



CITY COUNCIL WORK SESSION

448 E. 1st Street, Room 190 Salida, Colorado 81201

October 05, 2020 - 6:00 PM

Please register for City Council Work Session:

<https://attendee.gotowebinar.com/register/3339757082352927504>

After registering, you will receive a confirmation email containing information about joining the webinar.

AGENDA

DISCUSSION ITEMS

1. Ehlers Presentation of Financial Management Plan
2. Open Items for 2021 Budget
 - Plastic Recycling Discussion
3. Alpine Park Basketball Court Lights Discussion
4. PfCA's Advocacy Lab and Elected Officials Microsite Presentation
5. Planning Commission Applicant Interviews

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CITY COUNCIL WORK SESSION

MEETING DATE: October 5, 2020

AGENDA ITEM: Ehlers Financial Management Plan Presentation

FROM: Aimee Tihonovich, Finance Director

Ehlers will virtually attend the meeting to go over the multi-year Financial Management Plan that they have developed as a decision making aid for timing short and long-term capital needs of the City. Their slide deck and draft report follows. (They will finalize the report after considering any direction from Council)



Salida Financial Management Plan

City Council Presentation

Purpose of the Salida FMP

- To create a multi-year financial plan for the City and its major funds
- Develop a 2020-2031 inventory of capital needs
- Determine existing financial resources
- Plan for funding options to accomplish the short and long-term capital needs of the City.
- Serve as a road map to achieving the City's priority projects and initiatives.

Goals of this Presentation

- “Where” the City is financially
- Assumptions Used in the Model
- Model Outcomes
- Future Challenges

Baseline “Where we are Today”

- Unassigned Fund Balance represented 67% of general fund operating expenditures, and 70% of operating revenues
- Month over month, sales tax revenues have continued to increase an average of 11.2%
- Sales tax revenues represent an increasing percentage of general-purpose revenues – approximately 79%
- General Government expenditures represent 27% of general fund expenditures
- Public Safety expenditures represent 43% of general fund expenditures
- Public Works expenditures represent 4% of general fund expenditures
- Culture, Parks and Recreation represent 18% of general fund expenditures

Assumptions Used

- Revenues
 - ✓ Non-Taxes 1.00%
 - ✓ Specific Ownership/Sales & Use Taxes 4.00%
 - ✓ Franchise Taxes 5.00%
 - ✓ SteamPlant Charges for Services 3.50%
 - ✓ Investments (on prior year balance) 1.50%
- Expenses
 - ✓ General 3.00%

Sales Tax - Who Pays?

- Resident Assumptions:
 - ✓ 90% Essential Retail
 - ✓ 75% All Other Retail
 - ✓ 75% Restaurant
 - ✓ 75% All Others
- Average Resident Impact = \$1,279
 - ✓ Based on 3,246 Residential Units
 - ✓ 90% Minimum monthly collection from 2019 multiplied by 12

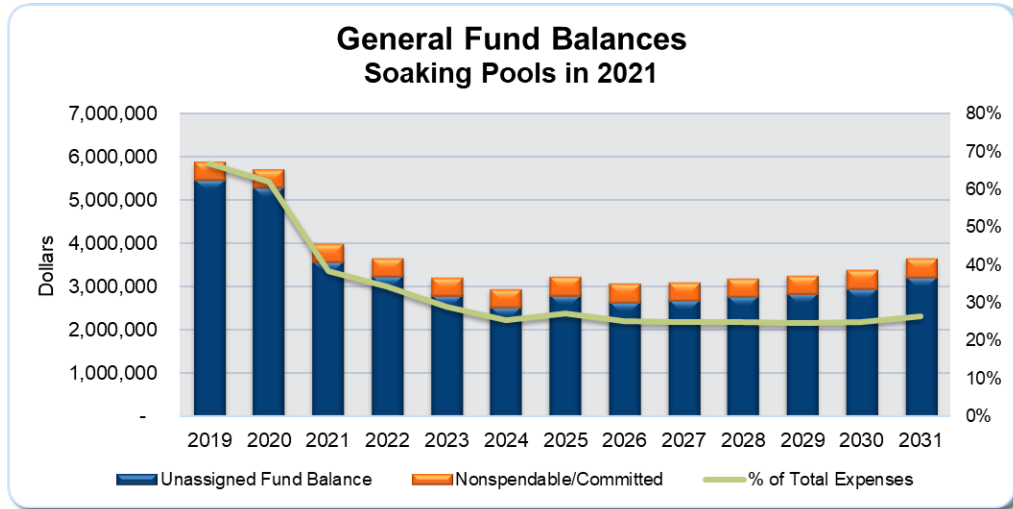
Sales Tax Rate Comparison

- The following table identifies Sales Tax rates for comparable communities

<u>Municipality</u>	<u>Sales Tax Rate</u>	<u>Est. Population</u>
City of Canon City	3.00%	16,400
City of Alamosa	2.50%	8,780
City of Gunnison	4.00%	6,594
Town of Avon	4.00%	6,447
Town of Estes Park	4.00%	6,352
City of Manitou Springs	3.60%	5,346
* Town of Breckenridge	2.50%	5,020
Town of Basalt	3.00%	3,857
Town of Winter Park	4.00%	1,051

* Temporary sales tax increase of 0.6% that will be collected, retained and spent for construction of affordable housing in Summit County

General Fund



The General Fund is the building block for the plan.
Goals

- Maintain operations
 - Adds new positions to meet growth
- Maintain reasonable unassigned fund balance
- Provide additional resources for capital projects as needed (\$550,000 average)

Capital Projects

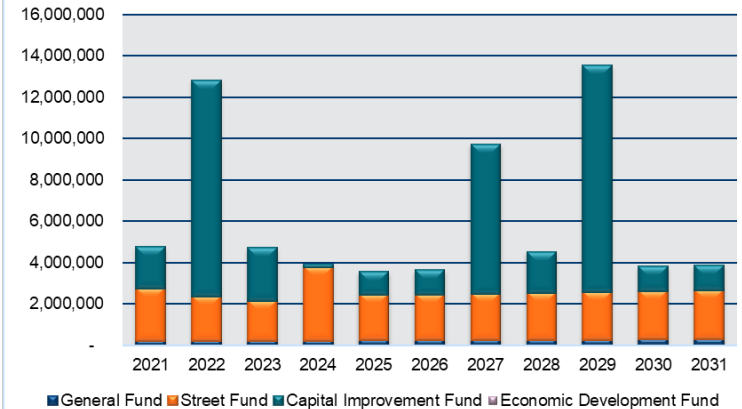
Capital Projects	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
PROJECT COSTS BY FUND											
General Fund	223,950	230,069	236,971	244,081	251,404	258,946	266,714	274,715	282,956	291,444	300,188
Street Fund	2,552,000	2,139,777	1,931,368	3,531,158	2,197,659	2,186,887	2,219,690	2,252,985	2,286,780	2,321,082	2,355,898
Capital Improvement Fund	1,950,500	10,420,726	2,514,856	122,056	1,077,284	1,153,582	7,213,992	1,971,362	10,925,091	1,160,541	1,177,949
Economic Development Fund	-	-	-	-	-	-	-	-	-	-	-
Total Project Costs	4,726,450	12,790,572	4,683,196	3,897,295	3,526,347	3,599,415	9,700,396	4,499,062	13,494,827	3,773,067	3,834,035

Capital Improvements	Estimated Costs
General Fund	2,841,438
Street Fund	25,975,284
Capital Improvement Fund	39,687,940
Economic Development Fund	0
Total Projects	68,504,662

Capital Improvement Fund Initiatives				
Description	Dept.	Year	Amount*	Bonding
Pool Facility - Soaking Pools	Parks	2021	\$ 960,000	Yes
Fire Station Replacement	Facilities	2022	10,000,000	Yes
Hot Water Line Replacement	Parks	2022	1,000,000	Yes
Fire Equipment Replacement	Equipment	2027	2,250,000	Yes
Sports Complex	Parks	2027	4,000,000	Yes
Recreation Center	Parks	2029	8,500,000	Yes
Total Projects			\$ 26,710,000	

*Note: Amounts are in 2020 dollars and are not adjusted for inflation

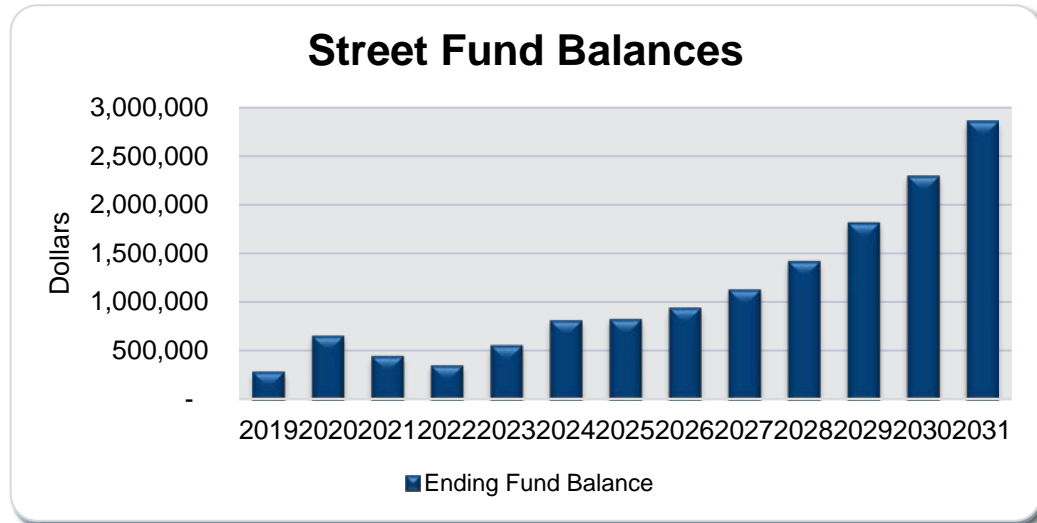
Projects by Fund by Year



Street Fund

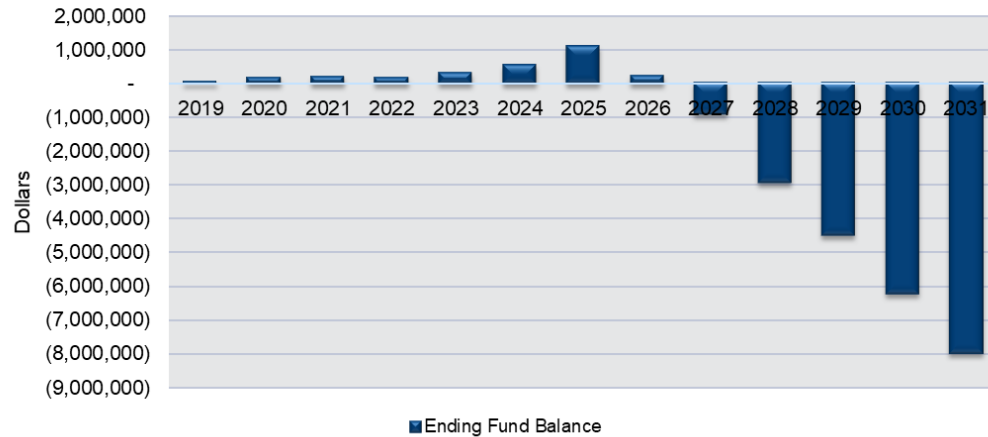
Highlights

- Adequate resources available
- Limited borrowing necessary
 - ✓ 2024 - Bridge Project
 - ✓ Room for additional projects starting in 2027



