



CITY COUNCIL RETREAT

SteamPlant Event Center Ballroom

Salida, Colorado 81201

April 07, 2021 - 9:00 AM

AGENDA

Please register for 2021 Council Retreat on Apr 7, 2021 9:00 AM MDT at:

<https://attendee.gotowebinar.com/register/8401137864448495115>

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

- Diversity/Inclusion/Anti-Bias Training* with Wendell Pryor – 9:00 to 12:00
- Election Law and Open Meetings Law Training** with City Attorneys (over lunch) – 12:00 to 1:00
- Update of Council Goals and Local Legislative Policy Development with Christy Doon – 1:00 to 2:30
- Climate Action Plan with Sustainability Committee Members – 2:30 to 4:00
- General City Council Discussion – Election Matters, American Recovery Plan, Etc. – 4:00 to ???

*Materials to be provided separately on Monday

**Materials to be provided separately on Wednesday

Individuals with disabilities needing auxiliary aid(s) may request assistance by contacting the City Clerk at 448 E. Fth Street, Ste. 112, Salida, CO 81201, Ph. 719-530-2630 at least 48 hours in advance.

Salida City Council – 2020 Retreat Recap

Mission Statement: To guide the future of the City through thoughtful and inclusive decision-making, preserving what makes Salida unique and focusing on positive outcomes.

Fiscal Responsibility

- Implemented monthly sales tax reports and financial analyses – budget to actuals
- Implementing OpenGov portal
- Budget discussions began earlier this year
- Communications firm is helping with getting information out to the public
- New website will launch in July
- Financial advisors are on board to make sure we are sustainable
- 10-year CIP in progress
 - How do we take on new infrastructure for the long-term?
- Need to develop long-range revenue projections
- Need to identify an Economic Development Strategy
- Asset management software at Parks and Rec – Also at Public Works
- Need for new revenues going forward for projects...
- November ballot question? Set up a working group on whether to ask voters
 - Mayor Wood, Geoff Wilson, Merrell Bergin
- Cultivate an investment strategy (via Ehlers)
- Open up existing neighborhoods to more business opportunities – Land Use Code?

Communication

- How are we doing? Do we have staff capacity to manage content going forward?
 - Have to take on more content production going forward
- Rotating City Councilors at Farmer's Market
- Maintain a personal connection with the community (can't go all digital)
- Some feedback that citizens trust City Council
- Need to stay out in front of things when they might be controversial

Community Infrastructure

- Improvements to Land Use Code to connect walkable neighborhoods
- Additional line item financial support for community partners
- Talk about how we maximize value of what we're already doing
 - Good stories about snow removal or new rec software

Sustainability

- We have a responsibility as a community to reduce carbon production
- Tree preservation – expand tree program
- Waste diversion study with GARNA
- Recycling
- Reflect a commitment in all that we do to energy efficiency and carbon reduction
- Use our sustainability accomplishments to teach visitors how to do things better
- 2018 Energy Code adoption
- Energy Smart Colorado – rehab old buildings

Housing Goals

- LIHTC project – 48 units
- Reduced system development fees for affordable and multi-family housing
- ADU standards are an improvement
- Have potential on the highway for housing with changes to the Land Use Code
- Minimum density in R-3 zones
- Funding???
- Linkage Fee for housing? Happening at county level?

Vandaveer

- Plan for the future for housing needs and infrastructure (sewer/water)
- Re-engage the community on the master plan
- Regional sports facility?
- Employee housing for City employees – transitional housing for new employees
- Space to Create at fire station...

MUNICIPAL COURT DISCUSSION

Judge:

- Lack of stability in court clerk position until now – Kathy is great
- Personal goals:
 - Municipal Judges Association – hired a lobbyist to fight legislation that impacted courts
 - Everyone gets a PR bond rather than cash – ends up stacking up (judge would prefer to not, but is a state law now)
 - Important to judge to keep City out of trouble (ACLU focus)
 - Full-Circle Restorative Justice has really helped the court by acting as probation services
 - Community service – need a municipal ordinance that allows us to issue community service
 - Code change to authorize deferred judgments

Prosecutor:

- Focused on compliance rather than punishment
- Collections – some communities have been successful in intercepting state tax returns
- Liens – some places have had compliance; however, not necessarily the norm in Salida

Council:

- Keep the pressure on some of our repeat offenders
- Highlight new code enforcement officer and the positive impacts that can have for us
- What can we do to improve court processes for judge and prosecutor
- Judge might be willing to hold special court cases to speed up process for code issues
- Abatement might be an option moving forward that would be faster/more streamlined than municipal court
- Establish that we have a community value of keeping up our property

To: Drew Nelson

From: Wendell Pryor

Date: April 5, 2021

Subject: Work Session with Salida City Council

Drew, in response to our most recent conversation regarding the upcoming City Council Work Session. I offer the follow as an Agenda for Wednesday's session. My understanding is one of the major areas for conversation is organizational work culture as it relates to diversity, inclusion, and belonging. I am hopeful that it is able to build on our previous sessions and begins create a way forward for the City to discuss and deal with these issues. Below is my brief outline for your consideration. I am happy to modify and discuss further at your convenience.

- I. Where are we?
- II. Why is it important for organizations to develop a "culture"?
 - A. Supports basic human resource functions such as attracting and retaining employees. Workforce demographics are changing.
 - B. Creates resilience.
 - C. Enhances competition for "talent".
- III. Current Colorado Post Standards for law enforcement.
 - A. The student will be able to define: a. Stereotype b. Prejudice c. Discrimination. The student will be able to identify personal, professional and organizational benefits of valuing diversity within the community and law enforcement.
 - B. Important to understand Unconscious Bias and current governmental immunity.
- IV. How (Un)ethical Are You?
 - A. Implicit Prejudice
 - B. In Group Favoritism
 - C. Overclaiming Credit
 - D. Conflict of Interest

Good managers often make unethical decisions—and don't even know it.

How (Un)ethical Are You?

by Mahzarin R. Banaji, Max H. Bazerman, and Dolly Chugh

Answer true or false: “I am an ethical manager.”

If you answered “true,” here’s an uncomfortable fact: You’re probably not. Most of us believe that we are ethical and unbiased. We imagine we’re good decision makers, able to objectively size up a job candidate or a venture deal and reach a fair and rational conclusion that’s in our, and our organization’s, best interests. But more than two decades of research confirms that, in reality, most of us fall woefully short of our inflated self-perception. We’re deluded by what Yale psychologist David Armor calls the illusion of objectivity, the notion that we’re free of the very biases we’re so quick to recognize in others. What’s more, these unconscious, or implicit, biases can be contrary to our consciously held, explicit beliefs. We may believe with confidence and conviction that a job candidate’s race has no bearing on our hiring decisions or that we’re immune to conflicts of interest. But psychological research routinely exposes counter-intentional, unconscious biases. The preva-

lence of these biases suggests that even the most well-meaning person unwittingly allows unconscious thoughts and feelings to influence seemingly objective decisions. These flawed judgments are ethically problematic and undermine managers’ fundamental work—to recruit and retain superior talent, boost the performance of individuals and teams, and collaborate effectively with partners.

This article explores four related sources of unintentional unethical decision making: implicit forms of prejudice, bias that favors one’s own group, conflict of interest, and a tendency to overclaim credit. Because we are not consciously aware of these sources of bias, they often cannot be addressed by penalizing people for their bad decisions. Nor are they likely to be corrected through conventional ethics training. Rather, managers must bring a new type of vigilance to bear. To begin, this requires letting go of the notion that our conscious attitudes always represent what we think they do. It also demands that we abandon our faith in our own objectivity and our

ability to be fair. In the following pages, we will offer strategies that can help managers recognize these pervasive, corrosive, unconscious biases and reduce their impact.

Implicit Prejudice: Bias That Emerges from Unconscious Beliefs

Most fair-minded people strive to judge others according to their merits, but our research shows how often people instead judge according to unconscious stereotypes and attitudes, or “implicit prejudice.” What makes implicit prejudice so common and persistent is that it is rooted in the fundamental mechanics of thought. Early on, we learn to associate things that commonly go together and expect them to inevitably coexist: thunder and rain, for instance, or gray hair and old age. This skill—to perceive and learn from associations—often serves us well.

But, of course, our associations only reflect approximations of the truth; they are rarely applicable to every encounter. Rain doesn’t always accompany thunder, and the young can also go gray. Nonetheless, because we automatically make such associations to help us organize our world, we grow to trust them, and they can blind us to those instances in which the associations are not accurate—when they don’t align with our expectations.

Because implicit prejudice arises from the ordinary and unconscious tendency to make associations, it is distinct from conscious forms of prejudice, such as overt racism or sexism. This distinction explains why people who are free from conscious prejudice may still harbor biases and act accordingly. Exposed to images that juxtapose black men and violence, portray women as sex objects, imply that the physically disabled are mentally weak and the poor are lazy, even the most consciously unbiased person is bound to make biased associations. These associations play out in the workplace just as they do anywhere else.

