



PARK CITY

# CITYTOUR 2023

May 17-21

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# SCHEDULE

## WEDNESDAY, May 17

- 8:00 am Check in at Quinn’s Jct Sports Fields Parking Lot: drop off or park cars, get name tags & instructions. Board your assigned vehicle (see Transportation assignments).
- 8:30 am Bus & Vans depart for Ft. Collins (8+ hrs.)**
- 12:00 pm Box lunches brought from Park City served along the way.
- 5:30 Check into Hotel - 4 nights; pay by credit card at check-in.  
**Hilton Hotel Downtown**  
**425 West Prospect Road**  
**\$130/(approx.) double (\$65/person)**
- 6:30 pm Meet in Hotel lobby; go to assigned restaurant for dinner.**
- 7:00 pm **Dinner at assigned restaurants with local hosts (see Restaurant List)**
- 9:00 pm Free time

## THURSDAY, May 18

- 7:00 am Breakfast on your own (not included)
- 8:00 am Meet in Hotel Lobby: Bus & Van to City Hall**  
**MEETINGS with Fort Collins & Larimer County Officials**
- 8:30 am **City Hall at 300 LaPorte Avenue**

# SCHEDULE

	<b>Welcome to Fort Collins</b>	15 minutes each
	Mayor Arndt	
	Larimer County Commissioner	
9:00 am	<b>Community Leadership</b>	
	City Manager Kelly DiMartino	10 minutes
	County Manager	10 minutes
	Community Overview/ biggest challenges in next 10 years	20 minutes
9:45 am	<b>Doing Business in the Region: Advocacy &amp; Action</b>	
	Fort Collins Area Chamber of Commerce CEO Ann Hutchison	15 minutes
10:00 am	<b>Coffee Break</b>	
10:15 am	<b>MOVE to Larimer County Building on Oak (walk or bus)</b>	
10:30 am	<b>Livability</b> (rotating 15-minute tables session)	
	1. Childcare (access and affordability)	
	2. Housing	
	3. Sustainability (climate goals)	
	4. Downtown (DDA)	
	5. Water	
	6. Bikes	
<b>NOON</b>	<b>Box Lunches by YAMPA Catering</b>	
12:45 pm	<b>Walking Tours:</b> 1 hr. walking tour in Downtown Ft Collins	
	1. History	
	2. Housing	
	3. Innovation and Art	
2:00 pm	<b>Open Space - Fire &amp; Flood Recovery</b>	
2:30 pm	<b>DEI Discussions</b>	

# SCHEDULE

- 3:00 pm Business Perspective - why we are located in Fort Collins.
  - 3:30 pm Community Foundation and Non-Profits
  - 4:00 pm Wrap-up
  - 4:30 pm Free Time
  - 6:15 pm Bus & van to dinner
  - 6:30 pm Dinner at The Agave Room - The Rio Grande**  
143 W Mountain Ave
- 

## FRIDAY, May 19

- 7:00 am Breakfast on your own (NOT included)
- 8:00 am **Meet in Hotel Lobby for further instructions**
- 8:15 am Bus & Vans depart for ESTES PARK (1.5 hrs.)**
- 9:45 am **MEET WITH ESTES PARK OFFICIALS**  
Estes Park Town Hall Board Room  
170 MacGregor Ave
- 9:55 am Mayor Nann Worel (Quick intro of who is participating in the City to City Tour)
- 10:00 am Estes Park Town Board Members Kirby Hazelton, Barbara MacAlpine & Cindy Younglund. Introductions and remarks
- 10:15 am Colleen DePasquale with Estes Chamber of Commerce (Beyond program and how we all work together)
- 10:30 am Rebecca D. Gelsinger with Estes Park (6E)
- 10:45 am Parker Witmore or Interim CEO with Estes Park Economic Development Corp. (Base Program)

# SCHEDULE

- 11:00 am Cato Kraft with Estes Park Nonprofit Resource Center (Giving Guest Program)
- 11:15 am Greg Muhonen with the Town of Estes Park (Managing major construction projects in a tourist town)
- 11:30 am Kyle Patterson with Rocky Mountain National Park (Timed Entry/Hiker Shuttle)
- 12:15 pm **LUNCH**
- 2:00 pm Enjoy Estes Park & Rocky Mountain National Park
- 5:00 pm Board bus & van to dinner from Town Hall
- 6:00 pm **GROUP DINNER at Sylvan Dale Guest Ranch**
- 8:00 pm Bus & Van back to Fort Collins
- 8:30 pm Free Time

## SATURDAY, May 20

- 7:00 am Breakfast on your own (not included)

### Experience Fort Collins Day

A number of potential tours, walks, hikes, bike rides & museum visits are being planned. You will be able to choose which ones to participate in when we meet in Ft. Collins on Thursday, May 18<sup>th</sup>.

- Hike - Lory State Park (van excursion)
- Bike Ride A
- Brewery Tour A (van excursion)
- Bike Ride B

- 12:00 Lunch on your own**

# SCHEDULE

Brewery Tour B (van excursion)  
 Afternoon drive to The Mishawaka on the Poudre River for patio beers (van excursion)

All day Fort Collins Museum of Discovery  
 All day Gardens on Spring Creek  
 TBD Walking Tours of Colorado State University  
 TBD Tour Larimer County Open Space & Natural Areas

**5:00 pm MANDATORY DEBRIEFING at Hotel**

6:45 pm Bus to Historic District for Dinner

7:00 pm **Dinner on Your Own** (not included)

8:30 pm Free time

## SUNDAY, May 21

7:00 am Breakfast on your own (not included)

8:00 am **Check out of Hotel** (pay all personal bills and load luggage on bus & vans)

8:30 am **Bus Departs to Park City** (8+ hours)

1:30 pm Lunch on the road (not included)

6:00 pm **approximate** arrival in Park City at Quinn's Junction Recreation Complex (depending on traffic & road conditions)

# FINAL BRIEFING

Welcome to CityTour 2023! CityTour's success depends on your cooperation, flexibility, goodwill, attention, patience, and sense of humor. For those new to CityTour this memo serves as your Final Briefing. Address any last-minute questions to Paige Galvin at 435-615-5186, [paige.galvin@parkcity.org](mailto:paige.galvin@parkcity.org).

## CITYTOUR BACKGROUND (SEE HISTORY OF CITYTOUR):

CityTour was originally organized for elected officials, city & county staff, board and commission members, and representatives from the business community. Myles has organized CityTours for over 50 years. Twenty-nine years ago, the newly formed Leadership Park City class was invited to join CityTour to further broaden community participation and increase networking opportunities.

## CITYTOUR HAS IMPORTANT OBJECTIVES:

- Garner innovative insights, perspectives, and best practices from other communities that are implementing cutting-edge programs.
- Compare Park City's growth, development, programs, and amenities with other rapidly growing Western communities.
- Network with knowledgeable professionals and community activists in the host communities.
- Spur our collective imaginations to consider new possibilities, initiatives, and ideas, and come home ready to act on them.
- Strengthen Park City's sense of community by meeting, sharing, and learning more about each other; and
- Provide an enjoyable experience in stimulating and beautiful places.

