



AGENDA
CITY OF GLENWOOD SPRINGS
REGULAR CITY COUNCIL MEETING
OCTOBER 3, 2019
101 W. 8TH STREET
6:15 PM

The agenda is subject to *change, including the addition of items 24 hours in advance or the deletion of items at any time.*
The order and times of agenda items listed are approximate and intended as a guideline for the City Council.

TIME	ITEM	PRE-MEETING	ACTION
3:00pm	1. Review of Regular Session Agenda		Information/Discussion
	2. Council Comments/Future Agendas		Information/Discussion
		WORK SESSIONS	Information/Discussion
3:30pm	A. Review of Land Use Scenario Planning Study for Glenwood Springs Municipal Airport Property		Information/Discussion Presentation
5:30pm	B. DDA Work Session and Discussion of the 2020 Budget		Information/Discussion
6:00pm	Meeting Set-up		
		REGULAR SESSION	
6:15pm	1. Roll Call		
	2. Pledge of Allegiance		
	3. Agenda Changes & Conflicts		Information
	4. Citizens Appearing Before Council (for items not on the Agenda-comments limited to 3 minutes)		
	5. Council Comments/ Board and Commission Updates		
6:25pm	6. Consent Agenda		Discussion and/or Action
	<i>All matters under consent are considered to be routine and will be enacted by one motion and vote. The titles will not be read aloud. There will be no separate discussion on these items.</i>		
	A. Ordinance No 26, Series of 2019; An Ordinance of the City of Glenwood Springs, Colorado, Amending Title 050 of the Glenwood Springs Municipal Code to Permit Persons Eighteen Years of Age and Older to Handle Tobacco Products in the Course of Employment (SECOND READING)		
	B. South Red Mountain Design RFP		
	C. Regular Minutes from September 19, 2019 and Special Regular Meeting September 20,2019		
		ACTIONS AND/OR PRESENTATIONS	
6:30pm	7. 2020 Budget		Discussion and/or Action
7:00pm	8. Planning Item #25-19 Consideration of a Major Site/Architectural Plan Review to convert an existing church building into 13 multi-family units. The project includes a 2-lot minor subdivision and land dedication for right-of-way.		Discussion and/or Action
8:30pm	9. Planning Item No. 34-19 Consideration of a Disconnection of the Claudon Property located at 217 Rosebud		Discussion and/or Action

9:00pm	10. Ordinance 27, Series of 2019, An Ordinance of the City of Glenwood Springs, Colorado Disconnecting Real Property from the City of Glenwood Springs (FIRST READING)	Discussion and/or Action
9:10pm	11. Library Presentation	Information/Discussion
9:20pm	12. Annual Museum Activities Update	Presentation
9:30pm	13. City Councilor Use of Social Media Policy	Discussion and/or Action
10:00pm	14. Report from City Administration	Information/Discussion
	A. City Manager	
	B. City Attorney	
	C. Correspondence Incoming/Outgoing	
10:05pm	15. Adjournment	

Future Agenda Items

General and Revenue

- Revenue Generation
 - Progressive water and electric rates
 - Electric Revenue
 - Meadows PIF
 - Code enforcement
- Detox Center
- Attractions/Accommodations Tax
- Housing Policy/Affordable Housing
- Arts Programing
- Special Events
- Strategic Planning

Engineering, Public Works, Transportation and Community Development

- West Glenwood bus service & RFTA
 - Donegan Road Service
- Recycling/Trash Hauling
- Bicycle Improvements
- Cardiff Glen 1 Parking
- Blake Gate

Police

- Ticketing on GA pedestrian bridge
- Graffiti

Parks and Recreation/Cultural Resources

- Future of the Cemetery
- 3 Mile Confluence
- Restoration of River Banks

Fire

- Fire Risk (including camping in BLM land)

Electric/Environmental

- Glenwood Spring Electric Board Discussion/Solar
- Climate Action Plan



AGENDA
CITY OF GLENWOOD SPRINGS
REGULAR CITY COUNCIL MEETING
OCTOBER 17, 2019
101 W. 8TH STREET
6:15 PM

The agenda is subject to *change, including the addition of items 24 hours in advance or the deletion of items at any time.*
The order and times of agenda items listed are approximate and intended as a guideline for the City Council.

TIME	ITEM	PRE-MEETING	ACTION
	1.	Review of Regular Session Agenda	Information/Discussion
	2.	Future Agendas	Information/Discussion
		WORK SESSIONS	Information/Discussion
	A.	Sayre Park Plan	
		Meeting Set-up	
		REGULAR SESSION	
	1.	Roll Call	
	2.	Pledge of Allegiance	
	3.	Agenda Changes & Conflicts	
	4.	Citizens Appearing Before Council (for items not on the Agenda-comments limited to 3 minutes)	
	5.	Council Comments	
	6.	Consent Agenda	
		<i>All matters under consent are considered to be routine and will be enacted by one motion and vote. The titles will not be read aloud. There will be no separate discussion on these items unless a Councilmember or Audience Member so requests.</i>	
		ACTIONS AND/OR PRESENTATIONS	
	7.	Update on Homelessness	Information/Discussion
	8.	Report from City Administration	
		A. City Manager	
		B. City Attorney	
		C. Correspondence Incoming/Outgoing	
	9.	Riparian Setback Considerations	Discussion and/or Action
	10.	Executive Session to Conduct a Conference with the City Manager and City Attorney for the Purpose of Discussing the City's Purchase, Acquisition, Lease, Transfer or Sale of Real Property; Determining Positions Relative to Matters That May be Subject to Negotiations, Developing Strategy for Negotiations, and Instructing Negotiators; and to Conduct a Conference with the City Attorney to Receive Legal Advice in Accordance with C.R.S. 24-6-402(4)(a), (b), and (e) related to	Information/Discussion
	11.	Adjournment	



City Council
STAFF REPORT
City of Glenwood Springs
October 3, 2019

Agenda Item: Review of Land Use Scenario Planning Study for Glenwood Springs Municipal Airport Property

Action Requested: No action requested at this time

Department: Economic and Community Development

Presented By: Trent Hyatt, Senior Planner

Background Info: In early 2018, the City of Glenwood Springs was awarded an \$87,500 Tier I Energy and Mineral Impact Assistance Program grant from the Colorado Department of Local Affairs (DOLA). Since April 30, 2018, the City has been under contract with DOLA to carry out the project. On July 5, 2018, City Council appointed the members outlined below to serve on the project ad-hoc steering committee/project team to provide oversight and guidance.

City Boards/Commissions Representatives:

- Greg Rippy, Airport Commission
- Jonathan Godes, City Council
- Lee Barger, Transportation Commission
- Kathryn Grosscup, Planning and Zoning Commission

City Staff Representatives:

- Terri Parch, City Engineer and Transportation Commission Staff Liaison
- Tanya Allen, Transportation Manager and Airport Commission Staff Liaison
- Gretchen Ricehill, Assistant Economic/Community Development Director
- Trent Hyatt, Senior Planner

Thereafter, the project team selected Gruen Gruen + Associates (GGA) as the lead to provide planning services with support from The Land Studio and SGM to fulfill the scope of work. The total not-to-exceed cost to complete said scope was \$174,500.

Many meetings and outreach have occurred for various facets of the project as outlined and explained below.

October 10, 2018 - Project kick off meeting with City staff and tour of subject property with Airport Manager and Airport Commission representatives

October 11, 2018 - Real Estate/Development/Civic/Housing Community Stakeholders
November Outreach Interviews

October/November 2018 - Airport User Survey

December 6, 2019 - City Council Work Session/Review of Project Purpose/Scenario Evaluation
Criteria/Airport User Survey

February 14, 2019 - Project Advisory Team Meeting to Review Scenarios

March 6, 2019 - Community Public Meeting/Presentation of Scenarios

March/April 2019 - Neighborhood Survey

August 9, 2019 - Project Advisory Team Meeting to Review Final Report

October 3, 2019 - Presentation of Final Report to City Council

The final report is broken down into the various chapters which include an existing conditions & site assessment (Chapter II), land use market reconnaissance (Chapter III), explanation of the land use

scenarios (Chapter IV), a land use development feasibility analysis (Chapter V), and an economic/fiscal/community benefits review (Chapter VI). The report is attached for your review and consideration. An executive summary is provided in Chapter I.

Issues:

The consultants and project advisory team has addressed various issues and/or concerns brought forth by groups interested in the study. Attached is a spreadsheet which identifies many of the concerns and in some cases documents where the report addresses the various issues directly.

Staff Recommendation:

No recommendation from staff is provided at this time.

LAND USE SCENARIO PLANNING STUDY FOR THE GLENWOOD SPRINGS AIRPORT PROPERTY

To

CITY OF GLENWOOD SPRINGS

From

GRUEN GRUEN + ASSOCIATES

Urban Economists, Market Strategists & Land Use/Public Policy Analysts

In Association With

THE LAND STUDIO & SGM

C1521

August 2019



LAND USE SCENARIO PLANNING STUDY FOR THE GLENWOOD SPRINGS AIRPORT PROPERTY

To

CITY OF GLENWOOD SPRINGS

From

GRUEN GRUEN + ASSOCIATES

Urban Economists, Market Strategists & Land Use/Public Policy Analysts

In Association With

THE LAND STUDIO & SGM

C1521

APPLYING KNOWLEDGE

CREATING RESULTS

ADDING VALUE

August 2019

©2019 Gruen Gruen + Associates. Do not reproduce without written permission from Gruen Gruen + Associates.

TABLE OF CONTENTS

CHAPTER I: EXECUTIVE SUMMARY

Introduction & Work Completed	1
Findings & Conclusions	4
Land Use Scenarios	10
Development Economics of Land Use Scenarios	12
Cost-Benefit Assessment.....	15

CHAPTER II: EXISTING CONDITIONS & SITE ASSESSMENT

Existing Conditions	20
Public Infrastructure Assessment	26

CHAPTER III: LAND USE MARKET RECONNAISSANCE

Introduction	34
Key Findings and Basic Conclusions	36
Aviation Land Uses	41
Municipal Uses	48
Retail/Commercial Uses	49
Employment (Office and Industrial) Uses.....	54
Residential Uses.....	60

CHAPTER IV: LAND USE SCENARIOS

Land Use Scenario Overview	70
Scenario 1: Expanded Aviation	73
Scenario 2: Mixed-Use Village	76
Scenario 3: Residential Village	79

CHAPTER V: LAND USE SCENARIO DEVELOPMENT FEASIBILITY

Introduction	84
Feasibility Conclusions	86
Land Development Costs	90
Expanded Aviation Land Use Scenario	92
Assumptions Utilized to Estimate Residual (Finished Lot) Land Values for Uses Included in Scenarios 2 (Mixed-Use Village) and Scenario 3 (Residential Village)	96

CHAPTER VI: ECONOMIC, FISCAL, AND COMMUNITY BENEFITS

Economic Impacts of Land Use Scenarios	106
Fiscal Benefits of Land Use Scenarios	109
Additional Community Cost-Benefit Considerations	111

Appendix A: Airport User Survey Results.....	114
Appendix B: Neighborhood Survey Results	120

LIST OF TABLES

Table I-1:	Estimated Gross Residual (Finished Lot) Land Value for Mixed-Use Village.....	12
Table I-2:	Estimated Net Residual Land Value for Mixed-Use Village	13
Table I-3:	Estimated Gross Residual (Finished Lot) Land Value for Residential Village.....	14
Table I-4:	Estimated Net Residual Land Value for Residential Village	14
Table I-5:	Annual On-going Economic Impact of Land Use Scenarios on the Garfield County Economy.....	15
Table I-6:	City Fee and Tax Revenues Generated by each Land Use Scenario	16
Table II-1:	Existing Airport Facilities.....	21
Table II-2:	Airport Operating Revenues and Expenses.....	22
Table II-3:	Study Area Land Summary	22
Table III-1:	Infrastructure at Airports within 90-Minute Drive Time of Glenwood Springs	43
Table III-2:	Operational Capacity at Airports within 90-Minute Drive of Glenwood Springs.....	44
Table III-3:	City of Glenwood Springs Employment by Sector	55
Table III-4:	Number of Firms, by Size, in Traditional Office Space-Using Sectors	55
Table III-5:	City of Glenwood Springs Population, Household, and Housing Unit Growth	61
Table III-6:	City of Glenwood Springs Households by AMI, Housing Tenure, and Cost-Burden Rate.....	62
Table III-7:	Glenwood Springs Apartment Market Trends.....	63
Table III-8:	Owner-Occupied Housing Price Ladder in Garfield County.....	64
Table III-9:	Glenwood Springs For-Sale Market Transactions and Pricing Trends.....	65
Table III-10:	Projected Household Growth in Garfield County by Household Age and Type	66
Table III-11:	Glenwood Springs Current Share of Countywide Households by Age and Type of Housing	67
Table III-12:	Order-of-Magnitude Housing Demand Projection for Glenwood Springs	67
Table IV-1:	Allocation of Land Area by Use.....	72
Table IV-2:	New Aviation Building Space	73
Table IV-3:	Mixed-Use Village Land Use Program and Yields.....	76
Table IV-4:	Residential Village Land Use Program and Yields.....	79
Table V-1:	Estimated Gross Residual (Finished Lot) Land Value for Mixed-Use Village.....	85
Table V-2:	Estimated Net Residual Land Value for Mixed-Use Village	86
Table V-3:	Estimated Gross Residual (Finished Lot) Land Value for Residential Village.....	87
Table V-4:	Estimated Net Residual Land Value for Residential Village	88
Table V-5:	Land Development Cost Estimates	89
Table V-6:	Annual Net Income from Expanded Aviation Scenario	91
Table V-7:	Estimated Capital Improvement Costs for Expanded Aviation Scenario	92
Table V-8:	Funding Capacity of Net Annual Revenue Increase	93
Table V-9:	Estimated Sale Revenues from Prototypical Single-Family Units.....	95
Table V-10:	Estimated Vertical Development Cost for Prototypical Single-Family Units.....	96
Table V-11:	Estimated Finished Lot Land Values for Single-Family Units	97
Table V-12:	Market Parameters for Prototypical Light Industrial and Retail Uses	97
Table V-13:	Estimated Vertical Development Costs for Light Industrial and Retail Uses.....	98
Table V-14:	Investment and Financing Assumptions for Light Industrial and Retail Uses.....	99
Table V-15:	Gross (Before Land Development Costs) Residual Land Values	99
Table V-16:	Market Parameters for Prototypical Multi-Family Uses	100
Table V-17:	Estimated Vertical Development Costs for Multi-Family Uses	101
Table V-18:	Investment and Financing Assumptions for Multi-Family and Vertical Mixed-Use.....	102
Table V-19:	Residual Land Values for Multi-Family and Vertical Mixed-Use	102
Table VI-1:	Annual Economic Impacts on Garfield County	106
Table VI-2:	Annual Tax Revenue Attributable to Land Use Scenarios at Build-out	107
Table VI-3:	One-Time Tax and Fee Revenue Attributable to Land Use Scenarios.....	108

LIST OF TABLES, CONTINUED

Table A-1:	Employment Status of Respondents	112
Table A-2:	Number of Based Aircraft.....	113
Table A-3:	Airport Users with On- and Off-Airport Employment	113
Table A-4:	Off-Airport Employment	114
Table A-5:	Amount of Non-Residential Building Space Occupied Off-Airport.....	114
Table A-6:	Flights Made by Vendors/Clients to Visit Respondents in Glenwood Springs.....	115
Table A-7:	Flights Made by Respondents to Transport Leisure Visitors to Glenwood Springs.....	115
Table A-8:	Total Room Nights Booked (2017) by Leisure Travelers Transported by Airport Users	116
Table A-9:	On-Airport Expenditures (2017)	116
Table A-10:	Weighted Score of Preferred Airport Improvements/Enhancements.....	117
Table A-11:	Use of Airport if Most Important Improvements Were Made	117
Table B-1:	Survey Sample Characteristics	119
Table B-2:	In Favor of Expanded Aviation Scenario	120
Table B-3:	In Favor of Mixed-Use Village Scenario	120
Table B-4:	In Favor of Residential Village Scenario	120
Table B-5:	Respondents in Favor of Land Use Scenarios by Presence of Children	121
Table B-6:	Land Use Scenario Preference Summary.....	121
Table B-7:	Average Rating of Neighborhood Enhancement Factors.....	122
Table B-8:	Length of Time at Current Residence.....	122
Table B-9:	Resident Neighborhood	123
Table B-10:	Number of People Residing in Household	123
Table B-11:	Employment Status of Respondents	123

LIST OF FIGURES AND MAPS

Figure I-1:	Land Use Scenario Overview.....	10
Figure III-1:	Weighted Score of Preferred Airport Enhancements.....	46
Figure III-2:	Real Taxable Retail Sales in Glenwood Springs by Category, 2008-2017	50
Figure III-3:	Work-from-Home Employment in Garfield County (2017 Estimate).....	56
Figure III-4:	Estimated Glenwood Springs Industrial Space Inventory by Year Built	58
Figure III-5:	City of Glenwood Springs Households by Housing Type and Tenure, 2010-2017	61
Figure III-6:	Fair Market Rents by Bedroom in Garfield County, 2009-2019	64
Figure III-7:	New Construction Single-Family Sales Prices	65
Figure IV-1:	Land Use Scenario Overview.....	71
Figure IV-2:	Expanded Aviation Scenario Land Use Diagram	75
Figure IV-3:	Mixed-Use Village Scenario Land Use Diagram.....	78
Figure IV-4:	Residential Village (Scenario 3a) Land Use Diagram	81
Figure IV-5:	Residential Village (Scenario 3b) Land Use Diagram	82
Map II-1:	Existing Airport Layout	20
Map II-2:	Scenario Planning Study Area and Property Ownership.....	23
Map II-3:	City-Owned Property in Relation to Slopes and Floodways	25
Map II-4:	Existing Water and Wastewater Infrastructure	29
Map II-5:	Proposed Roadway Alignments and Potential Access Points.....	32
Map III-1:	Population Density and Lodging Uses in Relation to Airport Property	52

ACKNOWLEDGMENTS

While the authors take 100 percent responsibility for the content and conclusions of the study, the analysis and report could not have been prepared without the assistance of many others. It is not possible to cite all of those who have offered data and insights, but we would like to specifically thank the City of Glenwood Springs staff and the following individuals which provided data and participated in interviews or stakeholder discussions.

City Staff

Tanya Allen, Transportation Manager
Amy Helm, Airport Manager
Trent Hyatt, Senior Planner
Hannah Klausman, Senior Planner
Robin Millyard, Public Works
Jen Ooton, Assistant City Manager
Terri Partch, City Engineer
Gretchen Ricehill, Assistant Community Development Director
Brian Smith, Parks & Recreation

Individuals & Commissioners

Marianne Ackerman, The Property Shop, Inc
Angie Anderson, Glenwood Springs Chamber
Mike Bamba, Transportation Commission
Lee Barger, Transportation Commission*
Sheryl Bower, Garfield County
Janet Buck, City of Carbondale
Bill Bullock, Bullock Hinkey Real Estate
Brian Condie, Rifle Garfield County Airport
Jeremy Divan, Roaring Fork SkyDivers
Kerry Evens, Classic Air Medical
Adam Frazier, Richmark Companies
Jeff Gatlin, Roaring Fork Schools
Robert Gavrell, Transportation Commission
Stacey Gavrell, Valley View Hospital
Jonathan Godes, Mayor*
Kathryn Grosscup, Planning & Zoning Commission*
Allissa Hollis, Vail Valley Jet Center
JT Landreth, NorthPoint Builders
Lisa Langer, Glenwood Springs Chamber
Todd Leahy, Integrated Mountain Properties
Sandy Lowell, Transportation Commission
Robert Macgregor, Dunrene Group
Mike Maple, Dunrene Group
Dave Merritt, Airport Commissioner
Blake Piland, RM Construction
Abdi Pirzadeh, Aspen Built
Jared Rains, Transportation Commission
Gregg Rippy, Airport Commission*
John Stephens, Transportation Commission
Scott Storie, CDOT Division of Aeronautics
Charlie Willman, Transportation Commission

**Advisory Committee members*

PURPOSE

Provide Information Base to Permit Trade-off Decisions about Future Uses of the Airport Property

LAND USE SCENARIOS

Table i-1: Allocation of Land Area by Use for each Land Use Planning Scenario

Land Use	Scenario 1 Expanded Aviation		Scenario 2 Mixed-Use Village		Scenario 3 Residential Village	
	# Acres	% of Total	# Acres	% of Total	# Acres	% of Total
Aviation	42	67%	2	3%	---	---
Nonresidential	5	8%	8	13%	---	---
Residential	---	---	35	56%	45	71%
Park/Recreation	---	---	2	3%	2	3%
Hillside Open Space/River	16	25%	16	25%	16	25%
TOTAL	63	100.0%	63	100.0%	63	100.0%

Table i-2: New Aviation Building Space and Airfield Improvements for Expanded Aviation Scenario

	# Square Feet of Building Space
Building Improvements	
New east side Box Hangars (adjacent to existing hangars)	18,000
New west side T-Hangars and Box Hangars	50,000
New Box Hangars adjacent to maintenance shop	12,600
<i>Subtotal</i>	<i>80,600</i>
Relocated FBO facilities (Admin/operations space, medical transport hangar, etc)	18,000
TOTAL	98,600
Pavement Improvements	# Square Feet of Land Area
New taxiway along the west side of the existing runway	120,000
Westside hangar access (aprons and taxilanes) and tie-down ramp	155,000
Relocated FBO, fueling, and access/parking area	45,000
Expanded maintenance shop and box hangar access/aprons	160,000
New eastside tie-down ramp	15,000
TOTAL	495,000

Table i-3: Mixed-Use Village Land Use Program and Yields

	Land Area # Acres	Housing # Units	Average Housing Unit Size # Square Feet	Building Area # Square Feet	Average Density
Mixed Residential					
2-story home lots	6	40	2,400	96,000	7 du/ac
Cottage/duplex lots	17	130	1,800	234,000	8 du/ac
Attached townhomes	7	105	1,600	168,000	16 du/ac
Multi-family	5	120	1,000	120,000	24 du/ac
Subtotal Residential	35	395		618,000	11 du/ac
Light Industrial	6	---	---	67,000	0.26 FAR
Retail/Dining	2	---	---	15,000	0.17 FAR
Central Park	2	---	---	---	---
Aviation (Helipad)	2	---	---	7,500	0.09 FAR
Hillside / Fishing Easement	16	---	---	---	---
TOTAL	63	395		707,500	0.26 FAR

Table i-4: Residential Village* Land Use Program and Yields

	Land Area (Gross) # Acres	Housing # Units	Average Housing Unit Size # Square Feet	Building Area # Square Feet	Average Density
Mixed Residential					
2-story home lots	6	40	2,400	96,000	7 du/ac
Cottage/duplex lots	21	150	1,800	270,000	7 du/ac
Attached townhomes	16	225	1,600	360,000	14 du/ac
Multi-family	2	36	1,000	36,000	18 du/ac
Subtotal Residential	45	451		762,000	10 du/ac
Retail/Dining	---	---	---	15,000	0.17 FAR
Central Park	2	---	---	---	---
Hillside / Fishing Easement	16	---	---	---	---
TOTAL	63	451		777,000	0.29 FAR

* Advisory Committee members requested at an August 9, 2019 meeting that a second alternative version of the Residential Village scenario be evaluated. This alternative is referred to as "Scenario 3b" in the subsequent summary. The size of the park use is increased to approximately 12 acres and an additional two acres are dedicated to an aviation Helipad use (the same as provided in the Mixed-Use Village scenario).

Table i-5: Cost-Benefit Summary of the Land Use Planning Scenarios for Glenwood Springs Airport Property

Evaluation Criteria	Existing Airport STATUS QUO	Scenario 1 EXPANDED AVIATION	Scenario 2 MIXED-USE VILLAGE	Scenario 3a RESIDENTIAL VILLAGE (A)	Scenario 3b RESIDENTIAL VILLAGE (B)
Financial return (cost) to City from disposition of City-owned land / implementation of the scenario	None	(\$16,100,000) needed to to bridge financial feasibility gap	\$16,900,000 obtainable land value	\$22,000,000 obtainable land value	\$9,100,000 obtainable land value
Fiscal impacts (City tax/fee revenues)					
Ongoing Annual Tax Revenue:	\$10,300	\$51,800	\$878,300	\$804,200	\$636,000
One-Time Tax/Fee Revenue:	\$0	\$358,900	\$7,011,700	\$8,083,200	\$5,890,000
Economic impacts (on Garfield County)					
Jobs:	44	89	559	382	295
Annual Earnings:	\$2,000,000	\$4,100,000	\$18,100,000	\$9,100,000	\$7,191,000
Annual Output (Volume of Economic Activity):	\$8,100,000	\$16,600,000	\$89,300,000	\$47,800,000	\$36,900,000
Expands/diversifies housing stock and addresses housing "gap" for households earning between 120-160% of Area Median Income	☒	☒	☑ (provides 395 units)	☑ (provides 451 units)	☑ (provides 336 units)
Improves jobs-housing balance and provides opportunities for shorter commutes	☒	☒	☑	☑	☑
Maintains or enhances General Aviation benefits related to education/flight training, tourism and recreation, and fixed-wing emergency/disaster/fire response	☑	☑	☒	☒	☒
Safety/accessibility benefits					
Land and support facilities for helicopter access (to serve a variety of safety-related needs):	☑	☑	☑	☒	☑
Reduces capital cost of South Bridge, implementation of which would improve emergency access and response times:	☒ adds \$6.5M cost for tunnel	☒ adds \$6.5M cost for tunnel	☑ avoids \$6.5M cost	☑ avoids \$6.5M cost	☑ avoids \$6.5M cost
Ability to maintain municipal storage functions at Airport property	☑	☑	☑ (relocation optional, but assumed)	☒ (relocation necessary)	☒ (relocation necessary)
Provides additional recreational/park space and pedestrian/bike trails and connectivity	☒	☒	☑	☑	☑
New park space created:	0 acres	0 acres	2 acres	2 acres	12 acres
Preserves hillside open space and river recreation opportunities	☑	☑	☑	☑	☑

CHAPTER I

EXECUTIVE SUMMARY

CONTENTS:

Introduction & Work Completed	1
Finding & Conclusions	4
Land Use Scenarios	10
Development Economics.....	12
Cost-Benefit Summary	15

Introduction & Work Completed

INTRODUCTION

The City of Glenwood Springs engaged Gruen Gruen + Associates (“GG+A”), SGM, and The Land Studio to provide an information base and results of objective analysis to permit the City staff, civic leaders, and public stakeholders to evaluate trade-off decisions about future uses of the Glenwood Springs Airport property. The City-owned Airport property totals about 58 acres of land and other adjoining city-owned property consists of nearly six acres, for a total of about 63.5 acres of City-owned property.

Based on physical and market assessments and stakeholder input three primary land use planning scenarios were developed. The scenarios included an enhanced aviation option, a mixed-use (primarily residential and light industrial) option, and a primarily residential use option. GG+A evaluated the real estate economics and financial feasibility of each land use planning scenario. The local economic (job and income) impacts, fiscal (tax and financial return to the City) impacts, community impacts in terms of potential to meet municipal needs, improve recreational offerings, and improve housing opportunities have been evaluated. Accessibility and safety benefits of the three land use planning scenarios have also been considered.

WORK COMPLETED

SGM reviewed available Airport property planning, geotechnical, ecological, environmental, and engineering documents, conducted site visits, and interviewed knowledgeable staff to evaluate existing conditions and factors that impact development options. This included an identification of environmental and ecological conditions associated with the property and evaluation of the existing and/or proposed utilities and services as well as identification of relevant easements and restrictions.

GG+A conducted interactive interviews with representatives of the City Council, Planning and Zoning Commission, Transportation Commission, and Airport Commission. We also conducted interviews with the Assistant City Manager and Economic and Community Development Director, City Engineer, Assistant Community Development Director, Senior Planner, Transportation Manager, Director of Parks and Recreation, and Airport Manager. GG+A also interviewed local property developers and real estate brokers, planning staff at Garfield County and the Town of Carbondale. GG+A directed the interviews to obtaining insight and information about:

- Uses that would be considered for the Airport;
- Competitive advantages and disadvantages of the Airport location for various uses;
- The geographic market areas within which various land uses will compete and from which demand for building space or activities/services will originate;
- Motivations and characteristics of space users attracted to the market area;
- Land use, development, and tenanting trends;
- Demographic make-up, geographic origins, and availability of labor;
- Housing needs and characteristics of households that would consider the relevant market area;
- Trends in rental rates/sales prices, operating expenses, and occupancy rates;
- Prevailing development costs for commercial, industrial, and residential space; and
- Policies influencing development/redevelopment and business attraction, retention and expansion.

GG+A also interviewed representatives of the Rifle Garfield County Airport and Eagle County Regional Airport, and representatives of Valley View Hospital, Classic Air Medical and the Glenwood Springs Airport Manager to obtain insight and information about emergency response and air ambulance needs and capacities. GG+A directed the interviews to obtain insight and information about location decisions, utilization of Airport services, the needs of existing and prospective tenants for services/facilities, general aviation market capacity and supply characteristics and demand trends (flight operations, based aircraft, hangar space and lease rates, etc.) for the Airport and the Airport's competitive position within the market.

GG+A also designed an Airport User Survey that was distributed by City staff electronically (via email) to approximately 100 recipients from an "airport user group" list that was provided by the Airport Manager. The results are summarized in Appendix A. The purpose of the survey was to develop an information base about the number and type of individuals and businesses utilizing the Airport; the nature of current aviation and flight activities; potential impacts on the local economy attributable to these activities (jobs, payroll, etc.); and preferred enhancements to the property and facilities.

GG+A conducted time-series analysis of employment for the local and regional market area to (a) assess the composition and structure of the economic base; (b) identify growing, stable, and contracting industries; and (c) to identify the scale, industry and locational attributes of agglomerations, or "clusters", present in the Roaring Fork Valley, with specific emphasis on the types of economic activities that could locate at the Airport. GG+A also assessed demographic, socio-economic, household formation, and labor force trends to identify implications for housing and commercial building space demand within market area. In addition, GG+A conducted an analysis of time-series taxable retail sales to evaluate retailing trends and conditions in Glenwood Springs. GG+A compared the retail sales to estimates of retail expenditure potential attributable to Glenwood Springs residents.

The Land Studio prepared illustrative conceptual site layouts (bubble diagrams) of three planning scenarios: an enhanced aviation scenario; a mixed-use commercial/light industrial and residential scenario; and a primarily residential scenario (two versions of differing amounts of residential units and park acreage). The conceptual diagrams illustrate potential:

- access and circulation;
- recreational or open space features; and
- developable pad sites or lots for envisioned land uses.

The planning scenarios are quantified programmatically in terms of:

- land area by use;
- proposed densities;
- amount of building space by use; and
- amounts/configurations of parking.

On-site and off-site infrastructure improvements required for each scenario are also identified and the costs of those improvements are estimated.

GG+A evaluated the development economics of the three identified land use scenarios. A primary purpose is to identify whether the private implementation and development of each land use scenario is likely to be financially feasible; and if so how much land value the feasible development scenarios could support. For the planning scenario not found financially feasible, the analysis quantified the degree of public support required to bridge the

feasibility gap.

GG+A completed a cost-benefit assessment of each land use scenario. The cost-benefit analysis focused on:

- “Fiscal” impacts to the City treasury;
- “Economic” benefits (jobs and income impacts to the local economy; and
- “Spillover” benefits related to neighborhood and community enhancement.

Findings & Conclusions

EXISTING AVIATION USE

The Glenwood Springs Municipal Airport (“Airport”) is a small general aviation airport located on approximately 60 acres of City-owned land in southern Glenwood Springs. The Airport primarily serves recreational and small business users. The Airport also serves as a location for flight training and fueling and storage for emergency response and medical transport users. Current flight activities are primarily related to single-engine airplanes and helicopters. The Airport is not approved by the Federal Aviation Administration (“FAA”) as part of its National Plan of Integrated Airport Systems (“NPIAS”), and therefore is ineligible for federal airport improvement program grants. The Airport is a daylight airport, meaning it lacks runway lighting as well as modern instrument landing systems that would be especially crucial for “dark” landings. Because of its short length and limited weight bearing capacity, the existing runway cannot accommodate larger commercial aircraft and corporate jets. The runway cannot be lengthened due to topographical constraints, adjacent land uses, and the physical geometry of the Airport property.

Approximately 70,000 square feet of existing building space, most of it unheated prefabricated metal structures, is estimated to exist on the City-owned Airport property and adjoining private land with access to the Airport.

PHYSICAL SITE CONDITIONS

Soils Conditions and Geo-technical

The Airport property is a suitable development site (for structures ranging from industrial buildings to single- family housing units) because it is predominately characterized by sand to gravelly soils.

Floodway and Topography

Approximately 6.08 acres of the City-owned property is located in the 100 year flood zone, and approximately 0.33 acres is located in the 500-year flood zone. These areas, however, are considered steep slopes which are otherwise undevelopable. Approximately 11 acres of the City-owned property are likely undevelopable due to steep slopes exceeding 20 percent.

Public Infrastructure Assessment

The current water infrastructure is inadequate to serve existing land uses. The City must upgrade the water infrastructure to some degree irrespective of future land use change/development within the Study Area. The Airport property is not currently served by public wastewater infrastructure. However, no significant off-site wastewater infrastructure upgrades are likely to be necessary if additional development in the Study Area is connected into the existing 8” wastewater line in Stockton Road.

The existing transportation system serving the Airport and Study Area experiences congestion and unacceptable Levels of Service. More intensive use of property will require expanded off-site transportation capacity. Already planned City transportation improvements to Midland Avenue and the construction of South Bridge will provide this capacity. Multiple access points will be required for circulation and emergency access if the Airport property is developed. The existing roadway network could best serve the access locations from Mount Sopris Drive, an improved Airport Road and an improved Airport Center Drive.

Water system improvements summarized in Chapter II will be necessary for significant development to be served at the Airport, while maintaining or actually improving service to existing land uses.

If the Airport property is developed, the existing wastewater infrastructure in Cardiff Glen can support future development.

AVIATION USES

The depth of the potential market for aviation land uses is constrained by the small size of the Airport, the limited length and weight-bearing capacity of the existing runway as well as the absence of FAA approvals.

Landside development efforts at general aviation airports are commonly focused on a variety of aviation users (business targets) such as corporate flight departments, aircraft brokerage/charter firms, air cargo operators, aviation/aerospace manufacturers, and maintenance/repair/overhaul (“MRO”) services. These market segments, which are served by other airports, are not realistic candidates for future aviation-related development at the Airport even if desired improvements are made.

The regional market area contains five alternative airports within a 90-minute drive time of Glenwood Springs, including the Rifle Garfield County Airport, Eagle County Regional Airport, Aspen-Pitkin County Airport, Grand Junction Regional Airport, and Meeker Airport. Neither of the two primary sources of competition for aviation activity, in Rifle and Eagle, have existing unoccupied hangar space available for small general aviation aircraft. Both airports do have ample land upon which to expand facilities for general aviation uses and offer support services and amenities not available at the Airport.

The physical infrastructure of the Airport and absence of features such as runway lighting and a published approach limit the capability to serve emergency response operators. The Airport does not provide the features or infrastructure preferred by emergency response and air ambulance operators that utilize fixed wing aircraft, most frequently including the Learjet 35 and King Air B200. According to the Airport Manager, the Pilatus PC-12 single-engine turboprop aircraft (which can utilize short, lower weight bearing runways) and Air Tractor 602 (a single-engine turboprop agricultural aircraft) have occasionally used the Glenwood Spring Airport. The Airport Manager estimates that fixed-wing emergency medical flights into the Glenwood Spring Airport do not exceed seven to 10 flights per year.

Many existing Airport users indicate they would utilize the Airport more often if enhancements were made. Seventy (70) percent of respondents indicated the availability of additional hangar space is “very important” to them or their business. The second and almost equally preferred improvement is the installation of modern Unicom (ground-to-air communications) service. A modern fueling station providing Jet A and 100LL fuel is the third most preferred enhancement.

Demands may arise from uses/activities that have located at the Airport in the past or have not been accommodated or pursued previously due to a lack of building space, such as a recreational aviation (skydiving) business that recently operated from the Airport. Some flight instructors utilizing the Airport also indicate potential support for a formal flight training or education facility that could accommodate classroom-type spaces. The operator of the existing maintenance shop has also indicated that it could service a greater volume of aircraft in a larger/modern maintenance facility.

MUNICIPAL USES

Additional park land and/or recreational fields could be an alternative use for portions of the Airport property. While a residential re-use would require some park land dedication (or fee payment in-lieu of dedication), adjacency to Sullivan Park and Sopris Park on the north end of the existing runway represent an opportunity to create a larger critical mass of outdoor recreational space in southern Glenwood Springs.

Current municipal storage functions at the Airport property, including the “boneyard” and police impound lot, may need to be accommodated within a future re-use of the property. Limited alternatives to relocate these functions may exist but should be explored and evaluated. Potential costs to relocate municipal storage functions are not yet available but are unlikely to be significant relative to the value of alternative uses of the storage function at the Airport (or if utilized as part of other municipal-owned property). Relocating outdoor storage to a centralized location could also improve municipal service efficiency.

The current Municipal Operations Center (“MOC”) facility is ideally located to its labor force which primarily originates from the I-70 corridor west of Glenwood Springs. Relocation of MOC functions to the Airport property in southern Glenwood Springs would likely reduce service efficiencies and raise costs.

Arts and culture-related uses are not strong candidates for relocation or expansion to the Airport property as existing facilities are well located to users and adequate to meet community needs. New municipal uses oriented to community events/performances would function best within or near the core Downtown, closest to the cultural and social center of gravity of the community and where they could spillover sales to restaurants and specialty retailers located in the Downtown and near hotels.

RETAIL USES

Glenwood Springs is a comparatively small community with a very large retailing and restaurant base. A significant share of the existing retail space supply is supported by non-local shoppers and visitors. That is, the local market captures a large “sales surplus” relative to the retail expenditure potential of Glenwood Springs households. The data analytics firm ESRI estimates indicate that local Glenwood Springs households spent approximately \$93 million on Retail Goods and Food Away from Home (i.e., eating and drinking) in 2018. In 2017, taxable retail sales in Glenwood Springs excluding automotive goods approximated \$325 million, or more than three times the retail expenditure potential of local resident households.

While the City’s retailing base has recovered from post-recession lows, inflation-adjusted taxable retail sales have experienced a 16 percent overall decline over the past 10 years. Some retailing sectors such as General Merchandise have continued to decline. The increasing importance of people’s time and the continued growth of e-tailing suggest e-tailing will increasingly substitute for the purchase of standard commodities that are not fun or convenient to buy in person. Shopping centers and areas need to be large and diverse enough to facilitate multi-purpose shopping and service trips. Restaurant and Bar sales are up approximately six percent over 2008 levels, while Apparel and Accessory store sales (a relatively small segment of the retailing base) have increased by approximately 30 percent since 2008. Both sectors of the local retail market tend to be much more “experiential” than necessity goods, and they are largely concentrated within or near Downtown (a location that is both large and diverse in its offerings).

Highly visible and accessible retailing locations have space and land available closer to I-70 and Downtown, an agglomeration that has already established market area dominance. The Airport property is not centrally located to the local population base, is not proximate to an established critical mass of retailing, dining, and entertainment activities and is not part of the cluster of visitor attractions and lodging amenities that spillover sales to retail and dining uses.

One development team has indicated interest in encouraging the existing Wal-Mart store to relocate to the Airport property because the completion of the South Bridge would better position the store to capture sales from residents living in Glenwood Springs or west of Glenwood Springs who may also commute Up Valley. Although completion of South Bridge would greatly improve accessibility and allow for more significant exposure to traffic

volumes, it would be better City policy to first attempt to encourage Wal-Mart to locate near other stores and be part of retail agglomerations containing a variety of shopping opportunities whose synergy attracts more customers. It would be advantageous for Glenwood Springs to have fewer, but larger, well-integrated shopping nodes than numerous smaller centers and free-standing buildings that siphon off relatively small sales dollars so as to make more difficult the development of larger projects with greater trade areas and more frequent visitation, or higher per visit expenditures.

Retail land uses will not be a leading highest-and-best use candidate for alternative use of the Airport property. The site is not as well-positioned to capture sources of non-local retail demand as the established regional-serving uses in west Glenwood Springs along Interstate 70. With the potential exception of a Wal-Mart type development, most potential retail use opportunities are likely to be “residual” uses, oriented to local-serving convenience, necessity, and/or food-type uses that function as amenities that can support the attraction and development of other land uses.

EMPLOYMENT (OFFICE AND INDUSTRIAL USES)

The current market for the development of land at the Airport is stronger for industrial use than office use. Current market rents for office space are not typically high enough to feasibly support new speculative office space development.

The employment base of Glenwood Springs and Garfield County are not oriented to economic sectors prone to use private office space such as finance, insurance, and professional, business, and technical services. The local economic base is heavily comprised by government, education, and healthcare services and industries serving the visitor and tourism base such as leisure and hospitality and retail trade.

Southern Glenwood Springs does not currently contain a critical mass of private or public office space users, office space inventory, and set of support services and amenities which office space users require (i.e., the Airport property does not provide significant “agglomeration” advantages for major office space users).

Speculative development of private office space is also constrained by a relatively high and growing proportion of workers, employed in industry sectors traditionally associated with the consumption of office space, working from home. Over 15 percent of the Garfield County labor force in professional and business services and information services is estimated to work from home.

Industrial users have much more difficulty finding available suitable space in Glenwood Springs and the Roaring Fork Valley. The Airport property is the last remaining industrial zoning district with potentially developable land located within City limits.

The primary geographic market area within which industrial space development will compete generally includes the west I-70 corridor and Highway 82 corridor in the northern/mid-valley portions of the Roaring Fork Valley. Internal movements, expansions, and consolidations within the primary market area can be expected to account for the preponderance of future industrial space development opportunities. Beyond existing industrial businesses in Glenwood Springs and other mid-valley locations which may seek expansion or modernization opportunities, the Airport property (with completion of South Bridge) could also be expected to capture demand from contractors located in the I-70 corridor seeking industrial spaces closer to their Up Valley sources of business.

Industrial space users are predominately serving the local market, as opposed to exporting goods/services beyond the Roaring Fork Valley, and are engaged in a wide array of economic activities and services. Most industrial/flex space users in the Roaring Fork Valley tend to be small, with building space requirements of less than 10,000

square feet and frequently much smaller. The construction industry is the largest industrial sector employer in Garfield County and has been expanding more significantly than other industrial activities. Interviews with brokers frequently cited contractors as the leading sources of demand for industrial/flex space.

Prototypical space for a small-scale industrial building development could include a roll-up back and attractive “store type” fronts that can serve a variety of office, light assembly, and showroom, and distribution uses with uniformity of building design, signage, and awnings. Given the typical size of many of their products and the importance of advertising product availability, outdoor display space is often needed. Contractors, a primary source of industrial space demand, also frequently require outdoor storage capability.

Existing substantially built-out workplace centers in Glenwood Springs range from about eight to 12 acres while the Carbondale Kay Industrial Park, also substantially built-out, contains about 13 acres. The Aspen Airport Business Center containing a wide variety of employment and residential uses consists of 70 acres, of which 20 acres were originally allocated for industrial uses.

RESIDENTIAL USES

Strong consensus exists among local real estate brokers, developers, housing specialists, and City representatives interviewed that all types of housing are in short supply in Glenwood Springs. Housing is a vital component of economic development and civic leaders have identified affordable workforce housing as a policy action priority.

Glenwood Springs is characterized by a high jobs-housing balance, with approximately 2.4 jobs per housing unit. Approximately three-quarters of workers employed in Glenwood Springs (about 7,000 workers) are “incommuters”, originating primarily from the I-70 corridor west of Glenwood Springs. The primary geographic market area within which new housing product will compete reflects this commute shed and generally includes Garfield County. The significant volume of in-commuters also points to the likelihood of pent-up demand (from existing workers/households) if additional housing can be provided at attainable prices.

About 22 percent of all households in Glenwood Springs are estimated to rent a single-family housing unit, which is nearly as high as the 24 percent of households estimated to rent multi-family housing units. Recent growth in renter households has corresponded with a rather sharp decline in owner-occupied, single-family housing units.

The two primary market segments associated with existing sources of housing demand/need in Glenwood Springs are for-sale market rate housing and below market rate (affordable) rental housing. Households earning less than 80 percent of Area Median Income (“AMI”, adjusted for household sizes) are estimated to comprise about 45 percent of all households in Glenwood Springs, many of whom expend more than 30 percent of their before-tax income on housing and related expenses.

The Airport property has the potential to be a highly desirable residential location. Its size provides an opportunity to create a “new town in town community” featuring a complementary package of housing products, amenities, and services not available elsewhere within City limits. The completion of South Bridge would also be appealing to dual-income households (with members who commute to different locations) given the direct accessibility it would create to the primary commute corridor – Highway 82. The property also provides unobstructed up valley views of Mount Sopris and portions of the property abut natural open space (the Roaring Fork River). Additionally, the Sopris Elementary School has a positive reputation and capacity to accommodate additional school-aged children. According to the Chief Operating Officer of Roaring Fork Schools, enrollment at Sopris Elementary has declined from approximately 600 students in 2014/2015 to below 360 students. Sopris Elementary can support 499 students without using modular classrooms. The Riverview School, current attendance area boundary does not include the Airport property but does include the communities of Carbondale and Basalt. The Riverview School

currently has physical capacity to accommodate additional students with total capacity of 450 students in the existing building.

According to the Chief Operating Officer, the Roaring Forks Schools would benefit from housing availability for school district staff.

Recent price increases for both ownership and rental housing have been significant. Colorado Division of Housing Multi-Family Housing Vacancy & Rental Survey data indicates that the average monthly rent for apartments in Glenwood Springs increased from \$0.77-per-square-foot in 2014 to \$1.28-per-square-foot as of third quarter 2018 (a 66 percent escalation). The average resale prices for single-family and multi-family ownership units have increased by 18 and 24 percent, respectively, over the past four years.

Anticipated countywide household growth suggest that Glenwood Springs could grow by approximately 1,200 households over the next 10 years if it simply maintains its relative position in the broader housing market (predicated on land being made available for residential use, such as the Airport property and adequate public infrastructure capacity). Factoring in frictional vacancy to provide for adequate mobility in the housing market, and projects currently under construction (e.g. Lofts at Red Mountain, Six Canyon) suggests that approximately 1,000 additional housing units will be needed over the next 10 years. More than 80 percent of the housing need or demand is likely to be for detached or attached single-family units if housing preferences do not deviate considerably from existing patterns. Demand can be expected to support the development of significant housing uses at the Airport property, although housing will also need to be created at other locations for the housing market to function competitively.

Land Use Scenarios

The future use of the small City-owned parcel (deeded for a park use) adjacent to Sopris Elementary is assumed to remain unchanged; it is therefore excluded from the land use scenario development envelopes. Portions of the Roaring Fork River, floodplain, and steep river bank on the southern perimeter of the property also represent another ± 16 acres that remain undeveloped in each land use scenario.

FIGURE I-1: LAND USE SCENARIO OVERVIEW



Scenario 1 (Expanded Aviation) maintains approximately 42 acres or two-thirds of the property for expanded aviation use. About five acres located south of the runway and planned South Bridge tunnel are included for non-aviation light industrial uses. This site could also be utilized for a variety of alternate non-aviation uses, including municipal storage for the City of Glenwood Springs public works and police departments or other land use concepts such as combinations of light industrial space and multi-family residential units in a live/work type of development.¹

Scenario 2 (Mixed-Use Village) includes approximately 35 acres of residential land use representing about 60 percent of the property. Nonresidential light industrial and commercial uses are allocated eight acres south of the proposed South Bridge alignment, representing about 13 percent of the property. A central park space of about

¹ The financial feasibility and fiscal and economic impact estimates presented in this report assume the land illustratively planned for non-aviation use in the "Expanded Aviation" scenario is kept for outdoor municipal storage functions.

two acres is also provided. An additional two acres of land in Scenario 2 is reserved for an aviation use. Multiple helipads, a maintenance and storage hangar, and fueling facilities are provided adjacent to compatible light industrial or municipal uses at the southernmost point of the City-owned property.

Scenario 3 (Residential Village) represents a land use concept that would more significantly address the demand for single-family housing in Glenwood Springs. Residential uses totaling about 45 acres, or 70 percent of the property, have been conceptually planned to provide a variety of single-family housing products. A small amount of neighborhood commercial is included in a “vertically” mixed-use format, with multi-family units located above ground-floor commercial space. Again, Scenario 3 includes approximately two acres of the property for a central park/recreation space.

Advisory Committee members requested at an August 9, 2019 meeting that a second alternative version of the Residential Village scenario be evaluated. This alternative is referred to as "Scenario 3b" in the subsequent summary. The size of the park use is increased to approximately 12 acres (from two acres) and an additional two acres are dedicated to an aviation Helipad use (the same as provided in the Mixed-Use Village scenario).

Development Economics of Land Use Scenarios

SCENARIO 1: EXPANDED AVIATION SCENARIO FEASIBILITY

A financial feasibility or funding gap of approximately \$16 million is estimated to exist for the Expanded Aviation land use scenario. This is without providing for any “profit” in capital investment required and does not consider the present value of future costs and revenues to reflect potential time, risks, and other resources needed to implement the scenario. If the annual ground lease rate and tie-down fee were increased to finance the entirety of the estimated funding gap over a 10-year period, the rate would need to be increased to approximately \$15,680 per aircraft. This represents a 2,700 percent increase to the existing user fee which is \$575 annually per aircraft. The results of the Airport user survey and input from Airport Manager and other stakeholders does not indicate the magnitude of the increase in fees will be readily accepted without negatively impacting the amount and pace of demand for hangar space.

Even if the existing user fee could be raised by 1,000 percent to \$5,750 annually per aircraft to finance some of the capital cost over a 10-year bond or loan term, a funding gap of approximately \$10.6 million would still exist. This would require grant funding from CDOT of a magnitude that far exceeds the grant contributions received over the prior 25 years which have totaled \$772,000.

SCENARIO 2: MIXED-USE VILLAGE FEASIBILITY

Gross Residual Land Value Estimate for Mixed-Use Village

TABLE I-1: ESTIMATED GROSS RESIDUAL (FINISHED LOT) LAND VALUE FOR MIXED-USE VILLAGE

	Units or Acres #	Gross Residual Land Value \$ Per Unit/Acre	Gross Residual Land Value \$ Total
Scenario 2: Mixed-Use Village			
Two-story homes	40 units	142,000	5,680,000
Cottage/duplex homes	130 units	107,000	13,910,000
Attached townhomes	105 units	91,000	9,555,000
Multi-family apartments	120 units	38,000	4,560,000
Light industrial	6 acres	675,000	4,050,000
Retail/dining	2 acres	178,000	356,000
Park	2 acres	0	0
Aviation (helipad)	2 acres	0	0
TOTAL			38,111,000
Source: Gruen Gruen + Associates			

The gross residual land value (finished lot value) for the Mixed-Use Village scenario is estimated to total approximately \$38,111,000 or \$811,000 per developable acre. The single-family residential uses are estimated to support a gross residual land value of \$29.1 million based on 275 units included among a mix of larger two-story home lots, smaller cottage/duplex home lots, and attached townhome uses. Finished lot values for the detached and attached single-family residential uses are estimated to range from about \$91,000 to \$142,000 per unit. The estimated finished lot values for single-family residential uses do not factor in revenues potentially attributable to lot premiums, options, and upgrades, nor does it consider the possibility for obtainable prices and values to increase over time. To the extent that the initial phases of residential development are successful and improve the appeal of the site as a housing location, the land values supported by later stages of residential development will

increase.

The multi-family apartment use is estimated to support a gross residual land value of \$4,560,000 based on the inclusion of 120 units. This reflects an estimated gross residual land value of approximately \$38,000 per multi-family unit. Light industrial uses are estimated to support a residual land value of \$675,000 per acre or \$4,050,000 for six acres included in the Mixed-Use Village scenario. Retail uses are estimated to support a gross residual land value of \$356,000 for two acres (a residual land value of \$178,000 per acre).

Net Residual Land Value Estimate for Mixed-Use Village

TABLE I-2: ESTIMATED NET RESIDUAL LAND VALUE FOR MIXED-USE VILLAGE

	\$ Per Acre ¹	\$ Total
Gross (Finished) Residual Land Value	811,000	38,111,000
Less: Land Development Cost	(452,000)	(21,230,000)
Net Residual Land Value	359,000	16,881,000
Discounted "Bulk" Land Value ²	287,000	13,505,000
¹ Based on 47 developable acres (includes land allocated to internal streets, park space, and so forth).		
² Reflects 20 percent discount to account for time required to improve and then absorb lots, a land developer's weighted cost of capital, and other risks related to sales pricing and construction costs.		
Sources: SGM; Gruen Gruen + Associates.		

Deducting \$21.2 million in estimated land development costs for the Mixed-Use Village scenario from the estimated gross (finished lot) residual land value of \$38.1 million results in a net residual land value estimate of approximately \$16.9 million. This equates to \$359,000 per acre of developable land. The estimate of net residual land value reflects the inherent assumption that the City's asset enhancement and disposition strategy, if it elects to pursue the disposition of any portion of the Airport property for development of non-aviation uses, would be to sell land in phases for specific uses that would be built relatively soon after land acquisition.

Another disposition option is to monetize (sell) in a single or series of bulk transactions. In this alternative, prospective prudent investor-developers would take into account carrying costs (financing costs, property taxes, etc.) of development, the time required to sell the lots, and other risks such as lower than anticipated prices, higher than expected costs, changes in the capital markets or delays in construction or absorption. Therefore, in order to estimate an obtainable value for the disposition of the land holding in a single transaction, we discount the estimated net residual land value by 20 percent. This suggests a potential bulk value for the unimproved property on the magnitude of \$13.5 million or approximately \$290,000 per acre.

SCENARIO 3: RESIDENTIAL VILLAGE FEASIBILITYGross Residual Land Value Estimate for Residential Village**TABLE I-3: ESTIMATED GROSS RESIDUAL (FINISHED LOT) LAND VALUE FOR RESIDENTIAL VILLAGE**

	Scenario 3a			Scenario 3b		
	Units or Acres #	Gross Residual Land Value		Units or Acres #	Gross Residual Land Value	
		\$ Per Unit/Acre	\$ Total		\$ Per Unit/Acre	\$ Total
Two-story homes	40 units	142,000	5,680,000	None	142,000	0
Cottage/duplex homes	150 units	107,000	16,050,000	125 units	107,000	13,375,000
Attached townhomes	225 units	91,000	20,475,000	175 units	91,000	15,925,000
Vertical mixed-use ¹	36 units	22,000	792,000	36 units	22,000	792,000
Park	2 acres	0	0	12 acres	0	0
Aviation (helipad)	None	0	0	2 acres	0	0
TOTAL			42,997,000			30,092,000
¹ Includes retail/dining space located under multi-family units in a vertically mixed-use building configuration.						
Source: Gruen Gruen + Associates						

The gross residual land value (finished lot value) for the first Residential Village scenario (Scenario 3a) is estimated to total approximately \$42,997,000 or \$915,000 per developable acre. The single-family residential uses are estimated to support a gross residual land value of \$42.2 million based on 415 units included among a mix of larger two-story home lots, smaller cottage/duplex home lots, and attached townhome uses. The vertical mixed-use component, with multi-family units above ground-floor retail/dining space, is estimated to support a gross residual land value of \$22,000 per multi-family unit or \$792,000 in total.

The gross residual land value estimate for the second Residential Village scenario (Scenario 3b) is estimated to total approximately \$30,092,000 or \$640,000 per developable acre. Expanding the size of the park use to 12 acres, allocating two acres for an aviation helipad use, and thereby removing approximately 120 housing units (primarily detached single-family units) results in approximately \$12.9 million less finished lot value.

Net Residual Land Value Estimate for Residential Village**TABLE I-4: ESTIMATED NET RESIDUAL LAND VALUE FOR RESIDENTIAL VILLAGE**

	Scenario 3a		Scenario 3b	
	\$ Per Acre ¹	\$ Total	\$ Per Acre ¹	\$ Total
Gross (Finished) Residual Land Value	915,000	42,997,000	640,000	30,092,000
Less: Land Development Cost	(448,000)	(21,040,000)	(448,000)	(21,040,000)
Net Residual Land Value	467,000	21,957,000	192,000	9,052,000
Discounted "Bulk" Land Value ²	374,000	17,566,000	154,000	7,242,000
¹ Based on 47 developable acres (includes land allocated to internal streets, park space, and so forth).				
² Reflects 20 percent discount to account for time required to improve and then absorb lots, a land developer's weighted cost of capital, and other risks related to sales pricing and construction costs.				
Sources: SGM; Gruen Gruen + Associates.				

Deducting \$21 million in estimated land development costs from the estimated gross (finished lot) residual land value of \$43 million results in a net residual land value estimate of approximately \$22 million for the first Residential Village scenario with 451 housing units (Scenario 3a). This equates to \$467,000 per acre of developable land. The second Residential Village scenario (Scenario 3b) is estimated to support a net residual land value

estimate of approximately \$9.1 million or \$192,000 per acre.

To estimate an obtainable value for the disposition of the land holding in a single transaction, we again discount the estimated net residual land value by 20 percent. This suggests a potential bulk value for the unimproved property on the magnitude of \$17.6 million or approximately \$374,000 per acre for Scenario 3a. The potential bulk value for the unimproved property under the alternative Residential Village scenario (Scenario 3b) is reduced to approximately \$7.2 million or \$154,000 per acre.

Cost-Benefit Assessment

This section presents a summary of the costs and benefits or advantages and disadvantages associated with each of the land use scenarios.

The Expanded Aviation scenario as reviewed above will be highly infeasible to implement without significant new sources of operating or capital funding - such as substantially higher Airport user fees, contributions from CDOT that far exceed previous grants awarded, private donations via fundraising organizations such as the Friends of the Airport non-profit, and/or financial subsidy from other City of Glenwood Springs funds.

In contrast, either of the alternative Mixed-Use Village or Residential Village scenarios are likely to generate significant value if they the Airport property is made available for disposition and development. The difference in financial return to the City between maintaining and enhancing/expanding the aviation use, relative to either alternative land use scenario, is estimated to be on the magnitude of \$33 to \$38 million. Combine this with the additional capital cost of tunneling under the existing runway (\$6.5 million) to accommodate the preferred South Bridge alignment and the magnitude of the difference approximates \$40 to \$45 million. Both neighborhood residents (see Appendix B) and civic leaders have indicated that a top priority is improving roadway accessibility in southern Glenwood Springs.

To put this opportunity cost into perspective, Tables I-5 and I-6 below summarize the economic (jobs, income, and output) and fiscal (additional City tax and fee revenue) benefits that are estimated to result from the implementation of each land use scenario. Because the Expanded Aviation scenario is unlikely to be viable to implement, the cost-benefit assessment also provides information on the Airport as it exists now (under the “status quo”) as a more realistic reference point.

**TABLE I-5: ANNUAL ON-GOING ECONOMIC IMPACT OF
LAND USE SCENARIOS (AT FULL BUILD-OUT) ON THE GARFIELD COUNTY ECONOMY**

	Output	Earnings	Employment (Jobs)
Status-Quo (Existing Airport)	\$8,100,000	\$2,000,000	43.8
Scenario 1: Expanded Aviation	\$16,600,000	\$4,100,000	89.0
Scenario 2: Mixed-Use Village	\$89,300,000	\$18,100,000	558.8
Scenario 3a: Residential Village	\$47,800,000	\$9,100,000	382.4
Scenario 3b: Residential Village	\$36,900,000	\$7,200,000	294.6
Sources: RIMSII, Regional Production Division, Bureau of Economic Analysis; Gruen Gruen + Associates.			

Upon full build-out of the Expanded Aviation scenario, the annual economic impact on the local (Garfield County) economy is estimated at approximately \$17 million. This scenario is estimated to support about 89 total jobs and \$4.1 million in annual labor earnings.

By comparison, the existing status quo activity at the Airport is estimated to support a total of 44 direct and indirect jobs with associated income of approximately \$2.0 million.

The impacts associated with full build-out of the Mixed-Use Village scenario are the greatest, primarily given the inclusion of light industrial land uses. The annual economic impact on the Garfield County economy is estimated at approximately \$89 million. This scenario supports an estimated 559 jobs and \$18.1 million in annual labor earnings.

The first Residential Village scenario with 451 housing units (Scenario 3a) generates an annual local economic impact of about \$48 million. This primarily relates to spending of new households. Approximately 382 jobs and \$9.1 million of annual labor earnings are estimated to be supported in a full build-out condition of Scenario 3a.

The alternative Residential Village scenario with a greater amount of park space and fewer housing units (Scenario 3b) generates an annual local economic impact of approximately \$37 million. Approximately 295 jobs and \$7.2 million of annual labor earnings are estimated to be supported in a full build-out condition of the second Residential Village scenario.

TABLE I-6: CITY FEE AND TAX REVENUES GENERATED BY EACH LAND USE SCENARIO

	One-Time Revenues at Construction ¹	Annual Property and Sales Tax from Operations (following build-out) ²
Status-Quo (Existing Airport)	\$0	\$10,300
Scenario 1: Expanded Aviation	\$358,925	\$51,800
Scenario 2: Mixed-Use Village	\$7,011,668	\$878,300
Scenario 3a: Residential Village	\$8,083,186	\$804,200
Scenario 3b: Residential Village	\$5,890,000	\$636,000
¹ Includes Construction Use tax, Utility System Improvement fees, and School Land Dedication in-lieu fees.		
² Indirect sales tax estimates are included.		
Sources: RIMS II, Bureau of Economic Analysis; City of Glenwood Springs; Gruen Gruen + Associates.		

One-time revenues at construction (including construction use tax, utility system improvement fees, and school land dedication in-lieu fees) are estimated at \$359,000 for the Expanded Aviation scenario; \$7,012,000 for the Mixed-Use Village scenario; and \$5,890,000 to \$8,083,000 for the Residential Village scenarios. The one-time use tax and impact fee generated through redevelopment of the City-owned property for non-aviation uses could help fund substantial off-site improvements to City water infrastructure, roadway infrastructure, and educational facility improvements.

The recurring annual tax revenues (including City property and sales tax) upon full build-out are estimated at \$52,000 for the Expanded Aviation scenario; \$878,000 for the Mixed-Use Village scenario; and \$636,000 to \$804,000 for the Residential Village scenarios.

ADDITIONAL COST AND BENEFIT CONSIDERATIONS

Housing Shortage and Affordable Housing Provision

- The Expanded Aviation scenario provides no additional residential land and would therefore not further civic objectives that relate to expanding the housing inventory and creating affordable or “attainable” housing opportunities. The imbalance between jobs and available housing in Glenwood Springs would not be materially impacted one way or the other by the Expanded Aviation scenario.
- Residential land uses included in the Mixed-Use Village and Residential Village scenarios would represent a

meaningful contribution to the production of needed housing and improving the local jobs-housing balance.

- The land use scenarios do not include specific affordable housing components and the City of Glenwood Springs does not currently require affordable housing as part of development applications. However, the market-rate prices estimated for housing uses (described in Chapter V) equate to renting or selling units to households earning between 120-160 percent of AMI for which a significant need for additional housing is recognized.²
- Land disposition proceeds and new City tax revenues from the Mixed-Use Village or Residential Village scenarios would become available to encourage affordable housing creation in a variety of ways, either on- or off-site, or through direct investments and housing/land trust partnerships.³ Permitting density bonuses, impact or other fee waivers, or streamlined development review could also help to encourage affordable housing development on the site.

Community Safety and Accessibility

- Improved roadway accessibility is a priority of both civic leaders and City residents. The most desired “neighborhood enhancement” of households living near the Airport, as described in Appendix B, is improved roadway infrastructure and access. The City has already identified and for many years has been planning the improvements that would mitigate current deficiencies and improve access: the 27th Street Bridge replacement (already underway); Midland Avenue improvements; and preferred South Bridge alignment connecting Midland Avenue with Highway 82. South Bridge has life safety implications similar in nature to helicopter (air) access. Existing roadway conditions negatively impact emergency response times.
- The Expanded Aviation scenario provides the only alternative to accommodate fixed-wing flights for air medical transportation or fire/natural disaster response operations. While the frequency of such flights is reported to be very low (less than a dozen such flights per year according to the Airport Manager and Valley View hospital representatives), the availability of a paved runway can save critical minutes particularly in instances of brain trauma. The Expanded Aviation scenario, however, does not lengthen the runway, install runway lighting, provide instrument landing systems, or alter surrounding environs.
- The Mixed-Use Village scenario (and alternate version of the Residential Village scenario) preserves approximately two acres for an aviation (helipad) use to accommodate hangar, maintenance, fueling, and takeoff requirements of helicopters. This maintains the ability to provide a local public access option (without requiring the effort and resources to plan, acquire, and develop an alternative nearby location) for air medical transport operators, search and rescue, wildfire response, and many other beneficial activities including those provided by state and federal agencies and telecommunications providers.
- The illustrative location of the helipad use at the southernmost point of the City-owned property is both proximate to the Roaring Fork River (to provide immediate access to water during firefighting operations); adjacent to compatible light industrial or municipal uses; furthest removed from residential land uses; and directly accessible to unobstructed open spaces sometimes required for takeoffs during hot temperatures.
- Safety concerns do exist with the proximity of an active runway and flight paths to residential land uses and places of public assembly (e.g., Sopris Elementary). The possibility for increased conflict would be heightened with a considerable expansion to hangar space, based aircraft, and flight activities. The results of the neighborhood resident survey described in Appendix B suggest that nearby households with children

² The *Roaring Fork Valley Regional Housing Study* completed earlier this year identifies a variety of housing affordability “gaps” within the region. That analysis indicates the “deficit” of workforce housing affordable to households earning between 120 percent and 160 percent of Area Median Income (“AMI”) is already large at 1,200 units and projected to grow.

³ The land required for the 120 units of multi-family housing included in the Mixed-Use Village scenario, for example, could be improved with infrastructure and utilities and then dedicated at no cost. The overall obtainable land value for the City-owned property would still exceed \$12 million.

are much more likely to favor redevelopment of the Airport property for non-aviation uses.

