

# CITY OF STEAMBOAT SPRINGS

## AGENDA

SPECIAL MEETING NO. SP-2011-01  
THURSDAY, JANUARY 13, 2010

4:00 P.M.

**MEETING LOCATION:** Olympian Hall, 845 Howelsen Parkway  
Steamboat Springs, CO

A City Council meeting packet is available for public review in the lobby of City Hall, 137 10<sup>th</sup> Street, Steamboat Springs, CO.

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**A. ROLL CALL**

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**B. CITY COUNCIL RETREAT**

1. Update on 2010 goals and accomplishments.
  2. Report on what the City currently does in terms of economic development.
  3. Economic development discussion with Roger Good.
  4. City Council goals and priorities.
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**C. ADJOURNMENT**

**BY: JULIE FRANKLIN, CMC  
CITY CLERK**

# AGENDA ITEM # 1

## CITY COUNCIL COMMUNICATION FORM

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**FROM:** Wendy DuBord, Acting City Manager (Ext. 219)

**DATE:** January 13, 2011

**ITEM:** 2010 Accomplishments

**NEXT STEP:** **Council Information**

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DIRECTION  
 INFORMATION

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### **I. REQUEST OR ISSUE:**

For this City Council retreat, staff provides the attached list of 2010 accomplishments and how they help move forward the goals and objectives of City Council set forth in the Dec. 8, 2009 Council Retreat. Those goals are:

- Job creation/economy/budget (6 votes)
- Annexation Plan/Fire and Water Consolidation (5 votes)
- Affordable Housing/Public Restroom (4 votes)
- Tax Structure (TPAB)/Urban Renewal Authority (SSRA)/Ski Time Square/Enterprise Zone/City Government (pay plan/furlough, etc) (3 votes)

### **II. RECOMMENDED ACTION/NEXT STEP:**

This is information that will hopefully assist City Council in expanding and/or creating new goals for the City in 2011.

### **III. FISCAL IMPACTS:**

None associated with this communication; however, new and/or expanded 2011 goals may require additional budget allocation (i.e. establishing a fund for direct financial economic incentives).

### **VI. BACKGROUND INFORMATION:**

The attached list of accomplishments for 2010 shows that various departments partner on many priority projects (i.e. SSRA, Fire Fuels and CAD/RMS Grants, Restrooms, etc) Below are the major accomplishments/projects involving numerous departments.

**Jobs/Economy/Budget**

- SSRA bond funding and promenade construction
- Fire Fuels and CAD/RMS Grants
- All \$3.8 million in grant projects
- Bike initiatives (i.e. Quiznos)
- Triple Crown Contract
- Hangar Lease Option at airport
- New Financial Software installed and working
- \$10 Million in capital projects and local spending

**Annexation/Fire and Water Consolidation:**

- NEPA Plan
- Small Lot Zoning and TND zone district
- Fire Consolidation group meeting regularly

**Housing/Restrooms**

- New Little Toots and Walton Creek Restrooms- minor upgrades to many others
- Down-payment assistance and revised housing regulations
- Support for YVHA
- Fish Creek Mobile Home Park RR Crossing completed

**Tax Policy/ Government/Ski Time Square**

- Tax Policy Advisory Board appointed and work has begun
- Reduction in Force completed
- Pump track completed in Ski Time Square

**V. LEGAL ISSUES:**

None associated with this communication.

**VI. CONFLICTS OR ENVIRONMENTAL ISSUES:**

None associated with this communication.

**VII. SUMMARY AND ALTERNATIVES:**

Staff provides this information and seeks Council questions, comments, direction.

Questions? Please do not hesitate to contact Wendy DuBord (ext. 219).

**ATTACHMENTS:**

Attachment 1. 2010 Department Accomplishments.