Capital Improvement Fund

Capital Improvement Fund Balances



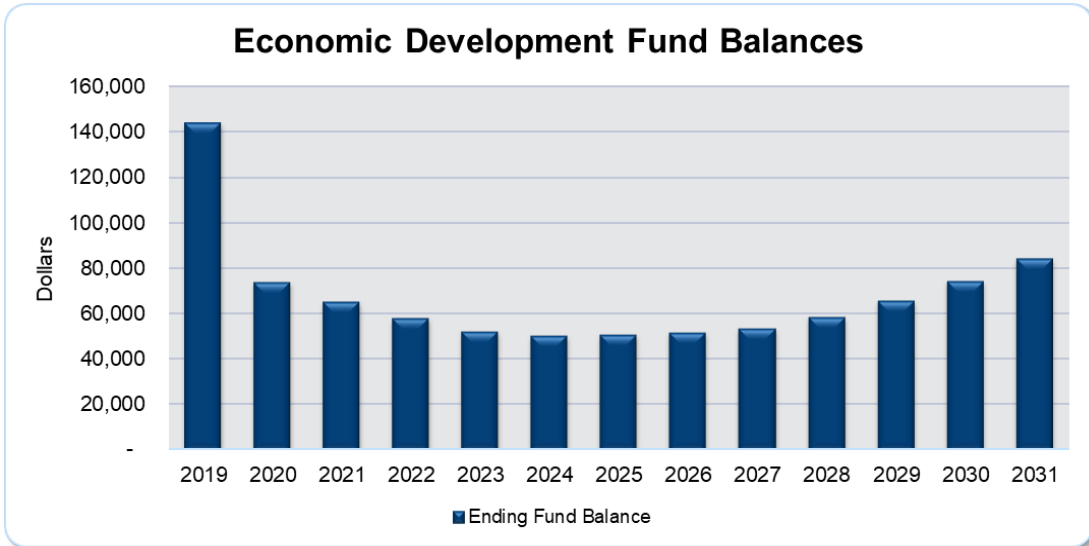
Highlights

- Spending outpaces support available from GF
 - ✓ \$550,000 average
- Deficit spending beginning in 2027
- Required Borrowings
 - ✓ 2022, 2023, 2025, 2027 and 2029

Economic Development Fund

Highlights

- No real activity identified for this fund



Future Considerations

- Generally finances of City are in good shape
- Capital Improvement spending outpacing resources
 - ✓ Grants
 - ✓ Revenue Increases
 - 0.5% increase in taxes (approximately \$215 per Res Unit)
 - Additional support from GF (\$200,000 per year)
 - Dedicated Property Tax (8.75 mills would limit additional GF contribution to \$500,000 - \$62.56 per \$100,000 AV Residential)

Acknowledgements

Appreciative of the time and efforts
Salida staff dedicated to this process

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FINANCIAL MANAGEMENT PLAN FOR THE:

City of Salida Colorado

September 2020



Prepared By:

Ehlers
4700 S Syracuse Street, Suite 860
Denver, CO 80237

BUILDING COMMUNITIES. IT'S WHAT WE DO.

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Introduction

The City of Salida (“City”) has engaged Ehlers to develop a multi-year Financial Management Plan (“FMP”). The purpose of this FMP is to create a multi-year financial plan for the City and its major funds, develop a 2020-2031 inventory of capital needs, determine existing financial resources, plan for funding options to accomplish the short and long-term capital needs of the City. The plan will serve as a road map to achieving the City’s priority projects and initiatives. As priorities and circumstances change, the plan is designed to be adapted to show the financial impacts of those changes and aid in decision-making. The goal of the City in commissioning of the Financial Management Plan is to:

1. Review the City’s current financial position;
2. Develop an inventory of capital needs and program requests;
3. Develop an inventory of financial resources, including special assessments, franchise fees, sales taxes, and possibly the use of URA TIF revenues;
4. Present capital project funding options, and analyze the financial impact of each option;
5. Prepare a comprehensive financial plan to promote transparency with Salida residents and taxpayers;
6. Develop a framework to annually review the FMP to ensure that assumptions and priorities remain congruent with the current direction of the City.
7. The City also identified six key goals that they wanted addressed in the Financial Management Plan
 - a. **Determine Sales Tax projections**
 - b. **Fund Forecasts**
 - c. **Develop an inventory of capital needs and program requests**
 - d. **Maintain and expand infrastructure by funding capital projects**
 - e. **Determine Debt Financing Needs and Fiscal Impacts**

Furthermore, the plan identifies the impact of future capital projects based on sales tax revenues over the next ten years.

We realize that the COVID-19 pandemic and other unplanned events may have some impact of the City’s 2020 budget; however, as of this report, the City’s actual 2020 sales tax projections have increased year-to-date over the prior years’ same period. This plan was developed with the original 2020 and 2021 budget to serve as a “baseline” financial model that shows how the City can accomplish and fund its priorities. As the financial impacts of the pandemic become clearer, they can be modeled into the plan to show the fiscal effects to the City, allowing the City Council to make informed policy choices about raising revenues, changing operations, or adjusting capital expenditures.

This plan was developed in partnership with staff. The Finance Committee reviewed a draft plan at its September 15, 2020 meeting and provided feedback on capital funding projects and possible future revenue sources. The changes to the draft plan based on the Finance Committee's feedback will be presented to the Council on October 5, 2020 and incorporated into the final version of this report.

Baseline “Where we are Today”

The overall current health of the City's finances is positive. Given the City's current operational expenditures, the general-purpose revenues are maintaining and growing in a manner that is keeping pace with current expectations. A couple of key metrics based on the 2019 Audited Year End figures are as follows:

- Unassigned Fund Balance represented 67% of general fund operating expenditures, and 70% of operating revenues
- Month over month, sales tax revenues have continued to increase an average of 11.2%
- Sale tax revenues represent an increasing percentage of general-purpose revenues - approximately 79%
- General Government expenditures represent 27% of general fund expenditures
- Public Safety expenditures represent 43% of general fund expenditures
- Public Works expenditures represent 4% of general fund expenditures
- Culture, Parks and Recreation represent 18% of general fund expenditures

While the City's Unassigned General Fund Balance at the conclusion of 2019 was 67% of expenditures, due to the impact of the COVID-19 Pandemic, it is anticipated that the balance will drop to approximately 62% at the conclusion of 2020.

Key Assumptions & Methodology

The development of the FMP is based on maintaining and growing operations of the City. Based on the revenue mix of the City, projecting future sales tax revenues is key in developing revenue-based budgeting. Ehlers evaluated the sales-tax revenues on a monthly basis, utilizing the projection to guide revenue growth. Currently, the City charges a general sales tax of 3.00% on all goods and services.

Sales-tax revenue projections for 2020 were adjusted downward for the second half of the year, to recognize the impact of the Pandemic. Ehlers utilized an average monthly 1.2% drop in receipts for August through December. This will result in an overall increase in year over year receipts, however the 5.27% increase is below the normal growth the City has been realizing. As the year continues to evolve, if the anticipated drop in receipts does not materialize, then the ending unassigned fund balance will improve.

Future sales tax revenue was adjusted annually by a factor of 4% growth to be conservative. mentioned above, the baseline starting point for 2020 is lower than what would have been expected if it not for the Pandemic.

Ehlers further included an increase in sales tax receipts based on expected growth in the community from the various developments known to be underway or in the planning stages. It is anticipated that in 2020 dollars each new residential unit generates \$1,279 in sales tax receipts for the City, which is also adjusted at the same 4% inflationary factor. This base per unit sales tax receipts was derived using the assumption that 90% of Essential Retail, 75% of all other retail, 75% of Restaurants and 75% of All Other sales tax receipts are generated by local residents.

There are two FMP models provided; one that includes the Soaking Pools project to begin in 2021 and the other scenario provides that the Soaking Pools project commence in 2029. If the Soaking Pools project begins in 2021, the General Fund Balance will see a steeper decline in the General Fund balance. If the Soaking Pools project is delayed out until 2029, the City will maintain a stronger fund balance in 2021, providing more time for the City to determine which projects will facilitate a stronger General Fund balance versus projects that will require additional sources of revenues in order to maintain a healthy 25% Fund Balance.

The City allocates the City portion of the sales tax in the following manor:

- General Fund 58%
- Street Fund 32%
- Capital Improvement Fund 8%
- Economic Development Fund 2%

Other general-purpose revenues are also annually adjusted by varying factors throughout the plan. Below is a list of general annual increases by non-sales tax revenue source:

- 1% annual increase of non-tax revenues
- 4% increase for Specific Ownership/Sales & Use Tax per year
- 5% for Franchise Tax revenues annually
- 3.50% SteamPlant Charges for Services each year
- Yearly investment revenue increases (based on prior year balances) of 1.50%

Once the baseline revenues projection was established, Ehlers evaluated expenditures in the following funds:

- General Fund
- Street Fund
- Capital Improvement Fund
- Economic Development Fund
- Lodging Tax Fund

- SteamPlant Event Center Fund (closed in 2020; moved to General Fund)

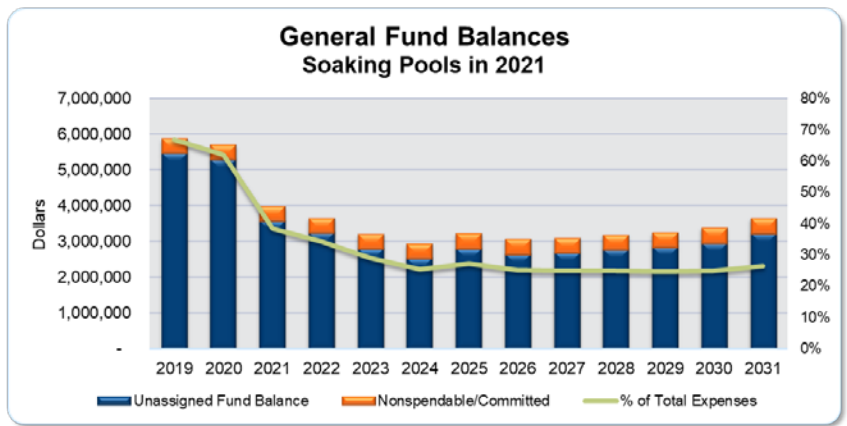
General Fund expenditures were inflated on a flat 3% per annum basis. Due to anticipated community growth, additional staffing was included in the plan based on the following schedule:

- Public Safety 1 staff in 2021
- General Government 1 staff in 2023
- Public Works 1 staff in 2025
- Public Safety 1 staff in 2027
- General Government 1 staff in 2029

General Fund Projection

In establishing a base line financial projection, first and foremost is the establishment of a reasonable projection of the City’s General Fund and ensuring that the City is financially in a position to continue its operations.

The revenue projections enumerated above, put the City in a position to continue maintaining operations, continue funding street maintenance and maintain a reasonable unassigned fund balance.