In the mid-1990s, Tony Greenwald, a professor of psychology at the University of Washington, developed an experimental tool called the Implicit Association Test (IAT) to study unconscious bias. A computerized version of the test requires subjects to rapidly classify words and images as “good” or “bad.” Using a keyboard, test takers must make split-second “good/bad” distinctions between words like “love,” “joy,”

“pain,” and “sorrow” and at the same time sort images of faces that are (depending on the bias in question) black or white, young or old, fat or thin, and so on. The test exposes implicit biases by detecting subtle shifts in reaction time that can occur when test takers are required to pair different sets of words and faces. Subjects who consciously believe that they have no negative feelings toward, say, black Americans or the elderly are nevertheless likely to be slower to associate elderly or black faces with the “good” words than they are to associate youthful or white faces with “good” words.

Since 1998, when Greenwald, Brian Nosek, and Mahzarin Banaji put the IAT online, people from around the world have taken over 2.5 million tests, confirming and extending the findings of more traditional laboratory experiments. Both show implicit biases to be strong and pervasive. (For more information on the IAT, see the sidebar “Are You Biased?”).

Biases are also likely to be costly. In controlled experiments, psychologists Laurie Rudman at Rutgers and Peter Glick at Lawrence University have studied how implicit biases may work to exclude qualified people from certain roles. One set of experiments examined the relationship between participants’ implicit gender stereotypes and their hiring decisions. Those holding stronger implicit biases were less likely to select a qualified woman who exhibited stereotypically “masculine” personality qualities, such as ambition or independence, for a job requiring stereotypically “feminine” qualities, such as interpersonal skills. Yet they would select a qualified man exhibiting these same qualities. The hirers’ biased perception was that the woman was less likely to be socially skilled than the man, though their qualifications were in fact the same. These results suggest that implicit biases may exact costs by subtly excluding qualified people from the very organizations that seek their talents.

Legal cases also reveal the real costs of implicit biases, both economic and social. Consider *Price Waterhouse v. Hopkins*. Despite logging more billable hours than her peers, bringing in \$25 million to the company, and earning the praise of her clients, Ann Hopkins was turned down for partner, and she sued. The details of the case reveal that her evaluators were explicitly prejudiced in their attitudes. For example, they had commented that Ann “overcompensated for being a woman”

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and needed a “course at charm school.” But perhaps more damning from a legal standpoint was blunt testimony from experimental research. Testifying as an expert witness for the defense, psychology professor Susan Fiske, now at Princeton University, argued that the potential for biased decision making is *inherent* in a system in which a person has “solo” status—that is, a system in which the person is the only one of a kind (the only woman, the only African-American, the only person with a disability, and the like). Judge Gerhard Gesell concluded that “a far more subtle process [than the usual discriminatory intent] is involved” in the assessments made of Ann Hopkins, and she won both in a lower court and in the Supreme Court in what is now a landmark case in discrimination law.

Likewise, the 1999 case of *Thomas v. Kodak* demonstrates that implicit biases can be the basis for rulings. Here, the court posed the question of “whether the employer consciously intended to base the evaluations on race or simply did so because of unthinking stereotypes or bias.” The court concluded that plaintiffs can indeed challenge “subjective evaluations which could easily mask covert or unconscious race discrimination.” Although courts are careful not to assign responsibility easily for unintentional biases, these cases demonstrate the potential for corporate liabil-

ity that such patterns of behavior could unwittingly create.

In-Group Favoritism: *Bias That Favors Your Group*

Think about some of the favors you have done in recent years, whether for a friend, a relative, or a colleague. Have you helped someone get a useful introduction, admission to a school, or a job? Most of us are glad to help out with such favors. Not surprisingly, we tend to do more favors for those we know, and those we know tend to be like ourselves: people who share our nationality, social class, and perhaps religion, race, employer, or alma mater. This all sounds rather innocent. What’s wrong with asking your neighbor, the university dean, to meet with a coworker’s son? Isn’t it just being helpful to recommend a former sorority sister for a job or to talk to your banker cousin when a friend from church gets turned down for a home loan?

Few people set out to exclude anyone through such acts of kindness. But when those in the majority or those in power allocate scarce resources (such as jobs, promotions, and mortgages) to people just like them, they effectively discriminate against those who are different from them. Such “in-group favoritism” amounts to giving extra credit for group membership. Yet while discriminating against those

Are You Biased?

Are you willing to bet that you feel the same way toward European-Americans as you do toward African-Americans? How about women versus men? Or older people versus younger ones? Think twice before you take that bet. Visit implicit.harvard.edu or www.tolerance.org/hidden_bias to examine your unconscious attitudes.

The Implicit Association Tests available on these sites reveal unconscious beliefs by asking takers to make split-second associations between words with positive or negative connotations and images representing different types of people. The various tests on these sites expose the differences—or the alignment—between test takers’ conscious and unconscious attitudes toward people of different races, sexual orientation, or physical characteristics. Data gathered from over

2.5 million online tests and further research tells us that unconscious biases are:

- **widely prevalent.** At least 75% of test takers show an implicit bias favoring the young, the rich, and whites.
- **robust.** The mere conscious desire not to be biased does not eliminate implicit bias.
- **contrary to conscious intention.** Although people tend to report little or no *conscious* bias against African-Americans, Arabs, Arab-Americans, Jews, gay men, lesbians, or the poor, they show substantial biases on implicit measures.
- **different in degree depending on group status.** Minority group members tend to show less implicit preference for their own group than majority group members show for theirs. For example, African-Americans report strong preference for

their group on explicit measures but show relatively less implicit preference in the tests. Conversely, white Americans report a low explicit bias for their group but a higher implicit bias.

- **consequential.** Those who show higher levels of bias on the IAT are also likely to behave in ways that are more biased in face-to-face interactions with members of the group they are biased against and in the choices they make, such as hiring decisions.
- **costly.** Research currently under way in our lab suggests that implicit bias generates a “stereotype tax”—negotiators leave money on the table because biases cause them to miss opportunities to learn about their opponent and thus create additional value through mutually beneficial trade-offs.

who are different is considered unethical, helping people close to us is often viewed favorably. Think about the number of companies that explicitly encourage this by offering hiring bonuses to employees who refer their friends for job opportunities.

But consider the finding that banks in the United States are more likely to deny a mortgage application from a black person than from a white person, even when the applicants are equally qualified. The common view has been that banks are hostile to African-Americans. While this may be true of some banks and some loan officers, social psychologist David Messick has argued that in-group favoritism is more likely to be at the root of such discriminatory lending. A white loan officer may feel hopeful or lenient toward an unqualified white applicant while following the bank's lending standards strictly with an unqualified black applicant. In denying the black applicant's mortgage, the loan officer may not be expressing hostility toward blacks so much as favoritism toward whites. It's a subtle but crucial distinction.

The ethical cost is clear and should be reason enough to address the problem. But such inadvertent bias produces an additional effect: It erodes the bottom line. Lenders who discriminate in this way, for example, incur bad-debt costs they could have avoided if their lending decisions were more objective. They also may find themselves exposed to damaging publicity or discrimination lawsuits if the skewed lending pattern is publicly revealed. In a different context, companies may pay a real cost for marginal hires who wouldn't have made the grade but for the sympathetic hiring manager swayed by in-group favoritism.

In-group favoritism is tenacious when membership confers clear advantages, as it does, for instance, among whites and other dominant social groups. (It may be weaker or absent among people whose group membership offers little societal advantage.) Thus for a wide array of managerial tasks—from hiring, firing, and promoting to contracting services and forming partnerships—qualified minority candidates are subtly and unconsciously discriminated against, sometimes simply because they are in the minority: There are not enough of them to counter the propensity for in-group favoritism in the majority.

Overclaiming Credit: Bias That Favors You

It's only natural for successful people to hold positive views about themselves. But many studies show that the majority of people consider themselves above average on a host of measures, from intelligence to driving ability. Business executives are no exception. We tend to overrate our individual contribution to groups, which, bluntly put, tends to lead to an overblown sense of entitlement. We become the unabashed, repeated beneficiaries of this unconscious bias, and the more we think only of our own contributions, the less fairly we judge others with whom we work.

Lab research demonstrates this most personal of biases. At Harvard, Eugene Caruso, Nick Epley, and Max Bazerman recently asked MBA students in study groups to estimate what portion of their group's work each had done. The sum of the contribution by all members, of course, must add up to 100%. But the researchers found that the totals for each study group averaged 139%. In a related study, Caruso and his colleagues uncovered rampant overestimates by academic authors of their contribution to shared research projects. Sadly, but not surprisingly, the more the sum of the total estimated group effort exceeded 100% (in other words, the more credit each person claimed), the less the parties wanted to collaborate in the future.

Likewise in business, claiming too much credit can destabilize alliances. When each party in a strategic partnership claims too much credit for its own contribution and becomes skeptical about whether the other is doing its fair share, they both tend to reduce their contributions to compensate. This has obvious repercussions for the joint venture's performance.