***Please download and/or print, review, and be familiar with the CityTour Schedule, Participant List, Transportation Assignments, Restaurant Assignments & Rooming Lists provided in the CityTour Booklet.***

## RESPONSIBILITIES:

Each of you is individually responsible for:

- Your own personal expenses (see the Financial Matters memo) which include hotel rooms, incidentals, and all meals and tips not specified as group meals.
- Attending **all** scheduled functions and being in the **right place at the right time** (if you don't know...ask!)
- Checking in and out of your hotel room on time
- Taking care of personal bills and accounts whenever necessary
- Keeping track of your luggage, personal belongings, and each other
- ***Wearing your name tags at all times***

While on CityTour please consider yourself a Park City ambassador. Our hosts will be interested in who you are, why you are on the tour, what you hope to learn, and will probably ask specific questions about Park City and CityTour (please read the History memo and previous tour destinations for CityTour background). Be prepared to speak knowledgeably about Park City & Summit County issues. Our tour might generate local press attention... if you are interviewed try to say something insightful, kind, thoughtful, and nice, always making sure to thank our host communities for their outstanding hospitality!

## RULES OF THE ROAD

- Be in the right place at the right time and stay attentive (turn your cell phones off!).
- Handle group bills graciously and do not ask harried servers for separate checks unless you prearrange this at the beginning of the meal.
- **Pay for your own adult beverages**, and maybe even treat others.
- Tolerate one another's foibles with uncommon civility and make certain a responsible adult knows your whereabouts if you're not with the group.
- Work through the inevitable screw-ups graciously: No complaining! No whining!

CityTour arrangements have been made through local contacts who have been exceedingly gracious in accommodating a group our size. Please be appreciative and show your gratitude by treating any guides, tour leaders and/or hosts to drinks or a meal as the occasion arises. Our schedule includes group meetings, local tours, restaurant meals, free recreation time, small group activities, and **a mandatory debriefing on Saturday afternoon at 4:30 at the hotel**. It is your task to mingle, meet new people, both inside and outside our group, ask questions, take notes and/or photographs, learn, and then share your observations at the debriefing and with the broader community on returning.

## CONTENT

Please do not hesitate to ask questions pertaining to anything that interests you, including growth, development, sustainability, open space, trails, traffic, transit, environmental and green building issues, historic preservation, arts, culture, business development, retail sales, rents, affordable housing, childcare, schools, tourism, government, taxing policies, youth programs, mental health, leadership, entrepreneurship, DEI, etc. **But remember, the group is large, so in the general sessions only ask questions of interest to the entire group and save specific and/or technical questions for dinners, breakout sessions and/or on the tours.**

Our hosts have invited appropriate local resources to meet with us and have been provided with our participant list. Please bear in mind that these local resources are volunteers who choose to participate in their own time. If there is some issue or aspect of the community not being covered to your satisfaction, or for which you wish additional information, ask one of our hosts for a local contact and then **follow up on your own**. (see list of resource people contacts).

## DRESS: **WARNING - BE PREPARED!!!**

Mountain weather can be warm, cool, windy, etc. Check weather forecasts prior to departure. Casual dress is appropriate. No fancy clothes are needed\* but do take layers. Bring as little luggage as possible because space is limited. You should carry a day or fanny pack, water bottle, sunscreen, and snacks. There will be days when we depart early in the morning and do not return to our rooms until later in the evening, so read the itinerary carefully and **be prepared for all eventualities.**

## EXPENSES

Room charges and any meals specified as 'personal expenses', are your individual responsibility. **Alcoholic beverages are always your personal responsibility!** If you are sharing a room, split the bill appropriately. We have negotiated the best possible governmental group rates. All other charges are deemed 'group expenses' and will be paid by the city from the monies previously collected from each of you (see below).

## GROUP EXPENSES - \$400 EACH

We will be incurring certain group expenses that each participant has paid a pro rata share of in advance when we collected **\$400 from each of you.** This money will be used to pay your pro rata share of:

- Group meals, box lunches, bus snacks, etc.
- Guest meals (we will reimburse those designated Table Hosts who treat our local hosts to meals). NOTE: when the group breaks up for the individual restaurant meals on Wednesday evening and you split the bill make **CERTAIN YOU HAVE CASH TO PAY YOUR SHARE AND IF YOU ORDER ALCOHOLIC BEVERAGES (WINE, BEER OR MIXED DRINKS), YOU SHOULD PAY COMPLETELY FOR THESE AND NOT EXPECT THOSE WHO DO NOT IMBIBE TO PAY A SHARE!!!!** This has occasionally been a problem, so be exceedingly mindful of your personal responsibility in this matter.
- Conference room rentals
- Bus/van rental, driver rooms & gratuities, van & car travel expenses
- Guides, group meals, incidentals
- Gifts & gratuities for our hosts

## TRANSPORTATION

Most of us will be traveling on a Le Bus Luxury Coach. Others will be traveling by van or car. **It is expected that Leadership Class participants will ride the bus;** other participants have been assigned to the bus and vans so read the **Transportation Assignment list.** Please watch your own luggage and know where it is. Let's not lose luggage or strand anybody without a ride (it has happened).

Box lunches and snacks will be provided on the bus & van ride out, but for environmental reasons, **we will not provide individual disposable water bottles. Please bring your own reusable water bottle!**

***You will be responsible for checking in and checking out of the hotels.*** We have provided the hotels with a rooming list and guaranteed the rooms and rates. ***They should have your reservations ready and all you need to do is present your credit card. Please make certain you personally settle your own hotel bill.***

## DROP OFF & PICK UP

***The bus & vans will depart from the parking area at the Quinn's Junction Fields 8:00 AM.*** It is best if you can get yourself and your luggage dropped off near the bus by no later than ***7:45 AM***. If you need to park your car for the duration of the tour, first drop your luggage off by the bus, and then park in an available space. (If for any reason you are issued a parking ticket, we will take care of it upon return). ***There are restrooms available near the parking lot.***

## BRIEFING & DEBRIEFING

- **Briefing:** we will distribute final information on Wednesday morning, May 17, at 7:45 AM in front of the bus. We will go over any last-minute changes and instructions, answer questions and hand out your ***name tags*** which you **MUST WEAR** at all times during CityTour. We will then load the bus and vans and depart ***no later than 8:00 AM***. The schedule is very tight and the trip long (probably 8+ hours to Fort Collins with a stop for lunch), so please, ***please be ON TIME and place your luggage on the bus and vans as assigned!!!***
- **Debriefing:** SATURDAY AFTERNOON, May 20 from ***4:30-6:00 PM***. The debriefing is one of the most important aspects of CityTour. It is a chance to share what we have seen and learned and compile a comprehensive list of the most important ideas to 'take home' to Park City and share with our community. These notes are distributed community-wide on our return and help us prepare an 'action agenda. ***ATTENDANCE IS MANDATORY!*** Ideas gleaned from past CityTours' include the Rail-Trail and other trail programs, arts tax, affordable housing, open space bonds, public arts program, ice rink, land trusts, downtown redevelopment, sustainability, government reorganization, and many, many others.

