



State of Our Cities and Towns – 2019

Report for Colorado Municipal League

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STATE OF OUR CITIES AND TOWNS – 2019 –

REPORT FOR COLORADO MUNICIPAL LEAGUE

INTRODUCTION

Corona Insights is pleased to present *The State of Our Cities and Towns – 2019* report to the Colorado Municipal League. This report provides key findings from the 2019 survey of Colorado's municipalities. Complete findings for all closed-ended questions follow, including graphs and tables showing results on hiring, onboarding, and retention, 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 2019 survey sought to understand the state of municipal human resources, including hiring and retaining employees. 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 in July and August 2019.

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 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. Size ranges used for segments are the same as last year.

Municipality Population*	Number of municipalities in Colorado	Number of Survey Responses: 2019	Response Rate
Less than 2,000	159	76	48%
2,000 to 24,999	86	60	70%
25,000 or Larger	26	21	81%
Overall	271	157	58%

* Based on the 2017 American Community Survey, 5-year estimate

REPORTING NOTES

When reading the following tables and graphs, please keep the following 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.
- > 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 fifty-seven (157) Colorado municipalities responded to the 2019 survey; 65 were classified in the Western Slope/Mountain region, 64 were classified in the Front Range region, and 28 were classified in the Eastern Plains region. Responding municipalities are listed below by size classification and region. (CML designated regions while Corona confirmed the appropriate population segment for each municipality.)

Municipalities with populations of less than 2,000

Western Slope / Mountains	Front Range	Eastern Plains
Blanca	Black Hawk	Calhan
Blue River	Central City	Campo
Brookside	Columbine Valley	Cheyenne Wells
Crawford	Cripple Creek	Elizabeth
Creede	Foxfield	Fleming
Crested Butte	Garden City	Fowler
Crestone	Georgetown	Haxtun
Dillon	Gilcrest	Holly
Fairplay	Green Mountain Falls	Hugo
Fraser	Idaho Springs	Limon
Granby	La Veta	Manzanola
Grand Lake	Morrison	Otis
Hot Sulphur Springs	Mountain View	Paoli
Hotchkiss	Nederland	Peetz
Ignacio	Rye	Raymer (New Raymer)
Kremmling	Starkville	Simla
La Jara		Springfield
Manassa		Stratton
Mancos		Sugar City
Minturn		Two Buttes
Moffat		
Mt. Crested Butte		
Naturita		
Nucla		
Ouray		
Pagosa Springs		
Paonia		
Parachute		
Poncha Springs		
Rico		
Ridgway		
San Luis		
Sawpit		
Silver Cliff		
South Fork		
Walden		
Westcliffe		
Williamsburg		
Winter Park		
Yampa		

Municipalities with population between 2,000 and 24,999

Western Slope / Mountains	Front Range	Eastern Plains
Alamosa	Ault	Akron
Aspen	Berthoud	Bennett
Avon	Castle Pines	Brush
Bayfield	Cherry Hills Village	Fort Morgan
Breckenridge	Dacono	Lamar
Buena Vista	Eaton	Rocky Ford
Canon City	Edgewater	Sterling
Carbondale	Erie	Wray
Cedaredge	Evans	
Cortez	Fort Lupton	
Craig	Golden	
Durango	Greenwood Village	
Eagle	Johnstown	
Estes Park	Lochbuie	
Frisco	Lone Tree	
Fruita	Louisville	
Gunnison	Lyons	
Gypsum	Mead	
Monte Vista	Monument	
New Castle	Palmer Lake	
Rangely	Severance	
Rifle	Sheridan	
Salida	Superior	
Steamboat Springs	Timnath	
	Trinidad	
	Walsenburg	
	Wellington	
	Windsor	

Municipalities with population of 25,000 or more

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

KEY FINDINGS

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

HIRING

- > **Most municipalities found it at least somewhat difficult to hire for positions paying less than \$50,000 per year:** More than half of all municipalities found it somewhat difficult to hire for a variety of positions. (Q1)
- > **High costs of living and not being able to offer competitive wages were clearly the most common challenges to filling full-time positions:** Not being able to attract workforce was the third most common challenge, which was much more common in the rural regions than the Front Range. One in every five municipalities indicated applicants not passing a drug test as a major challenge, and one in every ten said not passing a background check was a major challenge. High cost of living was not a common challenge among Eastern Plains municipalities. Overall, not being able to offer modern technology or not ensuring job security were the least common challenges. (Q2)
- > **About three-quarters of municipalities have increased wages to increase their hiring competitiveness:** Three out of four municipalities have increased wages to remain competitive in hiring, while half promoted training opportunities. (Q3)
- > **Two out of every five municipalities found it very difficult to hire for police, fire, and public safety departments:** About one third of municipalities found it very difficult to hire for public works for their utility department, and a total of 80 percent found it at least somewhat difficult to hire for that department. Regarding types of jobs, municipalities were most likely to find it very difficult to hire for positions requiring 24-hour staffing, laborers, executive leaders, and engineers. (Q4 & Q5)
- > **The Colorado Minimum Wage Ordinance has not impacted most municipalities:** Four out of every five municipalities have had no impact from the minimum wage ordinance. About 15 percent indicating it had a negative impact and 5 percent indicating it had a positive impact. However, 36 percent of municipalities in the Eastern Plains said it had a negative impact. (Q9)
- > **Municipalities were more likely to perform background checks than drug tests.** Two-thirds of municipalities performed background checks on all employees, while about 40 percent performed drug tests. Larger municipalities were more likely than smaller municipalities to perform checks and tests. (Q11)

ONBOARDING AND RETENTION

- > **Low wages and a lack of advancement were the two most common reasons employees leave.** Low wages were a more common reason for employees leaving in the Eastern Plains than in the Mountains. Lack of advancement was a more common reason in the larger municipalities of the Front Range than elsewhere. (Q16)
- > **Staff retention is more commonly a major challenge than increasing staff retirements.** Retaining full-time staff is especially a major challenge for Front Range municipalities. (Q12)
- > **Most municipalities have an onboarding process and conduct exit interviews.** Almost half of municipalities have a formal onboarding process and about 40 percent hold formal exit interviews. But far fewer conduct an employee satisfaction survey on a regular basis. (Q13, Q14, Q15)

MUNICIPAL REVENUE

- > **Almost half of all municipalities feel their economy was better than it was in FY 2018.** Western Slope towns were much more likely than Eastern Plains towns to feel that their economy was better than last year; about two-thirds of Eastern Plains towns felt their economy was about the same. Feelings of municipality revenue were a bit more positive, with about three of every five municipalities indicating municipal revenue was at least somewhat better in FY 2019. Again, Western Slope towns were much more likely than Eastern Plains towns to feel that their municipal revenue was better than last year. (Q19 and Q20)
- > **Municipalities generally expected revenues to increase or stay the same:** Larger municipalities were more likely to expect revenue increases than small municipalities. Specifically, large municipalities were much more likely to expect increases in property taxes and increases in investments and interest income. Seventy percent of municipalities expected increases in sales and use taxes; however, just 54 percent of Eastern Plains towns expected this increase. (Q21)
- > **Like last year, lack of affordable housing remained the most common major challenge:** More than half of all municipalities said lack of affordable housing was a major challenge, and almost 80 percent said it was at least a moderate challenge. Unfunded street maintenance and improvement needs remained the second most common major challenge, followed by a tight labor market, unfunded water and wastewater improvement needs, and passing ballot initiatives to increase municipal funding. Compared to last year, increased health insurance costs was less of a challenge. (Q22)

SECTION 1: HIRING

Exhibit 1: Table and Graph

Q1: How difficult is filling each of the following positions?

Difficulty Filling Various Positions				
	Very difficult	Somewhat difficult	Not difficult	Not applicable
Positions paying less than \$50,000 per year	30%	56%	8%	5%
Seasonal positions	29%	35%	20%	16%
Part-time positions	23%	52%	13%	12%
Full-time positions	20%	61%	13%	6%
Positions paying \$50,000 or more per year	12%	55%	15%	18%

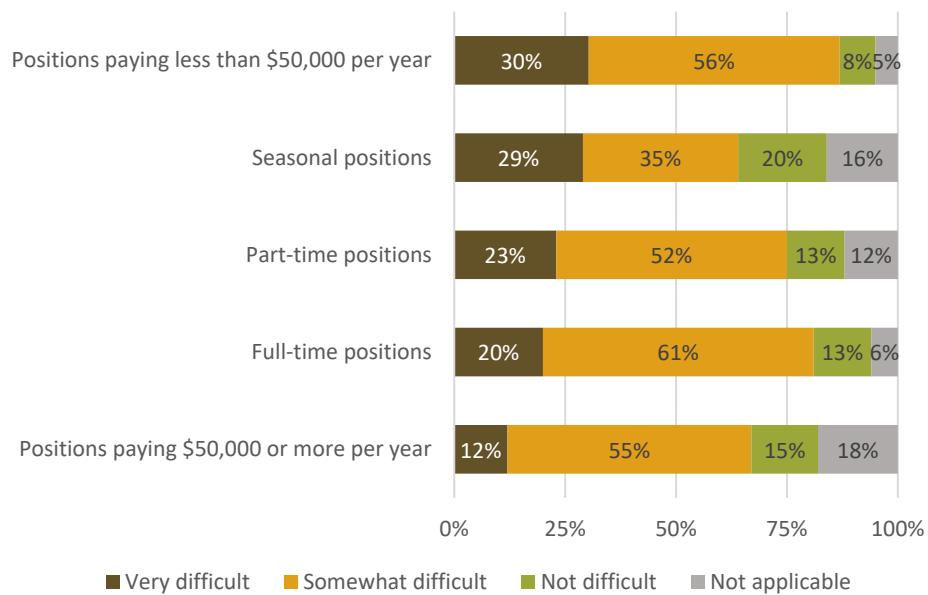


Exhibit 2: Table

Q2: Within the past 12 months, which of the following have caused major challenges when trying to fill full-time positions?