As you will read throughout this report, if the additional resources are not made available to the Capital Improvement Fund (CIF), to accomplish the CIF goals will require additional resources from the General Fund which would erode the City’s fund balance.

Capital Planning

The 2021-2031 CIP includes \$70.24 million of capital related expenditures over the next 10 years. While the General Fund Capital Improvements are included in the General Fund projection, the Street Fund and Capital Improvement Fund are accounted for separately. Projected capital expenditures for the years 2020 through 2031 as listed in Appendix A & B are summarized as follows:

Capital Improvements	Estimated Costs
General Fund	2,841,438
Street Fund	25,975,284
Capital Improvement Fund	39,687,940
Economic Development Fund	0
Total Projects	68,504,662

The capital costs are enumerated in 2020 dollars, but for the purpose of the projection, Ehler assumed a 1.50% inflationary factor for construction costs.

The City has identified several key initiatives that represent 67.3% of the Capital Improvement fund planned expenditures:

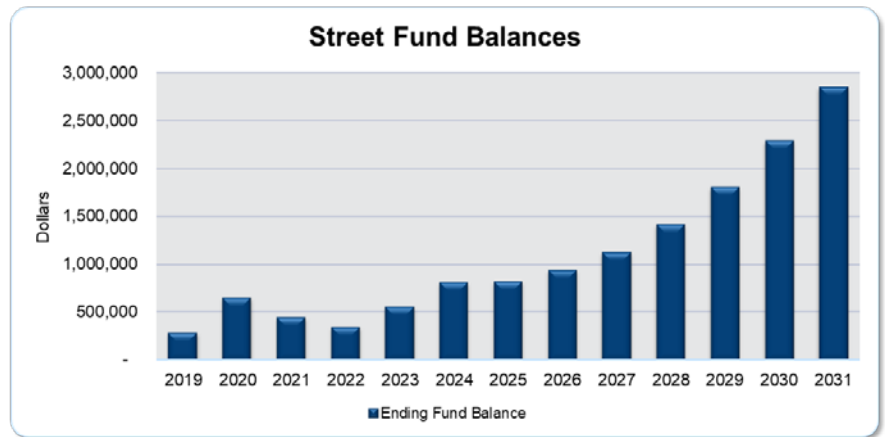
Capital Improvement Fund Initiatives				
Description	Dept.	Year	Amount*	Bonding
Pool Facility - Soaking Pools	Parks	2021	\$ 960,000	Yes
Fire Station Replacement	Facilities	2022	10,000,000	Yes
Hot Water Line Replacement	Parks	2022	1,000,000	Yes
Fire Equipment Replacement	Equipment	2027	2,250,000	Yes
Sports Complex	Parks	2027	4,000,000	Yes
Recreation Center	Parks	2029	8,500,000	Yes
Total Projects			\$ 26,710,000	

**Note: Amounts are in 2020 dollars and are not adjusted for inflation*

Street Fund Projection

The Street Fund capital expenditures over the next 10 years will be approximately \$27.4 M.

Projects are identified through 2022, with estimated annual expenditures thereafter. Utilizing the committed 32% of the City generated sales tax the fund predominantly can support the anticipated expenditures. A single bridge repair project in 2024 may need to be funded through the issuance of debt.



The purpose of the debt issuance would be to manage the ebb/flow of projects versus the dollars that are anticipated to be generated through the committed sales tax. Without the anticipated borrowing, the fund would move into a negative cash position and would need to be supported from another source of revenue.

Projects are planned out through 2024, which generate an average of just over \$2.0 M controlling for the large bridge repair project. If the bridge repair project is added into the annual average, you would need to account for approximately \$2.3 M of annual projects. As you will not in the Fund Balance chart above, fund balance increases starting in 2028 when we use a \$2.0 M average annual street projects. The same is generally true if the \$2.3 M is included, however the fund balance is reduced rather significantly.

Capital Improvement Fund

The Capital Improvement Fund (CIF) is the City’s fund that presents the greatest amount of volatility to the overall health of the City and represents almost \$40 M of projects that can be classified into two main categories: Needs and Wants. Unfortunately, one person’s needs are another person’s wants.

Another way to look at projects are from a discretionary and non-discretionary spending basis. Does the lack of or presence of a project impact overall operations of the City? The overall list of projects contained in Appendix B can be generally broken down into these categories, however the breakout is subjective to the person doing the breakout.

As noted earlier, there are six significant initiatives that represent approximately 67.3% of the overall CIF spending. Of the six projects, the replacement of fire equipment (\$2.5 M) is likely non-discretionary and therefore is a necessity. Stripping out the remaining five projects puts the City on a sound financial footing, however, does not accomplish City goals. Keeping the projects in turn, puts the City on a path of financial difficulty.

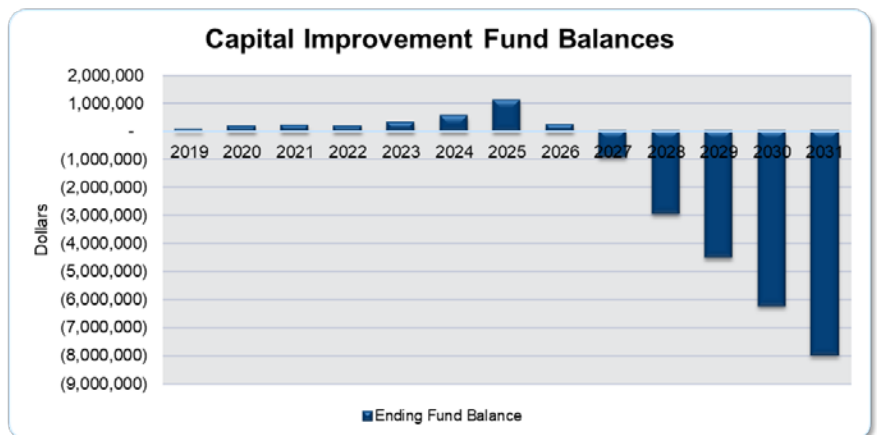
The size and magnitude of some of the six projects is such that there will be several required borrowings for undertaking the plan. We anticipate that a total of \$27.8 M of borrowing over the 10-year planning period. Each borrowing is assumed to be amortized over a 20-year period at a 4% borrowing rate.

We were asked to look at two options regarding the capital plan having to do with completing the soaking pools project in 2021 and delaying the project to 2029. Regardless of which option, the overall ability of the City to undertake the breadth of the capital plan without additional resources is limited. Factors that would impact that ability are additional revenues available from the General Fund, offsetting grants or other aids for projects, or additional revenue sources.

In the first scenario, where the Soaking Pools project is undertaken in 2021, the fund moves into negative territory in 2027. The debt burden simply becomes untenable for the fund to be able to maintain funding annual projects and to make debt service payments.

The second scenario where the Soaking Pools project is moved to 2029, the interim fund balance is improved through 2027, however

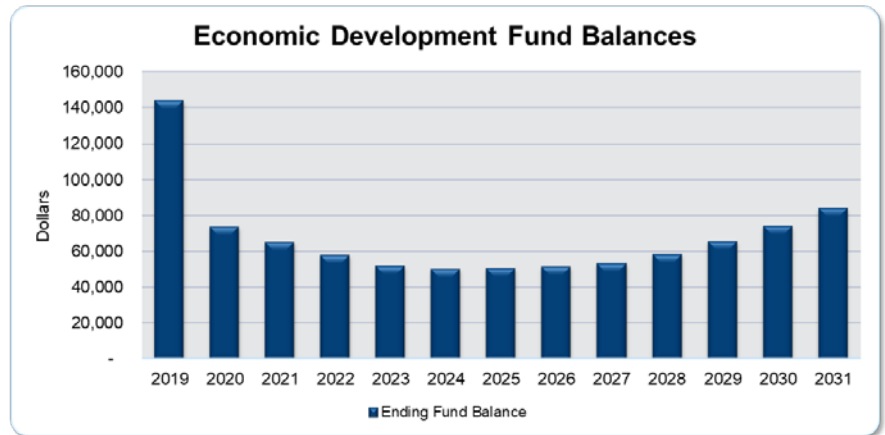
the fund still moves into the negative beginning in 2027. Again, the debt burden becomes untenable for the funds current designated resources.



Given the \$40 M of projects, the current resources of the City, maintenance of healthy general fund operations and a healthy fund balance, the Capital Improvement Fund will need new revenue sources or significant grants to accomplish the project list.

Economic Development Fund

The Economic Development Fund balance sharply grew in 2019 due to increasing sales tax revenues from the prior year. The fund balance precipitously decreased in 2020 due to a one-time expenditure occurring in 2020, resulting in subsequent years of projected level expenses, and slight growth in revenues, based on a 4% sales tax increase projection year-over-year. There are no large projected capital expenditures expected in the Economic Development Fund through 2031 at this time.



This may be an area where additional projects requiring a new source of revenue may reside. Ehlers understands that attainable housing may be an issue that the City desires to address either through a stand-alone project or through a multi-jurisdictional partnership. While there are no specific resources identified in the plan currently, it is reasonable to envision a specific revenue source to fund such projects.

As an example, given the current sales tax revenue generation, every quarter percent sales tax would generate approximately \$600,000 of additional annual revenue. This revenue could be used to leverage annual projects or could be future valued to undertake a larger single project.

City Goals

City Staff identified the following overall goals it would like to accomplish:

1. Determine Sales Tax projections
2. Fund Forecasts
3. Develop an inventory of capital needs and program requests
4. Maintain and expand infrastructure by funding capital projects
5. Determine Debt Financing Needs and Fiscal Impacts

GOAL #1: Determine Sales Tax Projections

While the events of 2020, in particular the COVID Pandemic, made projecting sales taxes significantly difficult. Originally, projections provided for significant drops in sales tax receipts due to the shut-down mandated by the governor. Those dire projections have been replaced with minor reductions as actual data proved those predictions wrong.

The FMP includes a sales tax projection that results in a slightly greater than 5% increase in sales tax receipts for the City. Through the first seven months of the year, sales tax receipts have averaged an 11.2% increase month of month from 2019. For the remainder of the year, the month over month from 2019 is projected to decline approximately 1.2%, which brings the gross year over year number down to the 5%.

As the year continues to play out, the projection will easily be modifiable to address reality versus the speculation we have had to use.

The sales tax projection is the building block for all future decision making for the City.

GOAL #2: Future Fund Forecasts

Fund forecasts were developed for all the City's major funds: General, Street, Capital Improvement and Economic Development. The detail of each fund can be found in Appendix C.

GOAL #3: Develop an inventory of capital needs and program requests &

GOAL #4: Maintain and expand infrastructure by funding capital project

Throughout the course of the development of the FMP, the City has developed a comprehensive list of projects that are either needed or wanted over the next decade.

The 2021-2031 CIP includes \$68.5 million of capital related expenditures over the next 11 years. City capital projects are categorized as either general fund, street related or capital projects. A summary of the projects contained in the plan are as follows:

Capital Improvements	Estimated Costs
General Fund	2,841,438
Street Fund	25,975,284
Capital Improvement Fund	39,687,940
Economic Development Fund	0
Total Projects	68,504,662

The annual funding of General Fund capital items and the continued maintenance of the City's roadway infrastructure is managed with the current resources of the City.