WE LOOK FORWARD TO HAVING YOU JOIN US ON CITYTOUR 2023!

Paige Galvin, CityTour Administrator: 385-232-6848  
Myles Rademan, CityTour, Coordinator: 435-901-8778

***Address additional questions prior to departing to Paige Galvin at 435-615-5186,  
[paige.galvin@parkcity.org](mailto:paige.galvin@parkcity.org)***

# PARTICIPATION LIST

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Bill	Ciraco	<a href="mailto:bill.ciraco@gmail.com">bill.ciraco@gmail.com</a>	Retired Finance/ Activist
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Jenn	Silva	<a href="mailto:business@parkcityshows.com">business@parkcityshows.com</a>	Egyptian Theatre Director of Operations
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Julia	Geisler	<a href="mailto:jdawngeisler@gmail.com">jdawngeisler@gmail.com</a>	PC Yoga Adventures Owner

# PARTICIPATION LIST

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Paige	Galvin	<a href="mailto:paige.galvin@parkcity.org">paige.galvin@parkcity.org</a>	Leadership Park City Administrator
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Sarah	Mangano	<a href="mailto:Sarah.mangano@parkcity.org">Sarah.mangano@parkcity.org</a>	PCMC Human Resources
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Tana	Toly	<a href="mailto:Tana.toly@parkcity.org">Tana.toly@parkcity.org</a>	PC Council Member/Small Business Owner
Tanzi	Propst	<a href="mailto:Tanzi.propst@parkcity.org">Tanzi.propst@parkcity.org</a>	PCMC Community Engagement
Tiffanie	Northrup-Robinson	<a href="mailto:Trobinson@summitcounty.org">Trobinson@summitcounty.org</a>	Summit County Planning
Timothy	Higdon	<a href="mailto:thigdon@hhf.org">thigdon@hhf.org</a>	Pres/CEO Hearing Health Foundation
Virginia	Solomon	<a href="mailto:virginia.solomon@gmail.com">virginia.solomon@gmail.com</a>	Art History Professor/Mtn Bike Skills Coach

# TRANSPORTATION ASSIGNMENTS

## BUS LIST (44 PEOPLE):

Alex Roy	Emma Garrard	Katie Manhart	Paige Galvin
Ann Bloomquist	Helen Davies	Kris Campbell	Patty Littlejohn
Bill Ciraco	Jaelee Watanabe	Kristin Tabke	Paul Price
Brandi Connolly	Jamo O'Reilly	Lance Sharp	Rick Brough
Bridget Hayes	Jenn Silva	Levi Jensen	Scott van Hartesvelt
Browne Sebright	John Robertson	Lily Chirico	Shari Noteware
Carly Coyle	Jose Chacon	Lorraine Stuecken	Spencer Cawley
Clayton Scrivner	Julia Geisler	Matthew Melville	Steven Angerosa
Debbie Sebek	Junior Vieyra	Mya Drexler	Tanzi Propst
Elyse Kats	Kai Czajka	Myles Rademan	Timothy Higdon
Emily Quinton		Natalie McHale	Virginia Solomon

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## VAN #1 (7 PEOPLE):

Matt Dias – Driver  
Bob Sertner  
Caroline Rodriguez  
Jennifer Wesselhoff  
Sarah Mangano  
Shayne Scott  
Tana Toly

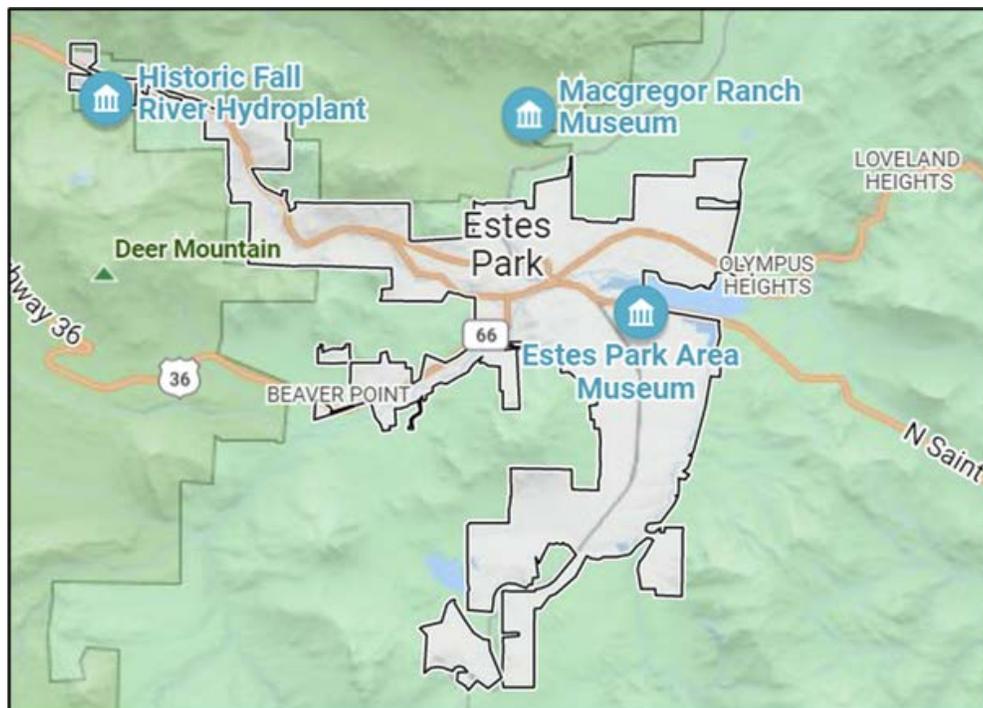
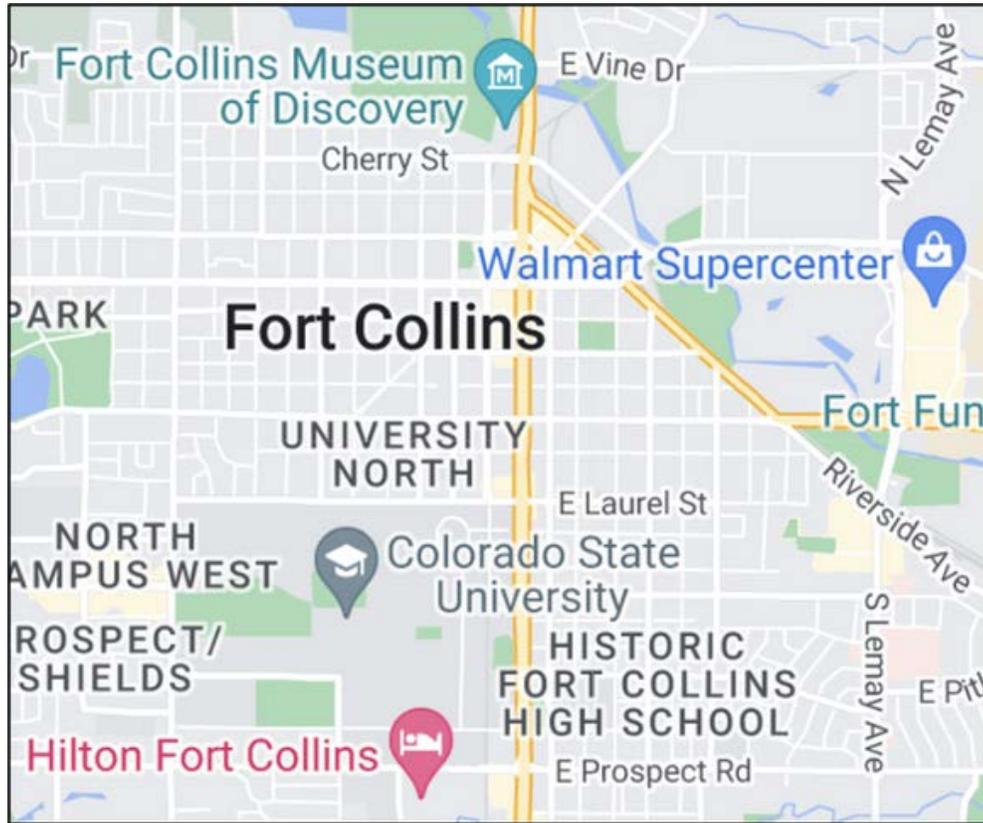
## VAN #2 (7 PEOPLE):

