

City Manager Report

January 6, 2026

City Council Goals Status Report

A draft of the City Council Goals Status Report is attached (See Attachment 1). The intent is to include these goals with every City Manager Report, so Council has up-to-date information regarding the status of their identified goals.

Deputy City Manager Department

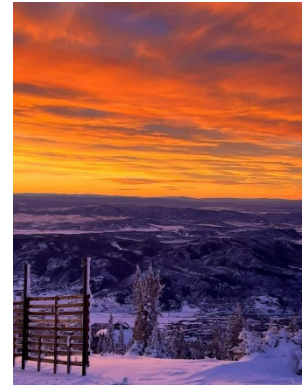
Communications

Website visitation through December 26 saw 45K users and 98K pageviews. Top 10 pages included Home Page, Howelsen Hill Ski Area, Transit, SST-Red/Green Line, Howelsen Ice Arena, Lift Tickets, Tube Howelsen, Calendar, SST-Main line, and SST-Blue/Orange Line.

The City's Facebook generated 228K views with 68K in reach with other municipal channels seeing the following reach for the same period: SSPD (73K), SSFR (16.5K), Howelsen Hill (13.6K), P&R (9.1K), Howelsen Ice Arena (1.5K), SST (1.2K), and Haymaker (1K).

The top Facebook posts for the same period across all pages included: Snowboard Arrest (42K), Riverview Purchase (39K), OTHS Incident (36K), City Plows (11.9K), SSPD Graduates (10.4K), Holiday at Station 1 (9.9K), Winter Solstice (9.4K), Light Up the Night (7.7K), HH Trail Update (7.2K), and Winter SST Schedule (6.9K).

Top Instagram posts tallied 27.3K views with 5K in reach, with top images for City Plows, Light Up the Night, and Valley Sunset



Twelve media releases were produced in December including: Sales Tax (2x), Battle of Badges, Operation Holiday Cheer, Emerald Mountain Burn, Stormwater Utility, Santa at Station 1, Open Burn Season, Snow Storage, Waste Diversion, OTHS Arrest, and Christmas Tree Recycling.

Communications had an enhanced focus on several campaigns/programs including:

- Recruiting efforts with focus on SST, SSPD, Parks & Rec, and Public Works.

- Participated in Chamber’s Winter Expo 2025 with other local businesses and nonprofit showcasing products and services such as SST winter schedule, recreation opportunities and career openings.
- Winter marketing/advertising plans for Howelsen Hill and other outlets, as well as editorial materials for publications and magazines, are underway.
- Awareness and marketing efforts for Stormwater Utility, Battle of Badges, Timely Tags, Open Burn Season, Winter Parking, Light Up the Night, Ski Free Sunday, Waste Diversion Year Review, Holiday Safety, Ski Ascent Series, Jingle 5K Races, and more.

The Recreation Roundup Newsletter showcased Parks & Recreation programs with the [December 3 newsletter](#) highlighting programs, events, facilities and partnerships. This edition generated a 49% open rate and 2% click rate.

[YouTube continues to host videos](#) and broadcast City Council, Planning Commission, Parks & Rec Commission, HPC, BOA, RTA, Municipal Court, and Ad Hoc meetings. [Tis the Season for Timely Tags](#) and [Battle of Badges Food Drive](#) videos were featured as social reels.

Accessibility Tip: Choose readable fonts by sticking to simple sans-serif options (City brand requirements: Arial, Calibri, or Verdana), avoiding overly decorative styles for body text, and maintaining comfortable line spacing to reduce visual fatigue.

IT

Continuing to work on AI policy and guidelines for rollout in early 2026.

Applications

Kicked off a new initiative to develop a formal software review process with the goal of incorporating it into the overall City’s procurement workflow to ensure we are delivering secure, compliant, and modern technology solutions.

Support

Finishing up UPS battery replacements for the year.

Prepped the MDTs and cell phones for the City’s newest Police Academy graduates for when they start on the 29th.

Ordered a replacement Projector and Controller Unit in Citizen’s Hall AV.

GIS

Working through a project to name streets that were never originally named. Contacting those landowners.

Working on STR license clean up.

Created map for Stormwater open house.

Evacuation mapping for the Fire department.

Engineering

Transitioned to new file servers, replacing the existing ones that were end of life.