## 2010 Department Accomplishments

### Council Goals

#### I. JOBS/ECONOMY/BUDGET (6 VOTES):

##### Administration/Finance/Legal:

- Participated in URAAC meetings and was successful in refinancing and the issuance of over \$20,000,000 in bonds. \$19,000,000 will be spent by summer of 2011.
- Active participation in the Quiznos Bike Race Planning- Council provided \$35,000 in funding for this event.
- Coordination with volunteers providing the July 4<sup>th</sup> Fireworks Event
- City Manager actively meeting with dozens of local businesses to see how the City may assist with business development, services, complaints, etc.
- City Manager/Deputy City Manager/Finance: participate in various Economic Development groups, activities (YVEDC, RCEDC, SSEDC, Film Board, AGNC, etc.)
- Finance implemented a new financial software system “Caselle”. This will automate processes and provide improved reporting and financial transparency.

##### Fire:

- Hired and trained five (5) firefighters, 2 volunteers, cross trained Fire Prevention staff so all are FF-I certified.
- Improved Mountain Fire Station with new kitchen- local contractor
- Assisted in overall coordination of the Fire Fuel Mitigation project- removing over 300 acres of beetle kill trees- \$1.0 million federal grant- local contractor
- Facilitated passage of new ordinance to address false fire alarms
- Responded to 1860 calls for service and received excellent reviews from surveys.
- Received over \$250,000 in grant funding for 3 firefighters, firefighting and EMS equipment, and training.
- Received two new tenders and a brush truck.

##### General Services:

##### Facilities:

- 98% completed with Performance Contract (\$836,000) - installed numerous new lighting and HVAC systems in 10 different City facilities- will save approx. \$99,000 in utility and O&M costs.

- Project Manager for Rehder Building roof project- \$400,000- local contractors
- Community Center Solar project- \$38,000- local contractor- will provide 8% of Community Center power (750 kw to date).
- More Barn project management- \$28,000 contract with local contractor, Historic Routt County and Rocky Mountain Youth Corp.

### **Procurement/Contracting:**

- Completed \$8.9 million in major contracts and purchases in 2010.
- Major part of coordination team for the \$1 million Fire Fuel Mitigation Grant project.

### **GIS:**

- Working with several departments and Routt County on the new Computer Aided Dispatch/Records Management System (CAD/RMS) project with \$1.5 million grant.
- Updated GIS website, update address database, update ArcGIS software system.

### **Intergovernmental Services (IGS):**

- Applied for 61 grants- awarded \$3.8 million in 44 different grant awards. These included general city operational support and infrastructure.
- Coordinated the Hometown Heroes celebration
- Staff the Yampa Valley Economic Development Council
- Launched the Howelsen Hill Centennial Capital Campaign
- Participated in Bike Town USA initiative
- Provides staff support for the Colorado Region Transportation Planning Region (RTP) - planning, coordination and implementation for CDOT funded projects in Northwest Colorado.

### **Parks and Rec:**

- Negotiated new long-term contract with Triple Crown
- Participated in Fire Fuel Mitigation project- with Federal grant funds- this created many short term jobs
- Trail grants and contracts creating short term jobs
- Continued the Pro Rodeo Series
- Community Youth Corp job training for 14-16 year olds
- Participated in Bike Task Force- working to diversify summer tourism
- Staffed 11 locally initiated baseball, soccer, rugby and volleyball tournaments- October Bike Summit

- City snowmakers/lift operator at Howelsen worked with Winter Sports Club to assist with numerous special event

### **Planning:**

- Participate and facilitate URAAC promenade project
- Participate and facilitate Mainstreet planning and coordination for Lincoln Ave. streetscape project
- Assisted in grant administration for renovations to the Rehder Building with State Historical Fund grant
- Improved National Flood Insurance Program Community Rating- resulting in decreased insurance costs - \$23,760 (5%) per year.
- Revised Vacation Home Rental Ordinance- addresses parking, reduced fees, etc.- Provide enforcement
- Developed and coordinate Energy Star/Green Building program
- Ongoing development proposal review, CDC updates, etc.