Jenny Diersen – Driver  
Betsy Wallace  
Janna Young  
JJ Trussell  
Melissa Hardy  
Nann Worel  
Tiffanie Northrup-Robinson

## OTHER (3 PEOPLE):

Brooks Kirchheimer  
Diego Zegarra  
Meredith Reed

# MAPS



# ROOMING LIST

## SINGLE ROOMS (26)

Betsy Wallace  
 Bill Ciraco  
 Bob Sertner  
 Bridget Hayes  
 Brooks Kirchheimer  
 Caroline Rodriguez  
 Clayton Scrivner  
 Jamo O'Reilly  
 Janna Young  
 Jennifer Wesselhoff  
 Matt Dias  
 Matt Melville  
 Melissa Hardy  
 Meredith Reed  
 Myles Rademan  
 Nann Worel  
 Paige Galvin  
 Paul Price  
 Rick Brough  
 Scott van Hartesvelt  
 Shayne Scott  
 Tana Toly  
 Tiffanie Northrup-Robinson  
 Timothy Higdon  
 Bus Driver

## DOUBLE ROOMS (16/32)

Debbie Sebek  
 Tanzi Propst  
 Lily Chirico  
 Brandi Connolly  
 Shari Noteware  
 Helen Davies  
 Emily Quinton  
 Lance Sharp  
 Julia Geisler  
 Kristin Tabke  
 John Robertson  
 Jose Chacon  
 Sarah Mangano  
 JJ Trussell  
 Browne Sebright  
 Levi Jensen

Jenn Silva  
 Jaelee Watanabe  
 Elyse Kats  
 Virginia Solomon  
 Ann Bloomquist  
 Katie Manhart  
 Natalie McHale  
 Steven Angerosa  
 Emma Garrard  
 Carly Coyle  
 Kris Campbell  
 Junior Vieyra  
 Jenny Diersen  
 Kai Czajka  
 Alex Roy  
 Spencer Cawley

## TRIPLE ROOM (1/3)

Mya Drexler  
 Patty Littlejohn  
 Lorraine Stuecken

# FORT COLLINS RESTAURANTS

1	Austin's American Grill	100 W. Mountain Ave	5	Penrose Taphouse & Eatery	216 N. College Ave.
Table Host: Nann Worel	Jennifer Wesselhoff		Table Host: Jenny Diersen	Carly Coyle	
	Patty Littlejohn			Kris Campbell	
	Tiffanie Robinson			Brandi Connolly	
	Shari Noteware			Tana Toly	
	Janna Young			Kristin Tabke	
	Jaelee Watanabe			Melissa Hardy	
	Steve Joyce				
2	The Emporium Kitchen	111 Chestnut St	6	Union Bar & Soda Fountain	250 Jefferson St.
Table Host: Matt Dias	Caroline Rodriguez		Table Host: Sarah Mangano	Bus Driver	
	Julia Geisler			Jamo O'Reilly	
	Steven Angerosa			Paul Price	
	Kai Czajka			Virginia Solomon	
	Brooks Kirchheimer			Elyse Kats	
	Emily Quinton			Tanzi Propst	
	Clayton Scrivner				
3	Jax Fish House	123 N. College Ave.	7	Stuft Burger Bar	210 S. College Ave.
Table Host: Paige Galvin	Bill Ciraco		Table Host: John Robertson	Junior Vieyra	
	Timothy Higdon			Bridget Hayes	
	Debbie Sebek			Jenn Silva	
	Helen Davies			Matt Melville	
	Meredith Reed			Levi Jensen	
	Browne Sebright			Emma Garrard	
	Betsy Wallace				
4	The Still Whiskey Steaks	151 N. College Ave.	8	Comet Chicken	126 W. Mountain Ave.
Table Host: Shayne Scott	JJ Trussell		Table Host: Alex Roy	Bob Sertner	
	Lance Sharp			Lorraine Stuecken	
	Ann Bloomquist			Mya Drexler	
	Lily Chirico			Jose Chacon	
	Scott van Hartesvelt			Natalie McHale	
	Katie Manhart			Spencer Cawley	
	Myles Rademan			Rick Brough	

# FORT COLLINS RESTAURANTS AND BREWERIES



## RESTAURANTS WITHIN WALKING DISTANCE

Panino's Italian Restaurant is directly across the street from our hotel..... (970) 498-8292

Mi Sushi is located about a block down **Prospect Rd.** to the east..... (970) 461-7771

Black Bottle Brewery is east on **Prospect Rd.** Serving up great craft beer..... (970) 493-2337

Snack Attack is located south on **College Ave.** from **Prospect Rd.** east..... (970) 825-5989

Raising Cane's Chicken Fingers is a couple blocks South on **College Ave.**..... (970) 482-1812

Totally 80's Pizza is located south on **College Ave.** immediately on the right.... (970) 867-5309

Taqueria Los Comales is just east on **Prospect Rd.** near **Black Bottle Brewery.** (970) 407-9998

Silver Mine Subs is located next to **Totally 80's Pizza** on **College Ave.**..... (970) 498-9800

Bawarchi Biryani's is next to **Black Bottle Brewery,** serving Indian cuisine..... (970) 682-1521

Music City Hot Chicken is near **Black Bottle Brewery,** east on **Prospect Rd.**..... (970) 286-2309

Café Vino located north on **College Ave.** from **Prospect Rd.** east ..... (970) 212-3399