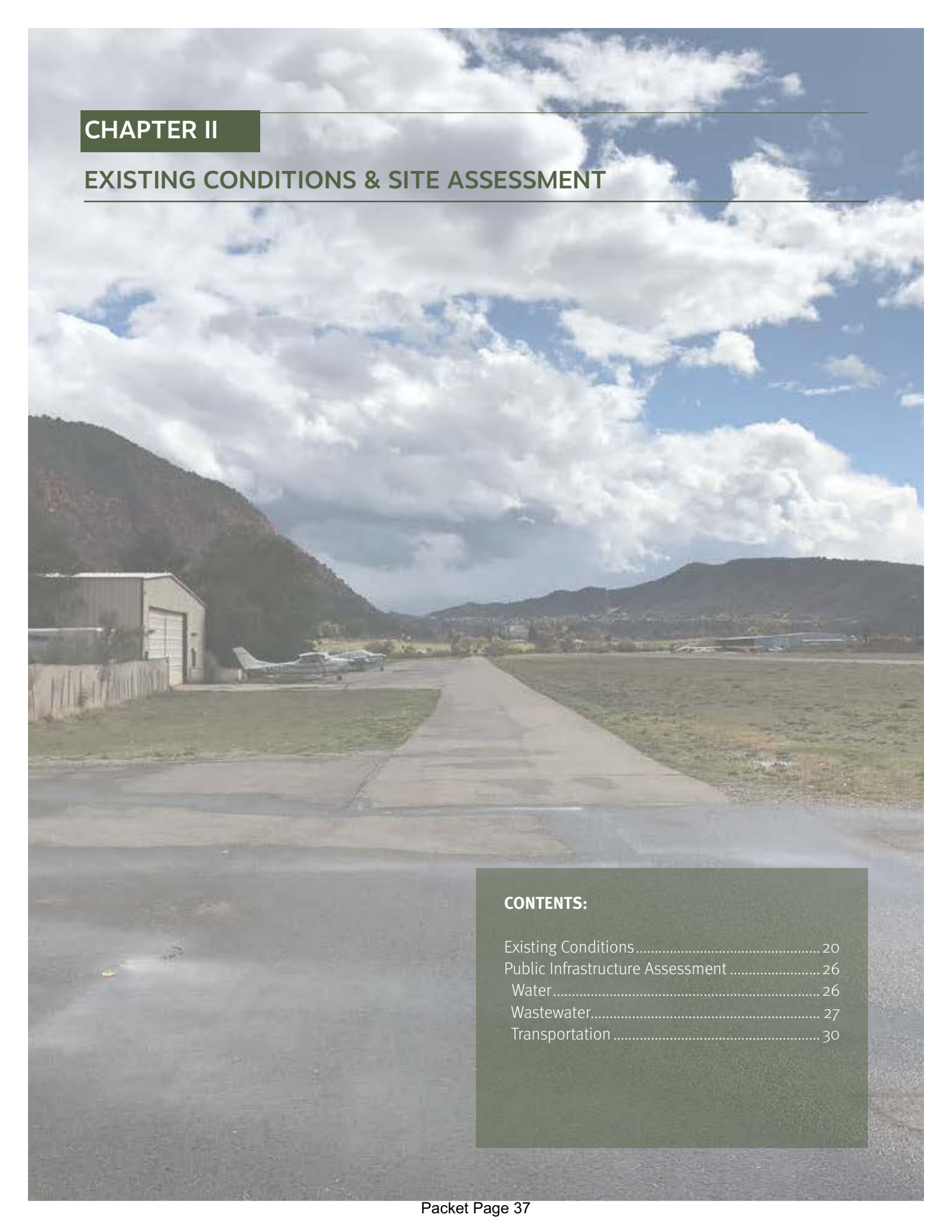
Open Space and Park/Recreation Considerations

- All three land use scenarios preserve approximately one-quarter of the City-owned property (16 acres) for undeveloped hillside open space and river access. Recreational opportunities along the Roaring Fork River including fishing and floating easements exist for all three scenarios.
- The Mixed-Use Village and Residential Village scenarios would provide additional park space and multi-use fields. One of the Residential Village scenarios (Scenario 3b) demonstrates a large 12-acre park with two soccer fields, two baseball fields, two basketball courts, open space, trails, and associated parking.
- Removal of the existing aviation use would also provide opportunities to enhance pedestrian/bike access and mobility. Each land use scenario illustrates a pedestrian/bike spine connecting future land uses to existing neighborhoods. Pedestrian connections to Sopris Elementary School could be enhanced if the Airport property is converted to non-aviation land uses. A new playground, ball fields, and community garden, for example, could also be more easily and more safely accommodated under the Mixed-Use Village or Residential Village scenarios.

Additional General Aviation Benefits

Community and social benefits related to fixed-wing aviation activities that will be lost or “forgone” if the Airport property is redeveloped for either alternative land use scenario include:

- Educational benefits related to flight training, youth education and scholarship programs (such as the free Youth Eagles Flight program), and other seminars and services like Eco Flight which educates/advocates for wildlife conservation and utilizes small aircraft to do so;
- Aviation expos and related social events;
- Leisure and tourism from visitors with access to personal aircraft; and
- Aviation-related recreational activities related to skydiving, hang-gliding, gyros, trikes, etc.



CHAPTER II

EXISTING CONDITIONS & SITE ASSESSMENT

CONTENTS:

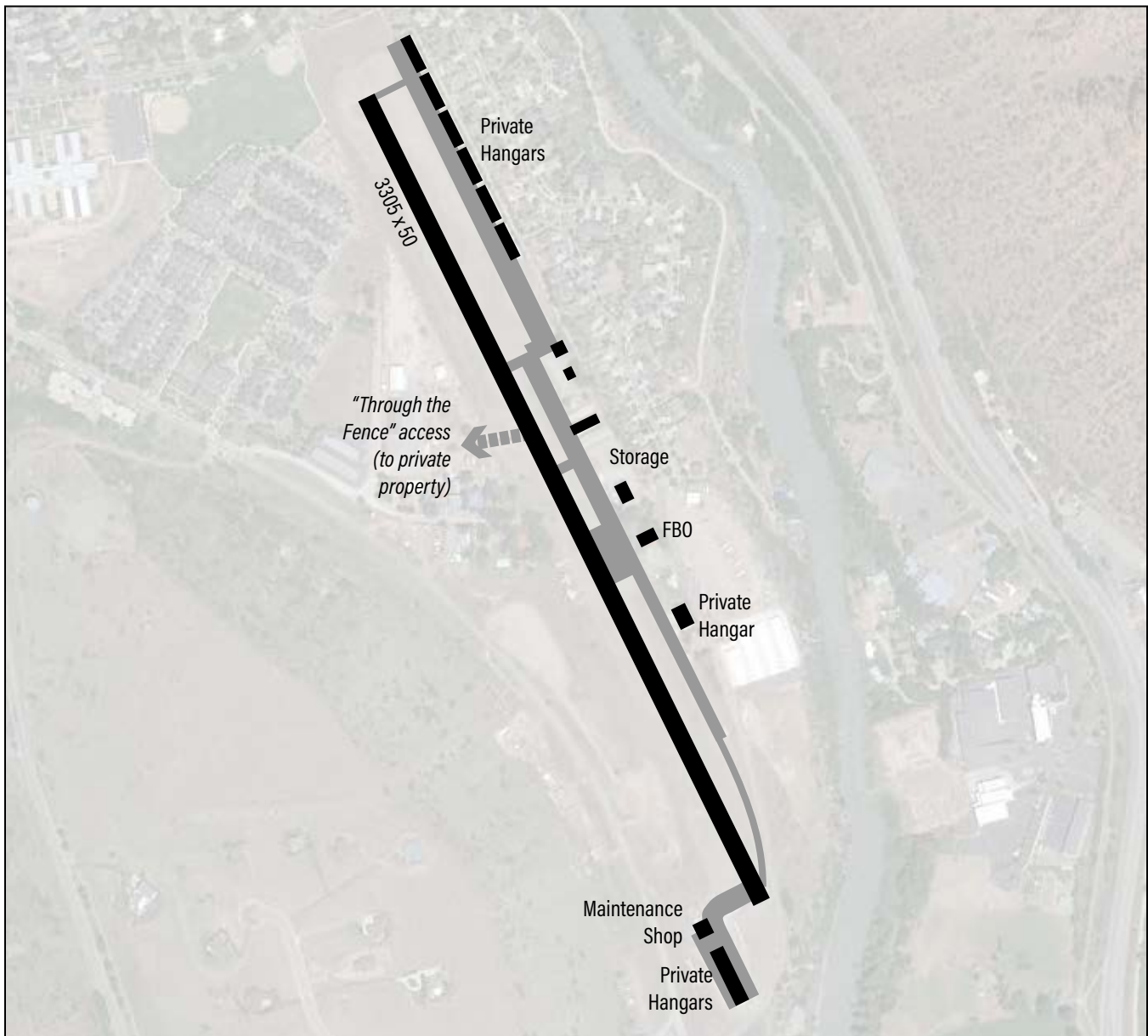
Existing Conditions	20
Public Infrastructure Assessment	26
Water	26
Wastewater.....	27
Transportation	30

Existing Conditions

EXISTING AVIATION USE

The Glenwood Springs Municipal Airport (“Airport”) is a small general aviation airport located on approximately 60 acres of City-owned land in southern Glenwood Springs. It is operated by the City of Glenwood Springs through an enterprise fund. Map II-1 illustrates the existing layout and buildings. The Airport primarily serves recreational and small business users. The Airport also serves as a location for some flight training and fueling and storage for emergency response and medical transport users. Current flight activities are primarily related to single-engine airplanes and helicopters. The Airport is not approved by the Federal Aviation Administration (“FAA”) as part of its National Plan of Integrated Airport Systems (“NPIAS”), and therefore is ineligible for federal airport improvement program grants. The Airport is a daylight airport, meaning it lacks runway lighting as well as modern instrument landing systems that would be especially crucial for “dark” landings.

MAP II-1: EXISTING AIRPORT LAYOUT



The existing asphalt runway measures 3,305 feet in length by 50 feet in width and is reported to have a single-wheel weight bearing capacity of 15,000 pounds. The asphalt runway was reconstructed in 2015 with approximately \$330,000 of grant assistance from CDOT. Because of its short length and limited weight bearing capacity, the existing runway cannot accommodate larger commercial aircraft and corporate jets. The runway cannot be lengthened due to topographical constraints, adjacent land uses, and the physical geometry of the Airport property.

Table II-1 summarizes the existing “on-airport” building spaces. Approximately 70,000 square feet of existing building space, most of it unheated prefabricated metal structures, is estimated to exist on the City-owned Airport property and adjoining private land with access to the Airport.

TABLE II-1: EXISTING AIRPORT FACILITIES

Building(s)	Building Space # Square Feet	Year Built	Structure Type
Maintenance Shop	4,080	1985	Steel/pre-fab metal
Private Hangars - Southwest side	11,880	1985	Steel/pre-fab metal
Private Hangar - Southeast side	4,032	1972	Steel/pre-fab metal
Warehouse	5,000	1976	Masonry
Private Hangar - East side	6,860	1960	Steel/pre-fab metal
Single-Family Homes (Airport Admin/Operations)	2,662	1937	Wood frame
Single-Family Home	2,500	1938	Wood frame
Private Hangars - Northeast side	32,400	2003	Steel/pre-fab metal
Total	69,414		

Sources: Garfield County Assessor; Gruen Gruen + Associates.

Existing Airport administration and operations functioning as the Fixed Based Operator ("FBO") facility is located on the east side of the runway in a single-family residential structure built in 1937. The maintenance shop operated by Aircraft Repair LLC, located at the southwest end of the runway, consists of approximately 3,800 square feet of hangar/shop space and a 500-square-foot office reportedly built in 1985. An additional 55,000 square feet of privately-owned hangar space is located on-airport. The newest hangars were built in 2003, located on the northeast end of the runway. They contain 18 condominium units totaling 32,400 square feet of hangar space. The hangars are unheated prefabricated metal structures. An additional 23,000 square feet of private hangar space exists (generally built in the 1970s-80s) on the southern ends of the runway.



AIRPORT FINANCIAL PERFORMANCE

The Airport is operated under a cost-recovery model in which fees and prices are set in accordance with operating expenses. The Airport Enterprise Fund has effectively been “revenue neutral”, as it is required to be, occasionally generating small operating profits and losses. Table II-2 summarizes the past operating performance of the Airport Enterprise Fund based on audited financial statements. Between 2015 and 2018, the Airport Enterprise Fund generated small annual operating surpluses of roughly \$8,000 to \$24,000. The fund is reported to have a current balance of approximately \$482,000 as of year-end 2018.

TABLE II-2: AIRPORT OPERATING REVENUES AND EXPENSES

	2015 Actual	2016 Actual	2017 Actual	2018 Actual
Total Operating Revenue	\$144,300	\$148,059	\$153,551	\$182,160
Operating Expenses*	(\$133,240)	(\$135,866)	(\$145,759)	(\$157,878)
Net Profit (Loss)	\$11,060	\$12,193	\$7,792	\$24,282
* Includes depreciation for the runway.				
Sources: City of Glenwood Springs; Gruen Gruen + Associates.				

Fuel sales comprise more than 70 percent of Airport operating revenues. In 2016 and 2017, approximately 25,000 gallons of 100LL Avgas fuel were sold. The Airport began selling Jet A fuel on a “trial” basis this past year and fuel sales grew by approximately 15 percent between 2017 and 2018. Retail fuel prices at the Airport have been traditionally set with a \$1.00 (per gallon) mark-up above the wholesale fuel cost. User fees, tie-down fees, and building and land leases generate approximately \$40,000 of annual operating revenue.

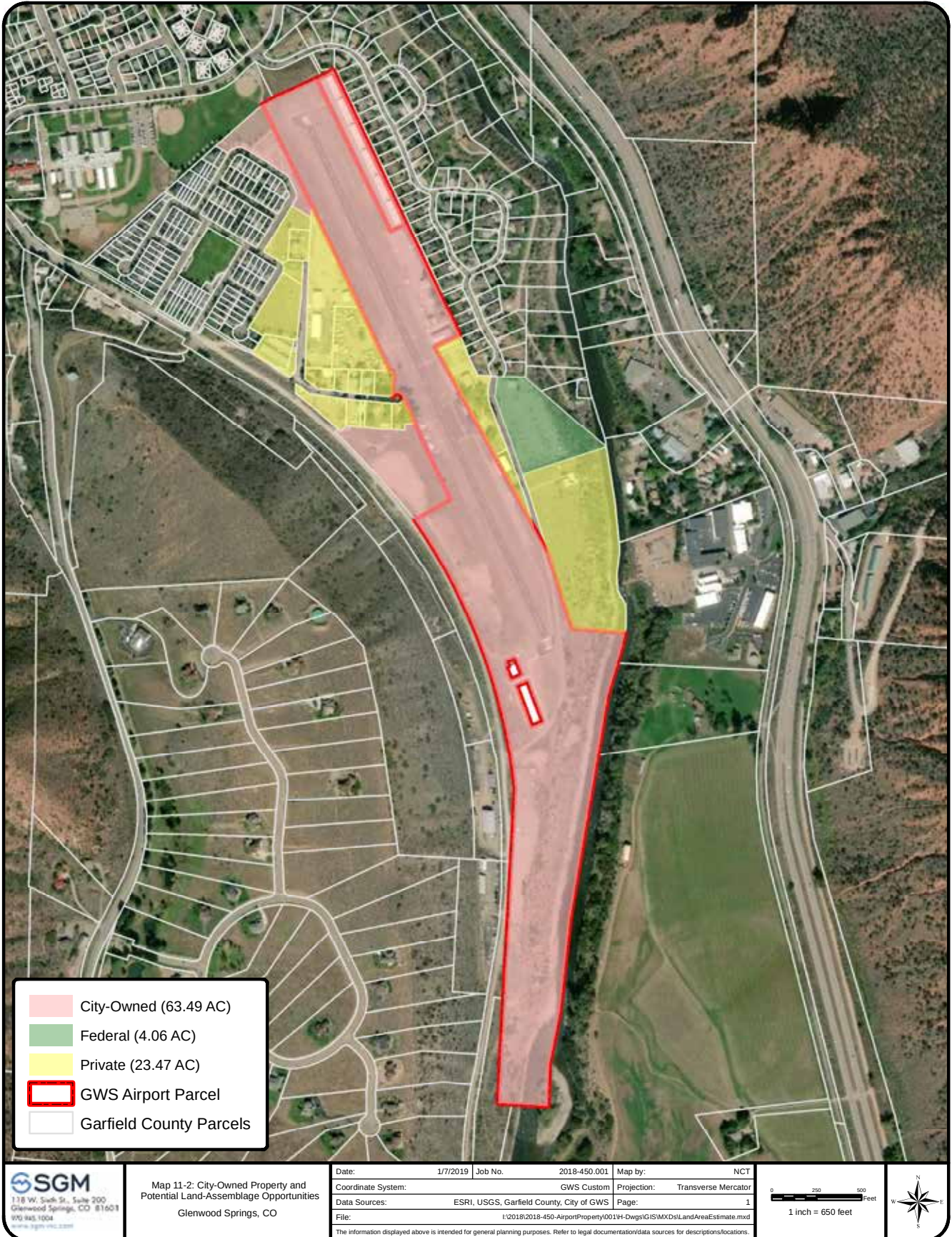
SCENARIO PLANNING STUDY AREA

The scenario planning study area (“Study Area”) includes 91 gross acres of land. Table II-3 and Map II-2 summarize Study Area land ownership. City-owned property totals approximately 63.5 acres or about 70 percent of the Study Area. Approximately 28 acres of privately-owned and Federal land adjoins City-owned property. The Study Area extends beyond City-owned property because it may be prudent for some adjacent land owners to participate in redevelopment if a re-use of the Airport property is pursued.

TABLE II-3: STUDY AREA LAND SUMMARY

	Gross Land Area # Acres	Percent of Total %
CITY-OWNED PROPERTY:		
Airport Parcel	57.78	63.5
Other City-owned Property	5.71	6.3
Subtotal	63.49	69.8
OTHER PROPERTY:		
Federal Property (U.S. Forest Service)	4.06	4.5
Private Owners	23.47	25.8
Subtotal	27.53	30.2
TOTAL	91.02	100.0
Sources: Garfield County GIS Parcel Data; SGM.		

MAP II-2: SCENARIO PLANNING STUDY AREA AND PROPERTY OWNERSHIP



PHYSICAL SITE CONDITIONS

An abbreviated review of the physical site assessment and research conducted by SGM is provided below.

Soils Conditions and Geo-technical

- Research was performed to gain insight on the specific soil information utilizing the SCS WebSoil survey. The majority of the existing soils (approximately 71.5 percent) fall into the Atencio-Azeltine complex map unit name. These types of soils range from a sandy loam (0-11 inches in depth) to an extremely gravelly sand (18-60 inches in depth).
- The Airport property is a suitable development site (for structures ranging from industrial buildings to single-family housing units) because it is predominately characterized by sand to gravelly soils.

Ecological and Environmental

- It would be prudent to conduct a Phase I Environmental Assessment prior to making more intensive use of any City-owned property, given the existing and past uses of the property. A Phase I is intended to allow a user to satisfy one of the requirements to qualify for the innocent landowner, contiguous property owner, or bona fide prospective purchaser limitations on Comprehensive Environmental Response, Compensation and Liability Act (CERCLA) liability (or landowner liability protections).
- The Study Area is located within several mapped habitats for species¹ of interest. Although the Colorado Parks and Wildlife (CPW) division is not a regulating body, further ecological study would be warranted in a development application and review process.
- The portion of the Roaring Fork River crossing and adjacent to the Airport property supports jurisdictional wetlands. Potential impacts to these wetlands would require permitting through the US Army Corps of Engineers.

Floodway and Topography

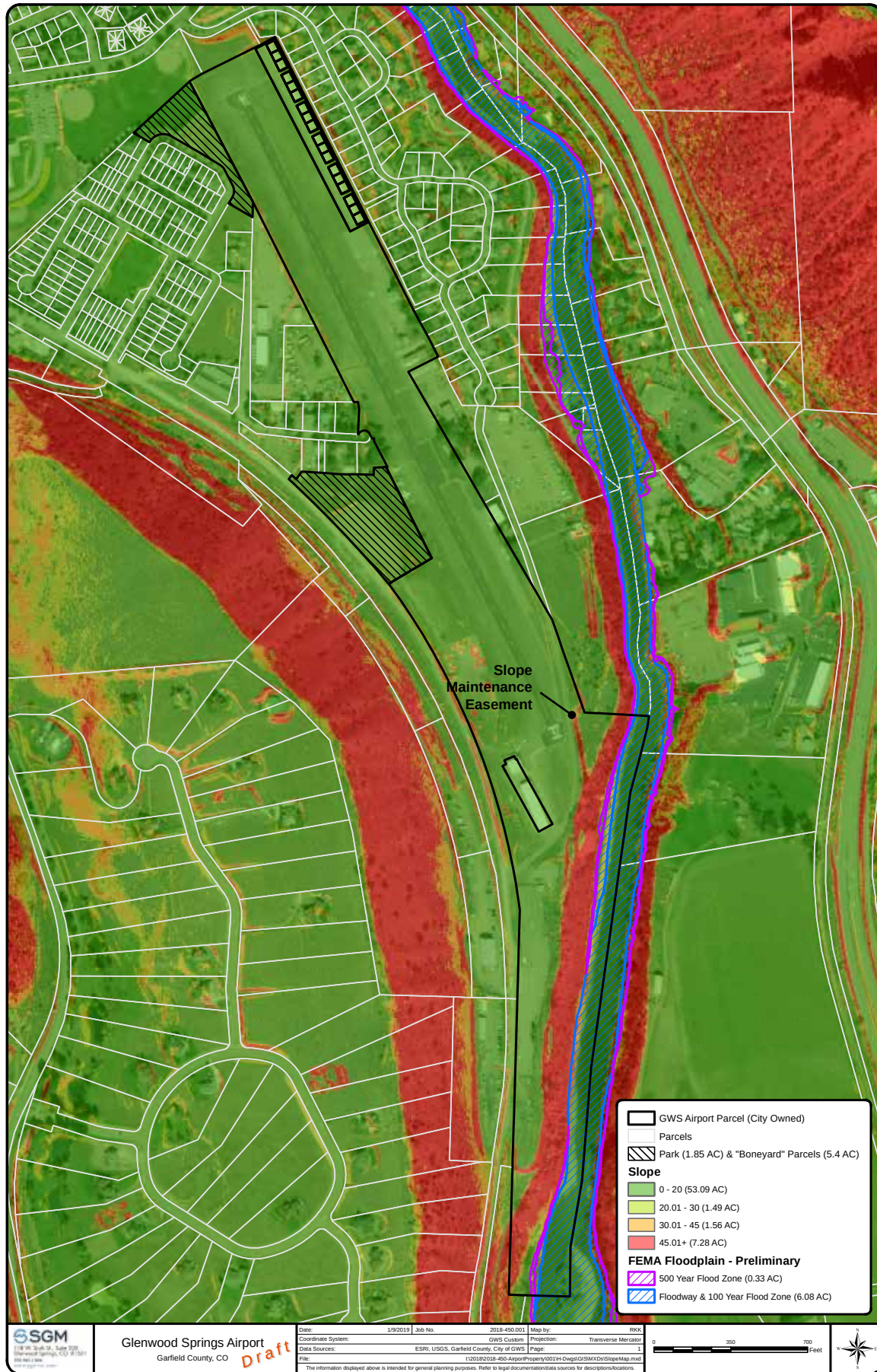
- Approximately 6.08 acres of the City-owned property is located in the 100 year flood zone, and approximately 0.33 acres is located in the 500 year flood zone. These areas, however, are considered to be on steep slopes which are otherwise undevelopable.
- Approximately nine acres of the City-owned property fall on steep slopes exceeding 30 percent, primarily along the Roaring Fork River bank. An additional 1.5 acres of land exhibits slopes between 20 and 30 percent. Municipal Code prohibits all development on slopes exceeding 30 percent and nonresidential development on slopes exceeding 20 percent. Garfield County requires special engineering study for development of lots with slopes exceeding 20 percent. Approximately 11 acres of the City-owned property are likely undevelopable due to steep slopes exceeding 20 percent.
- Surface runoff in the form of sheet flow runs from the west to east. Surface runoff is directed to the Roaring Fork River on the east side of the property. The site has minimal vegetation with little evidence of significant erosion caused by drainage.

Easements

- Two main easements/restrictions are noted for the City-owned Airport parcel: the right-of-way (ROW) for Airport Center Road; and a slope maintenance easement along the eastern boundary of the property.

¹ Including: Bald eagle Winter Forage and Winter Range; Elk Winter Range; Mule Deer Severe Winter Range, Summer Range, Winter Concentration and Winter Range; and Black Bear Fall Concentration Area.

MAP II-3: CITY-OWNED PROPERTY IN RELATION TO SLOPES AND FLOODWAYS



Public Infrastructure Assessment

SGM completed an assessment of the existing public infrastructure (water, wastewater, and transportation systems) currently serving the Study Area and city-owned Airport property. The primary findings resulting from the assessment are as follows:

1. The current water infrastructure is inadequate to serve existing land uses. The City must upgrade their water infrastructure to some degree irrespective of future land use change/development within the Study Area;
2. The Airport property is not currently served by public wastewater infrastructure. However, no significant off-site wastewater infrastructure upgrades are likely to be necessary if additional development in the Study Area is connected into the existing 8" wastewater line in Stockton Road; and
3. The existing transportation system serving the Airport and Study Area experiences congestion and unacceptable Levels of Service. More intensive use of property will require expanded off-site transportation capacity. Already planned City transportation improvements to Midland Avenue and the construction of South Bridge will provide this capacity. Multiple access points will be required for circulation and emergency access if the Airport property is developed. The existing roadway network could best serve the access locations from Mount Sopris Drive, an improved Airport Road and an improved Airport Center Drive.

WATER ASSESSMENT

The City's sole production source is the Red Mountain water treatment plant, which treats surface water from Grizzly Creek, No Name Creek, and occasionally the Roaring Fork River. An existing 12" main serves as the primary transmission conduit between Cardiff Glen and the Red Mountain Water Treatment Plant (WTP). Cardiff Glen is primarily served by the Cardiff Glen Tank, which is located on the Main Glenwood Pressure Zone encompassing everything south of the Colorado River in addition to the Hot Springs Pool area. Other tanks on the main Glenwood Zone include the 12th Street Tanks and the Red Mountain Tank. Operational staff have historically had difficulty filling the Cardiff Glen Tank during peak demand season. In addition, the hydraulic grade of the Cardiff Glen Tank is significantly lower than other tanks on the Main Glenwood Zone (between 6 and 23 feet). This difference indicates that the existing distribution system's transmission capacity may be insufficient to meet current demands, while maintaining enough storage volume to meet emergency, fire suppression needs, and future development. Therefore, the system improvements summarized below would be necessary for significant development to be served at the Airport, while maintaining or actually improving service to existing land uses.

Existing Distribution System

- 20+ year old 12" ductile iron pipe (DIP) located in Midland Ave that runs south in Midland Ave to south corner of Cardiff Glen subdivision.
- 8" DIP lines run on the northern and eastern side of the property (see Map II-4).
- A 4" DIP line runs from the 12" main in Midland across the Airport property in a west to east direction.

Storage

- The Study Area is primarily served by the 0.5MG Cardiff Glen Tank (see Map II-4). This tank is approximately

1,700' from the Airport's west property line and sits at an approximate elevation of 6,048'.

Conclusion

The existing transmission main underneath Midland Avenue is undersized to carry existing system demands during peak demand season. This is due to outdoor irrigation in Cardiff Glen. The existing 0.51 MG Cardiff Glen Tank is appropriately sized for existing demands, but the City cannot maintain enough storage volume to provide fire suppression storage and emergency storage (minimum storage volume of 0.44 MG). Therefore, the City must upgrade their water infrastructure to some degree irrespective of further development in the Study Area.

At a minimum, the City will need to upgrade the South Midland Corridor from 12" to 18" (from 27th Street to 4 Mile Road) and install control valves at the 12th Street Tanks and the Red Mountain Tank. Control valves would temporarily isolate these tanks, raising the hydraulic grade at the Red Mountain WTP and forcing water towards Cardiff Glen. As opposed to installing control valves, the City could manually actuate valves to force water to Cardiff Glen.

Further development in Cardiff Glen would necessitate additional water system improvements. First, an additional storage tank would need to be constructed in Cardiff Glen. Depending on projected demands, this tank would need to be between one (1) and two (2) million gallons. This tank would be placed on the existing Cardiff Glen Tank site with a similar base elevation. Additionally, most or all of the North Midland corridor would need to be upgraded from 12" to 18". Then, depending on projected demands, a booster pump station would need to be installed at the intersection of 27th Street and Midland Avenue and a check valve vault would need to be installed on Blake Avenue.

WASTEWATER / SEWER ASSESSMENT

The Airport property does not have public wastewater infrastructure. However, the adjacent subdivisions do have public wastewater. Cardiff Glen to the west has existing 8" public sewer lines, Park West to the northwest has existing 8" and 12" public sewer lines, and Park East to the east has 3" and 8" private sewer lines, and the school property between Cardiff Glen and Park West is connected to the mainline sewer with a 12" public line.

- All three (3) adjacent subdivisions and the school gravity feed to an 18" mainline that gravity feeds north to Lift Station 13000 located at 101 7th Street.
- Lift Station 13000 pumps to the wastewater treatment facility located in west Glenwood Springs. Two 16" force mains deliver the effluent to the facility with one working at a time.
- The wastewater treatment facility went online in August of 2012. It was designed for flows of 2.3 MGD. The type of treatment is extended aeration with aerobic digesters and oxidation ditches. Odor control is provided by air ionization and air circulation. After the water is treated, it is disinfected by ultra violet radiation and discharged into the Colorado River west of the Midland Bridge in West Glenwood Springs.

Capacity

- The wastewater treatment facility was designed to handle 2.3 MGD. Currently, the facility is receiving approximately 1.0 MGD or 43 percent of design flows.
- The existing infrastructure at Cardiff Glen is an 8" PVC gravity line. An 8" PVC gravity line running at $\frac{3}{4}$ full can flow approximately 587,000 GPD. Based off county GIS data and parcel counts, it is assumed that the Cardiff Glen wastewater lines are running approximately 60,000 GPD (165 parcels/EQRs at 350 gallons/day).

Therefore, it is assumed that there is an additional 527,000 GPD in the 8" lines before they approach $\frac{3}{4}$ full and connect with the 12" PVC line at the Mountain Dr and Mt. Sopris Dr intersection.

- Once a gravity line is $\frac{3}{4}$ full it has another $\frac{1}{4}$ to keep up with any unexpected peak demands on the system.

Conclusion

If the Airport property is developed, the existing wastewater infrastructure in Cardiff Glen can support future development. Future development could potentially gravity feed to the north and connect to the existing wastewater infrastructure in Cardiff Glen at the manhole located in Stocton Road. The existing 8" wastewater line is estimated to support an additional 527,000 GPD which could, for example, support approximately 1,500 additional single-family residential units.

MAP II-4: EXISTING WATER AND WASTEWATER INFRASTRUCTURE



TRANSPORTATION ASSESSMENT

The existing roadway infrastructure providing direct access to and around the Study Area and Airport property generally includes:

- South Midland Avenue – referring to the portion of Midland Avenue located south of the 27th Street roundabout, is a two-lane primary collector roadway that serves the west side of the Roaring Fork River. Access across the river is provided at 8th Street and 27th Street only at this time, with a proposed South Bridge crossing anticipated in the future. South Midland Avenue provides access to the local and collector roadways currently providing direct access to the Airport property;
- Airport Road - a two-lane local street serving the west side of the Airport property. The road is an extension of South Midland Avenue and begins at intersection of South Midland Avenue and Four Mile Road. The existing roadway surface is a pavement/gravel combination and is approximately 20 feet in width;
- Airport Center Road (County Road 116) - a two-lane local street and extension of Airport Road on the east side of the runway serving the Airport property. The existing roadway surface is a pavement/gravel combination and is approximately 20 feet in width;
- Mount Sopris Drive - a paved, 24-foot wide two-lane collector roadway that intersects with South Midland Avenue on the west and serves Sopris Elementary, Glenwood Park and Park East neighborhoods located north and east of Airport property; and
- Sky Ranch Drive - a paved two-lane local street serving the Park East neighborhood on the east side of the Airport property measuring approximately 20 feet in width. Sky Ranch Drive is accessed via Mount Sopris Drive.

Planned Roadway Improvements

The 27th Street corridor experiences congestion during peak hours today and is currently a constraint to accommodating additional development within the South Glenwood Springs travelshed. The City recently started on the 27th Street Bridge reconstruction and at some time in the future, will reconstruct South Midland Avenue and the South Bridge connection. A two-lane bridge section with a roundabout at 27th Street/South Grand was selected as the preferred solution. Future improvements will accommodate approved and unbuilt units within the South Glenwood Springs travelshed, plus an additional 16 percent traffic increase from unknown sources within the travelshed. Without South Bridge, the scope of improvements required for the 27th Street and Midland Avenue corridors expand significantly to serve future traffic volumes.

In 2003, the City secured federal funding to analyze another connection to South Glenwood Springs from State Highway 82 which has culminated in the South Bridge Environmental Assessment (EA). This document is in the process of being approved with a Record of Decision likely to be presented in the coming months. When approved, the approximate \$40-50 million South Bridge project will require funding from local, county, state, federal and other sources due to the bridge, interchange, and other intersection improvements needed for this new connection. Currently, a tunnel is incorporated into the preferred alternative for South Bridge that would maintain the existing Airport runway. An approximately \$6.5 million reduction in cost can be achieved by eliminating the tunnel under the runway.

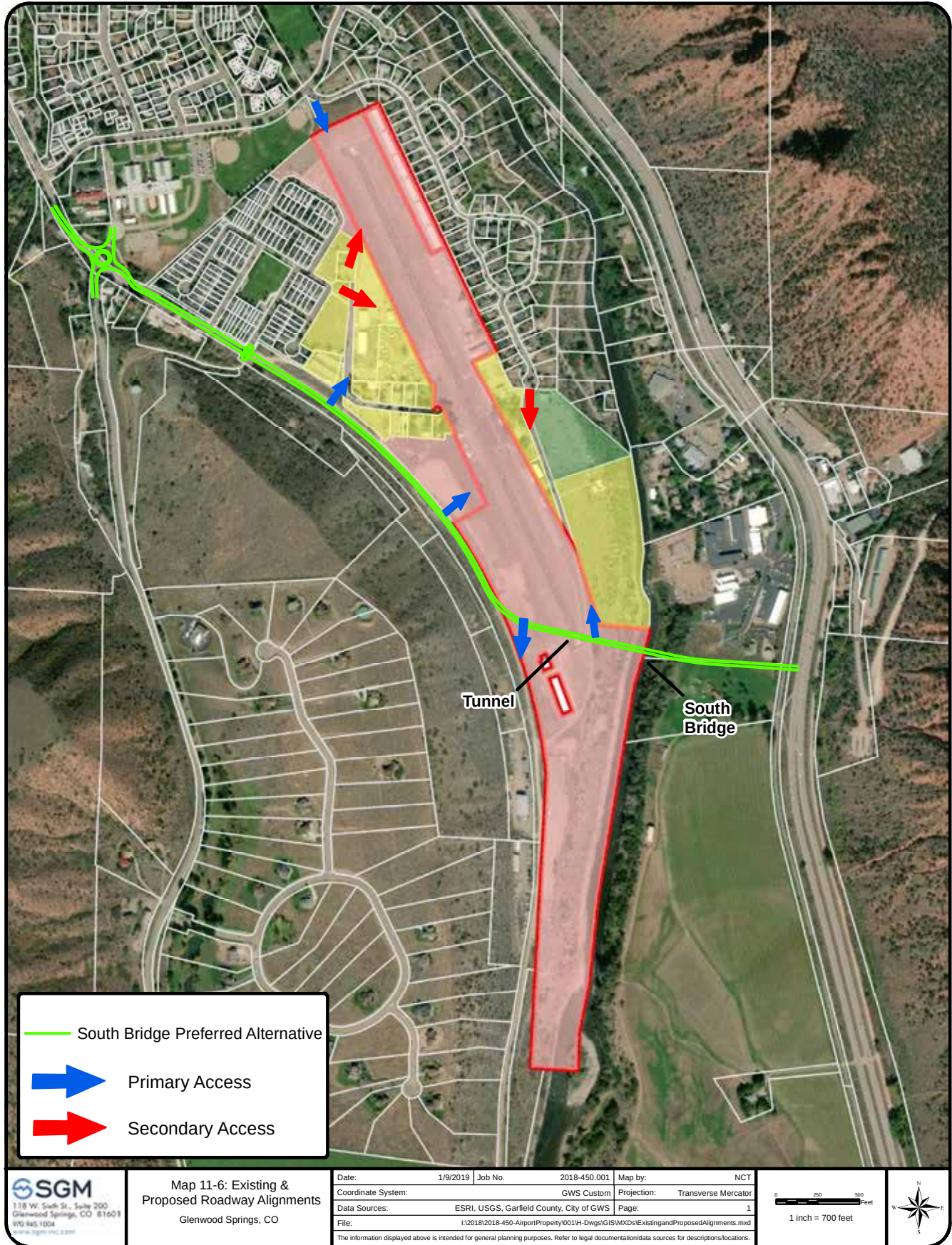
Airport Property Access Options

Access to the Airport property could be pursued at several locations as shown on Map II-5. Multiple access points will be required for circulation and emergency access.

The existing roadway network could best serve the access locations from Mount Sopris Drive, an improved Airport Road (24-foot width, like existing South Midland cross section) and an improved Airport Center Drive. Access from Mount Sopris Drive will require acquiring the private parcel at the north end of the existing runway. Access from an improved Airport Road (extension of South Midland Avenue) can be by direct connection to the Airport property, and / or through the private parcels adjoining the City-owned property to the west. The South Bridge preferred design alternative is provided as an overlay on Map II-5. Potential roundabouts or three-way intersections on an improved Airport Road are also illustrated.

Improvements to Sky Ranch Drive and Cardiff Glen roadways (current ~ 20-foot width) may be required to serve volumes greater than 1,500 vehicles per day. Existing Right-of-Way and property constraints would make it challenging to expand the capacity of these roadways. Accordingly, they should not be anticipated to provide direct access to the Airport property if alternative more intensive land use is considered.

MAP II-5: PROPOSED ROADWAY ALIGNMENTS AND POTENTIAL ACCESS POINTS





CHAPTER III

LAND USE MARKET RECONNAISSANCE

CONTENTS:

Introduction	34
Key Findings and Basic Conclusions	36
Aviation Uses	41
Municipal Uses	48
Retail/Commercial Uses	49
Employment (Office/Industrial) Uses	54
Residential Uses	60

Introduction

This chapter reviews the market research and analysis completed for aviation and non-aviation land uses. The purpose of the market reconnaissance is to inform future land use scenarios for the Airport property by “screening” acceptable land use alternatives according to likely market potential or civic need. One future land use scenario involves keeping the existing aviation use of the property. Therefore, potential airport enhancements and sources of demand for additional general aviation uses/facilities have been investigated as part of this market reconnaissance. Non-aviation land uses that have also been evaluated with respect to market potential (or community need) include:

- Municipal land uses;
- Retail/Commercial land uses;
- Employment (Office and Industrial/Flex) uses; and
- Residential uses.

The outputs of the initial market reconnaissance help to establish which land uses and real estate product types are likely to have enough market support or community need to warrant further evaluation, including physical, financial feasibility, and cost-benefit analysis (topics which are addressed in subsequent chapters of this report).

Approach and Work Completed

In order to discipline our analysis of potential land use options for the Airport property, we conducted interactive interviews with representatives of the City Council, Planning and Zoning Commission, Transportation Commission, and Airport Commission. We also conducted interviews with the Assistant City Manager and Economic and Community Development Director, City Engineer, Assistant Community Development Director, Senior Planner, Transportation Manager, Director of Parks and Recreation, and Airport Manager. GG+A also interviewed local property developers and real estate brokers, planning staff at Garfield County and the Town of Carbondale, representatives of the Rifle Garfield County Airport and Eagle County Regional Airport, and obtained answers to questions from the Chief Community Relations Officer of the Valley View Hospital.

These interviews were directed at obtaining an understanding of and information, insights, and hypotheses on the following:

- the current attitudes or perceptions about the Airport property and goals and objectives for the area;
- each type of land use permissible under applicable development regulations, or which the City Council may accept;
- the relevant geographic areas from which businesses or consumers could be attracted to the postulated land uses and potential competing supply options;
- the advantages and disadvantages of the location for alternatives uses and potential prices obtainable for varying types of building space at the Airport property; and
- The capacity of aviation services near the City of Glenwood Springs.

GG+A also designed an Airport User Survey that was distributed by City staff electronically (via email) to approximately 100 recipients from an “airport user group” list that was provided by the Airport Manager. The

results are summarized in Appendix A. The purpose of the survey was to develop an information base about the number and type of individuals and businesses utilizing the Airport; the nature of current aviation and flight activities; potential impacts on the local economy attributable to these activities (jobs, payroll, etc.); and preferred enhancements to the property and facilities.

Key Findings and Basic Conclusions

Aviation Uses

- The depth of the potential market for aviation land uses is constrained by the small size of the Airport, the limited length and weight-bearing capacity of the existing runway as well as the absence of FAA approvals.
- Landside development efforts at general aviation airports are commonly focused on a variety of aviation users (business targets) such as corporate flight departments, aircraft brokerage/charter firms, air cargo operators, aviation/aerospace manufacturers, and maintenance/repair/overhaul (“MRO”) services. These market segments, which are served by other airports, are not realistic candidates for future aviation-related development at the Airport even if desired improvements are made.
- The regional market area contains five alternative airports within a 90-minute drive time of Glenwood Springs, including the Rifle Garfield County Airport, Eagle County Regional Airport, Aspen-Pitkin County Airport, Grand Junction Regional Airport, and Meeker Airport. Neither of the two primary sources of competition for aviation activity, in Rifle and Eagle, have existing unoccupied hangar space available for small general aviation aircraft. Both airports do have ample land upon which to expand facilities for general aviation uses and offer support services and amenities not available at the Airport.
- The physical infrastructure of the Airport and absence of features such as runway lighting and a published approach limit the capability to serve emergency response operators. The Airport does not provide the features or infrastructure preferred by emergency response and air ambulance operators that utilize fixed-wing aircraft, most frequently including the Learjet 35 and King Air B200. According to the Airport Manager, the Pilatus PC-12 single-engine turboprop aircraft (which can utilize short, lower weight bearing runways) and Air Tractor 602 (a single-engine turboprop agricultural aircraft) have occasionally used the Glenwood Springs Airport. The Airport Manager estimates that fixed-wing emergency medical flights into the Glenwood Springs Airport do not exceed seven to 10 flights per year.
- Many existing Airport users indicate they would utilize the Airport more often if enhancements were made. Seventy (70) percent of respondents indicated the availability of additional hangar space is “very important” to them or their business. The second and almost equally preferred improvement is the installation of modern Unicom (ground-to-air communications) service. A modern fueling station providing Jet A and 100LL fuel is the third most preferred enhancement.
- Demands may arise from uses/activities that have located at the Airport in the past or have not been accommodated or pursued previously due to a lack of building space, such as a recreational aviation (skydiving) business that recently operated from the Airport. Some flight instructors utilizing the Airport also indicate potential support for a formal flight training or education facility that could accommodate classroom-type spaces. The operator of the existing maintenance shop has also indicated that it could service a greater volume of aircraft in a larger/modern maintenance facility.

Municipal Uses

- Additional park land and/or recreational fields could be an alternative use for portions of the Airport property. While a residential re-use would require some park land dedication (or fee payment in-lieu of dedication), adjacency to Sullivan Park and Sopris Park on the north end of the existing runway represent an opportunity to create a larger critical mass of outdoor recreational space in southern Glenwood Springs.
- Current municipal storage functions at the Airport property, including the “boneyard” and police impound lot, will likely need to be accommodated within a future re-use of the property. Limited alternatives to relocate these functions may exist but should be explored and evaluated. Potential costs to relocate

municipal storage functions are not yet available but are unlikely to be significant relative to the value of alternative uses of the storage function at the Airport (or if utilized as part of other municipal-owned property). Relocating outdoor storage to a centralized location could also improve municipal service efficiency.

- The current Municipal Operations Center (“MOC”) facility is ideally located to its labor force which primarily originates from the I-70 corridor west of Glenwood Springs. Relocation of MOC functions to the Airport property in southern Glenwood Springs would likely reduce service efficiencies and raise costs.
- Arts and culture-related uses are not strong candidates for relocation or expansion to the Airport property as existing facilities are well located to users and adequate to meet community needs. New municipal uses oriented to community events/performances would function best within or near the core Downtown, closest to the cultural and social center of gravity of the community and where they could spillover sales to restaurants and specialty retailers located in the Downtown and near hotels.

Retail Uses

- Glenwood Springs is a comparatively small community with a very large retailing and restaurant base. A significant share of the existing retail space supply is supported by non-local shoppers and visitors. That is, the local market captures a large “sales surplus” relative to the retail expenditure potential of Glenwood Springs households. The data analytics firm ESRI estimates indicate that local Glenwood Springs households spent approximately \$93 million on Retail Goods and Food Away from Home (i.e., eating and drinking) in 2018. In 2017, taxable retail sales in Glenwood Springs excluding automotive goods approximated \$325 million, or more than three times the retail expenditure potential of local resident households.
- While the City’s retailing base has recovered from post-recession lows, inflation-adjusted taxable retail sales have experienced a 16 percent overall decline over the past 10 years. Some retailing sectors such as General Merchandise have continued to decline. The increasing importance of people’s time and the continued growth of e-tailing suggest e-tailing will increasingly substitute for the purchase of standard commodities that are not fun or convenient to buy in person. Shopping centers and areas need to be large and diverse enough to facilitate multi-purpose shopping and service trips. Restaurant and Bar sales are up approximately six percent over 2008 levels, while Apparel and Accessory store sales (a relatively small segment of the retailing base) have increased by approximately 30 percent since 2008. Both sectors of the local retail market tend to be much more “experiential” than necessity goods, and they are largely concentrated within or near Downtown (a location that is both large and diverse in its offerings).
- Highly visible and accessible retailing locations have space and land available closer to I-70 and Downtown, an agglomeration that has already established market area dominance. The Airport property is not centrally located to the local population base, is not proximate to an established critical mass of retailing, dining, and entertainment activities and is not part of the cluster of visitor attractions and lodging amenities that spillover sales to retail and dining uses.
- One development team has indicated interest in encouraging the existing Wal-Mart store to relocate to the Airport property because the completion of the South Bridge would better position the store to capture sales from residents living in Glenwood Springs or west of Glenwood Springs who may also commute Up Valley. Although completion of South Bridge would greatly improve accessibility and allow for more significant exposure to traffic volumes, it would be better City policy to first attempt to encourage Wal-Mart to locate near other stores and be part of retail agglomerations containing a variety of shopping opportunities whose synergy attracts more customers. It would be advantageous for Glenwood Springs to have fewer, but larger, well-integrated shopping nodes than numerous smaller centers and free-standing buildings that siphon off relatively small sales dollars so as to make more difficult the development of larger projects with greater

trade areas and more frequent visitation, or higher per visit expenditures.

- Retail land uses will not be a leading highest-and-best use candidate for alternative use of the Airport property. The site is not as well-positioned to capture sources of non-local retail demand as the established regional-serving uses in west Glenwood Springs along Interstate 70. With the potential exception of a Wal-Mart type development, most potential retail use opportunities are likely to be “residual” uses, oriented to local-serving convenience, necessity, and/or food-type uses that function as amenities that can support the attraction and development of other land uses.

Employment (Office and Industrial) Uses

- The current market for the development of land at the Airport is stronger for industrial use than office use. Current market rents for office space are not typically high enough to feasibly support new speculative office space development.
- The employment base of Glenwood Springs and Garfield County are not oriented to economic sectors prone to use private office space such as finance, insurance, and professional, business, and technical services. The local economic base is heavily comprised by government, education, and healthcare services and industries serving the visitor and tourism base such as leisure and hospitality and retail trade.
- Southern Glenwood Springs does not currently contain a critical mass of private or public office space users, office space inventory, and set of support services and amenities which office space users require (i.e., the Airport property does not provide significant “agglomeration” advantages for major office space users.
- Speculative development of private office space is also constrained by a relatively high and growing proportion of workers, employed in industry sectors traditionally associated with the consumption of office space, working from home. Over 15 percent of the Garfield County labor force in professional and business services and information services is estimated to work from home.
- Industrial users have much more difficulty finding available suitable space in Glenwood Springs and the Roaring Fork Valley. The Airport property is the last remaining industrial zoning district with potentially developable land located within City limits.
- The primary geographic market area within which industrial space development will compete generally includes the west I-70 corridor and Highway 82 corridor in the northern/mid-valley portions of the Roaring Fork Valley. Internal movements, expansions, and consolidations within the primary market area can be expected to account for the preponderance of future industrial space development opportunities. Beyond existing industrial businesses in Glenwood Springs and other mid-valley locations which may seek expansion or modernization opportunities, the Airport property (with completion of South Bridge) could also be expected to capture demand from contractors located in the I-70 corridor seeking industrial spaces closer to their Up Valley sources of business.
- Industrial space users are predominately serving the local market, as opposed to exporting goods/services beyond the Roaring Fork Valley and are engaged in a wide array of economic activities and services. Most industrial/flex space users in the Roaring Fork Valley tend to be small, with building space requirements of less than 10,000 square feet and frequently much smaller. The construction industry is the largest industrial sector employer in Garfield County and has been expanding more significantly than other industrial activities. Interviews with brokers frequently cited contractors as the leading sources of demand for industrial/flex space.
- Prototypical space for a small-scale industrial building development could include a roll-up back and attractive “store type” fronts that can serve a variety of office, light assembly, and showroom, and distribution uses with uniformity of building design, signage, and awnings. Given the typical size of many of their products and the importance of advertising product availability, outdoor display space is often needed.

Contractors, a primary source of industrial space demand, also frequently require outdoor storage capability.

- Existing substantially built-out workplace centers in Glenwood Springs range from about eight to 12 acres while the Carbondale Kay Industrial Park, also substantially built-out, contains about 13 acres. The Aspen Airport Business Center containing a wide variety of employment and residential uses consists of 70 acres, of which 20 acres were originally allocated for industrial uses.

Residential Uses

- Strong consensus exists among local real estate brokers, developers, housing specialists, and City representatives interviewed that all types of housing are in short supply in Glenwood Springs. Housing is a vital component of economic development and civic leaders have identified affordable workforce housing as a policy action priority.
- Glenwood Springs is characterized by a high jobs-housing balance, with approximately 2.4 jobs per housing unit. Approximately three-quarters of workers employed in Glenwood Springs (about 7,000 workers) are “in-commuters”, originating primarily from the I-70 corridor west of Glenwood Springs. The primary geographic market area within which new housing product will compete reflects this commute shed and generally includes Garfield County. The significant volume of in-commuters also points to the likelihood of pent-up demand (from existing workers/households) if additional housing can be provided at attainable prices.
- About 22 percent of all households in Glenwood Springs are estimated to rent a single-family housing unit, which is nearly as high as the 24 percent of households estimated to rent multi-family housing units. Recent growth in renter households has corresponded with a rather sharp decline in owner-occupied, single-family housing units.
- The two primary market segments associated with existing sources of housing demand/need in Glenwood Springs are for-sale market rate housing and below market rate (affordable) rental housing. Households earning less than 80 percent of Area Median Income (“AMI”, adjusted for household sizes) are estimated to comprise about 45 percent of all households in Glenwood Springs, many of whom expend more than 30 percent of their before-tax income on housing and related expenses.
- The Airport property has the potential to be a highly desirable residential location. Its size provides an opportunity to create a “new town in town community” featuring a complementary package of housing products, amenities, and services not available elsewhere within City limits. The completion of South Bridge would also be appealing to dual-income households (with members who commute to different locations) given the direct accessibility it would create to the primary commute corridor – Highway 82. The property also provides unobstructed up valley views of Mount Sopris and portions of the property abut natural open space (the Roaring Fork River). Additionally, the Sopris Elementary School has a positive reputation and capacity to accommodate additional school-aged children. According to the Chief Operating Officer of Roaring Fork Schools, enrollment at Sopris Elementary has declined from approximately 600 students in 2014/2015 to below 360 students. Sopris Elementary can support 499 students without using modular classrooms. The Riverview School current attendance area boundary does not include the Airport property but does include the communities of Carbondale and Basalt. The Riverview School currently has physical capacity to accommodate additional students with total capacity of 450 students in the existing building. According to the Chief Operating Officer, the Roaring Forks Schools would benefit from housing availability for school district staff.
- Recent price increases for both ownership and rental housing have been significant. Colorado Division of Housing Multi-Family Housing Vacancy & Rental Survey data indicates that the average monthly rent for apartments in Glenwood Springs increased from \$0.77-per-square-foot in 2014 to \$1.28-per-square-foot as of third quarter 2018 (a 66 percent escalation). The average resale prices for single-family and multi-family ownership units have increased by 18 and 24 percent, respectively, over the past four years.

- Anticipated countywide household growth suggest that Glenwood Springs could grow by approximately 1,200 households over the next 10 years if it simply maintains its relative position in the broader housing market (predicated on land being made available for residential use, such as the Airport property and adequate public infrastructure capacity). Factoring in frictional vacancy to provide for adequate mobility in the housing market, and projects currently under construction (e.g. Lofts at Red Mountain, Six Canyon) suggests that approximately 1,000 additional housing units will be needed over the next 10 years. More than 80 percent of the housing need or demand is likely to be for detached or attached single-family units if housing preferences do not deviate considerably from existing patterns. Demand can be expected to support the development of significant housing uses at the Airport property, although housing will also need to be created at other locations for the housing market to function competitively.

Aviation Land Uses

This section presents a review of existing aviation activity at the Airport and the broader market within which the Airport operates. The market reconnaissance provides context about potential aviation-related land use opportunities and preferred Airport enhancements.

Current Activities and Market(s) Served

The depth of the potential market for aviation land uses is limited by the size of the Airport and runway and the absence of FAA certifications. Landside development efforts at general aviation airports are typically focused on a combination of aviation users (business targets) such as:

- Corporate flight departments;
- Aircraft brokerage, leasing, and charter firms;
- Air cargo operators;
- Aviation/aerospace manufacturers; and
- Maintenance, repair and overhaul (“MRO”) services.

These revenue-generating, economy stimulating market segments have not been attracted to the Airport and are not realistic candidates for future aviation-related development at the Airport given physical constraints, the absence of FAA certification, and regional supply competition. Potential market opportunities are oriented to existing (or previous) Airport users and local-serving general aviation activities. The type of general aviation activities and airport users currently utilizing the Airport are summarized below:

- Recreation / leisure and personal transport: A primary component of existing aviation activity at the Airport relates to recreation, leisure, and personal transportation.¹ For example, the Airport User Survey results indicate that 12 percent of existing Airport users are retired pilots. An additional 35 percent of current Airport users are self-employed individuals, or small business owners, who report they have no staff or business establishments located in Glenwood Springs that require the use of the Airport. About one-half of all existing users indicated that they transported leisure visitors to/from Glenwood Springs via the Airport in 2017. Recreation-related businesses such as sight-seeing and sky diving tours, although not currently operating at the Airport, have also located at the Airport in the past.
- Flight instruction / training: The Airport serves as a satellite location for the Alpine Flight School, which is based out of the Eagle County Airport, but performs aircraft maintenance and flight training (for short runway and mountain landings) at the Airport. The Airport User Survey indicates other flight instructors utilize the Airport for similar training and educational purposes, such as the Aspen Higher Learning Flight Academy, CFI, Aspen Aero Flight School, Mountain Flying Aviation, CMF, and Quizaire LLC.

¹ While there are no “official” estimates of flight activity for the Airport from the FAA, Airnav.com reports that 81 percent of flight activity in 2015 at the Airport was comprised of “local General Aviation” flights. This means that less than 20 percent of flight activity is related to “itinerant” or transient operations – that is, flights originating from beyond the local area (whether to refuel, stay overnight(s) for a visit, and so forth).

- Emergency transport and disaster response: The Airport serves as a location for the “Flight for Life” program. Classic Air Medical, an emergency helicopter air transport operator, began operations out of Valley View Hospital in 2016. According to representatives of the Valley View Hospital, prior to 2016, a variety of emergency medical transport providers served patients of the Hospital, but did not base aircraft at the Hospital.
 - Classic Air Medical utilizes the Glenwood Springs Airport for fueling, maintenance and storage of a helicopter in inclement weather. According to the Classic Air Base Manager, patients are typically transported from the Valley View Hospital to the Rifle Garfield County Airport for fixed-wing flights. Patients (and not the hospital) are responsible for payment to Classic Air Medical for emergency transport services provided. Classic Air Medical and Valley View Hospital have clinical and operating agreements which, among other things, provides for the helicopter asset of Classic Air Medical to use the Hospital helipad at no cost.
 - Classic Air Medical serves 100-200 patients per year. Emergency medical transport needs in the region may be more than 200 incidents per year but because of bad weather, air service cannot be utilized. According to the Base Manager for Classic Air Medical, patients are most often transported by helicopter from Valley View Hospital to the Denver University Hospital. Classic Air Medical also transports patients to St. Mary’s Hospital in Grand Junction and the Denver Children’s Hospital.
 - Classic Air has not flown any fixed-wing aircraft to or from the Glenwood Springs Airport. The staff of Classic Air Medical estimate that Denver’s Children Hospital may have flown fixed-wing aircraft to the Glenwood Springs Airport four or five times in the past year. Flights can only occur during daytime and when weather permits because the Glenwood Springs Airport does not have facilities for instrument landings or runway lighting. Classic Air Medical would not base fixed-wing aircraft at the Airport. Classic Air Medical already has an asset- a helicopter- it deems most appropriate at the Airport. According to the Base Manager, it would not benefit Classic Air Medical or the community to base a fixed-wing aircraft at the Glenwood Springs Airport. Classic Air Medical does base fixed-wing aircraft at other airports which have the facilities for instrumentation landings, and which permit operating night and day and in all weather conditions.
 - According to the Base Manager and Chief Pilot for Classic Air Medical, few helicopter flights originate from the Glenwood Springs Airport as opposed to the Valley View Hospital helipad. They occur when a patient is very heavy and under conditions of very hot temperatures (that can occur in the summer months) which require more area to take off and get lift. According to the Base Manager, Classic Air Medical would not construct (or pay for the costs to construct) new hangar space if the Glenwood Springs Airport was expanded and does not currently need any additional hangar space; its current hangar is satisfactory. If the Airport was expanded or enhanced, Classic Air Medical would not add any additional equipment or staff.
 - In addition to air medical transport, the Airport has also served as a support facility and refueling station for wildfire fighting operations, reportedly for 60 days this past season. A Chinook helicopter was based at the Airport to assist in dropping water on the Lake Christine fire. The Airport User Survey indicates that the aircraft of six current users were involved in fire-fighting activities in 2017. The Eagle County Airport and Rifle Garfield County Airport host significantly more fire-fighting equipment and personnel because of greater land capacity, higher-quality infrastructure, and available support services.

Competitive Market Area and Supply

The market area contains five alternative airports within a 90-minute drive time of Glenwood Springs, including the Rifle Garfield County Airport, Eagle County Regional Airport, Aspen-Pitkin County Airport, Grand Junction Regional Airport, and Meeker Airport. This high level of airport accessibility is unique for a relatively small community located outside of a major urbanized area.

Table III-1 summarizes the characteristics of each airport.

TABLE III-1: INFRASTRUCTURE AT AIRPORTS WITHIN 90-MINUTE DRIVE TIME OF GLENWOOD SPRINGS						
	Glenwood Springs Municipal Airport (GWS)	Rifle Garfield County Airport (RIL)	Eagle County Regional Airport (EGE)	Aspen-Pitkin County Airport (ASE)	Meeker Coulter Field Airport (EEO)	Grand Junction Regional Airport (GJT)
Airport Classification	Non-FAA	FAA General Aviation	FAA Primary Commercial	FAA Primary Commercial	FAA General Aviation	FAA Primary Commercial
Runway size (length x width)	3,305 x 50 ft	7,000 x 100 ft	9,000 x 150 ft	8,006 x 100 ft	6,503 x 100 ft	10,501 x 150 ft
Runway weight capacity*						
Single Wheel	15	90	75	80	30	110
Double Wheel	N/A	200	140	100	60	180
Double Tandem	N/A	250	255	160	N/A	260
Control Tower	NO	NO	YES	YES	NO	YES
Runway Identifier Lights	NO	YES	YES	YES	YES	YES
Local General Aviation, Estimated % of Flight Traffic	81%	33%	17%	13%	30%	19%
* Maximum weight bearing capacity in thousands of pounds.						
Sources: Federal Aviation Administration; Airnav.com; Gruen Gruen + Associates.						

Three of the five airports located within a 90-minute drive are FAA-designated Primary Commercial airports offering scheduled passenger service (in Eagle, Aspen, and Grand Junction) and featuring FAA control towers and runway identifier lights. These airports can accommodate a wide array of aircraft including commercial passenger and corporate jets. As summarized in Table III-1, the existing runway of the Airport is significantly smaller than all other runways accessible within a 90-minute drive. At a length of 3,305 feet, the next shortest runway is located at the Meeker Coulter Field Airport which is nearly double its size at 6,500 feet in length. The nearby Rifle Garfield County Airport features a 7,000-foot runway that can accommodate much larger aircraft weighing up to 250,000 pounds.

The Rifle Garfield County Airport and Eagle County Regional Airport are the two primary (and nearest) sources of supply competition for aviation users and activities. Interviews GG+A completed with representatives of each airport indicate that both have ample operational (and land) capacity to accommodate significantly more general aviation activity. As summarized below in Table III-2, surplus operational capacity exists at each airport located within a 90-minute drive of Glenwood Springs.

TABLE III-2: OPERATIONAL CAPACITY AT AIRPORTS WITHIN 90-MINUTE DRIVE OF GLENWOOD SPRINGS

	Demand/Capacity Ratio ¹	
	2010 Estimate	2030 Forecast
Glenwood Springs Municipal Airport	8%	9%
Rifle Garfield County Airport	4%	5%
Eagle County Regional Airport	19%	21%
Aspen-Pitkin County Airport	19%	25%
Meeker Coulter Field Airport	5%	5%
Grand Junction Regional Airport	27%	32%
¹ The ratio compares actual and projected flight operations to the “Annual Service Volume” capacity of each airport given their size, layout, and features. Figures thus represent the percent of hypothetical operational capacity utilized (and forecast to be utilized).		
Sources: Colorado Department of Transportation, Division of Aeronautics, <i>Colorado Aviation System Plan Technical Report</i> ; Gruen Gruen + Associates.		

According to the Colorado Department of Transportation’s Division of Aeronautics, the volume of flight activity at nearby airports could effectively quadruple before airport expansion alternatives would need to be evaluated (the FAA encourages this when airports begin to reach 60 percent of their designed operational capacity). Interviews and the secondary projections are consistent, indicating that operational capacity is not a constraint throughout the regional aviation market area. The three general aviation airports in the broader market, including GWS, are all projected to be operating below 10 percent of capacity by 2030.

Neither of the two primary sources of competition for aviation activity, in Rifle and Eagle, have existing unoccupied hangar space available for small general aviation aircraft. Both airports do have ample land upon which to expand facilities for general aviation uses.

- The Rifle Garfield County Regional Airport has identified more than 10 acres of aviation land for expansion of hangars and tie-downs. The Airport Layout Plan (ALP) identifies future hangar space development of approximately 150,000 square feet. Some of this future expansion is planned specifically for small personal general aviation aircraft, including two 10,000-square-foot hangar buildings and a 2.2-acre area for aircraft tie-downs, in the ALP. Additional hangar development may be pursued in the future as the Rifle Garfield County Regional Airport’s 90,000 square feet of heated hangar space (for transient/seasonal users) is frequently fully booked months in advance.
- Jacobs Engineering² recently completed a conceptual engineering study to evaluate alternatives and capital costs to expand the general aviation hangar area and associated taxilanes at the Rifle Garfield County Regional Airport. The preferred alternative identifies 90,700 square feet of total new hangar space configured to include T-hangars as well as box/corporate hangars and 89,200 square feet of additional airfield pavement area. The preferred alternative would also extend a new access roadway, water and electric utility lines, and drainage systems. The opinion of probable cost for the general aviation area expansion sitework is \$1,769,400.
- The Eagle County Regional Airport is also undergoing significant expansion. Its 50,000-square-foot commercial terminal building development broke ground last year and 230,000 square feet of heated hangar space and 25 acres of ramp storage are also currently in development. These will feature custom build hangar options with a specific taxiway connector for general aviation hangar space users. The Eagle County Regional Airport is also building 30,000 square feet of “executive” hangar space including five acres for ramp storage and has acquired approximately five acres (on other side of runway) for build-to-suit hangar development.

⁴ See: https://garfield-county.granicus.com/MetaViewer.php?view_id=3&clip_id=1369&meta_id=144441

Emergency Transport and Disaster Response

Multiple stakeholder interviews and commentary gathered from the Airport User Survey emphasized the importance of the Airport's supporting role in emergency and fire-related response operations. The Airport does not provide the infrastructure and features preferred by the types of fixed-wing aircraft reported by the CDOT Division of Aeronautics to be typically used in emergency response and air ambulance operations.

The Flight for Life air ambulance service, for example, utilizes Beechcraft KingAir 200 aircraft that are based in Centennial and Durango. Helicopters have limited speed, range, and payload relative to fixed-wing aircraft. According to the CDOT Division of Aeronautics, "the KingAir B200 and the Learjet 35 are representative of the aircraft used in Colorado to provide emergency transport." These two fixed-wing aircraft are reported to require minimum emergency runway lengths on the Western Slope of approximately 5,300 and 6,800 feet, respectively.³ The Airport also does not provide medium- or high-intensity runway lighting, a rotating beacon, or a published approach – features preferred by emergency flight operators. According to the Airport Manager, the Pilatus PC-12 single-engine turboprop aircraft which can utilize short, lower weight bearing runways and the Air Tractor 602 (a single-engine turboprop agricultural aircraft) have occasionally used the Glenwood Spring Airport. The Airport Manager estimates that fixed-wing emergency medical flights into the Glenwood Spring Airport do not exceed seven to 10 flights per year.

Representatives of the two nearest airport competitors both indicated their facilities are used frequently in support of medical transport, emergency response, and fire-fighting operations. The Rifle Garfield County Regional Airport is also home to the Center of Excellence, an administrative research branch of the Colorado Division of Fire Prevention and Control. While helicopters will typically station and refuel wherever is most proximate to a fire, fixed-wing aircraft are generally utilized to drop retardant. In past fire seasons, these aircraft such as single engine air tankers and DC10s have operated out of Rifle Garfield County Regional Airport and Eagle County Regional Airport. Fixed-wing aircraft fighting the Lake Christine fire operated out of the Rifle Garfield County Regional Airport. Both the Rifle Garfield County Airport and Eagle County Regional Airport have significantly more physical space and capacity from which to organize disaster response operations, the runway infrastructure and fueling capacities to accommodate nearly any aircraft, and better immediate access to amenities and ancillary services (e.g., lodging, car rental) that can help temporarily support the significant labor force often involved in fire-fighting operations.