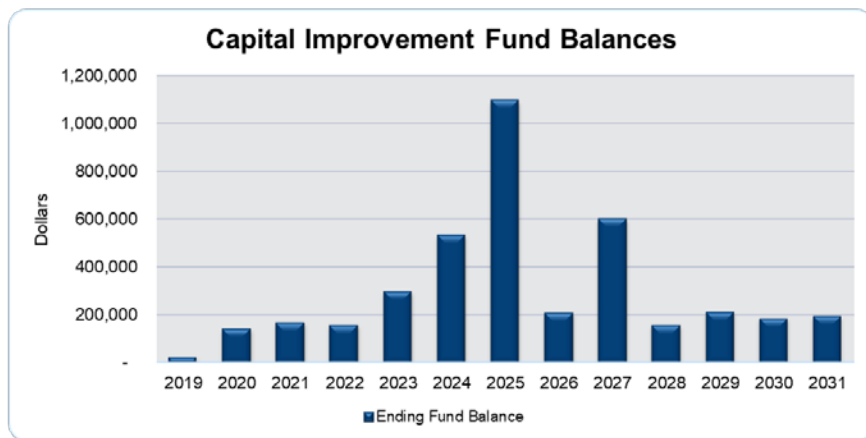
However, due to several significant projects within the Capital Improvement Fund that are significant undertakings, the Capital Improvement Fund will not be able to accomplish all the goals without significant additional resources. that are identified that make up approximately 39.0% of future City capital expenditures.

In order to accomplish the overall Capital Improvement Fund goals, the City will need to significantly increase the resources available to the Capital Improvement Fund. In addition to the current 8% of sales tax revenue dedicated to the Fund, the City will need to on average contribute an additional \$550,000.

The contribution from general purpose revenues will not be adequate to accomplish all the goals. As noted earlier, the fund moves into a negative cash position in 2026 due to the magnitude of managing project funding and future debt service payments. A one-quarter percent sales tax will generate approximately \$585,000 additional revenues in 2020 dollars. We estimate that it would require a one-half percent increase in the City’s sales tax to generate adequate dollars to fund all the projects identified.

If the City were to increase the sales tax by one-half percent and dedicate directly to the Capital Improvement Fund, the City would accomplish all the stated goals in the plan.

Alternatively, the City could impose a property tax mill levy of approximately 8.75 to accomplish the same funding scenario.



Both scenarios would require the City to continue utilizing general purpose revenues to transfer on average \$550,000 to the capital fund annually.

GOAL #5: Determine Debt Financing Needs and Fiscal Impacts

The Street Fund and Capital Improvement Fund both include borrowing for projects as a means to allow all the projects to be accomplished. Debt financing is an effective means of “paying as you use” versus “paying as you go”. The taxpayer residents on the “pay as you use” scenario pay for the asset over time as they can use the asset. Whereas the taxpayer residents on the “pay as you go” scenario must save and pay for the project prior to its use - which may result in a taxpayer resident paying for something they never use.

The plan includes borrowing \$30.3 M over the course of the eleven-year planning period. The borrowings are planned for the following years.

Planned Borrowings	Amount
2021	-
2022	9,500,000
2023	1,250,000
2024	1,500,000
2025	2,000,000
2026	-
2027	6,300,000
2028	-
2029	9,750,000
2030	-
2031	-
Total Projects	30,300,000

As noted in the summary of Goals 3-4, additional resources would be necessary to accomplish all the goals contained within the CIF. An additional \$1.16 M of annual resources, 2020 dollars, will be necessary beginning in 2027 to provide adequate resources for the project list.

If the City were to increase the sales tax by one-half of one percent to address the resource needs, the impact to the average City resident is estimated to be approximately \$215 on an annual basis. As indicated, alternatively, the City could impose a mill levy of approximately 8.75 mills that would impact the average residential unit \$62.56 per \$100,000 of assessed value.

Recommendations

The Financial Management Plan is a dynamic tool intended to support City staff and Council in determining capital project priorities and corresponding revenue needs on an annual basis. Nothing in this plan is set in stone and the plan is designed to be flexible to adjust to annual fluctuations in revenues, spending and overall City priorities. As new opportunities and challenges arise, the City can actively navigate through this plan in order to identify costs of implementing new initiatives and constructing new projects.

The City has an effective lead time to determine the best course of action associated with accomplishing all the goals contained within the plan prior to the financial difficulties that begin in 2026. A key recommendation is that the City start to determine the best course of action to generate the additional revenue resources necessary to accomplish the CIF projects.

Acknowledgement

On behalf of the project team, we would like to acknowledge the commitment and contributions provided by several members of City staff in completing this project. In particular we would like to

recognize Mr. Drew Nelson, City Manager and Ms. Aimee Tihonovich, Finance Director for the input and guidance throughout the course of this study.

Item 1.

Appendix A

Item 1.

CITY OF SALIDA, COLORADO
Financial Management Plan
Street Fund
Fund 31

Notes:
 1) 2020 Sales Tax Revenue decreased for COVID-19. See "Sales Tax Calculation" tab
 2) May need to consider bonding for bridge repairs and street reconstruction

Capital Project Name	Department	Multiple Year?	Project Year?	Project		2020	2020 Estimate	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	
				First Year	Last Year													
1 Inflation Assumptions																		
2 Sales and Use Taxes																		
3 Interest Earnings																		
4 Expenses																		
5 CIP Inflation Factor																		
Capital Projects & Debt Levy																		
26 Alley Reconstruction		No	2022	2022		100,000		103,023										
27 Bridge Reconstruction		No	2023	2023		1,600,000			104,568									
28 Bridge Repairs		No	2024	2024		1,600,000				1,592,045								
29 Crosswalks		Yes	2021	2025		40,000	40,000	41,209	41,827	42,445	43,061							
30 Curbwork		No	2022			160,000		164,836										
31 Highway 50 Enhancement - PH4 Construction Mgmt		No	2021			1,062,000	1,062,000											
32 Highway 50 Enhancement - PH4 PM/CM		No	2020			50,000	50,000											
33 Machinery & Equipment		No	2020			20,000	20,000											
34 Machinery & Equipment		No	2021															
35 Machinery & Equipment		Yes	2022	2024		27,000		27,816	28,233	28,657								
36 Other vehicles and rolling stock		Yes	2020	2022		50,000	50,000	51,511										
37 Other vehicles and rolling stock		No	2024			85,000				90,216								
38 Other vehicles and rolling stock		No	2023			230,000			240,506									
39 Sidewalk Improvements		No	2020			200,000	200,000											
40 Sidewalk Improvements		Yes	2021	2022		250,000	250,000	257,556										
41 Stormwater Improvements		Yes	2023	2024		150,000		156,852	159,205									
42 Stormwater Improvements		No	2022			150,000		154,534										
43 Stormwater Improvements		No	2024			150,000			158,205									
44 Streets - Asphalt Maintenance		No	2020			350,000	350,000											
45 Streets - Asphalt Maintenance		No	2021			300,000	300,000											
46 Streets - Asphalt Maintenance		No	2022			400,000												
47 Streets - Asphalt Maintenance		No	2023			400,000		418,271										
48 Street Reconstruction		No	2024			425,000				451,080								
49 Street Reconstruction		Yes	2020	2021		800,000	800,000											
50 Street Reconstruction		Yes	2022	2023		900,000	900,000	927,203	941,111	1,008,295								
51 Streets - Curb, Gutter, Drainage		No	2024			50,000	50,000											
52 Placeholder		No	2021															
53 Placeholder		No	2021															
54 Placeholder		No	2021															
55 Total Capital Projects		Yes	2025	2031		2,000,000					2,154,568	2,166,887	2,219,690	2,262,985	2,286,780	2,321,082	2,355,898	
PROJECTED NEW DEBT TERMS																		
56 Par Amount (Line 18)						10,899,000	1,470,000	2,552,000	2,139,777	1,931,868	3,531,158	2,197,659	2,186,887	2,219,690	2,262,985	2,286,780	2,321,082	2,355,898
57 Number of Years						15	15	15	15	15	10	10	10	10	10	10	10	10
58 Interest Rate						0.00%	0.00%	0.00%	0.00%	0.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
59 New Debt Service (See Line 15)																		
						0	0	0	0	0	0	184,638	184,638	184,638	184,638	184,638	184,638	184,638



Appendix B

Item 1.

CITY OF SALIDA, COLORADO
Financial Management Plan
Capital Improvement Fund
Fund 32

Notes:
 1) 2020 Sales Tax Revenue decreased for COVID-19. See "Sales Tax Calculation" tab
 2) Capital projects in the 2020 budget don't match the CIP. Need to discuss.

Includes new 0.5 Sales Tax Dedicated to CIP

Line Item	Initiation Assumptions	Multiple Year?	Department	Project		2020	2020	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
				First Year	Last Year														

Capital Project Name	Department	Multiple Year?	First Year	Last Year	2020	2020	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	
23 Facilities	Facilities	No	0		25,000														
24 Leased Facilities	Facilities	No	0		50,000														
25 Gateway Monument Visitor Kiosk	Facilities	No	0		200,000														
26 Other Projects	Facilities	No	0		140,000														
27 Other Projects	Facilities	No	2024		50,000						53,068								
28 Golf Course Pumping/Diversion Prc	Facilities	No	0		80,000														
29 Golf Course Pumping/Diversion Prc	Facilities	No	0		350,000														
30 Trail Upgrades/River Park Maintena	Parks	No	0		80,000														
31 Trail Upgrades/River Park Maintena	Parks	Yes	2022	2024	15,000				15,453		15,920								
32 Vehicle Replacement	Parks	No	2023		35,000														
33 Machinery & Equipment	Parks	No	0		45,000														
34 Park Facility Improvements	Parks	No	0		120,000														
35 Centennial Park Improvements	Parks	No	2021		300,000														
36 Marvin Park Improvements	Parks	No	2021		12,000				618,135		313,704								
37 Marvin Park Improvements	Parks	No	2022		600,000														
38 Fire Station Replacement	Facilities	No	2022		8,500,000														
39 Fire Equipment Replacement	Equipment	No	2023		55,000														
40 Fire Equipment Replacement	Equipment	No	2026		55,000														
41 Fire Equipment Replacement	Equipment	No	2027		1,500,000								60,139						
42 Fire Equipment Replacement	Equipment	No	2028		750,000														
43 Fire Equipment Replacement	Equipment	No	2029		850,000														
44 Existing Fire Station Remodell	Facilities	No	2023		1,500,000					1,568,518									
45 City Hall Improvements	Facilities	No	0		50,000														
46 Recreation Center	Parks	No	2029		8,500,000														
47 Sports Complex	Parks	No	2027		4,000,000									4,439,380					
48 Centennial Park	Parks	No	2023		500,000					522,839									
49 Golf Course Parking	Parks	No	2024		50,000						53,068								
50 Hot Water Line Replacement	Parks	No	2022		1,000,000				1,030,225										
51																			
52 Per 2020 Budget																			
53 Building Improvements	22	No			300,000														
54 Building Improvements	40	No			75,000														
55 Pool Facility - Major Improvements	51	No	2020		158,000														
56 Pool Facility - Soaking Pools	Parks	No	2021		960,000				960,000										
57 Natural Ice Rink	Parks	No	2020		3,000				3,000										
58 Other Park Projects	Parks	No	2020		700,000				700,000										
59 Caboose Restoration	Parks	No	2021		250,000				250,000										
60																			
61 Per 2021 Budget																			
62 Liens - Upgrades & Replacement	51	No	2021		50,000				50,000										
63 Building Improvements	40	No	2021		65,000				65,000										
64 Other Vehicles & Rolling Stock	51	No	2021		100,000				100,000										
65 New Trails Project	54	No	2021		25,000				25,000										
66 Natural Ice Rink	54	No	2021		20,000				20,000										
67 Riverside Park Improvements	54	No	2021		8,500				8,500										
68 Centennial Park Improvements	54	No	2021		60,000				60,000										
69 Other Park Projects	Parks	No	2021		400,000				400,000										
70																			
71 Placeholder	Yes	2025	2031		1,000,000							1,077,284	1,093,443	1,109,645	1,126,493	1,143,390	1,160,541	1,177,949	
72																			
73 Total Capital Projects					32,791,500		861,000	1,950,500	10,420,726	2,514,856	122,056	1,077,284	1,153,582	7,213,992	1,971,362	10,925,091	1,160,541	1,177,949	
PROJECTED NEW DEBT TERMS																			
74 Par Amount (Line 16)									9,500,000	1,250,000	20	2,000,000	20	6,300,000	20	9,750,000	20		
75 Number of Years									15	20	20	20	20	20	20	20	20	20	20
76 Interest Rate									0.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
77 New Debt Service (See Line 13)					0	0	0	0	0	733,978	830,554	830,554	985,076	985,076	1,471,819	1,471,819	2,225,112	2,225,112	