Kudos

Kudos to IT Support and Engineering teams, especially Pat O’Connor and Mark Billerbeck, on building out a robust network and backup power infrastructure that survived the wind event on 12/17/25 unscathed despite our battery backups reporting and compensating for 118 separate power issues.

Kudos to HR, Finance, and IT Support for their partnership during the Workday stabilization phase in providing guidance and addressing issues to operationalize critical processes in this new system.

Facilities

New Work Order System

The Facilities Department, with outstanding support from our internal IT team, has successfully transitioned to a new work order system for repair requests. We're excited to introduce "Fixit", which makes submitting and tracking facility work orders simple and efficient. City employees and partners can now email Fixit@steamboatsprings.net to request facility repairs and document work orders. This system integrates with IT's TechHelp platform, enabling Facilities to respond quickly and keep accurate records.

Parks & Recreation Remodel

An internal remodel of the office spaces above the garage bays at the Parks & Recreation shop is underway. Design coordination with all involved staff is complete, and the project is on track for completion by Spring 2026.

2026 Projects

The Facilities project management and operations teams are deep into pre-planning for an ambitious slate of 2026 initiatives. These include new building designs, deferred maintenance projects, and major decarbonization efforts.

Did You Know?

Facilities maintains a specially designed drive-through bus wash at the Transit Operations Center. This system is a critical part of bus operations, saving countless staff hours that would otherwise be spent manually washing buses. The bus wash uses recycled water and features a sophisticated combination of brushes and sprayers to clean buses of various sizes. While it's a complex system, it is a challenge to maintain, and our Facilities team keeps it running smoothly and efficiently.

Nov Charging by the numbers:

507 charging sessions at City-owned EV charging stations. (277 more than 2024)

\$1185 in gross revenue from EV charging fees.

Total Year to Date: 7006 Sessions with \$16,915 in gross revenue. (4087 more sessions than 2024)

November Solar Production:

Wastewater Treatment Plant – 42,045 kWh (\$4,036 Savings)

Transit Operations Building – 2350 kWh (\$226 Savings)

Wastewater Treatment Plant Year to Date: 563,021 kWh (\$54,050 Savings)

Transit Operations Building Year to Date: 40,368 kWh (\$3,875 Savings)

Programs and Grants

Grant Seeking and Community Support

Since the last report the City of Steamboat Springs submitted the following grant requests:

- City of Steamboat Springs Land Use Policy and Energy Efficiency Projects – Colorado Energy Office (CEO) - Impact Accelerator Grant Program.
- Transit Accessible AVL System – CDOT: Capital Call
- Transit Two Bus Refurbishment – CDOT: Capital Call
- Transit Operating – FTA: 5311
- Bulletproof Vests for PD – DOJ Office of Justice Programs Bulletproof Vest Grant Fund

The City received award of the following grant requests:

- Public Works Campus – Geothermal Design Project – CEO: Geothermal Energy Tax Credit Offering (GETCO) \$41,866 (Tax Credits)
- Haymaker Golf Course Recycle Bins – C3 (Colorado Circular Communities) Mini Grant – \$15,870

- Steamboat Springs Transit Hybrid Bus Acquisition – FTA: 5339, Low No Program - \$1,504,000
- Police Barriers – Colorado Homeland Security Grant Program (HSGP) - \$187,000
- Slate Creek Property Acquisition – Gates Family Foundation Capital Grant Program - \$50,000
- Yampa Valley Entrepreneurial Ecosystem Project (Additional Funding pass through grant to RCEDP) - DOLA: Rural Economic Development Initiative - \$70,450

The City of Steamboat Springs provided letters of support to the following organizations:

- Yampa Valley Housing Authority – Letter of Support for their Land Banking application to the Upper Yampa Water Conservancy District for Whitehaven Mobile Home Park.

Waste Diversion/Recycling (CAP)

Commercial Recycling Ordinance: City is experiencing 88% compliance with the commercial recycling ordinance. This is major progress since the beginning of summer this year (60%). With all the shifting of hauling companies and rates increasing, the City allowed extra time for compliance. Non-compliance letters will be going out in the beginning of 2026.

Volume-Based Pricing Ordinance: Staff is drafting a volume-based pricing ordinance and recommended updates to the solid waste code to be presented to council in the Spring 2026. Timing of the ordinance requirements will align with the deployment of Extended Producer Responsibility Program. Volume-based pricing means that residents' trash bill will be adjustable depending upon how much trash they generate, while the recycling stays the same.