Major Challenges to Filling Full-time Positions							
	Overall	Municipal Population			Region		
		Less than 2,000	2,000 to 24,999	25,000 or more	Western Slope / Mountains	Front Range	Eastern Plains
Number of Responses	153	72	60	21	63	64	26
Q2							
High cost of living, including cost of housing	53%	46%	53%	76%	67%	56%	12%
Cannot offer competitive wages	52%	54%	48%	57%	52%	50%	58%
Cannot attract workforce to your community	37%	47%	32%	14%	43%	27%	46%
Commute or transportation challenges	25%	25%	27%	19%	27%	27%	15%
Applicants not passing a drug test	20%	17%	25%	14%	19%	23%	12%
Cannot offer competitive health insurance	16%	26%	8%	-	14%	14%	23%
Cannot offer competitive retirement	16%	28%	5%	10%	19%	13%	19%
Shrinking local population	13%	24%	5%	-	14%	8%	23%
Applicants not passing a background check	11%	6%	18%	10%	11%	16%	-
Cannot ensure job security	7%	6%	7%	10%	6%	8%	4%
Cannot offer modern tools or technology	7%	7%	5%	14%	6%	9%	4%
Other major challenge(s)	24%	18%	35%	14%	27%	25%	15%
None of the above	8%	10%	7%	10%	5%	8%	19%

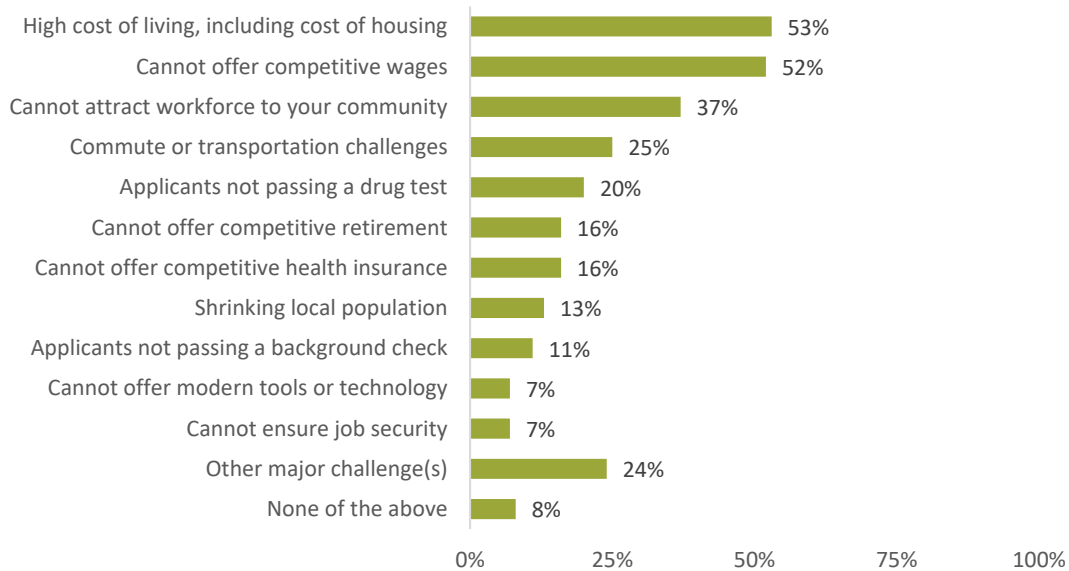


Exhibit 3: Table and Graph

Q3: What actions have you taken in the past 12 months to increase your municipality's competitiveness for either hiring or retention?

Actions Taken to Increase Competitiveness for Hiring or Retention							
	Overall	Municipal Population			Region		
		Less than 2,000	2,000 to 24,999	25,000 or more	Western Slope / Mountains	Front Range	Eastern Plains
Number of Responses	138	62	57	19	58	59	21
Q3							
Increased wages	73%	66%	75%	89%	71%	78%	67%
Promoted training opportunities	47%	42%	47%	63%	47%	51%	38%
Increased or improved non-wage benefits	36%	34%	26%	68%	36%	41%	19%
Promoted the positive impact municipal employees make in their communities	36%	32%	33%	53%	36%	36%	33%
Promoted municipal employee satisfaction or retention rate	28%	26%	25%	42%	26%	29%	29%
Promoted upward mobility opportunity	24%	11%	33%	37%	22%	27%	19%
Other action(s) taken	20%	23%	21%	5%	24%	17%	14%

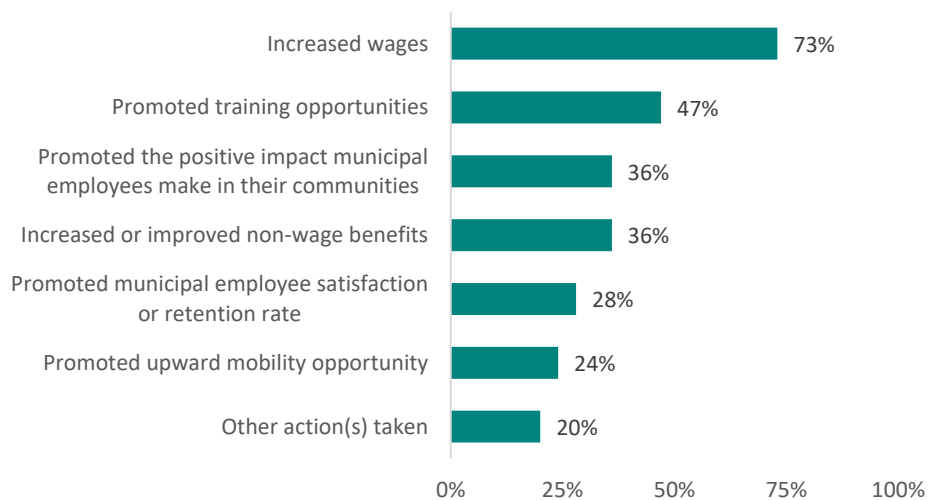


Exhibit 4: Table and Graph

Q4: How difficult is hiring quality employees for each of the following departments.

Difficulty Hiring for Various Departments				
	Very difficult	Somewhat difficult	Not difficult	Not applicable
Police, Fire, or Public Safety	41%	25%	10%	23%
Public Works or Utilities	29%	50%	14%	8%
Planning and Development	17%	27%	17%	39%
Finance or Accounting	15%	38%	22%	26%
City or Town Clerk Office	14%	45%	26%	15%
Information Technology	14%	18%	16%	52%
Human Resources	11%	23%	19%	46%
Economic Development	10%	19%	11%	60%
Parks, Recreation, or Natural Resources	10%	44%	17%	29%
Legal/City Attorney's Office	5%	21%	21%	52%
Communications or Public Information	4%	21%	17%	58%
Community or Human Services	3%	11%	9%	77%

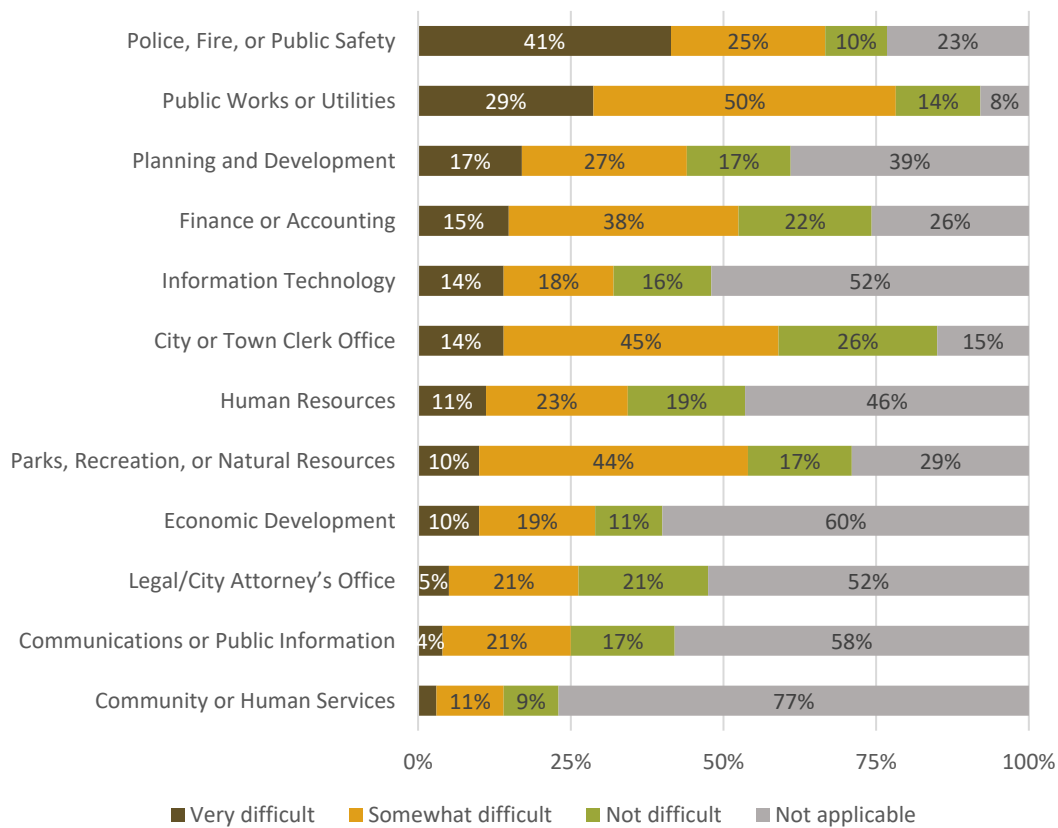


Exhibit 5: Table and Graph

Q5: How difficult is hiring quality employees for each of the following job types or functions?

