AGENDA
CARBONDALE BOARD OF TRUSTEES
WORK SESSION
CARBONDALE TOWN HALL
MARCH 17, 2020
6:00 P.M.

<table>
<thead>
<tr>
<th>TIME*</th>
<th>ITEM</th>
<th>DESIRED OUTCOME</th>
</tr>
</thead>
<tbody>
<tr>
<td>6:00</td>
<td>1. Plastics Initiative</td>
<td>ATTACHMENT A Discussion</td>
</tr>
<tr>
<td>7:15</td>
<td>2. Aquatics Facility Master Plan</td>
<td>ATTACHMENT B Discussion</td>
</tr>
<tr>
<td>8:15</td>
<td>3. Police Chief Hiring Process Update</td>
<td>Discussion</td>
</tr>
<tr>
<td>8:45</td>
<td>4. Adjourn</td>
<td></td>
</tr>
</tbody>
</table>

* Please Note Times Are Approximate
Single-Use Plastic Alternatives
Town of Carbondale
March 17, 2020 Presentation
What Do We Mean by “SUPs”? 

- Single-use = neither intended or suitable for multiple reuses & generally recognized by public as an item to be discarded after one use

- SUP items
  - Food ware for storage/preparation/packaging of food & beverages - plates, bowls, to-go containers, hot/cold beverage cups
  - Accessories ("optional" food service items) – utensils, straws, chopsticks, stirrers, spill plugs, cocktail picks
  - Point-of-sale carry-out bags
  - Water bottles/packaged water – most common in limited area {city buildings, airport, hotel} where water source(s) available
  - Extruded polystyrene used as loose fill packaging – “packing peanuts”

- Possible exceptions/waivers:
  - Pre-packaging - packaging used/applied before food/beverage rec’d by retailer
  - “Burrito exemption” – recyclable aluminum foil
  - Straws for disabled
  - Packaging for raw, uncooked, fish, seafood, butchered meat
  - Bags used for bulk items (fruits, veggies, etc.), newspapers, dry cleaning, trash bags, etc.
  - For any with existing SUP inventory up to certain date
What Businesses Could be Affected?

- **Stores** – anywhere SUPs are typically provided to store, prepare or package items for customer carry out
  - Any that use plastic check-out bags (include take-out, convenience stores)
  - Excludes stores which sells bulk SUPs for use by customers (e.g., Dollar Tree utensils sale or City Market foam cups sale)
  - Mail/shipping businesses (if peanuts with compostable peanuts or paper/cardboard alternative)
  - Government facilities

- **Retail food establishments can include**
  - Dine-in/take out restaurants & those with delivery service
  - Coffee shops & bakeries
  - Food trucks
  - Bars & breweries
  - Convenience stores
  - Hospitals & schools
  - Event/venue producers
  - Farmers/roadside market
  - Food service management companies
# Possible Strategy Mechanisms

<table>
<thead>
<tr>
<th>Charge Fees for SUPs</th>
<th>Require “Ask First” On Request Only</th>
<th>Switch to Recyclables</th>
<th>Switch to Compostables</th>
<th>Switch to Reusables (Dine-In Only)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Biggest customer impact</td>
<td>Easiest change – product substitution not necessarily required</td>
<td>Moderate recycling in homes, some in businesses &amp; public spaces</td>
<td>Low organics diversion in homes &amp; businesses – none in public spaces</td>
<td>Least waste generation (water)</td>
</tr>
<tr>
<td>Generates revenues</td>
<td></td>
<td></td>
<td></td>
<td>Biggest store push-back</td>
</tr>
<tr>
<td>More work for vendors – line item on receipts</td>
<td>Requires customer to actively use SUP (or substitute)</td>
<td>Not all recyclable substitutes can be recycled locally (utensils)</td>
<td>Not substitution for all (hot beverages, condiment packets)</td>
<td>Dishwashing – space, equipment HVAC, water, training</td>
</tr>
<tr>
<td>BYO alternative – cleanliness issue</td>
<td>Less expensive for vendor</td>
<td></td>
<td>PLA cups problematic at compost facilities</td>
<td></td>
</tr>
<tr>
<td>Hardship for low income</td>
<td>Dispensers are an option</td>
<td></td>
<td>Need BPI-certification</td>
<td></td>
</tr>
</tbody>
</table>
Product Cost Implications

- Differential between SUP & alternative varies widely based on
  - Item –
    - Alternatives$ > EPS clamshells & plastic straw alternatives$
    - Fiber-based compostables$ > compostable plastics$ or recyclable alternatives$
    - Use of distributors/brokers v. direct buy (Dollar Tree, Costco)
    - Order size – food trucks, small businesses, etc. (low demand)
    - Industry demand will help – natural fiber alternatives$ will lag

- Some CO-based alternative product suppliers
  - EcoProducts (food service & accessories)
  - Vessel Works (stainless steel coffee cups)
  - Panji Bags (rigid paper instrument cases)

- Case studies (CA) – annual results
  - Fast/casual restaurant saved $5200 & 1200 lbs
  - Food truck saved $2000 & 2500 lbs
  - Coffee/cheese shop saved $2700 & 600 lbs

- Break-even point calculators available
Key BMP Research Findings

- State pre-emption laws addressed through product replacement requirements & “ask first” policies (versus product bans)
- Requirement for on-site recycling/organics collection is key (materials must be consistent with local processing facilities)
- Push back issues – “not one size for all”, “patchwork implementation”, cost, change
- Violations complaint-based – education & technical assistance instead of penalties
- Greatest successes
  - Point-of-sale plastic bag reductions
  - Extruded polystyrene (EPS) reductions
  - Phased approaches
  - Programs with strong stakeholder support
Unique BMP Findings

- Fee for disposable cups – Berkeley
- Both FOH & BOH recycling/composting requirements – Seattle
- Water bottle restrictions – Camden County & New York City government facilities, San Francisco Airport
- Allow BYO – Berkeley & San Francisco
- Apply to venues – San Francisco
- Phased implementation – Berkeley, Cranford
"Ask First – Act Later"
(what are positive business impacts?)

• Cost benefits seen in other states
  • As more businesses purchase SUP alternatives, prices come down
  • As more businesses move to reusable items, collection prices come down (& outweigh labor/utility costs for increased dishwashing)

• More satisfied customers because businesses
  • Can receive recognition for green practices
  • Can personalize re-useable products
  • Tangibly help minimize environmental impacts (litter, landfill)
  • Help minimize health impacts (microplastics, PFAS)

• Financial assistance for initial changes?
  • CDPHE’s RREO Mini Grants
  • Town resources (fee revenues)
Potential SUPs in Carbondale Trash

- Estimated at 3000 to 4000 tons/year including ...

Plastics

- Estimated at 500 to 600 tons/year including ...

