2,000 to 24,999	25,000 or more	Eastern Plains	Western Slope / Mountains
Population Base	75	22	38	15	9	30
Q11						
No	33%	68%	26%	-	44%	47%
Yes	67%	32%	74%	100%	56%	53%

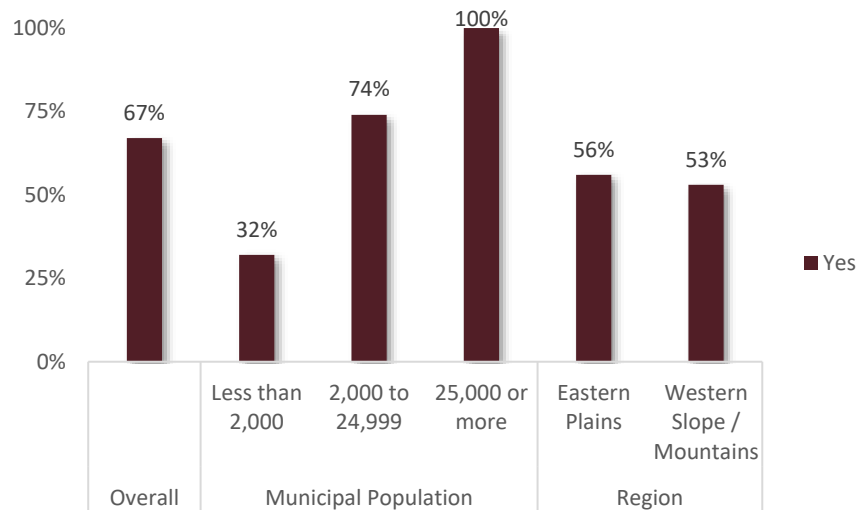


Exhibit 16: Table and Graph
Q12: Has your agency deployed Naloxone (Narcan) to your field officers?

Deployed Naloxone (Narcan) to Field Officers						
	Overall	Municipal Population			Region	
		Less than 2,000	2,000 to 24,999	25,000 or more	Eastern Plains	Western Slope/ Mountains
Population Base	74	21	38	15	9	30
Q12						
No, and no plans to deploy within the next two years	38%	62%	34%	13%	78%	40%
No, but plan to deploy within the next two years	15%	19%	16%	7%	11%	13%
Yes, currently deploy	47%	19%	50%	80%	11%	47%

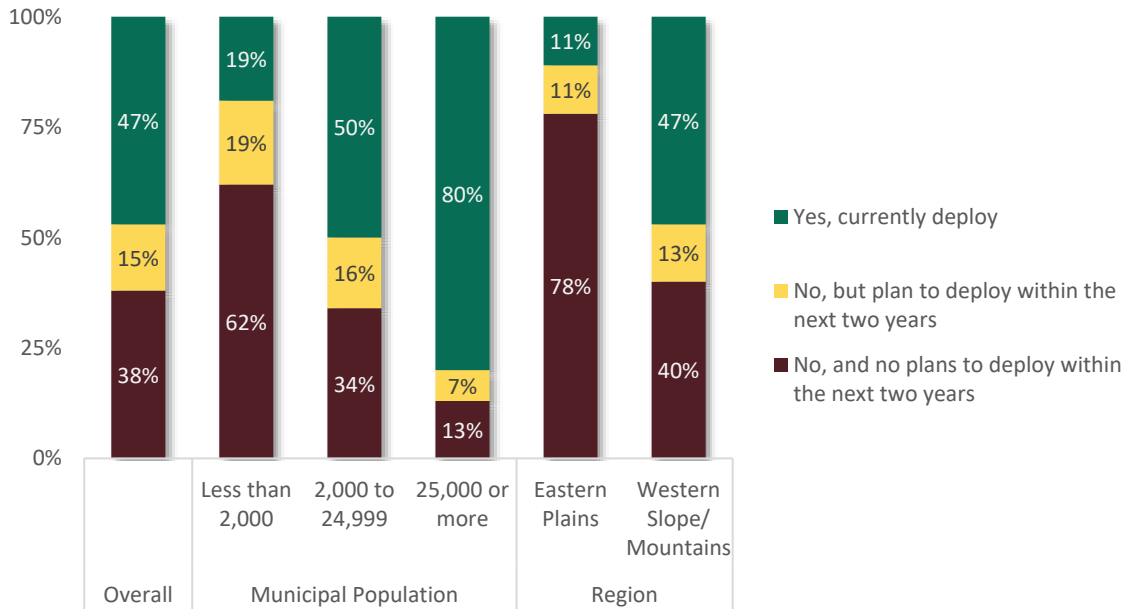
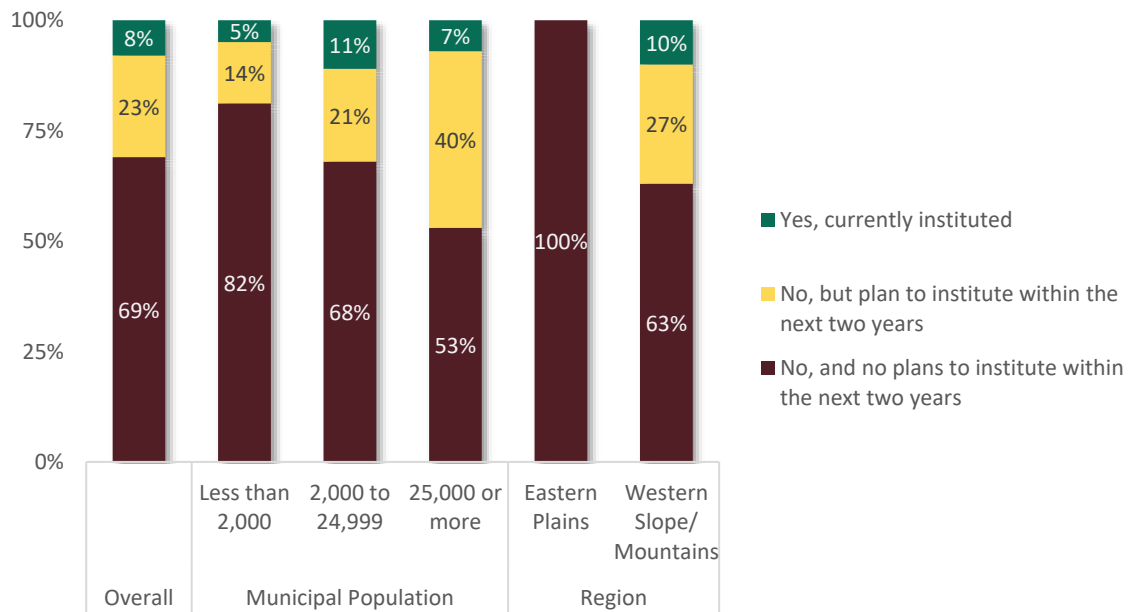


Exhibit 17: Table and Graph

Q13: Has your agency instituted a Public Safety/Public Health partnership to address the increased incidents of heroin/opioid use, such as PAARI (Police Assisted Addiction and Recovery Initiative) or LEAD (Law Enforcement Assisted Diversion)?