Preferred Airport Enhancements and Aviation Development Opportunities

Interviews with Airport staff, commissioners, and survey of Airport users suggest the following potential improvements or expansions preferred:

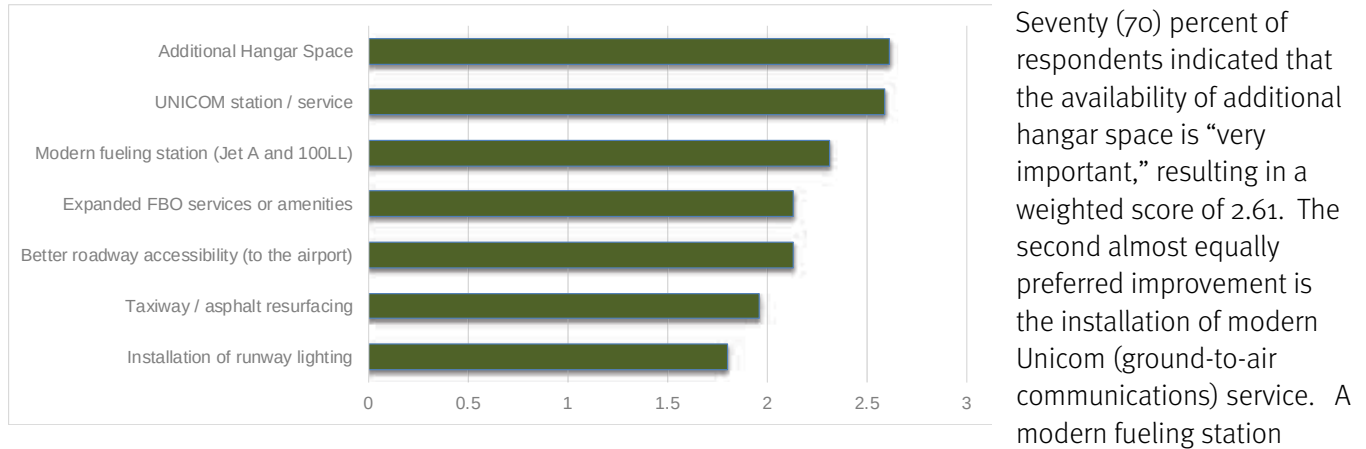
- Additional hangar space;
- Improved fueling systems;
- Modern Fixed Base Operator ("FBO") facility;
- Improved roadway accessibility;
- Unicom (ground-air communication) station;
- Expanded maintenance facility;
- Asphalt/taxiway resurfacing; and
- Clear path to hangar permitting.

³ See Table 4-11, "Runway Length Objective Factors", Colorado Division of Aeronautics, Colorado Aviation System Plan Technical Report, May 2012.

The Airport Manager reports that a waiting list for hangar space of approximately 30 aircraft exists and that many of these users would build hangars immediately if a clear path to hangar permitting and other uncertainties about the future of the Airport were resolved. As reviewed below, the demand for additional hangar space appears to originate primarily from existing Airport users. The results of the survey of Airport users provide additional perspective from current users about preferred enhancements and potential hangar space demands. Appendix A presents a summary of the responses and results of the survey.

Figure III-1 summarizes the weighted scores (according to Airport User Survey respondents) among preferred enhancements to the Airport. A “very important” alternative is associated with a value of 3.0, and “not important” is assigned a value of 1.0.

FIGURE III-1: WEIGHTED SCORE OF PREFERRED AIRPORT ENHANCEMENTS



providing Jet A and 100LL fuel is the third most preferred enhancement with a weighted score of 2.31.

Approximately one-half of all airport users indicated that a modern fueling station⁴ is very important to them.

An expanded and modernized FBO facility and improved roadway accessibility to the Airport scored identically, with only approximately one-third of respondents indicating these improvements are very important. Taxiway resurfacing and the installation of runway lighting each scored below 2.0, indicating that more than 50 percent of Airport users view these improvements as “not important.” The leisure and recreational-oriented nature of the Airport is suggested by user preferences. Corporate aviation users which are far higher sources of revenue generation for airports and economic impact require these kinds of basic infrastructure and services.

A total of 48 survey respondents indicated that creating additional hangar space was “very important” to them or their business. Approximately 80 percent of these users, or 38 respondents, indicated that they or their business would occupy the additional hangar space if it was available or permitted to be built. These demands primarily relate to the year-round storage of personal or business aircraft. The majority of the users evidencing the highest levels of interest in occupying new hangar space (30 of 38 respondents) already have aircraft based at the Airport. Some users with aircraft and operations based at other airports in the region such as Grand Junction and Eagle County Regional indicated they would relocate or establish satellite locations at the Airport if hangar space were available.

If the respondents expressing interest have the ability to pay for construction of hangars and other associated costs, the potential demand from existing Airport users for additional general aviation facilities could exceed

⁶ The Airport currently has two separate fuel tanks/locations, one for 100LL fuel and another “makeshift” Jet A station on a cart. See the following article for discussion of modern self-serve fueling facilities at general aviation airports: <https://www.aviationpros.com/airports/airport-revenue/article/10692819/selfservice-fuel-airport-moneymaker>

50,000 square feet of hangar space. This potential expansion would double the amount of on-airport hangar space available. The most recently constructed hangar buildings at the Airport include 1,800-square-foot units. Approximately two-thirds of respondents (48 respondents) indicated they would occupy more hangar space at the Airport if the preferred enhancements were made. Thus, if one-half of these users expressing interest were to occupy an additional hangar unit, the potential building space need would total 43,000 square feet.

The survey results and our interviews also indicate that additional hangar development opportunities could conceivably arise from uses/activities that have located at the Airport in the past or have not been accommodated or pursued previously due to a lack of building space. For example, a recreational aviation business serving the summer tourism market (skydiving tours) was previously located at the Airport from 2015 through 2018 and occupied approximately 2,500 square feet of hangar space. The user recently lost its lease but would self-develop a new facility at the Airport if provided the opportunity to do so. Several flight instructors that utilize the Airport have also indicated potential support for a formal flight training or education facility that, beyond providing hangar space for based aircraft storage or aircraft rentals, could accommodate classroom spaces. The operator of the existing maintenance shop has also indicated that it could service a greater volume of aircraft in a larger/modern maintenance facility.

Municipal Uses

This section synthesizes the results of our discussions with Public Works and Parks and Recreation department staff and review of prior planning documents about potential municipal needs related to the Airport property.

Potential Recreational Needs

- Facilities housing the Community Center and Arts Center are well located to users and adequate to meet community needs. These recreational uses are not likely to be candidates for relocation or expansion to the Airport property.
- The Airport property has been considered as a possible location for additional community gathering space, including a theatre and event center. These uses would function best within or near the core Downtown, closest to the cultural and social center of gravity of the community and where they could spillover sales to restaurants and specialty retailers located in the Downtown and near hotels. Interviews suggest redevelopment in the Confluence area west of Downtown could be a suitable location for a Performing Arts Center.
- Additional park land and/or recreational fields could be an alternative use for portions of the Airport property. The 2011 Comprehensive Plan recommends that active recreational fields be included in an evaluation of the Airport property.⁵ While a residential re-use would require park land dedication (or fee payment in-lieu of dedication), adjacency to Sullivan Park and Sopris Park on the north end of the existing runway represent an opportunity to create a larger critical mass of outdoor recreational space in southern Glenwood Springs.

Potential Public Works / Storage Needs

- Current municipal storage functions at the Airport property, including the “boneyard” and police impound lot, will either need to be relocated or accommodated within a future re-use of the property. According to municipal staff, limited alternatives to relocate these functions exist.
- Potential costs to relocate municipal storage functions are not yet available but are unlikely to be significant relative to the value of alternative uses of the storage function at the Airport (or if utilized as part of other municipal-owned property). Relocating outdoor storage to a centralized location could also improve municipal service efficiency.
- The City’s Maintenance and Operations Center (“MOC”) in west Glenwood Springs houses a variety of municipal equipment and workers, including portions of the Parks and Recreation, Electric, and Public Works departments. The facility built approximately 10 years ago, is sited on an alluvial fan and has experienced structural issues. Public Works representatives hope to obtain another five to 10 or more years of useful life from the MOC facility. Some or all functions accommodated at the MOC could be candidates for longer-term relocation to the Airport property, especially if municipal outdoor storage functions are kept at the site. Interviews suggest, however, that the current MOC facility is ideally located to its labor force which primarily originates from the I-70 corridor west of Glenwood Springs. Relocation of MOC functions to the Airport property in southern Glenwood Springs would not be optimal, with respect to the deployment of municipal vehicle fleet (i.e., snow removal) and workers and would likely reduce service efficiency and raise costs.

⁵ See Chapter 8, Page 94: <https://gwsco.gov/DocumentCenter/View/133/2011-Glenwood-Springs-Comprehensive-Plan-PDF>

Retail/Commercial Uses

GG+A conducted a market reconnaissance of retail uses by inspecting the Airport and surrounding area, reviewing secondary data including retail space supply, taxable sales data, and interviewing local area brokers and developers knowledgeable about market conditions in order to reach a judgment about the nature and scale of potential retail/commercial demand opportunities for the Airport property.

Retail Inventory and Taxable Sales Trends

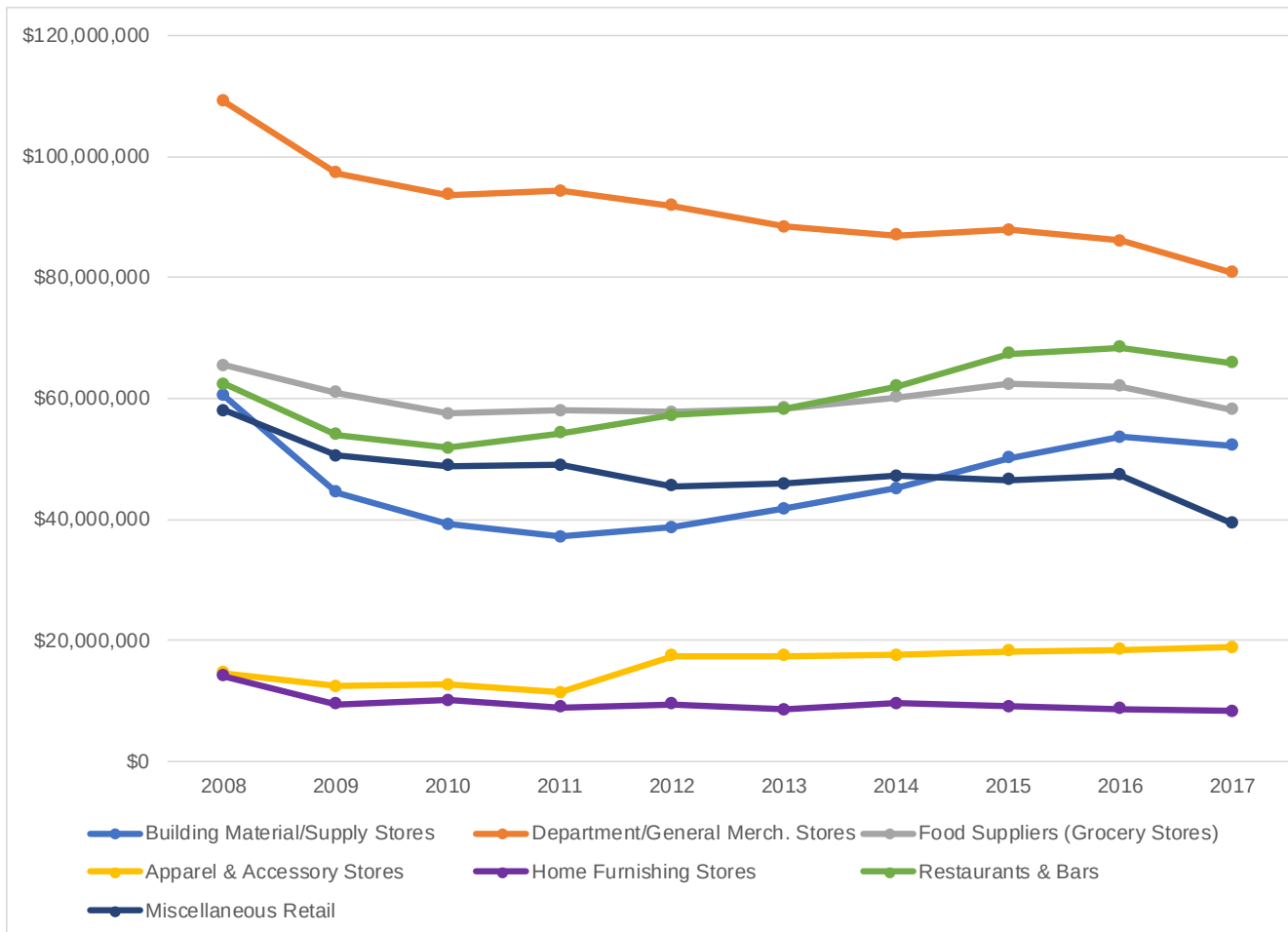
As of 2017, the City of Glenwood Springs contained a total residential population of 9,977 according to State of Colorado Department of Local Affairs (“DOLA”) estimates. Secondary demographic information vendor ESRI estimates a slightly higher City population, 10,433, for 2018.

The Glenwood Springs market is estimated to contain approximately 1.4 million square feet of retail space.⁶ This equates to roughly 140 square feet of retail space per capita. This volume of retail space on a per capita basis is unusually high. For example, recent analysis completed by GG+A suggests that the Metro Denver area by comparison contains about 53 square feet of retail space per capita. Nationwide, the retail space inventory approximates 41 square feet per capita.

The comparison between population and retail space inventory is one basic indicator that a significant share of the existing retail space supply in Glenwood Springs is supported by non-local shoppers and visitors. This means the City captures a large “sales surplus” relative to the retail expenditure potential of its local resident households. ESRI estimates, for example, that in 2018 local Glenwood Springs households had total expenditure potential of \$93 million for Retail Goods and Food Away from Home (i.e., eating and drinking). In 2017, taxable retail sales in Glenwood Springs excluding automotive goods approximated \$325 million, or more than three times the retail expenditure potential of local resident households.

The City’s retail sales base has recovered from post-recession lows, although some non-automotive retailing segments such as Department Stores/General Merchandise, Home Furnishings, and Miscellaneous Retail have experienced persistently declining real sales. Figure III-2 summarizes real (inflation-adjusted) taxable sales by category in Glenwood Springs.

⁶ According to recent estimates summarized in the *6th Street Corridor Master Plan Economic Assessment*.

FIGURE III-2: REAL TAXABLE RETAIL SALES IN GLENWOOD SPRINGS BY CATEGORY, 2008-2017

Non-automotive taxable retail sales totaled \$384 million in 2008 and \$323 million in 2017, representing an overall decline of approximately 16 percent over the 10-year period. Glenwood Spring's historically largest source of taxable sales – Department (i.e. General Merchandise) Store sales – has declined by roughly \$30 million or 28 percent over the past 10 years. Similarly, Miscellaneous Retail sales have declined by approximately 30 percent since 2008. Adjusted for inflation, only two retailing categories achieved higher sales in 2017 than they did in 2008: Apparel and Accessories; and Restaurants and Bars. Restaurant and Bar sales are up approximately six percent over 2008 levels, while Apparel and Accessory store sales (a relatively small segment of the retailing base) have increased by approximately 30 percent since 2008. Food (grocery store) sales have remained comparatively stable over the past 10 years at about \$60 million.

Existing Supply Competition

Although the taxable sales base has recovered from its bottom in 2010-11, the City's two major retail centers (the 395,000-square-foot Glenwood Meadows shopping center and 230,000-square foot Glenwood Springs Mall) have experienced prolonged vacancies which property owners continue to market. Both neighborhood/community shopping centers are located along Highway 6 near I-70 providing highway visibility, ease of access, and proximity to major lodging and tourism-related businesses including the Glenwood Hot Springs, Two Rivers Park, and Yampah Spa & Vapor Caves. The centers are described more as follows:

- Built in 2005, Glenwood Meadows center is anchored by Target, Lowe's, and Bed Bath & Beyond. The center is currently marketing a 9,964-square foot junior anchor space available in the first quarter 2019. Natural

Grocers and Marshalls now occupy the 31,000-square-foot space formerly occupied by Sports Authority. Three other smaller spaces totaling about 3,700 square feet are also available. The trade area served by the mall extends beyond Glenwood Springs to include Garfield County, western Eagle County, and Pitkin County (Aspen and Snowmass). The center is asking \$24 per square foot net rent for one of its smaller shop spaces. One 0.96-acre pad site adjacent to the mall is available for future development; and

- Glenwood Springs Mall is an older 230,000-square-foot center located further west of Glenwood Meadows along Highway 6 fronting I-70. The center is anchored by Tractor Supply Co. and Ross Dress for Less. The center currently has over 115,000 square feet of space available including two 40,000-60,000 spaces and one pad site. JC Penney closed its store at the mall in 2017 and Kmart shuttered its store in 2012. The mall appears to have been impacted by the opening of Walmart in 1987 and Target (at Glenwood Meadows in 2005) as well by secular trends negatively impacting mid-line department stores and the growth in e-tailing and changes in consumer shopping patterns and preferences.

Other major retailers/grocers in Glenwood Springs include a free-standing City Market grocery store on Grand Avenue; an older Walmart store; and an Office Depot in the Roaring Fork Marketplace located south of Downtown along Glen Avenue which serves as the main north-south arterial from Glenwood Springs toward Aspen. In addition, Downtown Glenwood Springs' four block area contains a concentration of specialty retail, art galleries, and restaurants.

Competitive Advantages and Disadvantages of the Airport Property for Retail Uses

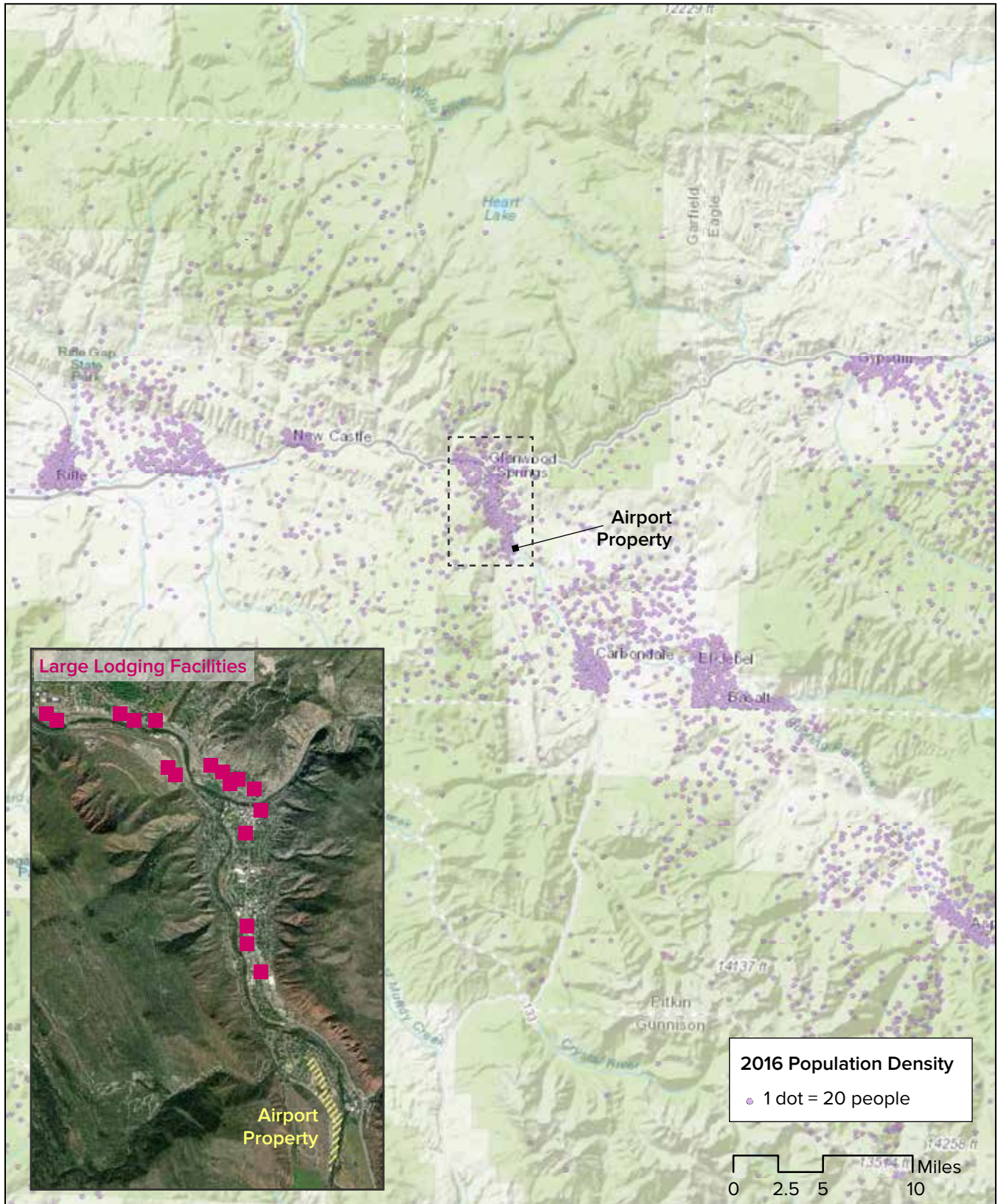
A primary competitive advantage of the Airport property for retail/commercial use is physical in nature. It is one of the few remaining large, flat, and contiguous land areas in Glenwood Springs with potential to accommodate a larger-format retailer. The completion of South Bridge would also shift travel patterns within southern Glenwood Springs, potentially creating opportunities for enhanced traffic exposure.

Competitive disadvantages for commercial uses at the Airport property include:

- The Airport property is not centrally located to the local population base and is less accessible to portions of the established regional trade area that extend west and east along the I-70 corridor;
- More highly visible and accessible retail centers/locations have space and land available closer to I-70 and Downtown, locations which have already established market area dominance; and
- Visitor attractions and lodging facilities that anchor the tourism market (which, by extension support much of the local retail market) are not generally located near the Airport property.

Map III-1 illustrates the regional population density as well as local lodging uses in relation to the Airport property. The Airport property is not centrally located to the local population base and is less accessible to portions of the established regional trade area that extend west and east along the I-70 corridor, and visitor attractions and lodging facilities that anchor the tourism market (which, by extension support much of the local retail market) are not generally located near the Airport property.

MAP III-1: POPULATION DENSITY AND LODGING USES IN RELATION TO AIRPORT PROPERTY



Conclusions and Recommendations

As indicated by the stark differences in operating and financial performance between Wal-Mart and bankrupt Sears/Kmart, market share battles have evolved into battles of winners and losers, both in terms of individual retailers and locations. Locations that provide the most accessible places are no longer enough for success. Also required are places that provide the most quality of time.

The increasing importance of people's time and the continued growth of eetailing suggest eetailing will increasingly substitute for the purchase of standard commodities that are not fun or convenient to buy in person. Shopping centers and areas need to be large and diverse enough to facilitate multi-purpose shopping and service trips. To survive the competitive threat from the Internet as well as existing and future existing competing centers, well designed, accessible centers with plentiful parking and a diverse set of uses and attractions are more likely to produce successful stores than freestanding big-box or single land-use locations. One development team indicated interest in trying to encourage the relocation of the existing Wal-Mart store to the Airport site because the completion of the South Bridge project would position the store if located on the Airport property to capture residents living in Glenwood Springs or west of Glenwood Springs who may also commute Up Valley. Although completion of South Bridge would greatly improve accessibility and allow for more significant exposure to traffic volumes, the Airport property is not proximate to an established critical mass of retailing, dining, and entertainment activities. The Airport is not linked with visitor attractions and lodging amenities that spillover sales to retail and dining uses.

It would be better policy to first attempt to encourage Wal-Mart to locate near other stores and be part of retail agglomerations containing a variety of shopping opportunities whose synergy attracts more customers. It would be advantageous for Glenwood Springs to have fewer, but larger, well-integrated shopping nodes than numerous smaller strip centers and free-standing buildings that siphon off relatively small sales dollars so as to make more difficult the development of larger and more compelling projects with greater trade areas and more frequent visitation, or higher per visit expenditures.

Accordingly, given the advantages and disadvantages that apply and ample supply of retail space relative to supportable local demand, retail land uses will not be a leading highest-and-best use candidate for alternative use of the Airport property. The local retail market is supported to a significant degree by tourism visitation and a regional-serving trade area that generally extends out in three directions (West, East, South). The Airport property is not as well-positioned to capture these sources of non-local retail demand relative to established locations near Interstate 70 and larger concentrations of both employment and population.

Most potential retail use opportunities are likely to be residual, oriented to local-serving convenience, necessity, and/or food-type uses that improve the appeal of the location for workers or residents. The supportable scale of retail uses at the site will largely depend on the amount and type of infill housing and employment uses considered for alternative or additional uses of Airport property. At this juncture, we estimate several acres of land would be sufficient to accommodate retail/restaurant uses.

Employment (Office and Industrial) Uses

Office Market Conditions and Existing Supply Competition

Our field research and discussions with local area brokers and economic development professionals indicate that Glenwood Springs does not contain a significant amount of office space or a large base of private economic activities traditionally associated with the consumption of office space. Much of the office space is concentrated in and around the Downtown, with the largest users typically related to government/public administration (e.g., City, County, Federal land agencies). The Garfield County and City of Glenwood Springs administrative offices are located Downtown, occupying about four acres of land along 8th Street. Colorado Mountain College purchased a Downtown office building in 2011 to relocate from a nearby office building and expand its office space.

A review of office space listings on Loopnet.com (a national online commercial property listing service) show several active listings for available space Downtown or located along Grand Avenue north of the Airport. The actively marketed buildings are older with net rents ranging from \$12 to \$20 per square foot. Prevailing market rents for office space are not typically high enough to amortize new construction costs.

Successful office developments depend on how well they enable businesses to be more productive and satisfy their customers with innovations that produce better products and services. To succeed, office projects must be located and built with or near other activities that will enhance productivity and attract and hold talented labor. Successful office space developments typically must meet the following criteria:

- A central or highly accessible location to major transportation nodes;
- A large commute shed providing access to a significant concentration of a highly skilled and well-educated workforce;
- Proximity to a diverse set of housing uses;
- Proximity to retail, lodging, and other support services and amenities, including eating and drinking establishments and day-care and fitness facilities;
- Market responsive product types with appropriate technology capabilities; and with
- Locations within agglomerations or a “critical mass” that help businesses attract and retain labor and operate cost effectively and productively.

Southern Glenwood Springs does not currently contain a critical mass of private or public office space users, office space inventory, and set of support services and amenities which office space users require (i.e., the Airport site does not provide significant agglomeration advantages for major office space users).

This finding reflects the employment base of Glenwood Springs and Garfield County is not oriented to economic sectors prone to use private office space such as finance, insurance, and professional, business, and technical services. As summarized below in Table III-4, the local employment base is heavily weighted to construction and building trades, government service, retail trade, education and healthcare, and leisure/hospitality services.

TABLE III-4: CITY OF GLENWOOD SPRINGS EMPLOYMENT BY SECTOR

	2012		2017		5-Year Change	
	# Jobs	% Share of Total	# Jobs	% Share of Total	# Jobs	%
Mining & Logging	7	0.1	26	0.3	19	271.4
Construction	223	2.7	474	4.8	251	112.6
Manufacturing	52	0.6	45	0.5	(7)	(13.5)
Wholesale Trade	137	1.6	77	0.8	(60)	(43.8)
Retail Trade	1,328	15.8	1,550	15.6	222	16.7
Transportation & Warehousing	157	1.9	40	0.4	(117)	(74.5)
Information	96	1.1	57	0.6	(39)	(40.6)
Financial Activities	375	4.5	408	4.1	33	8.8
Professional & Business Services	543	6.5	744	7.5	201	37.0
Education & Healthcare	1,748	20.8	2,022	20.3	274	15.7
Leisure & Hospitality	1,559	18.5	2,133	21.4	574	36.8
Other Services	224	2.7	263	2.6	39	17.4
Government	1,958	23.3	2,119	21.3	161	8.2
Total	8,407	100.0	9,960	100.0	1,553	18.5
Sources: Colorado Department of Labor and Employment; Development Research Partners; Gruen Gruen + Associates.						

Four industry sectors comprise almost 80 percent of the local employment base: Leisure and Hospitality; Government; Education and Healthcare; and Retail Trade. These sectors have also accounted for 80 percent of recent job growth in the City. None of these industry sectors are typically associated with the use of industrial space or private/multi-tenant office space. Table III-5 summarizes the number of firms in Glenwood Springs by size and economic sectors associated with office space use.

TABLE III-5: NUMBER OF FIRMS, BY SIZE, IN TRADITIONAL OFFICE SPACE-USING SECTORS¹

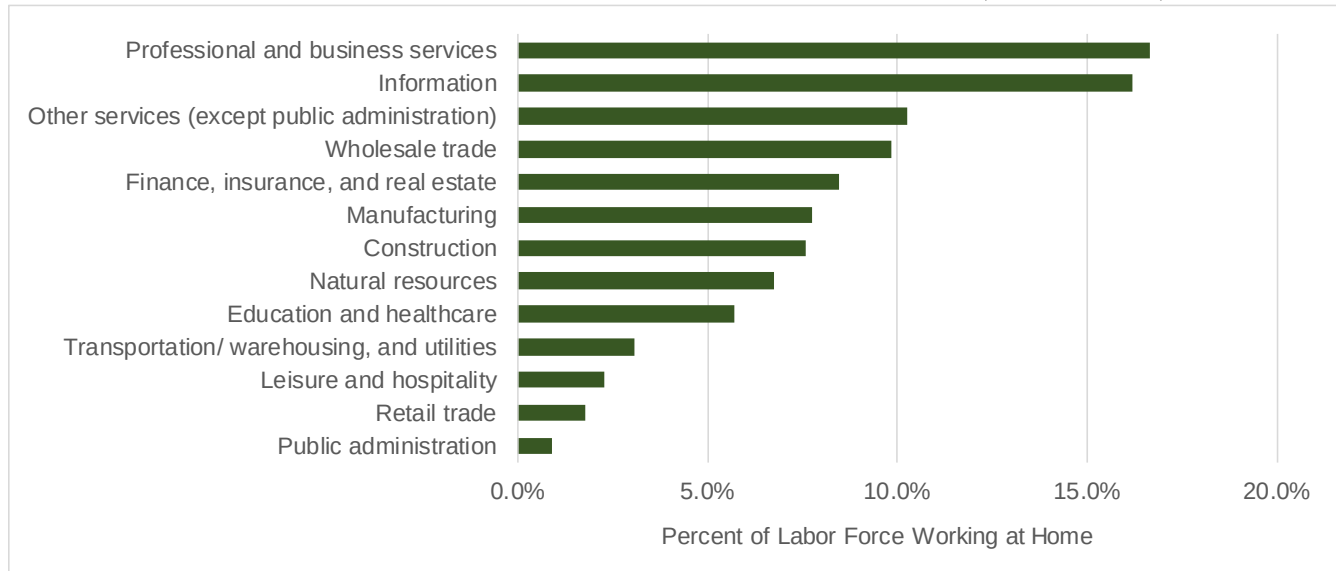
	Fewer than 5 employees # Firms	5 to 9 employees # Firms	10 to 19 employees # Firms	20 or more employees # Firms	Total # Firms
2006					
Finance and insurance	32	8	12	3	55
Real Estate	66	6	2	0	74
Information	9	7	4	0	20
Professional, scientific, and technical services	109	19	9	7	144
Subtotal	216	40	27	10	293
2016					
Finance and insurance	21	9	10	3	43
Real Estate	47	4	3	2	56
Information	10	5	1	0	16
Professional, scientific, and technical services	108	22	5	6	141
Subtotal	186	40	19	11	256
¹ Estimates for Glenwood Springs zip code 81601.					
Sources: U.S. Census Bureau, Zip Code Business Patterns; Gruen Gruen + Associates.					

Only 11 firms in office space using sectors have 20 or more employees. Ten years earlier, 10 firms fell into this employment category. Firms in office space using sectors employing 10 to 19 employees declined from 27 in 2006 to 19 in 2016. The number of firms in office space using sectors employing five to nine employees stayed the

same at 40 although there was some change in the sectoral make-up including growth in professional, scientific, and technical services and finance and insurance and decline in information and real estate services. The number of firms in office space sectors employing five or fewer individuals declined from 216 to 186 with much of the decline occurring in the finance, insurance, and real estate sectors.

Speculative development of private office space is also constrained by a relatively high and growing proportion of workers, employed in industry sectors traditionally associated with the consumption of office space, working from home. Figure III-3 shows that a decline in smaller office space-using employers may also reflect the growth in work from home by individuals in the professional and business, and information services sectors. Over 15 percent of the Garfield County labor force in professional and business services and information services work from home.

FIGURE III-3 WORK-FROM-HOME EMPLOYMENT IN GARFIELD COUNTY (2017 ESTIMATE)



Sources: U.S. Census Bureau, 2013-2017 American Community Survey; Gruen Gruen + Associates.

Industrial/Flex Market Conditions and Existing Supply

Interviews with the local real estate and development community report that industrial users have difficulty finding space in Glenwood Springs and the Roaring Fork Valley. The Airport property is the last remaining industrial zoning district with potentially developable land located within City limits. A review of industrial space listings on Loopnet.com and the local MLS show only one active listing for available space in the City, though several industrial properties are being marketed as investment purchase opportunities with net leases in place.

Sources of Demand for Industrial Space and Primary Market Area Within Which the Airport Site Will Compete for Industrial Businesses

Most industrial space users predominately serve the local market as opposed to exporting goods/services beyond the Roaring Fork Valley and are engaged in a wide array of economic activities and services: encompassing everything from construction and building trades; light manufacturers; welding and woodworking shops; breweries; industrial bakeries; outdoor recreation; beverage distribution; industrial cleaning services; automotive repair; to marijuana grows/dispensaries and flooring and tile wholesalers. The local industrial market serves the important “catch-all” role, accommodating businesses and activities that require spaces able to serve multiple functions at a single site. Most industrial/flex space users in the Roaring Fork Valley tend to be small, with building space requirements of less than 10,000 square feet and frequently much smaller. The construction industry is the largest industrial sector employer in Garfield County and has been expanding more significantly than other

industrial activities. Interviews with brokers frequently cited contractors as the leading sources of demand for industrial/flex space. Contractors are more vulnerable to economic downturns and fluctuations in the regional housing market, though many industrial users in the primary market area are directly or indirectly serving local household and population growth.

The interviews with knowledgeable real estate brokers developers, review of supply and tenanting trends, and consideration of the labor shed captured by existing employers suggest that the primary geographic market area within which industrial space development will compete generally includes the west I-70 corridor and Highway 82 corridor in the northern/mid-valley portions of the Roaring Fork Valley. The competitive market area generally tracks from Rifle to Gypsum and south to Carbondale and Basalt areas. Aspen is a secondary market area that represents a potential source of demand for industrial space but not a direct source of competition. Internal movements, expansions, and consolidations within the primary market area can be expected to account for the preponderance of future industrial space development opportunities. Beyond accommodating existing industrial businesses in Glenwood Springs and other mid-valley locations who seek to expand operations or require more modern facilities, the Airport property (with completion of South Bridge) could also be expected to capture demand from contractors located in the I-70 corridor seeking industrial spaces closer to their Up Valley sources of business.

Industrial Space Inventory and Supply Competition

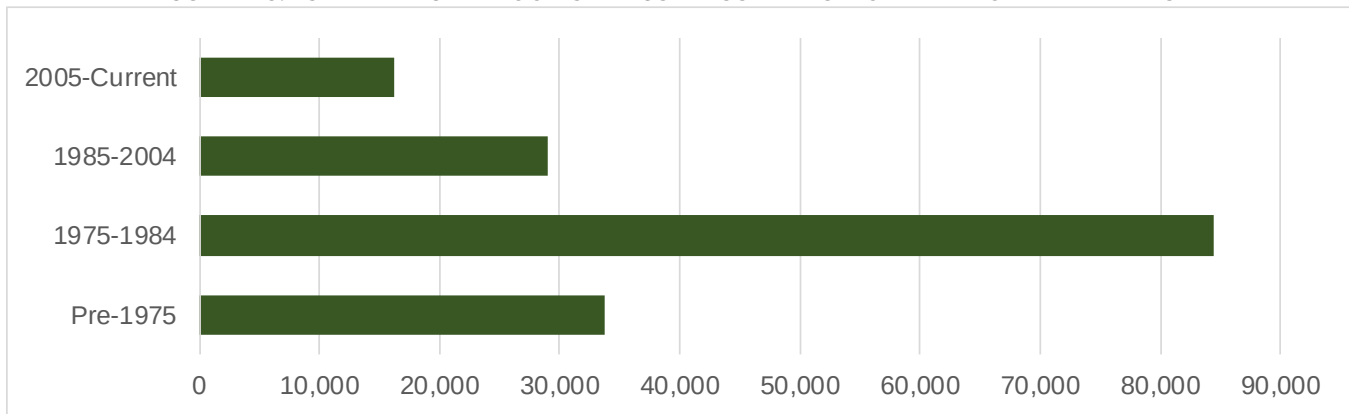
The industrial market is reported to be extremely tight with limited land opportunities throughout the Roaring Fork Valley. When existing spaces do become available, they are frequently not well-attuned to contemporary industrial needs. Net annual rents for existing often older small industrial spaces tend to approximate \$10 to \$12 per square foot of building space. The Glenwood Springs area and other locations within the market area have experienced some loss/relocation of industrial activity because of these supply constraints. One homegrown manufacturing company, Meier Skis, recently relocated from the Valley View Business Center (just south of Glenwood Springs on Highway 82) to Denver. The custom ski maker could not find suitable opportunities to grow and expand the business in Glenwood Springs and was experiencing labor challenges. Other examples include Mountain Beverage Company, which relocated a Coors Distributing facility previously located in the Colorado River Industrial Park to a larger facility in Gypsum. The FedEx distribution facility, recently developed at the Eastbank site just south of Glenwood Springs, relocated from Carbondale due a lack of suitable opportunities to expand the footprint of the ground shipping facility.

The City of Glenwood Springs has a limited industrial land and building space inventory, estimated to total less than 175,000 square feet according to our review of County Assessor data. Most of the existing inventory is in two small industrial parks located along the Colorado River – the West Glen Industrial Park and Colorado River Industrial Park, which contain more than one-half of the City's industrial space inventory. These two locations are essentially built-out with only two unimproved parcels totaling about 1.5 acres (currently used for outdoor storage). The three largest industrial space users include a beverage distributor and two indoor marijuana grow operations, both of which have opened in the past five years.⁷

The industrial space inventory in Glenwood Springs is increasingly old. Figure III-5 below summarizes the building space inventory by year built. The majority of existing space was built in the late 1970s and early 1980s. The most recent development was a 16,000-square-foot warehouse/greenhouse built in the Colorado River Industrial Park in 2016.⁸

⁷ See for example: <https://www.prweb.com/releases/2014/06/prweb11915932.htm>

⁸ County Assessor records suggest the total capital investment for the facility (including land purchase and building permit valuation) was approximately \$2.2 million or about \$140-per-square-foot of building space.

FIGURE III-5: ESTIMATED GLENWOOD SPRINGS INDUSTRIAL SPACE INVENTORY BY YEAR BUILT

Other primary sources of competition within the Roaring Fork Valley are well-occupied and primarily built out.

The 70-acre Aspen Airport Business Center, which originally began as a 20-acre development in the 1960s catering to local industrial businesses pushed out of town by increasing rents and resort activity, has evolved over time into a mixed-use development featuring considerable housing, retailing, and industrial uses. Today the business center is characterized by an “agglomeration of businesses that range in nature from retail to repair and sell everything from ski clothing and accessories to furniture, automobiles, health food, liquor and cell phones. The Aspen Airport Business Center also contains homes in various sizes, shapes and types, from old, densely packed townhouses and condos to single-family homes.”⁹ While the business center provides more “affordable” spaces than typically available elsewhere in Aspen, interviews suggest that rents are considerably higher than could be commanded in Glenwood Springs. One recent lease (for an industrial bakery) reportedly leased space at above \$70 per square foot.

An interview with the Planning Director of Carbondale points to a similar lack of industrial space and available sites for industrial-oriented development. Some industrial properties have in the past been lost to conversion to residential and commercial uses. The City does not anticipate much if any future new industrial development occurring within municipal limits. The 13-acre “Kay PUD” industrial site and 12-acre area situated north of Downtown Carbondale are the two remaining areas which accommodate true industrial users. The Kay PUD has accommodated a mix of industrial, stand-alone commercial, as well as housing uses. One of the industrial buildings has been developed as a multi-story use, with residential units located above ground-floor industrial/warehouse units. Some challenges with the vertical mixed-use arrangement have arisen (primarily related to noise) as not all of the residential tenants are utilizing their units for “live/work” purposes.

Within the Valley, most future industrial opportunities are likely to be situated in the unincorporated County. Light industrial land uses such as the Valley View Business Center are predominately concentrated in the “Cattle Creek” area centered around the intersection of Spring Valley Road and Highway 82, approximately three miles south of Glenwood Springs. The largest remaining development site within the area (approximately 280 acres) however has been proposed for development of primarily single-family residential uses.

⁹ “The ABC: from business park to small town,” The Aspen Times, <https://www.aspentimes.com/news/the-abc-from-business-park-to-small-town/>

Recommendations and Conclusions

Potential users for an Airport location would primarily be industrial-construction-related or destination commercial businesses that:

- (1) benefit from the accessibility of the location and may draw from or serve a relatively wide trade area including to Aspen;
- (2) need space for storage, assembly or showroom (and outdoor display); and
- (3) do not need or want to pay the rents for office or retail space in Downtown or traditional retail centers or in higher-cost Aspen or Carbondale locations.

Such businesses could include:

- Heating and air conditioning, electrical, plumbing, painting and wall-covering contractors, kitchen and bathroom cabinets, and other building trades;
- Makers, distributors, and installers of garage and overhead doors, windows and doors, carpet and other flooring, lighting, cabinets, fire safety, and security systems;
- A broad array of home, building, landscape, and equipment maintenance, repair, and cleaning services; RV, heavy truck, ATV, golf cart, or other specialized vehicle sales and service;
- Automotive repair, detailing, and related automotive services; and
- Recreational equipment, such as fitness equipment, outdoor playsets, and trampolines.

Prototypical space for a small-scale industrial building development could include a roll-up back and attractive “store type” fronts that can serve a variety of office, light assembly, and showroom, and distribution uses with uniformity of building design, signage, and awnings. Given the typical size of many of their products and the importance of advertising product availability, outdoor display space is often needed. Contractors, a primary source of industrial space demand, also frequently require outdoor storage capability.

Residential Uses

Strong consensus exists among local real estate brokers, developers, housing specialists, and City representatives interviewed that all types of housing are in short supply in Glenwood Springs. Housing is a vital component of economic development and civic leaders have identified “affordable housing” as a policy action priority. Therefore, we have reviewed for-sale and rental housing market conditions to reach preliminary judgments about the scale and type of housing demand that applies to the Airport property.

Competitive Advantages and Disadvantages of the Airport Property for Residential Uses

The Airport property has the potential to be a highly desirable residential location given:

- Its size, at more than 60 contiguous acres, is much larger than other smaller infill development opportunities elsewhere within the City and market area. A primary advantage of the Airport property for residential uses relates to the potential to create a “new town in town community” with the ability to create and brand a new neighborhood featuring a complementary package of housing products, amenities, and services not available elsewhere in City limits;
- South Bridge would provide residential uses with direct accessibility to Highway 82 which serves as the primary commute corridor up and down the Roaring Fork Valley. This would be especially appealing to dual-income households (with members who commute to different locations);
- The Airport property has unobstructed up valley views of Mount Sopris and portions of the property abut natural open space (the Roaring Fork River); and
- Sopris Elementary School, which is walkable from the property, has a positive reputation and capacity to accommodate additional school-aged children. According to the Chief Operating Officer of Roaring Fork Schools, enrollment at Sopris Elementary has declined from approximately 600 students in 2014/2015 to below 360 students. Sopris Elementary can support up to 499 students without using modular classrooms. The Riverview School current attendance area boundary does not include the Airport property but does include the communities of Carbondale and Basalt. The Riverview School currently has physical capacity to accommodate additional students with total capacity of 450 students in the existing building. According to the Chief Operating Officer, the Roaring Forks Schools would benefit from housing availability for school district staff.

Constraints or disadvantages associated with the Airport property for residential use primarily relate to a lack of direct access to public transportation service (currently) and proximity to some existing land uses including self-storage and outdoor storage that may be viewed negatively by prospective home buyers or renters.

Demographic Trends and Housing Inventory Context

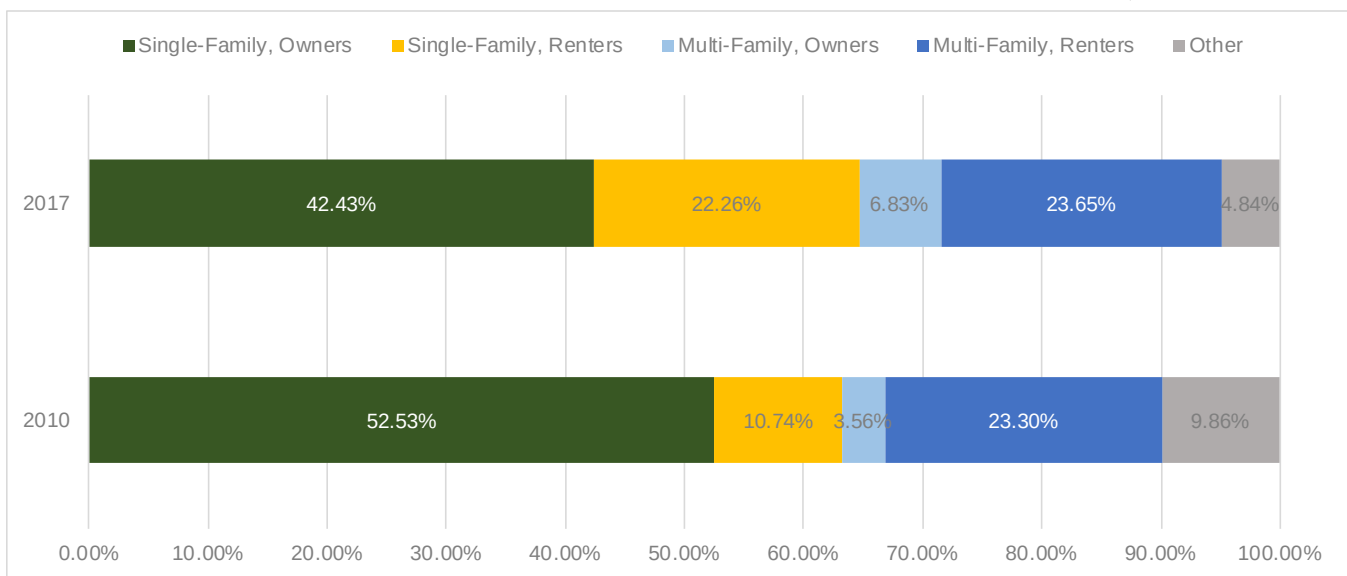
The residential market is characterized, like other land uses, by a scarcity of development opportunities within City limits, which is reflected in recent population and household growth patterns. As summarized below in Table III-6, the City population grew by an estimated 1,900 persons or 25 percent between the 2000 and 2010 Census. The overall growth in housing inventory is estimated to have expanded by 760 units over this 10-year period. Rates of population, household, and housing inventory growth have since slowed considerably.

TABLE III-6: CITY OF GLENWOOD SPRINGS POPULATION, HOUSEHOLD, AND HOUSING UNIT GROWTH

	2000 Census #	2010 Census #	2017 Estimate #
Total Population	7,736	9,614	9,977
Household Population	7,633	9,437	9,800
Households	3,216	3,778	3,923
Housing Units	3,353	4,113	4,177
Housing Vacancy Rate	4.1%	8.1%	6.1%
Sources: U.S. Census Bureau; Colorado Department of Local Affairs; Gruen Gruen + Associates.			

The Colorado Department of Local Affairs (“DOLA”) estimates that the City population grew by approximately 360 people, less than four percent, between 2010 and 2017. The household base has grown by a similar proportion (about four percent) since 2010, reflecting limited new housing opportunities provided over the period. The housing vacancy rate is estimated to have declined from 8.1 percent in 2010 to 6.1 percent in 2017. While a six percent housing vacancy rate would typically be considered healthy, note that much of the “vacant” housing inventory is not available to accommodate workforce or other housing needs.¹⁰

The housing inventory in the City of Glenwood Springs has not grown much in recent years, although the composition of its household base with respect to housing tenure (i.e., ownership versus rental housing) has shifted. Figure III-6 below summarizes the City household base by tenure and type of housing structure for 2010 and 2017.

FIGURE III-6: CITY OF GLENWOOD SPRINGS HOUSEHOLDS BY HOUSING TYPE AND TENURE, 2010-2017

According to 2017 American Community Survey estimates, more than 22 percent of all households in Glenwood Springs rent a single-family housing unit. This percentage is close to as high as the 24 percent of households estimated to rent multi-family housing units. Renter-occupied households have grown by approximately 27 percent since 2010, while owner-occupied households have declined by approximately 17 percent. Almost all the local growth in renters over recent years has been accommodated by single-family housing units, which correspondingly has associated with a sharp decline in owner-occupied, single-family housing in Glenwood Springs since 2010.

¹⁰ 2017 American Community Survey estimates suggest that only 15 percent of vacant housing units are available for rent or purchase. Most of the vacant housing inventory relates to units rented but not occupied on a permanent basis, or housing for “seasonal, recreational, or occasional use”.

A significant source of housing need within the local rental market has been historically related to housing low income households and families. Table III-7 stratifies the City’s household base by income level, housing tenure (whether households rent or own housing), and “cost-burden” rate. Note that a “cost-burdened” household refers to a household that spends more than 30 percent of their before-tax income on housing and related expenses (e.g., utilities).

TABLE III-7: CITY OF GLENWOOD SPRINGS HOUSEHOLDS BY AMI, HOUSING TENURE, AND COST-BURDEN RATE

	AMI ≤ 80% %	AMI > 80% %	TOTAL %
Owner Households:			
Housing Cost < 30% of Income	3.8	27.7	31.5
Housing Cost ≥ 30% of Income	7.1	9.8	16.9
Renter Households:			
Housing Cost < 30% of Income	9.0	15.6	24.6
Housing Cost ≥ 30% of Income	25.2	1.8	27.0
TOTAL	45.0	55.0	100.0
Sources: U.S. Department of Housing and Urban Development, 2015 CHAS; Gruen Gruen + Associates.			

“Low-Income” households (earning less than 80 percent of Area Median Income or “AMI”, adjusted for household size) are estimated to comprise about 45 percent of all households in Glenwood Springs. Most of these Low-Income households are renters spending more than 30 percent of their before-tax income on housing and related expenses. About one-third of all existing Glenwood Springs households are estimated to be Low-Income, cost-burdened households. At the opposite end of the housing spectrum, owner-occupied households earning more than 80 percent of AMI who spend less than 30 percent of income on housing and related expenses (i.e., they can “afford” their housing) make-up almost 30 percent of the existing household base.

The two market segments associated with the largest sources of existing housing demand/need in Glenwood Springs are therefore: (1) for-sale market rate housing; and (2) below market rate (affordable) rental housing.

Primary Market Area and Jobs-Housing Balance

Glenwood Springs has a high jobs-housing balance, with approximately 2.4 jobs per housing unit. The generally accepted ratio for a balanced relationship between jobs and housing tends to fall somewhere within 1.2-to-1.4-jobs-per-housing unit.¹¹ Communities such as Glenwood Springs with high jobs-housing “imbalances” are much more susceptible to housing shortages and housing cost increases that serve to shift jobs out and retard beneficial economic development.

Approximately three-quarters of workers employed in Glenwood Springs are “in-commuters”, originating primarily from the I-70 corridor west of Glenwood Springs. The primary geographic market area within which new housing product will compete reflects this commute shed and generally includes Garfield County. Land Title Guarantee Company’s *Garfield County Market Analysis* statistics, for example, indicate that approximately 84 percent to 88 percent of for-sale residential buyers have originated “locally” from within the county each year between 2013 and 2017. The second most frequent source of housing purchases has reportedly been from out of state, comprising about 10 percent of all sales made over the past five years.

¹¹ An August 2008 *Urban Land* “Mixing It Up” article, for example, suggests that an ideal jobs-housing ratio is generally between 1.2 and 1.4 jobs per housing unit, and that communities with an integrated set of land uses minimize traffic generation and increase “capture internal rates” for services, retail, restaurants and other uses. (“Mixing It Up,” *Urban Land*, Walters, Jerry, Ewing, Reid. August 2008, p. 126).

The significant degree of in-commuting also suggests that considerable “pent up” demand for housing is likely to exist from non-local workers if new residential development can be supplied at attainable prices.

Rental Housing Market Conditions

The rental market is characterized by a limited amount of new market-rate apartment product. As reviewed previously, a significant portion of the market is single-family housing for rent. Two new multi-family rental developments currently under construction in west Glenwood Springs will deliver significant new market-rate inventory. The 181-unit Lofts at Red Mountain and 116-unit Six Canyon projects are scheduled for completion in 2019/2020. These two developments will represent a 32 percent increase to the multi-family rental housing inventory. An additional 76 multi-family rental units have also obtained approvals (the “South Blake” apartments) for an approximately six-acre site located north of Wal-Mart and east of the 27th Street Bridge.

The first phase of the Lofts at Red Mountain project is currently pre-leasing with asking monthly rents of approximately:

- \$2.70 to \$3.20 per square foot for small studio units; and
- \$2.30 to \$2.70 per square foot for one- and two-bedroom units.

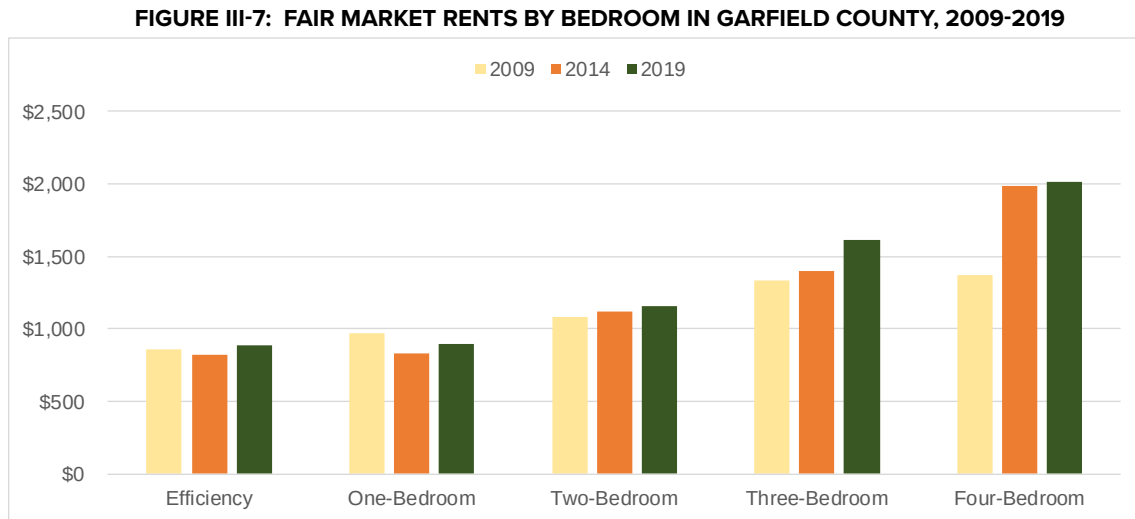
The asking rents for new apartment product are considerably higher than prevailing market rents in Glenwood Springs and the primary market area, according to secondary data. Table III-8 summarizes historical vacancy and average rental rates for the Glenwood Springs apartment market according to Colorado Division of Housing *Multi-Family Housing Vacancy & Rental Survey* data.

TABLE III-8: GLENWOOD SPRINGS APARTMENT MARKET TRENDS¹

	Vacancy Rate %	Average Monthly Rent	
		\$ Per Unit	\$ Per Square Foot
2009	3.6	864	0.98
2010	5.5	870	1.02
2011	5.5	842	1.13
2012	1.8	804	1.00
2013	10.3	782	0.82
2014	2.4	724	0.77
2016	1.8	808	0.86
2016	2.9	855	0.91
2017	2.8	864	0.95
2018	2.1	979	1.28
¹ Estimates for the third quarter of each year. Estimates based on a sampling of apartment properties, not the full inventory.			
Sources: Colorado Division of Housing, <i>Colorado Multi-Family Housing Vacancy & Rental Survey</i> ; Gruen Gruen + Associates.			

Vacancy rates have reportedly been under three percent since 2014. Market rents for studio, one- and two-bedroom units in Garfield County, according to HUD data, have remained relatively stable over the past 10 years. Average rents for two-bedroom units are up approximately seven percent relative to 2009 levels, while average rents for one-bedroom units have declined by eight percent. The largest rental rate increases have occurred among larger three- and four-bedroom units, which relative to 2009, have increased by 21 percent and 46 percent respectively.

Figure III-7 shows monthly rents by bedroom in Garfield County from 2009 to 2019.



Rents for all categories have increased since 2014. Monthly rents average about \$2,000 for four-bedrooms, over \$1,500 for three bedrooms, over \$1,000 for two-bedrooms, and \$900 for one-bedroom and efficiency units. Rents for one-bedroom units are the only size category in which rents were higher in 2009 than today.

For-Sale (Ownership) Market Conditions

A clear housing price “ladder” within the market area/commute shed exists, with prices increasing from west to east. The same unit in Glenwood Springs will tend to sell for much more than it would in Parachute or Rifle, while a comparably sized unit located further up the Roaring Fork Valley in Carbondale will command a higher price than in Glenwood Springs. Table III-9 summarizes the relative differences in for-sale housing prices.

TABLE III-9: OWNER-OCCUPIED HOUSING PRICE LADDER IN GARFIELD COUNTY

Area	Single-Family 2018 Average Sale Price \$ Per Square Foot	Multi-Family 2018 Average Sale Price \$ Per Square Foot
Carbondale	\$310	\$303
Glenwood Springs	\$244	\$236
New Castle	\$229	\$184
Silt	\$211	\$134
Rifle	\$174	\$128
Battlement Mesa	\$139	\$113
Parachute	\$127	\$91
Sources: Land Title Guarantee Company; Gruen Gruen + Associates.		

Glenwood Springs is the second highest rung on the housing ladder with average single-family sales prices of \$244 per square foot and average multi-family sales prices of \$236 per square foot. Carbondale sales prices average \$310 for single-family and \$303 per square foot for multi-family uses. Sales price per square foot are considerably lower for the other communities shown on the Table III-9.

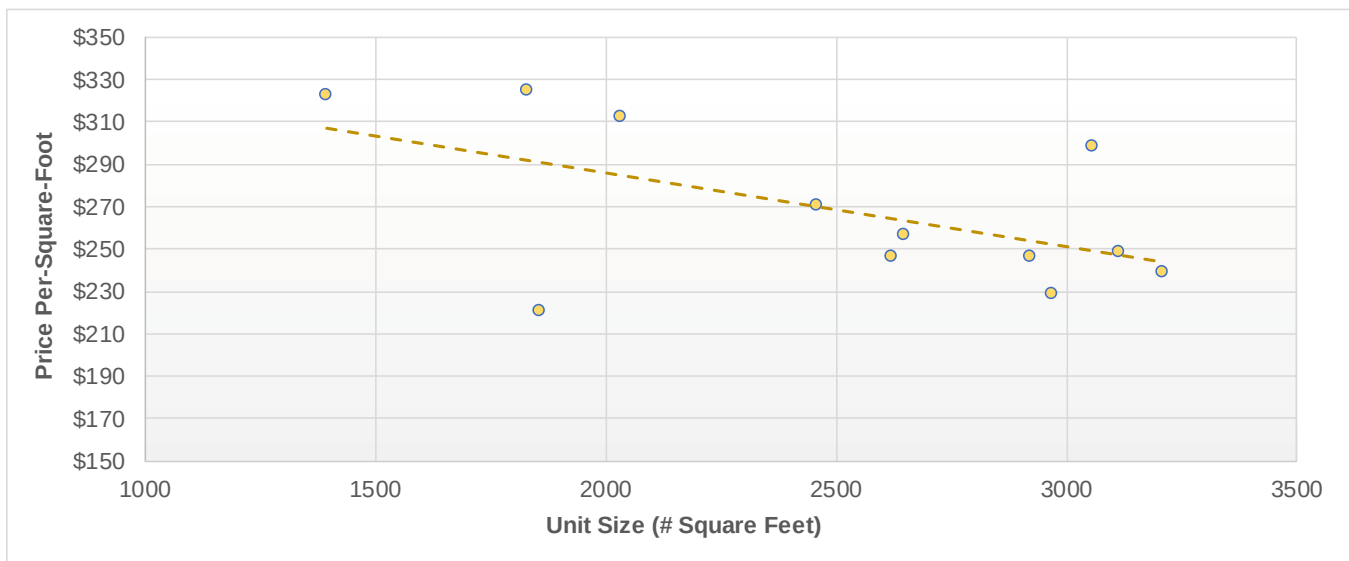
Table III-10 summarizes the number of annual single-family and multi-family residential sales in Glenwood Springs as well as average resale pricing trends.

TABLE III-10: GLENWOOD SPRINGS FOR-SALE MARKET TRANSACTIONS AND PRICING TRENDS

	Transactions #	Single-Family Average Price		Multi-Family Average Price	
		\$ Per Unit	\$ PSF	\$ Per Unit	\$ PSF
2015	382	474,759	207	221,280	190
2016	367	514,223	230	245,922	215
2017	384	593,847	257	271,109	229
2018 ¹	371	542,023	244	288,746	236
Change		67,264	37	67,466	46
¹ Year-to-date through November 2018					
Sources: Land Title Guarantee Company; Gruen Gruen + Associates.					

The average single-family resale price per-square-foot has increased by approximately 18 percent since 2015, from \$207 in 2015 to \$244 in 2018 (through November). The average single-family price per unit approximated \$475,000 in 2015 and has increased by about \$67,000 (to just over \$542,000 in 2018). Multi-family resale pricing has increased more significantly since 2015, with average per-square-foot prices growing by 24 percent since 2015. The average multi-family unit price increased from \$221,000 in 2015 to nearly \$289,000 through the first 11 months of 2018.

Figure III-8 summarizes a sample of new construction sales (single-family) occurring over the past year in unincorporated subdivisions located near Glenwood Springs, including Springridge Reserve, Ironbridge, Four Mile Ranch, and Pinyon Mesa.

FIGURE III-8 NEW CONSTRUCTION SINGLE-FAMILY SALES PRICES

New construction sales pricing has ranged from approximately \$220 to \$330 per square foot. Eight of the 12 sales were for single-family units ranging in size from approximately 2,500 to 3,200 square feet with per-square-foot pricing of approximately \$230 to \$270 per square foot. Sales prices for three smaller new construction homes have exceeded \$300 per square foot.

Four single-family lots ranging in size from approximately 2.0 to 2.8 acres have sold within the past year in the Four Mile Ranch subdivision directly west of the Airport property. The lot prices have ranged from \$120,000 to \$150,000. Interviews with several brokers suggest smaller “in town” single-family lots could be absorbed at similar prices.

Estimate of Housing Demand/Need to Accommodate Potential Growth

This section reviews an order-of-magnitude “top down” projection of potential housing demand in Glenwood Springs based on published household forecasts for Garfield County, prepared by the DOLA State Demography Office.¹² This approach provides context about the scale of local housing demand/need attributable only to future growth if Glenwood Springs were to simply maintain its relative position in the broader housing market. This would require the availability of land available for residential use (such as the Airport property) and the capacity of public infrastructure to accommodate additional housing development. The estimates reviewed below do not quantify potential housing demands associated with the turnover of existing households (commonly associated with lifecycle events such as aging or children moving out of the home) or housing replacement needs; nor do they quantify potential housing demand/needs associated with existing County households who may work in Glenwood Springs but reside elsewhere.

Table III-11 summarizes a projection of households by size and age of householder for Garfield County.

TABLE III-11: PROJECTED HOUSEHOLD GROWTH IN GARFIELD COUNTY BY HOUSEHOLD AGE AND TYPE				
	2019 #	2029 #	10-Year Projected Growth	
			#	%
Single-Person Households:				
Under age 45	1,540	1,876	336	21.8
Age 45 to 64	2,248	2,651	403	17.9
Age 65 or older	1,948	2,997	1,049	53.9
Subtotal	5,736	7,524	1,788	31.2
2+ Person Households, without Children:				
Under age 45	2,653	3,235	582	21.9
Age 45 to 64	4,340	5,118	778	17.9
Age 65 or older	2,888	4,443	1,555	53.8
Subtotal	9,881	12,796	2,915	29.5
2+ Person Households, with Children:				
Under age 45	4,798	5,892	1,094	22.8
Age 45 to 64	1,826	2,153	327	17.9
Age 65 or older	111	170	59	53.2
Subtotal	6,735	8,215	1,480	22.0
TOTAL	22,352	28,535	6,183	27.7
Sources: DOLA, State Demography Office; Gruen Gruen + Associates.				

DOLA projections indicate that the Garfield County household base is anticipated to grow by approximately 6,200 households or 28 percent between 2019 and 2029. Small single-person households are projected to account for approximately 30 percent of growth over the period. Larger households containing two or more people, but no children under the age of 18, are projected to account for nearly 50 percent of all household growth over the next 10 years. Households with children under the age of 18 are projected to represent the smallest segment of future growth (approximately 25 percent of growth between 2019 and 2029).

Senior households aged 65 or older are projected to represent the largest segment of growth, accounting more than 43 percent of all countywide household growth over the next 10 years. Younger householders under the age of 45 are projected to account for about one-third of household growth.

¹² See the following for a summary of the projection methodology: https://drive.google.com/uc?export=download&id=oB_M7zgfu2piFcIjkbGM3VG55Nzg

Table III-12 summarizes an estimate of Glenwood Spring's current share (or capture) of countywide households by age and type of housing based on 2013-2017 American Community Survey data estimates.

TABLE III-12: GLENWOOD SPRINGS CURRENT SHARE OF COUNTYWIDE HOUSEHOLDS BY AGE AND TYPE OF HOUSING¹

	Occupying Single-Family ² Housing	Occupying Multi-Family Housing	Total
Householder Under 45 Years of Age	18%	22%	19%
Householder Between 45 and 64 Years of Age	17%	23%	18%
Householder 65 Years of Age or Older	16%	30%	19%
¹ Percentages are rounded and denote share of countywide households currently residing in Glenwood Springs.			
² Includes both detached and attached (i.e., townhome, duplex) units.			
Sources: U.S. Census Bureau, 2017 American Community Survey; Gruen Gruen + Associates.			

Glenwood Springs currently contains approximately 19 percent of all households in Garfield County. Historically, the City has captured or accommodated a larger share of multi-family housing development, particularly units occupied by senior households. The City's existing capture rates by age of householder and type of housing occupied (above) are applied to the 10-year projection of countywide household growth to estimate potential future housing units needed¹³ in Glenwood Springs, as summarized in Table III-13.