Per IMA: As of Date:

Item 1.



Appendix C

Item 1.

CITY OF SALIDA, COLORADO
Financial Management Plan
Dashboard

General Fund Summary	Actual 2019	Estimated 2020	Budget 2021	Projected																
				2022	2023	2024	2025	2026	2027	2028	2029	2030	2031							
Revenues																				
Taxes	4,176,127	4,319,451	4,499,000	4,682,500	4,873,475	5,072,269	5,279,127	5,494,598	5,718,833	5,952,285	6,195,209	6,448,264	6,711,512							
New tax revenue due to development	-	-	48,428	112,490	158,151	305,101	367,350	400,768	443,376	545,941	636,371	695,151	742,194							
Intergovernmental	2,582,780	2,705,829	2,664,500	2,707,722	2,805,471	2,907,129	3,012,853	3,122,805	3,237,154	3,356,076	3,479,754	3,608,378	3,742,147							
Other revenues	1,030,137	1,056,652	1,020,500	1,333,331	1,340,918	1,347,257	1,356,255	1,373,484	1,384,426	1,398,364	1,413,109	1,420,026	1,427,782							
Total Revenues	7,789,044	8,081,932	8,232,428	8,836,043	9,178,015	9,631,756	10,015,585	10,391,655	10,783,789	11,252,666	11,724,443	12,171,819	12,623,635							
Expenses																				
Current Expenses	7,479,117	8,054,693	8,818,026	8,897,167	9,164,082	9,439,004	9,722,174	10,013,840	10,314,255	10,623,682	10,942,393	11,270,665	11,608,785							
Debt Service	253,566	241,300	253,635	253,635	161,900	161,900	161,900	161,900	161,900	-	-	-	-							
Capital Expenses	456,824	240,500	223,950	230,069	236,971	244,081	251,404	259,946	266,714	274,715	282,956	291,444	300,188							
Total Expenses	8,189,507	8,536,493	9,295,611	9,380,871	9,562,953	9,844,985	10,135,478	10,434,686	10,580,969	10,898,397	11,225,349	11,562,109	11,908,973							
Revenues Over/(Under) Expenses	(400,463)	(454,561)	(1,063,183)	(544,828)	(384,937)	(213,229)	(119,893)	(43,031)	202,820	354,269	499,094	609,710	714,662							
Other Sources/(Uses)																				
Transfers In/(Out)	524,726	250,180	(597,200)	253,115	53,115	53,115	553,115	53,115	53,115	(46,885)	(146,885)	(196,885)	(146,885)							
Lease Proceeds	255,835	-	-	-	-	-	-	-	-	-	-	-	-							
TABOR Refund / Capital Contributions	-	-	-	-	-	-	-	-	-	-	-	-	-							
Total Other Sources/(Uses)	780,561	250,180	(597,200)	253,115	53,115	53,115	553,115	53,115	53,115	(46,885)	(146,885)	(196,885)	(146,885)							
Ending General Fund Balance	5,862,437	5,689,656	3,989,273	3,646,060	3,211,193	2,944,943	3,218,844	3,064,828	3,101,741	3,183,531	3,253,378	3,375,371	3,643,591							
Ending Unassigned Fund Balance	5,477,983	5,290,118	3,579,735	3,236,523	2,801,655	2,535,405	2,809,306	2,655,291	2,692,203	2,773,993	2,843,841	2,965,833	3,234,053							
% of Total Expenses	67%	62%	38%	34%	29%	25%	27%	25%	25%	25%	25%	25%	26%							

Item 1.



CITY OF SALIDA, COLORADO
Financial Management Plan
Dashboard

Street Fund	Actual 2019	Estimated 2020	Budget 2021	Projected																
				2022	2023	2024	2025	2026	2027	2028	2029	2030	2031							
Revenues																				
Taxes	2,128,256	2,244,220	2,315,819	2,442,763	2,563,156	2,743,232	2,880,576	3,006,113	3,141,021	3,313,509	3,483,901	3,641,632	3,797,886							
Intergovernmental	285,420	230,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000							
Other revenues	3,253	-	401,000	-	-	-	-	-	-	-	-	-	-							
Total Revenues	2,416,929	2,474,220	3,016,819	2,742,763	2,863,156	3,043,232	3,180,576	3,306,113	3,441,021	3,613,509	3,783,901	3,941,632	4,097,886							
Expenses																				
Current Expenses	579,929	636,367	672,125	699,010	726,970	756,049	786,291	817,743	850,453	884,471	919,850	956,644	994,910							
Projected Future Debt Service	-	-	-	-	-	-	184,638	184,638	184,638	184,638	184,638	184,638	184,638							
Capital Expenses	1,298,304	1,470,000	2,552,000	2,139,777	1,931,368	3,531,158	2,197,659	2,186,887	2,219,690	2,252,985	2,286,780	2,321,082	2,355,898							
Total Expenses	1,878,233	2,106,367	3,224,125	2,838,787	2,658,338	4,287,207	3,168,588	3,189,268	3,254,781	3,322,094	3,391,268	3,462,364	3,535,446							
Revenues Over/(Under) Expenses	538,696	367,853	(207,306)	(96,024)	204,818	(1,243,975)	11,988	116,845	186,240	291,415	392,633	479,268	562,440							
Other Sources/(Uses)																				
Transfers In/(Out)	635,280	-	-	-	-	-	-	-	-	-	-	-	-							
Bond Proceeds	-	-	-	-	-	1,500,000	-	-	-	-	-	-	-							
Sale of Fixed Assets	-	-	-	-	-	-	-	-	-	-	-	-	-							
Total Other Sources/(Uses)	635,280	-	-	-	-	1,500,000	-	-	-	-	-	-	-							
Ending Fund Balance	280,558	648,411	441,105	345,081	549,899	805,924	817,912	934,757	1,120,997	1,412,412	1,805,045	2,284,313	2,846,753							

Item 1.



CITY OF SALIDA, COLORADO
Financial Management Plan
Dashboard

Capital Improvement Fund	Actual 2019	Estimated 2020	Budget 2021	Projected																
				2022	2023	2024	2025	2026	2027	2028	2029	2030	2031							
Revenues																				
Taxes	532,064	561,055	578,980	610,716	640,814	685,783	720,169	751,578	2,293,821	2,397,311	2,502,640	2,607,315	2,714,281							
Intergovernmental	354,335	420,000	200,000	-	750,000	-	-	-	-	-	-	-	-							
Other revenues	-	-	180,000	-	-	-	-	-	-	-	-	-	-							
Total Revenues	886,399	981,055	958,980	610,716	1,390,814	685,783	720,169	751,578	2,293,821	2,397,311	2,502,640	2,607,315	2,714,281							
Expenses																				
Current Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-							
Projected Future Debt Service	-	-	-	-	733,978	830,554	830,554	985,076	985,076	1,471,819	1,471,819	2,225,112	2,225,112							
Capital Expenses	1,084,629	861,000	1,950,500	10,420,726	2,514,856	122,056	1,077,284	1,153,582	7,213,992	1,971,362	10,925,091	1,160,541	1,177,949							
Total Expenses	1,084,629	861,000	1,950,500	10,420,726	3,248,834	952,610	1,907,838	2,138,658	8,199,068	3,443,181	12,396,910	3,385,653	3,403,061							
Revenues Over/(Under) Expenses	(198,230)	120,055	(991,520)	(9,810,010)	(1,858,020)	(266,827)	(1,187,669)	(1,387,080)	(5,905,247)	(1,045,871)	(9,894,270)	(778,338)	(688,780)							
Other Sources/(Uses)																				
Transfers In/(Out)	180,000	-	1,017,200	300,000	500,000	500,000	-	500,000	500,000	600,000	700,000	750,000	700,000							
Bond Proceeds	-	-	-	9,500,000	1,500,000	-	1,750,000	-	5,800,000	-	9,250,000	-	-							
Sale of Fixed Assets	-	-	-	-	-	-	-	-	-	-	-	-	-							
Total Other Sources/(Uses)	180,000	-	1,017,200	9,800,000	2,000,000	500,000	1,750,000	500,000	6,300,000	600,000	9,950,000	750,000	700,000							
Ending Fund Balance	20,894	140,949	166,629	156,620	298,599	531,772	1,094,103	207,022	601,775	155,905	211,634	183,296	194,516							

Item 1.



CITY OF SALIDA, COLORADO
Financial Management Plan
Dashboard

Economic Development Fund	Actual	Budget											
	2019	Estimated 2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Revenues													
Taxes	133,016	140,263	144,770	152,679	160,153	171,421	180,067	187,920	196,289	207,126	217,744	227,571	237,393
Intergovernmental	-	-	-	-	-	-	-	-	-	-	-	-	-
Other revenues	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenues	133,016	140,263	144,770	152,679	160,153	171,421	180,067	187,920	196,289	207,126	217,744	227,571	237,393
Expenses													
Current Expenses	121,235	210,200	153,700	159,848	166,242	172,892	179,808	187,000	194,480	202,259	210,349	218,763	227,514
Projected Future Debt Service	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	121,235	210,200	153,700	159,848	166,242	172,892	179,808	187,000	194,480	202,259	210,349	218,763	227,514
Revenues Over/(Under) Expenses	11,781	(69,937)	(8,930)	(7,169)	(6,089)	(1,471)	259	920	1,809	4,867	7,395	8,808	9,879
Other Sources/(Uses)													
Transfers In/(Out)	-	-	-	-	-	-	-	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-	-	-	-	-	-	-	-
Donations for Capital Improvements	5,000	-	-	-	-	-	-	-	-	-	-	-	-
Total Other Sources/(Uses)	5,000	-	-	-	-	-	-	-	-	-	-	-	-
Ending Fund Balance	143,734	73,797	64,867	57,698	51,609	50,138	50,397	51,317	53,126	57,993	65,388	74,196	84,075

Item 1.