Trash

Non-Recyclable Plastics

- EPS 20 to 30 tpy
- Film/wrap/bags 150 to 200 tpy
- Other non-recyclables 175 to 225 tpy

Estimates based on 4th quarter 2019 residential hauler reports, western slope mountain community waste composition data & assumptions about Carbondale demographics.
CO Senate Bill 010 — *Repeal Ban on Local Government Regulation of Plastics*

- Would have repealed existing CRS 25-17-104 (1993) that prohibits local government from regulating plastic materials
- Postponed indefinitely — *will we see a replacement bill this session?*
- Sponsors — Sen Donovan, Rep Froelich, Rep A Valdez
CO House Bill 1162 – Polystyrene Food Container Ban

- Prohibits retail food establishments from distributing EPS as ready-to-eat food container
- Passed out of House Energy & Environment Committee with amendments (2/24/20) to House Appropriations Committee (date unknown)
- Effective date – 1/1/22 (date for schools 1/1/23 through 1/1/24)
- Sponsors – Rep Cutter, Rep Singer & 16 co-sponsors
CO House Bill 1163 – *Single-Use Plastics Ban*

- Prohibits stores & retail food establishments from providing SUPs (carry-out bags, stirrers, straws) to customers at POS (allows paper bags with $0.10 fee)
- Passed out of House Energy & Environment Committee with amendments (2/24/20) to House Finance Committee (date unknown)
- Effective date – 7/1/21 (can use existing inventory thru 12/31/21)
- Sponsors – Rep A Valdez, Rep Sirota & 8 co-sponsors
US HR5845/S 3263 – *Break Free from Plastic Pollution Act*

- Would include national beverage container refund, non-recyclable SUP ban, plastic bag fee, producer responsibility to finance waste/recycling programs, fund recycling/composting infrastructure, ban shipping plastic waste to developing countries, pause new plastic manufacturing facilities until USEPA regulations
- Introduced 2/11/20 to Senate Finance & House Water Resources & Environment Committees
- Sponsors – Sen. Udall (NM), Rep. Lowenthal (CA) & 29 co-sponsors
Role Town of Carbondale Can Play

- Recognition of green businesses
- Assistance in researching alternatives (identify BPI-certified products, etc.)
- Assistance making purchasing, staff training, dishwashing & other changes
- Assistance providing recycling & organics recovery collection at stores/food service establishments
- Providing more recycling (organics) collection in public spaces
- Public hydration stations (indoor & outdoors) – give/sell TOC reusable cups
- Business & public education on how to reuse/divert & minimize contamination – include signage & training
Decisions Ultimately Needed

- SUPs or food ware restrictions?
- Which items?
- Which businesses?
- What mechanism (fee, ask first, recycle, compost, reusables)?
- Town collections?
- Initial mandate or phased voluntary-to-required?
- Exemptions and/or temporary waivers?
- Sequence & timing of implementation?
- Staffing with technical assistance and/or enforcement?

Berkeley Implementation:
- Jan 1990 - EPS ban
- Mar 2019 - SUP accessories upon request; recycling & composting containers required FOH
- Jan 2020 - all SUPs must be compostable
- July 2020 - all dine-in go reusable
Other SUP Reduction Conversations Happening Today in Colorado

- Mountain community collaboration – early conversations between Aspen, Mountain Village, Steamboat Springs, Telluride & others -
  - Mountain Village – Existing zero waste resolution & voluntary bag ban since 2012, 2019 voluntary reduction/ban by retail, food establishments, lodging of plates, bowls, cups, utensils, straws
  - Telluride – Working on SUP ban (same as Mountain Village plus EPS), may raise business license fees unless compliance

- Boulder County collaboration –
  - City of Boulder – Thinking about fee on take-out containers & technical assistance for more dishwashing
  - Louisville also active

- Other municipalities –
  - Avon - Passed polystyrene ban contingent on passage of SB20-010 (local govt pre-emption appeal)
  - Fort Collins - Researching best practices, waiting on HB20-1163 (looking at balloons, plastics in road striping)

- Colorad Municipal League involvement –
  - Primary driver behind SB20-010 & new house pre-emption bill
  - Looking at ability of home rule authority to over-ride local govt pre-emption (especially for home rules with supporting zero waste or similar resolution)

- Compost facilities + compostable plastic dilemmas -
  - Summit County – stopped accepting all compostable plastics due to poor degradability, litter, PFAS concerns
  - Vail Honeywagon (Eagle) – not accepting PLA cups
  - Pitkin County – no issues currently but if Carbondale success builds valley-wide ??
# NATIONAL SINGLE-USE PLASTIC POLICIES

<table>
<thead>
<tr>
<th>CITY (population)</th>
<th>FOOD WARE</th>
<th>ACESSORIES (utensils, straws, lids, chopsticks, stirrers, straws, pins)</th>
<th>PROVIDE ONSITE RECYCLING / ORGANIC COLLECTION</th>
<th>CARRY OUT BAGS (Include retail, food establishments)</th>
<th>RESTRICT PACKAGED BOTTLED WATER</th>
<th>NOTES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Berkeley, CA&lt;sup&gt;4&lt;/sup&gt; (123,000)</td>
<td>EPS containers: Compostable only</td>
<td>0.5-2.5 cups only</td>
<td>EPS</td>
<td>EPS only</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Camarillo, CA&lt;sup&gt;6&lt;/sup&gt; (50,000)</td>
<td>PS</td>
<td>Reusable, recyclable, paper or compostable</td>
<td>PS</td>
<td>X</td>
<td>X</td>
<td>1 liter or less</td>
</tr>
<tr>
<td>Concord, MA* (18,000)</td>
<td>SUPs</td>
<td>B1 or B2 recyclable plastic only</td>
<td>SUPs</td>
<td>X</td>
<td>X</td>
<td>Example: plastic bags</td>
</tr>
<tr>
<td>Cranford, NJ* (18,000)</td>
<td>SUPs</td>
<td>Paper or compostable only</td>
<td>SUPs</td>
<td>X</td>
<td>X</td>
<td>Exemption allowed for whole diameter boxes</td>
</tr>
<tr>
<td>Honolulu, HI* (1,320,000)</td>
<td>SUPs</td>
<td>Paper or compostable only</td>
<td>SUPs</td>
<td>X</td>
<td>X</td>
<td>Exemption allowed for whole diameter boxes</td>
</tr>
<tr>
<td>Hollywood, FL&lt;sup&gt;3&lt;/sup&gt; (164,000)</td>
<td>SUPs</td>
<td>Paper or compostable only</td>
<td>SUPs</td>
<td>X</td>
<td>X</td>
<td>One of several communities on wastewater with same requirements</td>
</tr>
<tr>
<td>Minneapolis, MN* (423,000)</td>
<td>Box not allowed: Reusable, recyclable, compostable containers</td>
<td></td>
<td></td>
<td>EPS only</td>
<td>X</td>
<td>Consider packaging versus beverage containers</td>
</tr>
<tr>
<td>New York, NY&lt;sup&gt;4&lt;/sup&gt; (8.6M)</td>
<td>EPS containers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Also bans: EPS peanuts; city ID for SUPs in water bottles</td>
</tr>
<tr>
<td>Portland, OR&lt;sup&gt;6&lt;/sup&gt; (678,000)</td>
<td>EPS containers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>EPS ban since 1992</td>
</tr>
<tr>
<td>San Francisco, CA&lt;sup&gt;5&lt;/sup&gt; (821,000)</td>
<td>EPS</td>
<td>Recyclable or compostable</td>
<td>Recyclable or compostable</td>
<td>EPS only</td>
<td>EPS</td>
<td>3/4 of Airport for 1 liter or less</td>
</tr>
<tr>
<td>Seattle, WA* (725,000)</td>
<td>EPS</td>
<td>Recyclable or compostable</td>
<td>Recyclable or compostable</td>
<td>EPS</td>
<td></td>
<td>EPS ban since 2009</td>
</tr>
</tbody>
</table>