TABLE III-13: ORDER-OF-MAGNITUDE HOUSING DEMAND PROJECTION FOR GLENWOOD SPRINGS ¹

	Single-Family #	Multi-Family #	Total #
Existing Households	2,600	1,400	4,000
Plus: 10-Year Potential Household Growth	750	440	1,190
Future Households (2029)	3,350	1,840	5,190
Plus: Frictional Vacancy @ ± 5%	170	90	260
Future Housing Unit Supply Required (2029)	3,520	1,930	5,450
Less: Existing Housing Unit Inventory ²	2,720	1,460	4,180
Less: Housing Units Under Construction ³	0	300	300
Additional Housing Units Needed over 10 Years	800	170	970
¹ Figures are rounded.			
² Based on most recently available DOLA estimate of approximately 4,180 total housing units as of 2017.			
³ Includes approximately 300 multi-family rental units currently under construction the Lofts at Red Mountain and Six Canyon developments. Additional entitled capacity exists for multi-family use in the South Blake project (north of existing Wal-Mart), but these 79 units are not included.			
Sources: U.S. Census Bureau; DOLA; Gruen Gruen + Associates.			

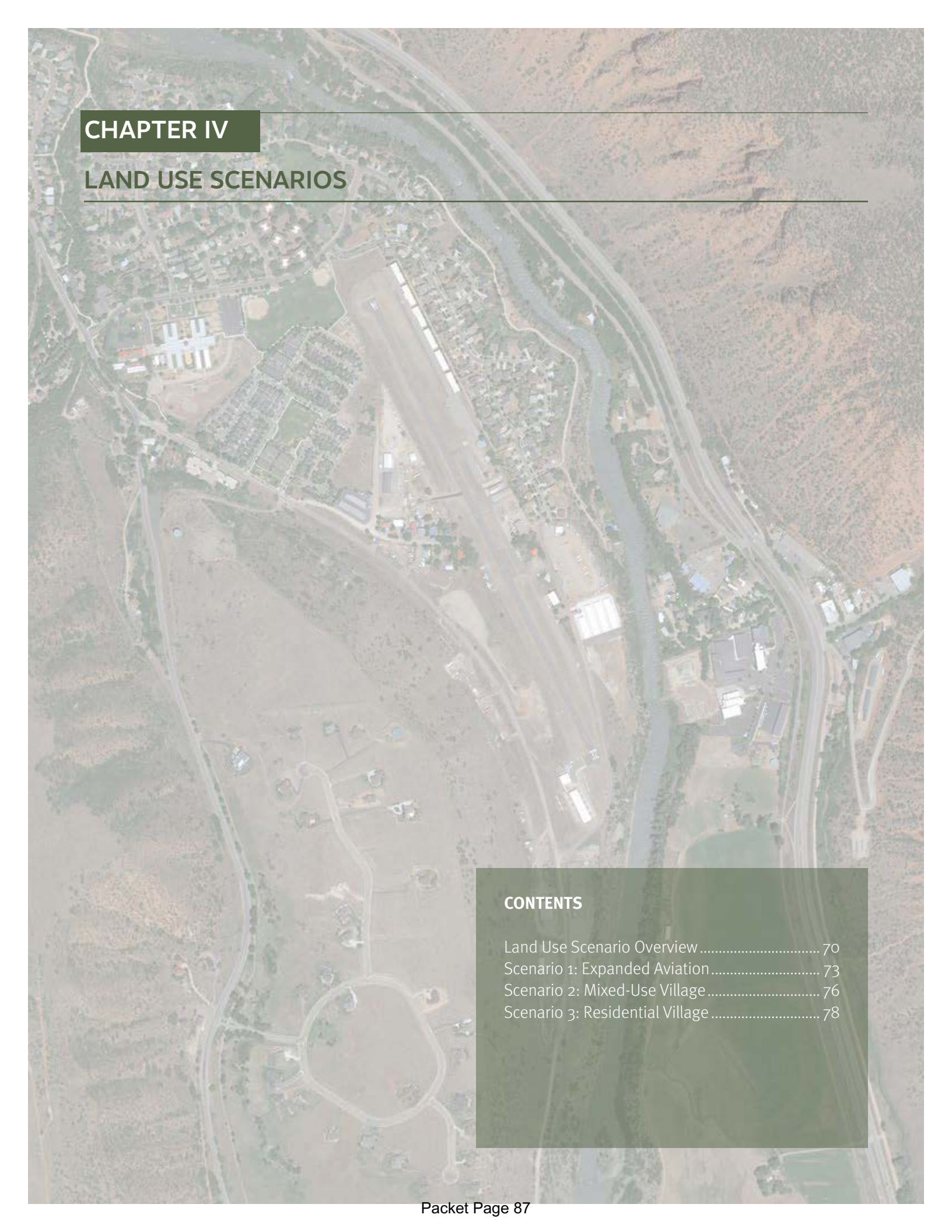
The estimates above summarize an order-of-magnitude projection of additional housing potentially needed in Glenwood Springs if: (a) five percent frictional vacancy is factored in; (b) the composition of housing preferred by size/type of household is consistent with existing patterns; and (c) the additions due to current construction are included.

The countywide household projections from DOLA indicate the potential for Glenwood Springs to grow by

¹³ By way of example: DOLA projects countywide growth of 1,788 households over the next 10 years in householders under the age of 45. Glenwood Springs is assumed to capture 19 percent of these households (its existing share). This equates to 340 households. Such households (headed by a person under the age of 45) currently occupy housing in Glenwood Springs at the following splits: 55 percent in single-family units; and 45 percent in multi-family units. This equates to potential housing needs of 187 single-family units and 153 multi-family units, for the Under 45 age cohort, over the next 10 years. The process is repeated for each cohort to develop the overall estimates summarized in Table III-13.

approximately 1,200 households over the next 10 years if the community simply maintains its share in the broader countywide housing market. Factoring in frictional vacancy to provide for adequate mobility in the housing market suggests that around 5,500 total housing units could be needed by 2029. When the existing housing inventory and projects of significance that are currently under construction (two multi-family developments, the Lofts at Red Mountain and Six Canyon) are taken into consideration, approximately 1,000 additional housing units will be needed over the next 10 years.

More than 80 percent of the housing need or demand estimated for Glenwood Springs is likely to be for detached or attached single-family units if future housing preferences do not deviate considerably from existing patterns. To satisfy the estimated amount of potential demand for housing would require other locations in Glenwood Springs in addition to the Airport property.



CHAPTER IV

LAND USE SCENARIOS

CONTENTS

Land Use Scenario Overview	70
Scenario 1: Expanded Aviation	73
Scenario 2: Mixed-Use Village	76
Scenario 3: Residential Village	78

Land Use Scenario Overview

The results of the market reconnaissance and interactive stakeholder interviews provide a basis for three alternative land use programs for the City-owned property, including an expansion of the current aviation use. The land use scenario for expanded aviation use reflects considerable input from the Airport Manager, airport users, and other airport stakeholders.

The existing conditions and site analysis (Chapter II) and conceptual land planning exercise have been used to refine and develop the three *illustrative*, but realistic land use scenarios presented in this chapter. This chapter characterizes the three land use scenarios in terms of (a) land area by use, (b) potential densities, (c) building space by use, and (d) potential building heights. Accompanying concept diagrams are provided and potential off-site infrastructure improvements of significance are also summarized.

Consideration is given to the potential arrangement of land uses on the City-owned site, associated building space yields, and connections to off-site roadway infrastructure. This is particularly important because of the irregular shape of the property, the presence of the Roaring Fork River along its southern perimeter, and the need for public infrastructure improvements (as identified in Chapter II) for all three scenarios. These conditions could affect the potential value, feasibility, and associated costs and benefits of alternative or expanded land uses. Note that public infrastructure improvements already planned - namely, the South Bridge project - are reflected in each physical land use scenario.

Figure IV-1 briefly outlines the three scenarios.

FIGURE IV-1: LAND USE SCENARIO OVERVIEW



- Expanded and enhanced Airport
- Capacity for ± 80,000 square feet of additional hangar space
- New administration/operations facility and fueling systems created on west side of the runway
- Light Industrial uses introduced (or, existing municipal uses could be maintained)
- South Bridge accommodated with tunnel under runway
- Horizontally mixed land uses
- Approximately 75% residential and 25% nonresidential land use
- South Bridge provides a natural separator
- Mixed residential neighborhood on the north side
- Small-scale commercial and light industrial uses located on south side
- Helipads and aviation support facilities provided
- Primarily residential land uses
- Greater emphasis on single-family housing
- Small vertically mixed-use commercial/residential included
- Supporting recreational use included in Central Park
- No light industrial, municipal storage, or aviation (helipad) uses provided

LAND AREA ALLOCATION

Table IV-1 summarizes the amount of land area allocated to each use for the three scenarios. The future use of the small City-owned parcel (deeded for a park use) adjacent to Sopris Elementary is assumed to remain unchanged; it is therefore excluded from the land use scenario development envelopes. Portions of the Roaring Fork River, floodplain, and steep river bank on the southern perimeter of the property also represent another ± 16 acres that remain undeveloped in each land use scenario.

TABLE IV-1: ALLOCATION OF LAND AREA BY USE

Land Use	Scenario 1 Expanded Aviation		Scenario 2 Mixed-Use Village		Scenario 3 Residential Village	
	# Acres	% of Total	# Acres	% of Total	# Acres	% of Total
Aviation	42	67%	2	3%	---	---
Nonresidential	5	8%	8	13%	---	---
Residential	---	---	35	56%	45	71%
Park	---	---	2	3%	2	3%
Hillside Open Space/River	16	25%	16	25%	16	25%
TOTAL	63	100.0%	63	100.0%	63	100.0%
Sources: The Land Studio, Inc.; Gruen Gruen + Associates.						

Scenario 1 maintains approximately 42 acres or two-thirds of the property for expanded aviation use. About five acres located south of the runway and planned South Bridge tunnel are included for non-aviation light industrial uses. This site could also be utilized for a variety of alternate non-aviation uses, including municipal storage for the City of Glenwood Springs public works and police departments or other land use concepts such as combinations of light industrial space and multi-family residential units in a live/work type of development.

Scenario 2 includes approximately 35 acres of residential land use representing about 60 percent of the property. Nonresidential light industrial and commercial uses are allocated eight acres south of the proposed South Bridge alignment, representing about 13 percent of the property. A central park space of about two acres is also provided. An additional two acres of land in Scenario 2 is reserved for an aviation use. Multiple helipads, a maintenance and storage hangar, and fueling facilities are provided adjacent to compatible light industrial or municipal uses at the southernmost point of the City-owned property.

Scenario 3 represents a land use concept that would more significantly address the demand for single-family housing in Glenwood Springs. Residential uses totaling about 45 acres, or 70 percent of the property, have been conceptually planned to provide a variety of single-family housing products. A small amount of neighborhood commercial is included in a “vertically” mixed-use format, with multi-family units located above ground-floor commercial space. Again, Scenario 3 includes approximately two acres of the property for a central park/recreation space.

Advisory Committee members requested at an August 9, 2019 meeting that a second version of Scenario 3 be evaluated. This alternative is referred to as “Scenario 3b” in the subsequent sections of this chapter and report. The size of the park use is increased to approximately 12 acres (from two acres) and an additional two acres are dedicated to the same illustrative aviation use (helipad) provided in Scenario 2.

Scenario 1: Expanded Aviation

The Expanded Aviation Scenario was developed with considerable input from Airport staff, users, and other representatives. Baseline information and feedback was initially established via the Airport User Survey (described in Appendix A) and discussions with the Airport Manager and Airport Commissioners. In addition to commentary received at the March 6, 2019 community meeting held at Sopris Elementary School, the consulting team gathered additional input from the Glenwood Springs Aircraft Owners and Pilot Association, RAVCO (an Airport user that would like to expand its facilities), and Classic Air Medical. Additionally, after the Expanded Aviation scenario was developed in draft form, it was shared with the Airport Manager and other users/pilots for review. It was confirmed that the scenario met their expectations for expanded aviation activity and hangar space capacity.

Table VI-2 summarizes new aviation building space conceptually planned within the Expanded Aviation scenario.

TABLE IV-2: NEW AVIATION BUILDING SPACE

	# Square Feet
New east side Box Hangars (adjacent to existing hangars)	18,000
New west side T-Hangars and Box Hangars	50,000
New Box Hangars adjacent to maintenance shop	12,600
<i>Subtotal</i>	<i>80,600</i>
Relocated FBO facilities (Admin/operations space, medical transport hangar, etc.)	18,000
TOTAL	98,600
Source: The Land Studio, Inc.	

The Expanded Aviation scenario provides for approximately 80,000 square feet of new general aviation hangar space and an expanded maintenance shop. The hangar space includes a combination of individual box hangars as well as smaller T-hangars.¹⁴ Approximately 30 additional aircraft tie-down spaces are also included. Airport operations, parking, and fueling stations are assumed to be relocated to the west side of the runway onto City-owned property. This area also provides a permanent base for medical transport and emergency/fire response helicopters, including a helipad and hangar to accommodate maintenance and temporary storage needs. Additional amenities such as a restaurant and classroom spaces could also be created at a relocated and expanded administration/operations building with direct access to Airport Road and the proposed South Bridge.

Zoning opportunities for the proposed land uses in the Expanded Aviation scenario include the Light Industrial (LI) District, and potentially the PUD District. Generally, opportunities exist within the Light Industrial zone district for the proposed uses and their standards, though greater flexibility in the application of zoning and development standards than would otherwise be achieved through this zone district may be available within a PUD District in exchange for greater benefit to the City of Glenwood Springs.

The Expanded Aviation scenario increases the total building space to approximately 221,000 square feet representing an overall floor-area-ratio of 0.08.

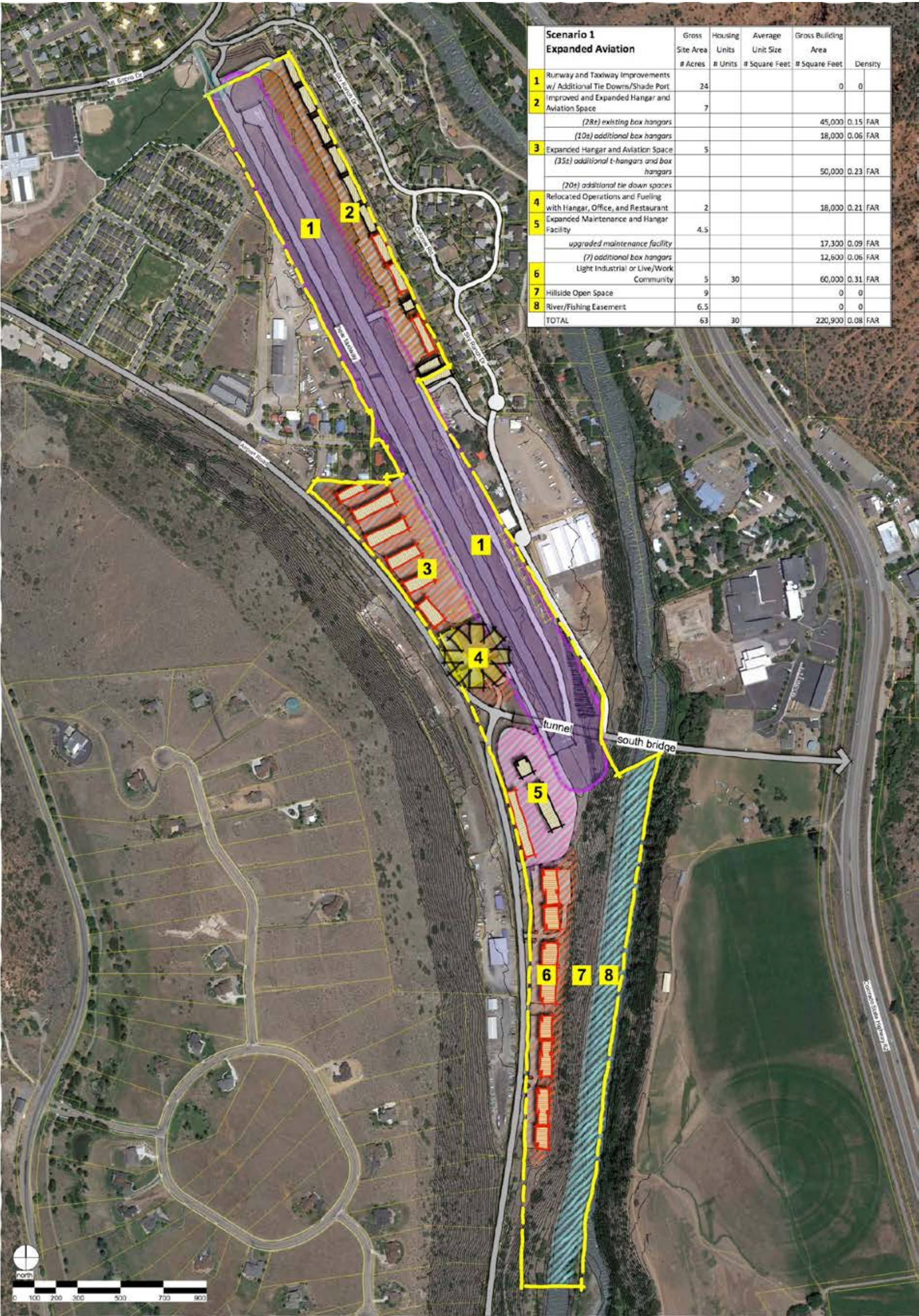
¹ T-hangars refer to hangar buildings that “stack” the hangars to optimize space; however, they require aircraft access and aprons on two sides of the building.

AIRFIELD INFRASTRUCTURE

The Expanded Aviation scenario will require development of additional airfield infrastructure. The east side of the runway has physical space to accommodate only 10 additional box hangars. The Expanded Aviation scenario includes the following airfield improvement (pavement) areas:

- A new taxiway along the west side of the existing runway totaling 120,000 square feet;
- Westside hangar access (aprons and taxilanes) and tie-down ramp totaling 155,000 square feet;
- Relocated FBO, fueling, and access/parking area totaling 45,000 square feet;
- Expanded maintenance shop and box hangar access/aprons totaling 160,000 square feet;
- Upgraded eastside taxiway and hangar access totaling 175,000 square feet; and
- New eastside tie-down ramp totaling 15,000 square feet.

FIGURE IV-2: EXPANDED AVIATION SCENARIO LAND USE DIAGRAM



Scenario 1 Expanded Aviation

Draft Updated May 18, 2019 by The Land Studio, Inc.

City of Glenwood Springs
AIRPORT PROPERTY SCENARIO PLANNING STUDY
Gruen Gruen + Associates | The Land Studio | SGM



Scenario 2: Mixed-Use Village

The Mixed-Use Village scenario illustrates horizontally mixed land uses on the site while maintaining a small portion of the City-owned property for aviation use. A permanent base for medical transport and emergency/ fire response helicopters (including multiple helipads and a large aircraft hangar to accommodate maintenance and temporary storage needs) is provided. This aviation land use is illustratively sited at the southernmost point of the City-owned property where extended runway lengths (for takeoffs during hot temperatures) could be accommodated without obstructions from other building structures.

Table IV-3 summarizes the land use scenario program and estimated building space and housing unit yields.

TABLE IV-3: MIXED-USE VILLAGE LAND USE PROGRAM AND YIELDS

	Land Area (Gross) # Acres	Housing # Units	Average Housing Unit Size # Square Feet	Gross Building Area # Square Feet	Average Density
Mixed Residential					
2-story home lots	6	40	2,400	96,000	7 du/ac
Cottage lots	17	130	1,800	234,000	8 du/ac
Attached townhomes	7	105	1,600	168,000	16 du/ac
Multi-family	5	120	1,000	120,000	24 du/ac
Subtotal Residential	35	395		618,000	11 du/ac
Light Industrial	6	---	---	67,000	0.26 FAR
Retail/Dining	2	---	---	15,000	0.17 FAR
Central Park	2	---	---	---	---
Aviation (Helipad)	2	---	---	7,500	0.09 FAR
Hillside / Fishing Easement	16	---	---	---	---
TOTAL	63	395		707,500	0.26 FAR
Sources: The Land Studio, Inc.; Gruen Gruen + Associates.					

Scenario 2 includes 395 residential units on 35 acres of land, 67,000 square feet of light industrial space on six acres, 15,000 square feet of retail and restaurant space on two acres of land, two acres of park space, and two acres dedicated for an aviation helipad use. The scenario provides for total gross building area of approximately 708,000 square feet representing an overall floor-area-ratio of 0.26.

Given the depth of demand/need for housing in Glenwood Springs, the 35 acres of gross land area allocated to residential uses has been conceptually planned to accommodate a variety of housing product types at different unit sizes and price points, including:

- Smaller “cottage” lot single-family homes (or duplexes) comprising about one-half of all residential land use. Units could be built at a density of approximately eight units per acre with an average home size approximating 1,800 square feet. One or two car garages for off-street parking will be provided. This generates a lot area of approximately 5,700 square feet per unit;
- Larger traditional two-story homes, averaging about 2,400 square feet in size, are included for just under six acres at a density of approximately seven units per acre. One or two car garages for off-street parking will be provided. This generates a lot area of approximately 6,500 square feet per unit;
- Attached townhomes consisting of two- and three-story units are included for approximately seven acres of residential land. Townhome units averaging approximately 1,600 square feet in size could be built at a

density of approximately 16 units per acre (in clusters of 4-6 units per building). Each townhome will require 1.5 parking spaces per dwelling unit, plus one guest space per each 5 dwelling units (1.7 spaces per unit). This generates a lot area of approximately 2,900 square feet per unit; and

- A total of 120 multi-family housing units on approximately five acres. Three-story buildings with surface parking could be built at a density of approximately 24 units per acre. Each building may contain (30) 1,000-square-foot units with 1.5 parking spaces per dwelling unit, plus one guest space per each 5 dwelling units (1.7 spaces per unit). This generates a lot area of approximately 1,800 square feet per unit.

Light Industrial uses included in the Mixed-Use Village scenario provide for several small-scale buildings/lots of approximately one acre in size with direct accessibility to Airport Road. In addition to mitigating land and building constraints that discourage business formation, attraction, retention and expansion in Glenwood Springs, one of the lots or buildings may be an appropriate location for a dedicated “maker or creator” space of potentially 10,000 square feet to 20,000 square feet for research and development, small-scale manufacturing, light assembly activities, and office space activities by start-up or early growth businesses and “artisan” manufacturers and construction specialties.¹⁵ Opportunities exist for rear truck loading at some of the light industrial structures.

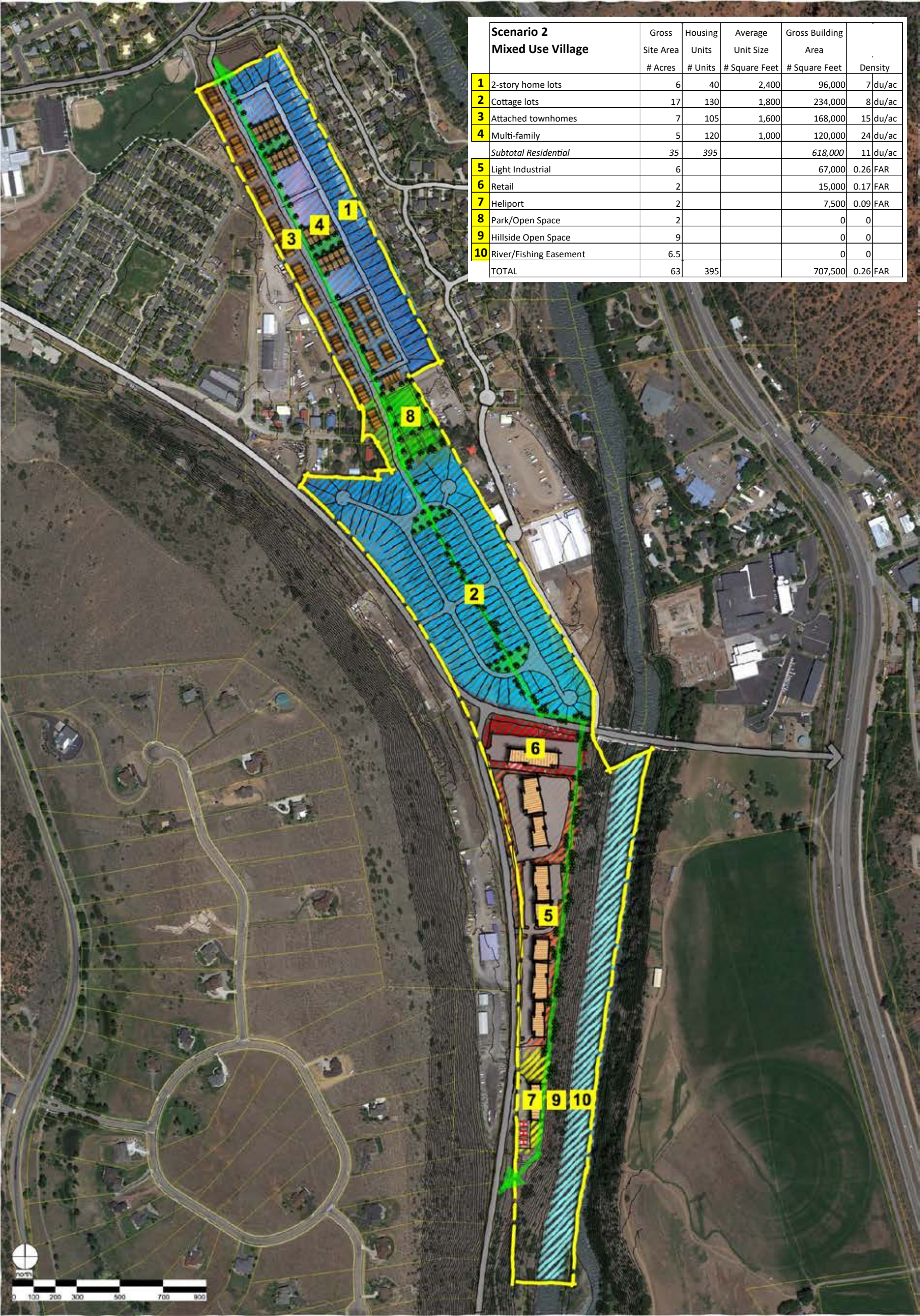
A small retail/dining use of approximately two acres provides access and visibility to the planned South Bridge connection. Approximately 15,000 square feet of building space is accommodated on the site at a floor-area-ratio of 0.17. This reflects the market reconnaissance indicating local-serving food, dining, convenience and service-type uses will be likely sources of demand. The retail use is included primarily as an amenity to support other residential and nonresidential development that could be built under the Mixed-Use Village scenario.

A two-acre Central Park is proposed with a pedestrian connection spine to the neighborhoods and uses both north and south. This park is illustrated with small soccer/game fields that are youth league appropriate in size. Some parking can be provided at this location though the focus is for pedestrian and bike access from the neighborhoods. Additional small parks are encouraged along the pedestrian spine within each of the neighborhoods. This acreage would be in addition to the two-acre Central Park and calculated as part of neighborhood open space.

Zoning opportunities for the proposed land uses in the Mixed-Use Village Scenario include the Residential High-Density District (RH) District, Mixed-Use Corridor (M1) District, Light Industrial (L1) District, and potentially the PUD District. Generally, opportunities exist within the RH, M1, and L1 zone districts for the proposed uses and their standards, though greater flexibility in the application of zoning and development standards than would otherwise be achieved through these zone districts may be available within a PUD District in exchange for greater benefit to the City of Glenwood Springs.

² This is consistent with a recommendation of the November 2018 Glenwood Springs *Economic Development Strategy* report prepared by Development Research Partners: “A larger scale maker-space, or dedicated space for growing second-stage businesses, could be located near or on the Airport property.” (Page 31)

FIGURE IV-3: MIXED-USE VILLAGE SCENARIO LAND USE DIAGRAM



Scenario 2 Mixed Use Village

Draft Updated May 18, 2019 by The Land Studio, Inc.

City of Glenwood Springs
AIRPORT PROPERTY SCENARIO PLANNING STUDY
Gruen Gruen + Associates | The Land Studio | SGM



GRUEN GRUEN + ASSOCIATES

Scenario 3: Residential Village

Due to the demand for housing in Glenwood Springs, the first Residential Village scenario (Scenario 3a) illustrates a greater number of housing units and removes light industrial and aviation uses from the land use mix. Residential uses have again been conceptually planned to accommodate a variety of housing product types at different unit sizes and price points with parks/open space and a small amount of neighborhood commercial/restaurant space.

Table IV-4 summarizes the land use scenario program and estimated building space and housing unit yields.

TABLE IV-4: RESIDENTIAL VILLAGE (SCENARIO 3A) LAND USE PROGRAM AND YIELDS

	Land Area (Gross) # Acres	Housing # Units	Average Housing Unit Size # Square Feet	Gross Building Area # Square Feet	Average Density
Mixed Residential					
Two-story home lots	6	40	2,400	96,000	7 du/ac
Cottage lots	21	150	1,800	270,000	7 du/ac
Attached townhomes	16	225	1,600	360,000	14 du/ac
Vertical mixed-use (multi-family)	2	36	1,000	36,000	18 du/ac
Subtotal Residential	45	451		762,000	10 du/ac
Retail/Dining ¹	---	---	---	15,000	0.17 FAR
Central Park	2	---	---	---	---
Hillside / Fishing Easement	16	---	---	---	---
TOTAL	63	451		777,000	0.29 FAR
¹ Located under multi-family units in a vertically mixed-use building configuration.					
Sources: The Land Studio, Inc.; Gruen Gruen + Associates.					

Scenario 3a includes 451 residential units on 45 acres of land, 15,000 square feet of retail and dining space located on the ground-floor of a multi-family use, and two acres dedicated for a central park. The first Residential Village scenario provides for total gross building area of approximately 777,000 square feet representing an overall floor-area-ratio of 0.29.

As in Scenario 2 above, gross land area allocated to residential uses has been conceptually planned to accommodate a variety of housing product types at different unit sizes and price points. The number of multi-family units is reduced and land allocated to smaller single-family lots and attached townhomes is increased. The planning assumptions related to unit and lot sizes, parking requirements, and building heights for residential uses have been unchanged from the Mixed-Use Village scenario.

A total of 36 multi-family housing units, located over ground-floor retail/dining space, are located on approximately two acres along the proposed South Bridge connection. A three-story building with surface parking could be built at a density of approximately 18 units per acre plus the ground-floor retail/dining space. This three-story building may contain (36) 1,000 square foot units with 1.5 parking spaces per dwelling unit, plus one guest space per each 5 dwelling units (1.7 spaces per unit).

A two-acre Central Park is proposed with a pedestrian connection spine to the neighborhoods and uses both north and south. This park is illustrated with small soccer/game fields that are youth league appropriate in size. Some parking can be provided at this location though the focus is for pedestrian and bike access from the neighborhoods. Additional small parks are encouraged along the pedestrian spine within each of the

neighborhoods. This acreage would be in addition to the two-acre Central Park and calculated as part of neighborhood open space.

Zoning opportunities for the proposed land uses in the Residential Village scenario would be similar to districts that could apply to the Mixed-Use Village scenario.

Table IV-5 summarizes the land use program and estimated building space and housing unit yields for the second Residential Village scenario (Scenario 3b). This alternative, requested by Advisory Committee members at an August 9, 2019 project team meeting, illustrates two primary differences: (a) the size of the recreation and park use is increased to approximately 12 acres; and (b) two acres are dedicated for an aviation helipad use.

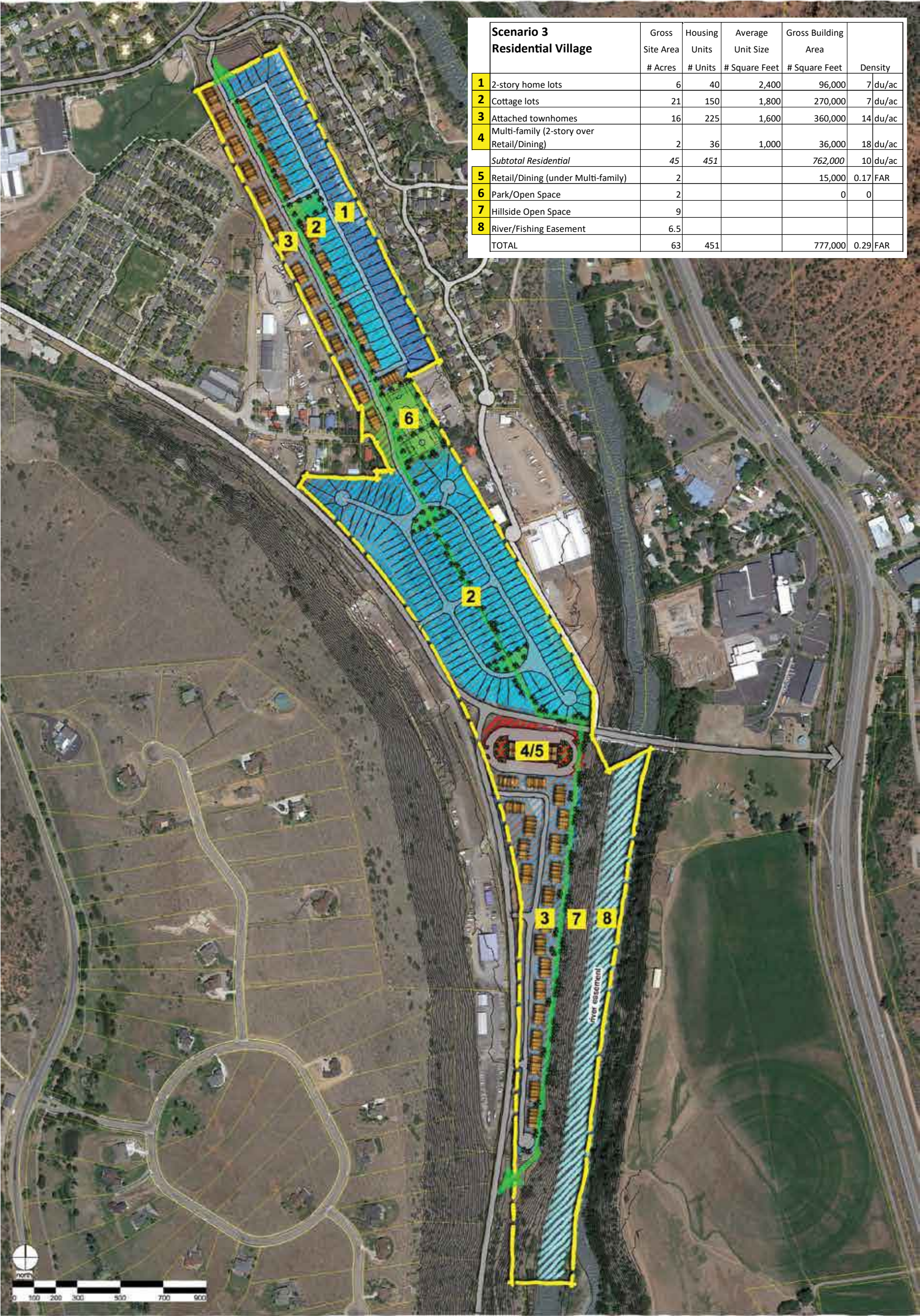
TABLE IV-5: RESIDENTIAL VILLAGE (SCENARIO 3B) LAND USE PROGRAM AND YIELDS

	Land Area (Gross) # Acres	Housing # Units	Average Housing Unit Size # Square Feet	Gross Building Area # Square Feet	Average Density
Mixed Residential					
Cottage lots	19	125	1,800	225,000	7 du/ac
Attached townhomes	12	175	1,600	280,000	15 du/ac
Vertical mixed-use (multi-family)	2	36	1,000	36,000	18 du/ac
Subtotal Residential	33	336		541,000	10 du/ac
Retail/Dining ¹	---	---	---	15,000	0.17 FAR
Park/Recreation	12	---	---	---	---
Aviation (Helipad)	2	---	---	7,500	0.09 FAR
Hillside / Fishing Easement	16	---	---	---	---
TOTAL	63	336		563,500	0.21 FAR
¹ Located under multi-family units in a vertically mixed-use building configuration.					
Sources: The Land Studio, Inc.; Gruen Gruen + Associates.					

Scenario 3b includes 336 residential units on 33 acres of land, 15,000 square feet of retail and dining space located on the ground-floor of a multi-family use, 12 acres of park and recreational space, and two acres for a helipad use. This second Residential Village scenario provides for total gross building area of approximately 564,000 square feet representing an overall floor-area-ratio of 0.21.

This proposed area for a larger recreation use in Scenario 3b is located in close proximity to existing ball fields, community garden, and the Sopris Elementary School playground and parking. Locating the larger park and recreation area close to existing recreation facilities and Sopris Elementary School will provide opportunities for larger field recreation programs, recreation tournaments, shared parking, and pedestrian connections between the facilities. The 12 acre site is illustrated with two soccer fields, two baseball fields, two basketball courts, open space, trails, and associated parking. This illustration of potential recreation is intended to provide a sense of scale and opportunity for the park/recreation area. The illustration is not intended to define a proposal for preferred future recreation on this site.

FIGURE IV-4: RESIDENTIAL VILLAGE (SCENARIO 3A) LAND USE DIAGRAM

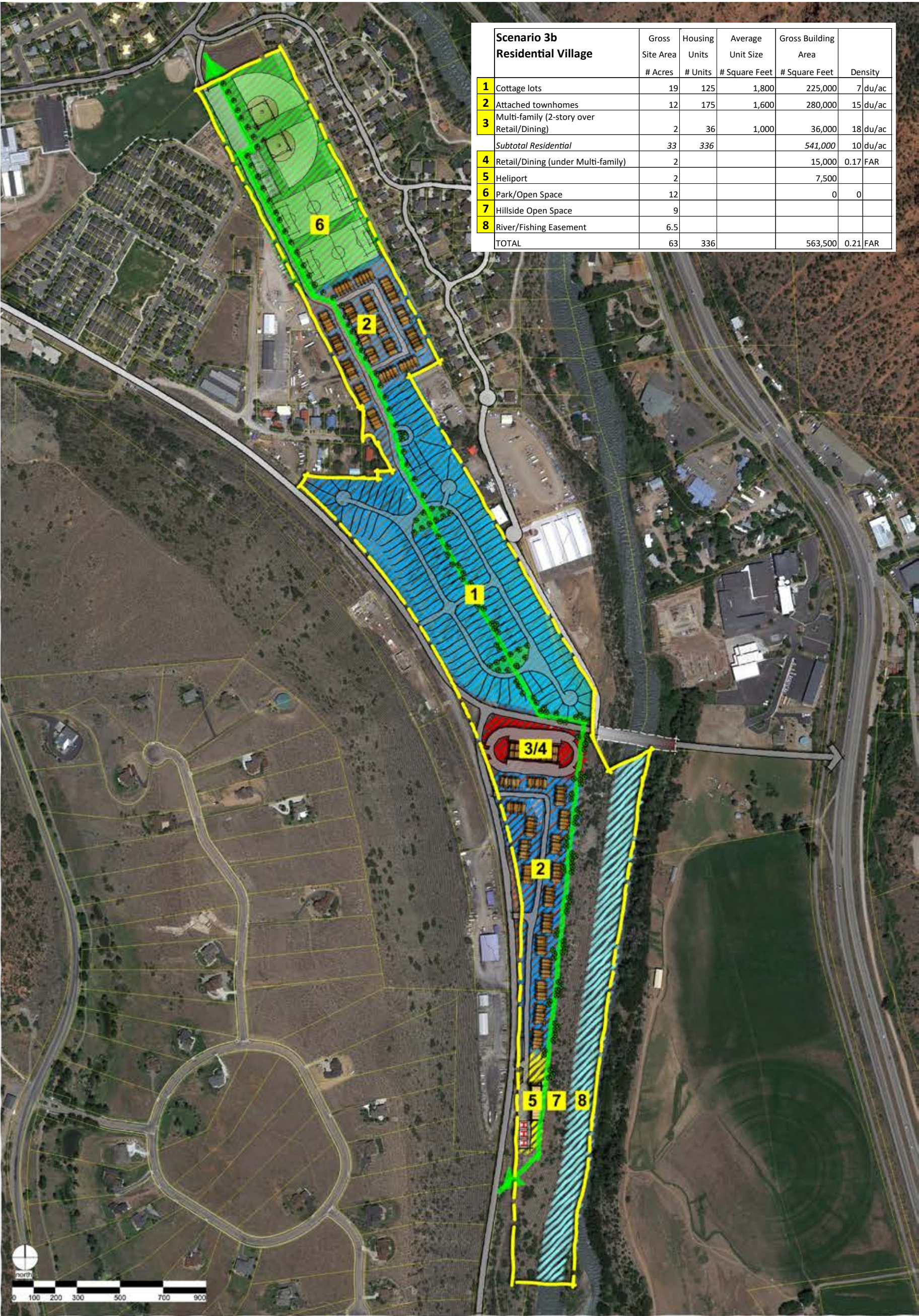


**Scenario 3
Residential Village**
Draft Updated May 18, 2019 by The Land Studio, Inc.

City of Glenwood Springs
AIRPORT PROPERTY SCENARIO PLANNING STUDY
Gruen Gruen + Associates | The Land Studio | SGM

GRUEN GRUEN + ASSOCIATES

FIGURE IV-5: RESIDENTIAL VILLAGE (SCENARIO 3B) LAND USE DIAGRAM



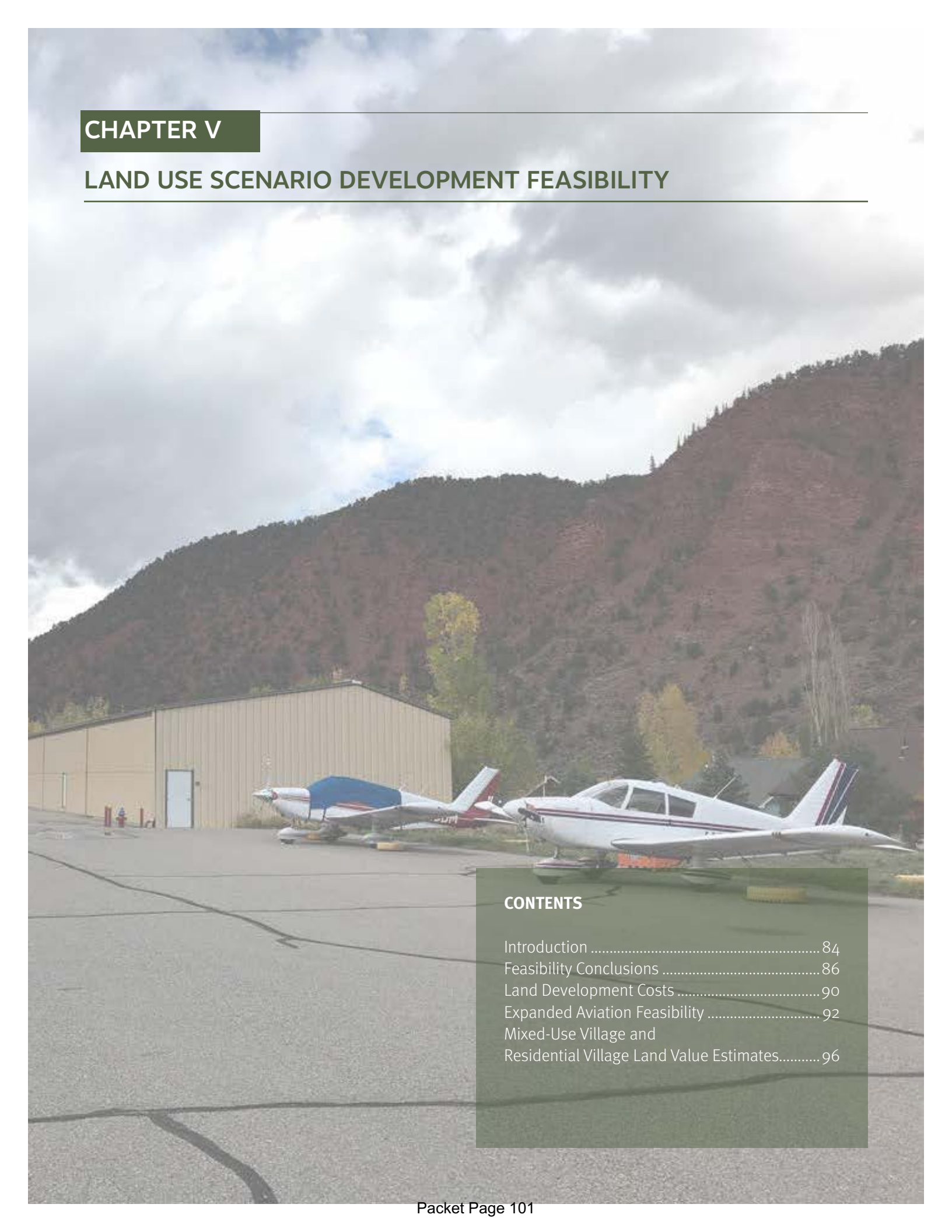
Scenario 3b Residential Village/Park

Prepared August 21, 2019 by The Land Studio, Inc.

City of Glenwood Springs
AIRPORT PROPERTY SCENARIO PLANNING STUDY
Gruen Gruen + Associates | The Land Studio | SGM



GRUEN GRUEN + ASSOCIATES



CHAPTER V

LAND USE SCENARIO DEVELOPMENT FEASIBILITY

CONTENTS

Introduction	84
Feasibility Conclusions	86
Land Development Costs	90
Expanded Aviation Feasibility	92
Mixed-Use Village and Residential Village Land Value Estimates.....	96

Introduction

This chapter presents the evaluation of the development economics of the three identified land use scenarios. A primary purpose is to identify whether the private implementation and development of each land use scenario is likely to be financially feasible; and if not, to identify what degree of public support would be required to bridge the feasibility gap. This is an important consideration in any cost-benefit evaluation because if a land use scenario is infeasible, the positive fiscal, economic, or other community benefits associated with the scenario will not be realized. In addition, the development economic analysis summarized in this chapter also provides an analytical framework through which to quantify the potential value of the Airport property for alternative non-aviation land uses, estimates of which are presented below.

ANALYTICAL APPROACH

Analysis of the **Expanded Aviation** scenario assumes that the current ownership and operating model for the Airport does not change. In other words, the City is assumed to lease additional land with appropriate conditions that will allow Airport users or other private entities to self-develop additional aviation facilities/hangars on currently unused portions of the property. The feasibility analysis focuses on the relationship between additional capital improvement costs to extend airfield infrastructure and make other enhancements, and additional user fee and net operating revenue that could potentially result from the **Expanded Aviation** scenario.

The **Mixed-Use Village** scenario and **Residential Village** scenarios are analyzed under a different approach. This chapter presents the results of a residual land value analysis used to estimate the value of the reuse and disposition of the Glenwood Springs Airport for industrial, retail, and residential uses. The residual land value methodology is similar to what is often referred to as an income approach, and provides an estimate of the amount of money a developer could afford to pay for the ±47 acres of the site conceptually planned for the residential, light industrial, and retail uses described in Chapter IV. Note that residual land value estimates for residential uses included in each alternative scenario are estimated at **market-rate sales prices and rents**. Potential trade-offs associated with provision of affordable or “attainable” housing are addressed in Chapter VI.

GG+A estimated the residual land value of prototypical “for-sale” single-family housing product options assuming a required rate of return or profit margin on the sales price of each unit. We input estimates of obtainable prices and of costs, including the necessary profit margin, in order to calculate the finished land costs that the attached and detached for-sale residential development options could support. In this calculation, we assume that the developer would be a residential builder seeking to earn a fair return on a for-sale product, rather than an investor which would calculate feasibility by considering the return it would earn from rents over time. The builder profit margin requirement used to estimate the land residual is 10 percent for single-family detached product and 12 percent for attached townhome product.

We used a similar methodology of estimating the land value that would be supported by the investment returns of the forecast revenues and costs associated with multi-family apartment uses, light industrial uses, and retail/restaurant building uses. A hurdle rate or return requirement of 15 percent Internal Rate of Return (“IRR”) is assumed for the industrial, retail, and multi-family apartment land uses. A project is feasible if a developer can achieve a return on the developer/investor equity that meets a hurdle rate commensurate with the associated risk.

In essence, we asked the following question:

How much could a prospective developer pay for the land needed to site the postulated industrial, retail, and apartment development alternatives and earn the specified IRR?

Revenue inputs for the residual land value analysis were taken from the GG+A market studies and are detailed below for the industrial, retail, and multi-family apartment uses and three types of for-sale residential products. Structure or vertical development cost estimates reflect the results of interviews with local area developers and builders and review of recent building permit valuations in Glenwood Springs and nearby communities. Impact and other fee estimates are based on information available from the City of Glenwood Springs. Land development (“horizontal”) cost estimates are drawn from interviews and SGM. Assumptions about financial parameters are also specified.

Following the more detailed review of the **Expanded Aviation** scenario, this chapter summarizes these parameters including structure or vertical development cost, market, and financing and investment variables that have been estimated for prototypical non-aviation land uses.

The gross residual land value estimates for the individual land uses and real estate products are presented below under Conclusions. We then present an estimate of the total gross residual value for the Glenwood Springs Airport site based on the land use mix described in scenarios two and three. We deduct estimated land development and infrastructure improvement costs from the estimated gross residual land values (quantifying value of land in an improved or “finished” condition) in order to estimate a net residual land value for the City-owned property under each land use scenario.

Because the City of Glenwood Springs does not face traditional carrying costs like that a developer would incur and need not dispose of land on a wholesale basis, but can dispose of land when market opportunities present themselves and capitalize on the appreciation of the enhancement of the asset it helps bring about, the estimated gross and net residual land value estimates presented below do not specifically factor in the time it would take to absorb all of the potential surplus land.

In order, however, to demonstrate an obtainable value for the unimproved land if it were “monetized” in a single bulk disposition, we discount the net residual land values by 20 percent. This additional discount factor reflects risks and certain carrying costs related to land development and a land developer’s likely cost of capital.

Feasibility Conclusions

SCENARIO 1: EXPANDED AVIATION SCENARIO FEASIBILITY

A financial feasibility or funding gap of approximately \$16 million is estimated to exist for the Expanded Aviation land use scenario. This is without providing for any “profit” in capital investment required and does not consider the present value of future costs and revenues to reflect potential time, risks, and other resources needed to implement the scenario. If the annual ground lease rate and tie-down fee were increased to finance the entirety of the estimated funding gap over a 10-year period, the rate would need to be increased to approximately \$15,680 per aircraft. This represents a 2,700 percent increase to the existing user fee which is \$575 annually per aircraft. The results of the Airport user survey and input from Airport Manager and other stakeholders does not indicate the magnitude of the increase in fees will be readily accepted without negatively impacting the amount and pace of demand for hangar space.

Even if the existing user fee could be raised by 1,000 percent to \$5,750 annually per aircraft to finance some of the capital cost over a 10-year bond or loan term, a funding gap of approximately \$10.6 million would still exist. This would require grant funding from CDOT of a magnitude that far exceeds the grant contributions received over the prior 25 years which have totaled \$772,000. Some of the funding gap could also be met through private fundraising (e.g., via the Friends of the Airport non-profit organization).

SCENARIO 2: MIXED-USE VILLAGE FEASIBILITY

Gross Residual Land Value Estimate

Table V-1 summarizes the gross residual (finished lot) land value estimates for uses included in the Mixed-Use Village scenario.

TABLE V-1: ESTIMATED GROSS RESIDUAL (FINISHED LOT) LAND VALUE FOR MIXED-USE VILLAGE

	Units or Acres #	Gross Residual Land Value \$ Per Unit/Acre	Gross Residual Land Value \$ Total
Two-story homes	40 units	142,000	5,680,000
Cottage/duplex homes	130 units	107,000	13,910,000
Attached townhomes	105 units	91,000	9,555,000
Multi-family apartments	120 units	38,000	4,560,000
Light industrial	6 acres	675,000	4,050,000
Retail/dining	2 acres	178,000	356,000
Park	2 acres	0	0
Aviation (helipad)	2 acres	0	0
TOTAL			38,111,000
Source: Gruen Gruen + Associates			

The gross residual land value (finished lot value) for the Mixed-Use Village scenario is estimated to total approximately \$38,111,000 or \$811,000 per developable acre.

The single-family residential uses are estimated to support a gross residual land value of \$29.1 million based on 275 units included among a mix of larger two-story home lots, smaller cottage/duplex home lots, and attached townhome uses. As described in the body of this chapter, finished lot values for the detached and attached single-

family residential uses are estimated to range from about \$91,000 to \$142,000 per unit. Total vertical development costs are estimated to range from approximately \$250- to \$275-per-square-foot including builder profit, or approximately \$430,000 to \$608,000 per single-family unit.

The estimated finished lot values for single-family residential uses do not factor in revenues potentially attributable to lot premiums, options, and upgrades, nor does it consider the possibility for obtainable prices and values to increase over time. To the extent that the initial phases of residential development are successful and improve the appeal of the site as a housing location, the land values supported by later stages of residential development will increase.

The multi-family apartment use is estimated to support a gross residual land value of \$4,560,000 based on the inclusion of 120 units. This reflects an estimated gross residual land value of approximately \$38,000 per multi-family unit. The vertical development costs for prototypical multi-family units are estimated at about \$209 per square foot of gross building space or \$209,000 per unit (before land, infrastructure, financing costs, and developer/investor profit). Light industrial uses are estimated to support a residual land value of \$675,000 per acre or \$4,050,000 for six acres included in the Mixed-Use Village scenario. Vertical development costs for light industrial uses are estimated at approximately \$120-per-square-foot of building space. Retail uses are estimated to support a gross residual land value of \$356,000 for two acres (a residual land value of \$178,000 per acre). Vertical development costs for the prototypical retail use are estimated at approximately \$250-per-square-foot of building space.

Net Residual Land Value Estimate

Table V-2 summarizes the net residual land value estimate for the Mixed-Use Village scenario.

TABLE V-2: ESTIMATED NET RESIDUAL LAND VALUE FOR MIXED-USE VILLAGE		
	\$ Per Acre¹	\$ Total
Gross (Finished) Residual Land Value	811,000	38,111,000
Less: Land Development Cost	(452,000)	(21,230,000)
Net Residual Land Value	359,000	16,881,000
Discounted "Bulk" Land Value ²	287,000	13,505,000
¹ Based on 47 developable acres (includes land allocated to internal streets, park space, and so forth). ² Reflects 20 percent discount to account for time required to improve and then absorb lots, a land developer's weighted cost of capital, and other risks related to sales pricing and construction costs.		
Sources: SGM; Gruen Gruen + Associates.		

Deducting \$21.2 million in estimated land development costs for the Mixed-Use Village scenario from the estimated gross (finished lot) residual land value of \$38.1 million results in a net residual land value estimate of approximately \$16.9 million. This equates to \$359,000 per acre of developable land.

The estimate of net residual land value reflects the inherent assumption that the City's asset enhancement and disposition strategy, if it elects to pursue the disposition of any portion of the Airport property for development of non-aviation uses, would be to sell land in phases for specific uses that would be built relatively soon after land acquisition. Another disposition option is to monetize (sell) in a single or series of bulk transactions. In this alternative, prospective prudent investor-developers would take into account carrying costs (financing costs, property taxes, etc.) of development, the time required to sell the lots, and other risks such as lower than anticipated prices, higher than expected costs, changes in the capital markets or delays in construction or absorption. Therefore, in order to estimate an obtainable value for the disposition of the land holding in a single

transaction, we discount the estimated net residual land value by 20 percent.¹ This suggests a potential bulk value for the unimproved property on the magnitude of \$13.5 million or approximately \$290,000 per acre.

SCENARIO 3: RESIDENTIAL VILLAGE FEASIBILITY

Gross Residual Land Value Estimate

Table V-3 summarizes the gross residual (finished lot) land value estimates for uses included in the Residential Village scenarios.

TABLE V-3: ESTIMATED GROSS RESIDUAL (FINISHED LOT) LAND VALUE FOR RESIDENTIAL VILLAGE						
	Scenario 3a			Scenario 3b		
	Units or Acres #	Gross Residual Land Value		Units or Acres #	Gross Residual Land Value	
		\$ Per Unit/Acre	\$ Total		\$ Per Unit/Acre	\$ Total
Two-story homes	40 units	142,000	5,680,000	None	142,000	0
Cottage/duplex homes	150 units	107,000	16,050,000	125 units	107,000	13,375,000
Attached townhomes	225 units	91,000	20,475,000	175 units	91,000	15,925,000
Vertical mixed-use ¹	36 units	22,000	792,000	36 units	22,000	792,000
Park	2 acres	0	0	12 acres	0	0
Aviation (helipad)	None	0	0	2 acres	0	0
TOTAL			42,997,000			30,092,000
¹ Includes retail/dining space located under multi-family units in a vertically mixed-use building configuration.						
Source: Gruen Gruen + Associates						

The gross residual land value (finished lot value) for the first Residential Village scenario (Scenario 3a) is estimated to total approximately \$42,997,000 or \$915,000 per developable acre. The single-family residential uses are estimated to support a gross residual land value of \$42.5 million based on 415 units included among a mix of larger two-story home lots, smaller cottage/duplex home lots, and attached townhome uses. The vertical mixed-use component, with multi-family units above ground-floor retail/dining space, is estimated to support a gross residual land value of \$22,000 per multi-family unit or \$792,000 in total.

Again, the estimated finished lot values for single-family residential uses do not factor in revenues potentially attributable to lot premiums, options, and upgrades, nor does it consider the possibility for obtainable prices and values to increase over time. To the extent that the initial phases of residential development are successful and improve the appeal of the site as a housing location, the land values supported by later stages of residential development will increase.

The gross residual land value (finished lot value) for the alternative Residential Village scenario (Scenario 3b) is estimated to total approximately \$30,092,000 or \$640,000 per developable acre. Expanding the size of the park use to 12 acres and allocating two acres for an aviation helipad use results in approximately \$12.9 million less finished lot value.

¹ This 20 percent “discount” factor is commensurate with completing land development over an initial three-year period and then selling finished lots over a four-year period (after initial off-site improvements are completed) at a ten percent (10%) weighted cost of capital.

Net Residual Land Value Estimate

Table V-4 summarizes the net residual land value estimate for the Residential Village scenarios.

TABLE V-4: ESTIMATED NET RESIDUAL LAND VALUE FOR RESIDENTIAL VILLAGE SCENARIOS				
	Scenario 3a		Scenario 3b	
	\$ Per Acre ¹	\$ Total	\$ Per Acre ¹	\$ Total
Gross (Finished) Residual Land Value	915,000	42,997,000	640,000	30,092,000
Less: Land Development Cost	(448,000)	(21,040,000)	(448,000)	(21,040,000)
Net Residual Land Value	467,000	21,957,000	192,000	9,052,000
Discounted “Bulk” Land Value ²	374,000	17,566,000	154,000	7,242,000
¹ Based on 47 developable acres (includes land allocated to internal streets, park space, and so forth). ² Reflects 20 percent discount to account for time required to improve and then absorb lots, a land developer’s weighted cost of capital, and other risks related to sales pricing and construction costs.				
Sources: SGM; Gruen Gruen + Associates.				

Deducting \$21 million in estimated land development costs from the estimated gross (finished lot) residual land value of \$43 million for Scenario 3a results in a net residual land value estimate of approximately \$22 million. This equates to \$467,000 per acre of developable land for the first Residential Village scenario with 451 total housing units. The net residual land value for the alternative Residential Village scenario, accommodating only 336 housing units, is estimated at approximately \$9.1 million or \$192,000 per acre of developable land.

To estimate an obtainable value for the disposition of the land holding in a single transaction, we again discount the estimated net residual land value by 20 percent. This suggests a potential bulk value for the unimproved property on the magnitude of \$17.6 million or approximately \$374,000 per acre for Scenario 3a. The discounted bulk value for the unimproved property under Scenario 3b is approximately \$7.2 million or about \$154,000 per acre.

Land Development Costs

Table V-5 summarizes order-of-magnitude land development cost estimates prepared by SGM. The conceptual land use scenario diagrams were utilized to estimate quantities of material required (tons of base aggregate and asphalt, linear feet of new sewer line, etc.). Per-unit costs to install infrastructure and prepare the site were then applied to estimate total “horizontal” hard construction costs. The hard cost estimates include both off-site and on-site costs related to sitework, roadways and drainage, and wet and dry utilities. The Expanded Aviation scenario also includes on-site costs to create new airfield infrastructure (taxiways, taxilanes, aprons, etc.).

TABLE V-5: LAND DEVELOPMENT COST ESTIMATES

	Scenario 1 Expanded Aviation		Scenario 2 Mixed-Use Village		Scenario 3 Residential Village	
	\$ Total	%	\$ Total	%	\$ Total	%
Off-Site Improvements	3,932,000	26.1	4,068,000	19.2	3,903,000	18.6
On-Site Improvements	8,104,000	53.9	12,916,000	60.8	12,929,000	61.4
HARD COST	12,036,000	80.0	16,984,000	80.0	16,832,000	80.0
Soft Cost/Contingency ¹ @ 25% of Hard	3,009,000	20.0	4,246,000	20.0	4,208,000	20.0
TOTAL COST	15,045,000	100.0	21,230,000	100.0	21,040,000	100.0
¹ Mobilization, contingency, and engineering and construction management fees equal to 25 percent of hard costs. Does not include utility system improvement (tap) fees.						
Sources: SGM; Gruen Gruen + Associates.						

Off-site improvement costs are estimated to approximate \$4 million for each land use scenario and range from 19 percent to 26 percent of total estimated land development cost. The off-site costs principally relate to roadway improvements and utility extensions. Off-site costs related to utilities are all based upon existing termination points and include water, sewer, electric, gas, and fiber. Off-site roadway costs for each scenario include connections to existing or planned roadways at three locations (on the north to Mt. Sopris Drive, on the east to Sky Ranch Drive, and on the west/south to the planned South Bridge connection) and an extension of Airport Road to the southern portion of the City-owned property.

On-site improvement costs for the Expanded Aviation scenario are estimated at \$8.1 million. More than 50 percent of the estimated on-site cost relates to airfield infrastructure which is assumed to be provided without any drainage systems to convey surface flows off aircraft aprons and taxilanes.² These costs primarily relate to creation of a second parallel taxiway and additional taxilanes, aprons, and ramps west of the existing runway. Wet and dry utilities are appropriately extended throughout the site to provide water, sewer, electric/gas, and communications service to all new and existing hangar locations on City-owned property. The on- and off-site improvement cost is estimated at approximately \$12 million before any mobilization, engineering, construction management, and contingency factors are included. Applying soft costs and a contingency factor equal to 25 percent of hard construction cost suggests a total land development cost for the Expanded Aviation scenario of about \$15 million.

On-site land development costs for the Mixed-Use Village and Residential Village scenarios are estimated at \$12.9 million. Site preparation and internal roadways comprise approximately 60 percent of the on-site cost for each

² A technical analysis recently completed by Jacobs Engineering for the Rifle Garfield County Airport estimated direct sitework costs equal to \$7.30-per-square-foot of new airfield pavement area designed for single-wheel aircraft weighing no more than 12,500 pounds (before cost contingencies and design/management fees). The airfield infrastructure estimates included for Scenario 1 are more optimistic (lower cost) because they do not include drainage structures.

Jacobs Engineering, “East Ramp and West GA Hangar Expansion Planning,” March 1, 2019. See: https://garfield-county.granicus.com/MetaViewer.php?view_id=3&clip_id=1369&meta_id=144441

scenario. Provision of appropriately sized water and sewer utilities, plus dry utility items again including electric, gas, and communication services, represent the remainder of on-site land development costs. The total on- and off-site cost is estimated at approximately \$17.0 million for the Mixed-Use Village scenario and approximately \$16.8 million for the Residential Village scenario. Applying the same soft cost and contingency factor (equal to 25 percent of hard construction cost) indicates that total land development costs to convert the City-owned property to non-aviation use could approximate \$21 million.

Expanded Aviation Land Use Scenario

Additional Operating Income

Table V-6 summarizes an estimate of net operating income the Expanded Aviation scenario could potentially generate in a prototypical future year based on existing user fee rates, assuming the scenario is fully built-out and 100 percent occupied.

TABLE V-6: ANNUAL NET INCOME FROM EXPANDED AVIATION SCENARIO

	Current 2019 Budget \$	Expanded Aviation Future Year \$	Incremental Change \$
Revenue:			
State Fuel Tax Refund	500	1,250	750
Aviation Fuel	115,000	287,500	172,500
User Fees/Tie-Down Fees	11,000	32,000	21,000
Land Leases	15,000	49,500	34,500
Building Leases	13,000	13,000	0
Operating Revenue	154,500	383,250	228,750
Expense: ¹			
Aviation Fuel	87,500	218,750	131,250
Personnel	17,700	17,700	0
Depreciation	9,100	9,100	0
Other Expenses	35,800	35,800	0
Operating Expense	150,100	281,350	131,250
Net Operating Income	4,400	101,900	97,500
¹ Optimistically assumes all current day-to-day operating expenses (but for wholesale fuel expenses) can be maintained.			
Sources: City of Glenwood Springs; Gruen Gruen + Associates.			

The 80,000 square feet of new hangar space identified in the Expanded Aviation scenario includes approximately 60 additional hangar units (35 T-Hangar units and 25 Box Hangar units). Assuming each of the units are permanently occupied with one aircraft, additional ground lease revenue would increase by \$34,500. Annual tie-down fees for the approximately 30 new ramp spaces provided in the Expanded Aviation Scenario would increase by \$21,000 if the spaces each generate \$700 in annual user fee revenue (this is the average rate between an annual and monthly tie-down). Collectively, annual revenue from land leases and user fees could grow by about \$56,000 assuming the additional capacity provided by the Expanded Aviation scenario is fully occupied by new (not existing) aircraft.

Additional net revenues could also result from fuel sales. Retail fuel prices at the Airport have been traditionally set with a \$1.00 (per gallon) mark-up above the wholesale fuel cost and about 25,000 to 30,000 gallons of fuel are reportedly sold in a given year. The Airport is budgeted to sell 27,500 gallons of aviation fuel this year. For purposes of this financial analysis, we assume that more than doubling the inventory of hangar space and based aircraft would result in a significant increase in fuel sales. Some existing Airport users also indicated they would fly more frequently if improvements to the facilities are made. Creating additional hangar capacity may also allow for additional aviation activities (e.g., skydiving tours, flight training) to relocate to the Airport. For purposes of this feasibility analysis, it is assumed that the Expanded Aviation scenario could result in an additional 41,250 gallons of fuel sold in a prototypical future year. This represents a 150 percent increase to the existing volume of aviation fuel sold at the Airport. If the \$1.00 per gallon margin can be maintained, the additional fuel sales represent

approximately \$41,250 of additional annual net revenue (retail sales “net” of wholesale fuel cost).

Optimistically assuming all current day-to-day operating expenses (but for wholesale fuel expenses) can be maintained without any increase to respond to the assumed increase in user activity and occupancy of hangar space, annual net income to the Airport Enterprise Fund would increase by approximately \$97,000 to \$101,900.

Capital Improvement Costs

Table V-7 summarizes an order-of-magnitude capital cost estimate for the Expanded Aviation scenario based primarily upon the land development cost estimates prepared by SGM. The cost to construct private hangars are not included in this estimate. Such costs are assumed to be absorbed by hangar space users. The additional cost associated with the preferred South Bridge alignment (approximately \$6.5 million to tunnel under the existing runway) is also not included here.