CITY COUNCIL WORK SESSION

MEETING DATE: October 5, 2020
AGENDA ITEM: Final 2021 Budget Decisions
FROM: Aimee Tihonovich, Finance Director

Today is the last work session devoted to making 2021 budget decisions. Please see the following list to be considered at this meeting.

At the October 19 work session we will review a powerpoint presentation to be made prior to the public hearing of the Budget on October 20. Council will also be asked at the October 20 to approve a resolution to adopt the 2021 budget and appropriate funds.

**City of Salida
2021 Budget
Open Items**

	<u>Department</u>	<u>Description</u>	<u>\$</u>
1	CIP	The soaking pool 2020 budget is rolled over into the 2021 requested budget, but we have learned that the \$960K is not sufficient to accomplish the vision for the soaking pools so funds either need to be increased (by an estimated \$700K), or the scope reworked. Council may also wish to consider a debt issuance to help pay for the project over time.	\$ 960,000
2	Police	Councilperson Shore asked that staff give consideration to adding funds for another police officer if call volume continues to increase. Staff is working with existing officers to maximize coverage and is utilizing overtime as necessary since there are no officers available for backfill to assist with vacation/training. Overtime is not so excessive as to be more expensive than hiring another staff member but it could eventually exhaust officers. Additional funds have not been placed in the budget but may need to be strongly considered for 2022. If Council feels appropriate to add this year, it will not exhaust the budget.	\$ 71,000 including benefits (not currently in budget)
3	Recycling	Please see following email from councilperson Alisa Pappenfort asking council to rethink the practice of recycling plastics. The City's pro-rata share of recycling costs for Chaffee County are \$32,560. Staff will make any adjustments to this upon direction from Council.	?
4	Airport	Council needs to provide final direction on whether or not to support the additional amount requested by the Airport to expand taxi lanes so more hangers can be added, this will bring the total contribution for 2021 to \$175,000 for both the City and the County. Airport staff have recommended this funding as it will help the Airport reach self sufficiency. As more hangers are added, more fuel sales and space rentals will result.	\$ 100,000
5	Grant Request	Guidestone Colorado presented to Council late July asking for a \$10,000 contribution to go toward a classroom addition to the Hutchinson Homestead and Learning Center. This contribution is not in the 2021 proposed budget. Does Council want to add this in?	\$ 10,000 (not currently in budget)
6	Grant Request	he Chaffee County Economic Development Corporation has asked that Salida, Buena Vista and Poncha Springs together match the county for funding their office. Currently, the County provides \$35,000 in funding. Salida's current funding is \$5,000 (Buena Vista is also \$5K and Ponchas Springs is \$1K). Salida's prorata share to increase the combined contribution to \$35K would be \$19,500 (a \$14,500 increase)	\$ 14,500 (not currently in budget)

2021 Budget Open Items (Continued)

	<u>Department</u>	<u>Description</u>	<u>\$</u>
7	Grant Request	Energy Smart Colorado is asking for \$2,500 to help bring down the cost of home energy assessments for City of Salida Residents. Thier proposal follows.	\$ 2,500 (not currently in budget)
8	COLA	In order to stay in synch with the market for what the City pays employees, the Employers Council recommends a COLA based on the Department of Labor's Employee Cost Index (ECI) for Government employees. As of June 30, that index is 2.4%. Currently, the budget will accommodate this amount of COLA. It is recommended that a COLA to all staff be provided on January 1 based on the latest available ECI figures up to 2.4%	\$ 124,302

Aimee Tihonovich

From: Alisa Pappenfort <alisa.pappenfort@salidaelected.com>
Sent: Thursday, September 17, 2020 9:08 AM
To: Erin Kelley; Drew Nelson; Aimee Tihonovich
Subject: for distribution to council and staff

<https://www.npr.org/2020/09/11/897692090/how-big-oil-misled-the-public-into-believing-plastic-would-be-recycled>

It's way past time to quit recycling plastic so let's budget accordingly. It is cheaper to put it in the ground where it is going to end up anyway. Better in the ground than in our waterways choking and killing species. Less than 10% is actually recycled. Same as it ever was, just worse with a multiplicity of plastic types, If I recall accurately, most plastic trash was created in the last 30 years and is growing exponentially. As we reduce gasoline consumption, big oil offsets with mountains of plastic.

Let us focus our recycling dollars on materials that can actually be recycled. Big oil does not want recycling to work, they only want the marketing to work to continue to deceive the public. We are better than this propping up an industry that only cares about their profits and participating in fooling the public in this corporate sham. Environmentalists have been had with the recycling symbols and I regret my participation with eyes half-open. Let's sharpen our pencils at a budget work session and stop the so-called recycling of plastic.

Appreciation,

Alisa Pappenfort

City Councilor

City of Salida

448 East First Street, Suite 112 * Salida, CO * 81201

719.221.2911 (direct)

Find up-to-date information direct from the City at:

www.cityofsalida.com and www.facebook.com/CityofSalida

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Request to City of Salida to bring down the cost of home energy assessments for residents

In follow-up to numerous formal and informal conversations among volunteers and City of Salida Councilmembers, Energy Smart Colorado (ESC) respectfully requests \$2,500 from the City of Salida to help bring down the cost of home energy assessments for City of Salida residents and/or businesses. This \$2,500 will be matched by funds raised by a local volunteer, Michael Kunkel.

Additionally, Chaffee County Government has committed \$5,000 to join Energy Smart Colorado. This first-year membership fee will enable ESC's Executive Director Kasey Provorse to train a Chaffee County employee on the Energy Smart platform of services and to help support the Energy Smart program launch in Chaffee County. A Chaffee County employee, Wayne "Wano" Urbonas, has volunteered to manage the launch of the Energy Smart program for Chaffee County. As outlined on the attached "Energy Smart Colorado – Chaffee County next steps," ESC will provide Wano with access to ESC's processes and software tools as well as one-on-one training on each of these programs and resources. ESC will perform various back-end tasks to recognize Chaffee County as an Energy Smart program partner on ESC's website, assessment enrollment forms, and program materials. ESC will provide marketing materials and resources to help launch the Energy Smart program in Chaffee County.

As highlighted on the attached document "Energy Smart Colorado FAQs" which had been shared at the IGA meeting in February, in addition to providing the first-year membership fee, *a successful community program launch also has local funding available to bring the assessment cost down to \$50 to \$100 for the customer. This may come from a combination of utility co-pays and local government support.*

As Xcel Energy provides the electric services for City of Salida residents, the assessment cost can be offset by a \$160 reimbursement from Xcel Energy for residential customers. Unfortunately, the gas utility provider, Atmos Energy, withdrew their funding toward home energy assessments.

Xcel Energy requires the home energy assessments be completed by Building Performance Institute (BPI) certified Building Analysts. We currently are aware of one neighboring community BPI-certified building analyst¹, Cameron Millard, from Efficiency Insights, who is an approved Xcel Energy contractor available to travel to Chaffee County to complete these assessments. To compensate for the mileage incurred to travel from Leadville to Salida homes, Efficiency Insights requests \$400 per assessment.

With the \$160 reimbursement from Xcel Energy, the cost of the assessment then becomes \$240 for Salida residents. ESC's experience indicates that homeowners are more likely to participate in the home energy assessment when the cost is no more than \$100. ESC proposes to apply City of Salida funds to bring the assessment cost to the homeowner down to \$100. This allocation is outlined on the next page.

¹ Should Chaffee County-based contractors be interested in obtaining BPI Building Analyst certification, Energy Smart Colorado, with funding support from the Colorado Energy Office, can provide partial reimbursement to the contractor(s) to obtain his/her Building Analyst certification(s).

Additionally, we encourage the allocation and analyst’s installation of up to \$50 in quick fix materials (or direct installs) which provide the homeowner immediate energy savings. These direct installs may include LED bulbs, pipe wrap, low-flow aerators, programmable thermostats, water heater blankets or weatherstripping around doors and are installed based on the primary needs of the home assessed.

Finally, we propose a small amount of the City of Salida funds be allocated toward an incentive program that encourages energy improvements, as suggested by the energy assessment report, be completed. We suggest starting with \$100 to reimburse the households their initial outlay of assessment costs.

Assessment cost per household	\$ 400	not including direct installs
Xcel Energy reimbursement/offset	\$ 160	
Proposed City of Salida reimbursement/offset	<u>\$ 140</u>	Goal Number of Households: 12
Cost of Assessment for Xcel Energy customer	\$ 100	

Allocation toward home energy assessments	\$1,680	based on a goal of 12 participating households
Allocation for energy improvements rebates	\$ 500	based on 5 households making improvements
Balance available for direct install materials	\$ 320	up to \$50 installed in up to 12 households

To recognize Chaffee County’s commitment to the initial membership with Energy Smart Colorado, an equivalent budget of \$2,500 from their \$5,000 contribution is proposed to bring down the cost of the energy assessments for unincorporated Chaffee County residents to no more than \$100 as well. A request will also be made to the City of Buena Vista (and potentially Poncha Springs) to support their residents’ enrollment in the Energy Smart program.

Initial Budget, including Chaffee County contribution, and allocation of funds committed:

Revenue

Chaffee County – commitment for first year Energy Smart Colorado membership fee	\$ 5,000
City of Salida – proposed	\$ 2,500
Private Contributions – commitment from volunteer Michael Kunkel	<u>\$ 2,500</u>
	\$10,000

Expenses

First year membership toward ESC onboarding and training (10/1/20 – 9/30/21)	\$ 5,000
Program marketing requested in-kind by program partner/volunteers	
Residential assessment offsets and rebates for Salida & Chaffee County residents	<u>\$ 5,000</u>
	\$10,000

Additional information on launching the Energy Smart program is detailed further in the attached:

- Energy Smart Colorado FAQs – for Chaffee County updated 9.28.20
- Energy Smart Colorado – Chaffee County next steps updated 9.28.20

Energy Smart Colorado welcomes meeting with City of Salida representatives to answer questions on this proposal and to make modifications to best meet City of Salida’s sustainability goals. Please contact Kasey Provorse at Kasey@EnergySmartColorado.com with questions or requests for additional information. We look forward to partnering with the City of Salida to launch the Energy Smart program in Chaffee County.



Energy Smart Colorado FAQs – for Chaffee County

What is included in Energy Smart Colorado (ESC) membership?