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<sup>1</sup> Bottle bill rules
<sup>2</sup> Plastic bag ban only
<sup>3</sup> Local pre-emption on plastic regulation

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*EPS = expanded polystyrene (styrofoam)
PS = poly(styrene) (styrofoam, styreins) SUP = single-use plastics

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ILS Associates/A2 Solutions
March 2020
# Colorado Single-Use Policy Progress

## Colorado Bag Ban/Fee Programs

<table>
<thead>
<tr>
<th>Municipality</th>
<th>Year</th>
<th>Ban/Fee on Paper or Plastic</th>
<th>Who's Affected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telluride</td>
<td>2010</td>
<td>Plastic ban, 10-cent paper fee</td>
<td>ban on all retailers, fee only on grocers</td>
</tr>
<tr>
<td>Aspen</td>
<td>2011</td>
<td>Plastic ban, 20-cent paper fee</td>
<td>grocers</td>
</tr>
<tr>
<td>Carbondale</td>
<td>2011</td>
<td>Plastic ban, 20-cent paper fee</td>
<td>retailers</td>
</tr>
<tr>
<td>Boulder</td>
<td>2012</td>
<td>10-cent fee on paper/plastic</td>
<td>food stores/grocers</td>
</tr>
<tr>
<td>Mountain Village</td>
<td>2012</td>
<td>Plastic bag ban/reduction (voluntary)</td>
<td>retailers</td>
</tr>
<tr>
<td>Breckenridge</td>
<td>2013</td>
<td>10-cent fee on paper/plastic</td>
<td>retailers</td>
</tr>
<tr>
<td>Fraser</td>
<td>2018</td>
<td>20-cent fee on paper/plastic</td>
<td>retailers</td>
</tr>
<tr>
<td>Frisco</td>
<td>2019</td>
<td>25-cent fee on paper/plastic</td>
<td>retailers</td>
</tr>
<tr>
<td>Vail</td>
<td>2015</td>
<td>Plastic ban, 10-cent paper fee</td>
<td>grocers</td>
</tr>
<tr>
<td>Nederland</td>
<td>2015</td>
<td>10-cent fee on paper/plastic</td>
<td>retailers</td>
</tr>
<tr>
<td>Crested Butte</td>
<td>2016</td>
<td>Plastic bag ban</td>
<td>retailers</td>
</tr>
<tr>
<td>Avon</td>
<td>2017</td>
<td>Plastic ban, 10-cent paper fee</td>
<td>phase 1: grocery stores; phase 2: all retailers</td>
</tr>
<tr>
<td>Ridgeway</td>
<td>2018</td>
<td>Plastic bag ban</td>
<td>retailers</td>
</tr>
<tr>
<td>Steamboat Springs</td>
<td>2019</td>
<td>Plastic ban, 20-cent paper fee</td>
<td>food stores, large retailers</td>
</tr>
<tr>
<td>Winter Park</td>
<td>2019</td>
<td>20-cent fee on paper/plastic</td>
<td>retailers</td>
</tr>
<tr>
<td>Denver</td>
<td>2019</td>
<td>10-cent fee on paper/plastic</td>
<td>retailers</td>
</tr>
</tbody>
</table>

Compiled by EcoCycle
MEMORANDUM

To: Eric Brendlinger, Town of Carbondale
   Carbondale Parks & Recreation Commission

From: Jessica Garrow, Anna Laybourn, Nick DiFrank, Design Workshop

Date: March 5, 2020

Project Name: Carbondale Aquatics Master Plan

Project #: 6248

Subject: Project Updates

The Carbondale Aquatics Master Plan project has been underway since December 2019, following extensive work by the Town in the years preceding. This memo provides an overview of work to date, and next steps.

A Working Group has met twice since the beginning of this project to provide key oversight and direction to the project. The group has provided guidance on the types questions and activities to ask the community about as part of the upcoming engagement activities. Key goals for the engagement and process include ensuring feedback opportunities from a variety of demographic groups, including the Spanish speaking community, young people, and seniors.

Attached as Exhibit B is the overall Community Engagement Document, which is guiding the process as it moves forward. Importantly, a survey will be open in April that will get into additional detail beyond what is able to be asked at an open house event, and a second survey has been added to the late summer at the final concepts are identified. The first public-facing engagement opportunity will be at the April 3rd First Friday event, Spring into Wellness.

The First Friday event will include three (3) key activities for community members:

1. A visual preference survey, that enables community members to walk through their “day at the pool.” This will take the form of a dot exercise, providing community members an opportunity to identify the key features they would like to see in a new facility. A draft of this exercise is attached as Exhibit A for reference. Note that the Working Group reviewed this document, and it has not been updated since that time due to the packet deadline, but all comments from the Working Group will be incorporated.
2. A Data String Diagram, that asks participants to prioritize the types of programing and amenities they would like to see at the pool. The activity asks participants to pick a string based on their age and wrap it around hooks that create a visual thematic diagram. A visual of this for a recent project is to the right.

3. A “chip exercise,” that will enable participants to identify preferences for a pool location as well as seasonality. Participants will have a chip that they place into cups to record their preference.

All materials will be translated into Spanish to ensure all community members are able to understand and participate in the activities. In addition, activities focus on kids will be provided, which could include a building activity, coloring, etc depending on the final location set up.

In addition to preparing for these engagement activities, the consultant team has completed four key interviews with Town staff, including the Town Manager, Finance Director, Pool Manager, and Parks & Recreation Director. The summary of the interviews is attached as Exhibit C. These interviews explored potential funding opportunities, and potential locations. Part of the scope of work is to review the current location, and a potential alternative location. The consultant team, along with the Working Group has explored a potential location behind the Recreation Center, in addition to the current pool location. There are pros and cons to each location, and the team is working to incorporate feedback opportunities around this issue as part of the First Friday event and Survey.

Request of Commission:

1. The April 3rd First Friday Event, Spring into Wellness, will be a kick-off to the community engagement phase of this Master Plan. The Commission is requested to attend the event as a participant, and to invite at least five (5) friends or family members to attend.

2. The Commission is asked to identify any aspects of the engagement they have questions or comments about so staff and the consultant team can incorporate it into the overall project.

Attachments:

A. Visual Preference Survey, DRAFT
B. Community Engagement Document
C. Town Interview Summaries

Location

Building Amenities

Site Amenities

1. Story Building

2. Story Building

Concessions Cart ($)

Concessions Space ($$$)

Landscaping ($)

Landscaping ($$$)

Current Location

Lockers ($)

Lockers ($$$)

Indoor Showering Facility ($) (x)

Indoor Showering Facility ($$$)

Umbrella/Shade Structure ($) (x)

Umbrella/Shade Structure ($$$)

Your Ideas

CARBONDALE
AQUATIC FACILITY

March 4 | 2020

DESIGNWORKSHOP
Imagine New Possibilities. Amenity Preferences

Climbing Wall
Open Slide
Diving Board
Small Splash Pad
Children's Water Play
Nature Play
Hot Tub / Whirlpool / Soaking Pool
Enclosed Slide
Lap Lanes
Large Splash Pad
Hula Course
Dump Bucket

Your Ideas
Carbondale Aquatics Master Plan: Community Engagement Plan
Draft March 3, 2020

Overview
This document outlines the different stakeholder groups that will be involved in the Aquatics Master Plan process. It outlines the communication and engagement strategies during the different phases of work.