Instituted Partnership to Address Heroin/Opioid Use						
	Overall	Municipal Population			Region	
		Less than 2,000	2,000 to 24,999	25,000 or more	Eastern Plains	Western Slope / Mountains
Population Base	75	22	38	15	9	30
Q13						
No, and no plans to institute within the next two years	69%	82%	68%	53%	100%	63%
No, but plan to institute within the next two years	23%	14%	21%	40%	-	27%
Yes, currently instituted	8%	5%	11%	7%	-	10%



SECTION 2: PUBLIC SAFETY – FIRE/RESCUE

Exhibit 18: Table and Graph

Q14: Which of the following best describes how fire rescue services are provided in your municipality?

How Fire Rescue Services are Provided						
	Overall	Municipal Population			Region	
		Less than 2,000	2,000 to 24,999	25,000 or more	Eastern Plains	Western Slope/ Mountains
Population Base	98	45	38	15	16	38
Q14						
Municipal fire department	21%	11%	21%	53%	38%	13%
Fire authority	9%	13%	3%	13%	6%	3%
Fire district	69%	76%	76%	33%	56%	84%

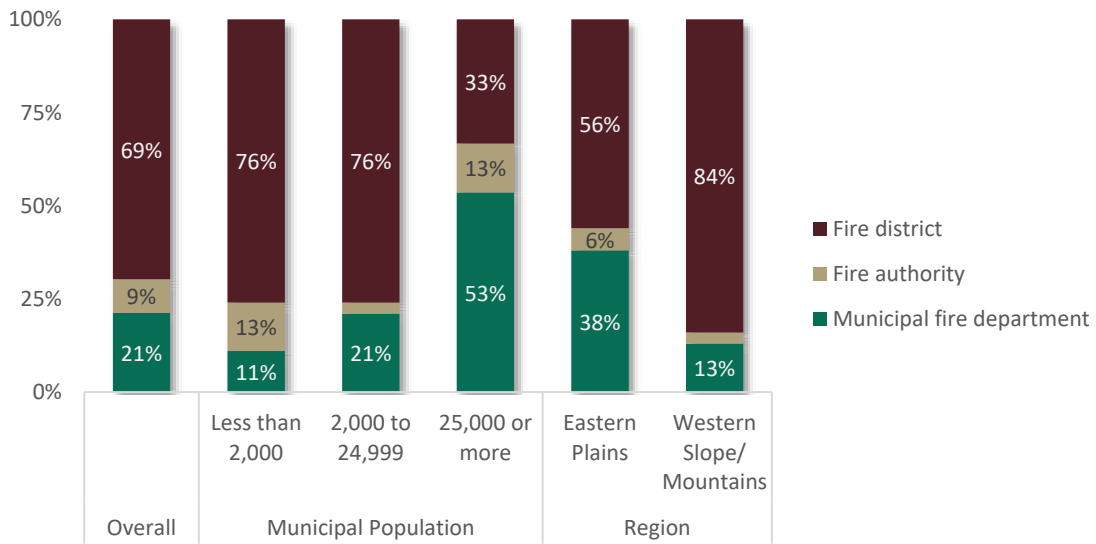
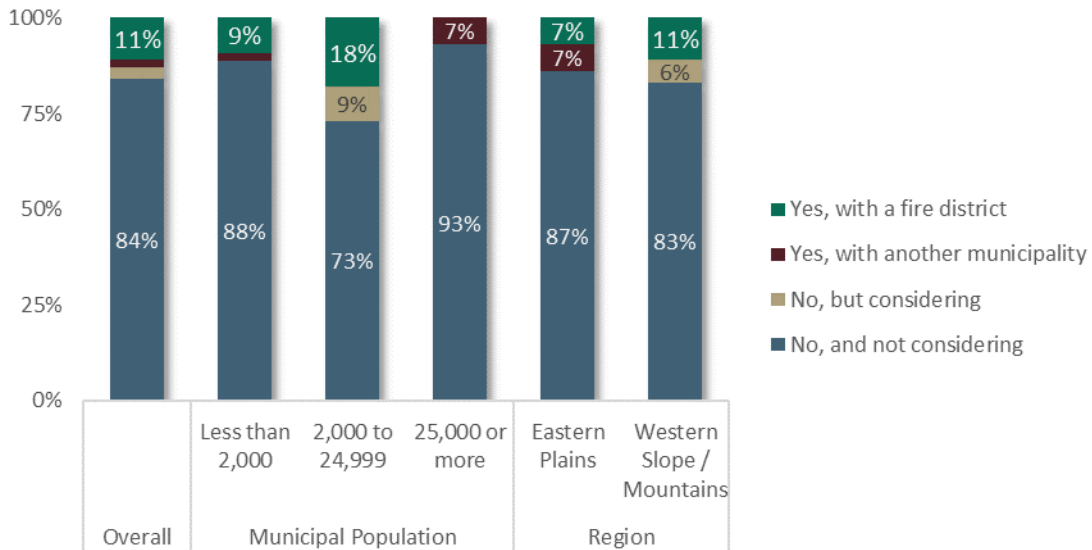


Exhibit 19: Table and Graph

Q15: Has your municipal fire department merged with another department in the past 10 years?