Key services include

- The development of a **shared branding logo** to represent Chaffee County's designated agency and ESC as Energy Smart Partners
- Representation on **ESC's website** as an Energy Smart Partner
- Inclusion in **ESC's Formstack forms** to enroll residents and businesses interested in receiving home or commercial energy assessments
- Access to **ESC's Salesforce database** to track assessment requests, progress on these audits, direct installs made, energy savings modelling
- Access provided to designated Building Analyst(s) to **ESC's Formyoula tool** to complete energy assessments and reporting to customers
 - Connection to **Building Performance Institute (BPI) certified Building Analysts** from neighboring communities if none are certified locally
- The development of **automated processes** within these software programs to notify community partner of assessment requests, assessment report generation and rebate requests, where available
- The **development of reports** specific to the community's assessments completed, direct installs provided, and energy savings modelled from the Salesforce database
- Access to **ESC's Dropbox folders** and cloud-based storage services that include shared resources like marketing campaigns, analyst work agreements, training resources and program delivery information
- Ongoing **one-on-one training**, both in person and by phone/screen share, related to each of these aforementioned software programs and resources, as well as the process in
 - assigning assessments to local analysts;
 - tracking assessments, rebates, invoices, energy modeling and savings;
 - reporting results to utility partners and local governments
- **Support with utility conversations**, where needed, to enhance the local program
- Assistance **establishing billing** to local utilities and ensuring payments to local analysts
- Support with **presentations to local government agencies** and funders
- **Discounted purchasing** for direct install measures through ESC vendor relationships
- **Monthly team calls** with other ESC partners
- Participation in **ESC's annual partner summit**
- **Training opportunities** as developed by ESC based on ESC partner needs and gaps
- Partial reimbursement **funding to train** and/or re-certify **local contractors** as BPI Building Analysts and to earn CEUs to keep up their certifications

What is the cost to join Energy Smart Colorado?

The **first year membership fee is \$5,000** for the new community partner. This enrollment and on-boarding contribution maybe shared by several entities, including local government agencies, local businesses and/or non-profit partners.

All of the above key services and support continue following the first year, and the membership costs thereafter are currently **\$1,000 per year** for each ESC partner.

Who else is partnering with Energy Smart Colorado?

Energy Smart Colorado's current members (and their geographic territories) include

- Boulder County Sustainability Office (Boulder County)
- Cloud City Conservation Center (Lake County)
- Community Office for Resource Efficiency (CORE) (Roaring Fork Valley)
- Four Corners Office for Resource Efficiency (4CORE) (Southwest Colorado)
- Gunnison Valley Regional Housing Authority (GVRHA) (Gunnison Valley)
- High Country Conservation Center (Summit County)
- Pueblo County Energy Efficiency & Renewable Energy (Pueblo County)
- Walking Mountains Science Center (Eagle Valley)
- Yampa Valley Sustainability Council (Yampa Valley)

Energy Smart Colorado also has a statewide contract with Black Hills Energy (Colorado Gas Distribution) to reduce the cost of assessments and to encourage direct installs in their natural gas served homes.

What might a partner have in place when joining Energy Smart Colorado?

- A climate action or sustainability plan** and/or interest in developing a residential and/or commercial energy assessment program
- An established nonprofit organization or government agency with capacity to manage the Energy Smart program. This designated agency serves as the **local community partner** and serves as the lead contact for Energy Smart Colorado. This agency should also have
 - **A staff member with dedicated time** to market the program, manage enrollment requests, contract with local analyst(s), and participate in monthly calls with ESC partners
- The established managing entity (local community partner) has **funds raised** or will be able to raise funds to contribute the enrollment fee of \$5,000 to join Energy Smart Colorado
 - Energy Smart Colorado will in turn provide one-on-one training to onboard staff at the new partner agency in Energy Smart's software, marketing and assessment tools
 - The managing entity will continue to partner with Energy Smart Colorado on an annual basis and contribute an annual membership fee of \$1,000
- BPI-certified Building Analysts available** to complete the energy assessments
 - **If not, has local contractors very interested** and available to attend a week-long training and testing (likely held in Leadville, CO) to receive their BPI Building Analyst certification
 - Local analyst(s) in turn with capacity to perform local energy assessments
- A successful community program launch also has **local funding available to bring the assessment cost down** to \$50 to \$100 for the customer (typically an analyst is paid \$350 for a home energy assessment.) This may come from a combination of utility co-pays and local government support.
- Has a **local utility interested in partnering** in the Energy Smart program; currently in Chaffee County,
 - Xcel Energy rebates \$160 to \$200 of the assessment costs for its customers
 - Sangre de Cristo Electric Association is rebating \$100 to \$200 of the assessment costs
 - Unfortunately, Atmos Energy withdrew its auditing program support for 2020, but remains committed to a number of rebates for completed energy improvements.
- In addition, it is important to consider the development of **an incentive program that encourages the energy improvements**, as suggested by the energy assessment report, to be completed. Providing a local rebate when improvements are made, even simply \$100 to cover the initial outlay of assessment costs, allows tracking on the action customers took while better representing and reporting (back to funders) on energy savings that result from the improvements. These incentive funds are encouraged to be contributed by local governments for their constituents.



Next Steps to launch Energy Smart Colorado (ESC) partnership in Chaffee County

Chaffee County will...

- Determine program partner/designated agency in Chaffee County to serve as Energy Smart's program implementer. This program partner should be an established nonprofit organization or government agency with capacity to manage the Energy Smart program. This designated agency serves as the local community partner and will serve as the lead contact for Energy Smart Colorado in Chaffee County. This organization or government entity should also have a staff member with dedicated time (can be 5 to 10 hours a week to start) to market the program, manage enrollment requests, contract with local analyst(s), and participate in monthly calls with ESC partners
- Determine aforementioned staff member at program partner who will oversee the Energy Smart program launch
 - Staff member will be available for trainings with ESC as indicated below
- Support marketing efforts by program partner and/or local volunteers to encourage assessment sign-ups throughout the region
- Help develop budget structure for program implementation (see draft budget on next page)

Energy Smart Colorado will...

- Confirm City of Salida contribution towards Energy Smart program implementation
- Develop a shared branding logo to represent Chaffee County's designated agency and ESC as Energy Smart Partners
- Add Chaffee County's designated agency to ESC's website as an Energy Smart Partner
- Include representation of Chaffee County's designated agency in ESC's Formstack forms to enroll residents and businesses interested in receiving home or commercial energy assessments
- Confirm the availability of a Building Performance Institute (BPI) certified Building Analyst from Leadville to complete assessment requests throughout Chaffee County
- Offer ESC's Formyoula tool to the Building Analyst to complete energy assessments and reporting to customers
- Offer partial reimbursement funding (thanks to the Colorado Energy Office (CEO)) to certify an additional Building Analyst based in Chaffee County
- Assist new Building Analyst with obtaining equipment (partial reimbursements available also in thanks to the CEO) required to perform energy assessments according to BPI standards
- Provide program implementer/staff member access to ESC's Salesforce database to track regional assessment requests, progress on these audits, direct installs made, energy savings modelling
- Automate processes within these software programs to notify community partner of assessment requests, assessment report generation and rebate requests, when available
- Develop reports specific to the community's assessments completed, direct installs provided, and energy savings from the Salesforce database
- Provide program implementer/staff member access to ESC's Dropbox folders and cloud-based storage services that include shared resources like marketing campaigns, analyst work agreements, training resources and program delivery information
- Provide staff member with ongoing one-on-one training, both in person and by phone/screen share, related to each of these aforementioned software programs and resources, as well as the process in
 - assigning assessments to local analysts;
 - tracking assessments, rebates, invoices, energy modeling and savings;
 - reporting results to utility partners and local governments

Energy Smart Colorado will (continued)...

- Discuss with Sangre de Cristo Electric Association the continuation of the assessment reimbursement as outlined in the 2019 and 2020 agreements with ESC
- Establish billing procedures to obtain reimbursements from local utilities and ensure payments to local analysts
- Provide program implementer support with presentations to local government agencies and funders
- Connect partner to discounted purchasing for direct install measures through ESC vendor relationships
- Continue its monthly team calls with ESC partners, connecting program implementer with other Energy Smart partners throughout the state
- Develop training opportunities based on ESC partner needs and gaps

Chaffee County/City of Salida partnership with Energy Smart Colorado - 2020-21 Draft Budget

Revenue

Chaffee County	\$ 5,000
City of Salida	<u>\$ 5,000</u>
	\$10,000

Expenses

Initial membership toward ESC onboarding and training	\$ 5,000	
Program marketing		in-kind by program partner/volunteers
Residential assessment reimbursements	<u>\$ 5,000</u>	see detail below
	\$10,000	

proposed outline of residential assessment reimbursements

residential area	goal # of assessments	cost of assessment ¹	Household payment to analyst	Household payment (before direct installs)	maximum allocation of municipal funding by household (before direct installs)	maximum allocation of municipal funding toward assessments	Direct install or rebate \$\$ available for energy improvements (if no households qualify for electric utility reimbursement) ²	total allocation of funding
City of Salida unincorporated	12	\$400	\$100	\$140	\$1,680	\$820	\$2,500	
Chaffee County	8	\$400	\$100	\$300	\$2,400	\$100	\$2,500	

¹electric utility provider may bring the assessment cost down as shown:

Sangre De Cristo Electric reimbursement (as available)	\$100 to \$200
Xcel Energy reimbursement (applicable for City of Salida residents and others)	\$160

²available rebate dollars would increase as utility reimbursements are applied. This balance in funding could also be allocated to complete direct installs like LED bulbs, pipe wrap, low-flow aerators, programmable thermostats, water heater blankets or weatherstripping around doors during the assessment and to increase immediate energy savings.



MEMORANDUM

DATE: 10/1/20
FROM: Parks and Recreation
TO: Salida City Council
SUBJECT: Citizen request

Background Information:

In the Summer of 2019 the city completed the construction of a new court in Alpine Park. The new court had lights to allow for night usage. After discussion about the schedule for the light, Council decided to direct staff to disallow usage of the light after 8:00 PM. Since that time, the light will not turn on after 8:00 PM.

Staff recently received the following letter and an accompanying petition for Salida High School Students:

The youth of the town is very grateful for the changes you have made to our favorite basketball court in town. We really appreciate the new hoops and courts at Alpine Park, however many citizens feel like the lights are not being used to their full potential. Our problem is the lights shut off at about 8:05. Some places don't have a time when the lights shut off such as Gunnison's parks, which are set on a timer and can be turned on whenever. In the summer, the lights weren't used as much as they could have been, due to the fact that it got dark at around 9 every day. Also, the pandemic has limited our court time in general since both of our high school courts are off limits. The majority of people who use the courts have school and/or work and don't have time to use the courts until later in the evening, leaving very minimal time for us to play basketball.

This also plays a big part in teen health because being outside and being active is not only healthy for your lungs and muscles, but it also is good for boosting your self esteem and self worth. Many things like diabetes, heart disease, stress, and high blood pressure are less likely to harm you if you spend time outdoors doing active things. If teens are at the park playing basketball, that is less time that they would be getting into trouble or just sitting at home. It is proven that kids who are more physically active when they are young, will be more physically active when they get older (Patti Neighmond, NPR).]

We propose that the lights stay on until 9:30pm so we would be able to use the courts after school and work. This would provide a 30 minute time period for people to leave the park before it closes at 10pm. The timer for the lights runs for a cycle of 20 minutes so they would automatically shut off if no one is playing anymore. We are willing to compromise with the neighbors of the park. We just want to put the park lights to good use. We believe that if we work together, we can find a common ground where everyone is happy.

Thank you,
 Your local High School basketball players

Recommendations from Staff:

Staff recommends that Council read the letter and discuss options.