Difficulty Hiring for Various Job Types				
	Very difficult	Somewhat difficult	Not difficult	Not applicable
Positions that require 24/7 staffing	29%	30%	3%	38%
Executive Leaders	23%	29%	13%	36%
Laborers	23%	47%	16%	15%
Engineers	20%	18%	17%	45%
Managers	12%	44%	16%	28%
Attorneys	9%	19%	21%	50%
Spanish Speakers or Translators	9%	21%	12%	58%
Administrative Assistants	8%	38%	37%	18%

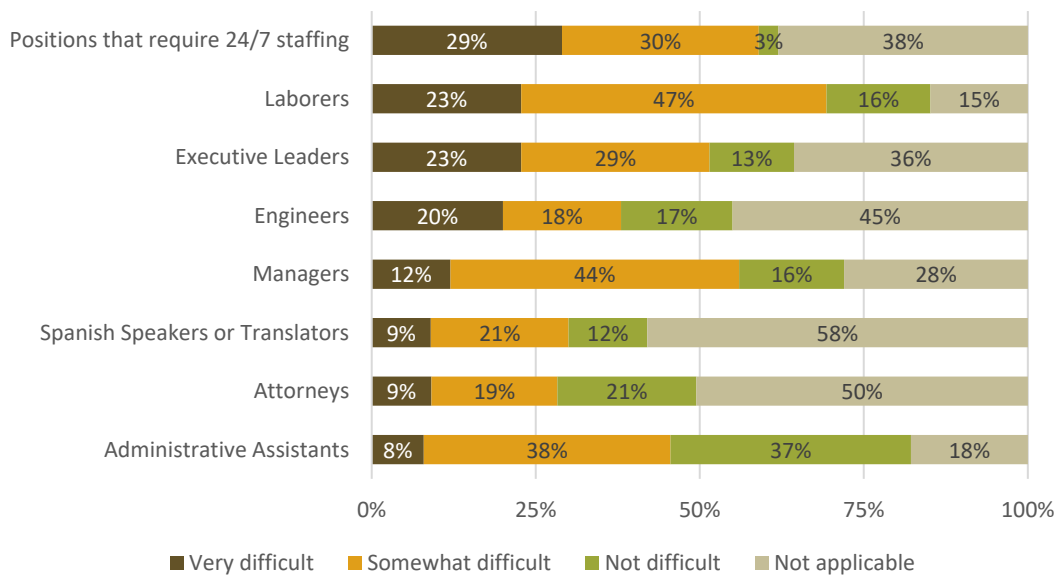


Exhibit 6: Table and Graph

Q6: Have you implemented any creative or non-traditional solutions to improve hiring or retention.

Implemented Creative Solutions for Hiring or Retention							
	Overall	Municipal Population			Region		
		Less than 2,000	2,000 to 24,999	25,000 or more	Western Slope / Mountains	Front Range	Eastern Plains
Number of Responses	150	71	58	21	61	63	26
Q6							
Yes	22%	6%	26%	67%	20%	32%	4%
No	78%	94%	74%	33%	80%	68%	96%

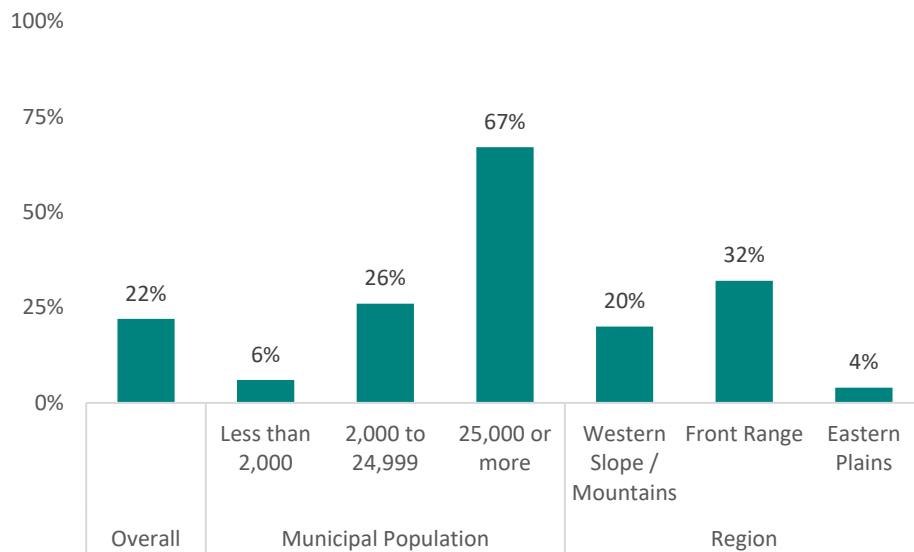


Exhibit 7: Table and Graph

Q9: What impact has the Colorado Minimum Wage Ordinance had on your ability to hire quality staff?.

Impact of Minimum Wage Ordinance on Ability to Hire Quality Staff							
	Overall	Municipal Population			Region		
		Less than 2,000	2,000 to 24,999	25,000 or more	Western Slope / Mountains	Front Range	Eastern Plains
Number of Responses	155	75	60	20	64	63	28
Q9							
Negative impact	14%	9%	20%	15%	11%	8%	36%
Neutral/No impact	81%	87%	75%	80%	88%	86%	57%
Positive impact	5%	4%	5%	5%	2%	6%	7%

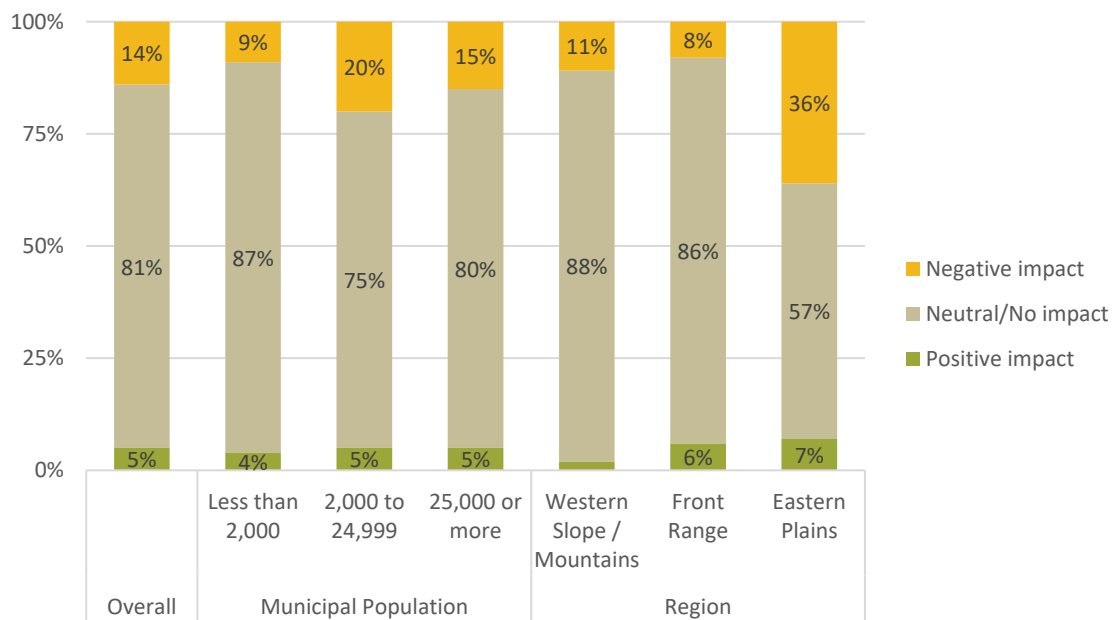


Exhibit 8: Table and Graph

Q10: Where do you currently list job openings? (Select all that apply)

List Job Openings							
	Overall	Municipal Population			Region		
		Less than 2,000	2,000 to 24,999	25,000 or more	Western Slope / Mountains	Front Range	Eastern Plains
Number of Responses	153	73	60	20	63	63	27
Q10							
Your municipal website	86%	73%	97%	100%	84%	97%	63%
Your social media	71%	56%	82%	90%	76%	68%	63%
Newspapers	64%	77%	58%	35%	83%	38%	81%
Third-party job sites	54%	32%	67%	95%	38%	81%	26%
Industry specific web sites	48%	29%	58%	90%	48%	62%	19%
Other	24%	30%	23%	5%	22%	19%	41%