Municipal Fire Department Merged within 10 Years						
	Overall	Municipal Population			Region	
		Less than 2,000	2,000 to 24,999	25,000 or more	Eastern Plains	Western Slope / Mountains
Population Base	91	43	33	15	15	36
Q15						
No, and not considering	84%	88%	73%	93%	87%	83%
No, but considering	3%	-	9%	-	-	6%
Yes, with another municipality	2%	2%	-	7%	7%	-
Yes, with a fire district	11%	9%	18%	-	7%	11%



Municipalities without a municipal fire department or fire authority were asked to skip questions 16 through 22.

Exhibit 20: Table

Q16: Which of the following describes your municipal fire department or fire authority?

Type of Fire Department or Fire Authority						
	Overall	Municipal Population			Region	
		Less than 2,000	2,000 to 24,999	25,000 or more	Eastern Plains	Western Slope / Mountains
Population Base	30	11	9	10	7	6
Q16						
Volunteer	33%	73%	22%	-	86%	33%
Paid professional	27%	18%	-	60%	-	17%
Combination	40%	9%	78%	40%	14%	50%

Exhibit 21: Table

Q17: Are you experiencing difficulties with recruitment of volunteer fire fighters?

Difficult to Recruit Volunteer Firefighters						
	Overall	Municipal Population			Region	
		Less than 2,000	2,000 to 24,999	25,000 or more	Eastern Plains	Western Slope / Mountains
Population Base	27	10	9	8	6	6
Q17						
No	48%	30%	33%	88%	33%	17%
Yes	52%	70%	67%	13%	67%	83%

Exhibit 22: Table

Q17a: [If yes] What are the challenges? Please check all that apply.

Volunteer Fire Fighter Recruitment Challenges						
	Overall	Municipal Population			Region	
		Less than 2,000	2,000 to 24,999	25,000 or more	Eastern Plains	Western Slope / Mountains
Population Base	14	7	6	1	4	5
Q17.a						
Residents working out of fire service area	71%	100%	50%	-	75%	60%
Training requirements	64%	57%	83%	-	50%	80%
Inadequate compensation	64%	57%	67%	100%	75%	60%
Not enough personal time available to fulfill job requirements	64%	57%	83%	-	50%	100%
Other	21%	43%	-	-	25%	20%

Exhibit 23: Table

Q18: Are you experiencing difficulties with recruitment of paid professional firefighters?

Difficult to Recruit Paid Professional Firefighters						
	Overall	Municipal Population			Region	
		Less than 2,000	2,000 to 24,999	25,000 or more	Eastern Plains	Western Slope / Mountains
Population Base	26	8	8	10	4	5
Q18						
No	77%	100%	63%	70%	75%	40%
Yes	23%	-	38%	30%	25%	60%

Exhibit 24: Table

Q18a: [If yes] What are the challenges? Please check all that apply.

Paid Professional Fire Fighter Recruitment Challenges						
	Overall	Municipal Population			Region	
		Less than 2,000	2,000 to 24,999	25,000 or more	Eastern Plains	Western Slope / Mountains
Population Base	6	-	3	3	1	3
Q18.a						
Inadequate pay	50%	-	67%	33%	100%	33%
Rural location	50%	-	67%	33%	100%	67%
Inadequate benefits	17%	-	33%	-	-	33%
Shift cycles	0%	-	-	-	-	-
Other	33%	-	-	67%	-	33%

Exhibit 25: Table

Q19: Are you experiencing difficulties with retention of paid professional firefighters?

Difficulty Retaining Paid Professional Firefighters						
	Overall	Municipal Population			Region	
		Less than 2,000	2,000 to 24,999	25,000 or more	Eastern Plains	Western Slope / Mountains
Population Base	25	7	8	10	3	5
Q19						
No	88%	100%	75%	90%	67%	60%
Yes	12%	-	25%	10%	33%	40%

Exhibit 26: Table

Q19a: [If yes] What are the challenges? Please check all that apply.

Challenges with Retaining Paid Professional Firefighters						
	Overall	Municipal Population			Region	
		Less than 2,000	2,000 to 24,999	25,000 or more	Eastern Plains	Western Slope / Mountains
Population Base	3	-	2	1	1	2
Q19.a						
Inadequate pay	67%	-	100%	-	100%	50%
Inadequate benefits	-	-	-	-	-	-
Job demands	67%	-	100%	-	100%	50%
Loss to other departments	33%	-	50%	-	100%	-
Other	67%	-	50%	100%	-	100%

Exhibit 27: Table

Q20: When hiring professional firefighters, what qualifications do you require?
Please check all that apply

Required Professional Firefighters Qualifications						
	Overall	Municipal Population			Region	
		Less than 2,000	2,000 to 24,999	25,000 or more	Eastern Plains	Western Slope / Mountains
Population Base	20	4	6	10	2	4
Q20						
Firefighter 1/EMT certified	85%	25%	100%	100%	50%	100%
We accept straight civilian applicants	30%	75%	17%	20%	50%	-
Hire from other departments at same grade	20%	-	17%	30%	-	25%

Exhibit 28: Table

*Q21: Does your department operate a community paramedicine program
(to reduce the burden on 9-1-1 services)?*

Operates Community Paramedicine Program to Reduce 911 Burden						
	Overall	Municipal Population			Region	
		Less than 2,000	2,000 to 24,999	25,000 or more	Eastern Plains	Western Slope / Mountains
Population Base	22	5	7	10	4	5
Q21						
No, and no plans to operate one	55%	100%	43%	40%	75%	80%
No, but plan to operate one	32%	-	43%	40%	25%	-
Yes, currently operate	14%	-	14%	20%	-	20%

Exhibit 29: Table

Q22: Briefly describe recent innovations, if any, (e.g., methods, equipment, etc.) adopted for use by your fire department.