# FORT COLLINS RESTAURANTS AND BREWERIES

Restaurant Name	Type	Address	Phone
☆ Stuff	Burger Bar	210 S. College Ave	970-484-6377
☆ Lucile's	Cajun/Creole	400 S. Meldrum St.	970-224-5464
☆ Beau Jo's	Pizza	205 N. College Ave.	970-498-8898
☆ Cheba Hut	Sandwiches	104 E. Laurel St.	970-482-7267
☆ Crown Pub	American Pub	134 S. College Ave.	970-484-5929
☆ Yampa	Sandwiches	140 N College Ave	970-482-6913
☆ Blue Agave	Southwestern	201 S College Ave	970-631-8076
☆ Krazy Karl's	Pizza	1124 W. Elizabeth St.	970-224-2000
☆ Rodizio Grill	Brazilian	200 Jefferson St.	970-482-3103
☆ Sonny Lubick's	Steakhouse	115 S. College Ave.	970-484-9200
☆ Restaurant 415	American	415 S. Mason St.	970-407-0415
☆ Silver Grill Café	Breakfast	218 Walnut St.	970-484-4656
☆ Verns	American	4120 W Rd 54 G	970-482-5511
🚶☆ Music City Hot Chicken	American	111 W. Prospect Rd.	970-286-2309
🚶☆ Panino's	Italian	310 W. Prospect Rd.	970-498-8292
🚶☆ Café Vino	Tapas	1200 S. College Ave	970-212-3399
🚶☆ Mi Sushi	Sushi	200 W Prospect Rd.	970-461-7771
🚶 Bawarchi Biryani's	Indian	1611 S. College Ave.	970-682-1521
🚶 Taqueria Los Comales	Mexican	111 W Prospect Rd # A	970-407-9998
🚶 Black Bottle Brewery	Brewery	1611 S College Ave.	970-493-2337
Ace Gilletts	Jazz Lounge	239 S. College Ave.	970-449-4797
Austin's American Grill	American	100 W. Mountain Ave.	970-224-9691
Avagadros Number	American	605 S Mason St.	970-493-5555
Backporch Café	Breakfast	1101 East Lincoln Ave.	970-224-2338
Bann Thai	Thai	2721 Council Tree Ave.	970-377-1282
Big Al's Burgers and Dogs	American	140 W. Mountain Ave.	970-232-9815
Big City Burrito	Mexican	510 S. College Ave.	970-482-3303
Café Bluebird	Breakfast	524 W. Laurel St.	970-484-7755

☆ - Staff Favorite

🚶 - Walking Distance

# FORT COLLINS RESTAURANTS AND BREWERIES

Canino's	Italian	613 S. College Ave.	970-493-7205
Coopersmith's	American Pub	5 Old Town Square	970-498-0483
Ginger and Baker	American	359 Linden St.	970-223-7437
Jaws	Sushi	1205 W. Elizabeth St.	970-682-2678
Jax Fish House	Seafood	123 N. College Ave.	970-682-2275
Jay's Bistro	Fine Dining	135 W. Oak St.	970-482-1876
Lucky Joe's	Irish Pub	25 Old Town Square	970-493-2213
Lulu's	Asian Bistro	117 S. College Ave.	970-419-3388
Moe's Original BBQ	Barbeque	181 N. College Ave.	970-482-7675
Nicks	Italian	1100 S College Ave.	970-631-8301
Penrose Taphouse	American	216 N College Ave.	970-672-8400
Rainbow	Vegetarian/Vegan	212 W. Laurel St.	970-221-2664
Rare Italian	Italian	101 S. College Ave.	970-294-4544
Rio Grande	Mexican	143 W. Mountain Ave.	970-224-5428
Rise! A Breakfast Place	Breakfast	2601 S. Lemay Ave.	970-672-8647
Sally's Kitchen	Chinese	4727 S. Timberline Rd.	970-377-4112
Scrumpy's	Bar and Pub	215 N. College Ave.	970-682-1944
Smokin Fins	Seafood	327 E. Foothills Pkwy	970-427-8800
Snooze	Breakfast	144 W. Mountain Ave.	970-482-9253
Taj Mahal	Indian	148 W. Oak St.	970-493-1105
Tasty Harmony	Vegetarian/Vegan	160 W. Oak St.	970-689-3234
The Cache	Fine Dining	359 Linden St.	970-223-7437
The Moot House	American	2626 S. College Ave.	970-226-2121
The Still Whiskey Steaks	Steakhouse	151 N. College Ave.	970-294-4360
The Waffle Lab	Breakfast	130 W Olive St.	970-232-9433
Torchy's Tacos	Mexican	3280 S. College Ave.	970-223-6457
Town Pump	Bar	124 N. College Ave.	970-493-4404
Union	American	250 Jefferson St.	970-825-5558
Walrus Ice Cream	Ice cream	125 W Mountain Ave	970 482-5919
The Post Chicken & Beer	American	1002 S College Ave	970-287-5002

# FORT COLLINS RESTAURANTS AND BREWERIES

<b>Fort Collins Breweries</b>	
<b>Brewery Name:</b>	<b>Location:</b>
Zwei Brewing	4612 S. Mason St.
Maxline Brewing	2724 McClelland Dr.
New Belgium Brewery	500 Linden St.
Odell Brewing Co.	800 E. Lincoln Ave.
SweetWater Beer Co.	1020 E. Lincoln Ave.
Black Bottle Brewery	1611 S. College Ave.
Equinox Brewing	133 Remington St.
Crooked Stave Taproom	225 Pine St.
Funkwerks	1900 E. Lincoln Ave.
Jessup Farm Barrel House	1921 Jessup Dr.
Rally King Brewing	1624 S. Lemay Ave.
Horse & Dragon Brewing Co.	124 Racquette Dr.
Snowbank Brewing	225 N. Lemay Ave.
Purpose Brewing & Cellars	4025 S. Mason St.
Intersect Brewing	2160 W. Drake Rd.
Gilded Goat Brewing Co.	3500 S. College Ave.
DC Oaks Brewhouse & Eatery	3581 E. Harmony Rd.
Envy Brewing	3027 E. Harmony Rd.
Ramskeller Brewery	1101 Center Ave. Mall (Lory Student Center)
Coopersmith's Pub & Brewery	5 Old Town Square
Anheuser-Busch Brewery	3823 Mountain Vista Dr.