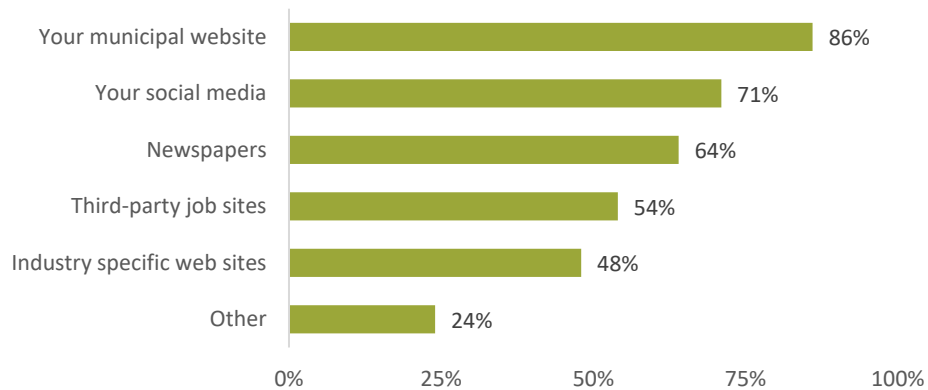
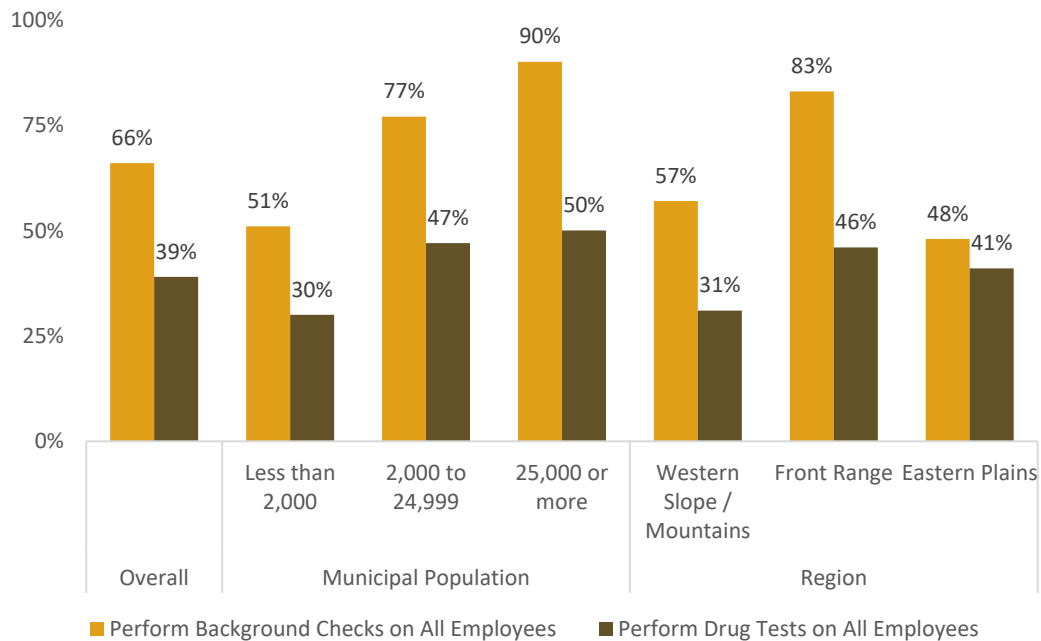


Exhibit 9: Table and Graph

Q11: Does your municipality do the following employee checks?

Employee Checks							
		Municipal Population			Region		
		Less than 2,000	2,000 to 24,999	25,000 or more	Western Slope / Mountains	Front Range	Eastern Plains
Perform Background Checks on All Employees	66%	51%	77%	90%	57%	83%	48%
Perform Drug Tests on All Employees	39%	30%	47%	50%	31%	46%	41%



SECTION 2: ONBOARDING AND RETENTION

Exhibit 10: Table and Graph

Q12: How great of a challenge are the following potential retention issues to your municipality in 2019?

Onboarding and Retention Challenges					
	Major Challenge	Moderate Challenge	Minor Challenge	Not A Challenge	Not Applicable
Full-time staff retention	15%	36%	30%	13%	7%
Part-time staff retention	15%	38%	21%	16%	11%
An increase in staff retirements	9%	27%	20%	26%	17%

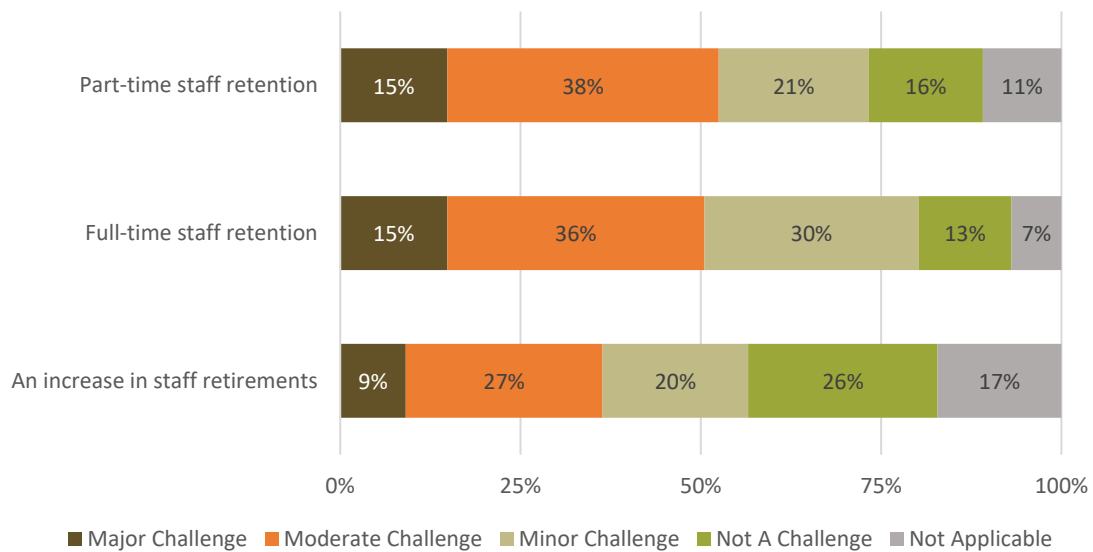


Exhibit 11: Table and Graph

Q13: Do you have an employee onboarding process

Has an Employee Onboarding Process							
	Overall	Municipal Population			Region		
		Less than 2,000	2,000 to 24,999	25,000 or more	Western Slope / Mountains	Front Range	Eastern Plains
Number of Responses	154	74	60	20	63	63	28
Q13							
Yes, formal process	45%	20%	58%	95%	37%	68%	11%
Yes, informal process	27%	28%	33%	5%	38%	19%	21%
No	23%	43%	7%	-	21%	10%	61%
Unsure	5%	8%	2%	-	5%	3%	7%

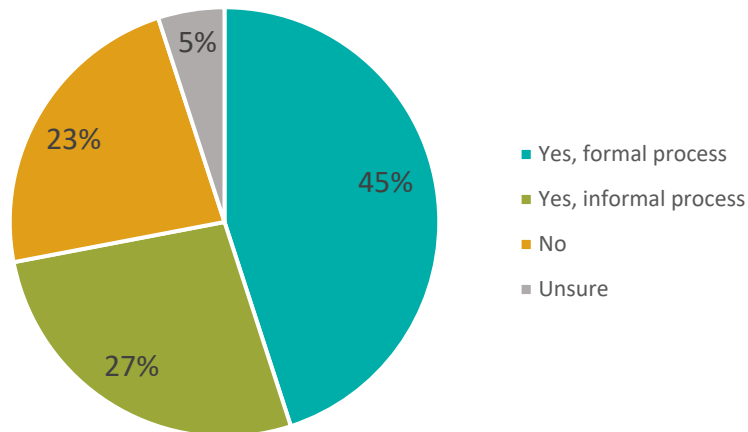


Exhibit 12: Table and Graph

Q14: Do you conduct an employee satisfaction survey or study on a regular basis

Conducte Employee Satisfaction Survey on Regular Basis							
	Overall	Municipal Population			Region		
		Less than 2,000	2,000 to 24,999	25,000 or more	Western Slope / Mountains	Front Range	Eastern Plains
Number of Responses	153	74	59	20	63	63	27
Q14							
Yes	21%	5%	29%	55%	14%	30%	15%
No	77%	93%	69%	40%	83%	68%	85%
Unsure	2%	1%	2%	5%	3%	2%	-

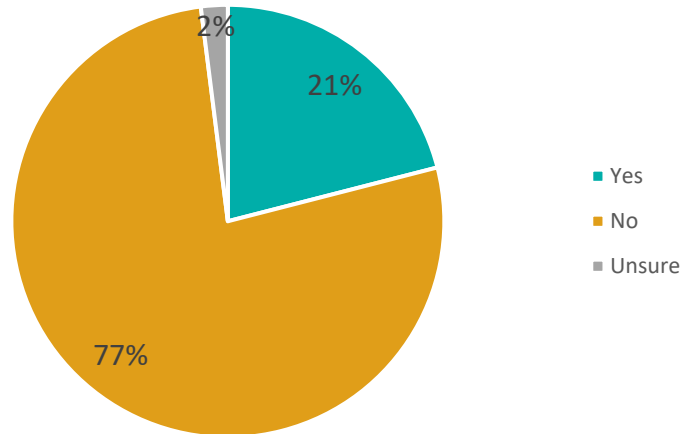


Exhibit 13: Table and Graph

Q15: Do you conduct employee exit interviews when an employee quits?

Conducts Employee Exit Interviews							
	Overall	Municipal Population			Region		
		Less than 2,000	2,000 to 24,999	25,000 or more	Western Slope / Mountains	Front Range	Eastern Plains
Number of Responses	154	74	60	20	63	63	28
Q15							
Yes, formal exit interviews	42%	22%	55%	75%	40%	51%	25%
Yes, informal exit interviews	34%	42%	32%	10%	40%	32%	25%
No	21%	32%	12%	10%	17%	16%	43%
Unsure	3%	4%	2%	0.05	3%	2%	7%

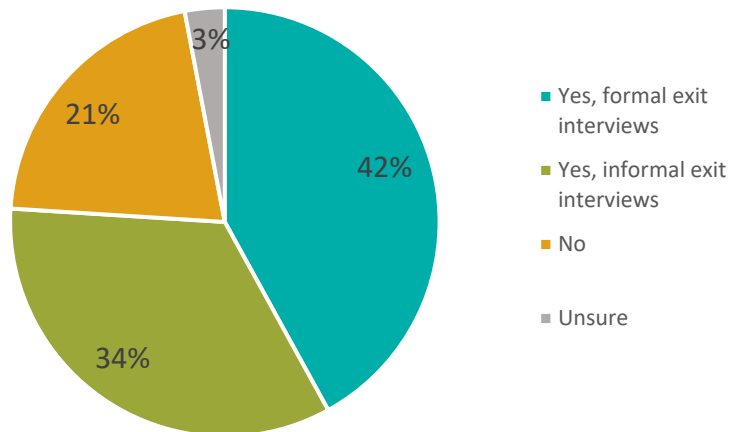


Exhibit 14: Table and Graph

Q16: Other than retiring, what are the most common reasons employees voluntarily leave your organization? Select up to three items?