Recent innovations (e.g., methods, equipment, etc.)
10 hour shift volunteer staffing central station location
Change dispatch protocol to cut response time by over one minute. Pilot project for an alternative response vehicle to reduce impact on large equipment. Has made an impact on ability to better respond to high call volumes.
Contracting with the City and County of Denver was the best thing for our community. Reduced cost and additional resources that we would never have been able to provide on our own.
EMS quality control team, haz-mat unit re-design, fire station energy efficiency design, impact
Have constructed a fire training facility to enable us to train up to FF1. Acquired a new fire engine, acquired three new fire command vehicles, new Jaws of Life, acquired a new
Haz-mat trailer/equipment - Type 6 Eng. Fire 1/EmtB - Stipend
Innovative approaches to deal with modern fire behavior, including fog nails for closed-space suppression, smoke curtains.
Moving towards emphasis on wildfire fighting. Purchased brush truck that is registered for national deployment.
N/A - fire district
Peer Support, UTV for Wildland Extractions
Recently put in a dispatch notification system in the new fire station using Federal Mineral Lease moneys.
Staff with all hazards fire personnel and single role ems personnel to provide emergency and non-emergent medical services, to include 911, interfacility and long-distance patient transport. Public education focus on all hazards and community risk reduction not just fire prevention. All engine and ambulance companies have advanced life support capability and for fire all engines have compressed air foam systems. ISO class 2 department for fire services.
Very challenging to get volunteers. No pay no play.
We are implementing an Alternative Response Vehicle program (ARV) that will be staffed with one city paid paramedic and one person from our mental health providers. This will go on calls that we recognize as health calls.
We do not have a municipal fire department so I have no idea about hiring or recent innovations or anything else regarding South Metro Fire.

Exhibit 30: Table and Graph

Q23: Who provides ambulance service in your municipality? Please check all that apply.

Ambulance Service Provider						
	Overall	Municipal Population			Region	
		Less than 2,000	2,000 to 24,999	25,000 or more	Eastern Plains	Western Slope / Mountains
Population Base	94	44	35	15	16	37
Q23						
Fire department – full ambulance services	36%	27%	43%	47%	31%	38%
Other government (county, district, etc.)	34%	43%	34%	7%	44%	46%
Fire department – emergency transport only	16%	23%	3%	27%	31%	11%
Private sector	14%	11%	20%	7%	-	8%
Hospital	11%	7%	9%	27%	6%	5%

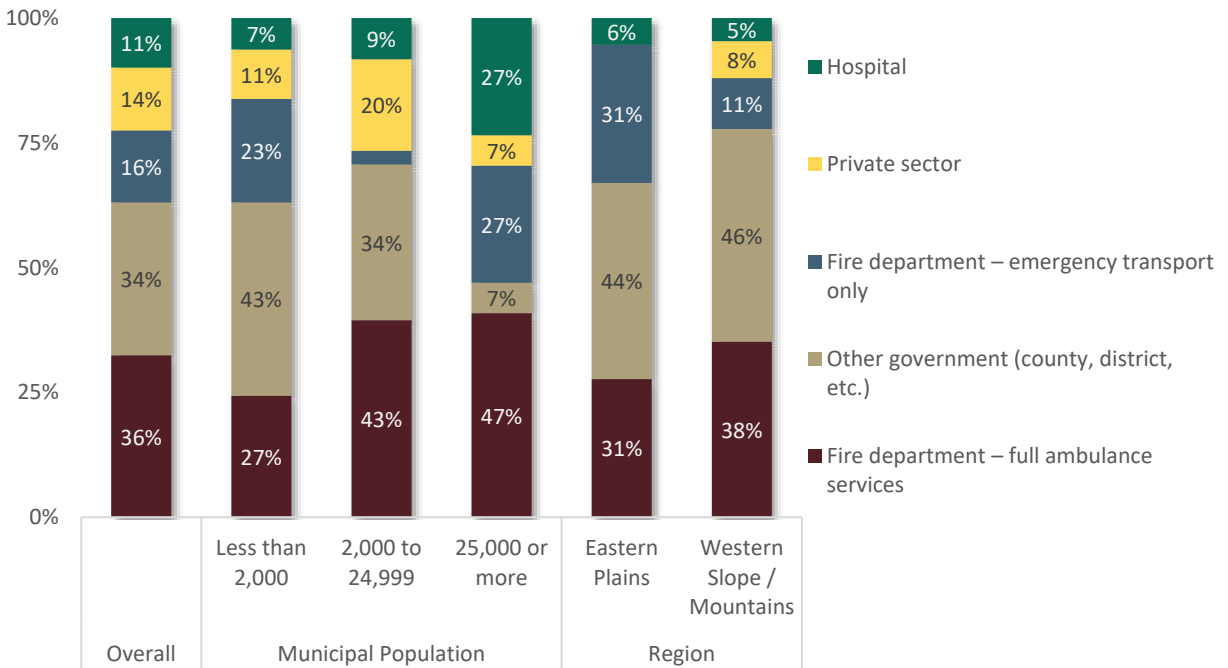


Exhibit 31: Table and Graph
Q24: Do you participate in a Community Wildfire Protection Plan (CWPP)?

Participates in a Community Wildfire Protection Plan (CWPP)						
	Overall	Municipal Population			Region	
		Less than 2,000	2,000 to 24,999	25,000 or more	Eastern Plains	Western Slope / Mountains
Population Base	91	42	35	14	16	36
Q24						
No, and no plans to participate within the next two years	42%	52%	37%	21%	50%	42%
No, but plan to participate within the next two years	10%	10%	11%	7%	19%	3%
Yes, currently participate	48%	38%	51%	71%	31%	56%