TABLE V-7: ESTIMATED CAPITAL IMPROVEMENT COSTS FOR EXPANDED AVIATION SCENARIO

	Estimated Cost \$	Percent of Total %
Off-Site infrastructure	3,932,000	23.5
On-Site infrastructure	8,104,000	48.4
Super Unicom system	100,000	0.6
Self-Serve fueling system	250,000	1.5
New Admin./Operations building (± 10,000 square feet)	1,000,000	6.0
HARD COST	13,386,000	80.0
Soft Cost/Contingency @ 25% of Hard	3,346,500	20.0
TOTAL CAPITAL COST	16,732,500	100.0

Sources: SGM; Gruen Gruen + Associates.

The total capital cost for the Expanded Aviation scenario is estimated at \$16.7 million. In addition to on- and off-site land development costs, this includes an additional \$1,350,000 cost to construct a new 10,000-square-foot facility/hangar for Airport administration and operations, acquire a new Super Unicom system³, and install a self-serve fueling system providing 100LL and Jet A fuel.⁴

³ The Airport Manager has previously estimated the cost to replace the Super Unicom system at approximately \$96,000.

⁴ Self-serve fueling station costs will vary by tank capacity and installation method (below or above ground). Small systems reportedly will cost at least \$200,000 while larger systems can cost as much as \$1 million. See for example: <https://airportimprovement.com/article/texas-helps-general-aviation-airports-upgrade-fuel-systems>

Capital Funding Capacity

Table V-8 summarizes the debt funding capacity of the incremental income estimated to result from the Expanded Aviation scenario in a prototypical future year. A 10-year repayment (amortization) period is assumed given the useful life of airside pavement infrastructure.⁵

TABLE V-8: FUNDING CAPACITY OF NET ANNUAL REVENUE INCREASE

	Expanded Aviation \$
Annual Increase in Net Operating Income	97,500
Loan Principal Supported ¹	648,695
Capital Funding Gap	16,083,805
Annual User Fee Revenue to Finance Gap (Per Aircraft)²	15,684
¹ Assumes 1.25 debt coverage ratio and low annual interest rate of 3.5 percent on a 10-year loan/revenue bond.	
² Estimate equals the capital funding gap divided by assumed future scenario of 160 based aircraft, amortized at the same loan assumptions.	
Source: Gruen Gruen + Associates	

The estimated annual increase in net income for the Airport Enterprise Fund in a prototypical future year would take approximately 172 years to recover a nominal capital investment of \$16.7 million. Based upon a debt service coverage ratio of 125 percent (e.g., \$125 of revenue for every \$100 of debt issued) and a low annual interest rate of 3.5 percent, the annual net income from expanded Airport operations in a prototypical future year could potentially support a loan or bond principal of about \$650,000 if amortized over 10 years.

This suggests a capital funding gap of at least \$16 million will exist to implement the Expanded Aviation scenario. The gap represents about \$100,000 per based aircraft assuming the number of future aircraft grows to 160 (from about 70 currently). If the annual ground lease rate and tie-down fee were increased to finance the entirety of the estimated gap, it would need to be set at approximately \$15,680 per aircraft. This represents a 2,700 percent increase to the existing user fee which is \$575 annually per aircraft.

Because the Airport is not eligible for FAA funding, the feasibility analysis indicates that either user fees will need to be raised considerably (for all Airport users, not just new users), significant grant funding will need to be secured from the CDOT Division of Aeronautics, or some combination of both. A representative of CDOT indicated that the improvements included in the Expanded Aviation scenario could be eligible for discretionary grant funding. CDOT does not have a prescriptive project eligibility or specific “points-based” criteria and the Colorado Aeronautical Board has full discretion in awarding grants. However, projects are typically prioritized in a fashion similar to FAA funding with a “runway-out” philosophy, with less priority given to pavement or improvements furthest from the runway. The estimated size of the capital funding gap associated with the Expanded Aviation scenario is roughly twice as large as the total amount of discretionary grant funding CDOT has awarded to all non-NPIAS airports throughout Colorado over the past 10 years. The Division of Aeronautics issued \$9.4 million in discretionary grant funding to all non-NPIAS airports in Colorado between 2009 and 2019.

According to the CDOT Division of Aeronautics, the Airport has been awarded a total of \$772,000 in grants since

⁵ Substantial capital costs to resurface or rehabilitate taxiways and aprons can arise within 20 years of initial construction. The rehabilitation of the existing runway and apron in 2015 cost approximately \$2.00-per-square-foot in today’s dollars. Although the Glenwood Springs Airport is not eligible, airports applying for Federal AIP grants can be eligible for “pavement rehabilitation” and “asphalt seal coat, slurry coat, and joint sealing” projects, for example, after minimum useful life requirements of 10 years and three years, respectively, have been met. See Table 3-7 of the attached AIP cost-benefit guidebook: https://www.faa.gov/airports/aip/aip_handbook/media/AIP-Handbook-Order-5100-38D-Chg1.pdf#page=62

the inception of the discretionary aviation grant program in 1992. The largest grant of \$360,000 was issued in 2014 for the rehabilitation of the runway and apron. Other prior improvements funded by CDOT grants have included: multiple pavement maintenance projects, installation of a PAPI navigational aide, snow removal equipment, a Super Unicom, fencing, an Airport Layout Plan, a helipad and a fuel leak detection system.

Assumptions Utilized to Estimate Residual (Finished Lot) Land Values for Uses Included in Scenarios 2 (Mixed-Use Village) and Scenario 3 (Residential Village)

This section summarizes estimates related to vertical development costs, market parameters (rents and sales prices), and financing and investment assumptions that are used to quantify the “finished” (improved) land values for prototypical non-aviation land uses.

SINGLE-FAMILY RESIDENTIAL USES

Revenue Estimates

Based on the research analysis of residential uses summarized previously (in Chapter III: Market Reconnaissance) and input received from residential builders and brokers, we estimate obtainable base sales prices of approximately \$310- to \$330-per-square-foot for the prototypical single-family units. Secondary sales data and interviews suggest that existing well-maintained single-family housing units in neighborhoods near the City-owned Airport property will tend to sell for about \$250- to \$350-per-square-foot. The pricing estimates therefore reflect only a slight premium for new construction housing units in southern Glenwood Springs.⁶

Table V-9 presents an estimate of the obtainable revenues per unit. To be conservative, we do not include estimates of unit options/upgrades or potential lot premiums.⁷

TABLE V-9: ESTIMATED SALE REVENUES FROM PROTOTYPICAL SINGLE-FAMILY UNITS

	Larger Traditional Homes	Smaller Cottage/Duplex Homes	Attached Townhomes
Average Unit Size in Square Feet	2,400	1,800	1,600
Average Price Per Square Foot	\$313	\$333	\$325
Average Revenue Per Unit ¹	\$750,000	\$600,000	\$520,000
¹ Excludes revenues attributable to upgrades/options, lot premiums or price escalation during build-out of project.			
Source: Gruen Gruen + Associates			

Average prices for the three prototypical single-family product options included in the Mixed-Use Village and Residential Village land use scenarios could be provided generally within the \$500,000 to \$750,000 price points for which significant pent-up demand for ownership housing exists.

The average sales price for the larger detached two-story homes (including an average of 2,400 square feet of above-grade living area) is estimated at \$750,000 or approximately \$313-per-square-foot. The average price for the smaller “cottage lot” detached homes is estimated at \$600,000 or about \$333-per-square-foot. The average price for a typical 1,600-square-foot attached townhome unit is estimated at \$325-per-square-foot or \$520,000 per unit.

⁶ For example, the weighted average sales price for 28 detached single-family units sold over the prior year in nearby neighborhoods (including Park East, Park West, Cardiff Glen, Glenwood Park, and Sopris Station) has been approximately \$310-per-square-foot of gross living area.

⁷ A housing unit or lot along the Roaring Fork River with unobstructed views of Mount Sopris is not assumed to sell for any more or less than the same unit at the north end of the property near the elementary school, etc.

Vertical Development Cost Estimates

Table V-10 summarizes the estimated “vertical” or structure development costs for the prototypical single-family housing units. Impact and tap fees are included in these estimates. No costs related to land development and infrastructure are included in the vertical development cost estimates as these costs are separately estimated.

TABLE V-10: ESTIMATED VERTICAL DEVELOPMENT COST FOR PROTOTYPICAL SINGLE-FAMILY UNITS

	Larger Traditional Homes		Smaller Cottage/ Duplex Homes		Attached Townhomes	
	Per Unit \$	Per Sq. Ft. \$	Per Unit \$	Per Sq. Ft. \$	Per Unit \$	Per Sq. Ft. \$
Hard Cost	408,000	170	333,000	185	280,000	175
Permit & Impact Fees ¹	27,355	11	21,874	12	19,327	12
Other Soft Costs @ 13% of Sales ²	97,500	41	78,000	43	67,700	42
Builder Profit Margin @ 10% of Sales (Detached) and 12% of Sales (Attached)	75,000	31	60,000	33	62,400	39
Total Vertical Cost	607,855	253	492,874	274	429,327	268
¹ Includes estimated building permit fees, construction use tax, City utility system improvement fees, and school land dedication in-lieu fees.						
² Includes selling expenses (broker commissions, closing costs, marketing), architecture/engineering, financing costs, insurance/warranty reserves, general overhead, etc.						
Sources: GG+A Interviews; Gruen Gruen + Associates.						

Total vertical development costs are estimated to range from approximately \$250- to \$275-per-square-foot including builder profit. Based on information provided by home builders and general contractors, hard structure costs are estimated to range from about \$180- to \$200-per-square-foot including permit and impact fees.⁸ The construction labor market and a lack of “production” home builders in the valley is reportedly a major factor influencing hard construction costs for single-family housing units. Some units located in the I-70 corridor with better access to lower-cost subcontractors have been built for hard costs below these estimates. Modular off-site construction methods have also been used in places like Gypsum and Dotsero to provide modest single-family units at lower cost. Such methods, however, are not assumed in these estimates.

The vertical cost estimates include permit and impact fees due at building permit issuance and/or certificate of occupancy ranging from approximately \$19,000 to \$27,000 per unit. These costs include building permit fees, construction use tax (3.7 percent tax on construction materials), City utility system improvement fees, and school land dedication in-lieu fees.

Other “soft” costs related to selling units (including brokerage commissions, closing costs, and marketing/advertising), architecture/engineering fees, cost of funds (financing), general conditions and insurance costs, and general administration/overhead costs are estimated at 13 percent of gross sales prices. This represents a cost of approximately \$42-per-square-foot or about \$68,000 to \$98,000 per unit.

⁸ Interviews as well as building permit records suggest that single-family units have been recently built at or below these hard construction costs in single-family housing developments such as Iron Horse Mesa (in Silt), Castle Valley Ranch (New Castle), Aspen Ridge (Gypsum), Villas at Cotton Ranch (Gypsum), Hawks Nest at Buckhorn Valley (Gypsum), and Village Lane Townhomes (Carbondale).

A builder profit margin for detached single-family (and/or duplex units) is included at 10.0 percent of sales revenues. This equates to a profit of \$60,000 to \$75,000 per unit for the detached product options.⁹ A higher builder profit margin of 12.0 percent of sales revenues for the attached townhome units is provided to compensate for a higher degree of absorption and liability risk usually associated with attached housing construction. This represents a profit of about \$62,000 per town home unit.

Gross Residual Land Value Estimates

Table V-11 summarizes the estimated gross (before land development costs) residual land values of the single-family unit types.

TABLE V-11: ESTIMATED FINISHED LOT LAND VALUES FOR SINGLE-FAMILY UNITS			
	Larger Traditional Homes	Smaller Cottage/Duplex Homes	Attached Townhomes
Average Sale Revenue Per Unit	\$750,000	\$600,000	\$520,000
Less: Vertical Cost Per Unit ¹	(\$607,855)	(\$492,874)	(\$429,327)
Finished Lot Value Per Unit	\$142,145	\$107,126	\$90,673
¹ Including home builder profit margin and impact/tap fees.			
Source: Gruen Gruen + Associates			

The larger traditional single-family housing product generates the highest gross residual land value of approximately \$142,000 per finished lot. The smaller cottage ranch or patio home product generates the second highest gross residual land value at over \$107,000 per finished lot. The attached townhome product generates the lowest residual land value at approximately \$91,000 per unit.

LIGHT INDUSTRIAL AND RETAIL USES

Market Parameters

Table V-12 summarizes the market or revenue parameters for the prototypical retail and light industrial uses.

TABLE V-12: MARKET PARAMETERS FOR PROTOTYPICAL LIGHT INDUSTRIAL AND RETAIL USES		
	Light Industrial	Retail
Gross Building Area (Square Feet) Per Acre	10,000	7,500
Annual Net Rent Per Square Foot	\$14.00	\$24.00
Rent Escalation	2.5% annually	10.0% every 5 years
Occupancy (following construction):		
Year 1	100%	100%
Year 2+	100%	100%
Vacancy and Credit Loss Factor	5%	5%
Source: Gruen Gruen + Associates		

The estimates of rents, sales prices, occupancy rates, operating costs and leasing commission costs are drawn from the review of market conditions described in Chapter III. This research included interviews with developers and brokers and review of secondary real estate market data. For the industrial space development, we estimate an obtainable annual net rent of \$14-per-square-foot. For the retail space development, we estimate obtainable annual net rent of \$24-per-square-foot.

⁹ According to the most recent National Association of Home Builders (NAHB) construction cost survey, the average builder profit margin on new single-family home construction was \$45,902 representing about 10.5 percent of the average home sales price.

<https://www.nahbclassic.org/generic.aspx?genericContentID=260013/>

For both uses, the analysis effectively assumes that buildings would be pre-leased or “built to suit”. A standard vacancy and credit loss factor of 5.0 percent is included to account for tenant turnover and lease defaults.

Vertical Development Costs

Table V-13 summarizes the estimated vertical or building space hard and soft development costs for light industrial and retail uses.

TABLE V-13: ESTIMATED VERTICAL DEVELOPMENT COSTS FOR LIGHT INDUSTRIAL AND RETAIL USES		
	Light Industrial \$ Per Square Foot	Retail \$ Per Square Foot
Hard Construction Cost, Including Tenant Improvements	100.00	200.00
City Water/Wastewater Impact Fees ¹	3.34	20.89
Additional Soft Costs including Lease Commissions at 15.0% of Hard	15.00	30.00
Vertical Development Cost	118.34	250.89
¹ Assumes 0.30 EQRs per 1,000 square feet of industrial building space and 1.875 EQRs per 1,000 square feet of retail building space. The estimate for retail use is based on full-service restaurant uses occupying one-half of the building space.		
Source: Gruen Gruen + Associates		

The hard costs for the construction of light industrial space are estimated at \$100 per square foot including minimal tenant improvements. City water and wastewater system improvement fees (impact fees) are included at \$3.34 per square foot. Additional soft costs for vertical construction, including lease commissions, are estimated to total 15 percent of hard costs or approximately \$15 per square foot. The total development cost for the prototypical light industrial use is estimated at about \$118 per square foot of building space, before land, infrastructure, financing costs, and developer/investor profit.

The hard costs for the construction of prototypical retail space are estimated at \$200 per square foot. City water and wastewater system improvement fees equal to approximately \$21 per square foot are included. Both the hard construction and impact fee estimates assume at least one-half of a typical retail building would be occupied by restaurant uses. Additional soft costs for vertical construction, including lease commissions, are estimated to total 15 percent of hard costs or approximately \$30 per square foot. The total development cost for the prototypical retail use is estimated at about \$250 per square foot of building space, before land, infrastructure, financing costs, and developer/investor profit.

Investment and Financing Parameters

Table V-14 summarizes the financial terms stipulated for the investment analysis of the prototypical light industrial and retail uses.

TABLE V-14: INVESTMENT AND FINANCING ASSUMPTIONS FOR LIGHT INDUSTRIAL AND RETAIL USES		
	Light Industrial	Retail
Equity Investment as Percent of Project Total	30.0%	30.0%
Internal Rate of Return (IRR) Feasibility Requirement	15.0%	15.0%
Sale Year for IRR Calculation	10	10
Mortgage Rate	6.5%	6.5%
Mortgage/Amortization Term in Years	25	25
Year Mortgage Taken Out	2	2
Construction Loan Financing Costs – Annual Interest Rate	5.0%	5.0%
Construction Loan Fee	1.0%	1.0%
Capitalization Rate – Sale Year	6.5%	7.5%
Sales Expense as Percent of Sales Price	2.0%	2.0%
Source: Gruen Gruen + Associates		

Financial parameters include equity and debt terms, construction and permanent loan arrangements, Internal Rate of Return (IRR) requirements, and capitalization rates. We assume an equity investment of 30 percent of project costs. We estimate a construction loan interest rate of 5.0 percent and a loan fee of one point (i.e., one percent of the loan value). We assume a permanent mortgage loan is obtained in the second year of the project to take out or retire the construction loan. We conservatively estimate an annual interest rate of 6.5 percent for the permanent mortgage and a loan amortization schedule of 25 years. We estimate the capitalization rate or required yield on the purchase of an income-producing property of 6.5 percent for light industrial uses and 7.5 percent for retail uses. We assume expenses associated with the sale of the property of two percent of the transaction value.

Gross Residual Land Value Estimates

GG+A's real estate investment model REALISM™ was used to calculate the supportable land value that would permit the investor-developer to earn a 15 percent internal rate of return on the equity investment, given the forecast cash flows of the development. Table V-15 presents the results of the real estate economic analysis of prototypical light industrial and retail development uses on a per-acre basis.

TABLE V-15: GROSS (BEFORE LAND DEVELOPMENT COSTS) RESIDUAL LAND VALUES		
	Light Industrial \$ Per Acre	Retail \$ Per Acre
Residual Land Value	675,316	178,168
Per-Square-Foot of Land	15.50	4.09
Total Project Value ¹	1,883,304	2,098,925
Equity	564,991	629,677
Permanent Loan	1,318,313	1,469,247
Annual Debt Service	108,077	120,451
¹ Land value plus development and construction financing cost.		
Source: Gruen Gruen + Associates		

The results of the analysis indicate that light industrial space development can support a finished land value of

approximately \$675,000 per acre or \$15.50 per square foot of improved land. In other words, a developer could pay \$675,000 for one acre of industrial land, construct 10,000 square feet of building space on that one acre, and would earn a 15 percent annual rate of return on its equity investment (\$565,000). The permanent loan would total \$1,318,000 for a total project value of \$1,883,000 per acre of light industrial development.

The results of the analysis indicate that retail space development can support a finished land value of approximately \$178,000 per acre or \$4.09 per square foot of improved land. A developer could pay \$178,000 for one acre of retail land, construct 7,500 square feet of retail/restaurant building space on that one acre, and would earn a 15 percent annual rate of return on its equity investment (\$630,000). The permanent loan would total \$1,469,000 for a total project value of \$2,099,000 per acre of retail development.

MULTI-FAMILY APARTMENT USES

The land use scenarios include two prototypical multi-family apartment uses, one of which entails two floors of multi-family space over ground floor commercial space. This is referred to as the “vertical mixed-use” alternative in the estimates below.

Market Parameters

Table V-16 summarizes the market or revenue parameters for the prototypical multi-family apartment uses. The development feasibility analysis assumes all units are leased at “market rate” and do not account for provision of any affordable below market-rate units.

TABLE V-16: MARKET PARAMETERS FOR PROTOTYPICAL MULTI-FAMILY USES

	Multi-Family	Vertical Mixed-Use (Multi-Family over Commercial)
Average Housing Density (Units per Acre)	24.0	18.0
Gross Building Area (Square Feet) Per Acre	24,000	25,500 ¹
Average Gross and Net Unit Size in Square Feet ²	1,000 / 850	1,000 / 850
Average Monthly Rent Per Square Foot	\$2.40	\$2.40
Rent Escalation	2.5% annually	2.5% annually
Annual Operating Expense Per Unit	\$6,000	\$6,000
Occupancy (following construction):		
Year 1	75%	75%
Year 2+	100%	100%
Vacancy and Credit Loss Factor	5%	5%
¹ Includes 18,000 square feet of gross multi-family building area and 7,500 square feet of ground floor commercial building area for each acre of development. Ground floor space is assumed to be leased at the same terms described previously for retail/dining uses (i.e., \$24 per square foot net rent and 10 percent rent escalation every five years). ² Reflects a 15 percent “loss factor” for common areas within prototypical multi-family buildings (e.g., amenity spaces, entryways and hallways, elevator cores, etc).		
Sources: GG+A Interviews; Gruen Gruen + Associates.		

For both prototypical uses including multi-family units, we estimate an average net unit size of 850 square feet with an average monthly rent of \$2.40 per square foot. This represents an average monthly rent of approximately \$2,000 per apartment unit.¹⁰ No additional fees related to parking are assumed. The analysis further assumes that

¹⁰ The average rent estimates represent more affordable price points than anticipated by the two multi-family apartment developments currently under construction in Glenwood Springs (Six Canyon and Lofts at Red Mountain). A development representative for one of these projects indicated that monthly base rents are anticipated to average about \$2.55 per square foot. Both projects do, however, provide better accessibility to Interstate 70 and Downtown Glenwood Springs than would be provided by multi-family use at the Airport property.

average rents will escalate at 2.5 percent annually. Operating expenses are included at \$6,000 per apartment unit representing approximately 30 percent of gross income.

The prototypical apartment uses are assumed to be 75 percent leased in the first year following construction and 100 percent leased thereafter. A vacancy and credit loss factor of 5.0 percent is included.

Vertical Development Costs

Table V-17 summarizes the estimated vertical or building space hard and soft development costs for multi-family uses.

TABLE V-17: ESTIMATED VERTICAL DEVELOPMENT COSTS FOR MULTI-FAMILY USES		
	Multi-Family \$ Per Gross Square Foot	Vertical Mixed-Use \$ Per Gross Square Foot
Hard Construction Cost	175	197
City Water/Wastewater Impact and School In-Lieu Fees ¹	7	11
Additional Soft Costs at 15.0% of Hard	26	30
Vertical Development Cost	209	238
¹ Assumes 0.51 EQRs per multi-family housing unit and 1.875 EQRs per 1,000 square feet of ground floor commercial space.		
Source: Gruen Gruen + Associates		

The hard costs for the construction of a three-story wood frame multi-family apartment building are estimated at \$175 per gross square foot or \$175,000 per unit.¹¹ Additional impact and school in-lieu fees are estimated at \$7.37 per gross square foot or approximately \$7,400 per unit. Additional soft costs for vertical construction are estimated to total 15 percent of hard costs or approximately \$26 per gross square foot. The total development cost for the prototypical multi-family use is estimated at about \$209 per square foot of gross building space (before land, infrastructure, financing costs, and developer/investor profit).

The hard costs for the construction of prototypical mixed-use building are estimated at about \$200 per gross square foot. This reflects a higher cost assumption of \$185 per square foot for the multi-family building area and a ground-floor cost of \$225 per square foot for commercial space, including tenant improvements. City water and wastewater system improvement fees and school in-lieu fees equal to approximately \$11 per square foot (overall) are included. Additional soft costs for vertical construction are again estimated to total 15 percent of hard costs or approximately \$30 per square foot. The total development cost for the prototypical vertical mixed-use alternative is estimated at about \$238 per square foot of total gross building space.

Investment and Financing Parameters

Table V-18 summarizes the financial terms stipulated for the investment analysis of the prototypical multi-family and vertical mixed-use concepts.

¹¹ The recorded permit values for the Lofts at Red Mountain and Cardiff Mesa multi-family housing developments suggest hard construction costs of \$151 to \$162 per gross square foot of building area. Permit values for the higher-density Six Canyon project indicate a hard construction cost of approximately \$210 per gross square foot. This project, however, includes four floors of wood frame construction over a concrete parking podium. Neither of the prototypical multi-family uses are assumed to include podium structures.

TABLE V-18: INVESTMENT AND FINANCING ASSUMPTIONS FOR MULTI-FAMILY AND VERTICAL MIXED-USE

	Multi-Family	Vertical Mixed-Use
Equity Investment as Percent of Project Total	30.0%	30.0%
Internal Rate of Return (IRR) Feasibility Requirement	15.0%	15.0%
Sale Year for IRR Calculation	10	10
Mortgage Rate	6.5%	6.5%
Mortgage/Amortization Term in Years	25	25
Year Mortgage Taken Out	2	2
Construction Loan Financing Costs – Annual Interest Rate	5.0%	5.0%
Construction Loan Fee	1.0%	1.0%
Capitalization Rate – Sale Year	6.0%	6.5%
Sales Expense as Percent of Sales Price	2.0%	2.0%
Source: Gruen Gruen + Associates		

Many of the same financial and investment parameters described previously for light industrial and retail uses are applied to the multi-family uses. Equity investment equal to 30 percent of project costs is again assumed. We estimate a construction loan interest rate of 5.0 percent and a loan fee of one point (i.e., one percent of the loan value). We assume a permanent mortgage loan is obtained in the second year of the project to take out or retire the construction loan. We conservatively estimate an annual interest rate of 6.5 percent for the permanent mortgage and a loan amortization schedule of 25 years.

We estimate the capitalization rate or required yield on the purchase of an income-producing property of 6.0 percent for the prototypical multi-family use. A higher capitalization rate of 6.5 percent is assumed for the vertical mixed-use prototype, which because of the mix of uses and configuration may be perceived to have higher risks and uncertainty. We assume expenses associated with the sale of the property of two percent of the transaction value.

Gross Residual Land Value Estimates

Table V-19 presents the results of the real estate economic analysis of prototypical multi-family and vertical mixed-use development on a per-acre basis.

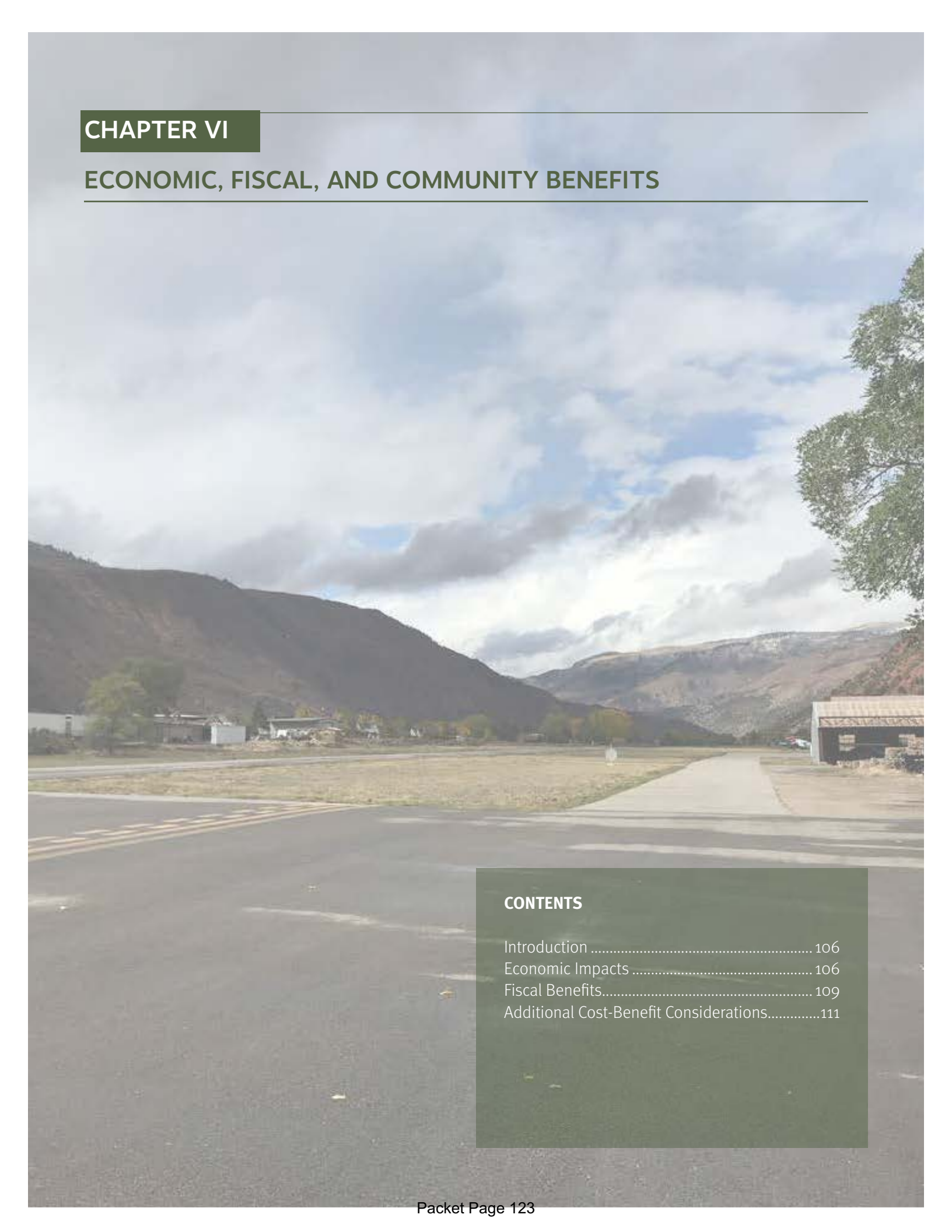
TABLE V-19: RESIDUAL LAND VALUES FOR MULTI-FAMILY AND VERTICAL MIXED-USE

	Multi-Family \$ Per Acre	Vertical Mixed-Use \$ Per Acre
Residual Land Value	918,568	395,492
Per Housing Unit	38,274	21,972
Per-Square-Foot of Land	21.09	9.08
Total Project Value ¹	6,029,291	6,580,687
Equity	1,808,787	1,974,206
Permanent Loan	4,220,504	4,606,481
Annual Debt Service	346,003	377,646
¹ Land value plus development and construction financing cost.		
Source: Gruen Gruen + Associates		

The results of the analysis indicate that multi-family development can support a finished land value of approximately \$919,000 per acre or \$21 per square foot of improved land. This represents a finished land value of approximately \$38,000 per multi-family unit. An investor-developer could pay about \$919,000 for one acre

of land improved for three-story multi-family use and would earn a 15 percent annual rate of return on its equity investment (\$2.1 million). The permanent loan would total \$4,220,000 for a total project value of \$6,029,000 per acre of multi-family development.

The results of the analysis indicate that a vertical mixed-use configuration, including multi-family units above ground floor commercial space, will likely support a lower finished land value estimated at approximately \$395,000 per acre or \$9 per square foot of land holding the same annual equity return requirement constant (at 15 percent).



CHAPTER VI

ECONOMIC, FISCAL, AND COMMUNITY BENEFITS

CONTENTS

Introduction	106
Economic Impacts	106
Fiscal Benefits.....	109
Additional Cost-Benefit Considerations.....	111

Introduction

GG+A completed a cost-benefit assessment of each land use scenario. The cost and benefits (or advantages/disadvantages) are focused on:

- “Fiscal” impacts to the City treasury;
- “Economic” benefits (jobs and income impacts to the local economy); and
- “Spillover” benefits related to neighborhood and community enhancement.

These estimates and considerations are summarized in this chapter. Fiscal and economic impacts associated with each land use scenario are also compared to the status-quo (existing Airport use).

Economic Impacts of Land Use Scenarios

This section presents the economic impacts estimated to result from the on-going occupancy and operations of the three land use scenarios upon full build-out. The economic impacts quantified in this chapter reflect the differing aviation and non-aviation economic activities and land uses associated with each scenario.

METHODOLOGY

The economic benefits of the three land use scenarios are estimated using RIMS II multipliers produced by the Bureau of Economic Analysis, a division of the U.S. Department of Commerce. The economic benefits include direct effects (e.g., on-site jobs) as well as indirect effects for Garfield County. All estimates are presented in 2019 dollars; that is, they do not account for future inflation.

TYPES OF ECONOMIC IMPACTS ESTIMATED

The development and occupancy of additional residential and nonresidential building space, including for aviation uses, will cause an economic impact beyond the direct expenditures and on-site operations. Secondary or “multiplier” effects result from increased production in the industries directly affected by on-going operations. The direct and indirect economic impacts are presented in terms of:

1. employment (full- and part-time jobs);
2. labor income (employee compensation and proprietors’ income) associated with the added jobs; and
3. economic output (the value of all goods and services produced).

Direct Economic Impacts

Direct economic impacts are the number of jobs, income, and output produced in the industries directly affected by the day-to-day operations of businesses occupying building space. The direct impact of on-going operations is measured by the number of on-site (direct) jobs and the associated income and output. Direct economic impacts will occur in Glenwood Springs.

Indirect Economic Impacts

Indirect impacts refer to the changes in the number of jobs, income, and output produced, based on the

interdependencies among economic sectors. Businesses buy products and services from each other, creating indirect impacts on other businesses. In other words, a change in one industry or business “ripples” through other industries or businesses. In addition to these indirect or spillover effects, indirect impacts also include what is sometimes referred to as induced impacts, or the impacts of increased personal consumption that result from the creation of additional jobs and income. New households occupying housing at the Airport Property would also create induced impacts through local household spending on a variety of goods and services.

The on-going operations of future tenants or users will each generate different indirect impacts because of the specific interdependencies among industries within the differing economic sectors. For example, a portion of the wages paid to workers of an industrial building (direct employment) and a portion of the wages paid to employees of firms providing goods or services to the industrial building (indirect employment) will then be spent locally to purchase goods and services (induced effect) in the local economy. Similarly, tenants of retail space will pay wages to employees, which, in turn, will spend some of their wages in Garfield County for the purchase of additional goods and services. The process of re-circulation continues until the impacts diminish to zero.

ANNUAL ON-GOING ECONOMIC IMPACTS GENERATED BY LAND USE SCENARIOS

Table VI-1 shows the estimated annual on-going total (direct and indirect) economic impacts attributable to the occupancy and operations of building space at full build-out of each land use scenario. Impacts associated with the status-quo (existing Airport use) are also estimated and presented for comparison.

TABLE VI-1: ANNUAL ECONOMIC IMPACTS ON GARFIELD COUNTY

	Status Quo (Existing Airport)		
	Employment ¹	Income ²	Output ³
Airport Operations	1.7	\$27,061	\$81,300
Airport Tenants/Users	42.1	\$1,986,327	\$7,981,087
Total	43.8	\$2,013,388	\$8,062,387
	Scenario 1: Expanded Aviation		
	Employment ¹	Income ²	Output ³
Airport Operations	1.7	\$27,061	\$81,300
Airport Tenants/Users	87.3	\$4,120,966	\$16,558,095
Total	89.0	\$4,148,027	\$16,639,395
	Scenario 2: Mixed-Use Village		
	Employment ¹	Income ²	Output ³
Residential	272.4	\$6,412,964	\$35,411,175
Light Industrial	209.6	\$9,594,080	\$46,326,251
Retail	68.3	\$1,694,175	\$5,981,070
Aviation (Helipad)	8.4	\$397,265	\$1,596,217
Total	558.8	\$18,098,484	\$89,314,713
	Scenario 3a: Residential Village		
	Employment ¹	Income ²	Output ³
Residential	336.9	\$7,929,103	\$43,783,011
Retail	45.5	\$1,129,450	\$3,987,380
Total	382.4	\$9,058,553	\$47,770,391
	Scenario 3b: Residential Village		
	Employment ¹	Income ²	Output ³
Residential	240.6	\$5,663,828	\$31,274,586
Retail	45.5	\$1,129,450	\$3,987,380
Aviation (Helipad)	8.4	\$397,265	\$1,596,217
Total	294.6	\$7,190,543	\$36,858,183
¹ Total jobs created in terms of full- and part-time employment. ² Annual labor income associated with job creation. ³ Annual volume of economic activity from occupancy and operations.			
Sources: RIMS II, Regional Production Division, Bureau of Economic Analysis; Gruen Gruen + Associates.			

The status-quo activity associated with the existing Airport use is estimated to support a total of 44 direct and indirect jobs with associated annual income of approximately \$2.0 million. The total direct and indirect output impact is estimated at approximately \$8.1 million within the Garfield County economy.

At build-out of Scenario 1: Expanded Aviation, a total of 89 direct and indirect jobs are estimated to be generated by the operation and occupancy of expanded aviation land uses at the Airport property. Total direct and indirect income approximates \$4.1 million at full build-out. The total direct and indirect output impact approximates \$16.6 million. Tenants and Airport users account for the majority of economic activity at the Airport.

At build-out of Scenario 2: Mixed-Use Village, a total of approximately 559 direct and indirect jobs are estimated to be generated by the operation and occupancy of residential, industrial, retail, and aviation (helipad) land uses at the Airport property. Total direct and indirect income approximates \$18.1 million at full build-out. The total direct and indirect output impact approximates \$89.3 million. Industrial uses account for 53 percent of total income and

52 percent of total output. Residential uses account for another 35 percent of total income and 40 percent of total output.

At build-out of Scenario 3a: Residential Village, a total of approximately 382 direct and indirect jobs are estimated to be generated by the operation and occupancy of residential and retail land uses at the Airport property. Total direct and indirect income approximates \$9.1 million at full build-out. The total direct and indirect output impact approximates \$47.8 million. Residential uses account for the majority of impacts.

At build-out of Scenario 3b: Residential Village, a total of approximately 295 direct and indirect jobs are estimated to be generated by the operation and occupancy of residential, retail, and aviation (helipad) land uses at the Airport property. Total direct and indirect income approximates \$7.2 million at full build-out. The total direct and indirect output impact approximates \$37 million.

Fiscal Benefits of Land Use Scenarios

This section summarizes the primary sources of City of Glenwood Springs tax revenue estimated to result from the build-out, operation, and occupancy of the aviation, residential, and nonresidential land uses specified in the land use scenarios. City tax revenues generated by the status-quo (existing Airport use) are also estimated and presented for comparison.

While municipal service costs are not estimated for the land use scenarios, new City tax revenues will exceed any additional operating cost.

METHODOLOGY

The estimates of annual or "recurring" revenue are presented for the build-out condition of each scenario. One-time city fee and tax revenues are also presented. For simplicity, we have assumed that current tax rates will remain constant and all estimates are presented in constant 2019 dollars.

TYPES OF FISCAL BENEFITS ESTIMATED

The fiscal benefits estimated for each land use scenario include:

1. annual sales tax revenues;
2. annual property tax revenues;
3. one-time construction use tax;
4. one-time utility system improvement (impact) fees; and
5. one-time school land dedication in-lieu fees.

ANNUAL CITY TAX REVENUES AT BUILD-OUT

Table VI-2 summarizes the estimates of annual tax revenue at build-out of each of the land use scenarios to the City of Glenwood Springs.

TABLE VI-2: ANNUAL CITY TAX REVENUE ATTRIBUTABLE TO LAND USE SCENARIOS AT BUILD-OUT¹					
	Status-Quo \$	Scenario 1 Expanded Aviation \$	Scenario 2 Mixed-Use Village \$	Scenario 3a Residential Village \$	Scenario 3b Residential Village \$
Property Tax	2,900	18,000	168,100	153,000	110,600
Sales Tax ²	7,400	33,800	710,200	651,200	525,400
Annual Total	10,300	51,800	878,300	804,200	636,000
¹ Figures have been rounded.					
² Based on the total City sales tax rate of 3.7 percent. Includes direct and indirect estimates.					
Sources: City of Glenwood Springs; Gruen Gruen + Associates					

The status-quo use of the Airport property is estimated to generate approximately \$10,000 of annual property and sales tax revenue for the City of Glenwood Springs.

Development and operation and occupancy of aviation building space for Scenario 1: Expanded Aviation is estimated to generate \$51,800 annually for the City of Glenwood Springs at build-out.

Development and operation and occupancy of residential, industrial, and retail building space and aviation (helipad) use for Scenario 2: Mixed-Use Village on the Airport property is estimated to generate about \$878,000 annually for the City of Glenwood Springs at build-out.

Development and operation and occupancy of residential and retail building space for Scenario 3a: Residential Village on the Airport property is estimated to generate over \$804,000 annually at build-out. Scenario 3b which includes more park space and less housing is estimated to generate approximately \$636,000 annually upon build-out for the City of Glenwood Springs.

ONE-TIME CITY TAX AND FEE REVENUES

In addition to the recurring tax revenues summarized above, the three land use scenarios will also generate significant one-time tax and impact fee revenue to the City of Glenwood Springs. Estimates include use tax on construction materials, City utility system improvement (tap) fees, and school impact fees in-lieu of land dedication (for residential uses). Table VI-3 summarizes the estimates of one-time tax and impact fee revenue at build-out of each of the three land use scenarios to the City of Glenwood Springs.

TABLE VI-3: ONE-TIME TAX AND FEE REVENUE ATTRIBUTABLE TO LAND USE SCENARIOS				
	Scenario 1 Expanded Aviation \$	Scenario 2 Mixed-Use Village \$	Scenario 3a Residential Village \$	Scenario 3b Residential Village \$
Construction Use Tax	89,500	1,780,000	2,061,700	1,498,100
Utility System Improvement Fees	269,500	4,407,100	5,082,800	3,703,800
School Land Dedication In-Lieu Fees	0	824,500	938,600	688,100
Total	358,900	7,011,700	8,083,200	5,890,000
Sources: City of Glenwood Springs; Gruen Gruen + Associates				

The Expanded Aviation scenario is estimated to generate total cumulative use tax and utility system and school impact fees of approximately \$359,000. The Mixed-Use Village scenario is estimated to generate total cumulative use tax and utility system and school impact fees of approximately \$7,012,000. The Residential Village scenarios are estimated to generate approximately \$5,890,000 to \$8,083,000 of cumulative use tax and utility system and school impact fees.

Additional Community Cost-Benefit Considerations

AFFORDABLE HOUSING

The land use scenarios do not include specific affordable housing components and the City of Glenwood Springs does not currently require affordable housing as part of development applications. However, the residential land uses included in the Mixed-Use Village and Residential Village scenarios would represent a meaningful contribution to the production of needed housing. The Expanded Aviation scenario provides no additional residential land and would therefore not further civic objectives that relate to expanding the housing inventory and creating affordable or “attainable” housing opportunities. The imbalance between jobs and available housing in Glenwood Springs would not be materially impacted one way or the other by the Expanded Aviation scenario.

The Roaring Fork Valley Regional Housing Study completed earlier this year identifies a variety of housing affordability “gaps” within the region. That analysis indicates the “deficit” of housing affordable to households earning between 120 percent and 160 percent of AMI is already large at 1,200 units and projected to grow. The market-rate prices estimated for housing uses (in Chapter V) equate to renting or selling units to this exact segment of the household base (120-160 percent of AMI) for which a significant need for housing is recognized. For example:

- The average market rent assumption for multi-family units (about \$2,000/month for an average 850-square-foot unit) represents the gross rent affordable to a household earning 130 percent of AMI; and
- The average sales price assumptions for ownership housing represent affordable prices at or around 160 percent of AMI assuming a 5.0 percent annual interest rate on a mortgage and other expenses (property tax, home insurance, PMI) of about 2.0 percent annually of the purchase price.

The existing deficit in workforce housing affordable to those with incomes generally between 120 and 160 percent of AMI suggests that the pent-up demand for the types and price points of “market rate” housing suggested in the alternative land use scenarios is likely to be large. The Airport property as it has been illustratively programmed under could meet a significant need in the broader housing market without any specific affordable price- or deed-restrictions.

However, should the City chose to pursue a specific affordable housing program or criteria for the Airport property targeting lower income segments under the Mixed-Use Village or Residential Village scenarios, a variety of alternatives could be explored such as:

- Designating specific parcels of the Airport property for affordable housing development, and contributing the land at no or minimal cost to reduce the overall cost of new housing production. This local participation would improve the chances of securing state and federal sources of funding for low-income housing development;
- Allocating disposition proceeds and/or City tax revenues gained through redevelopment of the Airport

property to facilitate the development of additional affordable housing elsewhere in the community;

- Encouraging the development of more affordable housing by permitting density bonuses, providing impact or other fee waivers, and streamlining development review; and
- Establishing land or housing trust partnerships to create on-site affordable housing units in exchange for City investment in certain projects.

COMMUNITY SAFETY AND ACCESSIBILITY

Improved roadway accessibility is a priority of both civic leaders and City residents. The most desired “neighborhood enhancement” of households living near the Airport, as described in Appendix B, is improved roadway infrastructure and access. The City has already identified and for many years has been planning the improvements that would mitigate current deficiencies and improve access: the 27th Street Bridge replacement (already underway); Midland Avenue improvements; and preferred South Bridge alignment connecting Midland Avenue with Highway 82. South Bridge has life safety implications similar in nature to helicopter (air) access. Existing roadway conditions negatively impact emergency response times.

Expanding and enhancing (or simply keeping the existing aviation use) make the planned South Bridge improvements more challenging to accomplish and fund. Even a significantly expanded and highly successful version of the existing general aviation use of the property (as assumed for purposes of this land use comparison study) will not generate funds to help pay for roadway improvements. Redevelopment the Airport property for alternative land uses could provide significant funds via land disposition proceeds and additional tax revenues.

The Expanded Aviation scenario does provides the only alternative to accommodate fixed-wing flights related to air medical transportation or fire/natural disaster response operations. While the frequency of such flights is reported to be very low (less than a dozen such flights per year according to the Airport Manager and Valley View hospital representatives), the availability of a paved runway can save critical minutes particularly in instances of brain trauma. The Expanded Aviation scenario, however, does not lengthen the runway, install runway lighting, provide instrument landing systems, or alter surrounding environs.

The Mixed-Use Village scenario and alternate Residential Village scenario (Scenario 3b) preserve approximately two acres for an aviation (helipad) use to accommodate hangar, maintenance, fueling, and takeoff requirements of helicopters. This maintains the ability to provide a local public access option (without requiring the effort and resources to plan, acquire, and develop an alternative nearby location) for air medical transport operators, search and rescue, wildfire response, and many other beneficial activities including those provided by state and federal agencies and telecommunications providers.

The illustrative location of the helipad use at the southernmost point of the City-owned property is both proximate to the Roaring Fork River (to provide immediate access to water during firefighting operations); adjacent to compatible light industrial or municipal uses; furthest removed from residential land uses; and directly accessible to unobstructed open spaces sometimes required for takeoffs during hot temperatures.

Legitimate safety concerns do exist with the proximity of an active runway and flight paths to residential land uses and places of public assembly (e.g., Sopris Elementary). The possibility for increased conflict is heightened with a considerable expansion to hangar space, based aircraft, and flight activities. The results of the neighborhood resident survey described in Appendix B suggest that nearby households with children are much more likely to favor redevelopment of the Airport property for non-aviation uses.

OPEN SPACE AND PARK/RECREATION CONSIDERATIONS

All three land use scenarios preserve approximately one-quarter of the City-owned property (16 acres) for undeveloped hillside open space and river access. Recreational opportunities along the Roaring Fork River including fishing and floating easements exist for all three scenarios.

The Mixed-Use Village and Residential Village scenarios would provide park space and multi-use fields, as well as enhanced pedestrian/bike access and mobility. Both the Mixed-Use Village and Residential Village scenarios include a two-acre central neighborhood park and an illustrative pedestrian/bike spine connecting future land uses to existing neighborhoods. Pedestrian connections to Sopris Elementary School could also be enhanced if the Airport property is converted to non-aviation land uses. A new playground, ball fields, and community garden, for example, could also be more easily and more safely accommodated under the Mixed-Use Village or Residential Village scenarios.

GENERAL AVIATION BENEFITS

Community and social benefits related to fixed-wing aviation activities that will be lost or “forgone” if the Airport property is redeveloped for either alternative land use scenario include:

- Educational benefits related to flight training, youth education and scholarship programs (such as the free Youth Eagles Flight program), and other seminars and services like Eco Flight which educates/advocates for wildlife conservation and utilizes small aircraft;
- Aviation expos and related social events;
- Leisure and tourism from visitors with access to personal aircraft (Appendix A provides perspective on current visitation drawn through use of the Airport); and
- Aviation-related recreational activities related to skydiving, hang-gliding, gyros, trikes, etc.

Appendix A: Airport User Survey Results

INTRODUCTION

GG+A designed an Airport User Survey that was distributed by City staff electronically (via email) to approximately 100 recipients from an “airport user group” list that was provided by the Airport Manager. The purpose of the survey was to develop an information base about the number and type of individuals and businesses utilizing the Airport; the nature of current aviation and flight activities; potential impacts on the local economy attributable to these activities (jobs, payroll, etc.); and preferred enhancements to the property and facilities.

The rate of response was very high. A total of 86 responses were collected over a one-month period from November 13, 2018 to December 14, 2018. Fifteen (15) of the responses appear to be from individuals (business owners or employees) who had multiple persons responding from their same firm or organization. We have attempted to filter the data so that “double-counting” from multiple respondents completing the same survey for one entity does not occur. The survey results summarized below have removed “duplicate” responses, where applicable, so that double counting does not occur on topics related to economic activity, based aircraft, annual on-airport expenditures, and so forth. In addition, based on our review of the responses and follow up discussion, some respondents completed the survey inaccurately indicating employment or activities at the Airport that were either located off-site or were no longer conducted at the Airport. Some but not all of such inaccuracies have been corrected.

EMPLOYMENT STATUS

Table A-1 summarizes the employment status of the survey respondents.

TABLE A-1: EMPLOYMENT STATUS OF RESPONDENTS

	Responses #	Percent of Total %
Business owner or self-employed	48	55.8
Employed by a private company or organization	22	25.6
Retired	9	10.5
Employed by government, military, or non-profit organization	3	3.5
Other	3	3.5
Student	1	1.2
Total	86	100.0
Source: Gruen Gruen + Associates		

Seventy-three (73) respondents indicated they are a business owner, self-employed, or employed by a private firm, government, or non-profit. These respondents were asked to describe the primary service or good their firm or organization provides. The largest category of response (approximately 40 percent of the total) was for some type of aviation-related activity, such as flight training/instruction or education, air medical transport services, and aircraft maintenance and repair. Activities generally related to construction, engineering and/or real estate make-up the second largest category of employed respondents at 26 percent.

BASED AIRCRAFT

Table A-2 summarizes the number of based aircraft at Glenwood Springs Airport.

TABLE A-2: NUMBER OF BASED AIRCRAFT		
	Responses #	Percent of Total %
None	30	42.3
1	33	46.5
2	3	4.2
3	2	2.8
4	0	0.0
5	1	1.4
6	1	1.4
7	0	0.0
8	1	1.4
Total	71	100.0
Source: Gruen Gruen + Associates		

Thirty (30) respondents, or 42 percent of the respondents do not have based aircraft at the Airport. Another 33, or 47 percent of respondents have one based aircraft. Eight (8) respondents, or 11 percent have two or more based aircraft at the Airport. Survey respondents base a total of 64 aircraft at the Airport.

AIRPORT-RELATED EMPLOYMENT & PAYROLL

Table A-3 summarizes the number of respondents who reported they have employment which is on-site at the Airport and off-site which would not exist but for the presence of the Airport.

TABLE A-3: AIRPORT USERS WITH ON- AND OFF-AIRPORT EMPLOYMENT ¹				
	Does your employer (or you/your business) have any of its workforce permanently based at the Glenwood Springs Airport?		Does your employer (or you/your business) have an off-airport establishment elsewhere in Glenwood Springs that would not exist were it not for the presence of the Glenwood Springs Airport?	
	Responses #	Percent of Total %	Responses #	Percent of Total %
Yes	12	18.5	16	24.2
No	53	81.5	50	75.8
Total	65	100.0	66	100.0
¹ Includes self-employed individuals which “base” themselves at the Airport.				
Source: Gruen Gruen + Associates				

Twelve (12) respondents reported they have workers on-site at the Airport. Sixteen (16) respondents indicated they have workers and business establishments located off-site that would not otherwise exist but for the presence of the Airport. The majority of respondents do not have workers either on-site or off-site.

The total number of employees which respondents reported include 16 full-time and eight part-time employees are located at the Airport (i.e., on-site). This equates to 20 full-time equivalent jobs on-site at the Airport. Approximately two-thirds of these employees are reported to live in Glenwood Springs. The 12 respondents indicating they have full or part-time employees based at the Airport occupy approximately 16,000 square feet of on-airport building space.

Total annual payroll of approximately \$1.0 million is associated with the 12 airport users who reported having employees (or themselves) based on-site at airport. This equates to approximately \$51,000 of income per worker for on-site Airport jobs.

Table A-4 summarizes the number of respondents which indicated they have off-airport employment by the size of employment category (i.e., number of employees).

TABLE A-4: OFF-AIRPORT EMPLOYMENT				
Employment Size Category (# Employees)	Full-Time Employees Located Off-Airport in Glenwood Springs		Part-Time Employees Located Off-Airport in Glenwood Springs	
	Responses #	Percent of Total %	Responses #	Percent of Total %
None	1	7.7	7	53.8
1 to 5	6	46.2	5	38.5
6 to 10	2	15.4	0	0.0
11 to 15	2	15.4	0	0.0
16 to 29	0	0.0	0	0.0
30 or more	2	15.4	1	7.7
Total	13	100.0	13	100.0
Source: Gruen Gruen + Associates				

Thirteen of the 16 respondents which indicated they have off-airport employment reported their employment size category (i.e., number of employees). Two respondents reported they have 30+ full-time employees working off-airport in Glenwood Springs. One respondent indicated they have a large number (30+) of part-time employees. The majority of respondents indicated their employment size category as 10 or fewer employees.

Total annual payroll for off-airport employees is reported at \$14,310,000. The two largest employers (each with 30+ employees) account for 77 percent of total annual off-airport payroll expenditure.

Table A-5 shows the number of respondents by the amount of non-residential building space occupied off-airport.

TABLE A-5: AMOUNT OF NON-RESIDENTIAL BUILDING SPACE OCCUPIED OFF-AIRPORT		
	Non-residential building space occupied in Glenwood Springs (by Businesses/Employers Dependent Upon the Airport)	
	Responses #	Percent of Total %
Less than 5,000 square feet	6	46.2
5,000 to 9,999 square feet	3	23.1
10,000 to 19,999 square feet	2	15.4
20,000 to 49,999 square feet	0	0.0
50,000 to 99,999 square feet	1	7.7
100,000 square feet or more	1	7.7
Total	13	100.0
Source: Gruen Gruen + Associates		

Nearly one-half of respondents occupy building space of less than 5,000 square feet. Another three respondents occupy between 5,000 to 9,999 square feet. Two respondents occupy between 10,000 to 19,999 square feet. Two of the 13 respondents occupy 50,000 square or more of non-residential building space.

FLIGHT ACTIVITIES

Table A-6 summarizes the number of respondents by amount of flight activity from vendors or clients.

TABLE A-6: FLIGHTS MADE BY VENDORS/CLIENTS TO VISIT RESPONDENTS IN GLENWOOD SPRINGS		
2017 Flights	Responses #	Percent of Total %
None	23	29.9
1-2	4	5.2
3-5	6	7.8
6-10	10	13.0
11-20	10	13.0
21-30	5	6.5
31-50	7	9.1
51-100	4	5.2
More than 100	8	10.4
Total	77	100.0
Source: Gruen Gruen + Associates		

Approximately 30 percent of respondents reported no vendor or client flight activity in 2017. Ten respondents reported flight activity of one to five flights from vendors/clients. Twenty (20) respondents reported flight activity of between six to 20 flights. Twelve (12) respondents reported flight activity of between 21 to 50 flights; and another 12 respondents reported flight activity of 50 or more flights.

The survey also asked: “In 2017, did you (or your business/employer) use aircraft to transport visitors to Glenwood Springs for vacations or leisure activities?” A smaller number of respondents indicated they had flight activity from leisure travel visitors than those who indicated they had flight activity from business activities (i.e., vendors/clients). Fifty-four (54) percent of respondents who answered the question, or 38 respondents, indicated they used their aircraft to transport leisure visitors to Glenwood Springs in 2017, which compares to 70 percent of respondents indicating their business activities generated flights associated with vendor/client visits.

Table A-7 summarizes the number of respondents by amount of flight activity from leisure travel visitors.

TABLE A-7: FLIGHTS MADE BY RESPONDENTS TO TRANSPORT LEISURE VISITORS TO GLENWOOD SPRINGS		
2017 Flights	Responses #	Percent of Total %
1-2	6	15.4
3-5	5	12.8
6-10	11	28.2
11-20	9	23.1
21-30	3	7.7
31-50	3	7.7
51-100	2	5.1
Total	39	100.0
Source: Gruen Gruen + Associates		

Of the 39 respondents who indicated they had flight activity related to leisure travel, the majority of respondents reported activity of 10 or fewer flights in 2017. Only five respondents indicated they had significant flight activity of 31+ or more flights. This compares to 19 respondents who indicated they had a similar amount of flight activity

related to business from vendors or clients.

Table A-8 summarizes the number of respondents who reported the number of hotel room nights booked by leisure travelers.

TABLE A-8: TOTAL ROOM NIGHTS BOOKED (2017) BY LEISURE TRAVELERS TRANSPORTED BY AIRPORT USERS

	Responses #	Percent of Total %
1-10 room nights	27	75.0
11-20 room nights	5	13.9
21-30 room nights	1	2.8
31-50 room nights	3	8.3
Total	36	100.0
Source: Gruen Gruen + Associates		

Of the 36 respondents who reported room night bookings, the majority, or 27 respondents indicated they booked between one and 10 room nights in 2017 due to leisure travel flight activity. Using the midpoint of each room night category results in an estimate of 355 hotel room nights booked in Glenwood Springs in 2017. This amount of room night demand is a very small proportion of the City's total available room nights. The Chamber of Commerce reports 1,700 hotel and B&B rooms in the City. This results in 620,500 available room nights. The Airport's leisure travel room night demand estimate of 355 is approximately 0.05 percent of the City's room nights.

ON-AIRPORT EXPENDITURES

Table A-9 summarizes the direct non-payroll expenditures made at the Airport.

TABLE A-9: ON-AIRPORT EXPENDITURES (2017)

	Total \$	Average \$ Per Based Aircraft ¹
Aircraft Maintenance	540,659	8,448
Fuel Purchases	261,930	4,093
Hangar Lease Fees	77,141	1,205
Tie-Down Fees	18,730	293
¹ Survey results indicate respondents base a total of 64 aircraft at the Airport.		
Source: Gruen Gruen + Associates		

Aircraft maintenance comprises the largest amount of expenditure totaling over \$540,000 in 2017. The next largest expenditure is fuel purchases at nearly \$262,000. Hangar lease fees and tie-down fees total another \$96,000 of Airport expenditures. In total, respondents reported total on-airport non-payroll expenditures of over \$898,000 in 2017.

PREFERRED AIRPORT ENHANCEMENTS

One purpose of the survey was to identify those Airport enhancements that are important or preferred by users. One survey question contained a list of Airport improvements/enhancements. Each respondent was asked to rate each improvement as either “not important”, “somewhat important”, or “very important.” Table A-10 presents the mean rankings for the preferred Airport improvements, with a score of 1 signifying the least important and a score of 3 the most important of the improvements preferred by Airport users.

TABLE A-10: WEIGHTED SCORE OF PREFERRED AIRPORT IMPROVEMENTS/ENHANCEMENTS

	Weighted Score ¹ #
Additional Hangar Space	2.61
UNICOM station / service	2.59
Modern fueling station (Jet A and 100LL)	2.31
Better roadway accessibility (to the airport)	2.13
Expanded FBO services or amenities	2.13
Taxiway / asphalt resurfacing	1.96
Installation of runway lighting	1.8
¹ “Very important” reflects weight of 3.0 and “Not important” reflects weight of 1.0.	
Source: Gruen Gruen + Associates	

The most preferred improvement at the Airport is additional hangar space. The next most preferred improvement is a UNICOM station/service followed by a modern fueling station. Better roadway accessibility and expanded FBO services were the fourth and fifth highest rated improvements. The least important improvements are taxiway/ asphalt resurfacing and runway lighting.

The Airport users were asked if they would base more aircraft at the Airport, hire additional employees in the City, fly more frequently in/out of the Airport, or occupy more hangar space if the most important improvements were made at the Airport. Table A-11 below describes the effect of preferred enhancements being made at the Airport.

TABLE A-11: USE OF AIRPORT IF MOST IMPORTANT IMPROVEMENTS WERE MADE

	No #	Not Applicable #	Yes #	Total Responses #
Airport Use				
Base additional aircraft at the airport?	18	17	34	69
Hire additional employees in Glenwood Springs (either on-airport or elsewhere)?	26	26	19	71
Fly more frequently into/out of the airport?	4	6	61	71
Occupy more building/hangar space at the airport?	10	13	48	71
Source: Gruen Gruen + Associates				

The largest change in Airport usage is that 61, or 85 percent of respondents would fly into or out of the Airport more frequently. The second largest change in usage would be the occupancy of more building/hangar space. Forty-eight (48), or about two-thirds of respondents indicated they would occupy more space. About half of respondents reported they would also base additional aircraft at the Airport. The smallest change in Airport usage relates to hiring additional employees in Glenwood Springs. Only 19 respondents, about one-quarter of the sample indicated they would hire additional employees.

Appendix B: Neighborhood Survey Results

The City of Glenwood Springs wanted to obtain additional perspective from households residing near the Glenwood Springs Airport about three land use scenarios being evaluated by GG+A.

The survey was distributed approximately six weeks before costs and benefits to the City and other stakeholders (likely to result from each land use scenario) had been estimated, including identification of which scenarios may be financially infeasible. Therefore, the survey results provide general perspective about resident land use preferences but do not necessarily represent the opinions that neighborhood residents might have if financial, fiscal, and economic trade-offs associated with each land use scenario were presented to them.

SURVEY APPROACH

GG+A designed and administered an electronic survey to gain additional perspective about the preferences of City residents as well as non-residents currently living in residential neighborhoods near the Airport property. City of Glenwood Springs staff distributed a postcard to approximately 450 residential mailing addresses in the Cardiff Glen, Park East, Glenwood Park, Four Mile Ranch and other subdivisions proximate to the Airport with instructions to complete an electronic survey.

A total of 103 survey responses were completed and submitted between April 24, 2019 and May 27, 2019 (the deadline specified in the postcard). Ninety-two (92) of the responses originated from a unique IP address. Eleven responses came from duplicate IP addresses which suggests some people may have responded to the survey multiple times or multiple people accessed the survey from the same computer network (e.g., a public Wi-Fi) or device. The overall distribution of responses to questions gauging preferences and household and demographic attributes, however, are generally unaffected by the responses from duplicate IP addresses. They are included and presented in the total response frequencies summarized below.

Summary of Survey Sample in Relation to Population

Table B-1 summarizes demographic and household attributes of the survey sample (103 responses) in relation to recent estimates for the Census Block Group generally corresponding to the geographic area in which the survey postcard was distributed.

TABLE B-1: SURVEY SAMPLE CHARACTERISTICS		
	Survey Sample	Southern Glenwood Springs ¹
Households with one or more children	36.9%	48.3%
Average household size (persons)	2.61	2.76
Renter households	5.8%	44.0%
Employed (age 16+ population)	75.7%	79.8%
¹ Estimate for Block Group 2 of Tract 9517.01. This area generally corresponds to Voting Ward 5 plus the unincorporated Four Mile Ranch subdivision.		
Sources: U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates; Gruen Gruen + Associates.		

Approximately 37 percent of survey respondents live in a household with at least one child (age 18 or younger). The average household size of the survey sample was approximately 2.6 persons. Respondents that own their housing unit represented the vast majority, about 94 percent, of the survey sample.

GG+A reviewed estimates available from the 2013-2017 American Community Survey (“ACS”) to identify if the survey sample is consistent with household and demographic characteristics of southern Glenwood Springs. A primary conclusion is that the survey sample and associated results are under representative of renter households. Approximately 44 percent of households in southern Glenwood Springs (Block Group 2 of Tract 9517.01) are estimated to rent their housing according to the most recent ACS. Less than six percent of survey responses came from renters.

Relative to neighborhood demographics, the survey sample also appears slightly skewed towards smaller sized households and households without children. Approximately 37 percent of survey respondents live in a household that includes children. The most recent ACS indicates that nearly one-half of all households in southern Glenwood Springs (48 percent) include at least one child. The average household size is also estimated to be slightly larger than households represented by the survey sample.

LAND USE SCENARIO PREFERENCES

The respondents were asked to indicate if they would favor expanding the Airport to include additional hangar space, a new fueling station, and a modern Unicom system. Table B-2 summarizes the responses.

TABLE B-2: IN FAVOR OF EXPANDED AVIATION SCENARIO

	# of Respondents	% of Respondents
Yes	40	38.8
No	56	54.4
Don't know	7	6.8
Total	103	100.0
Source: Gruen Gruen + Associates		

Fifty-six (56) respondents do not favor expanding the Airport with additional aviation improvements. Forty (40) respondents do favor the expansion or enhancement of the Airport.

Respondents were next asked to indicate if they would favor redeveloping the Airport to include industrial, office, retail, and residential uses and a helipad. Table B-3 summarizes the responses.

TABLE B-3: IN FAVOR OF MIXED-USE VILLAGE SCENARIO

	# of Respondents	% of Respondents
Yes	22	21.8
No	73	72.3
Don't know	6	5.9
Total	103	100.0
Source: Gruen Gruen + Associates		

A larger number of respondents, 73 respondents, are not in favor of redeveloping the Airport property with a mix of non-aviation uses. Fewer respondents (22 or about 21.8 percent) favor redevelopment with non-aviation uses than the number of respondents who favor expanded aviation uses.

The respondents were then asked to indicate if they favor redeveloping the Airport with primarily residential uses and a small amount of retail uses, with a different location for emergency fire response and emergency medical transport services. Table B-4 summarizes the responses.

TABLE B-4: IN FAVOR OF RESIDENTIAL VILLAGE SCENARIO

	# of Respondents	% of Respondents
Yes	37	35.9
No	65	63.1
Don't know	1	1.0
Total	103	100.0
Source: Gruen Gruen + Associates		

Sixty-five (65) respondents are not in favor of redeveloping the Airport property with residential and retail uses. Thirty-seven (37) respondents are in favor of this scenario. This is similar to the level of support for the Expanded Aviation scenario and much higher than associated with the Mixed-Use Village scenario.

We compared the number of “Yes” and “No” responses to each land use scenario as a function of locational, household, and other characteristics. The only statistically significant cross tabulation relates to the presence

of children in the household. Other characteristics such as duration of residency in the Glenwood Springs Area, neighborhood, housing tenure, and employment status are not statistically significant.

Table B-5 summarizes the responses to the three land use scenario questions by presence of children in the household.

TABLE B-5: RESPONDENTS IN FAVOR¹ OF LAND USE SCENARIOS BY PRESENCE OF CHILDREN				
	No Children		With Children	
	# in Favor	% of Total	# in Favor	% of Total
Expanded Aviation	30	46.2	10	26.3
Mixed-Use Village	9	14.0	13	35.1
Residential Village	15	23.1	22	57.9
¹ Includes respondents who indicated "Yes".				
Source: Gruen Gruen + Associates				

The highest level of support among households without children is for the Expanded Aviation scenario. Approximately 46 percent of households without children at home indicated they would favor this scenario.

The highest level of support among households with children is for the Residential Village scenario. About 58 percent of all respondents that live in a household with children are in favor of this scenario. Support among households with children is higher for both alternatives that would redevelop the Airport property than for the Expanded Aviation scenario.