Unconscious overclaiming can be expected to reduce the performance and longevity of groups within organizations, just as it diminished the academic authors' willingness to collaborate. It can also take a toll on employee commitment. Think about how employees perceive raises. Most are not so different from the children at Lake Wobegon, believing that they, too, rank in the upper half of their peer group. But many necessarily get pay increases that are below the average. If an employee learns of a colleague's greater compensation—while honestly believing that he himself is

Would you be willing to risk being in the group disadvantaged by your own decision?

more deserving—resentment may be natural. At best, his resentment might translate into reduced commitment and performance. At worst, he may leave the organization that, it seems, doesn't appreciate his contribution.

Conflict of Interest: Bias That Favors Those Who Can Benefit You

Everyone knows that conflict of interest can lead to intentionally corrupt behavior. But numerous psychological experiments show how powerfully such conflicts can unintentionally skew decision making. (For an examination of the evidence in one business arena, see Max Bazerman, George Loewenstein, and Don Moore's November 2002 HBR article, "Why Good Accountants Do Bad Audits.") These experiments suggest that the work world is rife with situations in which such conflicts lead honest, ethical professionals to unconsciously make unsound and unethical recommendations.

Physicians, for instance, face conflicts of interest when they accept payment for referring patients into clinical trials. While, surely, most physicians consciously believe that their referrals are the patient's best clinical option, how do they know that the promise of payment did not skew their decisions? Similarly, many lawyers earn fees based on their clients' awards or settlements. Since going to trial is expensive and uncertain, settling out of court is often an attractive option for the lawyer. Attorneys may consciously believe that settling is in their clients' best interests. But how can they be objective, unbiased judges under these circumstances?

Research done with brokerage house analysts demonstrates how conflict of interest can unconsciously distort decision making. A survey of analysts conducted by the financial research service First Call showed that during a period in 2000 when the Nasdaq dropped 60%, fully 99% of brokerage analysts' client recommendations remained "strong buy," "buy," or "hold." What accounts for this discrepancy between what was happening and what was recommended? The answer may lie in a system that fosters conflicts of interest. A portion of analysts' pay is based on brokerage firm revenues. Some firms even tie analysts' compensation to the amount of business the analysts bring in from clients, giving analysts

an obvious incentive to prolong and extend their relationships with clients. But to assume that during this Nasdaq free fall all brokerage house analysts were consciously corrupt, milking their clients to exploit this incentive system, defies common sense. Surely there were some bad apples. But how much more likely it is that most of these analysts believed their recommendations were sound and in their clients' best interests. What many didn't appreciate was that the built-in conflict of interest in their compensation incentives made it impossible for them to see the implicit bias in their own flawed recommendations.

Trying Harder Isn't Enough

As companies keep collapsing into financial scandal and ruin, corporations are responding with ethics-training programs for managers, and many of the world's leading business schools have created new courses and chaired professorships in ethics. Many of these efforts focus on teaching broad principles of moral philosophy to help managers understand the ethical challenges they face.

We applaud these efforts, but we doubt that a well-intentioned, just-try-harder approach will fundamentally improve the quality of executives' decision making. To do that, ethics training must be broadened to include what is now known about how our minds work and must expose managers directly to the unconscious mechanisms that underlie biased decision making. And it must provide managers with exercises and interventions that can root out the biases that lead to bad decisions.

Managers can make wiser, more ethical decisions if they become mindful of their unconscious biases. But how can we get at something outside our conscious awareness? By bringing the conscious mind to bear. Just as the driver of a misaligned car deliberately counteracts its pull, so can managers develop conscious strategies to counteract the pull of their unconscious biases. What's required is vigilance—continual awareness of the forces that can cause decision making to veer from its intended course and continual adjustments to counteract them. Those adjustments fall into three general categories: collecting data, shaping the environment, and broadening the decision-making process.

Collect data. The first step to reducing unconscious bias is to collect data to reveal its

presence. Often, the data will be counterintuitive. Consider many people's surprise to learn of their own gender and racial biases on the IAT. Why the surprise? Because most of us trust the "statistics" our intuition provides. Better data are easily, but rarely, collected. One way to get those data is to examine our decisions in a systematic way.

Remember the MBA study groups whose participants overestimated their individual contributions to the group effort so that the totals averaged 139%? When the researchers asked group members to estimate what each of the other members' contributions were *before* claiming their own, the total fell to 121%. The tendency to claim too much credit still persisted, but this strategy of "unpacking" the work reduced the magnitude of the bias. In environments characterized by "I deserve more than you're giving me" claims, merely asking team members to unpack the contributions of others before claiming their own share of the pot usually aligns claims more closely with what's actually deserved. As this example demonstrates, such systematic audits of both individual and group decision-making processes can occur even as the decisions are being made.

Unpacking is a simple strategy that managers should routinely use to evaluate the fairness of their own claims within the organization. But they can also apply it in any situation where team members or subordinates may be overclaiming. For example, in explaining a raise that an employee feels is inadequate, a manager should ask the subordinate not what he thinks he alone deserves but what he considers an appropriate raise after taking into account each coworker's contribution and the pool available for pay increases. Similarly, when an individual feels she's doing more than her fair share of a team's work, asking her to consider other people's efforts before estimating her own can help align her perception with reality, restore her commitment, and reduce a skewed sense of entitlement.

Taking the IAT is another valuable strategy for collecting data. We recommend that you and others in your organization use the test to expose your own implicit biases. But one word of warning: Because the test is an educational and research tool, not a selection or evaluation tool, it is critical that you consider your results and others' to be private information. Simply

knowing the magnitude and pervasiveness of your own biases can help direct your attention to areas of decision making that are in need of careful examination and reconsideration. For example, a manager whose testing reveals a bias toward certain groups ought to examine her hiring practices to see if she has indeed been disproportionately favoring those groups. But because so many people harbor such biases, they can also be generally acknowledged, and that knowledge can be used as the basis for changing the way decisions are made. It is important to guard against using pervasiveness to justify complacency and inaction: Pervasiveness of bias is not a mark of its appropriateness any more than poor eyesight is considered so ordinary a condition that it does not require corrective lenses.

Shape your environment. Research shows that implicit attitudes can be shaped by external cues in the environment. For example, Curtis Hardin and colleagues at UCLA used the IAT to study whether subjects' implicit race bias would be affected if the test was administered by a black investigator. One group of students took the test under the guidance of a white experimenter; another group took the test with a black experimenter. The mere presence of a black experimenter, Hardin found, reduced the level of subjects' implicit anti-black bias on the IAT. Numerous similar studies have shown similar effects with other social groups. What accounts for such shifts? We can speculate that experimenters in classrooms are assumed to be competent, in charge, and authoritative. Subjects guided by a black experimenter attribute these positive characteristics to that person, and then perhaps to the group as a whole. These findings suggest that one remedy for implicit bias is to expose oneself to images and social environments that challenge stereotypes.

We know of a judge whose court is located in a predominantly African-American neighborhood. Because of the crime and arrest patterns in the community, most people the judge sentences are black. The judge confronted a paradox. On the one hand, she took a judicial oath to be objective and egalitarian, and indeed she consciously believed that her decisions were unbiased. On the other hand, every day she was exposed to an environment that reinforced the association between black men and crime. Although she consciously rejected

Are your company's high achievers all cast from the same mold?

racial stereotypes, she suspected that she harbored unconscious prejudices merely from working in a segregated world. Immersed in this environment each day, she wondered if it was possible to give the defendants a fair hearing.

Rather than allow her environment to reinforce a bias, the judge created an alternative environment. She spent a vacation week sitting in a fellow judge's court in a neighborhood where the criminals being tried were predominantly white. Case after case challenged the stereotype of blacks as criminal and whites as law abiding and so challenged any bias against blacks that she might have harbored.

Think about the possibly biased associations your workplace fosters. Is there, perhaps, a "wall of fame" with pictures of high achievers all cast from the same mold? Are certain types of managers invariably promoted? Do people overuse certain analogies drawn from stereotypical or narrow domains of knowledge (sports metaphors, for instance, or cooking terms)? Managers can audit their organization to uncover such patterns or cues that unwittingly lead to stereotypical associations.

If an audit reveals that the environment may be promoting unconscious biased or unethical behavior, consider creating countervailing experiences, as the judge did. For example, if your department reinforces the stereotype of men as naturally dominant in a hierarchy (most managers are male, and most assistants are female), find a department with women in leadership positions and set up a shadow program. Both groups will benefit from the exchange of best practices, and your group will be quietly exposed to counterstereotypical cues. Managers sending people out to spend time in clients' organizations as a way to improve service should take care to select organizations likely to counter stereotypes reinforced in your own company.

Broaden your decision making. Imagine that you are making a decision in a meeting about an important company policy that will benefit some groups of employees more than others. A policy might, for example, provide extra vacation time for all employees but eliminate the flex time that has allowed many new parents to balance work with their family responsibilities. Another policy might lower the mandatory retirement age, eliminating some older workers but creating advancement op-

portunities for younger ones. Now pretend that, as you make your decisions, you don't know which group you belong to. That is, you don't know whether you are senior or junior, married or single, gay or straight, a parent or childless, male or female, healthy or unhealthy. You will eventually find out, but not until after the decision has been made. In this hypothetical scenario, what decision would you make? Would you be willing to risk being in the group disadvantaged by your own decision? How would your decisions differ if you could make them wearing various identities not your own?