Most Common Reasons Employees Leave							
	Overall	Municipal Population			Region		
		Less than 2,000	2,000 to 24,999	25,000 or more	Western Slope / Mountains	Front Range	Eastern Plains
Number of Responses	150	70	60	20	60	63	27
Q16							
Low wages	53%	53%	55%	45%	45%	57%	59%
Lack of advancement	45%	30%	55%	65%	37%	57%	33%
Did not get along with supervisor or manager	23%	21%	23%	30%	27%	22%	19%
Commute or transportation challenges	20%	21%	22%	10%	22%	22%	11%
Working too many hours	15%	14%	15%	20%	17%	13%	19%
Lack of appreciation or recognition	11%	13%	8%	10%	8%	10%	19%
Lack of professional development	10%	7%	7%	30%	10%	11%	7%
Inadequate retirement plan	9%	14%	7%	-	12%	8%	7%
Health insurance premium costs too high or not enough options	8%	13%	5%	-	10%	8%	4%
Work schedule not flexible	7%	6%	8%	10%	8%	8%	4%
Not working enough hours	3%	6%	-	-	2%	3%	4%
Lack of job security	1%	1%	2%	-	2%	2%	-
Boredom	1%	1%	-	-	-	2%	-
Other	31%	30%	32%	30%	38%	25%	26%

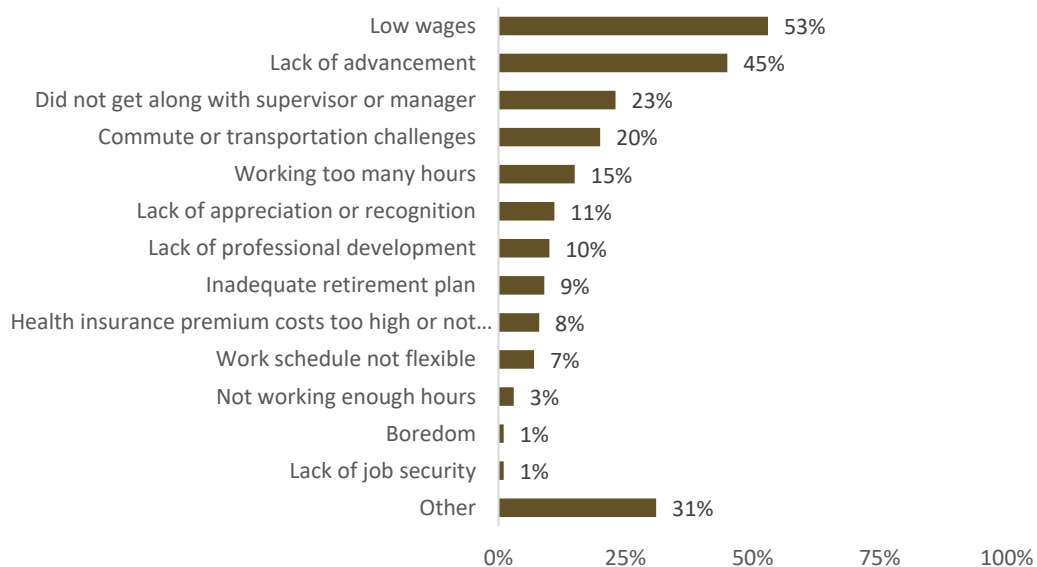


Exhibit 15: Table and Graph

Q17a: How difficult is it for your municipality to provide growth and development opportunities for staff?

Difficulty Providing Growth & Development Opportunities for Staff							
	Overall	Municipal Population			Region		
		Less than 2,000	2,000 to 24,999	25,000 or more	Western Slope / Mountains	Front Range	Eastern Plains
Number of Responses	155	75	60	20	64	63	28
Q17.a							
Very difficult	15%	21%	8%	10%	14%	11%	25%
Somewhat difficult	60%	55%	63%	70%	66%	65%	36%
Not difficult	21%	16%	28%	15%	19%	21%	25%
Not Applicable	5%	8%	-	5%	2%	3%	14%

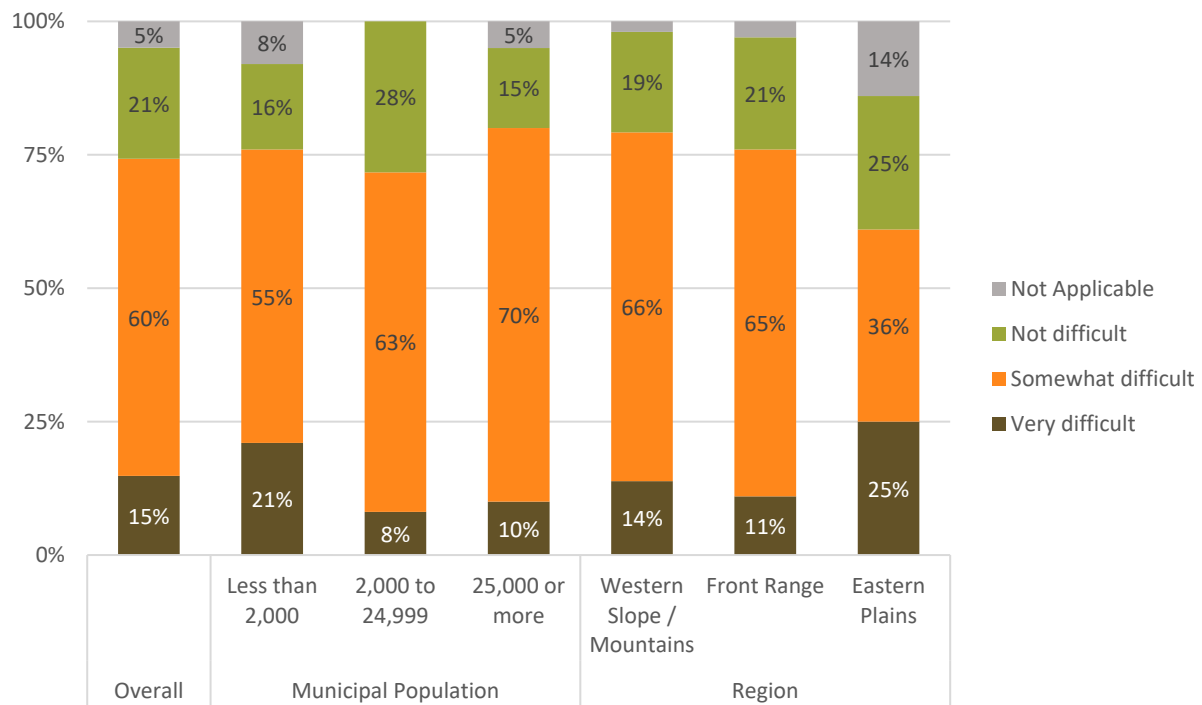
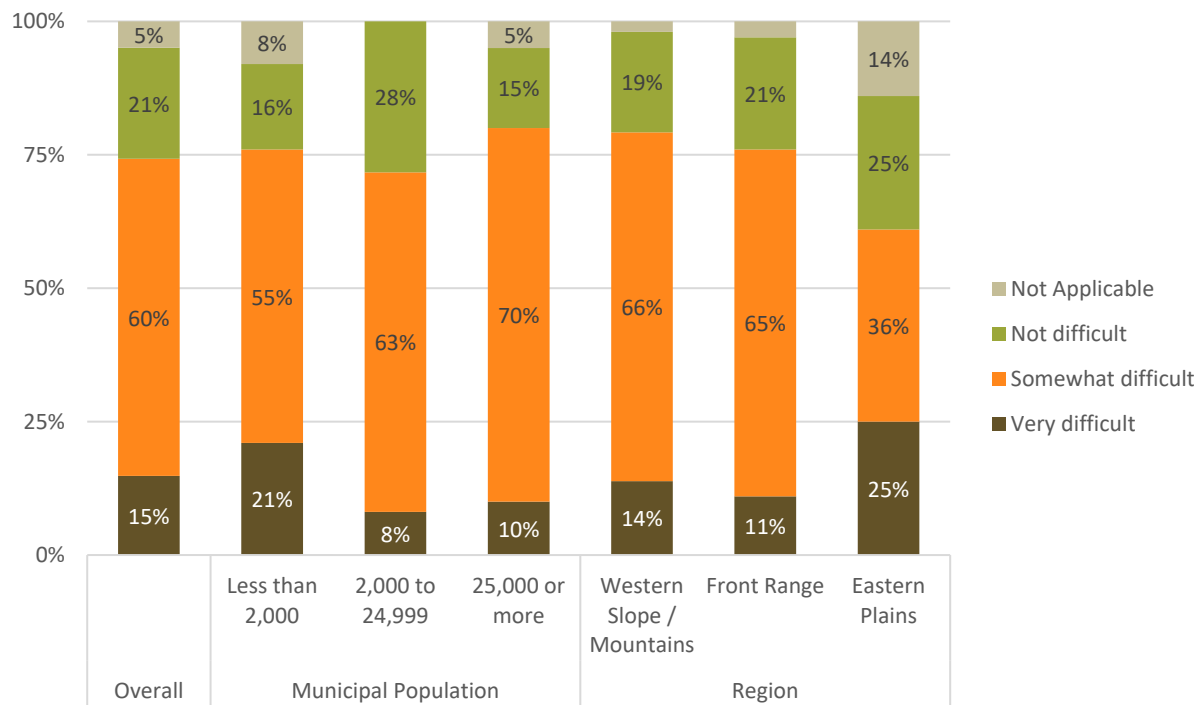


Exhibit 16: Table and Graph

Q17b: How difficult is it for your municipality to do succession planning?