Project Description
The John M Fleet Pool has served the Carbondale community for over 40 years. It is a place where kids learn to swim, teenagers pass time in the summer, and community members engage in fitness activities. Located on a prime corner in Downtown, it acts as one of the entry points to the community. While it has served Carbondale well, it is an aging facility that is in need of an update and redesign to meet the needs of Carbondale today and into the future.

This process is intended to identify opportunities for improvement to the pool. The planning effort will document the existing conditions of the pool and identify areas where efficiencies could be realized. Through interviews with Town staff and key stakeholders, the plan process will identify constraints and opportunities from operations, programming, and built perspectives. The process is informed by a Working Group, comprised of representatives from pool user groups, town staff, and interested local residents. The community will be asked to provide their feedback on needs and desires for the Carbondale Pool, building off the engagement completed in 2019 by the Parks and Recreation Commission.

This Master Planning effort seeks to provide efficient, fun, and inclusive ways for the community to participate in imagining what this facility could be going forward. The community’s input will provide the framework for the Master Plan document, identifying the key infrastructure and amenities that should be included in an updated pool facility. There will be a discussion of “trade-offs” throughout the process to assist the community in understanding the financial, operational, and physical constraints that need to be accounted for in the project.

Two important aspects of the pool – location and seasonality – will be addressed through this Master Plan process. Should the pool remain an outdoor-only facility? Should the pool continue to be located on Main Street or should it be located adjacent to the Recreation Center? Should an indoor pool component be added?

The final adopted Aquatics Master Plan will be a municipally-adopted document that provides guidance to Carbondale about:

1. The amenities, improvements and programs most supported by the community;
2. The best approach for long-term funding, maintenance, operations and management; and
3. The ideal location and seasonality for the pool facility.

Identifying Stakeholder Groups
In alignment with the Town of Carbondale’s Communication Toolkit for Public Participation, identifying stakeholders, or participants in the planning process, and their roles is key to this communication and engagement strategy is critical. The planning team uses best practices from the International Association of Public Participation (IAP2) spectrum of public participation (see table below that describes the engagement goals and possible techniques). The worksheets that follow for each engagement window use the definitions and framework below to chart specific strategies to inform the master plan.
<table>
<thead>
<tr>
<th>EXAMPLE</th>
<th>INFORM</th>
<th>CONSULT</th>
<th>INVOLVE</th>
<th>COLLABORATE</th>
<th>EMPOWER</th>
</tr>
</thead>
<tbody>
<tr>
<td>General public including residents, visitors, and workers</td>
<td>Interested public.</td>
<td>Key stakeholder groups from pool user groups, students, and town staff.</td>
<td>Implementers. Visionaries. Includes Staff and Working Group, Committee.</td>
<td>Decision-makers including Parks and Recreation Commission and Board of Trustees</td>
<td></td>
</tr>
<tr>
<td>GOAL</td>
<td>To provide information and aid understanding</td>
<td>To obtain feedback.</td>
<td>To involve in the outcome.</td>
<td>To partner in the outcome.</td>
<td>To inform final decisions.</td>
</tr>
<tr>
<td>PROMISE</td>
<td>We will inform you</td>
<td>We will acknowledge concerns and aspirations.</td>
<td>We will work toward addressing concerns.</td>
<td>We will provide each other support in formulating solutions.</td>
<td>We will implement your decision.</td>
</tr>
<tr>
<td>TECHNIQUE</td>
<td>Websites, press releases and social media with a call to action hook</td>
<td>Piggy backing with existing events to host pop-up engagement s, public comment, online surveys, public meetings, workshops and social media.</td>
<td>Interviews, focus groups, 1 on 1 meetings.</td>
<td>Advisory committees, task forces, consensus building activities and participatory decision events.</td>
<td>Staff updates at meetings, adoption meeting.</td>
</tr>
</tbody>
</table>
Communication and Engagement Roles & Responsibilities

The tables below provide a responsibility assignment matrix of the communications and engagement activities described in more detail in the following engagement window worksheets. This is an internal planning tool to ensure the Town, consultant team, and Working Group understand their roles for this process. Note that these definitions are not aligned with the previous table exactly, this is solely focused on roles and responsibilities for the different work groups managing the project.

**TABLE 2: COMMUNICATIONS AND ENGAGEMENT RESPONSIBILITY ASSIGNMENT MATRIX (INTERNAL TOOL)**

<table>
<thead>
<tr>
<th>Code</th>
<th>Stands for</th>
<th>This is the person who is....</th>
</tr>
</thead>
<tbody>
<tr>
<td>R</td>
<td>Responsible</td>
<td>Responsible for performing the task or creating content</td>
</tr>
<tr>
<td>A</td>
<td>Accountable</td>
<td>Accountable for the task or document (e.g., project manager)</td>
</tr>
<tr>
<td>S</td>
<td>Supports</td>
<td>Provides support for the task, such as materials or documents</td>
</tr>
<tr>
<td>C</td>
<td>Consult</td>
<td>Provides consulting or expertise to the person responsible for the task</td>
</tr>
<tr>
<td>I</td>
<td>Inform</td>
<td>Informed of task progress or results</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>Communication &amp; Engagement Tasks</th>
<th>Parks &amp; Recreation Commission</th>
<th>Carbondale Town Staff</th>
<th>Design Workshop Team</th>
<th>Aquatics Working Group</th>
</tr>
</thead>
<tbody>
<tr>
<td>Press releases</td>
<td>I</td>
<td>R for distribution</td>
<td>R for content</td>
<td>I</td>
</tr>
<tr>
<td>Social Media releases</td>
<td>I</td>
<td>R for formatting</td>
<td>R for content and facilitation</td>
<td>I</td>
</tr>
<tr>
<td>Website Updates</td>
<td>I</td>
<td>R for distribution</td>
<td>R for content</td>
<td>I</td>
</tr>
<tr>
<td>Staff, Master Plan Committee Briefings and draft plan meetings</td>
<td>A for coordination, content review and delivery</td>
<td>S &amp; C for content r for delivery</td>
<td>A for delivery</td>
<td>I</td>
</tr>
<tr>
<td>1 on 1 meetings &amp; Interviews</td>
<td>I</td>
<td>R for coordination</td>
<td>R for content</td>
<td>I</td>
</tr>
<tr>
<td>Online Survey</td>
<td>S for content review</td>
<td>R for Spanish translation of survey and notification of survey via banner and mailings</td>
<td>R for survey instrument coordination and content</td>
<td>S for content review</td>
</tr>
<tr>
<td>Public Meetings (First Friday Event, Design Charrette)</td>
<td>A for content review</td>
<td>R for coordination and promotion</td>
<td>A for content and facilitation</td>
<td>A for attendance at First Friday Event and Design Charrette</td>
</tr>
<tr>
<td>Adoption Meeting(s)</td>
<td>S for attendance / recommendation of support</td>
<td>R for scheduling and presentations</td>
<td>R for content</td>
<td>S for attendance / recommendation of support</td>
</tr>
</tbody>
</table>
Worksheet #1: First Engagement Window

**Project Launch**

<table>
<thead>
<tr>
<th>Engagement Window</th>
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</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Project Launch: Foundation of Understanding</td>
<td>Project Discovery: Imagine the Programming Possibilities</td>
<td>Project Focus: Evaluating Alternatives</td>
<td>Project Finale: Draft and Final Master Plan</td>
</tr>
</tbody>
</table>

**Key Dates**

<table>
<thead>
<tr>
<th>Month</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>Aquatics Working Group Meeting #1</td>
</tr>
<tr>
<td>March</td>
<td>Aquatics Working Group Meeting #2</td>
</tr>
<tr>
<td>Feb/Mar</td>
<td>Press Release about Master Plan Process</td>
</tr>
<tr>
<td>Feb/Mar</td>
<td>Summary of Community Engagement activities to date</td>
</tr>
<tr>
<td>March</td>
<td>Parks &amp; Recreation Commission Check In / Update</td>
</tr>
<tr>
<td>March</td>
<td>Board of Trustees Check In / Update</td>
</tr>
<tr>
<td>Late March</td>
<td>Press Release with call to action to attend First Friday Event</td>
</tr>
</tbody>
</table>

**Goals for Engagement Window #1**

Where are we on Stakeholder Engagement Spectrum? (Inform/Consult/Involve/Collaborate/Empower)?