### **Police:**

- Received a grant in partnership with Routt County for \$1,547,392 to purchase/upgrade new Computer Aided Dispatch and Records Management System (CAD/RMS).
- Because of anticipated efficiencies of this system, Police reduced staff in records by .75 FTEs.
- Working with Legal and Planning on update of Noise Ordinance.
- Responded to 9094 Calls (4.4% decrease from 2009)- experienced 20% decrease in DUI arrests in 2010.

### **Public Works:**

- Many, many capital projects providing local public improvements and millions of dollars to local contractors, businesses (Lincoln Ave., Gossard Parkway, Spring Creek Flood Plain and Pedestrian Underpass, Fish Creek Interceptor replacement, sign upgrades, sidewalk extensions, waterline replacements, Oak Street drainage, Wastewater plant polishing pond liner)
- ARRA Grant for \$307,000 to replace Transit Bus Washer
- Purchased two (2) Hybrid Transit Buses that will use 25% less diesel fuel
- Nine (9) new bus shelters for downtown, old bus shelters moved to other locations.
- Walton Creek Park-n-Ride grant- currently in design
- Lease option to develop 9 new airport hangars
- West Lincoln Park Bridge/Trail- \$776,000- currently in design.
- New winter late night bus service
- New Parking Plan for Downtown implemented

- Completed draft of Water Conservation Plan

## **II. ANNEXATION PLAN- FIRE AND WATER DISTRICT CONSOLIDATION (5 VOTES):**

### **Administration/Finance/Legal:**

- Actively participated in the Fire District Consolidation group.
- Activity participated in all Steamboat 700 meetings

### **Clerk:**

- Successfully conducted the Steamboat 700 Annexation election with no glitches or protests.

### **Fire:**

- Working with City Administration to consolidate in some form with the Steamboat Springs Area Fire Protection District (SSAFPD)

### **Parks and Rec:**

- Participated in meetings regarding parks, open space trails, etc. associated with Steamboat 700.

### **Planning:**

Although Steamboat 700 Annexation did not proceed, Planning worked on several projects with long-term benefits:

- NEPA Plan for US 40 completed
- Large development cost matrix/fiscal impact analysis developed
- Small Lot Zoning (RN4) established to facility infill and new development
- Traditional Neighborhood Development (TND) Zone District established
- Improved Zoning standards

### **Police:**

- Participated in Steamboat 700 meetings to develop information on law enforcement impacts.

### **Public Works:**

- US 40 West NEPA Plan- completed and allows for future improvements to US 40 from 12<sup>th</sup> Street to west of the Urban Growth Boundary.
- Completed and adopted the Water and Wastewater Rate Study and Master Plan

### **III. PUBLIC RESTROOMS AND AFFORDABLE HOUSING (4 VOTES):**

#### **Administration/Finance/Legal:**

- Provided \$212,000 in down payment assistance loans for Wildhorse
- Pledged \$200,000 for down payment assistance through YVHA and have loaned approximately \$100,000
- Funded \$80,000 to YVHA operations

#### **Intergovernmental Services (IGS):**

- Secured GOCO grant funding for restrooms in Little Toots Park and Walton Creek Park and Ride.
- Working with Habitat for Humanity on potential affordable housing project.

#### **General Services:**

- **Facilities:** Project coordinator for the Little Toots Restroom- \$31,000.

#### **Parks and Rec:**

- Developed design standards and location and walkability map
- Completed a facilities matrix showing construction type, year built, amenities, planned upgrades.
- Coordinated with several other departments on obtaining GOCO grant, design and construction of the new family restroom at Little Toots Park.
- Made various improvements (mostly painting) to the following restrooms: (Dr. Rich Weiss Park, Howelsen Park (new faucets, mirror), Whistler Park, West Lincoln Park (new doors, security lights) , Emerald Park, Fetcher Park (new lighting).