# FINANCIAL MATTERS AND EXPENSES

CityTour 2023 will cost approximately \$800-\$1000 per person assuming double occupancy and moderate personal dining and extracurricular habits. Each participant has paid \$400 in advance to cover “group expenses”. If something is not designated a “group expense” it will be a “personal expense” and you are required to pay for it on your own. We have secured the best possible government group rates for the hotels and group meals. The following breakdown of activities will help clarify expenses:

## GROUP EXPENSES (covered from the \$400 deposit collected from you)

- Bus & Van Transportation (including driver’s room and gratuity)
- Meeting Room Rentals
- Guest Meals (these will be reimbursed to the Table Hosts)
- Misc. Group Expenses (tips, extra meals, snacks, host gifts)
- Following Meals are covered as **‘group expenses’** from your \$400 CityTour deposit
  - Wednesday - snacks on the bus/vans and ‘box lunches’
  - Thursday:
    - Coffee, snacks, and lunch in Fort Collins
    - Dinner in the Agave Room, Rio Grande Restaurant
  - Friday:
    - Coffee break in Estes Park
    - Dinner at Sylvan Dale Ranch in Loveland, CO
  - Saturday - snacks at debriefing at hotel

## PERSONAL EXPENSES

- Hotel rooms & taxes (will be paid on your credit card as you check in & out)
  - Hilton Hotel: 4 nights @ approx. \$130/night: single (\$65/person sharing a double) = \$520 (\$260 shared)
- **ALL** alcohol, recreation and private entertainment (please pay for all your own alcoholic beverages)
- Meals:
  - Breakfast each day if desired
  - Wednesday - small group dinners at assigned local restaurants in Ft. Collins
  - Saturday - all meals as desired
  - Sunday - lunch on the road if desired

## CITY TOUR EXPENSE CALCULATIONS

- Group Expense Deposit = \$400
- Rooming costs if shared = \$260.00
- Total = \$660.00**
- Estimated CityTour Cost = \$800-\$1000
- **Personal Expenses = \$120-\$340**

# BUDGET

INCOME (approx.) 58 X \$400 = **\$23,200**

## EXPENSES

### WEDNESDAY

Bus	\$6,500
Driver Room	\$ 550
Box lunch on the road 59X\$20 =	\$1,180
Guest dinners at dine around (16X\$75)	\$1,200

### THURSDAY

Coffee Break (65X\$10) =	\$ 650
Lunch at YAMPA (65x\$20) =	\$1,300
Dinner at Rio Grande, Agave Room (65X\$70)	\$4,550

### FRIDAY

Coffee Break (65X\$10) =	\$ 650
Lunch (65 X \$20)	\$1,500
Dinner at Sylvan Dale Guest Ranch ( 65X\$50) =	\$3,200

### SATURDAY

DEBRIEF Room Rent & Snacks (35x\$25) =	\$1,000
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### SUNDAY

Financial Aid	\$1,000
Gas for Vans	\$ 500
Contingencies (ALS Interpreters)	\$1,500

**TOTAL EXPENSES** **\$25,280**

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**Deficit** **\$2,080**

# HISTORY OF CITYTOUR

For the past 36 years groups from Park City and Summit County have traveled the West visiting communities experiencing rapid growth and/or tourism & recreation development. Our goal is to share information and learn from their successes and experiences. These tours are highly informative and, in many cases, eye-opening. We have visited Aspen, Telluride, Crested Butte, Dillon, Durango, Grand Junction, Breckenridge, Flagstaff, Sedona, Vail, Jackson, Ketchum, Sun Valley, Boulder, Steamboat Springs, Moab, Taos, Santa Fe, Missoula, Boise, McCall, Livingston, Bozeman, Helena, Fort Collins, Estes Park, Central City, Lake Tahoe, Seattle, Vancouver, Whistler, and Las Vegas. Each of these communities has graciously received our group. Open and honest discussions with our counterparts have been mutually beneficial and rewarding. In many instances, things we learned have influenced how we do business in Park City and imbued us with a renewed sense of vision, energy, and mission. We gained valuable perspectives and made many new friends along the way.

Participants on CityTour represent a cross-section of public officials, often including the Mayor and City Council, County Council, members of boards and commissions (Planning Commission, Historic Review Board, Parks Advisory Board, etc.) as well as key members of our city and county staffs, including the City and County Managers and various Department Heads. In addition, the Chamber/Bureau and business and corporate leaders, and other community groups, like the Board of Realtors, Historic Park City Alliance, and non-profit, environmental and citizen groups have joined us. Our local Leadership Park City class and the media also accompany us. Our goal is to travel with as many viewpoints represented as space permits. Our groups typically number 60-70 participants.

In each community, we schedule meetings and activities to foster discussion and networking. Our aim is to encourage two-way communication and consequently, we travel to both learn and share. Many times, we in Park City have particular expertise dealing with issues that a host community is experiencing, and sharing our knowledge is seen as a valuable part of our visit. We also find that extended professional and citizen activist networks develop which prove worthwhile. Because Park City helped host the 2002 Olympic Winter Games and is again bidding to host the 2030 or 2034 Olympic Winter Games, as well as hosting the annual Sundance Film Festival, many communities are interested in how we plan and execute these signature worldwide events.

The majority of our tour participants pay their own expenses, which is approximately \$800+. We travel by bus, van, and car and share rooms whenever possible to foster intra-group communication. We also treasure the opportunity to debrief and process what we learn and experience, and this debriefing results in an 'action agenda' which we bring back to Park City for reflection and implementation.

For additional information contact Myles C. Rademan: 435-901-8778 or [myles@parkcity.org](mailto:myles@parkcity.org).

# CITYTOUR DESTINATIONS

YEAR	DESTINATIONS
1987	Aspen, CO
1988	Sun Valley, ID & Jackson Hole, WY
1989	North Lake Tahoe, CA
1990	Crested Butte, CO
1991	Ft Collins & Boulder & Estes Park, CO
1992	Seattle, WA & Vancouver & Whistler, BC
1993	Telluride & Durango & Silverton, CO
1994	Vail & Breckenridge, CO
1995	Truckee & South Lake Tahoe, CA
1996	Boise & Sun Valley, ID
1997	Albuquerque & Santa Fe & Taos, NM
1998	Helena & Missoula, MT
1999	Crested Butte & Glenwood Springs & Aspen
2000	Flagstaff & Sedona, AZ
2001	Telluride & Durango, CO
2002	Bozeman & Livingston, MT
2003	Grand Junction & Steamboat Springs, CO
2004	Vail & Aspen, CO

YEAR	DESTINATIONS
2005	Sun Valley, ID & Jackson Hole, WY
2006	Reno, NV & Tahoe, CA
2007	Moab, UT & Telluride, CO
2008	Boise & McCall & Tamarack, ID
2009	Crested Butte, CO
2010	Bozeman & Big Sky & Yellowstone Club, MT
2011	Ft. Collins & Estes Park, CO
2012	Las Vegas, NV & Brian Head, UT
2013	Ketchum, Sun Valley, ID & Ogden, UT
2014	Vail & Steamboat Springs, CO
2015	Breckenridge, Eagle County & Grand Junction, CO
2016	Aspen, Snowmass Village, Basalt, Carbondale, CO & Vernal, UT
2017	Boulder & Black Hawk, CO
2018	Bozeman, Livingston, MT & Jackson, WY
2019	Crested Butte, Montrose & Grand Junction, CO
2020 and 2021	COVID BREAK
2022	Boise, Hailey, Ketchum/Sun Valley, ID
2023	Fort Collins & Estes Park, CO

1973 – 1986 CITYTOURS WERE ORGANIZED FROM CRESTED BUTTE, CO

## DEBRIEF QUESTIONS

1. What 2-3 ideas, concepts, projects impressed you in each of the communities visited? Why?
2. Can any of these be imported and/or implemented in Park City? Who should take responsibility for making this happen?
3. Did you see or experience anything that you hope doesn't happen in PC?
4. How do you think the communities we visited worked together? Was there a sense of 'regional planning'?
5. Was there collaboration between the counties and local towns/communities?
6. Did you discover any innovative approaches/solutions to problems we also face?
7. Were you impressed with the kind of leadership in our host communities? How about their sense of hospitality?
8. What kind of funding options were being proposed to address common problems?
9. Do you feel that these communities are grappling with growth in a meaningful manner?
  - a. How about affordable housing?
  - b. Transportation & traffic issues?
  - c. Sustainability?
10. Do you feel that CityTour fulfilled its learning, sharing & community-building goals? Any suggestions for the future?