**Broad Goal: INFORM the Public**: Provide information to public on project description and gather contact information to use in updating community as project progresses. Also inform public on process and First Friday Event. Create a shared understanding with the community about the purpose and desired outcome of the planning effort.

**Broad Goal: INVOLVE informed stakeholders to build foundation of understanding**: Convene one-on-one meetings / interviews. To involve in the plan early in the process to help identify important project opportunities and challenges that can refine the overall work.

**Broad Goal: COLLABORATE with the Aquatics Working Group**

- Review past engagement efforts
- Review engagement ideas and plan for First Friday Event
- Review and provide feedback on survey
- Letters to Editor

**Broad Goal: EMPOWER decision makers with project status briefing.**

**How we will listen?**

Primary engagement venues and tools

- Establish Working Group and hold two (2) meetings
- Five (5) one-on-one / interviews with key stakeholders and staff members to help provide a foundation for understanding the opportunities and challenges facing the pool
- Gather community emails from past efforts
<table>
<thead>
<tr>
<th>How the community can provide input</th>
<th>• Provide press releases and social media posts to advertise upcoming engagement opportunities (Survey and First Friday)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other ways to provide input</td>
<td>○ Emails to Town ○ Parks and Recreation Commission and Trustees meetings</td>
</tr>
</tbody>
</table>
| Who do we want to reach?         | **Engagement will be inclusive and open to all.** This engagement effort focuses on the Working Group, staff, and Town Boards / Commissions, with an eye to broad engagement in the next phases. For this engagement window, extra efforts will attempt to reach underrepresented (by engagement) groups in preparation for the next phases. This includes but is not limited to:  
  • Spanish-speaking community  
  • Youth and families  
  • Senior citizens  
  • People experiencing disabilities  
  • Others as identified |
| Communication Tools               | Share community workshop engagement opportunities and other information as available through: 
  • Press release & media outreach  
    ○ Newspaper & Radio  
  • Town E-newsletters  
  • Social media  
  • Web  
  • Signs, posters, leave-behinds  
  • What communication channels exist for the communities listed above? |
| How will input be used?           | • Input during this phase will be used to help inform the existing conditions analysis as well as fine-tune this engagement and communications strategy.  
  • Follow up meetings with staff and the Working Group will provide refinements to the process.  
  • These inputs will help inform the development of the next phase on imagining different program potentials and amenities for the pool, which will in turn influence the physical design of concept plan alternatives. |
| Post Engagement Assessment*       | * To be completed after the conclusion of the first engagement window, with input from the Working Group and staff. General feedback will be shared with Parks and Recreation Commission and Town Trustees. |
## Worksheet #2: Second Engagement Window

### Project Discovery

<table>
<thead>
<tr>
<th>Engagement Window</th>
<th>- 1 -</th>
<th>- 2 -</th>
<th>- 3 -</th>
<th>- 4 -</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Project Launch: Foundation of Understanding</td>
<td>Project Discovery: Imagine the Programming Possibilities</td>
<td>Project Focus: Evaluating Alternatives</td>
<td>Project Finale: Draft and Final Master Plan</td>
</tr>
</tbody>
</table>

### Key Dates

- **Engagement Window #2: Project Discovery: Imagine the Programming Possibilities**
  - **March/April**  
    - Survey information mailed to community (Utility Mailer due 2nd week of March)
  - **March/April**  
    - Banner announcing opportunities up
  - **April 3**  
    - First Friday Event
  - **April 3**  
    - Launch: Online Survey available (Spanish translation to be complete by 3/27)
  - **April 30**  
    - Online Survey closes
  - **May**  
    - Working Group Meeting #3
  - **May**  
    - Creation of Meeting In a Box Materials
  - **May/June**  
    - Spanish language Small Focus Group Meetings
  - **May/June**  
    - Youth Small Focus Group Meetings
  - **May - July**  
    - Meeting in a Box Available at Pool and Town Hall
  - **June**  
    - Parks & Recreation Commission Check In / Update
  - **June**  
    - Board of Trustees Check In / Update

### Goals for Engagement Window #2

- **Broad Goal: CONSULT the Public:** Gather input on program preferences and visions for pool improvements or areas to preserve that will help guide the next phase of design of conceptual alternative plans.

- **Broad Goal: INVOLVE critical stakeholders who will impact the feasibility of the project:** Convene focus group meetings with the Spanish-speaking community and youth.

- **Broad Goal: COLLABORATE with the Aquatics Working Group**
  - Participation in community engagement events, including getting at least 5 people to attend and/or take the survey
  - Reflect on input engagement events
  - Confirm next steps in development of concept plans

---

Page 6 of 12
# Broad Goal: EMPOWER decision makers with project status briefing.

| How we will listen? | • First Friday Event  
|                     | • Online survey to collect preference input from community members that can’t make the event  
|                     | • Small Group meetings to youth and Spanish speakers  
|                     | • Meeting in a Box opportunities |

| Other ways to provide input | o Emails to Town  
|                            | o Parks and Recreation Commission and Trustees meetings |

| Who do we want to reach? | **Engagement will be inclusive and open to all.** For this engagement window, extra efforts will attempt to reach underrepresented (by engagement) groups including but not limited to:  
|                          | • Youth and families (Schools, Child Care Programs, Stepping Stones, Ascendigo, others?)  
|                          | • People experiencing disabilities (Focus group invitees, are there email groups?)  
|                          | • Spanish Speaking residents (English in Action, Valley Settlement, Club Rotario, others?)  
|                          | o Recreation groups (Parks / Aquatics email list)  
|                          | • Downtown tenants, residents and stakeholders surrounding facility (USFS, RFTA, etc)  
|                          | o Emails to all surrounding businesses and residents  
|                          | o Arts Commission participation related to Mountain Fair  
|                          | • Residents throughout the Town  
|                          | o General press release and social media  
|                          | o Social Media |

| Communication Tools | Share community workshop engagement opportunities and other information as available through:  
|                    | • Town website  
|                    | • Press release & media outreach  
|                    | • Social media (Town and Parks Facebook)  
|                    | • Online survey  
|                    | • Utility Billing Mailer / All Town Mailer  
|                    | • Banner |

| How will input be used? | • Input during the second engagement window will be used to determine the public’s preferences for programs and amenities at the pool. We anticipate having a better understanding of what the community values and what amenities they’d like that aren’t currently available.  
|                         | • Follow up meetings with the Staff, Working Group, and Parks and Recreation Commission will provide refinements to the process.  
|                         | • These inputs will help inform the development of the next window of engagement on developing the physical design of concept plan alternatives for each park. |

| Post Engagement | *To be completed after the conclusion of the first engagement window, with input from the Working Group and staff.*  