Difficulty Providing Succession Planning							
	Overall	Municipal Population			Region		
		Less than 2,000	2,000 to 24,999	25,000 or more	Western Slope / Mountains	Front Range	Eastern Plains
Number of Responses	153	74	59	20	63	62	28
Q17.b							
Very difficult	29%	28%	31%	25%	30%	21%	43%
Somewhat difficult	52%	46%	54%	65%	48%	65%	32%
Not difficult	12%	14%	14%	-	19%	6%	7%
Not Applicable	8%	12%	2%	10%	3%	8%	18%



SECTION 3: GENERAL MUNICIPAL REVENUE

Exhibit 17: Table and Graph

Q19: Do you feel the overall economy in your municipality is better or worse in FY 2019 compared to FY 2018?

Overall Economy in Municipality in FY 2019 Compared to FY 2018							
		Municipal Population			Region		
		Less than 2,000	2,000 to 24,999	25,000 or more	Western Slope / Mountains	Front Range	Eastern Plains
Number of Responses	Overall	76	60	20	65	63	28
Q19							
Much better	10%	9%	13%	-	11%	8%	11%
Somewhat better	38%	37%	42%	35%	48%	37%	21%
About the same	42%	43%	40%	45%	32%	43%	64%
Somewhat worse	6%	5%	5%	10%	6%	6%	4%
Much worse	1%	1%	-	-	-	2%	-
Don't know	3%	4%	-	10%	3%	5%	-

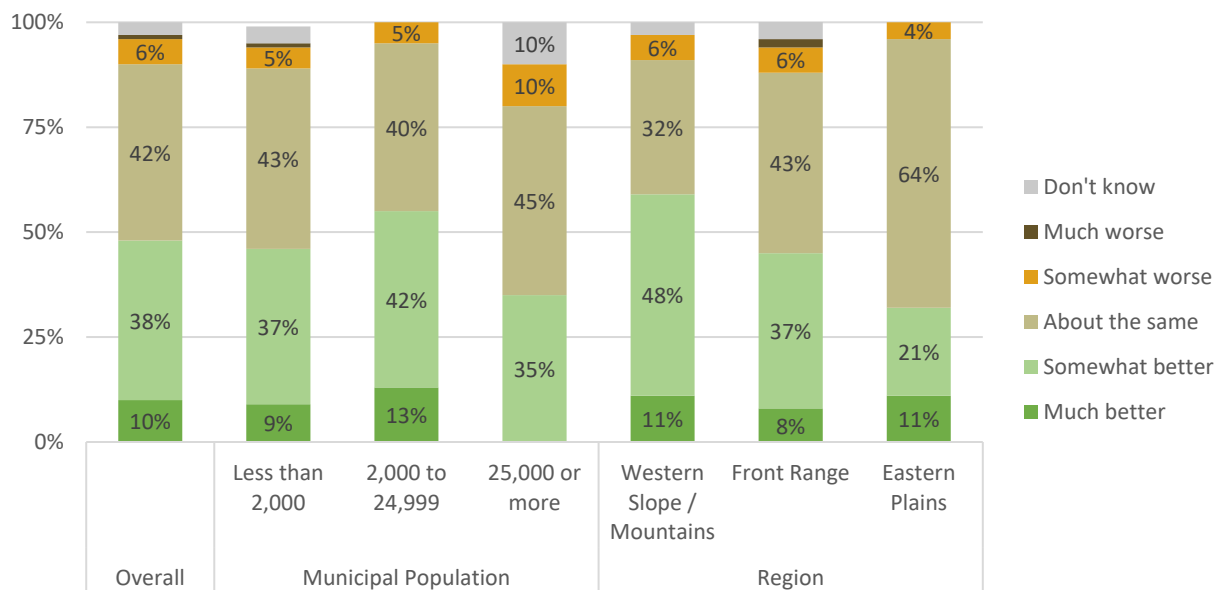


Exhibit 18: Table and Graph

Q20: Do you feel your municipality's revenue is better or worse in FY 2019 compared to FY 2018?

Municipality's Revenue in FY 2019 Compared to FY 2018							
	Overall	Municipal Population			Region		
		Less than 2,000	2,000 to 24,999	25,000 or more	Western Slope / Mountains	Front Range	Eastern Plains
Number of Responses	156	76	60	20	65	63	28
Q20							
Much better	9%	9%	12%	-	12%	6%	7%
Somewhat better	51%	49%	52%	60%	57%	52%	36%
About the same	29%	30%	30%	25%	25%	30%	39%
Somewhat worse	8%	8%	7%	10%	5%	8%	14%
Much worse	1%	3%	-	-	-	2%	4%
Don't know	1%	1%	-	5%	2%	2%	-

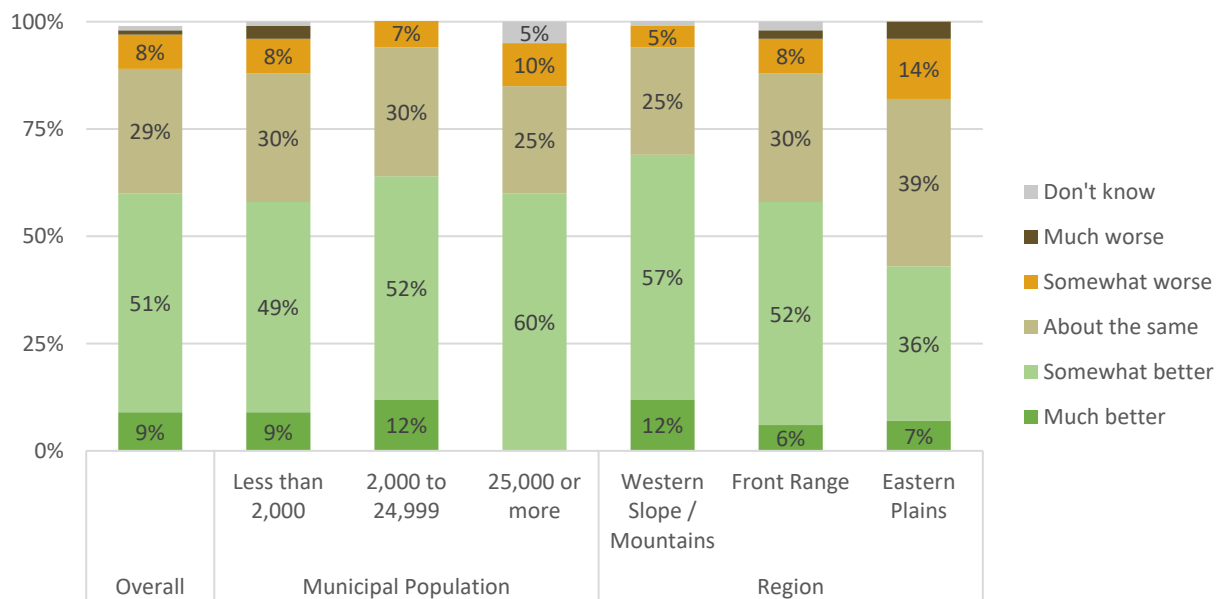
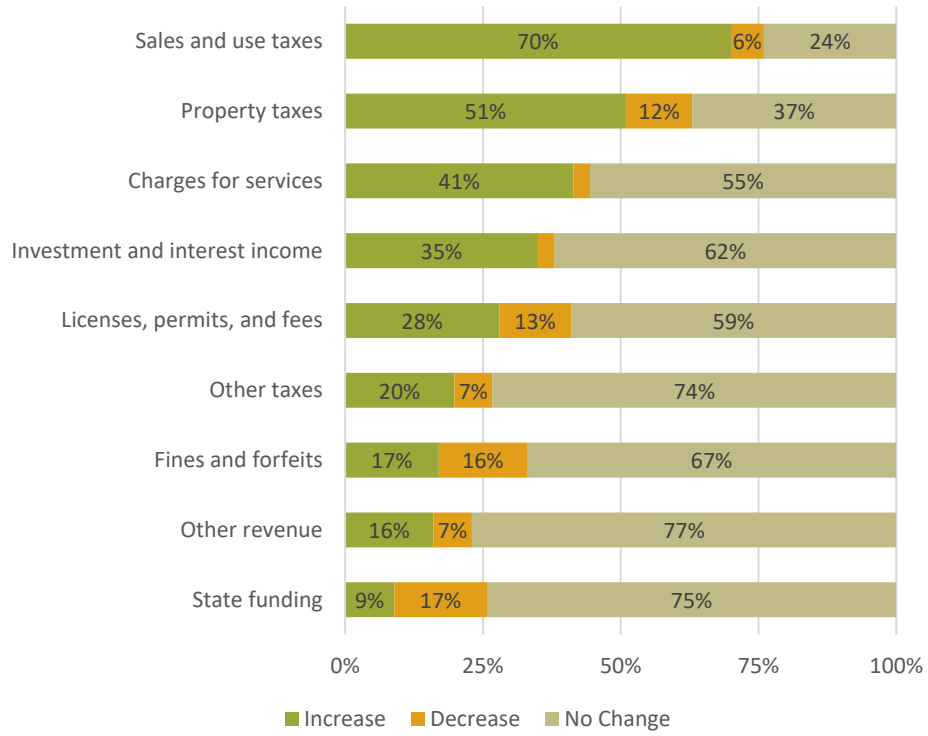


Exhibit 19: Tables and Graphs

Q21: 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 2019, and then indicate the estimated percent change from 2018.