This thought experiment is a version of philosopher John Rawls's concept of the "veil of ignorance," which posits that only a person ignorant of his own identity is capable of a truly ethical decision. Few of us can assume the veil completely, which is precisely why hidden biases, even when identified, are so difficult to correct. Still, applying the veil of ignorance to your next important managerial decision may offer some insight into how strongly implicit biases influence you.

Just as managers can expose bias by collecting data before acting on intuition, they can take other preemptive steps. What list of names do you start with when considering whom to send to a training program, recommend for a new assignment, or nominate for a fast-track position? Most of us can quickly and with little concentration come up with such a list. But keep in mind that your intuition is prone to implicit prejudice (which will strongly favor dominant and well-liked groups), in-group favoritism (which will favor people in your own group), overclaiming (which will favor you), and conflict of interest (which will favor people whose interests affect your own). Instead of relying on a mental short list when making personnel decisions, start with a full list of names of employees who have relevant qualifications.

Using a broad list of names has several advantages. The most obvious is that talent may surface that might otherwise be overlooked. Less obvious but equally important, the very act of considering a counterstereotypical choice at the conscious level can reduce implicit bias. In fact, merely thinking about hypothetical, counterstereotypical scenarios—such as what it would be like to


What list of names do you start with when considering whom to send to a training program, recommend for a new assignment, or nominate for a fast-track position?

Just considering a counterstereotypical choice at the conscious level can reduce implicit bias.

trust a complex presentation to a female colleague or to receive a promotion from an African-American boss—can prompt less-biased and more ethical decision making. Similarly, consciously considering counterintuitive options in the face of conflicts of interest, or when there's an opportunity to overclaim, can promote more objective and ethical decisions.

The Vigilant Manager

If you answered “true” to the question at the start of this article, you felt with some confidence that you are an ethical decision maker. How would you answer it now? It's clear that neither simple conviction nor sincere intention is enough to ensure that you are the ethical practitioner you imagine yourself to be. Managers who aspire to be ethical must challenge the assumption that they're always unbiased and acknowledge that vigilance, even

more than good intention, is a defining characteristic of an ethical manager. They must actively collect data, shape their environments, and broaden their decision making. What's more, an obvious redress is available. Managers should seek every opportunity to implement affirmative action policies—not because of past wrongs done to one group or another but because of the everyday wrongs that we can now document are inherent in the ordinary, everyday behavior of good, well-intentioned people. Ironically, only those who understand their own potential for unethical behavior can become the ethical decision makers that they aspire to be. 

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ELECTIONS AND OPEN MEETINGS FOR ELECTED OFFICIALS

GEOFF WILSON, PARTNER
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WHERE IS THE LAW?

- Colorado Revised Statutes (“C.R.S.”) 31-10-101, et. seq.; the Municipal Election Code (“MEC”), and specifically,
- C.R.S. 31-10-301-306, detailing the nominating petition process for municipal office.
- Colo. Const. Art. XXVIII, concerning campaign finance, read in conjunction with
- C.R.S. 1-45-101, et seq.; the Fair campaign Practices Act (FCPA)

QUALIFICATIONS FOR MUNICIPAL OFFICE (C.R.S. 31-10-310)

- Registered elector
- 18 years of age
- “Resided” in the municipality and ward for at least 12 months prior to the date of election

NOMINATING PETITIONS (C.R.S. 31-10-302)

- Timing: circulated between 91st and 71st days prior to the election.
- Signature requirement: 25 signatures from within the ward.
- Requirements for acceptable signature on petition specified.
- Signatures may be replaced or corrected, following clerk review, up to 63 days prior to election.
- Nominating petition shall have attached affidavit of candidate accepting nomination and swearing that candidate meets qualifications to run for office.
- Objection to nomination petitions or affidavit may be filed within 3 days of petition filing; objections to be resolved within 48 hours of objection filing.

CAMPAIGN FINANCE AND REPORTING

**(PRIMARILY FCPA,
esp. C.R.S. 1-45-108)**

- This matters if you spend money or receive contributions.
- Imminent acceptance of contributions and/or spending money triggers obligation to form a “candidate committee.” (C.R.S. 1-45-103(3))
- Periodic reporting, itemizing contributions, or expenditures in excess of \$20 in the election cycle must be reported.
- This is a complicated area. Best resource by far is SoS (Secretary of State) Campaign Finance guide. You and your campaign treasurer should familiarize yourselves with this manual.
- Remember: some requirements of the FCPA and Art. XXVIII only apply to State candidates, such as contribution limits. Much in the SoS Manual describes these obligations, so *read carefully*.

BAN ON USE OF PUBLIC MONIES IN ELECTIONS (C.R.S. 1-45-117)

- **Policy of this law:** although everybody has to pay taxes, taxpayers shouldn't thereby be forced to contribute to government advocacy of the government's view.
 - Thus, this section is a limit on spending public monies, not a limitation on political speech.
- **The Law:** “No agency, department, board, division, bureau, commission, or council of...any political subdivision of the state shall make any contribution in campaigns involving the nomination, retention, or election of any person to any public office, nor shall any such entity make any donation to any other person for the purpose of making an independent expenditure, nor shall any such entity expend any moneys from any source, or make any contributions, to urge electors to vote in favor of or against any [local ballot issue or referred measure].”

BAN ON USE OF PUBLIC MONIES IN ELECTIONS (C.R.S. 1-45-117)

- **Exceptions:** Local governments and local officials may:
 - Produce and distribute a “blue book’ style “factual summary” of a ballot issue: can’t take a position; must include arguments for and against.
 - Pass a resolution taking a position on the local or State ballot issue and distribute through “customary means.”
 - Staff may answer unsolicited questions.
 - Policy makers may spend up to \$50 “incidental” to expressing their opinion on issues before the electorate.
 - Nothing in the law prohibits officials from expressing their own opinions.

BAN ON USE OF PUBLIC MONIES IN ELECTIONS (CONTINUED)

- Practical advice:
 - Don't make campaign phone calls or photocopies on City equipment.
 - No campaign meetings at City Hall.
 - No signs on public property.
 - If campaigning, make sure to *document* your paid time off, rather than using public paid time.
 - You can write letters to the editor and identify your public office, but don't write the letter on public time.
 - And no, a council stipend does not require you to no longer engage in political speech, but refrain from public editorializing about pending ballot issues during Council meetings.

**COLORADO OPEN
MEETINGS LAW
("OML") FOR
ELECTED
OFFICIALS
(C.R.S. 24-6-401, et seq.)**

- **Purpose of the Law:** We are doing the public's business; the public has a right to know when, where and what we are meeting about, and have a right to attend if they wish.
- In the OML critical definitions control the scope of this law:
 - "Meeting means *any kind of gathering*, convened to discuss public business, in person, by telephone, electronically, or by other means of communication." (emphasis added)
 - "Local public body means any board, committee, commission, authority, or other advisory, policy-making, rule-making, or formally constituted body of any political subdivision of the state and any public or private entity to which a political subdivision, or an official thereof, has delegated a governmental decision-making function but does not include persons on the administrative staff of the local public body."
- Note the exclusion in the foregoing definition for meetings of the City's "administrative staff."
- Chance meetings and social gatherings: The requirements of the OML do "not apply to any chance meeting or social gathering at which discussion of public business is not the central purpose."

OPENNESS, NOTICE OF MEETINGS AND MINUTES

- **Open meetings:** “All meetings of a *quorum or three* or more members of any local public body, whichever is fewer, at which: (1) any public business is discussed; or (2) at which any formal action may be taken are declared to be public meetings open to the public at all times.” (emphasis added)
- **“Full and timely” notice:** “Any meetings: (1) at which the adoption of any proposed policy, position, resolution, rule, regulation, or formal action occurs; or (2) at which a *majority or quorum* of the body is in attendance; or (3) *is expected to be* in attendance, shall be held only after full and timely notice to the public.” (emphasis added)
 - CORA does not define “full and timely notice,” but provides an example of notice by posting. The General Assembly recently authorized this posting to be on the public entity’s website.
- **Minutes:** Minutes of any meeting of a local public body at which the adoption of any proposed policy, position, resolution, rule, regulation, or formal action: (1) occurs; or (2) could occur shall be taken and promptly recorded, and such records shall be open to public inspection.
- **Secret ballots:** The OML provides that except in narrow cases “neither a state nor a local public body may adopt any proposed policy, position, resolution, rule, or regulation or take formal action by secret ballot...[A] ‘secret ballot’ means a vote cast in such a way that the identity of the person voting, or the position taken in such vote is withheld from the public.” (C.R.S. 24-6-402(2)(d)(IV))