<table>
<thead>
<tr>
<th>Assessment*</th>
<th>General feedback will be shared with Parks and Recreation Commission and Town Trustees.</th>
</tr>
</thead>
<tbody>
<tr>
<td>What went well?</td>
<td></td>
</tr>
<tr>
<td>Did we receive the input sought?</td>
<td></td>
</tr>
<tr>
<td>What could be improved?</td>
<td></td>
</tr>
</tbody>
</table>
### Worksheet #3: Third Engagement Window

**Project Focus**

<table>
<thead>
<tr>
<th>Engagement Window</th>
<th>- 1 -</th>
<th>Project Launch: Foundation of Understanding</th>
<th>- 2 -</th>
<th>Project Discovery: Imagine the Programming Possibilities</th>
<th>- 3 -</th>
<th>Project Focus: Evaluating Alternatives</th>
<th>- 4 -</th>
<th>Project Finale: Draft and Final Master Plan</th>
</tr>
</thead>
</table>

#### Key Dates

**Engagement Window #3: Project Focus: Evaluating Alternatives**

- **July/Aug**: Design Alternatives Workshop with Working Group
- **Aug**: Working Group Meeting #4
- **Aug/Sept**: Parks & Recreation Commission Check In / Update
- **Aug/Sept**: Second Community Survey
- **Aug/Sept**: Board of Trustees Check In / Update
- **Sept/Oct**: Working Group Meeting #5

#### Goals for Engagement Window #3

**Broad Goal: CONSULT Community and Working Group:** Gather input on plan alternative preferences and that will help guide the next phase of developing a draft and final master plan. A survey for open comments from the community.

**Broad Goal: INVOLVE critical stakeholders who will impact the feasibility of the project:** Convene briefings and updates with key program users and staff.

**Broad Goal: COLLABORATE with the Master Plan Committee and Staff Working Group**

- Reflect on input engagement events
- Confirm next steps in development of draft master plan

**Broad Goal: EMPOWER decision makers with project status briefing.**

#### How we will listen?

Primary engagement venues and tools:

- Update town website and issue next press release
- Letter to the Editor from Working Group
- Open Ended Survey for Community Input following Preferred Alternative
- Poster Locations around town

**How the community can provide input**

- Emails to Town:
- Parks and Recreation Advisory Board and Town Trustees meetings

#### Other ways to

- Confirm email
| Provide Input | Engagement will be inclusive and open to all. We invite new and long-time friends (residents and visitors) that self-identify according to race, nationality, ethnicity, immigration status, religion, age, gender, sexual orientation, disability status, place of residence, education, socioeconomic status, veteran status, parental status, and hobbies or interests. For this engagement window, extra efforts will attempt to reach underrepresented (by engagement) groups including but not limited to:  
  - Spanish-speaking community  
  - Youth and families  
  - People experiencing disabilities  
  - Tribal representatives  
  - Others as identified |
|---|---|
| Who do we want to reach? | Communication Tools | Share Design Alternatives (Preferred Plan):  
  - Press release  
  - Social media  
  - Web  
  - Posters in key locations |
| Inclusivity; target audiences | How will input be used? |  
  - Follow up meetings with Staff and the Working Group will provide refinements to the process.  
  - These inputs will help inform the development of the next window of engagement on the draft and final master plan. |
| | Post Engagement Assessment* |  
  * To be completed after the conclusion of the first engagement window, with input from the Working Group and staff. General feedback will be shared with Parks and Recreation Commission and Town Trustees. |

**Worksheet #4: Fourth Engagement Window**

**Project Finale**

<table>
<thead>
<tr>
<th>Engagement Window</th>
<th>- 1 -</th>
<th>- 2 -</th>
<th>- 3 -</th>
<th>- 4 -</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Launch: Foundation of Understanding</td>
<td>Project Discovery: Imagine the Programming Possibilities</td>
<td>Project Focus: Choosing a Preferred Plan</td>
<td>Project Finale: Draft and Final Master Plan</td>
<td></td>
</tr>
<tr>
<td>Key Dates</td>
<td>Engagement Window #4: Project Finale: Draft and Final Master Plan</td>
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<tr>
<td>Nov</td>
<td>Parks &amp; Recreation Commission Check In / Update</td>
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<tr>
<td>Nov</td>
<td>Board of Trustees Check In / Update</td>
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<tr>
<td>Nov</td>
<td>Working Group Meeting #6 (if needed)</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goals for Engagement Window #4</th>
<th>Broad Goal: INFORM the Public: Share the draft master plan.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Where are we on Stakeholder Engagement Spectrum?</td>
<td>Broad Goal: INVOLVE critical stakeholders who will impact the feasibility of the project: Convene 1 on 1 meetings with Trustees.</td>
</tr>
<tr>
<td>(Inform/Consult/Involve/Collaborate/Empower)?</td>
<td>Broad Goal: COLLABORATE with the Master Plan Committee and Staff Working Group: Gather feedback to refine the draft master plan.</td>
</tr>
<tr>
<td></td>
<td>Broad Goal: EMPOWER decision makers with pre-adoption meetings and adoption meeting.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>How we will listen?</th>
<th>• Update project website and issue next press release promote master plan release</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary engagement venues and tools</td>
<td></td>
</tr>
<tr>
<td>How the community can provide input</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Other ways to provide input</th>
<th>o</th>
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<tbody>
<tr>
<td></td>
<td>Emails to Town</td>
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<tr>
<td></td>
<td>Parks and Recreation Commission and Trustees meetings</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Who do we want to react?</th>
<th>Engagement will be inclusive and open to all. We invite new and long-time friends (residents and visitors) that self-identify according to race, nationality, ethnicity, immigration status, religion, age, gender, sexual orientation, disability status, place of residence, education, socioeconomic status, veteran status, parental status, and hobbies or interests.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inclusivity; target audiences</td>
<td>For this engagement window, extra efforts will attempt to reach underrepresented (by engagement) groups including but not limited to:</td>
</tr>
<tr>
<td></td>
<td>• Spanish-speaking community</td>
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<tr>
<td></td>
<td>• Youth and families</td>
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<td></td>
<td>• People experiencing disabilities</td>
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<td></td>
<td>• Others as identified</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Communication Tools</th>
<th>Share community workshop engagement opportunities and other information as available through:</th>
</tr>
</thead>
<tbody>
<tr>
<td>How we’ll provide information</td>
<td></td>
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</table>

|                                            | o  |
|                                            | Press release & media outreach |
|                                            | Social media |

Page 11 of 12
<table>
<thead>
<tr>
<th>and advertise engagement opportunities</th>
<th>• Web</th>
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</thead>
</table>
| How will input be used?               | • Input during the fourth engagement window will be used to affirm that the public’s desires are reflected in the master plan.  
• Follow up meetings with the Staff Working Group and Master Plan Committee will provide refinements to the final master plan and help evaluate if process is on track for adoption. |
| Post Engagement Assessment*           | * To be completed after the conclusion of the first engagement window, with input from the Working Group and staff. General feedback will be shared with Parks and Recreation Commission and Town Trustees. |
| What went well?                       | Did we receive the input sought?  
What could be improved?                 |
Town of Carbondale Interviews