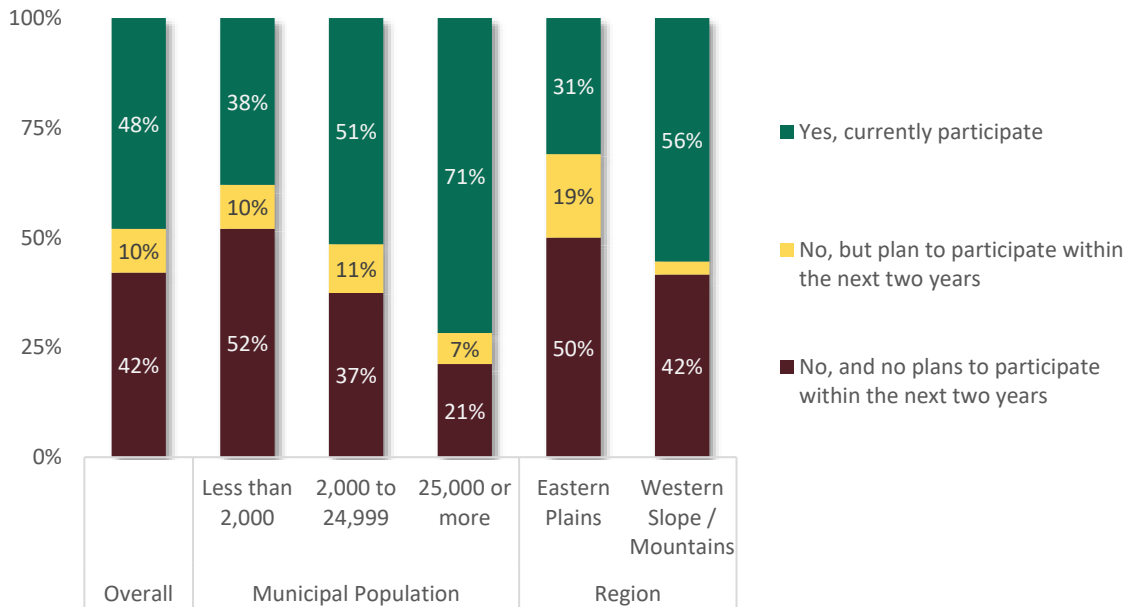
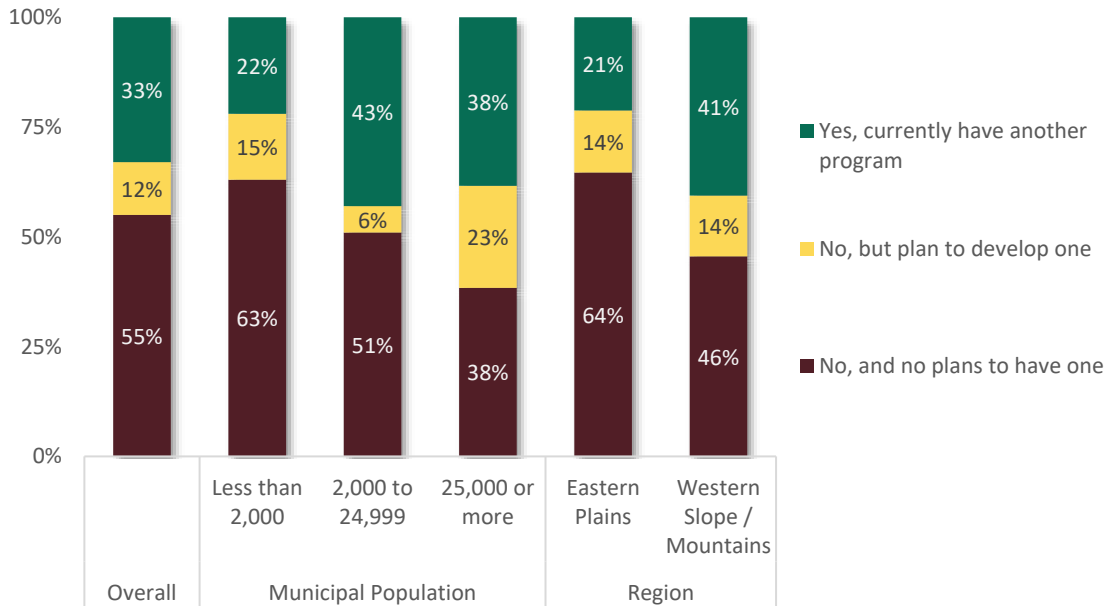


Exhibit 32: Table and Graph

Q25: Outside of a CWPP, do you have a specific program to promote wildfire mitigation?

Have a Specific Program to Promote Wildfire Mitigation (Outside of a CWPP)						
	Overall	Municipal Population			Region	
		Less than 2,000	2,000 to 24,999	25,000 or more	Eastern Plains	Western Slope / Mountains
Population Base	89	41	35	13	14	37
Q25						
No, and no plans to have one	55%	63%	51%	38%	64%	46%
No, but plan to develop one	12%	15%	6%	23%	14%	14%
Yes, currently have another program	33%	22%	43%	38%	21%	41%



SECTION 3: GENERAL MUNICIPAL REVENUE

Exhibit 33: Table and Graph

Q26: Do you feel the overall economy in your municipality is better or worse in FY 2017 compared to FY 2016?

Overall Economy in Municipality in FY 2017 Compared to FY 2016						
	Overall	Municipal Population			Region	
		Less than 2,000	2,000 to 24,999	25,000 or more	Eastern Plains	Western Slope / Mountains
Population Base	102	48	39	15	18	40
Q26						
Much better	2%	4%	-	-	-	5%
Somewhat better	48%	44%	51%	53%	22%	55%
About the same	37%	33%	41%	40%	61%	28%
Somewhat worse	11%	15%	8%	7%	17%	8%
Much worse	2%	4%	-	-	-	5%
Don't know	-	-	-	-	-	-

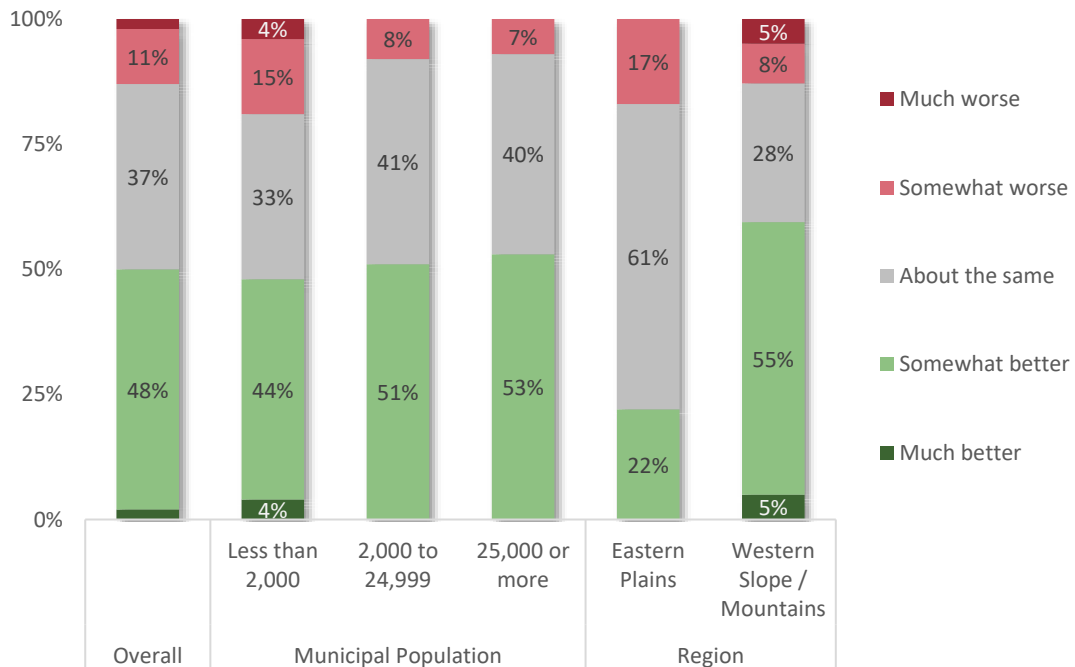


Exhibit 34: Table and Graph

Q27: Do you feel your municipality's revenue is better or worse in FY 2017 compared to FY 2016?