## **EMERGENCY CONTACTS**

- PAIGE GALVIN: 385-232-6848
- MYLES RADEMAN: 435-901-8778
- MATT DIAS: 435-565-0617
- JENNY DIERSEN: 435- 640-5063

# 2011 CITYTOUR IN FORT COLLINS



News in brief & deep in resort valleys of the West  
October 2, 2011

## Peeking out of ski town silos

Annual Park City tours glean ideas, learn mistakes to avoid

by Allen Best

FORT COLLINS, Colo. – Lest anybody be tempted to sleep in on a recent Sunday morning, the trip itinerary for the delegation from Park City marked the debriefing as mandatory. In bold-faced, capitalized letters.

The Park City delegation had just spent three days inspecting the mountain town of Estes Park, at the east entrance to Rocky Mountain National Park, then the university town of Fort Collins. They met with the mayors and economic development planners, toured a brewery, looked at tall buildings and narrow alleys, and hiked and biked paths.

They also looked at co-housing, discussed economic diversification, and in a

hundred ways studied the broad strokes and details of their two host communities.

Not least, they had talked. The library director talked with her counterparts. Had the police chief been along, he would have undoubtedly done the same. And so it was with public arts, affordable housing, and on down the list.

But the Park City group members also talked among themselves. Some were complete strangers at the start of the trip.

Now, while sipping on coffee and orange juice at the Hilton Hotel conference room, the 63 delegates shared their gleanings about community gardens and economic gardening, their discomfort about Estes

Park's aging demographic, and their admiration for the

outreach by Fort Collins to its young university students.

Their mission: to distill their collective experiences into lessons for consumption in Park City. They found plenty.

Although Park City has a strong network of bike trails, Fort Collins seemed better. Some attributed it to a "bike czar," whose salary was funded by grants but whose passion apparently came free.

Several people mentioned being struck by the strong partnership between city government and the university, which sparked musings about what kind of alliance Park City might create in Utah. Still others were inspired by the work in a



Camaraderie of shared experience on the annual tours yields down-the-road benefits to Park City's community fabric as well as ideas of direct relevance. Photo/Myles Rademan.

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subdistrict of Fort Collins called FortZED (zero energy district) to improve demand-side management and energy efficiency and instigate renewable energy.

The annual tour was co-directed by Myles Rademan, the former public affairs director for Park City, who remains with the municipal government in a limited capacity. He has been leading such tours annually at Park City since 1985, first with city staff and officials and then, beginning in 1995, with a leadership class he conducts throughout the year.

Delegates return home with ideas, but they also learn about each other. Park City is small, but not so small that everybody knows each other well. On tour buses and

over breakfast, city officials get to know non-profit directors, business leaders become acquainted with one another in ways they would not ordinarily.

"It's easier to network outside your own zip code," says Mr. Rademan. "Over the years I have seen the results from that in myriad ways.

There's a certain trust and comfort level that has grown."

Among those making the trip to Fort Collins was George Hull, a retired chief pilot for Delta Airlines. He has lived in Park City since 1989, and during the 1990s he chaired the parks and recreation committee. He went on the annual summer

tour several times during those years, and continues to do so, even now, although his involvement in community affairs has diminished.

"On those trips I learned a great deal about trail systems and reconfiguring historic structures, the practical aspects of decorating a main street. Inevitably, you will get good ideas. And you learn some things that would be difficult otherwise. Meeting with a trails group at Lake Tahoe, I heard an explanation for something that was anything but intuitive."

The skateboard park



The "bike library" in old town district of Fort Collins was one item of interest to the Park City delegates.



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illustrates the value. During those 1990s trips, Park City would visit skateboard parks elsewhere, meeting with parks officials but also just lingering to observe. Kids sometimes inquired about their interest, and the Park City group would ask: what do you look for in a skateboard park?

Just as important, says Mr. Hull, the annual tours help avoid mistakes.

"I was hiking with my wife yesterday, and from the trail we could look down on the skateboard park, which has a fence around it. I explained to my wife that we had built a fence stronger than we might have otherwise, based on what we had learned on a tour. Who knows, had we not done so, we might now have a second fence around the park. And at what cost?"

"Therein lies justification for these trips. And that's just one example of where

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I had a parochial interest," says Mr. Hull, who no longer chairs the recreation and parks board.

Like Mr. Rademan, Mr. Hull also points to the value of bonding in what he calls a nice foxhole.

"It really does build teams in a very effective way. If you sit across the table from someone with a little bit of mayonnaise dripping down your chin and talking about items of mutual interest, as well as how many kids you have, it just creates a more lasting relationship."

Adds Mr. Hull: "I'm a big fan of Myles. I think Park City is a measurably better place because Myles lives here and does these things."

Mr. Rademan began organizing such trips when he was planner at Crested Butte, working for Bill Crank, the long-time town manager. That was 1973.

"We rode our bikes over Pearl Pass to Aspen. That's how it started," he explains. "We used to call it the summit tour. We would go have dinner with their mayor. This was even before mountain bikes. We were just riding old-fashioned bikes."

Those weekend jaunts were, he adds, the seed for the Colorado Association of Ski Towns.

Mr. Rademan was recruited to Park City in 1985, in part because of his knowledge of Colorado ski towns. At the time, Colorado ski towns were far more



In addition to a remarkable collection of microbreweries, Fort Collins has deliberately set out to be an incubator for deployment of renewable energy and reduced-energy use buildings. This building has a net-zero energy use, helped by the use of solar collectors over parking spaces.

advanced in their development than Park City.

Participation in tours has grown, but is now capped at about 60 people, about half of them members of the leadership class. (See story on page 5). This year, two city council members, the mayor, the city attorney, an affordable housing specialist, the building maintenance specialist and 8 others from the municipality joined. Their

tab ran \$13,000, according to The Park Record.

A plastic surgeon, an hydrologist, and a restaurateur were among the 15 community at-large members. They paid their own expenses of about \$750 for the five-day trip. Others included a public arts advocate and the Summit County manager.

The largest component was the 31 members of the leadership class that Rademan leads annually. That class is

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entirely subsidized by local governments and businesses. (See accompanying story).