To: Eric Brendlinger, Town of Carbondale Parks & Recreation
From: Jessica Garrow, Design Workshop
Date: February 28, 2020
Project Name: Carbondale Aquatics Master Plan
Project #: 6248
Subject: Town Staff Interview Summary

Jay Harrington, Town Manager:

1. What is your top priority to achieve through the Master Plan Process?
   - A buildable and fundable pool that is acceptable to the Community. Anticipate a project of $4M - $6M all in, with some potential for small private donations. The facility needs to match Carbondale.
   - The safety side of the pool is critical. The pool needs to continue to support learn-to-swim opportunities.
   - There is potential to stretch the seasons. Do not want to significantly increase operating costs, which would be required with an indoor pool. (Find information on RVR's lap lane usage)

2. What funding mechanism, if any, do you prefer for an updated pool facility?
   - Primary funding mechanism will be the Recreation Sales and Use Tax. The Rec Center bond was refinanced to a loan and will be paid off by 2024. The Town anticipates this Tax will continue to increase as the retail base grows. The Town has focused on building the fund balance, and now it is growing each year.
   - Anticipate obligating the funds from the Recreation Sales & Use Tax for the first few years, and then going to General Obligation Bonds.
   - The Town does not have a dedicated capital fund, so things like streets, fleet maintenance, etc come from the General Fund. There is limited support the General Fund could provide this project.
   - User Fees are reviewed based on benchmarks to ensure they stay reasonable. Do not anticipate large increases in use fees to fund the pool

3. Funding Mechanism Comments:
   - GO Bonds: Could be used, but the Rec Fund would be the source to pay that back
   - GOCO grant: Expect to request a grant for this work.
   - Sales tax: Will use the existing tax, and will not likely go for an increase in this tax.
   - Garfield County Federal Mineral Lease District: Could be a local funding option to explore. The Rifle Pool received $200,000 - $300,000 in funding from this source.
   - Potential funding options that would not be a core aspect, but could supplement and fund specific amenities:
     i. Foundations. Will be interested in local and national foundations to support funding.
     ii. Naming Rights (Likely very small $10K - $50K)
iii. Sponsorships (Likely small amount; do not anticipate the “angel donor” that was interested a number of years ago.)

iv. Fund raising. This could be a small element of funding, but do not anticipate this will be a major aspect of funding the improvements

• Options not under consideration:
  i. Hotel/motel tax
  ii. Special improvement district
  iii. Recreation district
  iv. Entertainment tax
  v. Revenue Bond

4. Do you have any financial or programming targets for the pool? (i.e. staffing levels, general fund subsidy, etc.)

• Generally, $4M - $5M to stay within the town’s budget.
• Can staff at peak times if the design is efficient. Most staffing relies on seasonal, which anticipate will continue.
• Do not anticipate a lot of growth in full-time employees. Town has a General Fund of $8M, 60 FTEs. The Town is small and lean and anticipate this to continue. The town has no debt besides the Rec Center loan.

5. If you could improve one thing at the pool, what would it be?

• Update the bathhouse to make it ADA and functional from a layout perspective. A new building should be located closer to the street.
• A two-story building would be appropriate here and could include other uses. Potentially a winterized building for offices in the winter, or for affordable housing.

6. Are there any aspects of the current pool facilities or programing that you think must change?

• Wading pool should be removed. Creates a number of functional issues now.
• Would like to see a well-designed splash pad. Potential to include a movable fence to have in the park and be part of the Mountain Fair experience.
• Including lap lanes would create a potential to accommodate swim teams and triathletes.

7. Are there any aspects of the current pool facilities or programing that you think should not change?

• The current facility is very Carbondale. It’s not fancy, but it works.
• No elements are savable, but there is a good general mix of hard and softscape.

8. Do you have a preference or concerns about moving the pool to a location adjacent to the Recreation Center?

• Concerns:
  o Existing GOCO Grant that would need to be repaid and could impact ability to get a new grant.
  o Lots of special events use that space now, and there would be disruption to that usage.
  o There will likely be concerns from neighbors. There are already noise concerns with the indoor rec facility and adding a pool element will likely increase that.
  o Parking loss. There are adjacent parking areas downtown that will be going away in the next few years. Open lots are owned privately and are for sale. The loss of parking there
will increase the demand for parking behind the rec center. This could result in a need for additional land acquisitions.

- Do not want to build on the Rec Center’s expansion area.
- If Working Group thinks this is a viable location, then it should move forward in community engagement, but discussion of pros and cons will be important.

9. For the current location, do you have any concerns about extending the pool facilities into Sopris Park?
- Good connection to USFS. Potential to improve with both projects moving forward.
- Ditch runs through, and could be piped and brought closer to the site.
- Listen to the needs for Mountain Fair. Work to make that interaction with the pool work better.
- Splash pad opportunities on the south side, to increase interaction with Sopris Park and Mountain Fair.

10. Do you think the town could support an indoor pool facility?
- Some in the community would support, but it is a challenge financially.

11. Other comments
- Engagement should include information on financials. Understand the financial breaking point from the community.
- Climate change is already impacting the pool. The August monsoon season has more lightening, which impacts afternoon pool hours.
- Extending the season will require some heating. Community wants energy efficiency, so that needs to be considered in the seasonality conversation.

**Renae Gustine, Finance Director:**

1. What is your top priority to achieve through the Master Plan Process?
   - N/A

2. What is the annual operating budget? (line item detail)
   - See spreadsheet.
   - If the operating budget increased to $200 - $250K that would be something the fund could handle.

3. What is the annual operating revenue? (line item detail)
   - Revenues down from 2018. That is a result of 2018 being a very hot and dry summer. Only $3-4K difference year-to-year.

4. What is the amount of annual general fund support for the pool? Do you have a target for annual general fund support for the pool?
   - Funding is from the Recreation Use and Sales Tax.
   - No specific targets. This is an amenity to the town. Unless it’s an exorbitant amount, it’s an amenity everyone likes and works as is from a funding perspective.
5. Please identify any general fund support in terms of budget (for example trash, insurance, water, maintenance, telephone, etc.).
   - See spreadsheet. Budget shows the very minimum.
   - General Fund covers general liability and worker’s comp
   - No water, sewer, or trash is included.

6. What is the town’s capacity to increase the general fund support for the pool?
   - Loans will be paid back in 2024.
     - $1,126,600 with no interest
     - $1,237,483 with interest
   - Original was approximately $2M

7. What is the town’s bond capacity for capital projects? How does the sunset of the Rec Center Bond impact this project?
   - $0 now. It’s up to the Trustees if they do GO Bonds.
   - General Fund could over the 1st few years before going to a GO bond.

8. Do you have any strong feelings about the following funding mechanism options:
   - Vote and bonds is preference.
   - Creating a reserve fund for capital maintenance to have a dedicated source could work. Would be new for Carbondale. Only concern would be creating the fund and then having it used for other things down the road. Currently is no deferred maintenance.

Margaret Donnelly, Pool Manager and Eric Brendlinger, Recreation Director:

1. What is your top priority to achieve through the Master Plan Process?
   - EB: Main down the location and desired amenities. Ensure all user groups are represented, including ones we may not have now. Have a completed Master Plan that is ready for the next steps (grants and moving into construction documents). There will be compromise
   - MD: Match user groups, be a place that is affordable to use, be more innovative.
   - Both: Match the overall ethos of Carbondale. Be energy efficient.