Land Use Scenario Preference Summary

Some respondents are in favor of multiple land use scenarios while others are not in favor of any of the three scenarios described. Table B-6 summarizes the make-up of survey responses when preferences for each land use scenario are strung together.

TABLE B-6: LAND USE SCENARIO PREFERENCE SUMMARY		
	# of Respondents	% of Respondents
Not in favor of Expanded Aviation scenario, but in favor of at least one alternative scenario	41	39.8
In favor of Expanded Aviation scenario, but not in favor of either alternative scenario	39	37.9
Not in favor of any of the land use scenarios ¹	21	20.4
Other	2	1.9
Total	103	100.0
¹ Includes all respondents who did not indicate at least one "Yes" for any of the three land use scenario questions.		
Source: Gruen Gruen + Associates		

The largest group of respondents can be categorized as not in favor of expanding the Airport but in favor of at least one of the alternative land use scenarios. This category represents about 40 percent of all respondents. The second largest category includes those in favor of the Expanded Aviation scenario but not in favor of either alternative land use scenario. This represents 38 percent of all respondents.

Approximately 20 percent of all respondents can be categorized as favoring none of the three scenarios.

NEIGHBORHOOD ENHANCEMENT FACTORS

The respondents were also asked to rate the importance of neighborhood enhancement factors on a scale of 1 to 3 with 1 being the least important and 3 being the most important.

Table B-7 summarizes the average rating for each factor.

TABLE B-7: AVERAGE RATING OF NEIGHBORHOOD ENHANCEMENT FACTORS	
	Average Rating
Improved roadway accessibility	2.42
Additional pedestrian trails (walking, biking, etc.)	2.29
Increased property values	2.20
Additional park or recreation space	2.09
Improved access to local dining and services	1.80
Reduced noise from aviation	1.72
Greater housing opportunities/choices	1.69
Source: Gruen Gruen + Associates	

The highest rated neighborhood enhancement factor is improved roadway accessibility, followed by additional pedestrian trails, increased property values and additional park or recreation space. The lowest rated neighborhood factors (with an average rating of less than 2.0) included greater housing opportunities, reduced aviation noise, and improved access to local dining and services.

DEMOGRAPHIC AND OTHER CHARACTERISTICS OF RESPONDENTS

Of the 103 respondents, 92 or 89 percent indicated they live within the City limits. Eleven respondents do not live within City limits. Table B-8 summarizes the of the length of time respondents have lived at their current address.

TABLE B-8: LENGTH OF TIME AT CURRENT RESIDENCE		
	# of Respondents	% of Respondents
Less than 1 year	12	11.7
1-4 years	19	18.5
5-9 years	20	19.4
10+ years	52	50.5
Total	103	100.0
Source: Gruen Gruen + Associates		

Nearly half of the resident respondents have lived in their current residence for 10 years or longer. Another 19 percent of respondents have lived at their residence from five to nine years. Eighteen percent of respondents have lived at their residence from one to four years and another twelve percent have lived in their residence for less than one year.

Respondents were also asked how long they had lived in Glenwood Springs (i.e., total length of time living in City including at current residence). A higher number of respondents than that reported by time at current residence have lived in the City for 10 years or longer. Approximately 70 percent of respondents have lived in the City 10 years or longer (as compared to fifty percent of respondents who have lived in their current residence for that length of time).

The majority of respondents, approximately 94 percent, own their residence.

Table B-9 summarizes the neighborhood in which resident respondents live.

TABLE B-9: RESIDENT NEIGHBORHOOD		
Neighborhood	# of Respondents	% of Respondents
Glenwood Park	45	44.1
Park East	17	16.7
Cardiff Glen	16	15.7
Other	24	23.5
Total	102	100.0
Source: Gruen Gruen + Associates		

Forty-four percent, or 45 respondents live in Glenwood Park. Another 31 percent of respondents live in either Park East or Cardiff Glen. Twenty-four percent, or 24 respondents live elsewhere.

Table B-10 presents the household size of respondents.

TABLE B-10: NUMBER OF PEOPLE RESIDING IN HOUSEHOLD		
Number of People in Household	# of Respondents	% of Respondents
1	16	15.5
2	47	45.6
3	17	16.5
4+	23	22.3
Total	103	100.0
Source: Gruen Gruen + Associates		

The largest response category is the two-person household which comprises approximately 46 percent of the respondents. Households containing four or more persons represent the second largest category at 22 percent of all responses. Single-person and three-person households represent an additional 32 percent of all respondents.

Thirty-eight (38) respondents have children (18 years or younger) living in the household.

Table B-11 presents the employment status of respondents.

TABLE B-11: EMPLOYMENT STATUS OF RESPONDENTS		
	# of Respondents	% of Respondents
Employed Privately	47	45.6
Employed Military	0	0.0
Employed Publicly	15	14.6
Self-employed	16	15.5
Seeking employment	1	1.0
Retired	24	23.3
Total	103	100.0
Source: Gruen Gruen + Associates		

The majority of respondents are employed with private employment being the largest source of employment. About one-quarter, or 24 respondents are retired. The employment location is split equally amongst the respondents with half being employed in the City and half being employed outside of the City.

AIRPLANE OWNERSHIP OR ACCESSIBILITY AT GLENWOOD SPRINGS AIRPORT BY RESPONDENTS

The overwhelming majority of respondents, 99 respondents, do not own or have access to an airplane at Glenwood Springs Airport.

Gruen Gruen + Associates (GG+A) is a firm of economists, sociologists, statisticians and market, financial and fiscal analysts. Developers, public agencies, attorneys and others involved in real estate asset management utilize GG+A research and consulting to make and implement investment, marketing, product, pricing and legal support decisions. The firm's staff has extensive experience and special training in the use of demographic analysis, survey research, econometrics, psychometrics and financial analysis to describe and forecast markets for a wide variety of real estate projects and economic activities.

Since its founding in 1970, GG+A has pioneered the integration of behavioral research and econometric analysis to provide a sound foundation for successful land use policy and economic development actions. GG+A has also pioneered the use of economic, social and fiscal impact analysis. GG+A impact studies accurately and comprehensively portray the effects of public and private real estate developments, land use plans, regulations, annexations and assessments on the affected treasuries, taxpayers, consumers, other residents and property owners.

San Francisco:
(415) 433-7598

Denver:
(720) 583-2056

Lake Forest:
(847) 317-0634

www.ggassoc.com

APPLYING KNOWLEDGE, CREATING RESULTS, ADDING VALUE

AIRPORT PROPERTY SCENARIO PLANNING STUDY

City Council Workshop

October 3, 2019

Gruen Gruen + Associates | The Land Studio | SGM



GRUEN GRUEN + ASSOCIATES

Packet Page 146

PURPOSE

- Provide an information base and strategic analytical framework to permit trade-off decisions about future uses of the Airport property.
- A specific plan for development of the property is not selected or proposed.

INFORMATION BASE

Existing Conditions

- Airport operating/financial performance
- Site conditions
- Public infrastructure

Stakeholder Input

- Survey input (Airport users and neighborhood residents)
- Interactive interviews with City staff, Airport commissioners, and other stakeholders (e.g., Valley View, Classic Air Medical, Pilot's Association)
- March 6, 2019 open house

Market Assessment

- General Aviation uses
- Non-aviation Municipal uses
- Private non-aviation uses (residential, commercial, office/industrial)

Land Use Scenarios

- Three (3) conceptual land use programs
- Illustrative site layouts
- Building space yields

Development Feasibility

- Infrastructure and construction cost estimates
- Forecast revenues/expenses
- Residual land value analyses

Fiscal, Economic & Community Impacts

- Fiscal benefits to City treasury
- Economic impacts on local economy (jobs and wages)
- Consideration of spillover / community benefits

EXISTING AIRPORT USE

- Airport not part of the National Plan of Integrated Airport Systems (“NPIAS”); therefore is ineligible for FAA airport improvement program grants.
- Runway is small and lacks runway lighting as well as modern instrument landing systems.
- About 70,000 square feet of existing building space (mostly unheated metal structures) is estimated to exist on City-owned land.
- Between 2015 and 2018, the Airport Enterprise Fund generated small annual operating surpluses of roughly \$8,000 to \$24,000.

	2015	2016	2017	2018
Revenues	\$144,300	\$148,059	\$153,551	\$182,160
Expenses*	(\$133,240)	(\$135,866)	(\$145,759)	(\$157,878)
Net Profit	\$11,060	\$12,193	\$7,792	\$24,282

* Includes runway depreciation expense.

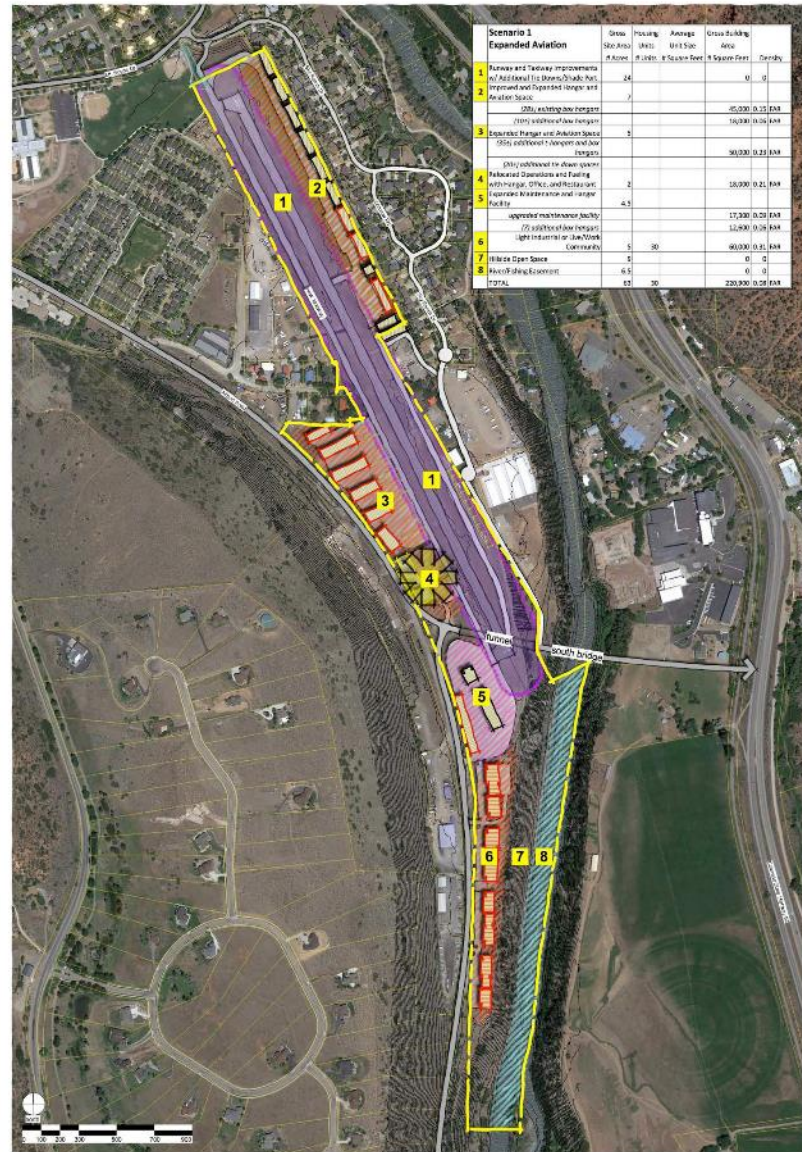
MARKET OVERVIEW

- All types of housing are in short supply in Glenwood Springs. Airport property has potential to be highly desirable residential location.
- Retail use opportunities relate to small-scale convenience, necessity and/or food-type uses (serving additional households and workers at the site).
- Airport property is last remaining “industrial” zoning district with developable land in Glenwood Springs. Market is stronger for industrial uses than traditional office uses.
- Completion of South Bridge would enhance appeal of the property as both a housing and workplace location.
- Size and depth of aviation market is limited. Opportunities for growth/expansion are similar to activity already occurring at the Airport (e.g., small General Aviation aircraft under 12,500 lbs.).
- Survey of Airport users indicates preferred improvements include (1) additional hangar space, (2) a modern Unicom system, and (3) modern fueling station.

LAND USE SCENARIOS



EXPANDED AVIATION



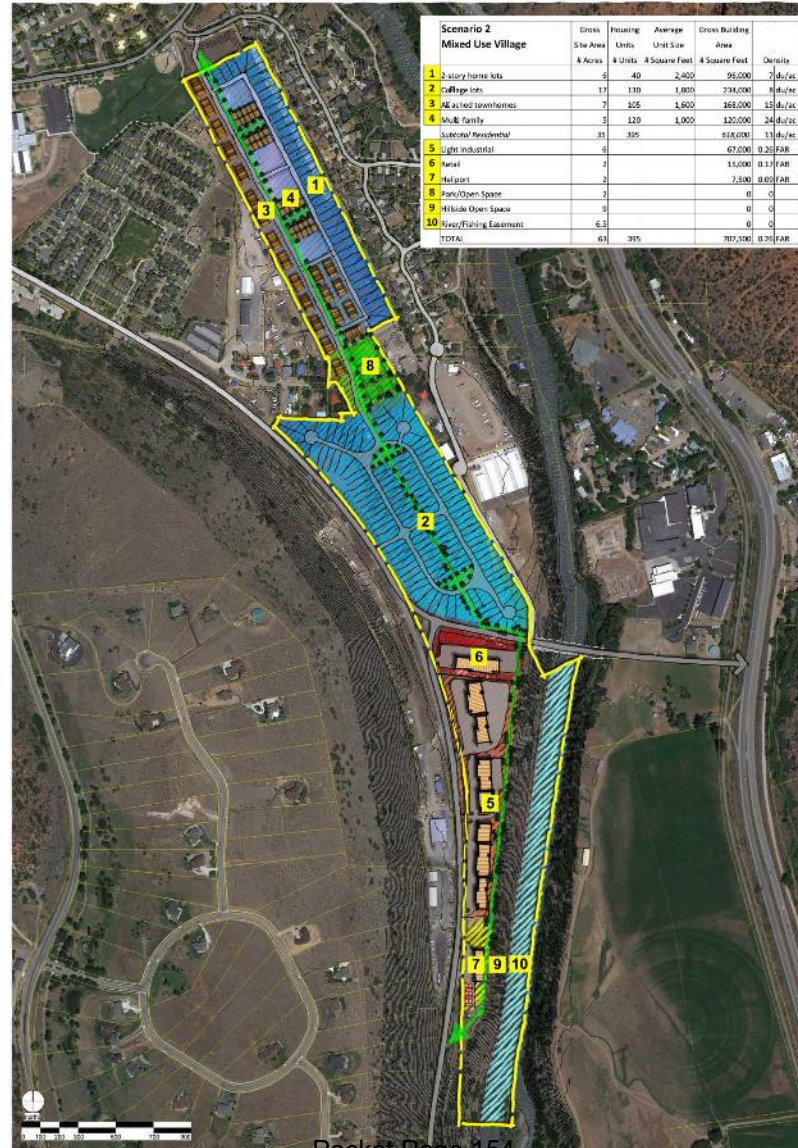
EXPANDED AVIATION

Expanded and enhanced Airport

Total Floor-Area-Ratio (FAR): 0.08

- 42 acres allocated to aviation use
- 5 acres for municipal and/or light industrial use
- South Bridge accommodated with tunnel under runway
- Capacity for $\pm 80,000$ square feet of new hangar space created
- New fueling systems and Airport admin/operations facility relocated to west side of runway
- $\pm 500,000$ square feet of new airfield ground improvements (pavement) primarily for new taxiway (west side of runway) and hangar aprons/taxilanes

MIXED-USE VILLAGE



MIXED-USE VILLAGE

Horizontally mixed land uses

Total Floor-Area-Ratio (FAR): 0.26

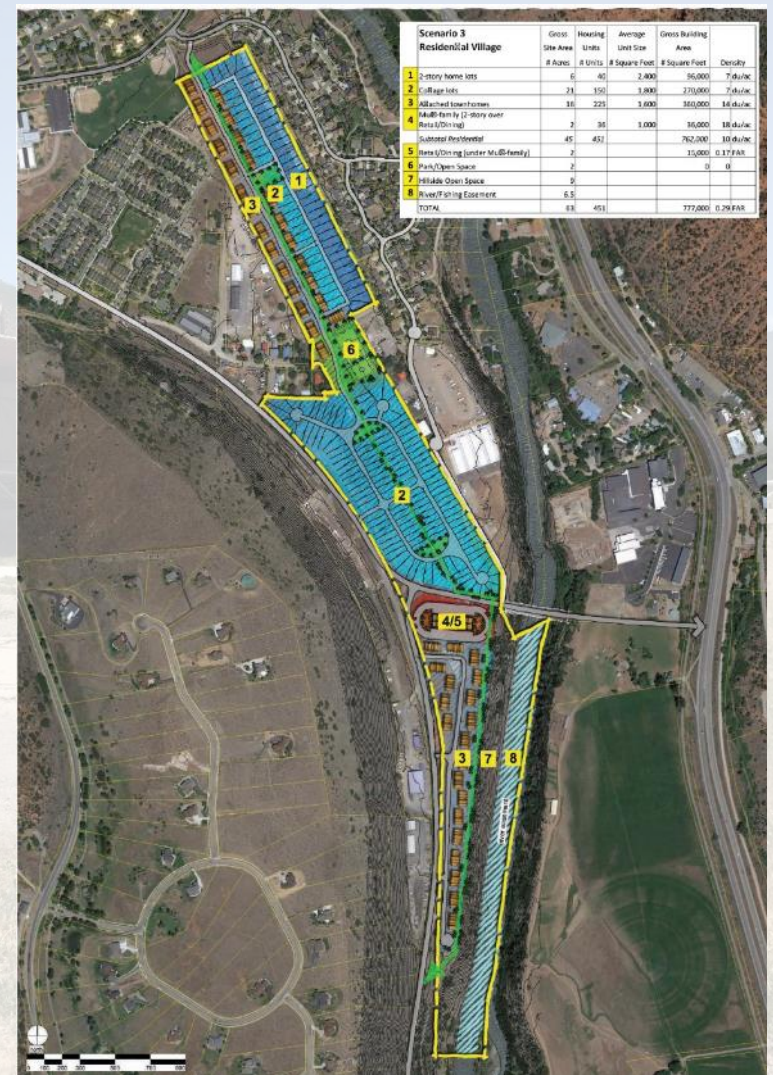
- Approximately 75% residential and 25% nonresidential land use
- South Bridge alignment requires no tunnel
- Mixed residential uses on north side of South Bridge (395 units)
- Small-scale commercial and light industrial on south side
 - 67,000 square feet of light industrial
 - 15,000 square feet of retail/commercial
- Central park space ($\pm$ 2 acres)
- Helipads and aviation support facilities included (on $\pm$ 2 acres)

RESIDENTIAL VILLAGE

Scenario 3a



Scenario 3b



RESIDENTIAL VILLAGE

Primarily residential land uses

Total Floor-Area-Ratio (FAR): 0.21 – 0.29

Scenario 3a

- Greater emphasis on single-family housing
- 415 single-family units and 36 multi-family units (451 total units)
- South Bridge alignment requires no tunnel
- Small vertically mixed-use commercial/residential included (10,000 square feet of commercial)
- No light industrial, municipal storage, or aviation (helipad) uses provided
- Central park space ($\pm$ 2 acres) and pedestrian spine

Scenario 3b

- Less single-family housing in favor of larger recreational use
- 300 single-family units and 36 multi-family units (336 total units)
- 12-acre park included near Sopris Elementary
 - 4 fields (soccer and baseball)
 - 2 basketball courts, open space, and trails
- Helipads and aviation support facilities included (on $\pm$ 2 acres)
- All else the same from Scenario 3a

FINANCIAL RETURN

- Approach:
 - Expanded Aviation scenario assumes current ownership and operating model for the Airport does not change.
 - Mixed-Use Village and Residential Village scenarios evaluated under residual land value approach.
- **Financial return or (cost)** to City, from implementation of each scenario, estimated to be:

	Expanded Aviation	Mixed-Use Village	Residential Village (A)	Residential Village (B)
Capital Funding “Gap”	(\$16,900,000)			
Land Value to City Development will Support		+\$16,881,000	+\$21,957,000	+\$9,100,000

FISCAL IMPACTS

- Mixed-Use Village would generate largest “on going” tax revenue benefit to City at almost \$880,000/year.
- Residential Village (Scenario 3a) would generate largest one-time revenue from initial development.
- While municipal service costs are not estimated for the land use scenarios, new City tax revenues will exceed additional municipal operating cost.

	<i>Status Quo</i>	Expanded Aviation	Mixed-Use Village	Residential Village (A)	Residential Village (B)
Annual Revenue ¹	\$10,000	\$52,000	\$878,000	\$804,000	\$636,000
One-Time Revenue ²	\$0	\$359,000	\$7,012,000	\$8,083,000	\$5,890,000

¹ Property and sales tax to City of Glenwood Springs.

² Construction use tax, utility system improvement fees, and school land dedication in-lieu fees.

ECONOMIC IMPACTS

- Status-quo (existing Airport use) estimated to support a total of 44 jobs with annual earnings of \$2.0 million in Garfield County.
- Mixed-Use Village would have largest annual economic (jobs, income, economic output) impact.
- Expanded Aviation would generate smallest economic impact of land use scenarios.

	Status Quo	Expanded Aviation	Mixed-Use Village	Residential Village (A)	Residential Village (B)
Employment ¹	43.8	89.0	558.8	382.4	294.6
Earnings ²	\$2.0M	\$4.1M	\$18.1M	\$9.1M	\$7.2M
Output ³	\$8.1M	\$16.6M	\$89.3M	\$47.8M	\$36.9M

¹ Total jobs created in terms of full- and part-time employment.

² Annual labor income associated with job creation.

³ Annual volume of economic activity from occupancy and operations.

SAFETY/ACCESSIBILITY BENEFITS

	Status Quo	Expanded Aviation	Mixed-Use Village	Residential Village (A)	Residential Village (B)
Reduces capital cost of South Bridge , implementation of which would improve emergency access and response times	☒ <i>Adds \$6.5M</i>	☒ <i>Adds \$6.5M</i>	☒ <i>Avoids \$6.5M</i>	☒ <i>Avoids \$6.5M</i>	☒ <i>Avoids \$6.5M</i>
Land and support facilities for helicopter access (to serve medical emergencies and fire response):	☒	☒	☒	☒	☒
Maintains ability to serve fixed-wing aircraft used in emergency/disaster/ fire response	☒	☒	☒	☒	☒

COMMUNITY BENEFITS

	Status Quo	Expanded Aviation	Mixed-Use Village	Residential Village (A)	Residential Village (B)
Expands/diversifies housing stock and addresses housing "gap" for households earning between 120-160% of Area Median Income	☒	☒	☒	☒	☒
Improves jobs-housing balance and provides opportunities for shorter commutes	☒	☒	☒	☒	☒
Maintains or enhances General Aviation benefits related to education/flight training, tourism and recreation	☒	☒	☒	☒	☒

COMMUNITY BENEFITS

	Status Quo	Expanded Aviation	Mixed-Use Village	Residential Village (A)	Residential Village (B)
Ability to keep municipal storage functions at Airport property	☒	☒	☒	☒	☒
Provides additional recreational/park space and pedestrian/bike trails and connectivity	☒	☒	☒ 2 acres	☒ 2 acres	☒ 12 acres
Preserves hillside open space and river recreation opportunities	☒	☒	☒	☒	☒

COMMUNITY INPUT

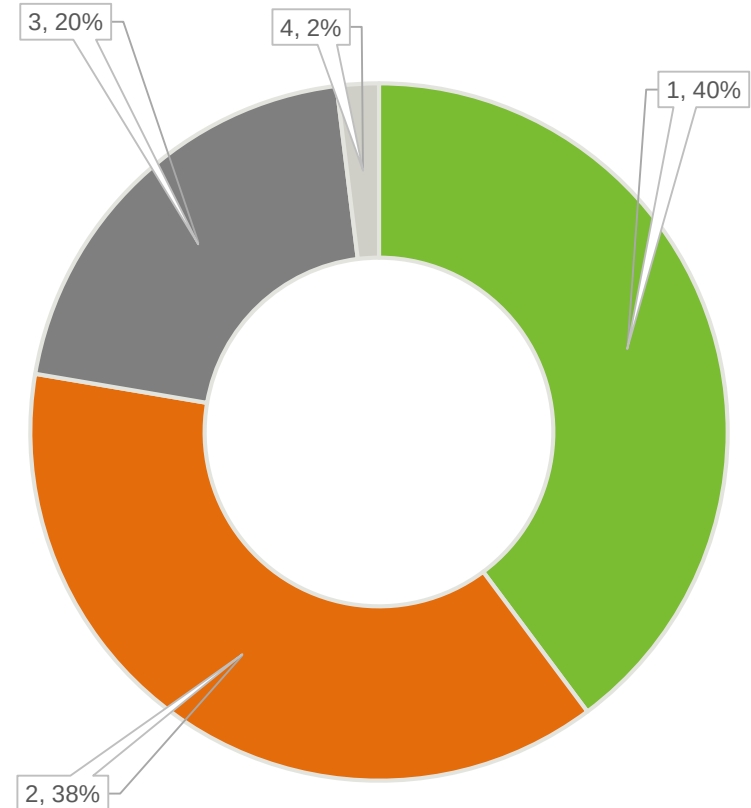
- March 6, 2019 Airport Scenario Planning Public Meeting
 - 96 total sign-ins
 - Non-residents made up about 50% of sign-in attendance
 - City residents who do not use the Airport made up about 32%

March 6 Public Meeting Sign-In Sheets

	#	%
AIRPORT USERS		
Resident	19	19.8
Non-Resident	28	29.2
NON-AIRPORT USER		
Resident	31	32.3
Non-Resident	18	18.8
TOTAL	96	100.0

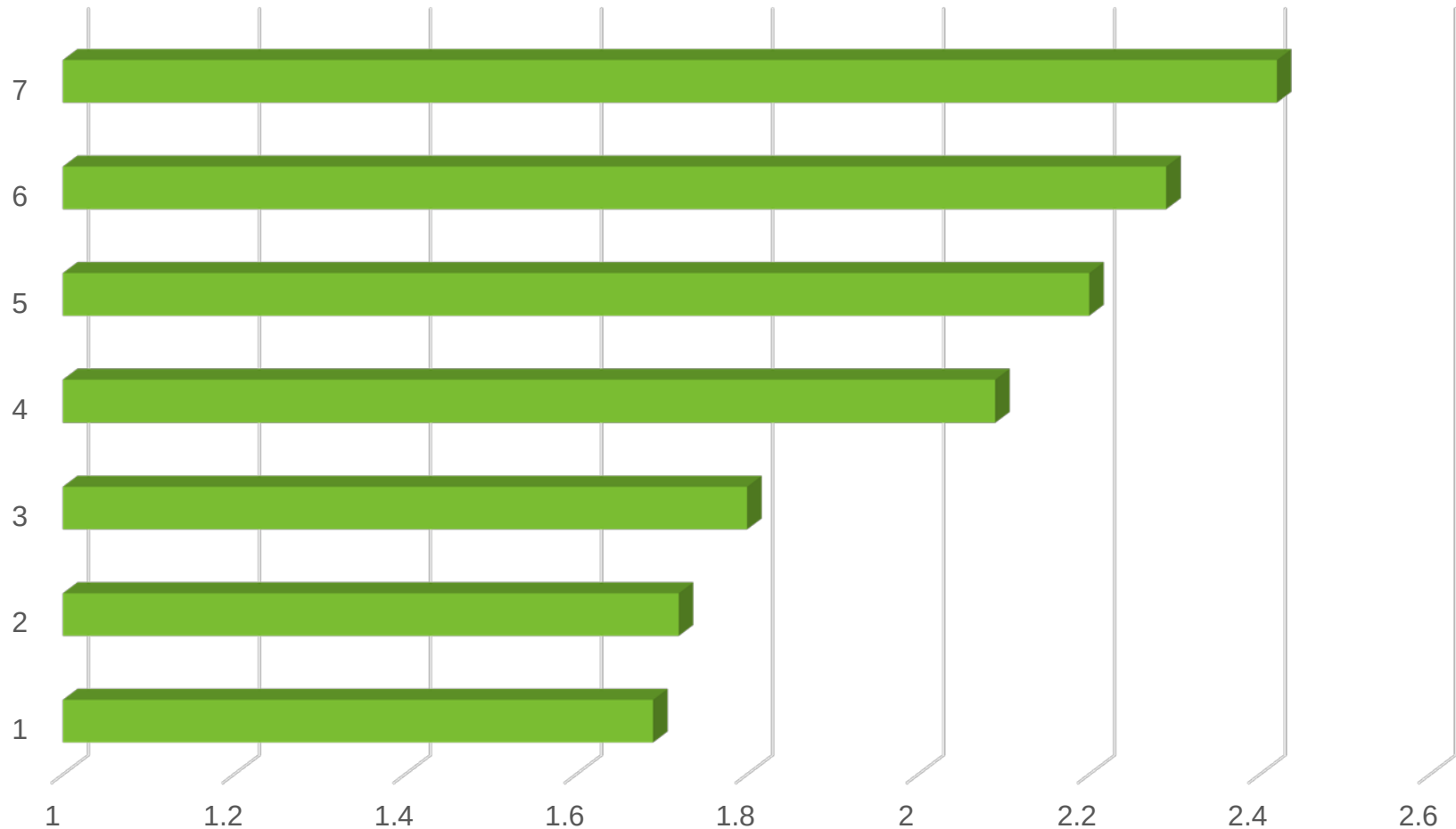
NEIGHBORHOOD SURVEY

- Some respondents in favor of multiple land use scenarios; others not in favor of any scenario.
- About 80% of respondents split evenly among two groups:
 1. Not in favor of Expanded Aviation, but favor at least one alternative
 2. In favor of Expanded Aviation but neither alternative
- Support among households with children is higher for both Mixed-Use Village and Residential Village than for the Expanded Aviation scenario.



NEIGHBORHOOD SURVEY

Average Rating of Neighborhood Enhancement Factors



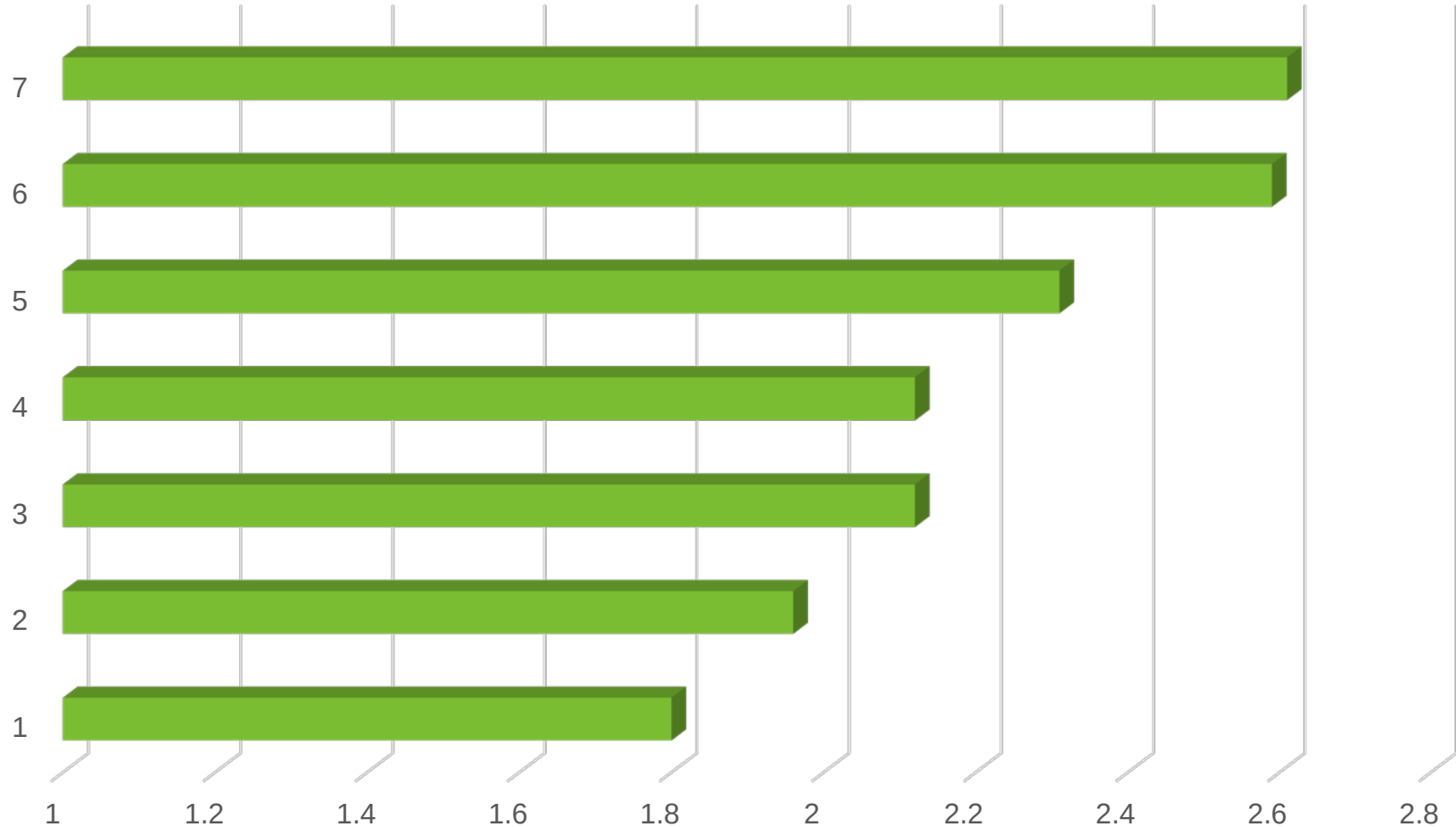
Rating Scale: 1= not important; 2= somewhat important; 3= very important.

AIRPORT USER SURVEY

- Survey respondents base a total of 64 aircraft at the Airport.
- Most Airport users (about 60%) report they are self-employed or a small business owner.
- Results suggest that about 20 jobs “based” on-site at the Airport, including self-employed Airport users/tenants.
 - Total annual payroll of approximately \$1.0 million is associated with these jobs.
- About 54% of respondents indicated they used their aircraft to transport leisure visitors to Glenwood Springs in 2017.
 - Survey indicates $\pm$ 350 hotel room nights resulted from these leisure flights; representing about 0.05 percent of City’s total available room nights in 2017.

AIRPORT USER SURVEY

Average Rating of Preferred Airport Improvements



Rating Scale: 1= not important; 2= somewhat important; 3= very important.

PHYSICAL SITE CONDITIONS

- No development constraints due to soils or geo-technical conditions.
- About 15 acres not readily developable due to steep slopes, flood zone and river.
- City must upgrade the offsite water infrastructure for area irrespective of future land use change/development.
- No significant offsite wastewater infrastructure upgrades are likely to be necessary.
- Roadway improvements already planned will adequately serve future development.
 - South Bridge will enhance accessibility to Airport via connection to Hwy 82.
 - Estimated to cost at least \$40 million.
 - Tunnel (under the runway) is currently incorporated into the preferred design alternative. Can save \$6.5 million by eliminating the tunnel under the runway.

AVIATION USES

LIMITATIONS OF AIRPORT

- Market for aviation land uses is constrained by the small size of the Airport, the limited length and weight-bearing capacity of the runway, and absence of FAA approvals.
- Corporate flight departments, aircraft brokerage/charter firms, air cargo operators, aviation/aerospace manufacturers, and maintenance/repair/overhaul (“MRO”) services are not realistic.
- The Airport is not capable of accommodating many fixed-wing aircraft used in emergency response and air ambulance operations.

AVIATION USES

COMPETITIVE AIRPORT SUPPLY

- Five airports within a 90-minute drive time of Glenwood Springs.
- Rifle and Eagle have ample physical space and land upon which to expand facilities for general aviation uses and offer support services and amenities not available at the Airport.
- These airports serve fixed wing aircraft and have significant resources for emergency and fire-related response operations.

PREFERRED IMPROVEMENTS FOR AIRPORT

Survey of airport users indicates preferred improvements at Airport include:

- additional hangar space;
- modern Unicom (ground-to-air communications) service; and
- modern fueling station providing Jet A and 100LL fuel.

CIVIC USES

- Adjacency to Sullivan Park and Sopris Park represents an opportunity to create outdoor recreational space in southern Glenwood Springs.
- Current municipal storage functions may need to be accommodated within a future re-use of the property.
- Potential costs to relocate municipal storage functions are not yet available, but unlikely to be significant relative to the land value of alternative uses (or if relocated to other municipal-owned property). Relocating outdoor storage to a centralized location could also improve municipal service efficiency.
- Relocation of Municipal Operations Center to the Airport property would reduce service efficiencies and raise costs.
- Art, performance, other cultural and entertainment uses best concentrated in/near Downtown.

RETAIL USES

- A significant share of the existing retail space is supported by non-local shoppers.
- Best performing retail sectors are concentrated in/near Downtown and offer leisure and entertainment experiences.
- Highly visible and more accessible retailing locations have retail space and land available closer to I-70 and Downtown.
- The Airport property is not centrally located and is not part of the critical mass of retailing, dining, and entertainment activities.
- The site is not as well-positioned to capture non-local retail demand as the established regional-serving uses in west Glenwood Springs along Interstate 70.

RETAIL USES

- One development team wants to relocate the existing Wal-Mart store to the Airport property.
- First attempt to encourage Wal-Mart to locate near other stores and be part of existing retail agglomerations.
- Advantageous to have fewer, but larger, well-integrated shopping nodes rather than many smaller centers and free-standing buildings.
- MOST POTENTIAL RETAIL USE OPPORTUNITIES ARE LIKELY TO BE “RESIDUAL” USES, ORIENTED TO LOCAL-SERVING CONVENIENCE, NECESSITY, AND/OR FOOD-TYPE USES.

EMPLOYMENT –OFFICE /INDUSTRIAL

- Industrial market stronger than office market.
- The employment base is not oriented to economic sectors prone to use private office space.
- The location of the Airport does not provide significant advantages to office space users.
- Demand for office space also constrained by people working from home.
- Airport property is the last remaining industrial zoning district with developable land.

EMPLOYMENT –OFFICE /INDUSTRIAL

- Limited Industrial space is available.
- Existing industrial workplace centers in Glenwood Springs and valley are substantially built-out.
- Prototypical space for a small-scale industrial building development could include roll-up doors and attractive “store type” fronts that can serve a variety of office, light assembly, showroom, and distribution uses with uniformity of building design, signage, and awnings.



RESIDENTIAL

- All types of housing are in short supply in Glenwood Springs.
- Price increases for both ownership and rental housing have been high.
- Glenwood Springs has high jobs to housing ratios and imports labor.
- About 22 percent of households in Glenwood Springs rent single-family housing units; nearly as high as the 24 percent of households which rent multi-family housing units.

RESIDENTIAL

- Countywide household growth indicates that Glenwood Springs could grow by approximately 1,200 households over the next 10 years if it simply maintains its relative position in the broader housing market.
- Demand/need exists for for-sale market rate housing and below market rate (affordable) rental housing.
- Approximately 1,000 additional housing units will be needed over the next 10 years.
- More than 80 percent of the housing need or demand is likely to be for detached or attached single-family units.

RESIDENTIAL

- The Airport property has the potential to be a highly desirable residential location. Its size provides an opportunity to create a “residential village” featuring a complementary package of housing products, amenities, and services not available elsewhere.
- The completion of South Bridge will make the location appealing to dual-income households (with members who commute to different locations).
- The property also provides unobstructed up valley views of Mount Sopris and portions of the property abut natural open space (the Roaring Fork River).
- The Sopris Elementary School has a positive reputation and capacity to accommodate additional school-aged children.

**Airport Property Scenario Planning Project
Issues Addressed During the Study
October 3, 2019**

<u>Issue/Concerns</u>	<u>How the Report Addresses the Matter</u>	<u>Where Addressed in the Final Report</u>
General citizen complaints regarding any redevelopment of the airport	Report is not a site specific development plan for the airport but is simply an informational document to aid City Council with future decisions regarding the property, if applicable	
Project team concerned report infers that studied scenarios are the only options regarding future use of the airport property	Report revised to identify a status quo existing airport/aviation use option	Table on Page iii, Page 108
Project team concerns with removal of emergency medical helicopter	Option 3 Residential Village split into options 3a and 3b with the latter accommodating said use	Pages 14, 80
Project team identified need for additional park and open space for full build out of Scenario 3 Residential Village	Option 3 Residential Village split into options 3a and 3b with the latter accommodating 12 acres of park space	Pages 14, 80
Staff/citizens concerned March 6, 2019 public meeting did not allow for comment from neighborhoods adjacent to airport property	Scope for consultant team was revised to include a specific neighborhood survey	Appendix B - Page 120
Existing airport size/runaway length limitations not presented accurately in March 2019 public meeting	Additional research with Classic Air Medical, airport manager, and state aeronautics division to better specify options for/limits associated with larger commercial aircraft/corporate jets	Page 4
Project team concerned municipal relocation and general service costs not clearly identified	General references to municipal service costs provided but not much specific information available. Consultant team experience makes them confident that development value/revenue generation clearly outweighs relocation and service costs	
Comments stating that redevelopment of the airport not allowed/continued aviation use required when property was originally transferred to the City	Per City legal staff, there are no limitations on the use of the subject property outside of those identified in City charter requiring a referendum for any transfer	N/A
Project team outlined a need to address attainable housing	Attainable housing options addressed in various report sections	Page 16, Page 111
General citizen concern associated with redevelopment of the airport and associated noise, traffic, dust, activity, school overcrowding, and other impacts	Outlined in community survey and Community Cost Benefits Considerations report sections	Appendix B - Page 120
Project team and citizens identified the need for space at the airport to accommodate additional aviation related businesses such as flight training, sky diving, hang gliding, etc.	Outlined in Community Cost Benefits Considerations and Airport User Survey Results report sections	Page 113, Appendix A - Page 114



City Council
STAFF REPORT
City of Glenwood Springs
October 3, 2019

Agenda Item: Ordinance No 26, Series of 2019; An Ordinance of the City of Glenwood Springs, Colorado, Amending Title 050 of the Glenwood Springs Municipal Code to Permit Persons Eighteen Years of Age and Older to Handle Tobacco Products in the Course of Employment (SECOND READING)

Action Requested: Approve Ordinance No 26, Series of 2019; An Ordinance of the City of Glenwood Springs, Colorado, Amending Title 050 of the Glenwood Springs Municipal Code to Permit Persons Eighteen Years of Age and Older to Handle Tobacco Products in the Course of Employment

Department: Attorney

Presented By:

Background Info: On August 15, 2019 Council adopted new smoking and vaping regulations including increasing the legal age to buy, possess, sell or use tobacco products to 21. As adopted the T21 regulations read as follows:

Minimum age for persons handling Tobacco Products. No Person who is younger than the Minimum Legal Sales Age shall, while employed at a Tobacco Product Retail Location, sell, stock, retrieve, or otherwise handle Tobacco Products or Tobacco Paraphernalia.

Since adoption it has come to Staff's attention this may have unintended consequences for employees at convenience stores, grocery stores and similar establishments. Accordingly Staff is recommending modifying the provision to more closely match the State Liquor Code regarding employees between the ages of 18 and 21.

Issues:

Staff Recommendation:

ORDINANCE NO. 26

Series of 2019

AN ORDINANCE OF THE CITY OF GLENWOOD SPRINGS, COLORADO, AMENDING TITLE 050 OF THE GLENWOOD SPRINGS MUNICIPAL CODE TO PERMIT PERSONS EIGHTEEN YEARS OF AGE AND OLDER TO HANDLE TOBACCO PRODUCTS IN THE COURSE OF EMPLOYMENT.

WHEREAS, the City of Glenwood Springs (“Glenwood Springs” or the “City”) is a home-rule municipality organized under Article XX of the Colorado Constitution and with the authority of the Glenwood Springs Home Rule Charter; and

WHEREAS, by Ordinance No. 21, Series 2019 the City Council raised the minimum legal age to purchase and possess tobacco products from eighteen to twenty-one; and

WHEREAS, the Colorado State Liquor Code, C.R.S. § 44-3-901 and 1 C.C.R 203-2 permits employees older than eighteen and under the age of twenty-one to hold employment in most liquor-licensed establishments; and

WHEREAS, in order to remove conflicting barriers to employment, the City wishes to conform its tobacco licensing code with the state liquor code as it relates to age of individuals employed in licensed establishments; and

WHEREAS, City Council finds and declares that the amendment to the Municipal Code regarding the age of individuals employed in tobacco licensed retailers is proper in light of the needs and desires of the City and in the promotion of the public health, safety and welfare of the City’s residents and visitors.

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF GLENWOOD SPRINGS, COLORADO, ORDAINS:

Section 1. The foregoing recitals are incorporated herein as if set forth in full.

Section 2. Section 010.110.050 of the Municipal Code is hereby amended as follows, with double underlined text added and strike through language deleted:

050.110.050. - Conditions of the Tobacco Product Retail License.

(d) Minimum age for persons handling Tobacco Products. No Person who is younger than ~~the Minimum Legal Sales Age~~ eighteen (18) years of age shall, while employed at a

Tobacco Product Retail Location, sell, stock, retrieve, or otherwise handle Tobacco Products or Tobacco Paraphernalia.

Section 3. The Code amendment contained herein shall become effective in accordance with the City Charter ten days after publication.

INTRODUCED, READ ON FIRST READING, PASSED AND ORDERED
PUBLISHED BY TITLE ONLY THIS 19TH DAY OF SEPTEMBER 2019.

CITY OF GLENWOOD SPRINGS, COLORADO

Jonathan Godes, Mayor

ATTEST:

Catherine Mythen Fletcher, City Clerk

INTRODUCED, READ ON SECOND READING, AND ORDERED PUBLISHED BY
TITLE ONLY TO BE EFFECTIVE TEN DAYS FOLLOWING THE DATE OF SECOND
PUBLICATION THIS 3RD DAY OF OCTOBER 2019.

CITY OF GLENWOOD SPRINGS, COLORADO

Jonathan Godes, Mayor

ATTEST:

Catherine Mythen Fletcher, City Clerk



City Council
STAFF REPORT
City of Glenwood Springs
October 3, 2019

Agenda Item: South Red Mountain Design RFP

Action Requested: Approval of the proposal from SGM for Existing Condition Survey, SUE Plan and Engineering Design of the Red Mountain South Roadway, Drainage, Water and Shallow Utility design RFP for \$266,763.00.

Department: City Clerk

Presented By: Matthew Langhorst, Public Works Director

Background Info: The City of Glenwood Springs is continuing its design efforts within subdivisions/roadways that require pre-planning for future roadway and utility projects. This project is the expansion of the Red Mountain North subdivision design project that is wrapping up in 2019 and will be bid/shovel ready for 2020 or thereafter construction seasons as money becomes available. Red Mountain South is the second subdivision on the water/wastewater's areas of most concern list and is an area of failing roadways, thus the reason for moving forward with the design documents for bid in the near future.

Issues: The RFP design review team looked at not only the cost of design but qualifications of the proposal team, quality of proposal, team depth, design experience, etc for the selection of the design team. In this case the design team selected the most expensive design team based on the design matrix points average. The design fee still fits within the proposed 2020 budget that water, waste water and Street Tax had planned for this project.

Staff Recommendation: Staff is recommending council approval of the SGM proposal and approve staff to move forward with contracting SGM based on the submitted proposal so the project can move forward at the end of 2019 and into the 2020 budget season.



Design of Red Mountain "South" Subdivision Water,
Sewer, Roadway, Sidewalk, Curb and Gutter and
Drainage Replacement

BD# 2019-048

August 21, 2019



August 21, 2019

City of Glenwood Springs
Procurement Department
101 W. 8th Street
Glenwood Springs, CO 81601

RE: RFQ/P Design of Red Mountain (South) Subdivision Water, Sewer, Roadway, Sidewalk, Curb and Gutter, Mill and Overlay and Drainage Replacement within the road ROW along the main subdivision roadways. (Riverside Drive, West 11th Street, Rd Mountain Drive (South), 11th Place, West 12th Street, Walz Avenue Cul-De-Sac and Sidewalk addition along north Walz Avenue) – BD#2019-048

Dear Selection Committee:

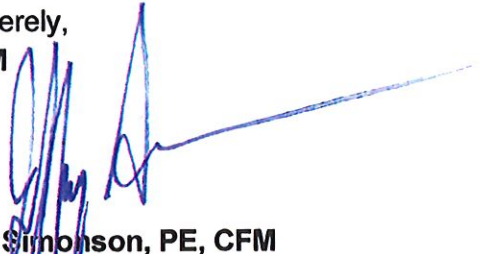
We applaud the City for providing value for its citizens by bundling neighborhood road and civil infrastructure improvements for aging neighborhoods, as is the case with the Red Mountain (South) subdivision. After walking the subdivision and researching relevant documentation, we firmly believe that we can bring additional 'bang for the buck' to the Red Mountain (South) project for the following reasons:

- ☺ **Continuity and Familiarity.** Our proposed team is comprised of many familiar faces. Our team members have worked on numerous City infrastructure projects, including the South Midland reconstruction project, the Two Rivers Park improvements project, and the 14th Street Pedestrian Bridge and Trail, to name a few. This team has developed trusted relationships with City staff, and will bring the same level of professionalism, coordination, and communication to deliver a project that the City will take great pride in for decades to come.
- ☺ **Full Commitment to Project Excellence.** Rick Barth, PE, well known for delivering excellent service on complex projects, will serve as Project Manager. Our team of senior engineers and surveyors are experts in their fields and understand the project well. We are committed to providing high-quality design and project management to deliver an optimized project on time and on budget, which reduces City staff's burden.
- ☺ **Unique Perspective.** SGM has had the pleasure of providing a variety of engineering solutions for the City over the past few years. This historical perspective affords a very unique understanding. More importantly, as a team, we have developed a strong list of potential solutions that we believe will streamline and bring significant value to the project.

We have submitted a complete proposal document as described in Section III of the RFQ/P documents. We have also reviewed the Sample Agreement for Professional Services Requirements as attached to the RFQ/P. An Acor Certificate of Insurance can be provided upon request that fully meets your requirements. SGM does not have any contract exceptions. *We acknowledge and accept Addenda #1 and Addenda #2.* Jeff Simonson is an authorized legal agent of SGM. Subconsultant HP~Kumar will perform the Geotech and pavement engineering on this project.

We take great pride in calling Glenwood Springs our home and are eager to assist the City in providing improved roadway and water/wastewater infrastructure for the residents of the Red Mountain (South) subdivision. If you have any questions or concerns, please do not hesitate to contact me at 970.384.9005 / jeffs@sgm-inc.com or Rick Barth at 970.384.9088 / rickb@sgm-inc.com. I look forward to hearing from you soon so that we can move this project forward. Thank you for your time.

Sincerely,
SGM


Jeff Simonson, PE, CFM
Principal-in-Charge


Rick Barth, PE
Project Manager

City of Glenwood Springs Procurement Department
101 West 8th Street
Glenwood Springs, Colorado 81601



**ADDENDUM NUMBER ONE FOR
Design of Red Mountain "South" Subdivision Water, Sewer, Roadway,
Sidewalk, Curb and Gutter, and Drainage Replacement
BD 2019-048**

THIS ADDENDUM MUST BE ACKNOWLEDGED.

THIS ADDENDUM SHALL BECOME A PART OF THIS SOLICITATION.

The following information is being added or amended as indicated as a part of the Invitation to Bid:

- 1. Request for Qualifications are now due on August 21, 2019 by 4:00 pm.**
- 2. Last day for questions will be August 14, 2019 by 5:00 pm.**
- 3. Question/answer below:**
 - **What level of SUE will be required for the project?**
 - All utilities must be located at a minimum QL-C.
 - Locations where designed gravity or pressurized lines cross existing gravity or pressurized lines will be located at a QL-A.
 - All requirements of the CDOT S.U.E. Subsurface Utility Engineering requirements based on the ASCE Standard "ASCE C-1 38-02, Standard Guidelines for the Collection and Depiction of Existing Subsurface Utility Data" must be followed per best engineering practices.

This addendum must be acknowledged.

This Addendum may be faxed to 970-945-2597, emailed to bidresponse@cogs.us or included with your bid submittal.

PRINT OR TYPE YOUR INFORMATION

Name of Company: SGM Fax: 970.945.5948
Address: 118 W. 6th St., Suite 200 City/State: Glenwood Springs, CO Zip: 81601
Contact Person: Jeff Simonson, PE, CFM Title: Principal-in-Charge Phone: 970.384.9005
Authorized Representative's Signature: [Signature] Phone: 970.945.1004
Printed Name: Jeff Simonson Title: Principal-in-Charge Date: 08/21/2019

8/7/2019

City of Glenwood Springs Procurement Department
101 West 8th Street
Glenwood Springs, Colorado 81601



**ADDENDUM NUMBER TWO FOR
Design of Red Mountain "South" Subdivision Water, Sewer, Roadway,
Sidewalk, Curb and Gutter, and Drainage Replacement
BD 2019-048**

THIS ADDENDUM MUST BE ACKNOWLEDGED.

THIS ADDENDUM SHALL BECOME A PART OF THIS SOLICITATION.

The following information is being added or amended as indicated as a part of the Invitation to Bid:

- If drainage improvements entail work into the Midland ROW, is that acceptable?
 - Yes, the City has anticipated that drainage work may be necessary within the Midland ROW and possibly the addition of a WQ pond within the upper portion/bench at Veltus Park.
- Does the City need any water model / pressure analysis? Sewer modeling?
 - The City is not asking for water or sewer modeling at this time.
- Will Slip-lining of the sewer pipe be considered?
 - Design estimates should include removal and replacement of all main lines within the street ROW. Main lines/collection lines within the rear yards may be slip lined as part of this project, but that work is not being considered as part of the design process at this time.
- Is there GIS mapping of existing deep and shallow utilities?
 - The City has GIS mapping for electric, sewer and water. This can be supplied to the chosen consultant. The City does not have any reliable GIS data for the remaining utilities.

This addendum must be acknowledged.

This Addendum may be faxed to 970-945-2597, emailed to bidresponse@cogs.us or included with your bid submittal.

PRINT OR TYPE YOUR INFORMATION

Name of Company: SGM Fax: 970.945.5948
Address: 118 W. 6th St., Suite 200 City/State: Glenwood Springs, CO Zip: 81601
Contact Person: Jeff Simonson, PE, CFM Title: Principal-in-Charge Phone: 970.384.9005
Authorized Representative's Signature: [Signature] Phone: 970.945.1004
Printed Name: Jeff Simonson Title: Principal-in-Charge Date: 8/21/2019

8/15/2019

City of Glenwood Springs, Procurement Department, 101 W. 8th Street, Glenwood Springs, Colorado 81601
970-384-6445; 970-945-2597 (fax)



Table of Contents

Statement of Qualifications 1

Technical Expertise..... 4

Project Approach 8

References..... 16

Schedule..... 16

Fee Estimate..... 16

Appendix

Resumes

Statement of Qualifications

Organizational Background



SGM was founded in Glenwood Springs in 1986. For over 30 years, SGM employees have lived, worked, and raised families in the Western Colorado communities we have helped build. As a result, SGM’s services are delivered with unparalleled authenticity and pride with attention to details. The resulting success of our clients has supported SGM’s growth from 10 to over 125 employees – the largest full-service engineering, consulting, and surveying firm based in western Colorado.

As SGM has expanded over the years to six other offices across Western Colorado, we have remained rooted in the Glenwood Springs community. SGM employees have continued the examples set by founders Dean Gordon and Louis Meyer to give back to the local community. SGM employees have served on numerous city boards and commissions, are members of local service organizations, share our professional knowledge with local school organizations, and perform service projects on many of the area trails and rivers that we all share. SGM has in-house specialists in the following technical and engineering fields specific to the Red Mountain South Subdivision project:

- ⊗ *Municipal Public Works including Streets, Trails, Parks, Highways and Bridges*
- ⊗ *Transportation and Traffic (PTOE on staff)*
- ⊗ *Municipal Stormwater and Drainage*
- ⊗ *Municipal Water Supply, Treatment, Conveyance and Storage*
- ⊗ *Construction Inspection and Administration*
- ⊗ *GIS Mapping*
- ⊗ *Land Surveying including Drone Data Acquisition and Imagery*



We provide innovative,
practical solutions
to make our clients successful
while ensuring the
health, safety
and welfare of
our neighbors.



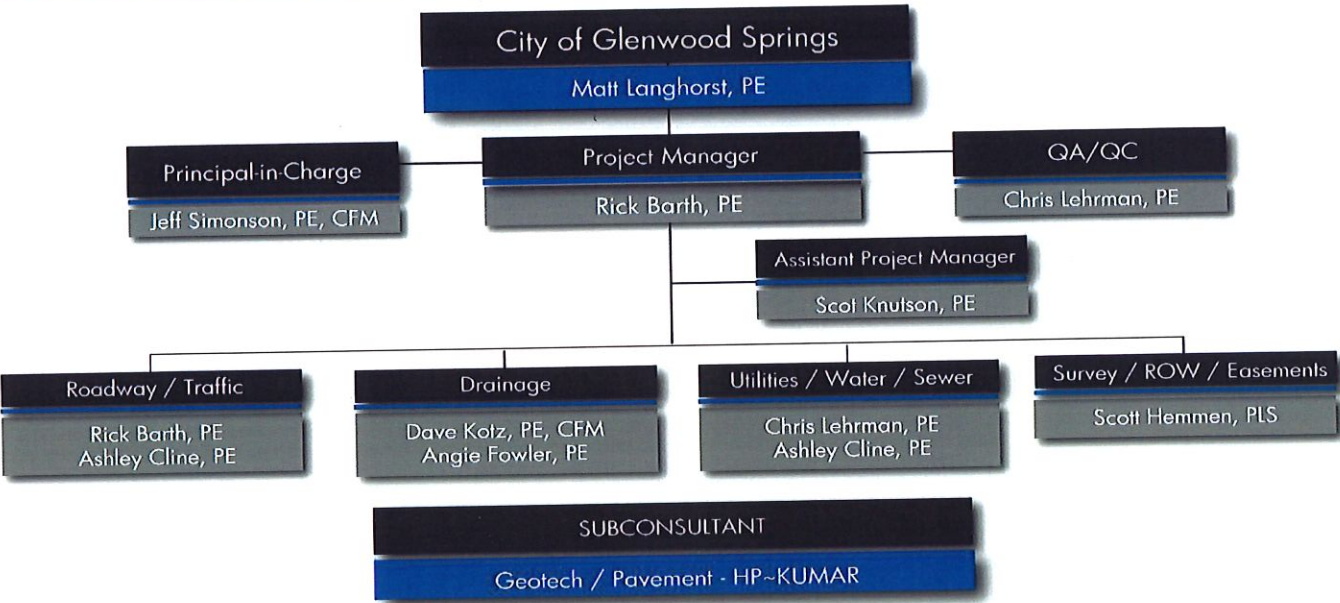
We develop and maintain
lasting client relationships
and are committed to
our local communities.



Meet the SGM Team

SGM has assembled a team of highly-experienced professionals that are uniquely qualified to successfully deliver this project. On the following page is an organizational chart delineating the project reporting structure and team composition, followed by a summary of qualifications for each of the technical leads. *Full resumes for team members are included in the Appendix.*

SGM is rooted in western Colorado – we understand the nuances of engineering and construction in mountain communities.



Rick Barth, PE, a Senior Engineer of **SGM**, brings over 20 years of professional experience to the project to serve as the **Project Manager**. With multiple years of private development as a designer and project manager, and municipal experience as a City Engineer and Public Works Director in Rifle, Colorado, Rick lends his expertise in development, review and constructability for various elements of engineering endeavors. He has worked on everything from sidewalks to roads, minor drainage to reservoirs, and numerous utility projects of a very similar nature to what is proposed. Rick's history adds great value from scoping and budgeting to construction. *Rick has 30% availability to commit to this project.*



Jeff Simonson, PE, CFM will serve as **Principal-in-Charge**. Jeff has direct experience working with City staff that he will bring to the team. Jeff provides a diverse, multi-disciplined approach spanning over 30 years of project and construction management. He is a proven project manager and project engineer for a variety of projects including state/county/municipal roadway and intersection design and construction, and district and municipal infrastructure improvements. *Jeff has 20% availability to commit to this project.*



Chris Lehrman, PE brings 14 years of experience serving the on-call engineering needs for multiple western slope municipalities and water/wastewater special districts. Chris will serve the role of **Quality Assurance/Quality Control (QA/QC) Manager**. He also brings valuable experience in developing design/construction standards, utility rules and regulations and capital improvement plans. He regularly serves the West Glenwood Sanitation District, the Town of Basalt, Mid Valley Metropolitan District, and the Roaring Fork Water and Sanitation District. Through his current work on the Two Rivers Park Improvements project, Chris is intimately familiar with City staff and procedures. *Chris has 20% availability to commit to this project.*



Scot Knutson, PE will serve as the **Assistant Project Manager** and will oversee all design aspects of the project. Scot has ten years of experience providing civil engineering services for agricultural and conservation practices, City and rural interests. He's worked on a wide-variety of engineering projects designing water control structures (steel and concrete), cleaning screens, irrigation and water conveyance pipelines (HDPE, PVC, and CMP), pumping systems, sprinkler systems, livestock water systems, pond embankments, small hydropower, streambank restoration, and stormwater. As a long-time project manager and engineer, he is experienced with the development and implementation of multiple facets of municipal and private development projects, including planning and project approach, permitting, final design, and construction. *Scot has 75% availability to commit to this project.*



Ashley Cline, PE will provide **Roadway and Utility Design support** for this project. She has worked for SGM since 2015 and has been involved with the design of most types of building and civil structures, focusing primarily on development projects. She has a well-rounded background with AutoCAD Civil 3D and project experience in roadway design, utility design, site grading, and drainage. Ashley's most recent City of Glenwood Springs projects include the South Midland Avenue project, 14th Street Pedestrian Bridge & Trail, the West Midland Shared-Use Path, and the West Glenwood Springs Park and Ride. *Ashley has 75% availability to commit to this project.*



Dave Kotz, PE, CFM will oversee the **Stormwater Drainage** aspects of the project. He has 30 years of diversified civil engineering experience as a Project Engineer for municipal and private development projects on the Western Slope and recently led the drainage design effort for the South Midland Avenue project. He is highly experienced in the planning, design and construction of water systems, buried utility infrastructure and roads. His experience also includes all facets of site design, grading, drainage engineering and water distribution modeling. *Dave has 20% availability to commit to this project.*



Angie Fowler, PE will serve as a stormwater engineer responsible for **Water Quality**. She has 21 years of experience and has served as the Project Engineer on several CDOT, municipal, and oil & gas projects performing stormwater management, water quality, and drainage assessments, and is the SGM expert on appropriate Best Management Practices to mitigate any potential impacts to adjacent waterbodies. *Angie has 20% availability to commit to this project.*



Scott Hemmen, PLS is a professional land surveyor with over 20 years of experience and will oversee all **surveying / ROW** aspects. His projects include boundary and right-of-way analysis, surveys within the Public Lands System, ALTA surveys, subdivision platting, design surveys, topographic mapping, monitoring surveys, GPS control networks, construction surveys, surveys in railroad corridors and oil & gas surveys together with multiple surveys for the Colorado Department of Transportation. *Scott has 20% availability to commit to this project.*



Geotechnical / Pavement Design Subconsultant

H-P KUMAR

Geotechnical Engineering | Engineering Geology
Materials Testing | Environmental

H-P | Kumar (HPK) will serve as the project **geotechnical engineering consultant**. HPK is a traditional geotechnical engineering firm offering professional services in a broad range of soil and foundation studies, geologic assessments, environmental services and construction quality control. HPK believes in providing quality service to their clients which requires full understanding of their client’s needs, project details, and site conditions. Good communication is an essential part of this service. Even though geotechnical engineering has advanced into this highly technical era, much of what HPK does is basic, and the experience factor makes the difference. HPK has offices in Glenwood Springs, Parker, and Silverthorne.

Technical Expertise

Over the past several years, SGM has successfully completed a wide range of municipal infrastructure projects including roads, water and wastewater collection and distribution, and stormwater design. We have graphically presented SGM’s relevant and recent history in the table on the following page. Detailed descriptions for the asterisked (*) projects are also provided.



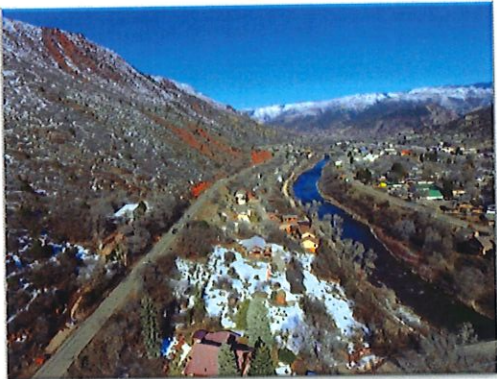
Project Experience Summary Table

	Roadway Design	Drainage/Stormwater	Water line Design	Sewer line Design	Survey / ROW	Utilities Coordination	Construction Phasing	Construction Mgmt
* South Midland Avenue Reconstruction City of Glenwood Springs	✓	✓	✓		✓	✓	✓	
* Donegan Road Reconstruction City of Glenwood Springs	✓	✓			✓	✓	✓	✓
West Midland Shared-Use Path City of Glenwood Springs	✓	✓	✓		✓	✓		
14th Street Pedestrian Bridge City of Glenwood Springs		✓			✓			
3 Mile Creek Pedestrian Bridge City of Glenwood Springs	✓	✓			✓	✓		
West Glenwood Springs Park-N-Ride Roaring Fork Transportation Authority	✓	✓			✓	✓		
* SH-82 Basalt Pedestrian Underpass Town of Basalt	✓	✓			✓	✓	✓	✓
El Jebel Road Roundabout Eagle County	✓	✓			✓	✓	✓	
South Frontage Road Improvements Town of Vail	✓	✓			✓	✓	✓	
Main Street Improvements Town of New Castle	✓	✓	✓	✓	✓	✓	✓	✓
Cardiff Waterline Extension City of Glenwood Springs			✓		✓	✓		✓
Vista Drive Sewer Replacement West Glenwood Springs Sanitation District				✓	✓	✓	✓	✓
* Riverview School Utilities Extension Roaring Fork Water & Sanitation District			✓	✓		✓	✓	✓
Paonia Waterline Improvements (multiple) Town of Paonia			✓		✓	✓	✓	✓
* Shadow Mountain Village Moffat County	✓	✓	✓	✓		✓	✓	✓
Kobe Raw Water Pump Station and Pipeline Colorado River District/ Kobe Water Authority			✓			✓	✓	✓
Utility Improvement Projects (multiple) Town of Palisade	✓	✓	✓	✓	✓	✓	✓	✓
Potato Patch Water & Sewer Line Project Eagle River Water & Sanitation District			✓	✓	✓	✓		
North Broadway Sewer Replacement Cortez Sanitation District / City of Cortez				✓	✓	✓	✓	
Forest Road Town of Vail			✓	✓		✓	✓	✓



South Midland Avenue Reconstruction

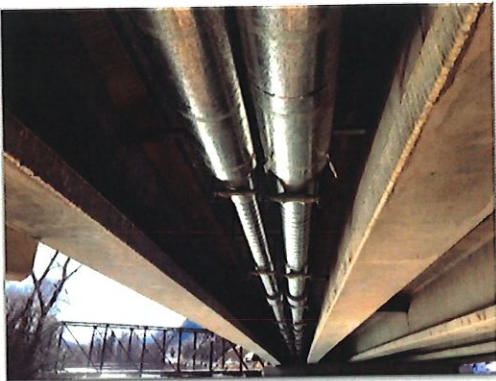
SGM is currently providing engineering design and project management for this roadway project that will reconstruct South Midland Avenue from the 27th Street roundabout to the 4 Mile Road intersection. The project includes roadway design, drainage, new waterline, utilities, retaining walls, survey, and geohazard mitigation. The project is currently under final design and is anticipated to go to bid in early 2020. SGM has worked closely with City staff to develop the preferred roadway section and drainage solutions for the extensive run-on drainage from the 4 Mile Creek corridor and numerous basins above the Midland corridor. Also included in the project will be a new waterline to replace the failing existing waterline and new underground electric lines.