Municipality's Revenue in FY 2017 Compared to FY 2016						
	Overall	Municipal Population			Region	
		Less than 2,000	2,000 to 24,999	25,000 or more	Eastern Plains	Western Slope / Mountains
Population Base	102	48	39	15	18	40
Q27						
Much better	1%	-	-	7%	-	-
Somewhat better	48%	46%	46%	60%	28%	50%
About the same	35%	35%	38%	27%	50%	38%
Somewhat worse	13%	15%	13%	7%	22%	5%
Much worse	3%	4%	3%	-	-	8%
Don't know	-	-	-	-	-	-

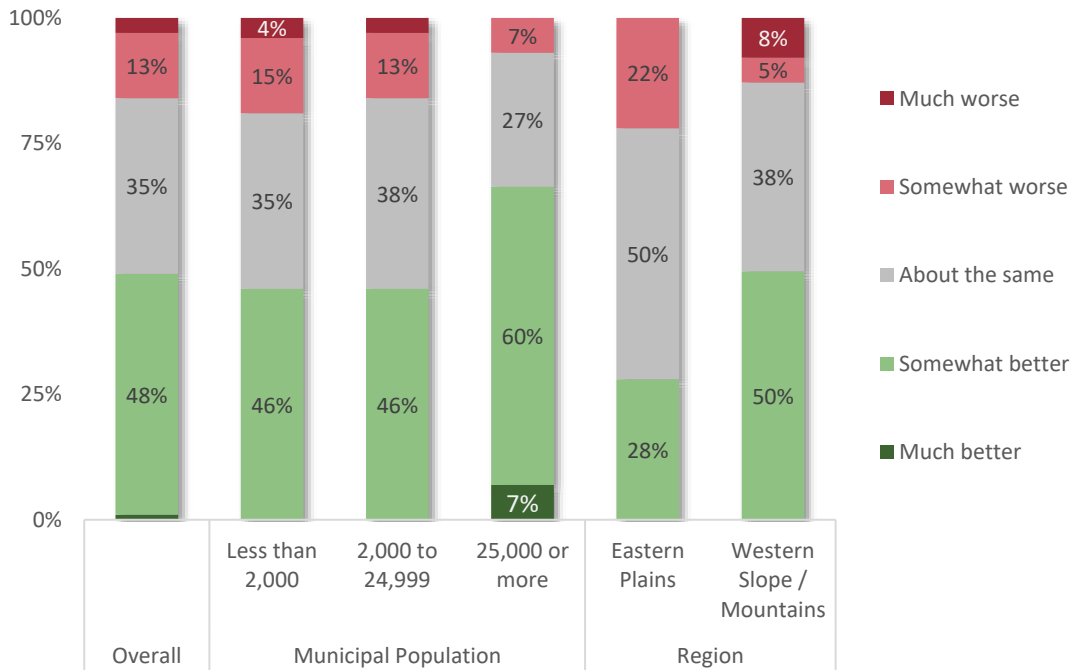


Exhibit 35: Tables and Graphs

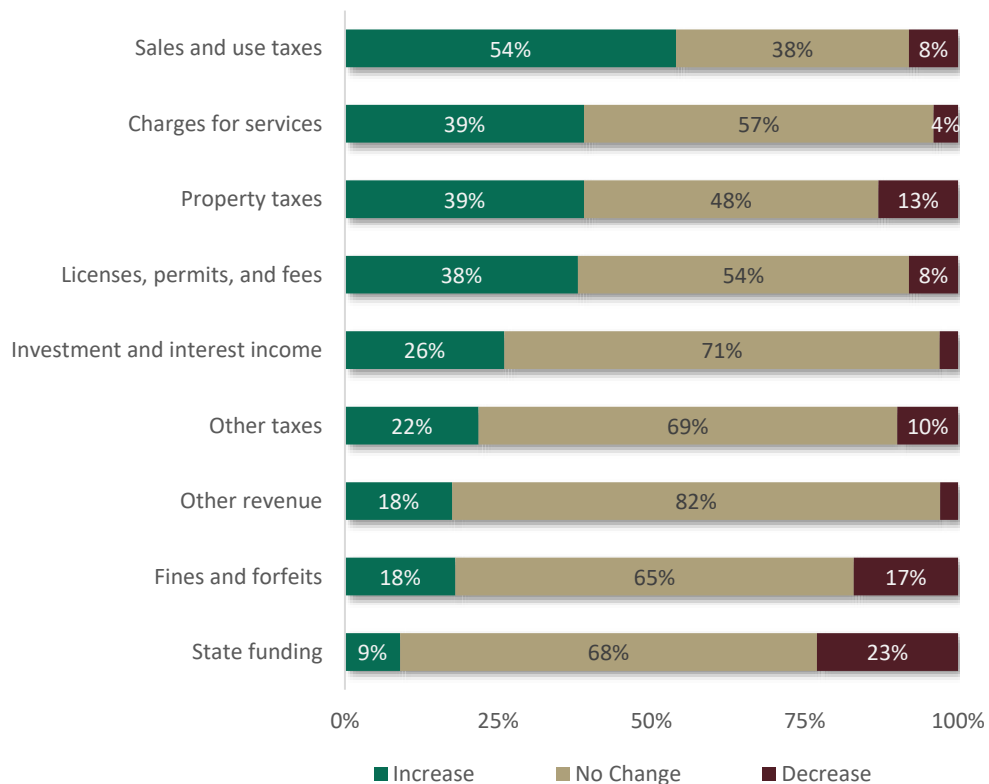
Q28: For each of the following revenue categories, please first indicate whether you expect an increase, decrease, or no change for that source of revenue in 2017, and then indicate the estimated percent change from 2016.