Community Outreach and Engagement: Staff is coordinating with Western Resilience Center and SS Winter Sports Club with the planning of 2026 Winter Carnival to have better recycling and food waste diversion access across the base of Howelsen. Staff is exploring opportunities to establish a makerspace with Colorado Mountain College that would support local entrepreneurs with access to shared space and tools to create products from waste streams. Staff is working with the CAP Waste Working Group drop-off subcommittee to develop a plan to increase the materials diverted at the Apex Downhill site. We are taking a phased approach that will start with materials currently accepted at the YV Recycles Depot moving to the Downhill site by the end of first quarter 2026. Following that, material streams that have takeback programs will likely follow, i.e., paint through Paint Care and petroleum packaging that is accepted by Interchange 360. Other materials and their associated fees have not yet been planned.

Engagement with State Organizations: The latest Extended Producer Responsibility (EPR) Program Advisory Board meeting was held on December 10 meeting. Staff has submitted required documentation to Circular Action Alliance to be registered for the recycling education and outreach reimbursement program. Staff attended the first board meeting of Keep Colorado Beautiful, a new nonprofit organization whose mission and vision are to empower communities across the state to take action through litter cleanup, beautification projects, education and outreach, grant support, and by strengthening a network of local affiliates and similar missioned organizations working together to protect and enhance the beauty of Colorado. Staff is participating in the Reclaimed Lumber subcommittee of Recycle Colorado's Construction and Deconstruction Council in hopes to identify strategies for reducing wood waste locally from construction activities. Staff is also exploring how the City can best take advantage of the Interchange 360 lubricant packaging EPR program with Fleet and Apex Waste. The Colorado program manual for Regional Collection Facilities has just been launched and staff is reviewing to understand the opportunity more fully. The results of this program will be petroleum and lubricant packaging kept out of the landfill and reduced waste fees for automotive shops (due to less items in the dumpsters), which will lend to easier recycling compliance for this commercial sector.

Special Projects

City 101: The City 101 Class of 2025-26 had a successful first session on December 3rd, focusing on governance topics, including the Home Rule Charter, City Council perspective, City Manager role, City Attorney role, and the Municipal Judge role. The next session will be January 7th with Planning and Parks and Recreation winter operations.

The City of Steamboat Springs has been honored as a Top Performer in the Best in Governance Awards for Best in Engagement, presented by Polco. The City was given the title “Civic Catalyst” for the jurisdiction engaging residents on the most topics through this online survey platform. The Best in Governance Awards program honors communities for both resident experience and measurable outcomes. These prestigious awards highlight local governments that stand out as the most effective, innovative, and community-centered across the country.

Finance

Budget

The Budget division is evaluating Workday closely to verify accuracy and ensure all accounts and balances, align with expectations. They are also making steady progress on integrating Workday Cost Centers and Spend Categories into the new OpenGov Chart of Accounts. The goal is to complete within the next six months; perfectly timed for the 2027 budget cycle. In addition, the team is actively preparing for end-of-year and end-of-quarter closeouts, building department-specific reports in Workday, and partnering with City staff to ensure the Workday platform functions as intended. These efforts are positioning the team and the City for a strong transition into 2026 and beyond.

Tax

Despite operating with two fewer full-time team members, the Tax Division has continued to deliver outstanding results. Year-to-date, the team has assessed \$1,117,585 in audit assessments and Voluntary Disclosure Agreements, while also managing 10-15 tax inquiry calls per day, preparing monthly and quarterly sales tax reports, and completing numerous construction use tax reconciliations. Year-to-date tax collections through October exceeded expectations, coming in 3.05% higher than 2024. Looking ahead, the division anticipates onboarding a new Sales Tax Technician in January, which will help ease the workload and support continued success.

Procurement & Contracting

The 2025 budget included \$2M to purchase a Type I Fire Engine funded with \$500K potential grant funds and \$1.5M split between City and Fire District. An RFP was issued in April 2025 for an Electric Fire Engine, and 2 proposals were received. After extensive review and research of each proposal, the team determined that the technology of an electric fire engine was not yet sufficient for SSFR’s system and operations. The need for the replacement fire engine still exists, therefore the Fire Department plans to utilize the \$1.5M budget (grant funding wouldn’t be available) and work with Procurement & Contracting to issue an RFP for an internal combustion fire engine in 2026. The lead time to receive the engine is 4-5 years and expected delivery would be 2030-2031. See Attachment 2 for a 2025 electric engine CIP update.