Client	City of Glenwood Springs / Matt Langhorst, PE / 970.384.6438
Key Personnel	Mike Fowler (PM); Ron Nies (Roadway); Ashley Cline (Roadway/Drainage), Dave Kotz (Drainage), Justin Kattnig (Waterline), Bob Brandeberry (Survey)
Involvement	Roadway Design, Drainage Design, Utility Coordination, Project Management, Retaining Wall Design, Survey and ROW
Construction Cost	TBD (Est. \$10,000,000)

Riverview School Utilities Extension

SGM provided the planning, engineering and project management for the design and construction of water and sanitary sewer utilities to serve the new Roaring Fork School District K-8 Riverview School site and future surrounding development. The project consisted of 5,690' of 12" ductile iron water main and 5,950' of both 4" and 6" HDPE sanitary force mains connecting the new school site to existing Roaring Fork Water & Sanitation District utilities, also including the design and construction of a sanitary pumping station near the school site. SGM was also integral in the coordination with the contractor in developing suitable traffic control plans with the utility operators for successful commissioning of all systems and with all project stakeholders and local permitting authorities.

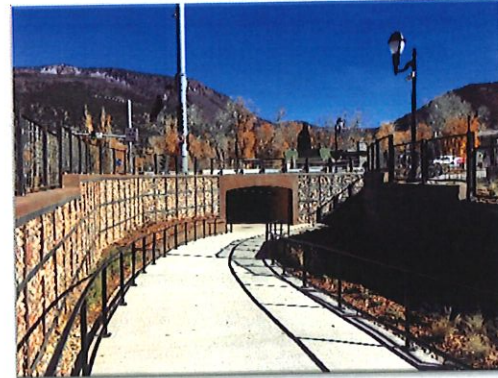


Client	Roaring Fork Water & San District / Mike White / 970.963.8393
Key Personnel	Louis Meyer (PM); Brandyn Bair (PM, Design); Rob Ringle (Design and CM), Jacob McNutt (Structural)
Involvement	Water line Design, Sewer line Design, Utility Coordination, Project Management, Structural Design, Construction Oversight
Construction Cost	\$2,700,000



SH-82 Basalt Underpass – Town of Basalt

This was a critical safety improvement project for the Town of Basalt that provided a long-desired grade-separated pedestrian crossing of State Highway 82 at Basalt Avenue. The new crossing provides a safer pedestrian/bike route between the existing up-and-down valley RFTA Bus Rapid Transit (BRT) stops at Basalt Avenue, and between the historic downtown and Southside areas of Basalt. SGM was awarded this design project in August of 2014 and worked closely with the Town of Basalt, CDOT and RFTA in developing a design that accommodates a variety of users and serves as a gateway to the Town. This project had several challenges that the design team worked through including construction phasing and traffic control during construction, high groundwater, utilities, public process and schedule constraints.



Client	Town of Basalt / Boyd Bierbaum / 970.927.4398 ext. 306
Key Personnel	Mike Fowler (PM, Structural QC); Dan Cokley (Drainage Design); Bob Brandeberry (Surveying and ROW)
Involvement	CDOT Coordination, Project Management, Public Process, Structural Design, Roadway and Trail Design, Drainage Design, Utilities, Retaining Wall Design, Traffic Control, Construction Phasing
Construction Cost	\$6,250,000

Donegan Road Reconstruction

This project involved the reconstruction of 1.2 miles of neighborhood roadway, and the alignment of the historic coast-to-coast highway corridor. The City embarked on this multi-phase project in 2007 to address multiples issues on this critical road corridor: lack of pedestrian facilities and storm drainage, travel speed issues, and an aging roadway with deteriorated and potholed pavement structure. The project included platform widening and realignment, retaining walls, safety improvements, and installation of a storm drainage system. The widening was made difficult by the narrow corridor with numerous access and right-of-way acquisitions. The project included consensus building using an open house process that presented the plan of narrow travel lanes and in-road bike lanes with curb, gutter, and sidewalk. SGM was responsible for the roadway design, retaining wall design, storm drainage design, topographic and construction survey, all mapping, and coordination with utilities and CDOT.



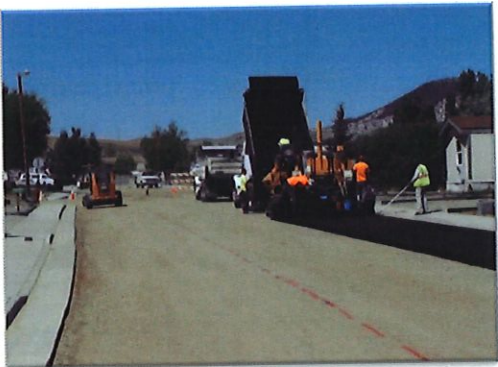
Client	City of Glenwood Springs / King Lloyd (former Asst. City Engr.) / 970.945.5375
Key Personnel	Dan Cokley (PM, Roadway); Mike Fowler (Structural); Bob Brandeberry (Surveying and ROW)



Involvement	Project Management, Public Process, Roadway Design, Drainage Design, Utilities, Retaining Wall Design, Traffic Control, Construction Phasing
Construction Cost	\$4,000,000

Shadow Mountain Village

This project involved the reconstruction of 2.8 miles of neighborhood water and sewer lines with services directly to modular houses, curb, gutter and sidewalk and roadway. The project took place over five years with three years of construction. The project was funded by energy impact funds, State Revolving Fund Loan, State Revolving Fund Debt Forgiveness, Moffat County general fund and City of Craig water and wastewater enterprise funds. The Project was a joint project between Moffat County who owns the curb, gutter, sidewalk and roads and City of Craig who owns the water and sewer infrastructure. SGM was responsible for the utility design, roadway design, and storm drainage design. SGM handled all construction administration and inspection for this project.



Client	Moffat County / Roy Tipton (Director Development Services) / 970.824.9160
Key Personnel Involvement	Chris Lehrman (PM) Project Management, Project Funding, Roadway Design, Drainage Design, Utilities, Bidding, Construction Phasing, Construction Administration, Construction Inspection
Construction Cost	\$8,500,000

Project Approach

Scope of Work

Although the scope is very clearly described in the RFP, we have included this section to show our understanding of how a project of this size and level of complexity is delivered. SGM’s project approach has been developed based on years of experience with similar projects and our in-depth local knowledge of the area. The following narrative shows how we will execute the scope of work in the RFP. A detailed work breakdown structure is included in the Fee Estimate located at the end of the proposal.

Project Management

Proactive project management is crucial to the success and schedule of this project. SGM will manage this project efficiently and effectively. Coordination with the City and stakeholders will be directed in a professional and well-thought-out manner throughout all phases of the project. Our Project Manager, Rick Barth, PE, has successfully guided numerous multi-discipline projects from conception through construction and will bring this leadership experience to bear on this project. Our proposed scope of work includes multiple coordination meetings with City staff and



stakeholders throughout the design process. Monthly progress update memos will also be provided to the City and will include descriptions of work performed, planned work, schedule and budget updates.

Roadway Design

The primary goal of the engineering design effort is to replace and, where feasible, amend the design of the roadway corridor to modern standards. The corridors need to be verified, drainage elements accounted for and improved, and the indicated utilities appropriately incorporated. It is anticipated that most of the work will be limited to within the existing rights-of-way and roadway geometry and grades will closely match the existing conditions, due to the number of driveway tie-ins.

Define typical cross section: The existing roadway widths vary from approximately 20 feet to 34 feet, with varying widths of curb and sidewalk. Prior to the start of design, SGM will have discussions with the City and provide conceptual design alternatives to determine which cross-sectional elements are essential, and which may be eliminated to minimize the impacts and construction cost of widening the existing roadway. Where applicable, ADA and crosswalk improvements will also be incorporated.

Set Design Criteria: Horizontal and vertical alignment standards will be set to meet a 25-mile per hour design speed, which is consistent with a local street classification. Design criteria will be based on the City's Engineering Standards (2018) for a Local Street, adjusted as needed for the unique characteristics of this subdivision. Desirable and minimum criteria will be set to provide a range of options for cost and constructability.

Preliminary and Final Design: The Preliminary Design phase will take the design to a 30% level to fully define and understand all project elements. All field surveying, base mapping, initial utility locating, and subsurface investigations will be performed during this phase. The 30% plans will receive a thorough internal **SGM QA/QC review** prior to submittal to the City. The preliminary submittal will include plans, preliminary drainage report and an Engineer's Opinion of Probable Cost (EOPC). After a review period and review meeting with the City, all review comments will be incorporated. SGM will proceed with packaging the project in a way that best fits the City's needs.

Engineering design will be advanced to a 90% level and contain all the needed details for construction of the project. The 90% plans and specifications will receive a thorough internal **SGM QA/QC review** prior to submittal to the City. The 90% submittal will include plans, specifications, final reports and an updated EOPC. A final Design Review meeting is also anticipated, followed by the submittal of Construction documents (100% design level).

Drainage/Stormwater Design

The Red Mountain (South) neighborhood suffers from inconsistent drainage controls and a desperate need for additional stormwater infrastructure. Wherever possible SGM will design for street and storm sewer flows, minimizing ditches or discharges through private property.



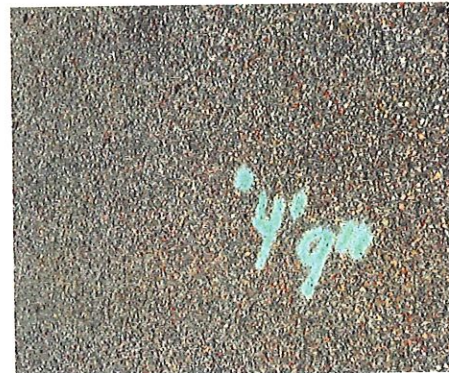
After developing a hydrologic model (including the minor and major event definitions) for the project area, SGM will engage the City's Engineering and Streets staff to more clearly understand the locations within the project area that are maintenance nuisances and are subject to frequent drainage/erosion related repairs. This dialogue with staff will allow a more focused effort towards defining the alternatives to best handle drainage flows and address these various problem areas, especially the unique right-of-way situation with Midland Avenue and Riverview Drive and the irrigation ditch impact. The minor storm system is evaluated to define areas where perpetual problems exist, and to evaluate cost-effective alternatives for mitigation. Typically, curb and gutter, valley pans (or a hybrid of both), detention ponds and possible piping improvements are used to accommodate the minor storm system. While defining these improvements necessary to handle the minor storm system, the hydraulic model will be evaluated concurrently to make sure the major storm events are handled to ensure that life safety and property damage are dealt with as well.

Our preliminary drainage evaluation will identify the recommended improvement alternatives, taking into consideration future maintenance of the facilities, coupled with other issues such as frost cover for waterlines and services, outfall locations and management, as well as other utility conflicts. This preliminary drainage report will be delivered to the City's Engineering and Maintenance staff for a final selection of preferred alternatives to move to final design coupled with any additional analysis or considerations to be implemented in final design. The final design/report, when completed, will complement the remaining improvements for the project.

Throughout the analysis/design phase, on-going QA/QC will occur to ensure that proper implementation of the plan will not compromise the other improvements designed for this project and can be easily maintained by city personnel in the future.

Utilities

With the passage and implementation of SB18-167 (aka the Subsurface Utility Engineering/811 Law) last year, SGM is required to be more cognizant of the need-to-know and accommodate the locations of all existing utilities within the project area. This law, read literally, requires the project engineer to follow the standards of ASCE 38-18 when locating and identifying the existing utilities within a project. To this end, SGM and the City will need to collaborate on how the City wishes to implement this law for this project. At a minimum, once receiving the notice to proceed on the project, SGM will make a request of the City to initiate a Subsurface Utility Engineering utility locate with 811. After having made that locate request, the Tier 1 and Tier 2 providers within the project area will have 10 days to provide the City with all the locations (verbally or in map form) that their utilities exist within the project area. Once having received that information from the City, SGM will coordinate with the Utility Locate contractor to locate all utilities known to exist within the project area and have them surveyed with the base mapping for the existing conditions map. According to ASCE 38-18, this mapping would qualify as a Quality Level C and D at best.





Having the existing conditions map prepared with the QL C and D locates identified, SGM will proceed to preliminary design. Coming out of preliminary design, SGM and the City will then know what utility conflicts may exist or have the potential of being impacted by the work. At that time, SGM will coordinate with the City to have the potential conflicts further defined by either determining the extent of the conflicts through the City or potholing the conflict locations with a vacuum excavation truck. Further definition of the utility conflicts will then be identified on the final drawings for construction. At these conflict locations, the quality level of the locate will then qualify at a QL A according to ASCE 38-18. SGM will leave any further locating (ie., QL B) efforts up to the City's discretion, based upon the specific understanding of each potential for conflict. To comply with SB18-167, SGM will identify the quality level of locates on the final existing condition map for each utility. For the utilities that may be in potential conflict, but not completely located through potholing, an explanation of why QL B locating will be provided either on the drawing or in a report that will become part of the contract documents for construction.

Sample potholing plan and draft potholing aeriels have been provided following the proposal text.

Water Line Design

The primary goal of the waterline replacement is to upsize the indicated waterlines to at least the minimum Glenwood Springs standard of 8-inch PVC, improve alignment and reconnect services within the ROW. At this time, we understand a concurrent water model exercise has not been requested. If the City should desire updated water modeling, that can be discussed after construction in conjunction with field pressure verification testing.

Sewer Design

Similar to issues with the aging water system, the sewer line is to be upgraded with new pipe and manholes in many areas. We anticipate replacing this system in the same alignment to preserve the remaining ROW for other infrastructure and to reconnect services. Where feasible, we recommend installing new cleanouts at or near the right-of-way line for future accessibility and maintainability.

Right-of-Way and Survey

SGM will assemble mapping to reflect the following: preliminary location of utilities, SUE Level C as marked by others; existing conditions depicting all visible improvements and one-foot contours within a corridor whose limits are 15 feet beyond the edge of pavement along each side of the road.

The above described mapping shall be used to facilitate initial design and will reflect a preliminary knowledge of the existing ROW limits and lot lines based on the local plats, the position of the road centerline and survey monuments recovered in the course of the existing conditions mapping. This base mapping will show lot lines, easements and other encumbrances based on said plats. This will aid planning and direction for possible right of way easement acquisitions based on the requirements of design. The format of acquisition document will be



dependent upon funding sources and other factors and could include; right of way plans, legal descriptions, exhibits and amended plats, all of which are not possible to know at this time. Our existing conditions mapping will be focused along roughly 60-foot-wide corridors oriented along the centerline of existing roads but ultimately controlled by ground features such as retaining walls or natural grade breaks. This mapping will depict all visible improvements including drainage swales, driveways, utility risers, utility lines, etc. as found within this corridor.

Additionally, with SGM's drone technology and certified operators, we will fly the corridors to photograph and video the existing conditions. This high-resolution aerial photography can be used throughout the project life and for pre/post project review.



Geotechnical

Based on our experience in the area, we believe the geotechnical aspects of the project will be straightforward and limited to shallow investigative borings for pavement design. Close observation of the existing conditions will be made to verify if hydro-compactive soils exist and provide a subsequent remedy.

HP~Kumar (HPK) will conduct several 10-foot borings throughout the proposed improvement area. HPK expects to encounter alluvial fan soils with mixed fill materials and HPK will clarify existing paving thicknesses at the bore locations. HPK will obtain access permits from the City and have underground utilities located before drilling, providing their own traffic control. Results will be utilized for the proposed paving design, drainage recommendations and earthwork commentary.

Bid Support/Construction Administration

SGM will support the City throughout the bidding process and during construction. This will include attending the pre-bid meeting and responding to RFI's during bidding. SGM will assist in issuing any addendums and attend bid opening. SGM can review the bids, perform contractor interviews with City staff and provide a contractor recommendation to City Council. Anticipated construction support will include reviewing submittals, addressing RFI, attending meetings as needed and providing as-built drawings from contractor/city supplied information.

If requested by the City and noted as a possibility in the RFQ, full-time construction administration above the scope and fee shown can be provided by SGM's Field Engineering Team, which is led by Blaine Wright. Blaine has over 30 years of experience in construction inspection and contract administration – including the \$23M Glenwood Springs RWWTF project. Within this team, SGM has multiple experienced, CDOT-certified inspectors on staff and has the availability to be committed to the project.

Overall Philosophy

Our overall philosophy when approaching projects of this type is to commit the most appropriate professionals to the project whose skill sets best match the needs of the project and client. These team members then collectively assess the technical aspects of the project and bring to



bear their experience and skills to develop practical solutions. Our overall philosophy also includes integration of the client into the design team through timely communication and design status updates.

The approach that we have already taken to prepare this proposal is indicative of how we will approach the design. We have engaged all our internal discipline leads from the outset, pulling in their individual experiences from similar projects and SGM's collective knowledge of the area.

The most important method of SGM's approach is to provide a custom fit for the City. There is not a one-size-fits-all approach to any discipline of this project. The project will need to be approached with open minds and ideas of how best to get from the start to the finish with the least amount of time and cost. SGM anticipates more site visits with staff than a new development project to develop custom solutions that work for the City and the neighborhood. SGM will work closely with City staff to develop the best well-balanced, custom solution based upon desired outcomes and SGM's expertise and experience.

Goals and Methodology

On every project, SGM's fundamental goal is to act as an extension of our client - to take our client's needs and make them our own. The specific goal for this project is to develop an overall engineering design that:

- is constructible
- minimizes traffic and property impacts
- improves failing infrastructure with new elements that will provide an extended service life and require minimal future maintenance
- is cost-effective

In order to achieve this goal, we will:

- Assign the most qualified personnel to each element of the project
- Research what has been previously done by City staff and interview City staff to gain their valuable insight
- Provide the City with relevant information from Engineering Specifications and Standard Drawings that SGM has developed over 30+ years
- Employ the expertise of senior staff and engage City staff and stakeholders early in the conceptual design process to determine critical design decisions. Early involvement increases project efficiency and helps maintain project schedule
- Perform independent QA/QC reviews at key milestones by senior engineers who possess in-depth knowledge in the specific disciplines required for the project



Challenges and Solutions

To give the City a better understanding of how our team will approach the project, we have broken out the specific disciplines needed to deliver the project, providing challenges we foresee and creative solutions that will meet the current and future needs of the City.

Roadway Design

Challenge: Preferred Roadway Section

All streets in the subdivision are classified as "Local" roads and located within 50-foot platted rights-of-way. Curb and gutter is present only on the west side of the lower section of Riverview Drive with mixed areas of sidewalk and curb of varying widths and geometry. The current City design standard for a Local road includes 20'-22' roadway, 8' parking, curb and gutter and detached sidewalks on both sides of the street.

Solution: *Where feasible, updates to the road section to current City standards will be met keeping in mind the complexity of meeting existing conditions, driveways, and pedestrian activity. Many of the intersections have antiquated crosswalks and very tight turning radii that will be improved.*

Drainage/Stormwater

Challenge: Roadside Drainage

Drainage in the project area is less than ideal. The shallow curbs and lack of storm pipe interceptors create a scenario of uncontrolled flows. A large portion of the subdivision discharges off Riverview Drive to a grassy area uphill of Midland Avenue with no controls whatsoever or to a large roadside ditch.

Solution: *The solution to these observed problems will involve the development of detailed hydrological analysis to determine the magnitude of both the minor (5-year) and major events (25- and 100-year) to identify flows to the specific areas of concern. Following the evaluation of the hydrological model, in concert with detailed collaboration with City staff on known/frequent problem areas, a capacity analysis will be developed to determine where facilities can be provided to better improve the transfer of drainage waters safely, through the project area to the ultimate discharge point(s). Potential improvements to the drainage facilities will include the evaluation of improvements such as curb and gutter, valley pans, borrow ditches, erosion protection, detention ponds and possibly storm drain installation as alternatives that can better transfer and handle flows through this project.*

Utilities

Challenge: Utility Identification and Coordination

Solution: *SGM's plan includes engaging all utility providers at commencement and locating, potholing, surveying and mapping all identified overhead and buried utilities within the project limits. Utilities will then be located in plan, profile, and cross-section views within the drawings. These drawings will be provided to the identified utility companies for their review and confirmation.*



Water Line

Challenge: Maintaining Water Service to Customers during Construction

The existing water system and water users should see minimal down time for service.

Solution: *The majority of the rights-of-way appear to provide space for installation of a new waterline, roughly parallel to the existing line. Once connected and passing all tests, residential services can be switched over to the new line in a couple of hours each. The existing line would then be abandoned in place. In so designing and coordinating with the City staff knowledge of the system's behavior, SGM will propose a phasing plan for installation of the waterline in the most efficient order and in compliance with CDPHE/EPA regulations. Such a phasing plan may mean multiple shut-offs for portions of the neighborhood, but all for short durations, usually less than half a day.*

Sewer Line

Challenge: Maintaining Sewer Service to Customers during Construction

The existing sewer system users should see minimal down time for service.

Solution: *Replacing the sewer "in place" can be done, albeit slow as the contractor has to look ahead, lay new main and immediately tie in services as they go. During that time, the contractor will have to pump around flows and encourage residents impacted by that work to minimize use of the house plumbing as much as possible. Temporary overnight connections are also frequently needed in such cases. In most cases, homeowners are only restricted for a few hours. This does mean that such sewer elements cannot be tested normally and must be carefully visually inspected. Manholes may be vacuum tested for the short duration required, which does mandate temporarily plugging the new lines. SGM will design the plan with these construction constraints in mind to keep the sewer replacement, as much as is feasible, to manageable portions for the contractor to achieve with minimal disruption.*

Existing Conditions

Challenge: Matching existing driveways and landscaping elements

Solution: *It is our understanding to minimize impact into the residential lawns, but inevitably that will occur. To re-install new sidewalk in the same location, it often takes 12"-18" of space behind the edge of the sidewalk to set forms and do the subgrade preparation. SGM will meticulously match driveway and other hard surface elements. We suggest requiring the contractor "hand form" curb, gutter and driveway elements so that specific grades can be carefully matched in the field where a curb-machine is too coarse of a piece of equipment to be that precise. We also recommend mandating the contractor hire a professional landscaper to coordinate with homeowners for restoration of irrigation and landscaping features.*



References

Below is a list of three references that SGM has had the privilege of working with on key transportation and infrastructure improvement projects. Each of these projects is *similar in size* and *scope* to this project.

We encourage you to contact our references and hear for yourself the level of professionalism we employ to deliver comprehensive roadway and waterline design projects.

- Project:** SH-82 Basalt Pedestrian Underpass
- Client:** Town of Basalt
- Contact:** Larry Thompson – Town Engineer, (retired) / 970.618.5108
- Project:** Shadow Mountain Village
- Client:** Moffat County
- Contact:** Roy Tipton – Director Development Services / 970.824.9160
- Project:** Midland Road
- Client:** City of Glenwood Springs
- Contact:** King Lloyd – Assistant City Engineer (former) / 970.945.5375

Schedule

The anticipated schedule (2.2.1.2) referenced on page 15 of the RFP is acceptable to SGM.

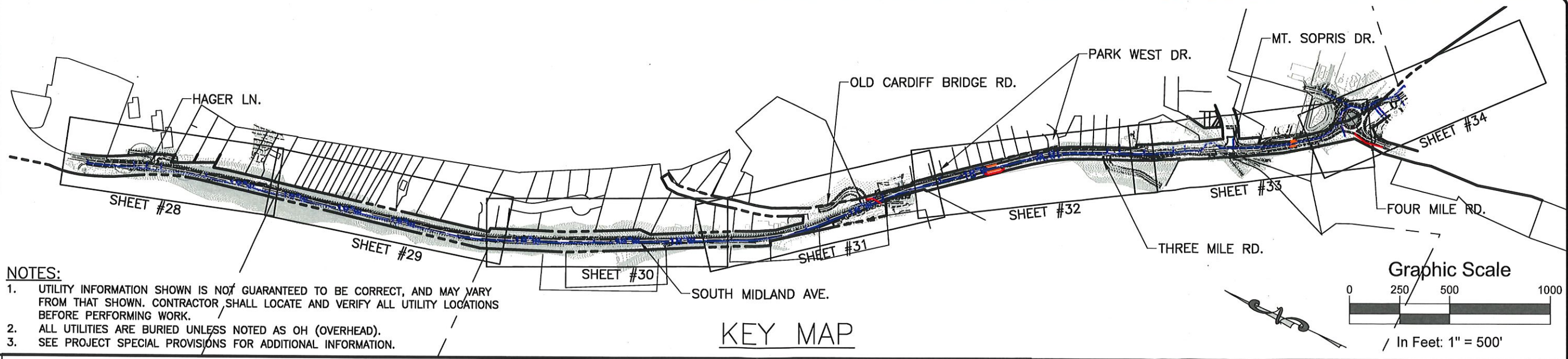
Fee Estimate

The overall anticipated project costs are presented below by project phase and the supporting detailed man-hour, task and fee breakdown is presented on the following pages. The project cost is based upon the detailed scope of the RFP.

Cost Breakdown by Phase		
Phase	SGM Hours	Total Cost
1.0 Meetings and Project Management	175	\$ 25,896
2.0 Survey and ROW	170	\$ 25,790
3.0 Water line Design	308	\$ 38,333
4.0 Sewer line Design	241	\$ 29,339
5.0 Roadway Design	387	\$ 57,217
6.0 Drainage Design	264	\$ 34,774
7.0 Utility Locating and Design (including SUE)	150	\$ 28,198
8.0 As-builts and verification, const. assistance	202	\$ 27,216
DESIGN PROJECT TOTALS	1897	\$ 266,763



PRELIMINARY POTHOLING LOCATION MAP



- NOTES:**
- 1. UTILITY INFORMATION SHOWN IS NOT GUARANTEED TO BE CORRECT, AND MAY VARY FROM THAT SHOWN. CONTRACTOR SHALL LOCATE AND VERIFY ALL UTILITY LOCATIONS BEFORE PERFORMING WORK.
 - 2. ALL UTILITIES ARE BURIED UNLESS NOTED AS OH (OVERHEAD).
 - 3. SEE PROJECT SPECIAL PROVISIONS FOR ADDITIONAL INFORMATION.

KEY MAP

TEST HOLE TABLE							
TEST HOLE NUMBER	UTILITY	STATION	OFFSET (FT)	EG ELEVATION	EG TO TOP OF PIPE (FT)	FG ELEVATION	DESCRIPTION
1	GAS	1+11.17	26.93 R	5833.99	3.67		4 INCH - BLACK HILLS ENERGY
2	GAS	4+82.95	13.48 R	5841.75	2.00		BLACK HILLS ENERGY
3	GAS	40+39.33	18.71 L	5872.01	3.33		8 INCH - BLACK HILLS ENERGY
4	GAS	41+62.26	1.96 L	5874.44	3.75		6 INCH - BLACK HILLS ENERGY
5	FIBER OPTIC	47+08.68	12.15 L	5869.36	4.25		4 INCH CONDUIT
6	GAS, ELECTRIC	47+14.07	18.76 R	5869.38	3.58, 1.50		6 INCH, 2 INCH - BLACK HILLS ENERGY
7	ELECTRIC	53+11.05	26.85 R	5817.60	3.33 , 2.75		4 CONDUITS
8	GAS	54+20.78	42.11 L	5874.01	2.00		BLACK HILLS ENERGY
9	GAS	54+58.89	30.01 R	5873.64	3.00		6 INCH - BLACK HILLS ENERGY
10	GAS	56.46.39	16.20 R	5880.46	3.25		2 - 6 INCH - BLACK HILLS ENERGY
11	GAS	59+54.60	54.58 L	5889.83	3.00		2 INCH - BLACK HILLS ENERGY
12	WATER	59+57.27	44.59 L	5890.07	5.75		10 INCH - COGWS
13	FIBER OPTIC	59+75.17	18.38 L	5890.64	-		CENTURY LINK
14	ELECTRIC	59+75.27	18.40 L	5890.57	3.17		COGWS
15	ELECTRIC	62+29.57	8.63 R	5899.27	-		-
16	ELECTRIC	65+36.46	86.00 R	5914.62	4.25		2 CONDUITS - BLACK HILLS ENERGY
17	ELECTRIC	65+56.62	114.71 R	5916.15	3.67		BLACK HILLS ENERGY
18	FIBER OPTIC?	65+60.33	5.88 R	5910.85	3.00		2 INCH CONDUIT
19	FIBER OPTIC?	65+62.01	12.91 R	5912.53	3.00		2 - 2 INCH CONDUIT
20	GAS	67+94.93	26.21 R	5916.92	3.92		7 INCH - BLACK HILLS ENERGY
21	GAS	67+95.73	27.07 R	5917.00	3.33		3 INCH - BLACK HILLS ENERGY
22	TELECOM	68+03.25	33.58 R	5916.23	9.00		2 - 2 INCH CONDUITS
23	ELECTRIC	67+96.02	29.03 R	5916.78	3.58		6 INCH CONDUIT
24	GAS	67+97.09	36.08 R	5915.01	2.00		1 INCH - BLACK HILLS ENERGY

LEGEND		EXISTING	PROPOSED
TRAFFIC CONDUIT LINE		TR TR	TR TR
UNDERGROUND CABLE LINE		TV TV	TV TV
OVERHEAD ELECTRIC LINE		E OH	E OH
UNDERGROUND ELECTRIC LINE		E E	E E
OVERHEAD TELEPHONE LINE		T OH	T OH
UNDERGROUND TELEPHONE LINE		T T	T T
FIBER OPTIC LINE		FO FO	FO FO
WATER LINE		W W	W W
SEWER LINE		S S	S S
UNDERGROUND GAS LINE		G G	G G

Utility Companies

Glenwood Springs Water & Wastewater
Brad Zachman 970-384-6388

Glenwood Springs Electric - Electric
Doug Hazzard 970-384-6353

Comcast - Cable Television
Michael Johnson 970-945-7292

Black Hills - Gas
Jason Cox 970-456-3117

CenturyLink - Telephone
Jason Sharp 970-328-8290

811 Know what's below.
Call before you dig.

CNCC 1-800-922-1987

Computer File Information		Sheet Revisions					 118 West Sixth Street, Suite 200 Glenwood Springs, CO 81601 970.945.1004 www.sgm-inc.com	As Constructed		South Midland Ave. Improvements Utility Plan Index				Project No./Code	
Print Date: 12/13/18		Rev.	Date	Comments	Init.			No Revisions:	-					No.: ____	
Last Modification Date: 1/18/2018		1													
Drawing File Name: SMidland-Utilities															
Autocad Ver. 2018 Scale: As Shown Units: English															
SGM Project No.: 2017-211.001 Quality Control: RGN															
								Revised:	-	Engineer:	MDF	Structure	---	Code: --	
										Drawn By:	AMC	Numbers	---		
								Void:	-	Sheet Subset:	UTILS	Subset Sheets:	1 of 8	Sheet Number: 27	



Appendix
RESUMES



Senior Engineer
Civil Team

Education
BS Civil Engineering,
Secondary Major in
Environmental Science,
Kansas State University,
1997

MBA Management Focus,
University of Oklahoma,
2000

Registration/Certification
Professional Engineer, CO
PE 0036749

**City Engineer / Public
Works Director**
2011 - 2018

General Background

Rick, a senior engineer, brings over 20 years of professional experience to SGM. With multiple years of private development as a designer and project manager, and municipal experience as a City Engineer and Public Works Director, Rick lends his expertise in development, review and constructability for various elements of engineering endeavors. He has worked on everything from sidewalks to roads, minor drainage to reservoirs, and numerous utility projects. Rick's history adds great value from scoping and budgeting to construction. He re-joined SGM in 2018.

Summary of Experience

Land Development. Rick has served as a surveyor, designer, and project manager for over 17 years in Western Colorado, including providing project specifications, project permitting, site design, drainage design, residential multi-family land development, commercial, industrial and oil/gas land development, surveying and utility coordination. He is very familiar with water rights, small dam design, geotechnical requirements, and contractor coordination.

Construction Support Services and Field Engineering. Rick has served as project manager and project engineer for the completion of numerous civil site design projects, utility projects of many sizes, subdivisions, commercial and industrial sites with roadway, grading, drainage and utility plans; stormwater runoff analyses and reports for treatment, transmission and detention design; plans, specifications and cost estimates for bidding, construction and contract administration; and construction-phase engineering services.

Road & Highway Design. Rick has served as project manager and project engineer for the completion of numerous state, county, municipal and private roadway projects.

Municipal / Governmental Experience. Rick has served as a City Engineer and Public Works Director with responsibilities over roads and drainage, utility projects, capital planning, grant applications and supervisory responsibility over a dozen staff including inspection, GIS, fleet services and construction crew members, planning budgets, public interaction and varied contractor and consultation services.

Representative Project Experience

Civil Engineering Services

City Engineer / Public Works Director, City of Rifle. Served as Department Manager in charge of infrastructure project design, development, internal or external funding, estimating and budgeting, management through construction and project close-out, and capital planning. Key tasks included public interaction, coordination with various trades and departments, staff directives, City governance and varied levels of local, state or federal regulatory compliance and coordination with City-wide strategic planning. Projects included all infrastructure scope from minor sidewalks to large scale, multi-faceted projects in the millions of dollars. Oversaw management of over a dozen staff people from GIS, Inspector, and public works operations crew. Rick applied for and received numerous GCFMLD, DOLA, Colorado River District, Colorado River District and AGNC grant awards totalling over \$8 Million for the City over six years.

Representative Project Experience (Con't.)

Civil Engineering Services (Con't.)

Rick assembled scope and estimates for capital planning and budgeting of public works projects targeted for the next 10 years or more, over \$30 million of anticipated road and drainage projects. Rick was responsible for many large equipment and capital purchase for the public works department construction and maintenance crews.

Prior to work with the City of Rifle, Rick worked in various civil engineering endeavors on private residential, industrial and commercial needs in Garfield, Pitkin, Rio Blanco, Routt, Jackson, Eagle, and Mesa Counties. From minor septic systems to small dams, parking lots to gas compressor stations, Rick has assembled and provided civil services. Survey with GPS or traditional station, flood analysis and mapping, hydrology and hydraulics, site layout.

City Engineer / Public Works Director
2016 - 2018

Assembled scope and estimates for capital planning and budgeting of public works projects targeted for the next 10 years or more, over \$30 million of anticipated road and drainage projects. Responsible for many large equipment and capital purchase for the public works department construction and maintenance crews.

Town Engineer
2005 - 2011

West 5th Street Rebuild, Rifle, CO. Rick served as director of engineering projects, and managed consultant contracts for several million dollars of road maintenance and reconstruction projects including West 5th Street rebuild, which consisted of a 5-mile stretch of curb and gutter, multiple years of chip and seal, basic road patching, repairs and ADA improvements.

Town Engineer
2005 - 2011

East 8th Street, Rifle, CO. Rick served as director of engineering projects, and managed consultant contracts for several million dollars of road maintenance and reconstruction projects including East 8th Street, which consisted of a 5-mile stretch of curb and gutter, multiple years of chip and seal, basic road patching, repairs and ADA improvements.

Town Engineer
2005 - 2011

30th Street, Rifle, CO. Rick served as director of engineering projects, and managed consultant contracts for several million dollars of road maintenance and reconstruction projects including 30th Street, which consisted of a 5-mile stretch of curb and gutter, multiple years of chip and seal, basic road patching, repairs and ADA improvements.

Town Engineer
2005 - 2011

Whiteriver Avenue, Rifle, CO. Rick served as director of engineering projects, and managed consultant contracts for several million dollars of road maintenance and reconstruction projects including Whiteriver Avenue, which consisted of a 5-mile stretch of curb and gutter, multiple years of chip and seal, basic road patching, repairs and ADA improvements.

Town Engineer
2005 - 2011

Rifle Creek Trail, Rifle, CO. Rick served as director of engineering projects, and managed consultant contracts for several million dollars of road maintenance and reconstruction projects including Rifle Creek Trail, which consisted of a 5-mile stretch of curb and gutter, multiple years of chip and seal, basic road patching, repairs and ADA improvements.

Town Engineer
2005 - 2011

12th & Howard, Rifle, CO. Rick served as director of engineering projects, and managed consultant contracts for several million dollars of road maintenance and reconstruction projects including 12th & Howard, which consisted oof a 5-mile stretch of curb and gutter, multiple years of chip and seal, basic road patching, repairs and ADA improvements.

Town Engineer
2005 - 2011

Airport Road repave, Rifle, CO. Rick served as director of engineering projects, and managed consultant contracts for several million dollars of road maintenance and reconstruction projects including Airport Road repave, which consisted oof a 5-mile stretch of curb and gutter, multiple years of chip and seal, basic road patching, repairs and ADA improvements.



Principal

Senior Civil Engineer

Education

BS Civil Engineering,
Colorado State University,
1984

AS Engineering, Mesa
State College, 1982

Professional Affiliations

Professional Engineer
CO - Lic. No. 26152
WY - Lic No. 12577
UT - Lic No. 7512800

Certified Floodplain
Manager

American Society of
Engineers

American Institute of Steel
Construction

Colorado Association of
Stormwater and Floodplain
Managers

Client References

Ray Anderson, Puckett
Land Company,
303.763.1000

Tom Baker, Town of New
Castle, Town Administrator,
970.984.2311

General Background

Jeff was an original member of SGM at its inception in 1986. Prior to SGM, Jeff began his career as a surveyor, survey crew chief and a construction inspector with Schmueser and Associates. Over his 35 year career, Jeff has had the opportunity to experience a broad range of projects for a variety of clients ranging from private, municipal, county, state and federal entities. Jeff's experience ranges from the design, project management, professional witness and construction of land development projects, rural roadways, haul roads, urban street systems, bridges, water and wastewater plants, utility systems, pump stations, storage tanks, commercial, industrial and residential structural designs as well as site designs. He further has had the opportunity to direct and be involved in a variety of drainage, floodplain and master plan studies for the communities in which he represents. With his experience with local government, Jeff has been the engineering liaison between the community and developer as well as districts, state and federal government agencies providing reviews, studies and any necessary interaction with such agencies.

Jeff has also served as a volunteer member of various community boards such as a member of the City of Rifle Planning and Zoning Commission (of which he chaired for three years), City of Rifle Board of Adjustment, and the Water Task Force. He continues to serve on the Garfield County Board of Review and the Garfield County Energy Advisory Board (of which he chaired for two years).

Summary of Experience

Utility Design. Jeff has designed and managed the utility systems for a number of subdivisions including water, sewer, raw water transmission and irrigation systems. Additionally, with the municipal clients he represents, water line reconstruction/replacement projects as well as wastewater collection line reconstruction/replacement projects have been performed. With the utility designs also comes the experience of master planning utilities in concert with land use plans and comprehensive plans. Jeff has designed concrete and steel storage tanks, pump stations, well supply systems and stream diversions as well. Representative projects include the New Castle Elk Creek Raw Water Transmission Line, Rifle Airport Road Water and Sewer systems, New Castle Colorado River Pumped Raw Water Transmission line and pump station, Rifle Raw Water Pump Station and Pipeline, Northeast Water System, Airport Water System and West Rifle water system.

Site Plan Designs. Jeff has designed a variety of site plan designs which typically involve elements of drainage, grading, utility, parking and landscaping. Such projects as Glenwood Springs Wal-Mart, Safeway and Shell Oil Company's Freeze Wall Test site are among the representative projects.

Drainage and Floodplain. Jeff has designed a number of drainage facilities for roadway/street systems and subdivision developments, including floodplain definition. Jeff serves as the designated Floodplain Administrator for the City of Rifle and the Town of New Castle. Jeff developed and coordinated the implementation of the Town of New Castle into the National Flood Insurance Program. Other representative projects include South Rifle Drainage Master Plan, Town of Grand Lake Drainage Master Plan and New Castle Main Street Drainage Master Plan. Jeff has represented several clients in processing Letters of Map Revision, Condition Letters of Map Revisions and other FEMA mandated review processes when clients interaction with such is required.



Summary of Experience - (cont.)

Road and Street Design. Jeff has designed, managed and coordinated construction for a variety of road and street projects. For subdivision projects, Jeff has experience designing urban including curb, gutter and sidewalk as well as rural sections involving basic borrow ditch drainage. Representative projects include West Avenue, Airport Road, 16th Street, Fairway Avenue, Castle Valley Boulevard, Estes Gulch Haul Road, Rifle Roundabouts, New Castle CVR Roundabouts, Blake Avenue and Garden Gulch Access Road. Drainage, right of way acquisitions/coordination, survey, corridor planning, pavement design, striping, signage, and utility coordination are typical issues dealt with in the design, coordination and construction of the roadways.

Municipal Engineering. Jeff serves as a consulting City Engineer to the City of Rifle and as a Town Engineer for the Town of New Castle. Jeff conducts land use project reviews in accordance to the public works manuals and land use codes of each community. In addition, Jeff's duties include working with staff to develop and implement master plans, business plans and capital improvement programs. This role demands constant interaction with City/Town personnel, Councils, Review Boards and constituents from each community. Coordinating with public works, planning, administrative and legal personnel towards the goals of upholding and/or modifying the municipal codes is a constant undertaking.

Structural Design. Jeff has designed and managed (from inception through construction) a variety of structural projects. The types of structural projects he has been involved in include framing and foundation designs for residential homes, framing and foundations for commercial and industrial clients, full structural design for water and wastewater plants, full structural design for bridges and forensic analysis for insurance carriers. Representative projects include Hagist Residence, Darien Residence, Archdiocese Housing Projects, Burnett Residence, Silt Fire Station, Vail Resorts Western Hillside Snowmaking Pump Station, Carbondale Water and Wastewater Treatment Plants, New Castle Water and Wastewater Treatment Plants, Preserve Bridge, Nettle Creek Bridge, Garfield Creek Bridge, River Valley Ranch Bridge and Nolte Bridge.

Subdivision Design. Jeff has managed, from inception through construction, a variety of projects including Mesa View Estates, Flying Eagle Estates, Orchard Subdivision, Cedars Subdivision, Rifle Business Park and Riverway Subdivision. His involvement begins with feasibility studies followed by studies, planning, and designs and concludes with construction closeout. Throughout the project, he interacts with the clients, land planners, architects, surveyors, geotechnical engineers, utility companies and contractors to produce a quality product that is cost effective for his clients.

Oil and Gas. With the broad array of services demanded of energy companies across NW Colorado, Jeff has managed, designed and led the construction efforts of a variety of projects for SGM energy clients. Jeff has led SGM's design efforts for such projects as access road design, applications for permits to drill, pump stations, managing fresh water delivery systems and produced water disposal/treatment/reuse, storm water management, survey, permitting and development planning of multi-year exploration programs. These services have been performed for such clients as Shell Oil Company, Conoco-Phillips, Petroleum Development Corporation, Dejour Energy, Petroleum Resource Management and Williams Energy.

Reclamation Projects. Jeff has served as the project manager and Principal-in-Charge of a variety of projects from preparing reclamation plans for mine closures in Garfield and Rio Blanco Counties and reclamation plans for Sand and Gravel mining operations to reviewing Mining applications for the City of Rifle, Garfield County and the Town of New Castle. Jeff was also involved in the engineering and coordination of the U.S. Department of Energy's Uranium Mill Tailings Remedial Action Project in Rifle, Colorado. Jeff designed and coordinated haul road design, decontamination facilities, bridges and all appurtenant drainage/grading facilities associated with the project.



Project Manager

Municipal Team Leader

Education

BS Civil Engineering,
Colorado State University,
2004

Professional Affiliations

Professional Engineer, CO
PE 0042729

General Background

Chris, a Municipal Engineer, has worked for SGM since 2004 and has broad and diverse experience in construction management, water system design, sanitary sewer system design, permitting, and municipal issues. His project experience includes road construction, utility construction, and water system studies. Chris also supports the needs of municipalities and special districts with the creation of public works manuals, rate studies, and community development coordination.

Summary of Experience

Municipal Engineering. Chris has served as a consulting District Engineer for Mid Valley Metropolitan District (MVMD) since 2005, and as Town Engineer for the Town of Basalt since 2007. His duties in each of these roles involve design, permitting and construction of water and waste water improvements, project reviews of land-use proposals and acting as Engineer-of-Record in public meetings. In addition, his duties include working with staff to develop and implement utility master plans and capital improvement programs. This role creates constant interaction with District/Town personnel, Boards/Councils and constituents from each community represented and is considered an extension of staff.

Community Development Coordination. Chris has helped numerous communities including Rifle, RFWSD, Carbondale, MVMD, and Basalt with community development coordination. His involvement has been reviewing the development applications, meeting with the applicants and staff to discuss the issues, reviewing subdivision improvement agreements, working with the developers through the construction process, and helping the project achieve acceptance with its municipality.

Municipal Operations. Chris has helped numerous communities including Rifle, Roaring Fork Water and Sanitation District (RFWSD), Carbondale, MVMD, and Basalt with municipal operations. His involvement has included the creation of public works manuals, water rate studies, sewer rate studies, attending public meetings, developing annual budgets for infrastructure projects, and helping communities master plan their infrastructure.

CDPHE Permitting. Chris has prepared and coordinated CDPHE site applications for the Sopris Village lift station, the River Ranch lift station, the Rifle Regional wastewater reclamation facility, the MVMD WWTF expansion, and the RFWSD WWTF expansion. His involvement included the preliminary planning of the facilities, the preliminary engineering required for the site applications, preparing the site applications and coordinating them through the permitting process with CDPHE.

Potable Water Well Construction. Chris has prepared and coordinated the construction of potable water municipal wells for MVMD Well 4 and RFWSD Well 11. His involvement included the design of the wells, well screens, the infrastructure required for connecting wells to the water system, and the required CDPHE construction approval permitting for potable water wells.

Water System Modeling. Chris has been involved with the water modeling of the Basalt water system, the MVMD water system, and the RFWSD water system. His involvement has included analyzing the existing water demands on the systems, researching the required fire flows, performing the hydraulic water modeling of the systems, and preparing and presenting the water master plan to the public.

Rate Studies. Chris is one of the in-house experts at SGM on water and sewer rate studies and has been involved with the majority of the rate studies SGM has completed over the past 10 years. Chris has completed rate studies for HOAs, special districts and municipalities. All of the rates studies have been completed with staff and elected official involvement so that each rate study is highly customized to the owner.



Representative Project Experience

Water Tap Fee Study 2017	Town of Eagle, Eagle, CO. Served as Project Manager on a water tap fee study. Key tasks: • Developed Town water system cost in 2017 dollars • Developed equitable cost-per-tap of water system • Attended workshop with Trustees and presented study information • Attended Trustee public meeting and presented study
Water Rate Study 2016	Town of Eagle, Eagle, CO. Served as the Project Manager for a water rate study and consultant for public financing. Key tasks: • Analyzed water use in system • Analyzed Town costs to produce water for existing and new WTP • Developed cash flow and revenue model with capital improvement plan and an annual budget • Analyzed optional rate structures • Attended public meetings to present proposed water rate structure
Vista Drive Sewer Replacement 2009	West Glenwood Sanitation District, Glenwood Springs, CO. Served as Project Manager on a sewer replacement project in an existing residential development. Key tasks: • Oversaw design of system • Developed cost estimates for construction costs • Attended board meetings to help facilitate decision process • Coordinated construction management
Sunlight Mountain Resort Development 2008	Sunlight Mountain Resort Development, LLC, Glenwood Springs, CO. Served as the Design Engineer for the Sunlight Mountain Resort Development for all water and wastewater infrastructure. Key tasks: • Designed conceptual master water system including tanks, surface water intakes, pipelines, surface water treatment plant, etc. • Designed conceptual master sanitary sewer system including interceptors, lift stations, and wastewater treatment facility • Prepared cost estimates and helped owners in decision process for development • Attended public meetings to present water and wastewater systems
Mid Valley Metropolitan District WWTF Expansion 2008	Mid Valley Metropolitan District, Basalt, CO. Served as the Project Manager on a 0.5 MGD wastewater treatment facility expansion. Key tasks: • Prepared cost estimates and helped Board of Directors in decision process for WWTF expansion • Coordinated CDPHE site application



Engineer II
Civil Team

Education
BS Civil Engineering,
Texas A&M University -
Kingsville

Registration/Certification
Professional Engineer, CO
PE 0051713

Rosgen Level I, Applied
Fluvial Geomorphology
NRCS Training Courses:
Concrete Fundamentals
Soil Compaction & Field
Control
Construction Inspection
Micro Irrigation
Center Pivot Sprinklers
Agricultural Hydropower
Hydraulics 1 & 2
Structural
NPEGLA
Civil 3D (CAD 1)
Managing for Excellence
Cultural Resources

General Background

Scot has seven years of experience providing civil engineering services for agricultural and conservation practices. He has worked on a wide variety of engineering projects designing water control structures (steel and concrete), cleaning screens, irrigation and water conveyance pipelines (HDPE, PVC, and CMP), pumping systems, sprinkler systems, livestock water systems, pond embankments, agricultural hydropower, streambank restoration, and stormwater. Each project has required working cooperatively with a team to develop construction plans and specifications. Scot joined SGM in 2017.

Coming from an agricultural engineering background, Scot has a wealth of local experience working with landowners and ranchers all over western Colorado, specifically Garfield, Pitkin, Eagle, and Rio Blanco Counties. He has worked closely with agricultural producers to address their project needs and resource concerns. Scot has been the lead engineer and project manager on the majority of his projects over the last six years, and has built a reputation for providing innovative and forward-thinking solutions to the agricultural industry.

Summary of Experience

Project Management. Scot has served as project manager and project engineer for the completion of numerous civil and agricultural projects in western Colorado. He provides clients with excellent communication and delivers cost-effective solutions for their projects.

Customer Service and Partnerships. Scot works with clients of many different backgrounds and budgets. He has and maintains excellent working relationships with many local suppliers, government agencies, manufacturers, municipalities, non-profits, contractors and installers, and prominent local land owners. Past partners include: Conservation Districts, US Forest Service, BLM, U.S. Army Corps of Engineers, Colorado Department of Agriculture, Colorado Division of Water Resources, Colorado Parks & Wildlife, CWCB, Roaring Fork Conservancy, Middle Colorado Watershed Council, Trout Unlimited, CLEER, Pitkin County Open Space, and over 175 private landowners.

Water Structure Design. Scot has become proficient in the design and implementation of water structures to serve various functions, such as diversion, water measurement, distribution, division, cleaning, fish-friendly, sediment settling, and streambank stabilization.

Hydraulic and Hydrological Modeling. Scot has a keen understanding of how water works. He is well versed with the intricacies of open channel and pressure pipe networks as well as various methods for finding peak runoff due to storm events.

Irrigation System Design. Scot uses the latest techniques and products to give his clients the best solutions in the irrigation industry. He is proficient in the design of center pivots, wheel lines, big guns, solid set, gated pipe, flood, and pod irrigation.

Renewable Energy. Scot has a passion for finding the most intelligent use of renewable energy options on projects to help find the best possible solution for his client. Some of these solutions have included solar pump systems, geothermal heat, and small hydropower turbines.

Survey and Drafting. Scot has provided survey and drafting duties for many of his projects. He is proficient with AutoCAD Civil 3D – Plan Production, Pipeline Plan & Profile, 3D Structure Design, Survey Integration, Trimble GPS RTK, Total Station, Auto-Level, and Laser Level.



Representative Project Experience

Oil & Gas

Oil & Gas Development
2017 - 2018

Petroleum Resource Management, Moffat & Routt Counties, CO. Served as the Design Engineer for several pads, roads, and other facilities in rough mountainous terrain. The project included the design of drill pads, pipelines, access roads, and compressor station pads. Other tasks included detention design, coordination with other consultants, and preparing documents for APD submittal.

Irrigation

Ritchie Irrigation System
2016 - 2017

R Lazy J Ranch, Meeker, CO. Served as the project engineer, provided all engineering services from concept to construction. Worked with landowner and project partners to come to an innovative, yet practical solution, as well as helped with supporting documentation required to secure various grants to make the project feasible. Project consisted of an automated "big gun" irrigation system controlled by the Nelson Twig system which uses a radio frequency to operate valves on a specified schedule. The system covered over 200 acres and requires no electricity. There are nearly nine miles of pipe fed by two independent diversions, which utilize ponds and gravity screens to provide extremely clean water to the system.

Irrigation Pipeline
2016

Eagle Springs Organic Ranch, Rifle, CO. Served as the project engineer on this ranch with complex water distribution and usage needs. Project utilizes a 75 HP pumping system to push water up a hill to service a quarter-mile center pivot irrigation system. Pivot can be controlled remotely, to put down varying amounts of water throughout its rotation, so the farm can use a scientific approach to the different water needs of different crops.

Ditch Pipeline
2013 - 2014

East Mesa Ditch Company, Crystal River, Carbondale, CO. Provided engineering services, plan production, and construction inspection services. A large 42"-welded HDPE pipeline was installed to replace a century-old hillside ditch. In addition to replacing a section of the open ditch, much of the unstable tunnel that piped water through the hillside was rehabbed or piped. This project was able to take a huge maintenance problem, and a heavily degraded section of ditch, and extend its lifespan by many decades, all staying within a reasonable budget.

Stockwater

Solar Stockwater System
2016

Sustainable Settings Ranch, Carbondale, CO. Served as the project engineer for a frost-free solar livestock watering system. The environmentally-friendly design used solar panels to pump water from a well up to a storage tank. The system is then gravity fed via a pipeline to a number of frost-free tanks that use natural ground heat to keep the livestock drinking water from freezing.

Sewell Stockwater System
2014

Sunfire Ranch, Carbondale, CO. Served as the project engineer, providing engineering services from concept to construction. Project consisted of a high pressure, small diameter HDPE buried pipeline going up a steep road that utilized a rock trencher to create backfill from solid rock. A pumping system delivers ditch water to various drinking troughs on locations of the ranch that were previously un-grazable due to lack of water.

Emergency Flood Relief

Front Range Floods
2013 - 2014

Numerous Properties, Denver, CO. Served as part of the initial strategic team on behalf of Natural Resources Conservation Service to utilize millions of dollars in engineering and construction funds to help people impacted by the 2013 Colorado floods. Met with impacted property owners and began the broad assessments and recommendations. Helped to come up with design procedures and alternatives to protect life and property in the aftermath of the floods and prepare for the following spring runoff events.



Design Engineer
Development Team

Education
BSCE Civil Engineering,
Michigan Technological
University, 2014

Registration/Certification
Professional Engineer, CO
PE 0056117

**South Midland Avenue
Improvements
2017 - Present**

General Background

Ashley, a Design Engineer, has worked for SGM since 2015 and has been involved with the design of most types of building and civil structures. She has been focused primarily on development projects, but has also worked on Pitkin and Garfield County road, trail, and bridge design projects. Ashley has a well-rounded background with AutoCAD Civil 3D Site Design project experience in utility design, site grading, drainage, floodplain modeling, and conducting LOMR studies.

Summary of Experience

Transportation. Ashley has experience with roadway design, shared use trail design, sidewalk replacement projects with sidewalk, ramps, and driveway accesses conforming to ADA standards. Additionally, she has experience performing FEMA floodplain analysis and rezoning, basin analysis, hydraulic modeling, grading and drainage design, scour protection, pipeline design, and trail and utility river-crossing design experience.

Construction Inspection. Ashley has experience with inspecting residential subdivision projects. Such projects include performing low-pressure sewer tests as well as water pressure tests.

Traffic Engineering. Ashley has experience setting up traffic counters and conducting traffic studies. Traffic equipment set up experience includes radar detectors, tube counters, and portable video data collection devices. Traffic studies include traffic impact studies, turning movement studies, signal warrant studies, and parking studies.

Civil Engineering. Ashley's experience includes preparation of grading and drainage plans, utility plan preparation and stormwater management plans, OWTS design, drainage analysis, traffic studies, road design, and trail design. Tasks included:

- Conducting drainage analyses
- Site grading plans
- Retaining wall design
- Conducting traffic studies
- Trail design
- Proficient use of AutoCAD, HEC-RAS, HEC-HMS, XPStorm, ArcGIS and EPA NET

Representative Project Experience

City of Glenwood Springs, CO. Currently serving as the Lead Design Engineer for the reconstruction of South Midland Avenue from 27th Street Roundabout to 4-Mile Road. The project involves widened travel lanes, sidewalk, utility relocation, drainage system improvements, rockfall mitigation, uphill soil nail walls, downhill redi-rock walls, and a roundabout. Tasks include:

- Road Design
- Retaining Wall Design
- Roundabout Design
- Storm Drainage Analysis and Report
- Cost analysis for optimization of budget
- Public involvement and education

Representative Project Experience (Con't.)

Residential Civil Site
Design
2017 - Present

Pitkin County, CO. Serving as the design engineer on a 7,000 sq ft home remodel.
Tasks include:

- Grading of Site
- Widening of existing driveway
- Drainage analysis and report
- Erosion Control Plan
- Stormwater Management Plan
- Design of Onsite Wastewater Treatment System

St. Mary Church
Improvements
2016 - 2017

Charles Cunniffe Architects, Aspen, CO. Served as Design Engineer for the construction of new sidewalk, curb ramps, stormwater BMP's, and parking utilization.
Tasks included:

- Coordination with architects and landscape architects
- Coordination and compliance with City of Aspen Design Standards
- AutoCAD Design of sidewalk and curb ramps

ECO Trail
2015 - Present

ECO Trails, Eagle County, CO. Serving as the Design Engineer for shared-use path that connected the Town of Eagle to the Horn Ranch Property. Tasks included:

- Alternative alignment analysis to optimize budget, scheduling and constructability
- Cost analysis for alternative options for pedestrian handrail incorporating CDOT Bicycle and Pedestrian Facilities Design Guide
- Design of trail and layout
- Drainage basin analysis
- Culvert design
- Railroad permit application process

14th Street Pedestrian
Bridge & Trail
2016 - 2017

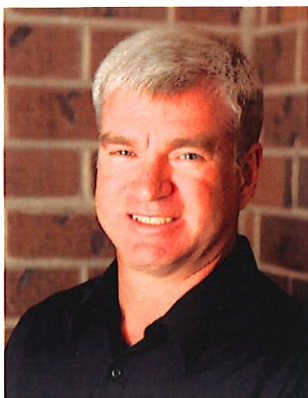
City of Glenwood Springs, Glenwood Springs, CO. Served as the Design Engineer for shared-use path that connected the Midland Trail to the Rio Grande Trail across the Roaring Fork River. Tasks included:

- Alternative alignment analysis to optimize budget, scheduling and constructability
- Cost analysis for alternative options for trail
- Cofferdam design for construction of bridge piers-minimized river impacts
- Analysis of environmental and cultural impacts concerning Roaring Fork River and pedestrian access points to Rio Grande Trail
- Hydrological and Hydraulic Analysis for bridge design

West Midland
Shared-Use Path
2015 - 2016

Gould Construction, City of Glenwood Springs, CO. Served as the Design Engineer for the trail corridor construction project. The project involved a pedestrian bridge over Midland Avenue and 3,000 ft. of new concrete trail with 12 MSE retaining walls. Tasks included:

- Alternative alignment analysis to optimize budget, scheduling and constructability
- Cost analysis for alternative options for trail
- Trail design
- Retaining wall design



Senior Engineer
Civil Services

Education
MS Civil Engineering,
Pennsylvania State
University, 1987

BS Civil Engineering,
Pennsylvania State
University, 1985

Professional Affiliations
Professional Engineers,
CO PE 0029961

Certified Floodplain
Manager, Colorado
Association of Stormwater
and Floodplain Managers
(ASFPM), 2004

General Background

Dave has over 30 years of diversified civil engineering experience including serving as a Project Manager/Engineer specializing in drainage and water system analysis and design for municipal and private projects. His expertise includes all facets of drainage engineering and floodplain administration, water distribution modeling, civil infrastructure design and construction management. Dave specializes in hydrology and hydraulics. His extensive experience with large, private development work is complemented by his review authority work as Town Engineer for Western Slope municipalities.

Summary of Experience

Drainage/Floodplain Master Planning & Engineering. Dave is a Certified Floodplain Manager and is adept at all work associated with NFIP, USACE wetlands permitting and floodplain administration. He has completed numerous hydrologic & hydraulic studies, gutter flow analyses, drainage master plans and storm sewer/irrigation designs on public, private and DOT projects in PA, MA, CT, NY and CO. This includes HEC-RAS modeling of many West Slope waterways including the Crystal, Roaring Fork and Colorado Rivers for bridge design, scour analysis, river bank stabilization, and channel design. He routinely reviews Drainage Master Plans and development submittals for compliance with municipal standards and code requirements. Dave has analyzed and designed debris flow mitigation measures on Aspen Glen, River Valley Ranch and on several other smaller projects.

Project Advisor and QA/QC. As a seasoned municipal engineer, Dave often serves as QA/QC Manager on SGM projects, ultimately responsible for the quality of the product and project success. Currently, Dave serves as Town Engineer for Granby and has completed many projects for Carbondale, Glenwood Springs, Vail, Eagle, Silt, Rifle, Battlement Mesa and other Western Slope communities. Primary responsibilities include development reviews, construction compliance, and design of civil infrastructure including streets, trails, waterlines, sanitary and storm sewers, pump stations, water storage and irrigation facilities. Having this experience within each of these entities lends a large amount of expertise in the QA/QC process, ensuring products and services meet or exceed client expectations.

Water System Analysis and Design. Dave has extensive experience in analyzing and designing complex municipal water storage, transmission and distribution systems. He has designed many miles of raw and potable water mains for municipal and private development projects. This experience includes developing complete, system-wide hydraulic computer models (WaterCAD and predecessors) for the following municipalities and districts:

- | | |
|----------------------|--|
| • Town of Niagara | • Roaring Fork Water and Sanitation District |
| • City of Rifle | • City of Glenwood Springs |
| • Town of Basalt | • Starwood Metro District |
| • Town of Carbondale | • Skyland Metro District |
| • Town of Silt | • Town of Frisco |
| • Town of Granby | • City of Salida |

Land Development. Past project experience, from both sides of the table (reviewer and applicant), has made Dave an expert on the land use entitlement process and efficient civil designs for large 500+ units and small projects. The first-hand knowledge he has gained from working with teams of owners, project representatives, attorneys, consultants and review authorities provides an invaluable paradigm in evaluating new projects. His land development projects include:

- | | |
|--------------------------------|---|
| • Stoney River Assisted Living | • Glenwood Springs Community Center |
| • Battlement Mesa | • Elk Springs / Los Amigos / Pinyon Mesa |
| • Aspen Glen | • Glenwood Springs First Bank |
| • River Valley Ranch | • Town of Granby - Grand Elk / Granby Ranch / Shore Fox |



Representative Project Experience

Town Engineer
2004 - Present

Town of Granby, CO. Served as primary contact, review and design engineer for major projects including:

Jasper Avenue Reconstruction - \$700K street, sidewalk and storm drainage project

- Project Manager through design, bid and construction
- Designed master drainage, inlets, and storm sewer network for four city blocks

Shorefox Development Review - large annexation and residential, commercial and golf course development situated on the Colorado River west of Granby with >\$15M civil infrastructure

- Floodplain administration and review of HEC-RAS flood plain delineation
- Reviewed and approved North & South Ranch Drainage Master Plans for compliance with Town standards and water quality protection concerns
- Reviewed project-wide plans for road, drainage, water & sewer

Granby Ranch/Sol Vista Ski Area - 5000+ acre annexation of ski area, golf, residential and commercial lands constructed on a filing by filing basis

- LOMR review and technical review of HEC-RAS flood plain delineation for the Fraser River
- Floodplain administration review of Filing 14
- Reviewed and approved project-wide Drainage Master Plan for compliance with Town standards and water quality protection concerns
- Reviewed Preliminary and Final Plat plans for Filings 1 – 15

Performed similar work on Grand Elk and numerous other small projects for the Town.

Town Engineer
2002 - 2010

Town of Silt, CO. Served as primary contact, review and design engineer. Worked closely with Town Staff and attorneys to determine best fit solutions and appropriate amount of engineering/review for Town and private projects.

Major development projects included: Stillwater Ranch, Miraloma, Spruce Meadows, Stoney Ridge, Ferguson Crossing, Camario, Painted Pastures and Divide Creek Center.

Major Town civil projects included:

- New Membrane Water Treatment Facility
- New Aero-Mod Water Treatment Facility
- Colorado River Flood Insurance Study
- 600,000 gallon Sunrise Water Tank
- 9th & Main Roundabout
- Front Street Reconstruction
- 300,000 gallon Irrigation Tank
- Utility Mapping (prep for GIS)
- Traffic Master Plan



Senior Engineer

Water Services Sector
Leader

Education

BS Biological Systems/
Agricultural Engineering,
University of Nebraska,
1995

MS Bioresource/
Agricultural Engineering,
Emphasis Groundwater
Hydrology, Colorado State
University, 1997

Thesis topic: *Developed
a conceptual model
for Light Non-Aqueous
Phase Liquids (LNAPL)
distribution near the water
table*

Registration/Certification

Professional Engineer, CO
PE 0036186

State of Colorado
Groundwater
Commissioner
May 2016 - Present

Colorado Foundation for
Water Education (CFWE)
Colorado Water Leaders
Program Class of 2015

Erosion Control Supervisor

General Background

Angie brings over 22 years of combined water resources engineering, stormwater management, and project management experience. She is SGM's Water Sector Leader and has experience in combined water quality, water resources engineering (conservation and efficiency), stormwater management, and project management experience. Angie has extensive experience addressing water quality and water resources issues from a watershed perspective, specific to the characterization of groundwater and surface waters, and establishing baseline conditions and continuing assessments for land use and subsurface impacts. She is a strong communicator and frequently coordinates among various agencies to gain consensus and resolve water resources problems.

Summary of Experience

Watershed Management. Angie has worked on several projects that address larger watershed management issues, offering more regional and coordinated water quality and watershed management solutions that benefit various stakeholders. Angie is a strong communicator and provides clients with the opportunity to communicate challenging regulations to diverse audiences, bringing together the technical and policy issues into workable solutions. She is currently working with the Grand Valley Drainage District on a stakeholder process to develop an Integrated Water Management Plan for the DeBeque to Grand Valley region. Angie helped develop the Town of Eagle's Five-Year Water Efficiency Strategy and is serving as the Project Manager for the City of Rifle's Water Efficiency Plan. Angie is also actively managing projects for Colorado River Basin stakeholders including the Grand Valley Water User's Association and the Grand Valley Drainage District.