Revenue Changes by Source						
	Overall	Municipal Population			Region	
		Less than 2,000	2,000 to 24,999	25,000 or more	Eastern Plains	Western Slope / Mountains
Sales and use taxes, including all municipal sales/use tax revenues and all shared revenues						
Increase	54%	45%	54%	86%	24%	58%
Decrease	8%	9%	11%	-	6%	10%
No Change	38%	47%	35%	14%	71%	33%
Property taxes, including general, capital expenditure, bond redemption and special fund property tax revenues						
Increase	39%	35%	41%	47%	33%	33%
Decrease	13%	9%	22%	7%	6%	8%
No Change	48%	57%	38%	47%	61%	59%
State funding						
Increase	9%	4%	10%	20%	-	8%
Decrease	23%	20%	28%	20%	25%	28%
No Change	68%	76%	62%	60%	75%	64%
Other taxes						
Increase	22%	9%	28%	43%	-	24%
Decrease	10%	14%	8%	-	7%	13%
No Change	69%	77%	64%	57%	93%	63%
Charges for services						
Increase	39%	30%	43%	53%	35%	34%
Decrease	4%	2%	5%	7%	-	5%
No Change	57%	67%	51%	40%	65%	61%
Licenses, permits, and fees						
Increase	38%	28%	47%	47%	22%	39%
Decrease	8%	6%	5%	20%	-	8%
No Change	54%	66%	47%	33%	78%	53%
Fines and forfeits						
Increase	18%	13%	21%	27%	18%	8%
Decrease	17%	15%	10%	40%	12%	13%
No Change	65%	72%	69%	33%	71%	79%

**Exhibit 35: Tables and Graphs
(Continued)**

Revenue Changes by Source						
	Overall	Municipal Population			Region	
		Less than 2,000	2,000 to 24,999	25,000 or more	Eastern Plains	Western Slope / Mountains
Investment and interest income						
Increase	26%	13%	36%	40%	6%	23%
Decrease	3%	2%	3%	7%	6%	3%
No Change	71%	85%	62%	53%	89%	74%
Other revenue						
Increase	18%	6%	25%	33%	-	14%
Decrease	3%	-	8%	-	-	7%
No Change	82%	94%	75%	67%	100%	86%

** The number of responses varied for each item above, but slightly fewer than all respondents answered each question, except for "Other Revenue," which was answered by 34 respondents.*