#### **Planning:**

- Developed additional options for funding affordable housing (fee-in-lieu, real estate transaction fee)
- Worked with Council and home owners to allow unrestricted sale to avoid loss of property
- Worked with Council and Wildhorse Meadows to accommodate dramatic reductions in market pricing
- Revised Community Housing Plan to provide for fee-in-lieu by right and a real estate transfer fee
- Participated in the development of a community housing plan for Walton Pond Townhomes that established a model alternative compliance method to contribution to affordable rentals.
- Facilitated improvement of public restroom in historic Chamber Building in Little Toots Park

**Public Works:**

- Received 5309 transit funding to develop the Walton Creek Park-n-Ride. Funds will pave the parking area and add a restroom. Currently in design.
- Evaluated feasibility of reusing old wastewater treatment lagoon buildings for new restrooms for skatepark. Determined not feasible.
- Assisted YVHA in developing grant for updating water and sewer in the Fish Creek Mobile Home Park
- Completed the Fish Creek Mobile Home Park Railroad Crossing

**IV. TAX STRUCTURE (TPAB), SSRA, SKI TIME SQUARE, ENTERPRISE ZONE, CITY GOVERNMENT (PAY PLAN) (3 VOTES):****Administration/Finance/HR/Legal:**

- Reduced FTEs by 2.0
- Actively participated in URAAC and refinancing of SSRA Bonds
- Provided background information to Tax Policy Advisory Board (TPAB) Continues to assist, as requested, with research.

**Fire:**

- Increased FTEs by 1.0- 2 reductions in support staff,- 3 Grant funded line firefighters.

**General Services:**

**Facilities:** Reduced FTEs by .25 (eliminated Facilities Manager, hired part-time staff assistant- estimated savings \$50,000/year)- hired 1.0 FTE to replace janitorial contract at Ice Arena.

**Computer:** Increased FTEs by 1.0- Grant funded

- Working with Finance on the implementation of the Caselle software system
- Working with Police, GIS, Routt County on implementation of the CAD/RMS system

**Parks and Rec:**

- Reduced FTEs by 3.0
- Participating in discussions of opportunities to address merit increases, compression and furloughs.

**Planning:**

- Reduced FTEs by 4.5

**Police:**

- Reduced FTEs by 2.75 (1 Patrol, 1 Code Enforcement, .75 Records)

**Public Works:**

- Reduced FTEs by 3.0 – Transit increased by 5- previously part-time/seasonals
- New snow plowing operations saved \$45,000 in trucking, \$17,000 in loader rentals, \$8,000 in sanding materials, and \$50,000 in equipment charges. If this system is successful in 2011, we can sell two graders at additional savings.
- Added summer transit service to Ski Time Square
- Active member of URAAC- completed phase I of Base Area Improvements
- Issued grading permit for Pump Track at Ski Time Square

**Total FTE Analysis:**

17 eliminated, 10.75 added (4 were grant funded and 5 were previously part-time/seasonal bus drivers)

Net loss 6.25 FTEs

# AGENDA ITEM # 2

## CITY COUNCIL COMMUNICATION FORM

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**FROM:** Wendy DuBord, Acting City Manager (Ext. 219)

**DATE:** January 13, 2011

**ITEM:** Economic Development Activities

**NEXT STEP:** **Council Questions/Direction on next steps to develop specific economic development projects, incentives, policies, programs**

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DIRECTION  
 INFORMATION

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### **I. REQUEST OR ISSUE:**

In response to the Jan. 4, Council meeting, staff provides this information about past and current efforts of the City to various economic development activities. We believe economic development includes Quality of Life, Business Retention, Business Growth, and Business Recruitment. This includes such things as public improvements, public-private partnerships, special events, direct and indirect economic programs and financial incentives to stimulate the local economy and assist local businesses. We seek Council direction and questions regarding our current efforts and direction on future actions.