EXECUTIVE SESSIONS

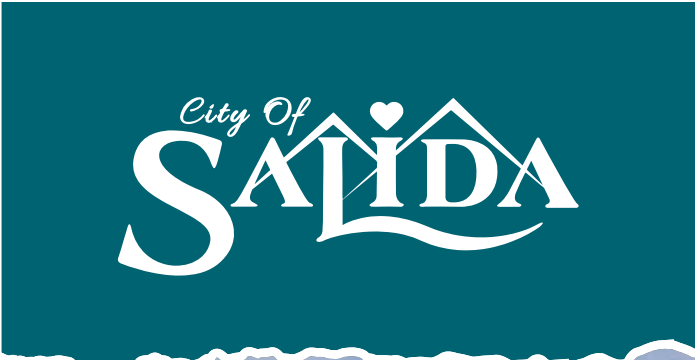
- E-sessions are contrary to general philosophy of openness in the OML. The policy basis for e-sessions is the recognition that the public interest can best be served if certain specified matters are discussed in private.
- OML specifies the permitted basis for e-sessions, including advice from the attorney, discussion of real estate transactions, personnel matters and instructing negotiators, among other bases.
- The purpose of an executive session is to deliberate, not to make final decisions. OML is clear on this.
- **Process:** Following announcements about the lawful purpose and basis of the e-session, a vote of 2/3rds of the quorum present is required to go into executive session.
- In order to assure that the body stays on the announced topic(s) and does not make formal decisions or take formal action, OML requires that e-sessions be electronically recorded.
- The e-session tape is not a public record. A person may request that a judge listen to the tape to determine if violations occurred, upon certain showings of objectively “reasonable” belief that such violations occurred.

QUESTIONS?





CLIMATE ACTION PLAN



INTRODUCTION

Determining specific greenhouse-gas reduction goals and strategies to achieve those goals is the responsibility of many minds to create a shared vision. Therefore, the purpose of this **Climate Action Plan** is not to set requirements but rather, to help present and organize the many dozens of recommendations and strategies that volunteers have compiled for the City of Salida to enable the community to create achievable goals.

This Plan outlines a process and should be considered a living document to be revised as new businesses and technologies arise and as the feasibility of the ideas presented here are fully assessed.

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PHOTO BY: Hayden Mellsoy



SECTOR OVERVIEW



WASTE AND LANDFILL

Waste diversion is the process of reducing the amount of waste that enters landfills. Increased diversion is commonly achieved through five primary activities, including expanding source reduction activities, recycling, mulching, composting, returning waste to the original provider, and reusing waste generated within a community.

This section aims to document the status of existing waste and landfill initiatives and identifies the opportunities below to increase waste diversion.

1 Increase rates of, and participation in, composting and recycling through:

- Education
- Incentives
- Accessibility
- Use of post-composted products

2 Maximize diversion of construction and demolition waste through:

- Education
- "Pay as you throw" services
- Incentives
- Updated building codes
- A "haul-away" salvage program
- Reuse of building materials

3 Increase community compliance with waste diversion ordinances through:

- Education
- "Zero waste" public events
- Aligning city, county, and regional codes
- Hosting events for "hard to recycle" items

4 Consume fewer products and resources through:

- "Buy Local" campaigns
- Mandated bans on plastic and Styrofoam
- Incentives
- Education
- Waste-to-energy technologies at the landfill



RECOMMENDED ACTIONS

OBJECTIVE 1



WASTE AND LANDFILL

Increase rates of, and participation in, composting and recycling.

ACTIONS	GHG REDUCTION POTENTIAL	PRIMARY CO-BENEFITS
Encourage and enable recycling and composting through education and incentives		
Create convenient, accessible neighborhood compost drop-off locations		
Equip an entity like the landfill with resources to turn organic waste into a safe and usable compost product		
Make finished compost product available to gardeners and landscapers		
Provide, at reduced cost, a carbon “offset” created by composting		
Run ongoing public education campaigns to promote composting		

PARTNERS

- Julie Mach - Elements Composting
- Chaffee County
- Local Nurseries
- Greater Arkansas River Nature Association (GARNA)

NOTES

Salida “Business That Cares” program to incentivize partners through quarterly recognition and feature one excelling business.

1-2 times a month, dedicate Tub Grinder to organic matter.

- GHG Reduction Potential
- Improves local environmental quality
- Promotes Equity
- Enhances public health and safety
- Fosters economic sustainability
- Builds resilience

RECOMMENDED ACTIONS

OBJECTIVE 2



WASTE AND LANDFILL

Maximize diversion of construction and demolition waste.

ACTIONS	GHG REDUCTION POTENTIAL	PRIMARY CO-BENEFITS
Encourage buildings to provide adequate space for composting and recycling collection		
Encourage multifamily complexes, short-term rentals and other private buildings to provide composting and recycling spaces		
Encourage trash services to offer reduced trash pick-up days		
Expand space at landfill for recycling and composting		
Expand business participation in compost collection services		

PARTNERS

- Building Owners
- Multi-family Building Owners
- Local Trash-collecting Businesses
- Chaffee County

GHG Reduction Potential

Promotes Equity

Fosters economic sustainability

Improves local environmental quality

Enhances public health and safety

Builds resilience

RECOMMENDED ACTIONS

OBJECTIVE 2



WASTE AND LANDFILL

Maximize diversion of construction and demolition waste (continued).

ACTIONS	GHG REDUCTION POTENTIAL	PRIMARY CO-BENEFITS
Incentivize deconstruction over demolition		
Update building codes to prioritize deconstruction over demolition “		
Create a salvage yard for deconstructed building materials for community access and “haul away”		
Promote Habitat for Humanity store and other building material reuse		

PARTNERS

- New Home Builders
- Chaffee County
- Greater Arkansas River Nature Association (GARNA)
- Habitat for Humanity

GHG Reduction Potential

Promotes Equity

Fosters economic sustainability

Improves local environmental quality

Enhances public health and safety

Builds resilience

RECOMMENDED ACTIONS

OBJECTIVE 3



WASTE AND LANDFILL

Increase community compliance with waste diversion ordinances.

ACTIONS	GHG REDUCTION POTENTIAL	PRIMARY CO-BENEFITS
Provide education across relevant target audiences		
Create and enforce zero-waste event requirements		
Require recycling and compost bins at public events		
Align city, county and regional waste policies and codes		
Host community-wide events to support proper already in progress disposal of hard-to-recycle items		

PARTNERS

Greater Arkansas River Nature Association (GARNA)
 Mickey Barry (Angel of Shavano Recycling)
 Chaffee County
 Pagosa Springs
 Buena Vista
 Michael Kunkel

NOTES

Quarterly events already in progress

GHG Reduction Potential

Promotes Equity

Fosters economic sustainability

Improves local environmental quality

Enhances public health and safety

Builds resilience

RECOMMENDED ACTIONS

OBJECTIVE 4



WASTE AND LANDFILL

Consume fewer products and resources.

ACTIONS	GHG REDUCTION POTENTIAL	PRIMARY CO-BENEFITS
Conduct “buy local” campaigns		
Promote reusable mugs and water bottles		
Develop and adopt bans on single-use plastic bags, Styrofoam and plastic		
Develop programs to reduce use of plastic food service packaging		
Incentivize use of reusable containers over disposable		
Promote government and corporate purchasing policies favoring low waste, support food-waste programs		

PARTNERS

Chamber of Commerce
 Short-Term Rental Owners
 Local Restaurants
 Local Media
 Chaffee County

NOTES

Conduct “buy local” campaigns
 Would require becoming a home-rule city

GHG Reduction Potential

Promotes Equity

Fosters economic sustainability

Improves local environmental quality

Enhances public health and safety

Builds resilience

RECOMMENDED ACTIONS

OBJECTIVE 4



WASTE AND LANDFILL

Consume fewer products and resources (continued).

ACTIONS	GHG REDUCTION POTENTIAL	PRIMARY CO-BENEFITS
Require use of recycled asphalt and glass in streets		
Discourage the place fee on/ ban single-use plastic bags		
Encourage and educate re cleaner vehicles		
Research and promote waste-to-energy technologies at landfill		

NOTES

Would require becoming a home-rule city

Move to Vehicles?

GHG Reduction Potential

Promotes Equity

Fosters economic sustainability

Improves local environmental quality

Enhances public health and safety

Builds resilience

SECTOR OVERVIEW



VEHICLES AND TRANSPORTATION

GHG emissions in the Vehicles and Transportation sector are associated with the combustion of liquid fuels in the wide range of vehicles traveling within, to, from, and passing through the City. Opportunities to reduce emissions in this sector include shifting transportation modes away from single-occupancy vehicle use and transitioning personal and commercial vehicle fleets to low- or zero-emission options such as electric vehicles.

The primary objective to reduce GHG in this sector is to promote options to, and ultimately completely replace, the use of fossil-fuel vehicles by:

- 1** Expanding all types of mobility services, such as mass transit, bike-walk networks, on-demand services, ride-sharing, carpooling, etc.
- 2** Enabling wide-spread adoption of alternative-fuel vehicles.
- 3** Supporting changes to relevant local, state and federal policy.
- 4** Increasing the cost of owning and operating fossil-fuel vehicles.
- 5** Adopting new technologies and business models.