2. Generally, what does a typical weekly pool program schedule look like? (types of users, number of programs, etc)
   - MWF: 6:30am – 5:30pm, TTh: 8am – 5:30pm
   - Morning = Water aerobics; late morning = swim lessons, noon = lap swim; afternoon = open swim
   - Schedule is modified in early and late season due to staffing. This coincides with the school schedule. Typically, closes 10am – noon and at 4pm.

3. Are there any programs you are not currently offering that you’d like to? Why are they not currently offered?
   - Evening programming: swim lesson, swimming fitness, CrossFit. Can’t do evening classes and swim because there is a lack of lighting.
   - Kayak rolling, doggie days. Can’t do this because a vinyl liner. Requires the pool to be filled through the winter.
4. Generally, what does the aquatics staff schedule look like in a typical week? (number of staff, hours, number of lifeguards, etc)
   - Full time staff in summer = 1 Manager at 40 hours/week, 1 Assistant Manager 30 hours per week. The rest are Lifeguards seasonal college and high school kids (they can work up to 40 hours a week; generally high school can mentally only manage 20-25 hours per week).
   - October – Mid-April is only Margaret
   - Late-April – September, Margaret adds an Assistant to assist with maintenance, cleaning, etc
   - May, hire 2 life guards and 2 swim instructors to cover 2 weeks of swim lessons before the pool’s regular hours begin.
   - Memorial Day - Labor Day, have a total of 6 instructors and 9-14 lifeguards.

5. How difficult is it to attract and retain staff? Does staffing impact the programming and hours you are able to provide?
   - Hard to attract staff, but have a good retention rate once a person gets through a full summer. Then they stay for 3-5 years.
   - Some benefits are provided to encourage retention. The Town will reimburse for certain certification courses, a $1 raise (per year) upon rehire and there is a 50 cent raise provided if they successfully refer a new staff member.
   - Working on having bi-lingual staff.

6. On an annual basis, how does learn-to-swim fit in? (number of sessions/participants/fees)
   - These are 2-week sessions, offered 4 times in the summer. These begin the Monday after school is out.
   - Sometimes there are special requests for use of the pool. Due to overall demand and the complexity to schedule these in, special requests will not be taken this year.
   - 1 School will pay a flat rate of $1,500 to have swim lessons in May, before the pool officially opens.
   - 1pm – 2pm is the busiest time, with up to 50 kids in the pool at a time.

7. What is your current admission and fee schedule? What changes, if any would you like to see to this?
   - $7/day (adult) and $5/day (youth & senior), which matches the rec center
   - For large school groups, the charge is $3/kid and requires 1 adult per 4-5 kids, depending on age.
   - Benchmarking is done ever 5 years, and will next be completed in 2022
   - Annual Rec Center pass add-on ($149 for an adult, $281 for a household, and $83 for youth/senior)
   - Annual Aquatics Only: $182 for an adult, $344 for a household, and $104 for youth/senior.

8. If you could improve one thing at the pool, what would it be?
   - EB: Locker Rooms and Pump Room. (It takes 10 minutes for the water to heat)
   - MD: Bathhouse and overall amenities.
   - Would like to see the pool upgraded so Carbondale has “the new thing” for a while. Be a place that people want to be.

9. Are there any aspects of the current pool facilities or programing that you think must change?
• Would like to see a climbing wall, or something very unique to Carbondale.
• Ability to put up basketball and volleyball nets. Difficult now because of the slopes and pool depths
• Add evening programming, like a movie night, etc. This is hard now because of lack of lighting. Would need to address weather.
• Slack Line
• More shade, cabanas, etc
• Make sure things can fit into the budget.
• Ability to keep certain amenities open while other things are in use (example lap swim during swim lessons, open swim during lap swim etc, or parts of deep end while diving board and slide are in use) – currently can’t do because of design and shape of pool.

10. Are there any aspects of the current pool facilities or programing that you think should not change?
• Currently have a high utilization rate, which should remain.
• This is a family friendly place. Don’t want to lose that or have it turn into only lap swimming or only a teenage hangout.
• Like the intimacy created that fits the small town. Staff know people’s names and greet them.
• Good small town character.

11. Do you have a preference or concerns about moving the pool to a location adjacent to the Recreation Center?
• EB: Concern about losing funding related to current GOCO grant. Repayment is estimated at $500,000. Concern about the affordability of the location, and the loss of parking.
• MD: Concern that a new location takes the pool away from the Sopris Views, which is a differentiator for this pool. Concern that if it moves the funding will be difficult, and it will lead to a bigger project that is beyond the available budget. We can do everything we need to at the current location.
Carbondale Pool SWOT Analysis

Site 1: Existing location

Strengths
- Central location on Main Street
- Easy walking and biking access to neighborhoods
- Connected to Sopris Park
- Park energy welcomes you to town
- Views of Mt. Sopris
- Sunny location
- On bus route
- History
- 'Blind Spot' removal at passive space
- Seeing Sopris is huge for many visitors

Weaknesses
- Potential Mountain Fair impacts if expanded beyond current footprint
- Would require downtime during construction
- No parking on-site
- Traffic/safety concerns
  - No sidewalk on 7th to get to pool
  - If you drive, access requires crossing the 4-way stop
- Fence is required and will always be on Main Street – needs to be stated better
- Prime corner in downtown that may be more appropriate for different type of development
- Lack of connection to indoor recreation activities
- USFS has ability to develop in any manner in the future...could result in incompatible relationship if storage yards or something undesirable is located along lot line.
- Ignores ditch
- Site may be too small for necessary programming and growing town
- Existing infrastructure may be costly to revise
- Tree Removal
- Cutting down trees – most are elm
- Noise from Euclid (East)
- Construction Staging
- Piping ditch concern

Opportunities
- Improved connection with Sopris Park and USFS
- Engage the ditch
- Expand into street with streetscape improvements
• Improvements to building to engage with Main Street
• Right size pool and aquatics programming
• Better connections to Sopris Park
• Tree removal
• Opportunity to sell the property

Threats
• Residential and Commercial neighbors
• USFS programming
• Mountain Fair concerns
• There could be limitation on what can be done with ditch
• Cost impacts / liability with Sopris Park extension
• Noise and growing community on Main Street
• Piping ditch could be a concern
• Staging and construction
• $$$

Site 2: Behind Rec center

Strengths:
• Adjacencies to Rec center, municipal building, Rio Grande trail
• Easy access by multiple modes
• Adjacent parking on-site
• Views toward Red Mountain
• No impact on current pool during construction
• Larger site could mean more flexibility in design
• Build onto/package/joint/shared with rec center
• One locations helps on operations

Weaknesses
• Removes some existing parking
• Directly adjacent to industrial site (views, noise, dust impacts)
• May require revision to existing GOCO grant area
• More winter shading than existing site
• Value of existing space for new development

Opportunities
• Strengthens connection to Rio Grande Trail
• Potential utility connection efficiencies
• Connected to municipal services and staffing
• Connected to indoor recreation opportunities
• Could activate this area of Carbondale
• Engage and build on GOCO grant
• PV potential
• Opportunity to connect

Threats
• Residential neighbors
• Industrial area
• Other town services may need the land (rec center, police, etc.)
• Construction and staging
• Parking usage
• Soils – can we build on the site?
• $$$