### **II. RECOMMENDED ACTION/NEXT STEP:**

No Action required; however, we welcome questions and seek Council feedback on the current economic activities. City Manager Jon Roberts has been actively meeting local businesses to get feedback on how the City can assist their business. He and staff intend to do more in this area to improve relationships, communications and expand and enhance partnerships with local businesses and particularly large employers (i.e. Ski Corp, TIC, CMC, Hospital, Schools, Smartwool, etc.)

### **III. FISCAL IMPACTS:**

The City spent the following in 2010 on various economic stimuli, contracts, events, purchases, contributions, direct incentives or new services to benefit local businesses and the community:

Direct incentive payment to ACZ:	\$ 40,000
Late night Transit Service downtown (during ski season):	45,000
2010 contracts, <b>major</b> purchases with local businesses:	8,930,000
Chamber Marketing	600,000
Special Event Funding	65,000*
Main Street	50,000
Routt County EDC:	25,000

YVEDC staffing	In Kind
NW Colorado Transportation Planning staffing	In Kind
Brings in Millions to NW Colorado for CDOT projects	
Funding for Yampa Valley Regional Airport:	25,000
Triple Crown Contract:	90,000
July 4 <sup>th</sup> Fireworks	34,000
Routt County Search & Rescue	20,350
Yampa Valley Housing Authority	80,000
Arts & Cultural Coalition	104,000
Human Resource Coalition	191,000
Environmental Coalition	34,975
Senior Citizens' Tax Rebate	27,000
Yampa Valley Partners	5,000
Triple Crown	75,000
Yampa Valley Film Commission	In Kind
Rodeo Contract	30,000
Quiznos Bike Event	35,000
Open Space and Trails projects (in above)	
Downtown Streetscape Improvements (in above)	
<b>Total:</b>	<b>\$10,506,325</b>

SSRA- Base Area Improvements: By summer 2011 \$19,000,000 spent using Tax Increment Financing (TIF) funds. These funds have spurred other private development improvements (Ski Corp, Sheraton, One Steamboat Place, Torians, etc.)

\*The community in partnership with many other organizations (Parks and Rec. Department, Winter Sports Club, Youth Soccer, Youth Hockey/Figure Skating, Tennis Center, Haymaker, Town Challenge, Pentathlon, etc.) sponsor and hold 68+ sports related events and tournaments every year.

## **VI. BACKGROUND INFORMATION:**

Based on City Council's current Goals and Objectives of improving the local economy and job creation as well as direction from the November 9 special Council Meeting, staff was asked to provide a list of current activities that provide a positive impact to the local economy, directly or indirectly.

Twenty years ago, City Council created an Enterprise Zone as part of the annexation of West Steamboat with a goal of spurring industrial development. The growth of industry in West Steamboat, particularly along Elk River Road is evidence of the success of that effort.

The City Manager has met with dozens of local businesses to assess how the City can best help stimulate the local economy and help existing businesses. Staff believes we need a more pro-active approach to business retention and expansion. We hope to have resources to meet with large employers to discuss space needs, partnership opportunities, etc.

We seek direction from City Council in developing more and/or expanded activities to further stimulate local businesses and job creation. Create a pro-active business retention program, create additional financial incentives, etc.

**V. LEGAL ISSUES:**

Many of the above efforts and funding involve contractual arrangements/obligations. The City Legal and Contracting departments will take the lead in this area.

**VI. CONFLICTS OR ENVIRONMENTAL ISSUES:**

None associated with the communication.

**VII. SUMMARY AND ALTERNATIVES:**

The Council's worksessions dedicated to better understanding economic development tools and identifying City priorities related to economic development will help the City to expand and improve our efforts

Staff requests Council feedback on the following;

1. Questions about current programs, projects, contracts.
2. Direction on ways to expand or improved current activities.
3. Direction on new initiatives that staff should research and/or develop.

If Council Members have any questions, please do not hesitate to contact Wendy DuBord (ext. 219) or Deb Hinsvark (ext. 240).

**ATTACHMENTS:**

Attachment 1. Economic Development Plan and Update.