VEHICLES AND TRANSPORTATION

Reduce VMT (Vehicle Miles Traveled) by promoting alternative to single-occupancy vehicles.

ACTIONS	GHG REDUCTION POTENTIAL	PRIMARY CO-BENEFITS
Create funding mechanism for free regional bus ridership		
Promote and incentivize carpooling		
Promote teleworking as an alternative to commuting		
Increase the number and quality of safe routes and transit options to schools		
Enable growth of on-demand mobility services (ride-sharing, e-hailing, bike-sharing, car-sharing, etc.)		
Place 'air-pollution disclosure' labels on gas pumps (similar to Surgeon General's warnings on cigarettes)		

PARTNERS

- Colorado Department of Transportation
- Chamber of Commerce
- Salida School District

- GHG Reduction Potential
- Improves local environmental quality
- Promotes Equity
- Enhances public health and safety
- Fosters economic sustainability
- Builds resilience



VEHICLES AND TRANSPORTATION

Enhance first- and last-mile connectivity to transit.

ACTIONS	GHG REDUCTION POTENTIAL	PRIMARY CO-BENEFITS
Establish bike-share network to better connect neighborhoods and work centers		
Establish ride-share network to better connect people traveling to similar destinations		
Promote zero-emission and driver-less technologies for expanded mobility services		
Expand bicycle network to better connect work centers and neighborhoods		

PARTNERS

- Bike Shops
- Heart of the Rockies Medical Center
- Salida School District
- Chaffee County
- Chaffee Shuttle
- Colorado Department of Transportation
- Colorado Communities for Climate Action

GHG Reduction Potential

Promotes Equity

Fosters economic sustainability

Improves local environmental quality

Enhances public health and safety

Builds resilience



VEHICLES AND TRANSPORTATION

Promote adoption of alternative fuel vehicles for individuals and fleets.

ACTIONS	GHG REDUCTION POTENTIAL	PRIMARY CO-BENEFITS
Increase proportion of EVs in fleets		
Increase EV charging stations in visible, accessible locations		
Require EV charging stations (or EV readiness) in all new commercial developments		
Require EV charging stations (or EV readiness) in all new multi-family developments		
Require all new single-family construction to be EV-ready		
Provide incentives to tie PV (and storage battery) installation to EV purchases		
Provide free public EV charging stations		

PARTNERS

- Chaffee County
- Salida School District
- Colorado Department of Transportation
- Michael Kunkel
- Developers
- Builders
- Xcel Energy

GHG Reduction Potential

Promotes Equity

Fosters economic sustainability

Improves local environmental quality

Enhances public health and safety

Builds resilience



VEHICLES AND TRANSPORTATION

Promote adoption of alternative fuel vehicles for individuals and fleets (continued).

ACTIONS	GHG REDUCTION POTENTIAL	PRIMARY CO-BENEFITS
Support full spectrum of low-emission vehicles		
Convert fleets to low-carbon-fuel vehicles		
Provide financial incentives to convert fleets to low-carbon-fuel vehicles		
Make transportation fuels at landfill using Methane capture		
Deploy public-outreach campaign and give public opportunity to drive an EV		
Facilitate EV bulk-purchase program		

PARTNERS

- Colorado Department of Transportation
- Salida School District
- Chaffee County

GHG Reduction Potential

Promotes Equity

Fosters economic sustainability

Improves local environmental quality

Enhances public health and safety

Builds resilience



VEHICLES AND TRANSPORTATION

Redesign urban form and population density to reduce vehicle use.

ACTIONS	GHG REDUCTION POTENTIAL	PRIMARY CO-BENEFITS
Use zoning to site new development near work centers		
Enable a greater percentage of workforce to live near work		
Improve winter bike and pedestrian options		
Improve and expand pedestrian infrastructure		
Create and expand no-car zones		
Improve and expand bicycle infrastructure		

GHG Reduction Potential

Promotes Equity

Fosters economic sustainability

Improves local environmental quality

Enhances public health and safety

Builds resilience



VEHICLES AND TRANSPORTATION

Redesign urban form and population density to reduce vehicle use (continued).

ACTIONS	GHG REDUCTION POTENTIAL	PRIMARY CO-BENEFITS
Place bike racks in strategic locations; consider covered and winter bike racks		
Support local food production and sale at scale		
Limit parking permits		
Eliminate minimum-parking requirements for development; instead, require transit and mobility services		

PARTNERS

- Bike shops
- Local Businesses
- Chamber of Commerce
- Chaffee County Food Group
- Farmer’s Market
- SOIL Sangre de Cristo
- Salida School District

GHG Reduction Potential

Promotes Equity

Fosters economic sustainability

Improves local environmental quality

Enhances public health and safety

Builds resilience



VEHICLES AND TRANSPORTATION

Support relevant federal, state and local policy through active legislative and regulatory engagement.

ACTIONS	GHG REDUCTION POTENTIAL	PRIMARY CO-BENEFITS
Support local, state and federal incentives, policies and programs to grow EV adoption and infrastructure		
Actively support state transit grants		
Support EPA GHG emissions standards and fuel-efficiency standards for medium- and heavy-duty engines and vehicles		
Promote state fuel-economy standards (like CA's)		
Advocate to strengthen the national fuel-economy targets (CAFE standards)		

PARTNERS

Colorado Communities for Climate Action
Federal Government

GHG Reduction Potential

Promotes Equity

Fosters economic sustainability

Improves local environmental quality

Enhances public health and safety

Builds resilience



VEHICLES AND TRANSPORTATION

Promote new mobility technologies and business models.

ACTIONS	GHG REDUCTION POTENTIAL	PRIMARY CO-BENEFITS
Integrate a multi-modal mobility system at the regional or state level		
Pilot on-demand bus and/or van share		
Address regulator barriers to shared-use mobility and driverless vehicles		
Support on-demand parking apps to reduce vehicle circulation and congestion		

PARTNERS

- Colorado Communities for Climate Action
- Chaffee County
- Colorado Department of Transportation

GHG Reduction Potential

Promotes Equity

Fosters economic sustainability

Improves local environmental quality

Enhances public health and safety

Builds resilience



VEHICLES AND TRANSPORTATION

Increase the cost of using fossil-fuel vehicles.

ACTIONS	GHG REDUCTION POTENTIAL	PRIMARY CO-BENEFITS
Establish CO ₂ fees on fossil-fuel vehicles at purchase or registration	○ ○ ○	○ ○ ○
Establish congestion fees on fossil-fuel vehicles in designated areas or for driving during high-use time	○	○ ○ ○
Tax gasoline sales locally or regionally	○	○ ○

PARTNERS

Colorado Communities for Climate Action

Chaffee County

GHG Reduction Potential

Promotes Equity

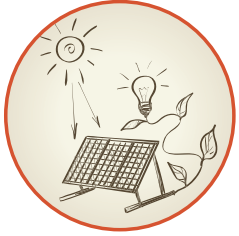
Fosters economic sustainability

Improves local environmental quality

Enhances public health and safety

Builds resilience

SECTOR OVERVIEW



ENERGY SUPPLY

GHG emissions in the Energy Supply sector are associated with purchased electricity and natural gas and propane use in residential and commercial buildings. Fossil-based resources are significantly more carbon-intensive than renewable energy sources. Opportunities to reduce emissions in this sector range from fuel switching to decentralizing production.

Major objectives to reduce GHG in this sector are to:

- 1** Mandate decarbonization of energy supply.
 - Participate in regional collaboration of governments, businesses, and utilities to drive clean-energy transition.
 - Pursue retirement, conversion, or sale of fossil-fuel plants serving the area.
 - Establish regional market-based mechanism favoring low-carbon energy (e.g. carbon tax).
- 2** Enable consumers to purchase and produce renewable energy.
 - Pilot micro-grid infrastructure to create districts that produce the same amount of energy they consume.
 - Install renewable systems on municipal facilities.
 - Expand municipal renewable-energy-power purchasing when on-site renewables are unsuitable.
- 3** Reduce the cost of renewable energy.
 - Facilitate solar PV and/or solar-thermal bulk purchase program.
 - Incentivize community solar.
 - Provide funding and incentives for residential and commercial solar projects.
- 4** Invest in renewable generation at the community and utility levels.
 - Site and develop utility-operated renewable capacity in local service area.
 - Advance regional grid flexibility to enable a predominantly renewable electricity supply.
 - Invest in energy storage to address the intermittency of wind and solar.
- 5** Support relevant federal and state policies through active legislative and regulatory engagement.
 - Support continuation and strengthening of Colorado's renewable energy standard.
 - Support state or national price on carbon.
 - Join a coalition of communities advocating for federal climate/energy policies.



RECOMMENDED ACTIONS

OBJECTIVE 1



ENERGY SUPPLY

Mandate decarbonization of energy supply.