Revenue Changes by Source							
	Overall	Municipal Population			Region		
		Less than 2,000	2,000 to 24,999	25,000 or more	Western Slope / Mountains	Front Range	Eastern Plains
Number of Responses*	150	71	60	19	63	61	26
Sales and use taxes							
Increase	70%	62%	77%	84%	72%	76%	54%
Decrease	6%	4%	7%	11%	5%	10%	-
No Change	24%	34%	17%	5%	23%	15%	46%
Property taxes							
Increase	51%	39%	58%	74%	40%	69%	35%
Decrease	12%	13%	14%	5%	19%	8%	4%
No Change	37%	49%	29%	21%	41%	23%	62%
State funding							
Increase	9%	7%	10%	11%	6%	13%	4%
Decrease	17%	15%	20%	11%	24%	10%	16%
No Change	75%	77%	70%	79%	70%	77%	80%
Other taxes							
Increase	20%	17%	20%	26%	18%	24%	13%
Decrease	7%	7%	7%	5%	10%	3%	8%
No Change	74%	76%	73%	68%	73%	73%	79%
Charges for services							
Increase	41%	36%	42%	58%	43%	45%	28%
Decrease	3%	1%	2%	16%	3%	5%	-
No Change	55%	62%	57%	26%	54%	50%	72%
Licenses, permits, and fees							
Increase	28%	25%	28%	37%	25%	34%	19%
Decrease	13%	7%	13%	37%	11%	21%	-
No Change	59%	68%	58%	26%	63%	44%	81%
Fines and forfeits							
Increase	17%	13%	19%	26%	11%	25%	12%
Decrease	16%	14%	12%	37%	11%	21%	16%
No Change	67%	73%	69%	37%	77%	54%	72%
Investment and interest income							
Increase	35%	22%	46%	47%	26%	45%	33%
Decrease	3%	3%	2%	11%	2%	3%	8%
No Change	62%	75%	53%	42%	73%	52%	58%
Other revenue							
Increase	16%	12%	13%	42%	10%	23%	13%
Decrease	7%	2%	15%	-	7%	5%	13%
No Change	77%	86%	73%	58%	83%	73%	75%

* 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 102 respondents.



Average Percent Increases 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	91	+10%	+14%	+9%	+3%	+11%	+10%	+10%
Property taxes	56	+9%	+9%	+10%	+5%	+6%	+11%	+5%
State funding	9	+49%	+10%	+101%	+1%	+2%	+63%	-
Other taxes	16	+6%	+8%	+4%	+8%	+9%	+5%	+1%
Charges for services	49	+8%	+12%	+6%	+5%	+7%	+11%	+3%
Licenses, permits, and fees	34	+17%	+18%	+20%	+7%	+13%	+22%	+8%
Fines and forfeits	19	+18%	+27%	+13%	+11%	+17%	+17%	+26%
Investment and interest income	41	+80%	+163%	+46%	+26%	+165%	+62%	+10%

Average Percent Decreases 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	7	-8%	-10%	-8%	-3%	-9%	-8%	-
Property taxes	13	-22%	-19%	-18%	-60%	-25%	-16%	-
State funding	14	-29%	-28%	-36%	-11%	-36%	-18%	-7%
Other taxes	5	-9%	-20%	-7%	-6%	-12%	-6%	-
Charges for services	3	-8%	-	-7%	-9%	-7%	-9%	-
Licenses, permits, and fees	13	-14%	-2%	-18%	-14%	-12%	-15%	-
Fines and forfeits	20	-20%	-28%	-18%	-11%	-35%	-13%	-16%
Investment and interest income	4	-30%	-1%	-89%	-14%	-	-14%	-45%

Exhibit 20: Tables and Graphs

Q22: 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 2019. (All responding municipalities, $n \approx 150$)

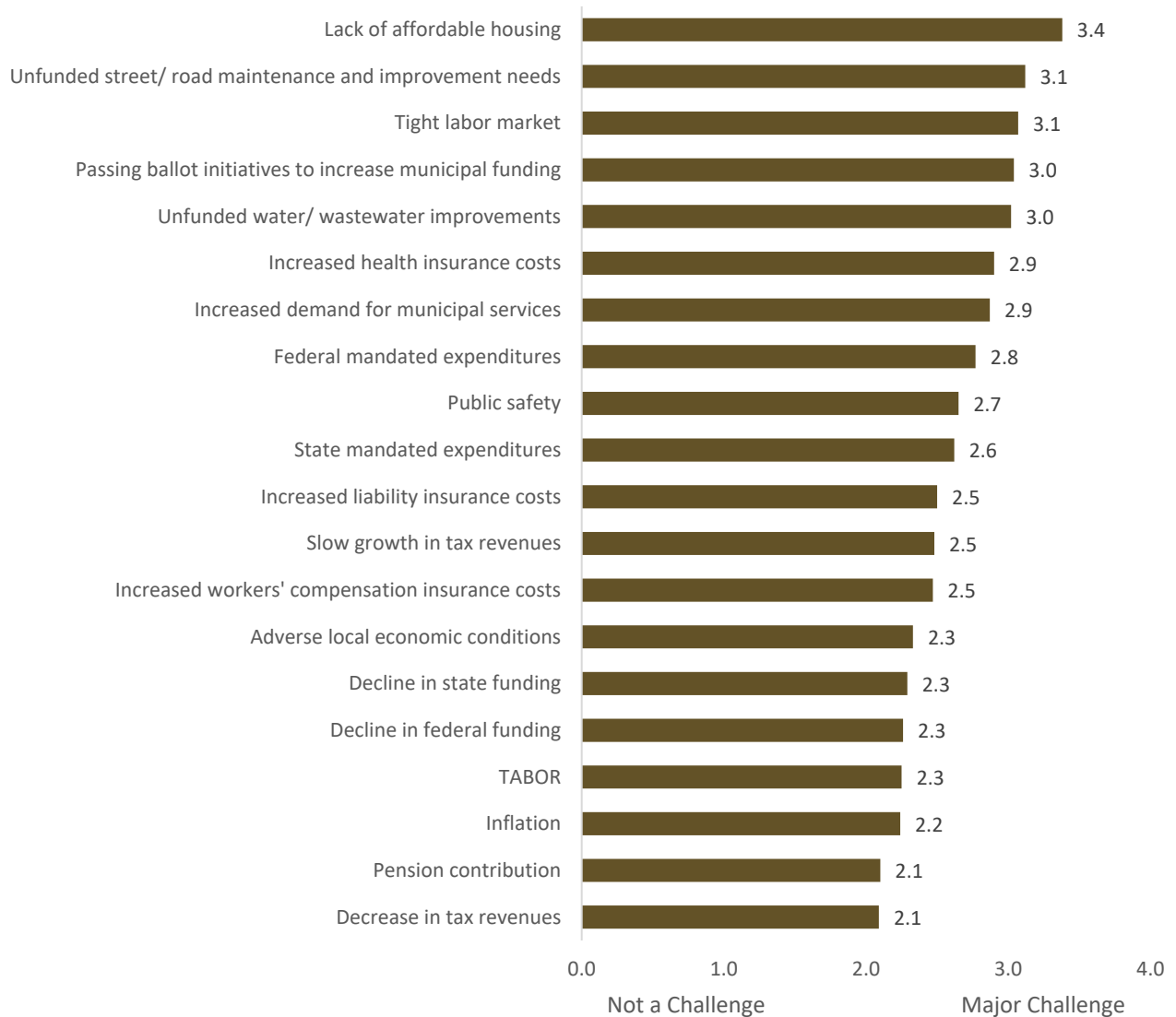
Potential Fiscal Challenges for 2019					
	Major Challenge	Moderate Challenge	Minor Challenge	Not a Challenge	Not Applicable
Lack of affordable housing	56%	23%	12%	4%	5%
Unfunded street/road maintenance and improvement needs	48%	21%	20%	8%	2%
Tight labor market	42%	26%	17%	9%	6%
Unfunded water/ wastewater improvement needs	41%	20%	18%	11%	10%
Passing ballot initiatives to increase municipal funding	32%	25%	8%	10%	25%
Increased health insurance costs	29%	33%	26%	6%	7%
Federal-mandated expenditures (environmental requirements, ADA compliance, etc.)	29%	24%	32%	10%	5%
State-mandated expenditures	25%	22%	34%	13%	6%
Increased demand for municipal services	24%	39%	26%	5%	5%
Public safety	22%	31%	33%	11%	3%
Slow growth in tax revenues	18%	29%	25%	21%	8%
Increased liability insurance costs	16%	31%	35%	15%	3%
Adverse local economic conditions	15%	24%	31%	23%	7%
Decline in federal funding	14%	18%	21%	26%	21%
Decline in state funding	14%	21%	23%	25%	16%
Increased workers' compensation insurance costs	14%	31%	36%	14%	4%
TABOR	13%	20%	22%	26%	19%
Decrease in tax revenues	12%	19%	14%	36%	19%
Pension contributions	8%	17%	29%	25%	22%
Inflation	7%	27%	41%	19%	6%



Average* Potential Fiscal Challenges for 2019							
	Overall	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	3.4	3.4	3.4	3.4	3.5	3.2	3.5
Unfunded street/ road maintenance and improvement needs	3.1	3.3	3.0	3.0	3.0	3.1	3.4
Tight labor market	3.1	2.9	3.2	3.2	3.1	3.1	3.0
Passing ballot initiatives to increase municipal funding	3.0	3.0	3.2	2.7	3.0	3.0	3.2
Unfunded water/ wastewater improvements	3.0	3.2	3.0	2.4	3.1	2.8	3.2
Increased health insurance costs	2.9	3.1	2.9	2.4	3.0	2.7	3.1
Increased demand for municipal services	2.9	2.9	2.8	3.2	2.9	3.0	2.7
Federal mandated expenditures	2.8	2.9	2.6	2.7	2.7	2.7	3.0
Public safety	2.7	2.6	2.7	2.8	2.6	2.7	2.6
State mandated expenditures	2.6	2.9	2.5	2.2	2.7	2.4	3.0
Increased liability insurance costs	2.5	2.7	2.4	2.2	2.4	2.5	2.8
Slow growth in tax revenues	2.5	2.6	2.3	2.5	2.6	2.4	2.4
Increased workers' compensation insurance costs	2.5	2.6	2.5	2.3	2.5	2.4	2.7
Adverse local economic conditions	2.3	2.5	2.3	1.8	2.3	2.2	2.7
Decline in state funding	2.3	2.5	2.2	2.1	2.3	2.1	2.6
Decline in federal funding	2.3	2.6	2.0	1.9	2.3	2.1	2.6
TABOR	2.3	2.4	2.1	2.2	2.3	2.2	2.3
Inflation	2.2	2.4	2.2	1.8	2.2	2.1	2.6
Pension contribution	2.1	2.3	1.9	2.1	2.0	2.1	2.4
Decrease in tax revenues	2.1	2.4	1.8	1.9	2.2	1.9	2.3

* 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.