Ages of participants spanned from 17 to 72, including two high school students. Most appeared to be in their 30s to mid-40s. Several speakers on the recent Sunday remarked on this less-wrinkled sheen evident in the crowd. Dana Williams, the mayor of Park City, who has gone on 13 of the annual trips, said it pleased him to see so many young faces. It was getting time, he added, to "go surfing," an allusion to his roots in Southern California.

Whatever the age of delegates, Mr. Rademan sees greater value in a larger group. "You need critical mass," he says. "That makes a big difference, I think." With more feet and eyes, there's more chatter once the group returns to Park City, more advocates to instigate changes.

At first, Mr. Rademan restricted the trip to other ski towns or more broadly to what Ketchum author John Rember, in a 1994 book, called the "Lycra Archipelago." There was some pushback. He remembers the reaction of one city engineer in Park City: "Frankly, my dear, I don't give a damn what they do in Aspen."

Mr. Rademan says he responded: "You should be so lucky. They have done a lot of things right. What you are saying is what you don't want to do. You don't want

Tours have expanded to beyond the "Lycra Archipelago."

historic preservation. You don't want open space."

Park City's itinerary in recent years has expanded to non-skiing towns. Last year, for example, the group visited Bozeman and Livingston, both in Montana. This partly reflects the fact that Park City considers itself a somewhat unconventional ski town. Being just 40 minutes from downtown Salt Lake City, it is also partly a high-end suburb.

Planning for the September tour begins in January with phone calls to the city manager and local chamber of commerce of the potential host communities. If Mr. Rademan finds thin interest, he moves on to other towns. He asks host communities to appoint one or two people to shepherd planning from their end.

"It's not rocket science, but it does take commitment to do it," says Mr. Rademan.

Once the trip is completed, findings are summarized and a report given to the city council.

Through the years, groups from Park City have returned home with new ideas or have reaffirmed the wisdom of older ideas. The community's ice rink, hospital and open space all had roots or reaffirmation in visits to places like Ketchum and Steamboat Springs, says Lisa Silva-Ward, a co-director with Mr. Rademan. She herself took her first tour 15 years ago.



Fort Collins was recently named the third best bicycle commuting town in the United States.

Before they returned to their hotel rooms in Fort Collins to finish packing, Mr. Rademan left the Park City delegation with a parable, which he says he first heard growing up in Pennsylvania. If you go to a well, you do not dig that well. Somebody had done that before. And if you rest in the shade of a tree, you didn't plant that tree.

"And what did you do?" he asked the tour members.

# 2011 CITYTOUR IN FORT COLLINS

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## Leadership classes now an institution

Park City's leadership class this year set out on a campaign to improve community civility. At least some were surprised at a most uncivil response in the blogosphere and letters published in the paper.

It was, says Myles Rademan, the founder and co-director of the annual class, now in its 18<sup>th</sup> year at Park City, a real-life situation. "Most of them walk away from the experience humbled," he says.

In this and many other ways, Mr. Rademan's leadership class tries to prepare existing and aspiring community leaders to move the community ball forward. Sometimes, they learn, the path is strewn with thorns, not roses.

A call for applications is issued in June each year, and for each of the last 10 years more than 100 people have responded. A committee of 25 to 30 people, whose names are not made public, score the applications using set screening criteria.

Leadership classes have been around for at least 40 years, but from the start, Mr. Rademan wanted to make Park City's different than those typically sponsored by chambers of commerce. All members get free tuition. Both city and county government pick up part of the tab, but Rademan also appeals to the chamber



All members of the leadership class go on the late-summer tour, which is also open to city and county employees, as well as the general public. Photo/Myles Rademan

of commerce, banks, lodging and real estate associations, and the three local ski areas for financial support. Altogether, including his salary and a one-quarter-time city staff person, the program costs \$100,000 annually.

Anybody who either lives in Park City or somehow works there is eligible to apply. Mr. Rademan estimates Park City's "service area" at 25,000 residents, with some commuting from Salt Lake City and the bedroom community of Heber City.

George Hull, a retired airline pilot who participated in the leadership class, says that the class does not necessarily yield candidates for public office – although, in fact, most elected officials have gone through the class. Rather, he points to a broader community participation.

"This city is not run by a small clique of people," he says. "It's run by hundreds of people who take on the volunteer responsibilities."

Mr. Rademan got the idea in the 1980s, when he was a fellow in the Kellogg Foundation of Michigan. Others wrote books, but he aspired to help nurture community leadership. After taking steps beginning in 1988, he conducted the first class in 1993. Although not at first, the merits of the class are now broadly accepted. More than 500 people have matriculated.

Sessions are held monthly, starting in October, capped by the annual bus tour to other communities in September.

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The course seeks to help participants understand their own community and its context. For example, in January, the 30 members go to Salt Lake City to meet with the governor, the state attorney general, as well as the lobbyists for Park City and its legislators.

The March session is devoted to a topic of broad concern, this year health-care issues.

April produces a session to help leadership class members understand the news process. Local newspaper, radio, and TV representatives are brought in to talk. A former television correspondent who now lives in Park City, Larry Warren, explains what a TV reporter is thinking as he sets out to investigate a story.

This is capped with what Mr. Rademan describes as a fun and engaging exercise, as class volunteers are "interviewed" in response to some unsettling local news, such as a bus wreck or report of financial malfeasance, by an aggressive reporter from Salt Lake or perhaps a national news organization.

(Full disclosure: Twice I have been paid to speak to this leadership class in my role as someone who keeps track broadly of mountain resort towns).

Each year, classes must conduct a class project. Last year's was food supply, which

included hosting a food festival and a commitment to start a community garden. Another class targeted wind power. This year was civility.

Broad goals of the class are: 1) Build teamwork skills through participation in a team ropes course and the class project; 2) Foster individual skills such as through the media training session; and 3) Impart knowledge about how things work and why, such as through the trip to the Utah Capitol.

There's a fourth, and perhaps squishy, goal of the class: to help pass along community culture.

In a familiar nature vs. nurture debate, some argue that leadership is innate, while others contend it is learned. "I think people have a proclivity for leadership, and they can acquire skills," says Mr. Rademan. "But I am not sure everyone has leadership potential, just as I am not sure everyone is a potential entrepreneur."

It's common to ascribe a great community, says Mr. Rademan, to strong infrastructure and strong leadership. But just as you wouldn't expect bike paths, roads, and other infrastructure to just appear, why would you necessarily expect leaders to show up?

Is leadership innate or learned? Mr. Rademan thinks it's a bit of both.

## Summit County also has leadership program

BRECKENDIGE, Colo. – Colorado's Summit County also has a leadership program. The program is administered through Colorado Mountain College, and it is now in its seventh year.

The Summit Daily News says that the program runs one day each month, from November to June, with each day devoted to local government, economy, education and community issues. The 15 to 20 students partake in panel discussions, listen to local officials, such as representatives of from the Forest Service or Housing Authority.

Bernie Zurbriggen, the former mayor of Frisco, was among those who helped create the program. "People should run, not walk, to enroll in this program," said a recent graduate, Chris Johnson.



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