The Procurement Division continues to refine Workday processes to enhance and streamline the City’s contracting workflow. The team values the feedback they’ve received and is using it to drive improvements toward the highest levels of efficiency. Over the past few years, City Contracts and Purchase Orders have increased by 60%–100%, underscoring the growing demand on the division. Despite this significant rise, the

team remains focused on building a stronger, more efficient system and is preparing for a productive and successful 2026.

There are currently 5 open Bids and RFPs.

- Structural Upgrades-Howelsen Ice Rink Header Trench Refurbishments - Closes January 14th, 2026
- Steamboat Springs Passenger Rail Station Site Study - Closes January 16th, 2026
- HVAC Design Build Contracting Services - Closes January 20th, 2026
- Emerald Park Playground Improvements Site Work - Closes January 29th, 2026
- Streamflow and Temperature Monitoring Gage Installation-Public Works - Closes January 30th, 2026

Accounting

Accounting has been making the most of the remaining extended support period with Strada (Workday Implementation Partner) to fine-tune business processes and troubleshoot real-life problems that come up in Workday in day-to-day operations. In the implementation, we have shifted from having AP data entry done in Accounting to having it done in departments, with Accounting reviewing their data entry. This avoids double entry and has created City-wide efficiency.

The Payroll Administrator has been preparing to issue W2s out of Workday, while considering new provisions in the OBBA related to tips and overtime.

The Accounting Specialist has been preparing to issue 1099s from Workday.

The Accounting team has been reviewing and fine-tuning historical data imported into Workday, while also working closely with Budget and Procurement to ensure alignment between these functions.

At year-end, we will no longer have temporary project staff, so we have been planning for that and moving various tasks back to core Accounting team employees.

We still have some important integrations not yet live in Workday, including electronic payment processing to be provided by Xpress Bill Pay. As a workaround, we are still accepting electronic payments in our previous accounting system, Caselle, with Xpress Bill Pay. Caselle is still used for sales tax collection, utility billing and municipal court and there is an integration to import summary level results into Workday. Accounting is working with IT to troubleshoot problems that arise in that integration.

As we approach year-end, we are preparing for our annual audit and planning how best to record year-end adjustments in Workday.

We had an introduction call with Eide Bailly's audit report writer, Sally Sterk, in preparation for having Eide Bailly compile our Annual Comprehensive Financial Report (ACFR) for the first time. There will be a large time investment in working through the audit and ACFR prep for the first time in Workday, so we have extended the timeline for the audit, and we plan to file for an extension with the state to allow for the report to be filed no later than September 30th.

The Controller will continue to work with Strada on a limited basis on year-end reporting, because during the implementation it was necessary for the Controller to prioritize day-to-day operations in Workday and adequately support the Accounting team and other staff in their system process design.

Workday Project

Workday Stabilization Period Update: We are officially halfway through the Workday stabilization period. The stabilization period is a focused six-month phase immediately following go-live, during which the organization ensures the system is operating reliably before introducing enhancements or major changes. Stabilization periods are standard practice for implementations of this scale. Our stabilization period will conclude on April 1, 2026. During this time, the implementation team is focused on the following:

1. Defects (addressed immediately)

System behavior that is broken or not working as designed, including:

- Critical error messages
- Failed business processes
- Missing worker access due to required security roles
- Integration failures