## **A Plan for Economic Development/Steamboat Springs, Colorado**

On November 9, 2010 the Steamboat Springs City Council held a special public meeting with the City's business community. Business owners and operators were invited to provide comment identifying actions that Council might take to encourage and support commercial activity in Steamboat. Many ideas were proposed ranging from very tangible ideas that could be immediately implemented to ongoing financial support ideas and longer-term asset management ideas. This report is intended to segregate the ideas and provide a plan to move these ideas to the next level of implementation.

It should be noted that while all of the ideas presented were good ones, they all require financial resources to accomplish, and financial resources are limited. The aim of future economic development strategy is to prioritize and focus resources on the items that will provide the best chance that long term economic development goals will be achieved.

### **Low Hanging Fruit**

Some of the recommendations for support of current businesses are of a nature that they can be immediately implemented. The following matrix includes these short-term or immediate ideas and their resolutions.

<b>Business Community Recommendation</b>	<b>City Resolution</b>
The noise ordinance is confusing and has a very low sound limit. The City needs to simplify and clarify the ordinance and increase the sound limit which according to the business owner can be surpassed by the rush of the Yampa River.	The Planning Director is reviewing. Baseline noise monitoring is complete.
The City can provide late night public transportation from town to the mountain. This would enable tourists to enjoy the downtown night life until closing time without waiting in the cold for a taxi or other ride. Tourists would be pleased and there would be less noise and chicanery after hours.	Council approved the funds necessary, approximately \$45K, to extend public transportation from its current end time of 1am to 2:20 pm from December 16 to April 1.
The City's peddler's license is only \$25, but the cost to review and approve the license is \$1500. Perhaps that is unintended and should be reviewed.	The Planning Director is reviewing. A conditional use permit for temporary businesses with little overhead has an impact on existing businesses.
The City could snowplow downtown business sidewalks. (This idea came in a phone call after the meeting.)	Referred to Management Team. This would impact the budget and is an appropriate task for the downtown BID to tackle.
It was suggested that we could create a program that would "loan" funds to homeowners to place solar panels on their homes and create a special purpose property tax to enable the repayment. This would create some interim commerce for the construction industry.	This task might fit well inside one of the longer goals and will be considered as those goals are determined.
Support the Quizno's Bike Tour efforts.	City has budgeted \$35,000 support funds in 2011 and will manage the finances for the host committee, and provide in-kind support for the event.

**On-Going Financial Support Directly to Business**

The City recently determined to provide economic incentive funds to a local industry in order to support its endeavors to expand and provide additional professional level job opportunities in the City. The advice given by the business community was to ensure that jobs created were of a professional nature. Micro-loans were also suggested. There is work to be done on both of these ideas which are listed on the matrix below.

<b>Business Community Recommendation</b>	<b>City Resolution</b>
Continue incentive payments, but ensure professional level jobs are created.	The City needs to develop a set of criteria for providing incentive payments, and must begin to budget for this effort. A budget and policies could be created for this now.
Provide Micro-Loans/Grants	The Director of Finance is reviewing. Criteria and procedures must be established for making loans or grants.

**Long-Term Plan**

The City and its business community understand that tourism is a major industry of the City, and Steamboat’s quality of life is an attraction to both tourist and non-tourist related businesses. Many location neutral businesses locate in Steamboat after the principal has made a trip to Steamboat and discovered its attractions. Additionally, today’s technology makes it possible for the sole practitioner professional to live and work in Steamboat. As noted before, all ideas are good ones, but these longer term ideas require a significant pledge of resources. With limited resources, it makes sense to prioritize our actions and focus our efforts and resources. It is suggested that the City consult an economic development facilitator to assist with a long term strategy that would better define the long-term issues which are listed on the matrix below.