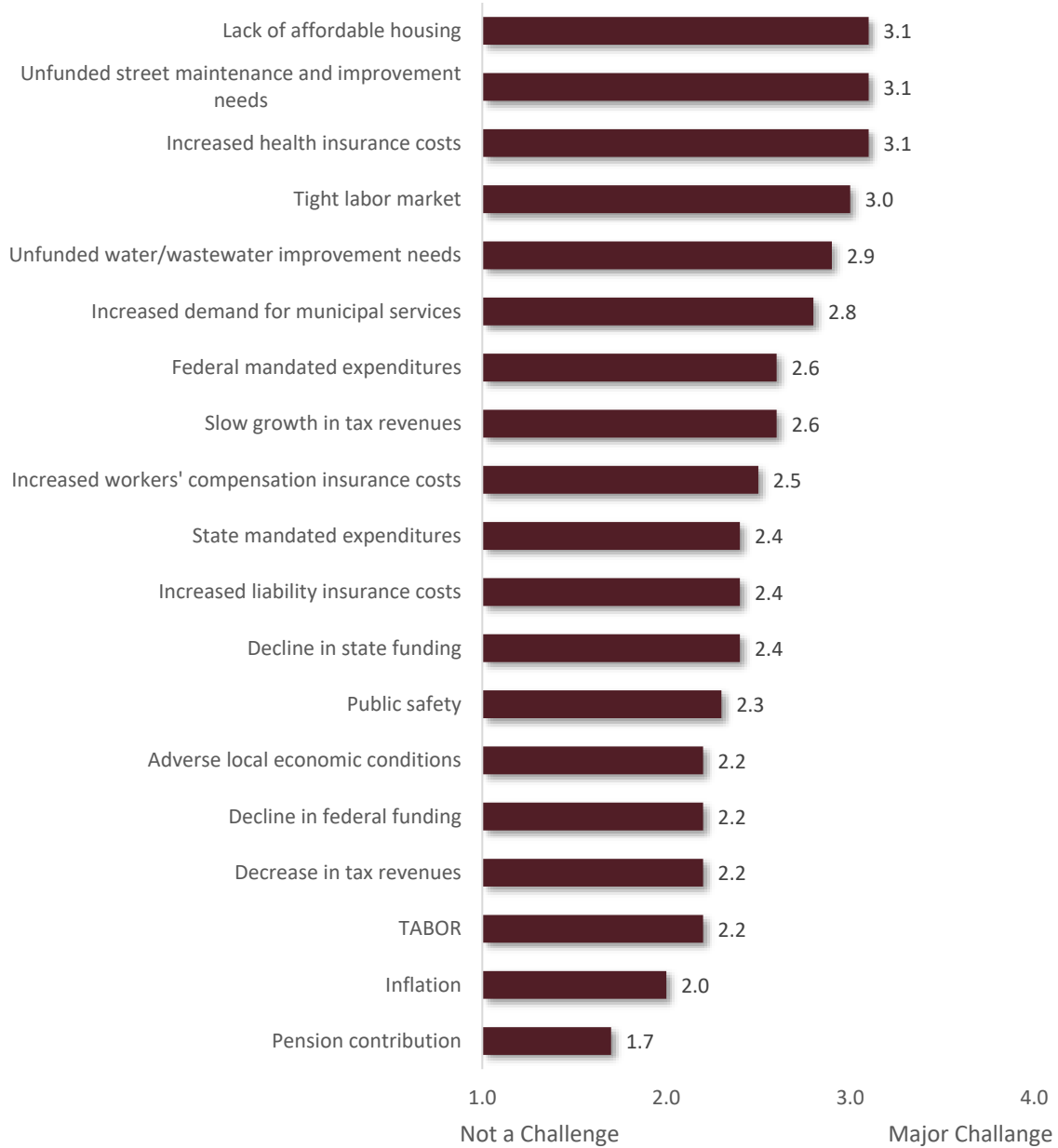


Average Percent Increases in Revenue							
	Number of Replies	Overall (Avg. %)	Municipal Population			Region	
			Less than 2,000 (Avg. %)	2,000 to 24,999 (Avg. %)	25,000 or more (Avg. %)	Eastern Plains (Avg. %)	Western Slope (Avg. %)
Investment and interest income	24	+57%	+177%	+20%	+13%	+1%	+9%
Licenses, permits, and fees	35	+24%	+43%	+11%	+17%	+29%	+29%
Fines and forfeits	16	+13%	+22%	+7%	+7%	+5%	+20%
State funding	9	+8%	+2%	+13%	+7%	-	+3%
Sales and use taxes	52	+7%	+10%	+5%	+5%	+7%	+7%
Charges for services	35	+7%	+9%	+7%	+3%	+8%	+8%
Other taxes	19	+6%	+8%	+6%	+4%	-	+6%
Property taxes	37	+5%	+6%	+5%	+4%	+5%	+3%
Other revenue	5	+71%	+4%	+103%	+39%	-	+52%

Average Percent Decreases in Revenue							
	Number of Replies	Overall (Avg. %)	Municipal Population			Region	
			Less than 2,000 (Avg. %)	2,000 to 24,999 (Avg. %)	25,000 or more (Avg. %)	Eastern Plains (Avg. %)	Western Slope (Avg. %)
Fines and forfeits	16	-37%	-64%	-28%	-15%	-44%	-64%
Charges for services	3	-26%	-51%	-14%	-13%	-	-33%
State funding	20	-21%	-30%	-18%	-12%	-14%	-28%
Property taxes	10	-20%	-10%	-25%	-2%	-	-8%
Licenses, permits, and fees	7	-19%	-27%	-15%	-13%	-	-33%
Other taxes	9	-18%	-24%	-5%	-	-9%	-23%
Sales and use taxes	6	-12%	-12%	-12%	-	-	-9%
Investment and interest income	3	-8%	-5%	-1%	-17%	-5%	-1%
Other revenue	1	-14%	-	-14%	-	-	-14%

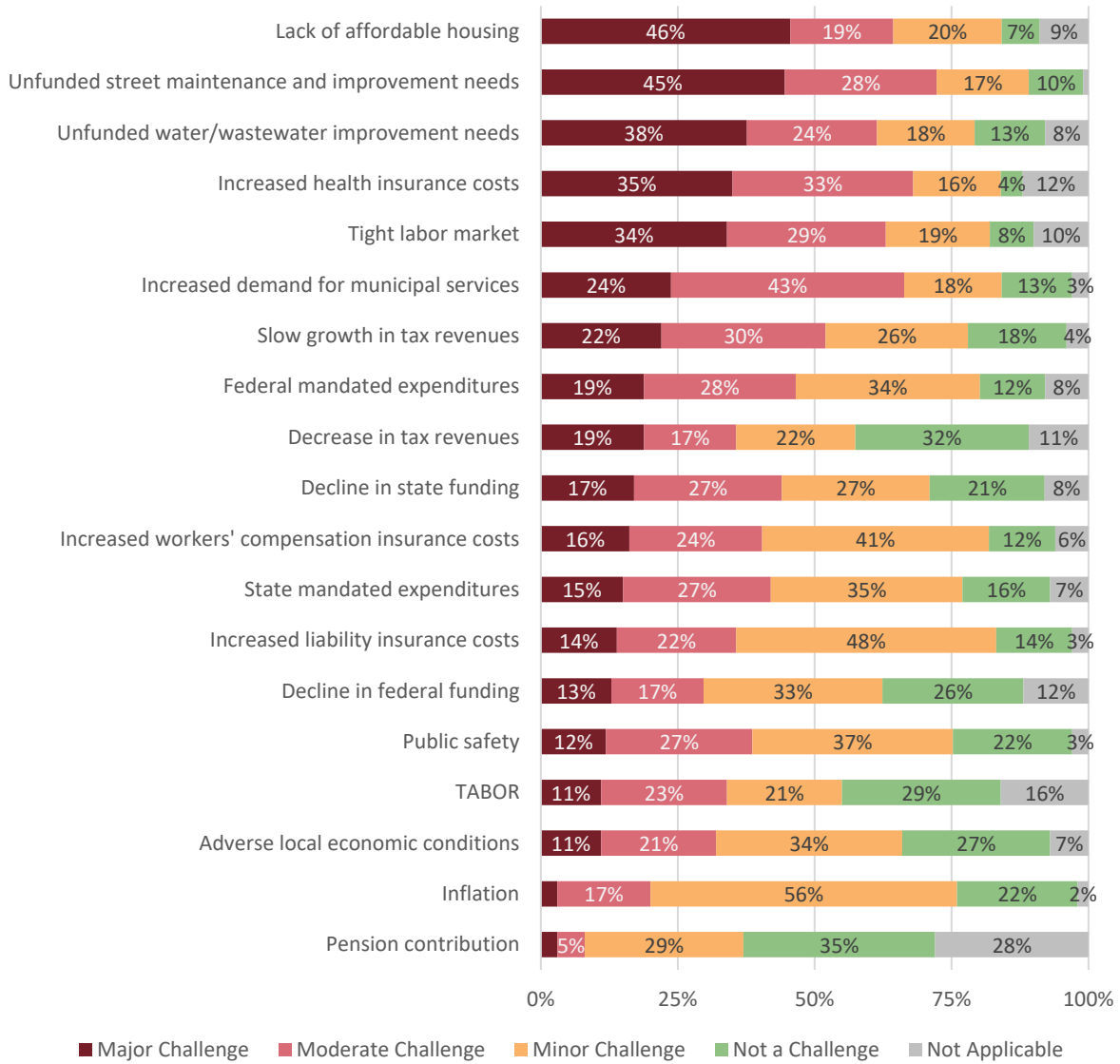
Exhibit 36: Graphs

Q29: 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 2018. (All responding municipalities, n ≈ 100)



** 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 36: Graphs
(Continued)**



APPENDIX A: SURVEY INSTRUMENT

The 2017 State of Our Cities and Towns survey follows. A cover letter from CML was also included.