1. Training and clarification requests (addressed through training support)

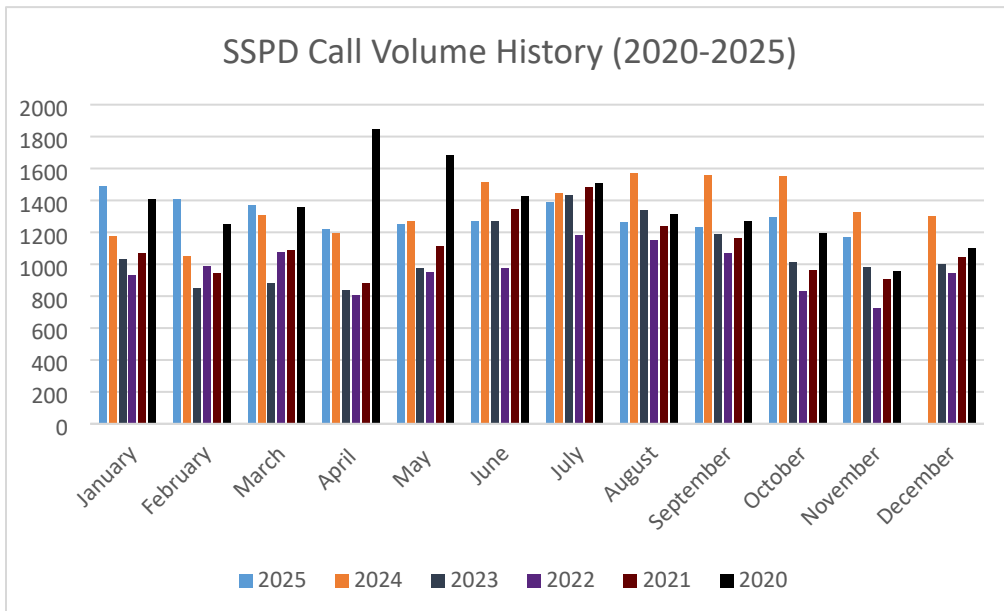
Requests resulting from unfamiliarity with the system or questions about functionality or processes, such as:

- “How do I run this report?”
- “Where do I approve this request?”
- “Why don’t I see X?”

Enhancement requests are intentionally deferred until the stabilization period concludes to avoid disrupting core operations. A successful stabilization period builds confidence in Workday, protects critical business cycles (such as annual performance evaluations, payroll, financial close, and procurement), and establishes a strong foundation for future optimization and continuous improvement.

Police

The below graph shows year over year volume for 2020-2025.



Operations

Congratulations to Christian Barnett, our ACET Detective, in cooperation with Vail & Avon authorities on a significant arrest of a drug dealer responsible for an overdose death in Steamboat Springs earlier this year. After executing a search warrant and more follow up, additional criminal charges against the suspect & the suspect’s wife were developed. This case highlights the critical component of our partnership with other agencies.

Patrol officers continue to prioritize DUI enforcement and have had significant DUI arrests year to date. Some interesting statistics:

- 185% increase in DUI and DUI-related arrests from 2022 to 2025

- 82% increase in DUI and DUI-related arrests from 2023 to 2025
- SSPD Officers made more DUI arrests from July 1, 2025-August 31, 2025 than SSPD Officers did the first six months of 2022 combined and the first six months of 2023 combined

Training

November's firearms training was low light range training for our Patrol Officers. Officer Copeland and Acting Sergeant Williams attended Driving Instructor training. Sergeant Noble and Officer Kitzman attended an Armorer course. Officer Rios attended a Forensic Interviewing course, Officer DuPuis attended ARIDE, and Officer Owens attended an SFST course. This continues to be a focus for our strategic plan – to be able to have in-house experts for training our personnel internally. Acting Sergeant Williams also attended Front Line Leadership as part of our commitment to develop his skills as a leader for the organization.

Personnel

Congratulations to Officer Cory Erickson and Officer Amy Mink for successfully completing their Field Training. They are now solo officers. Officer Cody Owens continues to progress in Field Training & should be on his own shortly.

As our 2025 year closes out, we have several new faces in the building. Our police recruits have graduated from Law Enforcement Academy at Technical College of the Rockies (Madison Allen, Josh St. Clair and Adrian Najera) and are now starting Department Orientation Training. They will move to Field Training in the coming weeks. We also promoted Zachary Boone from our Records Department to our Community Service Officer team. We welcomed three new employees - Community Service Officer Kyle Reynolds, Records Technician Leigh Sokol, and our newest Police Recruit Cable Ricker to the team!

Cable Ricker will attend the Law Enforcement Academy at Technical College of the Rockies starting next week, with a graduation date in May 2026.

Community Engagement

Our team continues to engage with the community for trainings, such as de-escalation. We did one of these trainings in November for the Steamboat Springs Chamber. In December, we engaged in friendly competition with the Fire Department for Battle of the Badges for another successful year to support Lift Up Food Bank. Thanks to our volunteers at the donation sites, and all the support from the community to help our community members with food this season.