ACTIONS	GHG REDUCTION POTENTIAL	PRIMARY CO-BENEFITS
Participate in regional collaboration of governments, businesses, and utilities to drive clean-energy transition		
Establish regional market-based mechanism favoring low-carbon energy (e.g. carbon tax)		
Pursue retirement, conversion, or sale of fossil-fuel plants serving area		
Remove barriers to local renewable-energy generation		
Establish a local renewable-energy-generation target		
Communicate to utilities the importance of reducing the carbon content of electricity		

- PARTNERS**
- Heart of the Rockies Medical Center
 - Salida Airport at Harriet Alexander Field
 - Salida School District
 - Walmart
 - State Government
 - Atmos Energy
 - Xcel Energy
 - Chaffee County

- GHG Reduction Potential
- Improves local environmental quality
- Promotes Equity
- Enhances public health and safety
- Fosters economic sustainability
- Builds resilience

RECOMMENDED ACTIONS

OBJECTIVE 2



ENERGY SUPPLY

Enable consumers to purchase and produce renewable energy.

ACTIONS	GHG REDUCTION POTENTIAL	PRIMARY CO-BENEFITS
Install renewable systems on municipal facilities		
Expand municipal renewable-energy-power purchasing when on-site renewables are unsuitable		
Pilot microgrid infrastructure high-energy-usage to create districts that produce the same amount of energy they consume		
Enable consumers to participate in wholesale clean-power market		
Promote access to rooftop solar for homes and businesses through code and utility policy		

PARTNERS

High-energy-usage businesses

Atmos Energy

Chaffee County

Xcel Energy

GHG Reduction Potential

Promotes Equity

Fosters economic sustainability

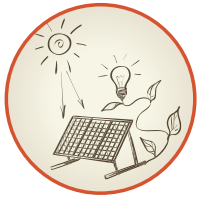
Improves local environmental quality

Enhances public health and safety

Builds resilience

RECOMMENDED ACTIONS

OBJECTIVE 2



ENERGY SUPPLY

Enable consumers to purchase and produce renewable energy (continued).

ACTIONS	GHG REDUCTION POTENTIAL	PRIMARY CO-BENEFITS
Assist large entities in implementing clean energy purchasing		
Use PACE (Property Assessed Clean Energy) and other financing mechanisms to fund renewable installations		
Address the soft costs of solar energy installations such as permitting and interconnection fees		
Change land-use codes to encourage regional solar development		

PARTNERS

- Heart of the Rockies Medical Center
- Salida School District
- Large businesses
- COE
- Xcel Energy
- Atmos Energy
- Chaffee County

- GHG Reduction Potential
- Improves local environmental quality
- Promotes Equity
- Enhances public health and safety
- Fosters economic sustainability
- Builds resilience

RECOMMENDED ACTIONS

OBJECTIVE 3



ENERGY SUPPLY

Reduce the cost of renewable energy.

ACTIONS	GHG REDUCTION POTENTIAL	PRIMARY CO-BENEFITS
Expand Advanced Metering Infrastructure (AMI)		
Facilitate solar PV and/or solar-thermal bulk purchase program		
Provide funding and incentives for residential and commercial solar projects		
Expand solar programs for low-income households		
Streamline and incentivize rooftop solar installation process (e.g. sales tax legislation)		
Incentivize community solar		

PARTNERS

- Atmos Energy
- Xcel Energy
- Peak Solar
- Chaffee Housing Authority

COE

Colorado Communities for Climate Action

GHG Reduction Potential

Promotes Equity

Fosters economic sustainability

Improves local environmental quality

Enhances public health and safety

Builds resilience

RECOMMENDED ACTIONS

OBJECTIVE 4



ENERGY SUPPLY

Invest in renewable generation at the community and utility levels.

ACTIONS	GHG REDUCTION POTENTIAL	PRIMARY CO-BENEFITS
Develop goal to self generate a given percentage of government, public and non-profit buildings' energy needs, and install corresponding renewable capacity		
Develop geothermal energy		
Develop local hydropower capacity		
Site and develop utility operated renewable capacity in local service area		
Advance regional grid flexibility to enable a predominantly renewable electricity supply		
Invest in energy storage to address the intermittency of wind and solar		
Install methane digesters		

PARTNERS

COE

Xcel Energy

Atmos Energy

GHG Reduction Potential

Promotes Equity

Fosters economic sustainability

Improves local environmental quality

Enhances public health and safety

Builds resilience

RECOMMENDED ACTIONS

OBJECTIVE 5



ENERGY SUPPLY

Support relevant federal and state policies through active legislative and regulatory engagement.

ACTIONS	GHG REDUCTION POTENTIAL	PRIMARY CO-BENEFITS
Promote and share success of local climate initiatives as local narrative for broader climate action	○ ○ ○	
Cultivate elected officials as local champions for state and federal climate and energy policy	○ ○	
Track state and federal climate and energy policy and engage when appropriate	○ ○	
Advocate for grid modernization and flexibility policies	○	
Support continuation and strengthening of Colorado's renewable Energy Standard		
Support State Energy Office of CAST	○ ○	

PARTNERS

- Media
- Colorado Association of Ski Towns (CAST)
- State Government
- Federal Government
- Colorado Communities for Climate Action
- Xcel Energy
- Atmos Energy

GHG Reduction Potential

Promotes Equity

Fosters economic sustainability

Improves local environmental quality

Enhances public health and safety

Builds resilience

RECOMMENDED ACTIONS

OBJECTIVE 5



ENERGY SUPPLY

Support relevant federal and state policies through active legislative and regulatory engagement (continued).

ACTIONS	GHG REDUCTION POTENTIAL	PRIMARY CO-BENEFITS
Remain member of Colorado Communities for Climate Action (CC4CA) to support state climate and energy policies		
Join coalition of communities advocating for federal climate and energy policies		
Support state or national price on carbon		
Help defend the Clean Air Act and continued EPA regulations of CO ₂ as a pollutant		

PARTNERS

- Colorado Association of Ski Towns (CAST)
- Colorado Communities for Climate Action
- Mountain Pact
- Federal Government

GHG Reduction Potential

Promotes Equity

Fosters economic sustainability

Improves local environmental quality

Enhances public health and safety

Builds resilience

SECTOR OVERVIEW



RESIDENTIAL ENERGY

GHG emissions in the Residential Energy sector are associated with the use of electricity, natural gas, and propane in ownership and rental units. Residential units are typically served by electric and natural gas utilities, and opportunities to reduce GHG emissions are tied to decarbonizing the supply of energy flowing to the unit and consuming less of it.

The major objectives to reduce GHG in this sector are to reduce energy consumption and convert most energy use from fossil fuels to renewables by:

- 1** Increasing the energy efficiency of space- and water-heating.
- 2** Converting space- and water-heating to electric.
- 3** Mandating no- to low-carbon standards for new construction and major remodels.
- 4** Improving the energy efficiency of existing buildings.
- 5** Reducing the energy consumption in rental housing and multifamily buildings.



RECOMMENDED ACTIONS

OBJECTIVE 1



RESIDENTIAL ENERGY

Increase the efficiency of natural gas space- and water-heating, and convert to electric.

ACTIONS	GHG REDUCTION POTENTIAL	PRIMARY CO-BENEFITS
Convert natural gas heating systems to electric or renewable energy	CO ₂ CO ₂ CO ₂ CO ₂	○ \$ 🌳 + ∞
Convert natural gas water-heating systems to electric or renewable energy	CO ₂ CO ₂ CO ₂ ○	○ \$ 🌳 + ∞
Heat buildings with geothermal heat pumps, air source heat pumps, or other heat-exchange technology	CO ₂ CO ₂ CO ₂ CO ₂	○ \$ 🌳 ○ ∞
Integrate heat- and space-heating equipment standards into building codes	CO ₂ CO ₂ ○ ○	○ ○ 🌳 ○ ∞
Promote energy efficiency improvements such as adding insulation and pipe wrap to water heaters	CO ₂ ○ ○ ○	= \$ ○ + ○
Encourage integration with AC systems if AC need is anticipated	CO ₂ CO ₂ ○ ○	○ ○ ○ + ∞

PARTNERS

Chaffee County
Energy Smart Colorado

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RECOMMENDED ACTIONS

OBJECTIVE 2



RESIDENTIAL ENERGY

Mandate no- to low-carbon standards for new construction and major remodels.

ACTIONS	GHG REDUCTION POTENTIAL	PRIMARY CO-BENEFITS
Incentivize above-code buildings		
Adopt the latest energy codes with specific local requirements to exceed minimum standards		
Adopt net-zero building and energy conservation codes		
Require net zero, or near for all new development		
Require net zero, or near, for houses over a specific square footage		
Strengthen building codes and standards to move toward net zero		
Conduct community training on updated code requirements		

PARTNERS

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RECOMMENDED ACTIONS

OBJECTIVE 3



RESIDENTIAL ENERGY

Improve the energy efficiency performance of existing buildings.