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.

APPENDIX A: SURVEY INSTRUMENT

The 2019 State of Our Cities and Towns survey follows. A cover letter from CML was also included.



COLORADO
MUNICIPAL
LEAGUE

2019 CML STATE OF OUR CITIES AND TOWNS SURVEY

MUNICIPAL INFORMATION

Please provide the following information.

Municipality: _____

Respondent's Name: _____

Title: _____

Address: _____

Telephone: _____

E-mail: _____

DEADLINE: August 9, 2019

Please send your completed questionnaire to the following address. You may also fill out the survey online.

Mail:

1580 Lincoln St., #510
Denver, CO 80203
(Envelope enclosed)

Online:

www.CoronaInsights.com/CML
Login: **yyyyy**

*If you have any questions about survey content, please contact Melissa Mata at CML
(303) 831-6411 or MMata@CML.org.*

*For technical assistance online, please contact Corona Insights at
(303) 894-8246 or David@CoronaInsights.com.*



COLORADO
MUNICIPAL
LEAGUE



SECTION 1: HIRING

We would like to learn about employment at your municipality, including hiring challenges (if any) and ways you may be overcoming those challenges.

1. How difficult is filling each of the following positions?

	Very difficult	Somewhat difficult	Not difficult	Not applicable
Full-time positions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Part-time positions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Seasonal positions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Positions paying <u>less than</u> \$50,000 per year	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Positions paying \$50,000 <u>or more</u> per year	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. Within the past 12 months, which of the following have caused major challenges when trying to fill full-time positions? (*Select all that apply*)

- ☐ High cost of living, including cost of housing
- ☐ Cannot offer competitive wages
- ☐ Cannot offer competitive health insurance
- ☐ Cannot offer competitive retirement
- ☐ Cannot ensure job security
- ☐ Cannot offer modern tools or technology
- ☐ Cannot attract workforce to your community
- ☐ Commute or transportation challenges
- ☐ Shrinking local population
- ☐ Applicants not passing a drug test
- ☐ Applicants not passing a background check
- ☐ Other major challenge(s): *Please describe.*

☐ *None of the above*

3. What actions have you taken in the past 12 months to increase your municipality's competitiveness for either hiring or retention? (*Select all that apply*)

- ☐ Increased wages
- ☐ Increased or improved non-wage benefits (e.g., retirement, flexible schedules, remote working) *Please describe.*
- ☐ Promoted training opportunities
- ☐ Promoted municipal employee satisfaction or retention rate
- ☐ Promoted upward mobility opportunity
- ☐ Promoted the positive impact municipal employees make in their communities
- ☐ Other action(s) taken: *Please describe.*



4. How difficult is hiring quality employees for each of the following departments?

	Very difficult	Somewhat difficult	Not difficult	Not applicable
City or Town Clerk Office	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communications or Public Information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Community or Human Services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Economic Development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Finance or Accounting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Human Resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information Technology	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Legal/City Attorney's Office	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Parks, Recreation, or Natural Resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Planning and Development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Police, Fire, or Public Safety	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Public Works or Utilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. How difficult is hiring quality employees for each of the following job types or functions?

	Very difficult	Somewhat difficult	Not difficult	Not applicable
Administrative Assistants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Attorneys	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Engineers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Executive Leaders (e.g., City Managers)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Laborers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Positions that require 24/7 staffing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Spanish Speakers or Translators	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. Have you implemented any creative or non-traditional solutions to improve hiring or retention?

☐ Yes ☐ No

7. If yes to the previous question, please tell us about any successes. What did you do? What was the outcome?

8. What improvements or changes to hiring and retention are you considering, but haven't implemented yet? *Please write "none" if none at this time.*

9. What impact has the Colorado Minimum Wage Ordinance had on your ability to hire quality staff? (The order increased the per-hour minimum wage to \$11.10 for 2019.)

- ☐ Positive impact
☐ Neutral/No impact
☐ Negative impact

10. Where do you currently list job openings? (Select *all that apply*)

- ☐ Your municipal website
☐ Your social media (e.g., Facebook)
Which social media platforms? _____
☐ Third-party job sites (e.g., Indeed.com)
Which websites? _____
☐ Industry specific web sites
☐ Newspapers
☐ Other: *Please describe:* _____

11. Please answer the following questions

	Yes	No	Unsure
Do you perform background checks on <u>all</u> employees?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you perform drug tests on <u>all</u> employees?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

SECTION 2: ONBOARDING AND RETENTION

Next, we would like to learn about onboarding and retention at your municipality.

12. How great of a challenge are the following potential retention issues to your municipality in **2019**?

	Major Challenge	Moderate Challenge	Minor Challenge	Not A Challenge	Not Applicable
Full-time staff retention	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Part-time staff retention	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
An increase in staff retirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

13. Do you have an employee onboarding process?

- ☐ Yes, formal (or mostly formal) process ☐ No ☐ Unsure
☐ Yes, informal (or mostly informal) process

14. Do you conduct an employee satisfaction survey or study on a regular basis?

- ☐ Yes ☐ No ☐ Unsure

15. Do you conduct employee exit interviews when an employee quits?

- ☐ Yes, formal exit interviews ☐ No ☐ Unsure
☐ Yes, informal exit interviews

16. Other than retiring, what are the most common reasons employees voluntarily leave your organization? **Select up to three items.**

- | | |
|--|---|
| <input type="checkbox"/> Low wages | <input type="checkbox"/> Lack of advancement |
| <input type="checkbox"/> Working too many hours | <input type="checkbox"/> Commute or transportation challenges |
| <input type="checkbox"/> Not working enough hours | <input type="checkbox"/> Lack of appreciation or recognition |
| <input type="checkbox"/> Work schedule not flexible | <input type="checkbox"/> Did not get along with supervisor or manager |
| <input type="checkbox"/> Health insurance premium costs too high or not enough options | <input type="checkbox"/> Boredom |
| <input type="checkbox"/> Inadequate retirement plan | |
| <input type="checkbox"/> Lack of job security | |
| <input type="checkbox"/> Lack of professional development | |
| <input type="checkbox"/> Other: <i>Please describe:</i> _____ | |

17. How difficult is each of the following items for your municipality?

	Very difficult	Somewhat difficult	Not difficult	Not Applicable
Providing growth & development opportunities for staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Succession planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

18. What actions has your municipality taken to bolster existing benefits, or allow for new benefits? For example, actions taken to contain costs so a benefit can be maintained (e.g., sharing costs with employees, reducing benefits), or implementing a new program or benefit also aimed at reducing costs (e.g., wellness programs reducing insurance premiums).

Please write "none" if none at this time.

SECTION 3: GENERAL MUNICIPALITY REVENUE

Next, we want to know how your municipality is doing, economically and financially, in the current fiscal year.

19. Do you feel the overall economy in your municipality is better or worse in FY 2019 compared to FY 2018?

☐ Much Better
 ☐ Somewhat Better
 ☐ About the Same
 ☐ Somewhat Worse
 ☐ Much Worse
 ☐ Don't Know

20. Do you feel your municipality's revenue is better or worse in FY 2019 compared to FY 2018?

☐ Much Better
 ☐ Somewhat Better
 ☐ About the Same
 ☐ Somewhat Worse
 ☐ Much Worse
 ☐ Don't Know

21. 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 2019, and then indicate the estimated percent change from 2018.

*Do not enter negative percentages. If there was a decrease, please check the decrease box and then enter the amount. To calculate percent change, use the formula: **(2019 revenue – 2018 revenue)/2018 revenue x 100**. For example, if your revenue was \$20,000 in 2018 and \$30,000 in 2019, the increase would be 50%.*

Revenue from...	Increase	Decrease	No Change	Percent Change in Revenue
Sales and use taxes <i>Include all municipal sales/use tax revenues and all shared revenues.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	____ %
Property taxes <i>Include general, capital expenditure, bond redemption, and special fund property tax revenues.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	____ %
State funding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	____ %
Other taxes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	____ %
Charges for services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	____ %
Licenses, permits, and fees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	____ %
Fines and forfeits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	____ %
Investment and interest income	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	____ %
Other revenue <i>Please describe:</i> _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	____ %

22. 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 **2019**.

	Major Challenge	Moderate Challenge	Minor Challenge	Not A Challenge	Not Applicable
TABOR	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Passing ballot initiatives to increase municipal funding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Slow growth in tax revenues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Decrease in tax revenues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Decline in federal funding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Decline in state funding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increased liability insurance costs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increased health insurance costs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increased workers' compensation insurance costs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Federal-mandated expenditures (environmental requirements, ADA compliance, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
State-mandated expenditures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increased demand for municipal services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adverse local economic conditions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inflation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Unfunded street/road maintenance and improvement needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of affordable housing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tight labor market	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Unfunded water/wastewater improvement needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pension contributions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



WRAPPING UP

Optional. Do you have any specific initiatives/successes related to overcoming challenges in any of the areas covered in this survey (hiring, retention, etc.)? *This information will help CML identify potential stories to include as part of the video summary produced as part of The State of Our Cities and Towns. You may be contacted for additional follow-up or interviews as part of this video reporting.*

Name of Initiative
Brief Description
Brief Description of Outcomes/Benefits

If you have any additional comments for CML regarding this survey or the state of your municipality, please provide them below.

You're finished!

Thank you for your participation!

DEADLINE: August 9, 2019

Please send your completed questionnaire in the enclosed envelope to:

**Corona Insights
1580 Lincoln St., #510
Denver, CO 80203**



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