<b>Business Community Recommendation</b>	<b>City Resolution</b>
Understand our tourist assets, inventory and prioritize them. Measure their value to economic development. Create a CIP plan to increase them while ensuring maintenance, improvement or retirement of current assets. “Seed new, but understand what we have.”	These remain blank.
Understand City revenue sources. A sustainable revenue for the City is an important component of economic development.	TPAB report – and other analysis
Understand just who the Steamboat tourist is and how to market to specific individuals.	Chamber visitor surveys.
Invest in the infrastructure needed to support an active technology industry and those who rely on technology to live and work here.	Grants. Explore installing a city-owned conduit with public works projects that could be leased back to private internet providers.
Determine if there is really a need to diversify, or whether the City’s best plan is to be a community constructed for tourists.	
Review current marketing efforts. City needs it’s own marketing plan – more positive PR.	
Become Bike Town USA. Master plan for	Grants, marketing

cycling.	
Master plan for the Yampa.	
Yampa River Management Plan	
Yampa River Structural Master Plan RICD Rebuild	
Free City from MACRO economy of nation/globe.	
Role for non-profits in economic development? Request to recognize them as businesses.	
Understand our workforce housing needs and accommodate.	

## 2010 Contracts/Purchase with Local Contractors/Vendors

46 contracts (out of a total of 76 contracts for construction or other services) 61%  
 Value \$8,930,000 (out of a total value of \$12,275,000) 73%

Major projects (> \$100,000):

- Base Area Improvements
- Spring Creek Improvements
- Copper Mountain Estates Water Main Replacement
- Polishing Pond Emergency Liner Replacement
- Bar Screen Replacement
- Downtown Bus Shelters
- Rehder Building Trusses Reinforcement
- 2010 Sidewalk Improvements
- US 40 Underpass Trail Connector
- South Trail Extension
- Fire Fuels Mitigation
- Paving Program

Smaller projects (< \$100,000):

- Mountain Fire Kitchen Remodel
- Little Toots Family Restroom
- Community Center Photovoltaic System
- Crack Seal Program
- More Barn Stabilization
- Design Services for:
  - West Lincoln Park pedestrian bridge
  - Walton Creek Park & Ride
  - K38 Jump Hill Improvements
  - Nordic Ski Trail

Total	\$8,019,125
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Annual Services:

- |                                     |           |
|-------------------------------------|-----------|
| • Landscape Maintenance             | \$ 60,000 |
| • HVAC Maintenance                  | \$ 65,000 |
| • Biosolids Compositing and Hauling | \$150,000 |
| • Golf Pro Services                 | \$379,000 |
| • Jump Hill Maintenance             | \$ 30,000 |
| • Howelsen Lodge janitorial         | \$ 30,000 |
| • On-Call Surveying                 | \$ 15,000 |
| • Copier Machines & Maintenance     | \$ 45,000 |
| • Portable Toilets                  | \$ 10,000 |

Total	\$754,000
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Regular Purchases:

	2009	2010 YTD
Office Supplies	28,312	26,526
Vehicle Parts	39,685	38,602
Janitorial Supplies	47,493	37,642
Advertising	65,831	54,105

Total	\$156,875
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<b>Total 2010 Local Purchases &amp; Contracts</b>	<b>\$8,930,000</b>
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**Major contracts with non-local contractors/vendors:**

- McKinstry – Energy Efficiency Improvements
  - 85% subcontracted to local contractors (Central Electric, Major Heating & Christmas Décor)
- Armstrong Consultants – Airport engineer
- Wenk – Base Area Project
  - 30% subcontracted to local firm for civil engineering
- JBCM - Base Area Construction Oversight
  - Leased local condo for project duration
  - Hired local intern
- Westmatic – Gantry Bus Washing System
- Browns Hills – Bar Screen replacement engineer
- Caselle – Accounting Software
- Red Oak Consulting – Utility Rate Study
- Jacobs Engineering – Documented Categorical Exclusion Study
- PBS&J – Signal Timing
- Rocky Mountain Enterprises – Striping Program
- Prinoth – Snow Groomer

<b>Total Non-Local Contracts- \$3,345,000</b>
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