Dear Mr. Post

The youth of the town is very grateful for the changes you have made to our favorite basketball court in town. We really appreciate the new hoops and courts at Alpine Park, however many citizens feel like the lights are not being used to their full potential. Our problem is the lights shut off at about 8:05. Some places don't have a time when the lights shut off such as Gunnison's parks, which are set on a timer and can be turned on whenever. In the summer, the lights weren't used as much as they could have been, due to the fact that it got dark at around 9 every day. Also, the pandemic has limited our court time in general since both of our high school courts are off limits. The majority of people who use the courts have school and/or work and don't have time to use the courts until later in the evening, leaving very minimal time for us to play basketball.

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Thank you,
Your local High School basketball players

Petition to keep Alpine Park lights on until 9:30

Organized by Leif Gislason, Elijah Roberts, and Myles Godina of Salida High basketball team

NEIGHBORS

Printed name	Address	Signature
[Redacted]	[Redacted]	[Redacted]
Kim Pennecker	141 E 5th St	[Signature]
Brenda Pennecker	141 E 5th St	Brenda Pennecker
Leslie Meyer	147 E 5th, Salida	Leslie Meyer
Adam Christensen	431 E Street	[Signature]
Sandra Christensen	431 E Street	Sandra Christensen
Max Filter	2127 E 15th St	[Signature]
Jessica Wierzbinski	420 F St.	[Signature]
Roy (Tres) Jones	5614 Pines Ridge Trl	[Signature]
Jeff Krievus	448 Chalks	[Signature]
Loreley Krievus	448 Chalks	[Signature]
Andre Wilk	847 J	[Signature]
Winn Burkley	11700 CR 190 E	[Signature]
Kira Whl	825 Scott St.	[Signature]
Max Ferguson	306 Wood Ave	[Signature]
Isaac Labree	216 Cottonwood cir	[Signature]
Preston Martin	107 Ceepton Ave.	Preston Martin
Danwood		[Signature]
Aaron Murgon	1145 J st	Aaron Murgon

Petition to keep Alpine Park lights on until 9:30

Organized by Leif Gislason, Elijah Roberts, and Myles Godina of Salida High basketball team

Printed name	Address	Signature
Amy Moore	1304 H St.	Amy Moore
Elizabeth Farnsworth	208 Cottonwood Cir	[Signature]
Corey Farnsworth	208 Cottonwood Cir	[Signature]
Aaron Dobson	206 Cottonwood Cir	[Signature]
Matney Warner	430 W 2nd St	[Signature]
Kinsy Krupa	741 W 2 St	[Signature]
DUSTINK	741 W. 2 St	[Signature]
Kim Wimprine	6450 Apache Lane	[Signature]
Adam Widell	6450 Apache Lane	[Signature]
Kelli Redfeather	643 W. 15th Unit B	[Signature]
Sydney Infant	64 Palmer St #3	[Signature]
Marey Wagner	1317 Angelview	[Signature]
Brandon Blake	217 1/2 F. Street	[Signature]
Sarah Gartzman	815 E Salida Central	[Signature]
Rob Gartzman	815 E	[Signature]
D. EDIS	36 TRAILSIDE Cir	[Signature]
Cody Reynolds	202 Cottonwood Cir	[Signature]
Anna Fisher	244 Mesa Court	[Signature]
JESS FISHER	244 Mesa Court	[Signature]

Here are the two petitions we got signed, the neighbors of the park are in the purple bracket.



CITY COUNCIL WORK SESSION

MEETING DATE: October 5, 2020

WORK SESSION ITEM: Planning Commissioner Interviews

PRESENTED BY: Glen Van Nimwegen, Community Development Director

BACKGROUND:

There are currently two alternate positions open on the Planning Commission. The vacancies were created by the recent resignation of Matt Chambers and promotion of Michelle Walker to a regular role on July 7, 2020. Staff published an advertisement in the Mountain Mail for all of our Boards and Commissions recently. We received three applications for the Planning Commission, which are attached for your review. The following, have been invited for interviews:

- | | |
|--|-----------------------------|
| | <u>Application Received</u> |
| 1. Thomas Waryold (also candidate for HPC) | August 19, 2020 |
| 2. David B. Haynes | September 2, 2020 |
| 3. Suzanne Copping | September 16, 2020 |



APPLICATION FOR CITY OF SALIDA COMMITTEES, BOARDS, AND COMMISSIONS

DATE 8/19/2020
NAME Thomas Waryold
ADDRESS 724 E. Clarion Dr
CITY Pueblo West STATE CO ZIP 81007
TELEPHONE # (home) 719 303 7667 (work)
(cell) 719 303 7667
FAX # E-MAIL waryoldthomas3@gmail.com

APPLYING FOR:

- Board of Adjustment
Board of Appeals
Historic Preservation Commission
Planning Commission
Recreation Advisory Board
Salida/Chaffee County Airport Board
SteamPlant Commission
Tree Board
Public Art Commission
Other

Please fill out the following information about yourself and why you are applying for this position. (Attach resume or extra sheets if necessary)

BACKGROUND AND/OR EXPERIENCE (Business and/or Personal):

BA Science, Appalachian State University
Carteret County, NC Planner
AECOM, GIS Analyst
Lincoln CO, NC Senoir GIS Specailist

PERSONAL AND JOB RELATED INTERESTS:

Gardening, Cycling, Geography

REASONS FOR APPLYING:

New To Area, want to serve and get to know Community

Thank you for applying. Salida City Council

Please return the completed application to:

City of Salida
448 E. 1st Street, Suite 112
Salida, CO 81201
or email to:
Clerk@cityofsalida.com



**APPLICATION FOR CITY OF SALIDA
COMMITTEES, BOARDS, AND COMMISSIONS**

DATE 9/2/2020
NAME David B Haynes
ADDRESS 365 Ponch Blvd.
CITY Salida STATE CO ZIP 81201
TELEPHONE # (home) 704-989-2943 (work) 719-207-4450
(cell) 704-989-2943
FAX # _____ E-MAIL staff@fantasygamesandcomics.com

APPLYING FOR:

- | | |
|---|--|
| <input type="checkbox"/> Board of Adjustment | <input type="checkbox"/> Salida/Chaffee County Airport Board |
| <input type="checkbox"/> Board of Appeals | <input type="checkbox"/> SteamPlant Commission |
| <input type="checkbox"/> Historic Preservation Commission | <input type="checkbox"/> Tree Board |
| <input checked="" type="checkbox"/> Planning Commission | <input type="checkbox"/> Public Art Commission |
| <input type="checkbox"/> Recreation Advisory Board | <input type="checkbox"/> Other _____ |

Please fill out the following information about yourself and why you are applying for this position. (Attach resume or extra sheets if necessary)

BACKGROUND AND/OR EXPERIENCE (Business and/or Personal):

I have a BS degree in Visual Communication (Marketing, TV, Radio, News) and an AS degree in Business. I have owned, or successfully managed, multiple businesses over the last 30 years. Locally, I own the hobby shop. Prior to that, I did business consulting; which landed me the job of running "K's Dairy Delite," in Buena Vista. They went from doing \$600k a year to close to \$1million, when I left.

PERSONAL AND JOB RELATED INTERESTS:

The wildlife and wilderness, in this area, is special. I enjoy hiking the beautiful mountains as well as fishing the vibrant rivers and local lakes. My business gives the young and the old a place to come together and remember what it is like to enjoy each others company, in person and in safety.

REASONS FOR APPLYING:

Having lived in Chaffee county for eight years, with the last being here in Salida, I have watched the fast growth over that time. I want to help with that growth while maintaining Salida's, and Chaffee county's, rich history.

Thank you for applying. **Salida City Council**

Please return the completed application to:

City of Salida
448 E. 1st Street, Suite 112
Salida, CO 81201
or email to:
Clerk@cityofsalida.com



**APPLICATION FOR CITY OF SALIDA
COMMITTEES, BOARDS, AND COMMISSIONS**

DATE September 16, 2020
NAME Suzanne Copping
ADDRESS 105 Crestone Mesa Drive
CITY Salida STATE CO ZIP 81201
TELEPHONE # (home) same as cell (work) 719-225-0289
(cell) 443-603-6141
FAX # _____ E-MAIL suzannecopping@yahoo.com

APPLYING FOR:

- | | |
|---|--|
| <input type="checkbox"/> Board of Adjustment | <input type="checkbox"/> Salida/Chaffee County Airport Board |
| <input type="checkbox"/> Board of Appeals | <input type="checkbox"/> SteamPlant Commission |
| <input type="checkbox"/> Historic Preservation Commission | <input type="checkbox"/> Tree Board |
| <input checked="" type="checkbox"/> Planning Commission | <input type="checkbox"/> Public Art Commission |
| <input type="checkbox"/> Recreation Advisory Board | <input type="checkbox"/> Other _____ |

Please fill out the following information about yourself and why you are applying for this position. (Attach resume or extra sheets if necessary)

BACKGROUND AND/OR EXPERIENCE (Business and/or Personal):

Relevant Education:
 Bachelor of Arts in Industrial Design, Rhode Island School of Design, 1997.
 Masters Degree in Historic Preservation, University of Maryland, 2003. Included coursework in urban and community planning; planning history; preservation and growth management.

Relevant/Recent Professional:
 National Park Service, 2005-2017, Washington, DC and Annapolis, MD. Program manager/supervisor for National Heritage Areas and National Historic Trails programs. Skilled in building and maintaining robust partnership networks, and advising agencies and non-profit organizations nationwide on how to develop sustainable partnerships centered around heritage tourism and resource conservation. Also, worked with agencies and non-profit partners in the 6-state Chesapeake Bay Watershed on stewardship projects and programs to preserve and promote cultural and natural resources and heritage and recreation-based tourism.

Bureau of Land Management, 2017 to present, Canon City, CO. Associate District Manager for Rocky Mountain District; oversee and direct budget, policy and personnel for Gunnison, San Luis Valley and Royal Gorge field offices.

PERSONAL AND JOB RELATED INTERESTS:

Job-related:

Public lands management; resource stewardship; community interpretation and sense of place; public-private partnerships

Personal:

Trail running and hiking; camping and travel; cooking and reading. SMT Trail steward; volunteer for Run Through Time and 7000' Feet-sponsored running events.

REASONS FOR APPLYING:

A 3-year permanent resident of Salida, I'd like to become more involved in city deliberations and decision-making around growth and change in a rapidly developing Colorado. My preservation and arts education, and my professional experience as a resources and recreation project manager, program supervisor, and chief of operations have honed my skills in strategic thinking, considering alternatives within a larger planning context, and problem-solving. I think my background and experience would transfer well to a seat on the planning commission, with the range of proposals that crosses the city's desk, as well as with upcoming revisions to land use planning.

My husband and I moved to Salida after I accepted a position with the BLM. After 20 years living and working in the urban mid-Atlantic, we love the character and energy of Salida, and plan to retire here in 10-15 years' time. In the meantime, I am interested in more actively participating in the civic and community changes occurring now that will have impacts over the next several decades. I am interested in helping our city follow a sustainable path that balances growth with conservation of our community's character, and addresses the infrastructure and support needs of long-time residents as well as newcomers.

To note, my interests in serving are unrelated to my professional work and relationships, and I have cleared this volunteer opportunity with my ethics person.

Thank you for applying. Salida City Council

Please return the completed application to:

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Clerk@cityofsalida.com**