ACTIONS	GHG REDUCTION POTENTIAL	PRIMARY CO-BENEFITS
Retrofit buildings to meet updated building codes		
Provide financial incentives for energy-efficient retrofits		
Enact ordinances to drive and support energy retrofits		
Facilitate education and accreditation for contractors, architects and property managers		
Require and incentivize measurement and verification of energy-efficiency programs		
Mandate sleep-mode technology for second homes and STRs when unoccupied		
Encourage adoption of building automation systems		

PARTNERS

Energy Smart Colorado

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RECOMMENDED ACTIONS

OBJECTIVE 3



RESIDENTIAL ENERGY

Improve the energy efficiency performance of existing buildings (continued).

ACTIONS	GHG REDUCTION POTENTIAL	PRIMARY CO-BENEFITS
Conduct energy-efficiency challenges and provide incentives to drive energy retrofits	○ ○ ○	○ \$ ○ ○ ∞
Encourage cool roofs (white coating) to reduce cooling needs	○ ○	= \$ ○ ∞
Encourage green roofs (covered in soil and plants) to reduce heating and cooling needs	○ ○	○ \$ ○ ∞
Facilitate peer-to-peer information-sharing among building owners	○ ○ ○	= ○ ○ ○ ∞
Improve access to PACE and other specialized financing mechanisms	○ ○	= ○ ○ ∞
Provide regulatory and zoning relief for projects that meet verifiable low-energy standards (e.g. LEED)	○ ○	= \$ ○ ○ ∞
Support low-income households with energy upgrades and on-site renewable energy	○ ○	= \$ + ∞

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RECOMMENDED ACTIONS

OBJECTIVE 4



RESIDENTIAL ENERGY

Reduce energy consumption in rentals, apartments and multifamily buildings.

ACTIONS	GHG REDUCTION POTENTIAL	PRIMARY CO-BENEFITS
Encourage and incentivize energy-efficient retrofits in rental housing		
Partner with utilities to improve tenants' access to energy-usage data		
Implement mandatory, phased energy-efficiency upgrades for rental units		
Support building automation to optimize efficiency		
Deploy a targeted outreach strategy to engage renters		
Adopt building energy reporting and disclosure ordinances		

PARTNERS

Xcel Energy
Atmos Energy

GHG Reduction Potential

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RESIDENTIAL ENERGY

Reduce energy consumption in rentals, apartments and multifamily buildings (continued).

ACTIONS	GHG REDUCTION POTENTIAL	PRIMARY CO-BENEFITS
Require energy performance disclosure at time of lease or sale	○ ○ ○	○ ○ ○ ○
Implement sub-metering for multifamily buildings to provide specific building energy data	○ ○	○ ○ ○ ○
Promote energy-efficiency opportunities through outreach, workshops and neighborhood challenges	○ ○	○ ○ ○ ○

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RESIDENTIAL ENERGY

Anticipate and mitigate likely expansion of air-conditioning use.

ACTIONS	GHG REDUCTION POTENTIAL	PRIMARY CO-BENEFITS
Avoid or delay the need for AC through building design and management		
Require high-efficiency AC Systems as AC use becomes more prevalent		
Coordinate with efforts to adopt high-efficiency electric heating systems		

GHG Reduction Potential

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SECTOR OVERVIEW



COMMERCIAL ENERGY

GHG emissions in the Commercial Energy sector are associated with the use of electricity, natural gas, and propane in owner- and tenant-occupied businesses in single occupancy and mixed-use buildings. These buildings are typically served by both electric and natural gas utilities. Opportunities to reduce GHG emissions are tied to decarbonizing the supply of energy flowing to commercial properties and consuming less energy in them.

The major objectives to reduce GHG in this sector are to reduce energy consumption and convert most energy use from fossil fuels to renewables by:

- 1** Increasing the energy efficiency of heating systems and appliances.
- 2** Converting natural-gas heating and appliances to electric and/or renewable systems.
- 3** Enhancing energy efficiency in new commercial developments.
- 4** Bringing all buildings up to current codes or retrofitting a majority of existing buildings.
- 5** Improving energy-efficiency education of the public and the construction trades.



RECOMMENDED ACTIONS

OBJECTIVE 1



COMMERCIAL ENERGY

Promote building-energy benchmarking and reporting.

ACTIONS	GHG REDUCTION POTENTIAL	PRIMARY CO-BENEFITS
Created commercial energy benchmarking and disclosure ordinance	○ ○ ○	○ ○
Facilitate sub-metering to provide more specific data and improve building owners' access to utility data	○ ○ ○	○ ○ ○ ○ ○
Provide technical support to help building owners begin benchmarking	○ ○ ○	○ ○ ○ ○

PARTNERS

Xcel Energy
Atmos Energy

GHG Reduction Potential

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COMMERCIAL ENERGY


Increase the efficiency of natural-gas heating systems and appliances.

ACTIONS	GHG REDUCTION POTENTIAL	PRIMARY CO-BENEFITS
Expand participation in voluntary incentive programs for upgrading old or inefficient equipment	   	    


 GHG Reduction Potential

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RECOMMENDED ACTIONS

OBJECTIVE 3



COMMERCIAL ENERGY

Replace NG heating and appliances with electric and/or renewable systems.

ACTIONS	GHG REDUCTION POTENTIAL	PRIMARY CO-BENEFITS
Eliminate NG connections for all new commercial developments		
Integrate geothermal or ground heat to offset NG use		
Promote solar thermal for water heating		
Provide rebates and incentives to replace old or inefficient boilers with electric		
Encourage integration with AC systems if future AC need is anticipated		

PARTNERS

Atmos Energy

GHG Reduction Potential

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RECOMMENDED ACTIONS

OBJECTIVE 4



COMMERCIAL ENERGY

Enhance energy and resource efficiency in new commercial developments.

ACTIONS	GHG REDUCTION POTENTIAL	PRIMARY CO-BENEFITS
Strengthen building codes to promote energy and resource efficiency in new commercial developments		
Provide above-code incentives for new commercial developments		
Require new buildings to achieve LEED standards, focusing on energy efficiency		
Require new buildings to meet net-zero energy building standards		
Use land-use planning to encourage density in development		
Coordinate regional alignment of building codes		

PARTNERS

Chaffee County

GHG Reduction Potential

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COMMERCIAL ENERGY

Bring all buildings up to current codes or retrofit a majority of existing buildings.

ACTIONS	GHG REDUCTION POTENTIAL	PRIMARY CO-BENEFITS
Require or incentivize remodels to meet code		
Require commercial lighting retrofits in existing buildings		
Require or incentivize refrigeration upgrades		
Ban or disincentivize open doors while heating or cooling is operating		
Conduct energy assessments		
Provide energy efficiency and renewable-energy incentives for large consumers		

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RECOMMENDED ACTIONS

OBJECTIVE 5



COMMERCIAL ENERGY

Bring all buildings up to current codes or retrofit a majority of existing buildings (continued).

ACTIONS	GHG REDUCTION POTENTIAL	PRIMARY CO-BENEFITS
Develop programs targeting specific commercial users		
Require deep energy retrofits at designated times, such as time of sale or major renovation		
Establish incremental time line to require all commercial building meet current codes		
Develop and implement program for energy efficiency and renewable energy in historical buildings		

GHG Reduction Potential

Promotes Equity

Fosters economic sustainability

Improves local environmental quality





































Enhances public health and safety

Builds resilience



COMMERCIAL ENERGY

Model best practices through energy retrofitting of government buildings and properties.

ACTIONS	GHG REDUCTION POTENTIAL	PRIMARY CO-BENEFITS
Implement energy-efficiency measures in city buildings, offices and facilities	   	    
Improve energy efficiency in affordable housing units and complexes	   	    
Train city building operators and facility managers in best practices for energy-efficiency	   	    
Ensure new city buildings Achieve high-performance Green-building standards (e.g. LEED, NEZB)	   	    


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RECOMMENDED ACTIONS

OBJECTIVE 7



COMMERCIAL ENERGY

Improve education and infrastructure; optimize utility rates.

ACTIONS	GHG REDUCTION POTENTIAL	PRIMARY CO-BENEFITS
Integrate carbon sequestration practices and infrastructure into built environment	○ ○ ○	○ ○
Provide contractor education programs in green building and energy-efficiency upgrades	○ ○ ○	○ ○
Redesign utility rates to incentivize and balance current and future priorities	○	
Establish a green business certification program to recognize buildings that achieve energy-efficiency and sustainability thresholds	○ ○ ○	○ ○ ○

PARTNERS

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COMMERCIAL ENERGY

Improve education and infrastructure; optimize utility rates (continued).

ACTIONS	GHG REDUCTION POTENTIAL	PRIMARY CO-BENEFITS
Require higher energy-efficiency standards for major appliances		
Optimize water-distribution system to make it as efficient as possible		
Promote optimal thermostat settings to couple comfort with efficiency		
Expand messaging and communication on energy programs		

GHG Reduction Potential

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COMMERCIAL ENERGY

Anticipate and mitigate likely expansion of AC use in buildings.

ACTIONS	GHG REDUCTION POTENTIAL	PRIMARY CO-BENEFITS
Avoid or delay AC needs through building design and management		
Require high-efficiency AC systems as AC use becomes more prevalent		
Coordinate with efforts to adopt high-efficiency electric heating systems		

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