We also participated in the Santa Open House at Fire Station One & Civic Plaza several dates in December. It was great to see the community come out to visit!

Fire

Notable Events

November was a month filled with community ride-along students. We hosted not only the EMT students from CMC but also started hosting high school students from the Med Prep program. The CMC students are joining us to finish up their certification class and become EMT's, while the high school students are interested in understanding the medical field of the Firefighter Paramedic/EMT.

The beginning of every month brings a full inventory and disinfection of all four ambulances, and the Type I Fire Engines. This process takes the crews at least two full days to ensure all supplies are present and all surfaces are thoroughly disinfected.

Calls for Service Summary

November calls for service decreased by almost 11% as compared to November of 2024. This represents a drop from 214 calls in 2024 to 191 calls in 2025. Looking at the 5-year trend, November 2025 calls increased by 13% as compared to 2020

Looking at the year-to-date calls for service, we are slightly higher than through November of 2024. Calls have increased from 2588 to 2608 representing a 0.6% increase over 2024. The 5-year numbers reflect a continued increase as 2025 calls for service through November have increased by 27% over this time in 2020.

Concurrent calls fell by 4.7% as compared to 2024 but continued to show significant increases over this time in 2020 with a 63% climb.

Fire Prevention

Fire Prevention activity which includes inspections, plan reviews and permits for fire sprinkler, fire alarm and tents, to name a few, was up 59.7% in November of 2025 as compared to November of 2024.

Revenue for November of 2025 was up 363.4% compared to November of 2024 on the strength of a few large projects like Steamboat Meadows at Wildhorse fire alarm on four buildings, Powderline fire sprinkler permit for the remodel/change of use at the former Vectra Bank and fire alarm upgrade/replacement at Canyon Creek. Year to date, activity was up 7.69% over YTD for November of 2024 and revenue is up 26.70% for the same period.

Final fire alarm inspection at Embellishments on new system that was installed after a structure fire a year ago.

Completed final fire alarm and fire sprinkler system inspection at the new Holiday Inn Express.

Fire Department Training

Fire Training: To ensure preparedness for winter emergencies, department members conducted ice-rescue training on frozen ponds, lakes, and rivers. Upon completion, ice rescue suits were placed on primary engines for rapid deployment. Additional training topics this month included firefighter accountability, cross-lay deployment, and a line-of-duty death review and discussion.

Lieutenant Borvansky and Chief Oakland completed the NWCG S-230/231 courses, furthering their leadership and wildland firefighting expertise.



Brian Shively, Julie Wernig, and Chris Voyvodic renewed their Colorado Firefighter Instructor I certification.

EMS Training: Chronic Heart Failure, Ambulance Safety

Apparatus Checkoffs:

- Nick Brookshire successfully completed his SSFR Aerial (Tower) check-off this month.
- Katie Brodie successfully completed her SSFR Tender Apparatus check-off this month.

Public Education

Fire Extinguisher training with the Civilian Emergency Response Team (CERT) Team from Office of Emergency Management.

CPR/First Aid training with the Steamboat Springs Winter Sports Club. This event also included car seat installations for community members.

CPR/First Aid training with the Howelsen Hill Ski Patrollers.

Delivered Santa to the roof of Fire Station 1 for the “Light up the Night” event in the Civic Plaza.

SSFR Firefighters met with members of Grandkids Child Care Center to discuss with the kids what firefighters do, discuss the tools we use, and how we look during an emergency.

The department hosted 23 ride-alongs this month, providing valuable hands-on experience to CMC EMT students, Steamboat Springs High School students, and local community members.

Fuel Reduction & Prescribed Fire

Steamboat Springs Fire Rescue has begun fuel reduction work on Emerald Mountain, including pile burning operations. During these activities, smoke may be visible and occasionally present in the air. All burning is conducted under an approved smoke management permit and site-specific burn plan, developed in coordination with the Colorado Division of Fire Prevention and Control, and in close collaboration with the Routt County Health Department and air quality partners to ensure public health protections are maintained. Burns are only conducted when weather and atmospheric conditions are favorable, and operations are paused or discontinued if conditions change. Fuel reduction is a proven, proactive strategy that reduces wildfire intensity, improves firefighter safety, protects homes and infrastructure, and strengthens long-term community resilience, with short-term smoke impacts providing significant long-term public safety benefits.



End of report