Stormwater Management. Angie has been developing and implementing stormwater programs for the municipal and industrial sectors for over 18 years. She was part of the development of the first permit through her involvement in the statewide working group and has supported the Town of Parker, Town of Castle Rock, City of Delta, El Paso County, Colorado Department of Transportation (CDOT), the oil and gas sector, and the City of Casper with the development, implementation, and revision of their stormwater programs. Angie has experience with structural Best Management Practice (BMP) selection and design, supporting the municipal, transportation and oil and gas industries with their stormwater management challenges.

Water Quality and NPDES Permitting. Angie has been developing and implementing water quality studies to support various point source and non-point source discharge permits in Colorado for over 20 years. Angie's role in developing these permit applications has included the development of water monitoring programs to support better site specific standards, TMDLs and watershed/water quality models; and coordinating with the Colorado Department of Public Health and Environment (CDPHE), Water Quality Control Division (WQCD), and Colorado Oil & Gas Conservation Commission (COGCC) on behalf of the clients.



Representative Project Experience

Clearwell Expansion
Feasibility Study and
Design
2016 - 2019

Rapid Creek Water Treatment Plant, Ute Water, Grand Junction, CO. Angie served as the Project Manager and Principal-in-Charge for the District's Clearwell Expansion Feasibility Study and Clearwell Design at the Rapid Creek Water Treatment Plant. The goal of the Study was to determine and evaluate options for improving and/or optimizing the existing clearwell operations, finished water chemical feed applications and overall chemical mixing capabilities. The District was experiencing operational challenges in the clearwell with chemical pooling at the backside of the final clearwell weir resulting in false reading from instrumentation and inefficient use of chemicals. The SGM Team developed a set of options to eliminate short-circuiting through baffling; modify the filter inlet and chemical feed points in the clearwell; and demolish existing walls between the east and west clearwells. SGM worked with the District on an Alternate Project Delivery approach for construction of this project, developing the 60% level designs and specifications for the selected contractor's cost estimating purposes. The project is anticipated to be constructed in late 2019/early 2020. SGM also worked with District staff to develop the Basis of Design (BDR) Report and coordinated with the Colorado Department of Public Health and Environment (CDPHE) Water Quality Control Division (WQCD) to obtain approval for the WTP modifications.

Filter Replacement Project
2016 - 2017

Ute Water Treatment Plant, Ute Water, Grand Junction, CO. Angie served as the Project Manager and Principal-in-Charge for the District's Filter Replacement at the Rapid Creek Water Treatment Plant. The goal of the Project was to develop drawings and specifications to replace outdated Leopold Compound Duplex Title system for Filters 1 and 2 with Leopold's latest underdrain system to improve the performance and eliminate clogging of the filters. The SGM worked with the District staff to obtain a Colorado Department of Public Health and Environment (CDPHE) Approval of Construction (AOC) permit and develop the Bid Documents (drawings and specifications) for the contractor. SGM provided some Construction Observation and Management services during the project, as requested by the District. The project was completed in 2017.

Water Quality
Characterization
2014 - Present

Ziegler Reservoir, Snowmass Water and Sanitation District, Snowmass, CO. Angie is serving as the Project Manager for the Snowmass Water and Sanitation District's Ziegler Reservoir source water characterization Project since 2014. She is managing a multi-disciplinary team of water process engineer's and limnologists. The goal of this Project is to develop a water quality monitoring strategy that captures the Ziegler Reservoir source water quality throughout the year, developing target concentrations that the SWSD staff can use to operate its water treatment plant. The SGM Team has been supporting the SWSD staff over the past four years with sampling, analyzing, and refining its approach for characterizing the water quality.

Raw Water Intake Projects
for the Avon and Edwards
Drinking Water Facilities
2014 - 2016

Eagle River Water and Sanitation District, Vail, CO. Angie served as the Project Manager and Engineer for the Eagle River Water and Sanitation District's (ERWSD) Avon and Edwards Raw Water Intake Modification Projects. The overarching goals for these projects was to modify the existing diversion structures (along the Eagle River) to promote optimization of the pre-sedimentation processes in the existing water plants. The specific design criteria were to modify the current intakes to accommodate the design flows during low flow river conditions; filter out sediment and debris; and mitigate flow conditions during critical winter flows when icing occurs. Angie also provided Construction Management as requested by ERWSD staff. Both projects have been constructed.

Brine Assessment and
Colorado River Water
Quality Characterization
Study
2011

Ute Water Treatment Plant, Ute Water, Grand Junction, CO. Angie served as the lead Project Engineer (while employed with another firm) on this project. Responsible for coordinating with District staff to: 1) characterize the Colorado River water quality conditions under a series of hydrological scenarios at the current Rapid Creek Pump Station location; 2) evaluate the influent and effluent (of brine) Total Dissolved Solids concentrations to an advanced Reverse Osmosis (RO) treatment, assessing the targeted operational parameters provided by District staff; and 3) determine the likelihood of being able to discharge the concentrated waste stream at three locations along the Colorado River, evaluating the mixing of waste stream under the identified hydrologic scenarios.



Professional Land Surveyor
Survey Project Manager

Education
BS, Northern Arizona University

Registration/Certification
Professional Land Surveyor, CO
PLS 0038182

General Background

Scott is a professional land surveyor with over 20 years of experience. His projects include; boundary and rights-of-way analysis, surveys within the Public Lands System, ALTA surveys, subdivision platting, design surveys, topographic mapping, monitoring surveys, GPS control networks, construction surveys, surveys in railroad corridors and oil & gas surveys together with multiple surveys for the Colorado Department of Transportation.

Summary of Experience

Management. Scott has extensive experience in: project coordination, field crew organization, client/contractor relations, estimating, drafting, field crew training, and office staff development.

Professional Development. Scott has focused on going professional development through recent courses in: Boundary Law in Colorado; Quasi-Judicial Functions of the Land Surveyor; Law of easements, rights of way, covenants and promises concerning land all as seen through selected case law; Legal Issues and practical considerations regarding the law of easements; Mineral Survey Retracement; and First Surveyor Doctrine.

Field Applications. Scott has comprehensive experience with the following field applications: Cadastral, Topographic, Geodetic/Control, ALTA/ACSM, Condominium, ILC, Elevation Certification, Aerial, Hydrographic, Right-of-Way, Easement, As-built Surveys, Road, CDOT Highway, Bridge, Transmission Line, Pipeline, Building, Runway Construction Surveying, Dam, Pipeline, Building, Test Well, and Disposal Cell.

Field Equipment. Scott has experience with conventional and robotic Total Stations, RTK and Static GPS, and auto and digital levels. Scott is proficient in AutoCAD Civil 3D, Trimble Business Center, Trimble Survey Controller, and Trimble Access.

Representative Project Experience

Grand Avenue Pedestrian Bridge Replacement Project Construction Staking
2016 - Present

R.L. Wadsworth Construction Company / Granite Construction, Glenwood Springs, CO. Currently serving as Crew Chief involved in all aspects of construction staking associated with the bridge construction. Coordination with multiple contactors to provide custom staking.

Pitkin County Sheriff and Administration Building Construction Staking
2016 - Present

Pitkin County, Aspen, CO. Served as the Survey Project Manager and Lead Field Surveyor for layout and construction services, including horizontal and vertical control verification, utility staking and pothole location verification, curb, gutter, and hardscape staking, building and gridline layout, as-built data collection and as-built record drawings.

ALTA Survey
2016

High Country Honda / Phil Long Ford, Glenwood Springs, CO. Provided an ALTA standard survey for title transaction, including review of all ALTA standards, full boundary and improvement survey, ALTA checklist review, Flood zone review. Met a very aggressive delivery schedule.

Red Mountain South RFP Review Scores					
	Brad	Jessica	Matt	Jake	Total Scores Averaged
High Country	63.3	59.2	67.5	66.6	64.15
Boundaries	68.3	78.3	76.6	71.5	73.675
SGM	75.8	79.2	75.8	86.6	79.35
Roaring Fork	66.7	80.8	83.3	66.5	74.325

**Design of Red Mountain
South Subdivision
BD 2019-048**

		SGM		Roaring Fork Engineering		HCE	
							Boundaries Unlimited Inc.
Design Project Costs		\$266,763.00		\$213,161.50		\$262,700.00	\$153,520.00 plus tasks



MINUTES
CITY OF GLENWOOD SPRINGS
SPECIAL CITY COUNCIL MEETING
September 20, 2019
101 W. 8TH STREET
10:00 A.M.

ITEM	SPECIAL CITY COUNCIL MEETING	ACTION
1. <u>Roll Call</u>		
	Mayor Jonathan Godes called the meeting to order at 10:00 am. Present at roll call: Charlie Willman, Rick Voorhees, Shelley Kaup, Jonathan Godes, Steve Davis, Paula Stepp. Absent: Tony Hershey. Also present were Debra Figueroa; City Manager, Karl Hanlon; City Attorney, Steve Boyd; COO, Yvette Gustad; Finance Director, Terri Partch; City Engineer, Lindsey Christensen; Deputy City Clerk, Janesse Brewer; Facilitator, and Brian Smith; Parks and Recreation Director.	
2. <u>Pledge of Allegiance</u>		
	Mayor Godes led in the Pledge of Allegiance.	
3. <u>Work Session - Budget 2020 - General Fund, Capital Projects, Fire, Fire Equipment, Street Tax, A&I, DDA, Discussion of Service Cuts</u>		
5. <u>Construction Contract Award for BD 2019-051 Two Rivers Project</u>	<i>(council comment and vote continued from 9/19/19)</i>	
	Councilor Hershey joined the meeting.	
	<i>Motioned by Councilor Davis, seconded by Councilor Willman to award the contract to Heyl Construction for the Two Rivers Project, including Railroad Bridge Abutment Removal, up to \$3.1 million (approximately \$2.9 million after grants) using A&I reserves and Capital reserves as needed to complete the project.</i>	
	<i>Ayes: Willman, Voorhees, Davis, Kaup</i>	
	<i>Nays: Hershey, Stepp, Godes</i>	
	<i>Motion passed.</i>	
	Councilor Hershey left the meeting.	
	<i>Motioned by Councilor Davis, seconded by Councilor Willman to continue with the \$2.3 million design of South Bridge.</i>	
	<i>Motion passed by all present.</i>	
	<i>Absent: Councilor Hershey</i>	
7. <u>Adjournment</u>		
	Meeting was adjourned at 2:07pm.	



MINUTES
CITY OF GLENWOOD SPRINGS
REGULAR CITY COUNCIL MEETING
September 19, 2019
101 W. 8TH STREET
6:15 P.M.

1. Roll Call

Mayor Jonathan Godes called the meeting to order at 6:15pm. Present at roll call: Charlie Willman, Rick Voorhees, Shelley Kaup, Jonathan Godes, Steve Davis, Paula Stepp, and Tony Hershey.

Also present were Debra Figueroa; City Manager, Karl Hanlon; City Attorney, Steve Boyd; COO, Yvette Gustad; Finance Director, Terri Partch; City Engineer, Lindsey Christensen; Deputy City Clerk, and Brian Smith; Parks and Recreation Director.

2. Pledge of Allegiance

Mayor Godes led in the Pledge of Allegiance.

3. Agenda Changes & Conflicts/Council Comments

Councilor Davis – noted his conflict with Planning Item 26-19 because of his 25-year long relationship with ANB Bank. He also noted that the lights in the council chambers were dimmed because he sustained an eye injury.

Councilor Stepp and Hershey – suggested the continuance of some items (such as item 9, 10 and 14) due to the density of the meeting.

4. Citizens Appearing Before Council (for items not on the Agenda-comments limited to 3 minutes)

Mayor Godes opened the item for public comment.

None were noted.

Mayor Godes closed the item for public comment.

6. Consent Agenda

All matters under consent are considered to be routine and will be enacted by one motion and vote. The titles will not be read aloud. There will be no separate discussion on these items.

- A. Quit Claim Deed to Correct North Glenwood Center Final Plat
- B. Ordinance 25, Series of 2019; An Ordinance of the City of Glenwood Springs, Colorado, adding a Section of 120.050.020 to the Municipal Code to Authorize Graduated Penalty Assessment Fines for Certain Nuisance and Health Related Violations (SECOND READING)
- C. Regular Minutes from September 5, 2019
- D. Award of Bid for Ambulance Remounts

Councilor Willman moved, seconded by Councilor Voorhees to approve the Consent Agenda.

Motion passed unanimously.

ACTIONS AND/OR PRESENTATIONS

8. Mission of Mercy

Mission of Mercy is an organization that provides free dental care for people in need. Dr. Jim and Sherri Setter (Site Chairs for the Mission of Mercy) presented regarding Mission of Mercy coming to the Western Slope for the first time. Mission of Mercy will be at Glenwood Springs High school on October 4th and 5th and asked council for their help funding (\$10,000), to provide signage, security and promotion.

Mayor Godes opened the item for public comment.

None were noted.

Mayor Godes closed the item for public comment.

The councilors thanked the Setters for their work with Mission of Mercy and discussed the economic and community benefits of Mission of Mercy.

Mayor Godes moved, seconded by Councilor Davis to provide Mission of Mercy with the City's endorsement and promotion, signage and safety, and \$10,000.

Motion passed unanimously.

9. Construction Contract Award for BD 2019-051 Two Rivers Project *(council comment and vote continued to 9/20/19)*

Brian Smith presented regarding the Two Rivers Project and recommended that Council move forward on the contract to improve quality of life for the City's citizens. Two Rivers Park is a 22-acre park with river access and is home to many special events and leisure activities.

Mayor Godes opened the item for public comment.

Commented in support of the Two Rivers Project:

- Laura Speck (Parks and Rec Commission)
- Kyle Holt (Roaring Fork Fishing Guide Alliance)
- Bailey Lubbock
- Dean Moffat
- Russ Arensman (former City Council)
- Lindsay Defreedies
- Ashley Moffat (Chairman of the Rivers Commission)
- Dawn Randolph
- Brenden Langenhizen (River Commission)
- Todd Hurst
- Erica Gibson
- Chad Rudow

Commented in opposition of the Two Rivers Project:

- John Corey

Mayor Godes closed the item for public comment.

Council decided to make their comments and decision to the Special Meeting on September 20th at 12:00pm.

10. Planning Item #25-19 Consideration of a Major Site/Architectural Plan Review to convert an existing church building into 13 multi-family units. The project includes land dedication for right-of-way (continued to 10/3/19)

11. Planning Item #26-19 - Appeal of Planning and Zoning Commission Decision to Deny a Site/Architectural Plan Review for the Construction of a 9,428 Square Foot Bank/Office Building

Chad Lee presented on behalf of ANB Bank in their appeal of the Planning and Zoning Commission's decision. ANB Bank presented their original architecture that was denied by the Planning and Zoning Commission as well as a new building design following feedback from P&Z. Because a bank is a use by right, the decisions were made based solely on the design of the bank and its cohesiveness with the surrounding buildings on Grand Avenue.

Mayor Godes opened the item for public comment.

Commented in support of the appeal:

- Bruce Sherman
- John Ward
- John Hans
- Floyd Demos
- Ted Edmonds

Commented in opposition of the appeal:

- Laura Speck
- Cheryl Gray
- Bill Larchwood
- Laura Kirk (DDA)

Mayor Godes closed the item for public comment.

Moved by Councilor Kaup, seconded by Councilor Stepp to overturn the denial of the project made by the Planning and Zoning Commission with the five conditions presented and that a detailed landscape plan is submitted.

Ayes: Stepp, Kaup,

Nays: Hershey, Godes, Voorhees, Willman

Motion failed.

Moved by Councilor Hershey, seconded by Councilor Willman to uphold to decision of the Planning and Zoning Commission based on design and failure to meet design standards according to section 070.040.090 (a) and (d). of the Glenwood Springs Municipal Code.

Ayes: Hershey, Stepp, Godes, Voorhees, Willman

Nays: Kaup

Councilor Davis recused.

Motion passes.

12. Ride Glenwood On-Demand Planning Study- Preliminary Results

Tanya Allen (City Transportation Manager) explained The City's 2018 Transit Operations Plan (TOP) update for Ride Glenwood Springs (RGS) recommended the City restructure its traditional fixed-route bus service and replace it with an on-demand alternative. This was proposed as a way to reduce redundancies with RFTA service, increase coverage, and manage operational costs. The TOP suggested several possible ways this service might be structured, but a detailed analysis of this option was beyond the scope of that study.

The City received an FTA 5304 planning grant to conduct further analysis in this area. The City hired Via Mobility, LLC to assist with this study. The City has been working with Via to better understand rider and community needs, model potential demand, and develop a clearer picture of fleet and budget requirements. The overarching goal in developing each of these service scenarios is to improve the quality of service for existing RGS customers while extending service to areas of Glenwood Springs that are not near the existing fixed-route. The City also seeks to grow ridership and manage increasing operational costs.

The scenarios explored include:

- 1) Complete replacement of the existing Ride Glenwood bus system with an on-demand alternative;
- 2) adjustment of the existing Ride Glenwood route and addition of on-demand vehicles; and
- 3) creation of a "premium" on-demand service that could be offered in addition to Ride Glenwood on either a pilot or a permanent basis.

Mayor Godes opened the item for public comment.

None were noted.

Mayor Godes closed the item for public comment.

The Councilors gave staff direction to add On Demand to Ride Glenwood.

13. Ordinance No 26, Series of 2019; An Ordinance of the City of Glenwood Springs, Colorado, Amending Title 050 of the Glenwood Springs Municipal Code to Permit Persons Eighteen Years of Age and Older to Handle Tobacco Products in the Course of Employment (FIRST READING)

On August 15, 2019 Council adopted new smoking and vaping regulations including increasing the legal age to buy, possess, sell or use tobacco products to 21. As adopted the T21 regulations read as follows:
Minimum age for persons handling Tobacco Products. No Person who is younger than the Minimum Legal Sales Age shall, while employed at a Tobacco Product Retail Location, sell, stock, retrieve, or otherwise handle Tobacco Products or Tobacco Paraphernalia.

Since adoption it has come to Staff's attention this may have unintended consequences for employees at convenience stores, grocery stores and similar establishments. Accordingly, staff recommended modifying the provision to more closely match the State Liquor Code regarding employees between the ages of 18 and 21.

Mayor Godes opened the item for public comment.

None were noted.

Mayor Godes closed the item for public comment.

Moved by Councilor Hershey, seconded by Councilor Stepp to approve Ordinance No 26, Series of 2019; an ordinance amending Title 050 of the Glenwood Springs municipal code to permit persons eighteen years of age and older to handle tobacco products in the course of employment

Motion passed unanimously.

14. City Councilor Use of Social Media Policy *(continued to 10/3/19)*

15. Downtown Elevator Work Order

Brain Smith and Matt Kramer (Parks and Recreation Department) presented regarding the downtown elevator issues. After inspection, it was found that the elevator had 22 critical issues and 14 code deficiencies. The proposal to fix the elevator totaled at \$47,790.

Mayor Godes opened the item for public comment.

None were noted.

Mayor Godes closed the item for public comment.

Moved by Councilor Willman, seconded by Councilor Stepp to complete the Downtown Elevator Work Order for \$47,790.

Ayes: Willman, Stepp, Voorhees, Davis, Kaup, Godes

Nays: Hershey

Motion passed.

16. Letter of Intent for Sale of MOC

Karl Hanlon (City Attorney) requested that City Council Approve the Letter of Intent with the Roaring Fork Transit Authority for the sale of the Municipal Operations Center. The City has been relocating out of the Municipal Operations Center (MOC) over the last several months due to safety concerns. RFTA currently has a facility adjacent to the MOC and is interested in acquiring the property in order to expand and build a regional transit hub. Attached to this item is a briefing sheet that describes the future regional transit hub. The LOI is not binding, but it does describe the general terms that will be included in a future sales agreement for the property.

Mayor Godes opened the item for public comment.

None were noted.

Mayor Godes closed the item for public comment.

Moved by Councilor Willman, Seconded by Councilor Stepp to approve the Letter of Intent for Sale of MOC.

Motion passed unanimously.

17. Report from City Administration

- A. City Manager
 - i. 6th Street Roundabout - traffic control savings and irrigation
 - ii. Under Bridge Area - final Details
- B. City Attorney
- C. Correspondence Incoming/Outgoing

18. Executive Session to Conduct a Conference with the City Manager and City Attorney for the Purpose of Discussing the City's Purchase, Acquisition, Lease, Transfer or Sale of Real Property; Determining Positions Relative to Matters That May be Subject to

Negotiations, Developing Strategy for Negotiations, and Instructing Negotiators; and to Conduct a Conference with the City Attorney to Receive Legal Advice in Accordance with C.R.S. 24-6- 402(4)(a), (b), and (e) related to 27th Street Bridge (*confidential memo sent to Council by City Attorney*)

19. Adjournment

Meeting adjourned at 10:47 pm.



2020

DRAFT BUDGET

City of Glenwood Springs

2020 Draft Budget

Table of Contents

	<u>Page</u>
General Fund	
Revenues	3
City Council	6
Administration	7
Recreation	8
City Clerk	9
Human Resources	10
Finance	11
IT	12
Muni Court	13
Facilities	14
Arts	15
Police	16
Community Development	17
Engineering	18
Building Inspection	19
Streets and Alleys	20
Parks and Cemetery	21
Non-Departmental	22
Legal	23
Interfund Transfers	24
Tourism	32
Street Tax	36
Marijuana Tax	40
Bus Tax	43
Water	46
Electric	68
Airport	79
Landfill	83
Capital Projects	89
A&I	95
GID	100
Fire and EMS	104
VALE	108
Conservation Trust	111
Cemetery	115
Fleet	117
Fire Equip Replacement	124
DDA	128



2020 BUDGET - REVENUE

Account	Account Description	2018 Actual	2019 Budget	2020 Request
01 GENERAL FUND - UNCLASSIFIED/UNDECLARED/UN-USE-TAXES				
0100020-41110	PROPERTY TAXES	\$1,058,272.62	\$1,055,730.00	\$1,261,050.00
0100020-41120	DELINQUENT PROPERTY TAXES	\$3,034.40	(\$0.00)	\$5,000.00
0100020-41130	FIRE BOND TAXES	\$250,710.17	\$250,666.00	(\$0.00)
0100020-41140	FIRE CAP. IMPR. TAXES	\$184,420.13	\$184,448.00	\$864,917.00
0100020-41150	SPECIFIC OWNERSHIP	\$106,260.55	\$92,091.00	\$113,000.00
0100020-41160	SPECIAL ASSESSMENTS	\$36,652.40	\$40,933.00	\$40,000.00
0100020-41210	GENERAL SALES TAX	\$7,290,523.46	\$7,514,709.00	\$7,665,003.00
0100020-41310	USE TAX	\$187,135.67	\$175,000.00	\$350,000.00
0100020-41710	FRANCHISE FEES	\$205,430.45	\$206,886.00	\$210,000.00
TOTAL 00020 - TAXES		\$9,322,439.85	\$9,520,463.00	\$10,508,970.00
01 GENERAL FUND - UNCLASSIFIED/UNDECLARED/UN-USE-INTERGOVERNMENTAL				
0100040-42210	STATE & COUNTY SALES TAX	\$340,538.33	\$315,000.00	\$365,000.00
0100040-42220	CIGARETTE TAXES	\$64,619.50	\$75,638.00	\$80,000.00
0100040-42230	HIGHWAY USE TAX	\$366,529.16	\$417,595.00	\$525,000.00
0100040-42240	SEVERENCE TAX	\$87,616.06	\$75,000.00	\$90,000.00
0100040-42310	GRANTS	\$460,685.17	\$375,216.00	\$460,000.00
TOTAL 00040 - INTERGOVERNMENTAL		\$1,319,988.22	\$1,258,449.00	\$1,520,000.00
01 GENERAL FUND - UNCLASSIFIED/UNDECLARED/UN-USE-OTHER				
0100060-41220	AUDIT REVENUE	\$37,161.08	\$45,000.00	\$82,000.00
0100060-43510	INTEREST	\$87,033.21	\$50,000.00	\$77,000.00
0100060-43520	POLICE CONFISCATED ASSETS	\$5,035.06	(\$0.00)	(\$0.00)
0100060-43630	MINERAL LEASE	\$215,880.97	\$233,000.00	\$240,000.00
0100060-43650	MISCELLANEOUS LEASE	\$62,804.19	\$57,400.00	\$69,000.00
0100060-43710	CONTRIBUTIONS/DONATIONS	\$17,647.10	(\$0.00)	(\$0.00)
0100060-43810	INTERFUND COST SERVICE	\$2,456,295.00	\$2,501,799.00	\$2,576,852.00
0100060-43910	OTHER ENTITIES	\$58,454.45	\$40,000.00	\$62,000.00
0100060-43920	INSURANCE REIMBURSEMENT	\$5,191.13	(\$0.00)	\$3,500.00
0100060-44110	SALE OF ASSETS	\$43,435.61	\$20,000.00	\$40,000.00
0100060-44120	CASH OVER/SHORT	(\$35.49)	(\$0.00)	(\$0.00)
0100060-44130	MISCELLANEOUS	\$20,487.32	\$30,000.00	\$30,000.00
TOTAL 00060 - OTHER		\$3,009,389.63	\$2,977,199.00	\$3,180,352.00



2020 BUDGET - REVENUE

Account	Account Description	2018 Actual	2019 Budget	2020 Request
01 GENERAL FUND - UNCLASSIFIED/UNDECLARED/UN-USE-XFERS				
0100070-43840	ALLOCATED ORGANIZATIONAL COST	\$469,453.00	\$478,842.00	\$493,210.00
0100070-43850	ALLOCATED ORGANIZATIONAL WA/W	\$185,313.00	\$189,020.00	\$194,690.00
0100070-43860	INTERFUND FRANCHISE - ELECTRIC	\$469,453.00	\$478,842.00	\$493,210.00
0100070-43870	INTERFUND FRANCHISE - WA/WW	\$185,313.00	\$189,020.00	\$194,690.00
0100070-44315	TRANSFER FROM A & I	\$1,023,317.43	\$1,264,904.00	\$1,540,000.00
0100070-44350	TRANSFER FROM TOURISM FUND	\$50,000.00	\$50,000.00	\$156,264.00
0100070-44355	TRANSFER FROM MARIJUANA TAX FU	\$200,000.00	\$175,000.00	\$300,000.00
TOTAL 00070 - XFERS		\$2,582,849.43	\$2,825,628.00	\$3,372,064.00
01 GENERAL FUND - GENERAL GOVERNMENT-PERMITS/LICENTS				
0110030-42140	SALES TAX/BUSINESS LICENSES	\$37,825.00	\$33,000.00	\$75,000.00
0110030-42150	LIQUOR LICENSES	\$49,381.25	\$70,000.00	\$70,000.00
TOTAL 00030 - PERMITS/LICENTS		\$87,206.25	\$103,000.00	\$145,000.00
01 GENERAL FUND - GENERAL GOVERNMENT-CHARGE FOR SERVICE/FEES				
0110050-42420	CREDIT CARD CONVENIENCE FEES	\$679.39	(\$0.00)	(\$0.00)
TOTAL 00050 - CHARGE FOR SERVICE/FEES		\$679.39	(\$0.00)	(\$0.00)
01 GENERAL FUND - PUBLIC SAFETY-PERMITS/LICENTS				
0120030-42160	DOG LICENSES	\$80.00	\$280.00	(\$0.00)
TOTAL 00030 - PERMITS/LICENTS		\$80.00	\$280.00	(\$0.00)
01 GENERAL FUND - PUBLIC SAFETY-CHARGE FOR SERVICE/FEES				
0120050-42414	POLICE FINES	\$111,697.45	\$175,000.00	\$195,000.00
0120050-42415	VEHICLE INSPECTION FEES	\$845.00	\$600.00	\$1,000.00
0120050-42416	COURT FEES	\$35,049.00	\$51,000.00	\$60,000.00
0120050-42417	PARKING FEES & FINES	\$19,723.00	\$50,000.00	\$65,000.00
0120050-42418	IMPOUND FEES	\$4,990.00	\$4,500.00	\$2,500.00
TOTAL 00050 - CHARGE FOR SERVICE/FEES		\$172,304.45	\$281,100.00	\$323,500.00



2020 BUDGET - REVENUE

Account	Account Description	2018 Actual	2019 Budget	2020 Request
01 GENERAL FUND - COMMUNITY/ECONOMIC DEVELOPMENT-PERMITS/LICENTS				
0125030-42110	BUILDING PERMITS	\$135,018.69	\$125,000.00	\$135,000.00
0125030-42120	VENDOR PERMITS	\$2,820.00	\$2,452.00	\$2,000.00
0125030-42170	CONTRACTOR'S LICENSES	\$20,667.69	\$25,127.00	\$22,500.00
TOTAL 00030 - PERMITS/LICENTS		\$158,506.38	\$152,579.00	\$159,500.00
01 GENERAL FUND - COMMUNITY/ECONOMIC DEVELOPMENT-CHARGE FOR SERVICE/FEES				
0125050-42411	LEGAL FEES	(\$0.00)	\$30,000.00	\$10,000.00
0125050-42412	PLAN CHECK AND RECORD FEE	\$79,216.66	\$75,000.00	\$90,000.00
0125050-42430	PLANNING FEES	\$55,266.89	\$30,000.00	\$15,000.00
TOTAL 00050 - CHARGE FOR SERVICE/FEES		\$134,483.55	\$135,000.00	\$115,000.00
01 GENERAL FUND - PUBLIC WORKS-CHARGE FOR SERVICE/FEES				
0130050-42410	ENGINEERING FEES	\$3,102.75	\$30,000.00	\$15,000.00
TOTAL 00050 - CHARGE FOR SERVICE/FEES		\$3,102.75	\$30,000.00	\$15,000.00
01 GENERAL FUND - CULTURE AND RECREATION-CHARGE FOR SERVICE/FEES				
0135050-42413	CEMETERY FEES	\$12,743.75	\$3,000.00	\$10,000.00
0135050-42419	PARK RENTALS/BOAT RAMP FEES	\$54,634.33	\$60,000.00	\$105,000.00
0135050-43260	ART CENTER FEES	\$3,024.06	\$346,992.00	\$25,000.00
0135050-43310	COMMUNITY CENTER FEES	\$1,326,065.99	\$1,500,000.00	\$1,607,500.00
TOTAL 00050 - CHARGE FOR SERVICE/FEES		\$1,396,468.13	\$1,909,992.00	\$1,747,500.00
TOTAL GENERAL FUND REVENUE		\$18,187,498.03	\$19,193,690.00	\$21,086,886.00



2020 BUDGET - EXPENDITURES

Account	Account Description	2018 Actual	2019 Budget	2020 Request
01 GENERAL FUND - 100 CITY COUNCIL				
01100-51110	REGULAR EMPLOYEES	\$0.00	\$0.00	\$86,400.00
01100-51250	FICA CONTRIBUTIONS	\$0.00	\$0.00	\$6,808.30
01100-51270	UNEMPLOYMENT COMPENSATION	\$0.00	\$0.00	\$267.80
01100-51280	WORKERS' COMPENSATION	\$0.00	\$0.00	\$72.10
01100-51610	SUPPLIES	\$0.00	\$0.00	\$10,000.00
01100-52210	PROFESSIONAL DEVELOPMENT	\$0.00	\$0.00	\$10,000.00
01100-52310	MISC. TRAVEL	\$0.00	\$0.00	\$5,000.00
01100-52810	OTHER OPERATING EXPENSE	\$0.00	\$0.00	\$22,000.00
TOTAL 100 - CITY COUNCIL		\$0.00	\$0.00	\$140,548.20



2020 BUDGET - EXPENDITURES

Account	Account Description	2018 Actual	2019 Budget	2020 Request
01 GENERAL FUND - 112 ADMINISTRATION				
01112-51110	REGULAR EMPLOYEES	\$410,763.72	\$512,273.00	\$432,180.56
01112-51210	HEALTH INSURANCE PREMIUMS	\$58,757.63	\$67,929.00	\$57,122.00
01112-51220	LONG TERM DISABILITY	\$0.00	\$0.00	\$1,060.00
01112-51230	BASIC LIFE INSURANCE	\$0.00	\$0.00	\$1,135.00
01112-51250	FICA CONTRIBUTIONS	\$29,237.38	\$39,189.00	\$25,925.10
01112-51260	RETIREMENT CONTRIBUTIONS	\$21,547.76	\$29,700.00	\$31,793.01
01112-51270	UNEMPLOYMENT COMPENSATION	\$1,202.50	\$1,536.00	\$1,121.67
01112-51280	WORKERS' COMPENSATION	\$543.63	\$729.00	\$678.77
01112-51410	UTILITIES	\$7,417.86	\$7,500.00	\$0.00
01112-51610	SUPPLIES	\$1,659.63	\$2,500.00	\$2,500.00
01112-51710	PROFESSIONAL SERVICES	\$15,300.00	\$60,400.00	\$40,000.00
01112-51810	MAINTENANCE & REPAIR	\$2,705.48	\$2,000.00	\$0.00
01112-51920	RENT/LEASE - EQUIPMENT	\$0.00	\$0.00	\$2,000.00
01112-52110	PUBLIC NOTICES	\$25.11	\$7,000.00	\$2,500.00
01112-52210	PROFESSIONAL DEVELOPMENT	\$21,096.10	\$27,500.00	\$11,500.00
01112-52310	MISC. TRAVEL	\$0.00	\$0.00	\$3,500.00
01112-52410	PROFESSIONAL DUES AND MEMBERSH	\$0.00	\$0.00	\$500.00
01112-52420	ORGANIZATIONAL DUES AND MEMBER	\$37,429.84	\$36,000.00	\$18,500.00
01112-52810	OTHER OPERATING EXPENSE	\$19,093.23	\$15,000.00	\$10,500.00
01112-59520	CAPITAL OUTLAY	\$7.08	\$0.00	\$0.00
01112-59998	BIW PERSONNEL	\$0.00	\$0.00	\$72,532.00
TOTAL 112 - ADMINISTRATION		\$626,786.95	\$809,256.00	\$715,048.11



2020 BUDGET - EXPENDITURES

Account	Account Description	2018 Actual	2019 Budget	2020 Request
01 GENERAL FUND - 113 RECREATION				
01113-51110	REGULAR EMPLOYEES	\$721,997.55	\$798,863.00	\$839,579.78
01113-51120	PART-TIME EMPLOYEES	\$577,344.61	\$675,000.00	\$680,000.00
01113-51140	OVERTIME	\$3,084.66	\$3,500.00	\$5,100.00
01113-51210	HEALTH INSURANCE PREMIUMS	\$215,493.39	\$250,605.00	\$255,884.00
01113-51220	LONG TERM DISABILITY	\$0.00	\$0.00	\$2,224.00
01113-51230	BASIC LIFE INSURANCE	\$0.00	\$0.00	\$1,904.00
01113-51250	FICA CONTRIBUTIONS	\$97,026.98	\$113,019.00	\$118,570.51
01113-51260	RETIREMENT CONTRIBUTIONS	\$42,476.44	\$56,167.00	\$54,764.07
01113-51270	UNEMPLOYMENT COMPENSATION	\$3,805.35	\$3,453.00	\$4,413.55
01113-51280	WORKERS' COMPENSATION	\$31,747.00	\$30,197.00	\$31,102.91
01113-51360	EMPLOYEE ONBOARDING	\$3,626.90	\$8,000.00	\$8,000.00
01113-51410	UTILITIES	\$233,452.46	\$264,500.00	\$262,700.00
01113-51610	SUPPLIES	\$10,571.27	\$26,600.00	\$155,800.00
01113-51710	PROFESSIONAL SERVICES	\$54,693.78	\$47,000.00	\$68,000.00
01113-51810	MAINTENANCE & REPAIR	\$144,271.79	\$180,000.00	\$10,200.00
01113-51920	RENT/LEASE - EQUIPMENT	\$3,964.32	\$5,000.00	\$4,500.00
01113-52120	EMPLOYMENT POSTING	\$0.00	\$0.00	\$2,000.00
01113-52130	SPECIAL EVENT POSTING	\$8,470.56	\$9,000.00	\$0.00
01113-52140	PROCUREMENT ADVERTISING	\$0.00	\$0.00	\$1,000.00
01113-52210	PROFESSIONAL DEVELOPMENT	\$12,270.06	\$12,000.00	\$15,000.00
01113-52310	MISC. TRAVEL	\$0.00	\$0.00	\$5,000.00
01113-52410	PROFESSIONAL DUES AND MEMBERSH	\$3,598.32	\$4,200.00	\$1,700.00
01113-52420	ORGANIZATIONAL DUES AND MEMBER	\$0.00	\$0.00	\$2,500.00
01113-52610	TECHNOLOGY	\$0.00	\$0.00	\$14,500.00
01113-52710	CREDIT CARD FEES	\$51,859.30	\$40,000.00	\$10,000.00
01113-52810	OTHER OPERATING EXPENSE	\$2,331.91	\$6,000.00	\$0.00
01113-53310	RECREATION PROGRAMMING	\$114,885.06	\$116,800.00	\$126,400.00
TOTAL 113 - RECREATION		\$2,336,971.71	\$2,649,904.00	\$2,680,842.82



2020 BUDGET - EXPENDITURES

Account	Account Description	2018 Actual	2019 Budget	2020 Request
01 GENERAL FUND - 114 CITY CLERK				
01114-51110	REGULAR EMPLOYEES	\$133,860.77	\$144,163.00	\$146,724.53
01114-51140	OVERTIME	\$770.56	\$0.00	\$500.00
01114-51210	HEALTH INSURANCE PREMIUMS	\$15,180.74	\$14,130.00	\$6,667.00
01114-51220	LONG TERM DISABILITY	\$0.00	\$0.00	\$456.00
01114-51230	BASIC LIFE INSURANCE	\$0.00	\$0.00	\$371.00
01114-51250	FICA CONTRIBUTIONS	\$12,099.02	\$11,029.00	\$11,264.08
01114-51260	RETIREMENT CONTRIBUTIONS	\$9,191.85	\$10,092.00	\$10,307.21
01114-51270	UNEMPLOYMENT COMPENSATION	\$474.42	\$432.00	\$450.11
01114-51280	WORKERS' COMPENSATION	\$260.57	\$206.00	\$212.18
01114-51410	UTILITIES	\$480.12	\$700.00	\$600.00
01114-51610	SUPPLIES	\$1,098.39	\$1,500.00	\$1,500.00
01114-51710	PROFESSIONAL SERVICES	\$26,911.74	\$18,200.00	\$20,000.00
01114-51810	MAINTENANCE & REPAIR	\$4,090.70	\$5,000.00	\$5,000.00
01114-52110	PUBLIC NOTICES	\$8,345.86	\$8,000.00	\$10,000.00
01114-52140	PROCUREMENT ADVERTISING	\$0.00	\$0.00	\$400.00
01114-52210	PROFESSIONAL DEVELOPMENT	\$4,881.34	\$5,500.00	\$5,500.00
01114-52310	MISC. TRAVEL	\$0.00	\$0.00	\$1,000.00
01114-52410	PROFESSIONAL DUES AND MEMBERSH	\$460.00	\$600.00	\$450.00
01114-52810	OTHER OPERATING EXPENSE	\$5,489.81	\$4,000.00	\$5,000.00
01114-53510	PROPERTY INSURANCE	\$52,150.06	\$40,000.00	\$40,000.00
01114-53520	LIABILITY AND CASUALTY INSURA	\$148,272.52	\$165,000.00	\$160,000.00
01114-53540	DEDUCTIBLES PAID	\$6,000.00	\$10,000.00	\$8,500.00
01114-53550	OTHER INSURANCE	\$10,559.96	\$11,000.00	\$10,000.00
01114-53610	ELECTIONS	\$3,738.38	\$10,500.00	\$10,000.00
TOTAL 114 - CITY CLERK		\$444,316.81	\$460,052.00	\$454,902.11



2020 BUDGET - EXPENDITURES

Account	Account Description	2018 Actual	2019 Budget	2020 Request
01 GENERAL FUND - 115 HUMAN RESOURCES				
01115-51110	REGULAR EMPLOYEES	\$173,863.33	\$189,830.00	\$201,277.45
01115-51140	OVERTIME	\$34.83	\$0.00	\$0.00
01115-51210	HEALTH INSURANCE PREMIUMS	\$59,458.35	\$65,458.00	\$56,356.00
01115-51220	LONG TERM DISABILITY	\$0.00	\$0.00	\$625.00
01115-51230	BASIC LIFE INSURANCE	\$0.00	\$0.00	\$517.00
01115-51250	FICA CONTRIBUTIONS	\$12,089.60	\$14,521.00	\$15,397.47
01115-51260	RETIREMENT CONTRIBUTIONS	\$9,790.98	\$13,289.00	\$14,089.37
01115-51270	UNEMPLOYMENT COMPENSATION	\$474.14	\$570.00	\$615.94
01115-51280	WORKERS' COMPENSATION	\$374.38	\$271.00	\$279.13
01115-51340	WELLNESS PROGRAM	\$157.66	\$3,000.00	\$3,000.00
01115-51610	SUPPLIES	\$3,447.73	\$3,400.00	\$3,500.00
01115-51710	PROFESSIONAL SERVICES	\$39,765.02	\$43,400.00	\$45,000.00
01115-51920	RENT/LEASE - EQUIPMENT	\$0.00	\$480.00	\$3,800.00
01115-52120	EMPLOYMENT POSTING	\$628.39	\$500.00	\$500.00
01115-52210	PROFESSIONAL DEVELOPMENT	\$483.05	\$9,500.00	\$9,500.00
01115-52410	PROFESSIONAL DUES AND MEMBERSH	\$6,818.00	\$7,170.00	\$7,000.00
01115-52810	OTHER OPERATING EXPENSE	\$1,616.49	\$3,000.00	\$2,000.00
01115-59520	CAPITAL OUTLAY	\$726.12	\$0.00	\$0.00
TOTAL 115 - HUMAN RESOURCES		\$309,728.07	\$354,389.00	\$363,457.36



2020 BUDGET - EXPENDITURES

Account	Account Description	2018 Actual	2019 Budget	2020 Request
01 GENERAL FUND - 116 FINANCE				
01116-51110	REGULAR EMPLOYEES	\$608,869.57	\$516,874.00	\$559,945.08
01116-51140	OVERTIME	\$763.88	\$2,000.00	\$1,000.00
01116-51210	HEALTH INSURANCE PREMIUMS	\$147,155.82	\$148,425.00	\$159,480.00
01116-51220	LONG TERM DISABILITY	\$0.00	\$0.00	\$1,688.00
01116-51230	BASIC LIFE INSURANCE	\$0.00	\$0.00	\$1,456.00
01116-51250	FICA CONTRIBUTIONS	\$45,858.86	\$39,694.00	\$42,914.95
01116-51260	RETIREMENT CONTRIBUTIONS	\$40,421.36	\$36,322.00	\$39,268.75
01116-51270	UNEMPLOYMENT COMPENSATION	\$1,798.39	\$1,556.00	\$1,717.01
01116-51280	WORKERS' COMPENSATION	\$3,620.29	\$746.00	\$768.38
01116-51310	TUTITION REIMBURSEMENTS	\$0.00	\$0.00	\$500.00
01116-51360	EMPLOYEE ONBOARDING	\$0.00	\$0.00	\$200.00
01116-51610	SUPPLIES	\$84,284.09	\$90,000.00	\$88,000.00
01116-51710	PROFESSIONAL SERVICES	\$76,501.91	\$57,000.00	\$90,000.00
01116-51810	MAINTENANCE & REPAIR	\$3,553.60	\$5,500.00	\$4,500.00
01116-51920	RENT/LEASE - EQUIPMENT	\$9,656.64	\$7,500.00	\$12,500.00
01116-52120	EMPLOYMENT POSTING	\$0.00	\$0.00	\$100.00
01116-52210	PROFESSIONAL DEVELOPMENT	\$2,039.00	\$8,000.00	\$6,000.00
01116-52310	MISC. TRAVEL	\$0.00	\$0.00	\$200.00
01116-52410	PROFESSIONAL DUES AND MEMBERSH	\$782.00	\$1,000.00	\$1,000.00
01116-52710	CREDIT CARD FEES	\$2,455.18	\$3,000.00	\$0.00
01116-52750	TREASURER'S FEES	\$29,919.56	\$30,000.00	\$30,000.00
01116-52810	OTHER OPERATING EXPENSE	\$15,179.95	\$19,000.00	\$0.00
01116-53910	PRINCIPAL - BONDS	\$235,000.00	\$240,000.00	\$250,000.00
01116-53930	INTEREST - BONDS	\$15,877.50	\$10,731.00	\$5,475.00
01116-59520	CAPITAL OUTLAY	\$2,010.00	\$3,000.00	\$2,500.00
TOTAL 116 - FINANCE		\$1,325,747.60	\$1,220,348.00	\$1,299,213.17



2020 BUDGET - EXPENDITURES

Account	Account Description	2018 Actual	2019 Budget	2020 Request
01 GENERAL FUND - 117 INFORMATION TECHNOLOGY				
01117-51110	REGULAR EMPLOYEES	\$299,703.23	\$342,643.00	\$361,714.37
01117-51140	OVERTIME	\$106.24	\$500.00	\$1,000.00
01117-51210	HEALTH INSURANCE PREMIUMS	\$59,599.87	\$67,660.00	\$53,760.00
01117-51220	LONG TERM DISABILITY	\$0.00	\$0.00	\$1,101.00
01117-51230	BASIC LIFE INSURANCE	\$0.00	\$0.00	\$912.00
01117-51250	FICA CONTRIBUTIONS	\$22,544.45	\$26,250.00	\$27,750.26
01117-51260	RETIREMENT CONTRIBUTIONS	\$18,325.61	\$24,021.00	\$25,392.59
01117-51270	UNEMPLOYMENT COMPENSATION	\$884.12	\$1,029.00	\$1,110.34
01117-51280	WORKERS' COMPENSATION	\$200.73	\$492.00	\$506.76
01117-51410	UTILITIES	\$56,044.10	\$58,344.00	\$68,000.00
01117-51610	SUPPLIES	\$14,989.10	\$16,327.00	\$16,000.00
01117-51710	PROFESSIONAL SERVICES	\$9,802.80	\$46,220.00	\$35,000.00
01117-51810	MAINTENANCE & REPAIR	\$522.76	\$3,400.00	\$1,000.00
01117-52210	PROFESSIONAL DEVELOPMENT	\$10,847.44	\$35,500.00	\$28,000.00
01117-52410	PROFESSIONAL DUES AND MEMBERSH	\$0.00	\$0.00	\$330.00
01117-52610	TECHNOLOGY	\$79,816.67	\$122,942.00	\$140,000.00
01117-52810	OTHER OPERATING EXPENSE	\$1,266.41	\$1,000.00	\$1,000.00
01117-59520	CAPITAL OUTLAY	\$2,259.25	\$0.00	\$0.00
TOTAL 117 - INFORMATION TECHNOLOGY		\$576,912.78	\$746,328.00	\$762,577.32



2020 BUDGET - EXPENDITURES

Account	Account Description	2018 Actual	2019 Budget	2020 Request
01 GENERAL FUND - 118 MUNICIPAL COURT				
01118-51110	REGULAR EMPLOYEES	\$115,380.53	\$63,259.00	\$74,514.32
01118-51210	HEALTH INSURANCE PREMIUMS	\$7,339.05	\$29,759.00	\$10,161.00
01118-51220	LONG TERM DISABILITY	\$0.00	\$0.00	\$232.00
01118-51230	BASIC LIFE INSURANCE	\$0.00	\$0.00	\$183.00
01118-51250	FICA CONTRIBUTIONS	\$8,658.31	\$4,839.00	\$5,700.02
01118-51260	RETIREMENT CONTRIBUTIONS	\$4,690.26	\$4,428.00	\$5,215.92
01118-51270	UNEMPLOYMENT COMPENSATION	\$339.58	\$190.00	\$227.63
01118-51280	WORKERS' COMPENSATION	\$166.98	\$91.00	\$93.73
01118-51610	SUPPLIES	\$1,803.73	\$4,000.00	\$4,000.00
01118-51710	PROFESSIONAL SERVICES	\$61,794.20	\$63,000.00	\$81,000.00
01118-51810	MAINTENANCE & REPAIR	\$95.00	\$1,600.00	\$1,600.00
01118-52210	PROFESSIONAL DEVELOPMENT	\$42.00	\$6,100.00	\$0.00
01118-52410	PROFESSIONAL DUES AND MEMBERSH	\$1,474.00	\$300.00	\$0.00
01118-52710	CREDIT CARD FEES	\$1,907.59	\$2,700.00	\$0.00
01118-52810	OTHER OPERATING EXPENSE	\$517.47	\$2,800.00	\$0.00
01118-52840	COURT SERVICES (YOUTH)	\$14,814.00	\$25,000.00	\$25,000.00
TOTAL 118 - MUNICIPAL COURT		\$219,022.70	\$208,066.00	\$207,927.62



2020 BUDGET - EXPENDITURES

Account	Account Description	2018 Actual	2019 Budget	2020 Request
01 GENERAL FUND - 121 FACILITIES				
01121-51110	REGULAR EMPLOYEES	\$70,898.60	\$83,526.00	\$86,993.80
01121-51140	OVERTIME	\$46.17	\$0.00	\$200.00
01121-51210	HEALTH INSURANCE PREMIUMS	\$33,277.26	\$40,483.00	\$40,915.00
01121-51220	LONG TERM DISABILITY	\$0.00	\$0.00	\$270.00
01121-51230	BASIC LIFE INSURANCE	\$0.00	\$0.00	\$238.00
01121-51250	FICA CONTRIBUTIONS	\$5,181.00	\$6,389.00	\$6,670.28
01121-51260	RETIREMENT CONTRIBUTIONS	\$3,593.97	\$5,847.00	\$6,103.78
01121-51270	UNEMPLOYMENT COMPENSATION	\$203.19	\$250.00	\$266.77
01121-51280	WORKERS' COMPENSATION	\$3,129.69	\$3,288.00	\$3,386.64
01121-51610	SUPPLIES	\$8,931.49	\$9,500.00	\$9,500.00
01121-51810	MAINTENANCE & REPAIR	\$21,082.40	\$27,066.00	\$30,600.00
TOTAL 121 - FACILITIES		\$146,343.77	\$176,349.00	\$185,144.27



2020 BUDGET - EXPENDITURES

Account	Account Description	2018 Actual	2019 Budget	2020 Request
01 GENERAL FUND - 122 ARTS				
01122-51110	REGULAR EMPLOYEES	\$52,705.97	\$58,992.00	\$115,360.00
01122-51120	PART-TIME EMPLOYEES	\$5,501.35	\$96,000.00	\$35,000.00
01122-51140	OVERTIME	\$37.13	\$0.00	\$1,100.00
01122-51210	HEALTH INSURANCE PREMIUMS	\$12,127.33	\$10,295.00	\$20,995.00
01122-51220	LONG TERM DISABILITY	\$0.00	\$0.00	\$311.00
01122-51230	BASIC LIFE INSURANCE	\$0.00	\$0.00	\$247.00
01122-51250	FICA CONTRIBUTIONS	\$4,463.51	\$11,857.00	\$10,514.24
01122-51260	RETIREMENT CONTRIBUTIONS	\$1,074.06	\$4,129.00	\$7,096.70
01122-51270	UNEMPLOYMENT COMPENSATION	\$175.08	\$287.00	\$420.24
01122-51280	WORKERS' COMPENSATION	\$306.99	\$3,532.00	\$3,637.96
01122-51360	EMPLOYEE ONBOARDING	\$0.00	\$1,000.00	\$500.00
01122-51410	UTILITIES	\$5,247.54	\$8,000.00	\$10,900.00
01122-51610	SUPPLIES	\$0.00	\$1,300.00	\$16,800.00
01122-51710	PROFESSIONAL FEES	\$3,121.50	\$6,000.00	\$12,000.00
01122-51810	MAINTENANCE & REPAIR	\$12,955.85	\$3,000.00	\$31,100.00
01122-51920	RENT/LEASE - EQUIPMENT	\$0.00	\$5,600.00	\$2,000.00
01122-51930	RENT/LEASE - BUILDING	\$0.00	\$2,000.00	\$2,000.00
01122-52120	EMPLOYMENT POSTING	\$0.00	\$0.00	\$500.00
01122-52130	SPECIAL EVENT POSTING	\$0.00	\$2,500.00	\$2,500.00
01122-52210	PROFESSIONAL DEVELOPMENT	\$83.00	\$2,000.00	\$2,000.00
01122-52410	PROFESSIONAL DUES AND MEMBERSH	\$200.00	\$500.00	\$500.00
01122-52710	CREDIT CARD FEES	\$0.00	\$5,000.00	\$5,000.00
01122-52810	OTHER OPERATING EXPENSE	\$30.00	\$3,000.00	\$0.00
01122-52860	SPECIAL EVENTS	\$0.00	\$50,000.00	\$150,000.00
01122-53360	ART CENTER PROGRAMS	\$14,129.01	\$27,000.00	\$12,000.00
01122-59520	CAPITAL OUTLAY	\$26,861.53	\$30,000.00	\$0.00
TOTAL 122 - ARTS		\$139,019.85	\$331,992.00	\$442,482.14



2020 BUDGET - EXPENDITURES

Account	Account Description	2018 Actual	2019 Budget	2020 Request
01 GENERAL FUND - 131 POLICE				
01131-51110	REGULAR EMPLOYEES	\$2,183,719.84	\$2,404,289.00	\$2,493,644.42
01131-51140	OVERTIME	\$112,064.23	\$150,000.00	\$185,000.00
01131-51150	STANDBY AND CALLBACK PAY	\$25,560.37	\$25,000.00	\$26,700.00
01131-51210	HEALTH INSURANCE PREMIUMS	\$588,281.14	\$720,323.00	\$674,908.00
01131-51220	LONG TERM DISABILITY	\$0.00	\$0.00	\$7,559.00
01131-51230	BASIC LIFE INSURANCE	\$0.00	\$0.00	\$6,415.00
01131-51240	FPPA DEATH AND DISABILITY INS	\$0.00	\$0.00	\$51,385.00
01131-51250	FICA CONTRIBUTIONS	\$30,138.59	\$46,155.00	\$38,721.82
01131-51260	RETIREMENT CONTRIBUTIONS	\$140,320.80	\$180,552.00	\$186,934.70
01131-51265	POLICE/FIRE RETIREMENT CONTRIB	\$173,267.66	\$193,447.00	\$194,454.00
01131-51270	UNEMPLOYMENT COMPENSATION	\$6,659.30	\$7,698.00	\$8,172.02
01131-51280	WORKERS' COMPENSATION	\$64,562.59	\$75,902.00	\$78,179.06
01131-51360	EMPLOYEE ONBOARDING	\$0.00	\$0.00	\$7,500.00
01131-51410	UTILITIES	\$29,612.35	\$36,600.00	\$33,000.00
01131-51610	SUPPLIES	\$41,309.29	\$43,000.00	\$51,000.00
01131-51710	PROFESSIONAL SERVICES	\$30,283.68	\$45,000.00	\$106,000.00
01131-51810	MAINTENANCE & REPAIR	\$100,201.83	\$76,800.00	\$98,800.00
01131-51920	RENT/LEASE - EQUIPMENT	\$5,901.39	\$6,300.00	\$6,300.00
01131-52120	EMPLOYMENT POSTING	\$0.00	\$0.00	\$1,500.00
01131-52210	PROFESSIONAL DEVELOPMENT	\$40,112.12	\$51,000.00	\$51,000.00
01131-52310	MISC. TRAVEL	\$0.00	\$0.00	\$5,000.00
01131-52410	PROFESSIONAL DUES AND MEMBERSH	\$2,181.77	\$2,000.00	\$2,000.00
01131-52440	PROFESSIONAL SUBSCRIPTION	\$0.00	\$0.00	\$2,000.00
01131-52510	GRANTS	\$75,664.86	\$95,690.00	\$79,950.00
01131-52610	TECHNOLOGY	\$0.00	\$0.00	\$15,600.00
01131-52810	OTHER OPERATING EXPENSE	\$56,188.85	\$15,000.00	\$15,000.00
01131-52835	COMMUNITY OUTREACH	\$9,782.94	\$5,000.00	\$7,500.00
01131-53240	LABORATORY	\$7,916.95	\$9,000.00	\$7,500.00
01131-53830	INVESTIGATIONS	\$11,785.34	\$15,000.00	\$15,000.00
01131-53840	ANIMAL CONTROL	\$11,850.00	\$25,000.00	\$16,000.00
01131-53850	CONFISCATED FUNDS EXPENDITURE	\$0.00	\$10,000.00	\$5,000.00
01131-53860	FIREARMS	\$19,314.81	\$33,000.00	\$25,000.00
01131-59520	CAPITAL OUTLAY	\$859.35	\$0.00	\$0.00
TOTAL 131 - POLICE		\$3,767,540.05	\$4,271,756.00	\$4,502,723.02



2020 BUDGET - EXPENDITURES

Account	Account Description	2018 Actual	2019 Budget	2020 Request
01 GENERAL FUND - 141 COMDEV-ADMIN & PLANNING				
01141-51110	REGULAR EMPLOYEES	\$332,501.36	\$347,197.00	\$441,220.07
01141-51140	OVERTIME	\$142.70	\$0.00	\$0.00
01141-51210	HEALTH INSURANCE PREMIUMS	\$77,808.40	\$80,519.00	\$95,034.00
01141-51220	LONG TERM DISABILITY	\$0.00	\$0.00	\$1,350.00
01141-51230	BASIC LIFE INSURANCE	\$0.00	\$0.00	\$1,122.00
01141-51250	FICA CONTRIBUTIONS	\$24,077.08	\$26,560.00	\$33,753.10
01141-51260	RETIREMENT CONTRIBUTIONS	\$21,548.56	\$24,304.00	\$30,885.58
01141-51270	UNEMPLOYMENT COMPENSATION	\$944.38	\$1,040.00	\$1,350.33
01141-51280	WORKERS' COMPENSATION	\$543.60	\$495.00	\$509.85
01141-51610	SUPPLIES	\$4,179.25	\$6,250.00	\$14,400.00
01141-51710	PROFESSIONAL SERVICES	\$166,272.75	\$161,000.00	\$90,000.00
01141-51810	MAINTENANCE & REPAIR	\$4,616.84	\$7,000.00	\$2,500.00
01141-51920	RENT/LEASE - EQUIPMENT	\$0.00	\$0.00	\$5,700.00
01141-52110	PUBLIC NOTICES	\$476.69	\$4,000.00	\$2,000.00
01141-52120	EMPLOYMENT POSTING	\$0.00	\$0.00	\$1,000.00
01141-52130	SPECIAL EVENT POSTING	\$0.00	\$0.00	\$1,000.00
01141-52210	PROFESSIONAL DEVELOPMENT	\$9,080.44	\$10,600.00	\$12,000.00
01141-52310	MISC. TRAVEL	\$1,503.19	\$4,000.00	\$500.00
01141-52410	PROFESSIONAL DUES AND MEMBERSH	\$2,863.00	\$3,500.00	\$3,500.00
01141-52510	GRANTS	\$1,703.00	\$35,000.00	\$0.00
01141-52710	CREDIT CARD FEES	\$4,940.95	\$3,000.00	\$0.00
01141-52810	OTHER OPERATING EXPENSE	\$5,309.61	\$15,000.00	\$5,000.00
01141-52855	AFFORDABLE HOUSING	\$20,000.00	\$10,000.00	\$10,000.00
TOTAL 141 - COMDEV-ADMIN & PLANNING		\$678,511.80	\$739,465.00	\$752,824.93



2020 BUDGET - EXPENDITURES

Account	Account Description	2018 Actual	2019 Budget	2020 Request
01 GENERAL FUND - 144 ENGINEERING & ADMINISTRATION				
01144-51110	REGULAR EMPLOYEES	\$399,641.10	\$452,310.00	\$438,321.65
01144-51210	HEALTH INSURANCE PREMIUMS	\$59,799.14	\$58,244.00	\$92,687.00
01144-51220	LONG TERM DISABILITY	\$0.00	\$0.00	\$1,299.00
01144-51230	BASIC LIFE INSURANCE	\$0.00	\$0.00	\$1,098.00
01144-51250	FICA CONTRIBUTIONS	\$29,325.92	\$34,601.00	\$33,531.65
01144-51260	RETIREMENT CONTRIBUTIONS	\$22,029.84	\$31,661.00	\$30,682.67
01144-51270	UNEMPLOYMENT COMPENSATION	\$1,150.07	\$1,356.00	\$1,341.06
01144-51280	WORKERS' COMPENSATION	\$1,911.60	\$1,380.00	\$1,421.40
01144-51360	EMPLOYEE ONBOARDING	\$0.00	\$0.00	\$50.00
01144-51410	UTILITIES	\$1,633.22	\$2,520.00	\$4,200.00
01144-51610	SUPPLIES	\$8,484.74	\$17,100.00	\$12,000.00
01144-51710	PROFESSIONAL SERVICES	\$28,574.58	\$110,000.00	\$110,000.00
01144-51810	MAINTENANCE & REPAIR	\$1,198.26	\$1,700.00	\$1,200.00
01144-51920	RENT/LEASE - EQUIPMENT	\$0.00	\$0.00	\$500.00
01144-52110	PUBLIC NOTICES	\$55.52	\$950.00	\$500.00
01144-52120	EMPLOYMENT POSTING	\$0.00	\$0.00	\$200.00
01144-52210	PROFESSIONAL DEVELOPMENT	\$8,011.66	\$11,750.00	\$5,000.00
01144-52410	PROFESSIONAL DUES AND MEMBERSH	\$0.00	\$0.00	\$1,500.00
01144-52610	TECHNOLOGY	\$30,383.97	\$15,000.00	\$6,000.00
01144-52810	OTHER OPERATING EXPENSE	\$904.97	\$2,200.00	\$0.00
01144-59998	BIW PERSONNEL	\$0.00	\$0.00	\$12,000.00
TOTAL 144 - ENGINEERING & ADMINISTRATION		\$593,104.59	\$740,772.00	\$753,532.43



2020 BUDGET - EXPENDITURES

Account	Account Description	2018 Actual	2019 Budget	2020 Request
01 GENERAL FUND - 145 BUILDING INSPECTION				
01145-51110	REGULAR EMPLOYEES	\$154,039.92	\$157,743.00	\$184,152.67
01145-51140	OVERTIME	\$165.38	\$0.00	\$2,000.00
01145-51210	HEALTH INSURANCE PREMIUMS	\$50,742.94	\$52,617.00	\$52,895.00
01145-51220	LONG TERM DISABILITY	\$0.00	\$0.00	\$572.00
01145-51230	BASIC LIFE INSURANCE	\$0.00	\$0.00	\$476.00
01145-51250	FICA CONTRIBUTIONS	\$11,033.20	\$12,067.00	\$14,244.90
01145-51260	RETIREMENT CONTRIBUTIONS	\$8,687.42	\$11,042.00	\$13,034.65
01145-51270	UNEMPLOYMENT COMPENSATION	\$432.58	\$473.00	\$569.59
01145-51280	WORKERS' COMPENSATION	\$481.46	\$1,939.00	\$1,977.60
01145-51610	SUPPLIES	\$1,580.37	\$2,000.00	\$2,000.00
01145-51710	PROFESSIONAL SERVICES	\$24,581.67	\$30,000.00	\$30,000.00
01145-51810	MAINTENANCE & REPAIR	\$4,358.25	\$5,500.00	\$5,500.00
01145-52210	PROFESSIONAL DEVELOPMENT	\$436.98	\$11,500.00	\$11,500.00
01145-52410	PROFESSIONAL DUES AND MEMBERSH	\$135.00	\$1,000.00	\$1,000.00
01145-52810	OTHER OPERATING EXPENSE	\$1,047.95	\$2,000.00	\$2,000.00
TOTAL 145 - BUILDING INSPECTION		\$257,723.12	\$287,881.00	\$321,922.41



2020 BUDGET - EXPENDITURES

Account	Account Description	2018 Actual	2019 Budget	2020 Request
01 GENERAL FUND - 153 STREETS & ALLEYS				
01153-51110	REGULAR EMPLOYEES	\$391,471.05	\$434,047.00	\$430,928.63
01153-51140	OVERTIME	\$7,134.74	\$6,000.00	\$10,000.00
01153-51150	STANDBY AND CALLBACK PAY	\$21,299.18	\$20,000.00	\$25,500.00
01153-51210	HEALTH INSURANCE PREMIUMS	\$136,702.48	\$162,138.00	\$135,648.00
01153-51220	LONG TERM DISABILITY	\$0.00	\$0.00	\$1,494.00
01153-51230	BASIC LIFE INSURANCE	\$0.00	\$0.00	\$1,253.00
01153-51250	FICA CONTRIBUTIONS	\$30,775.98	\$35,194.00	\$35,763.05
01153-51260	RETIREMENT CONTRIBUTIONS	\$27,008.44	\$32,203.00	\$32,755.07
01153-51270	UNEMPLOYMENT COMPENSATION	\$1,206.88	\$1,376.00	\$1,433.11
01153-51280	WORKERS' COMPENSATION	\$19,718.65	\$22,709.00	\$23,390.27
01153-51380	UNIFORM ALLOWANCE	\$0.00	\$0.00	\$2,800.00
01153-51410	UTILITIES	\$170,094.36	\$233,300.00	\$200,000.00
01153-51610	SUPPLIES	\$21,402.70	\$13,800.00	\$20,100.00
01153-51810	MAINTENANCE & REPAIR	\$169,326.27	\$187,300.00	\$180,000.00
01153-51920	RENT/LEASE - EQUIPMENT	\$0.00	\$0.00	\$2,000.00
01153-52110	PUBLIC NOTICES	\$898.47	\$2,000.00	\$1,000.00
01153-52210	PROFESSIONAL DEVELOPMENT	\$4,500.59	\$5,600.00	\$5,600.00
01153-52310	MISC. TRAVEL	\$0.00	\$0.00	\$2,000.00
01153-52410	PROFESSIONAL DUES AND MEMBERSH	\$356.00	\$200.00	\$200.00
01153-52610	TECHNOLOGY	\$0.00	\$6,200.00	\$4,000.00
01153-52810	OTHER OPERATING EXPENSE	\$11,758.44	\$14,000.00	\$18,000.00
01153-52870	FLOOD CONTROL/HAZARDOUS WASTE	\$332.11	\$3,500.00	\$1,500.00
01153-55110	SAFETY PROGRAMS	\$260.00	\$10,000.00	\$3,500.00
01153-59520	CAPITAL OUTLAY	\$14,865.00	\$0.00	\$40,000.00
01153-59996	BIW FACILITIES	\$0.00	\$0.00	\$35,000.00
TOTAL 153 - STREETS & ALLEYS		\$1,029,111.34	\$1,189,567.00	\$1,213,865.13



2020 BUDGET - EXPENDITURES

Account	Account Description	2018 Actual	2019 Budget	2020 Request
01 GENERAL FUND - 154 PARKS & CEMETERY				
01154-51110	REGULAR EMPLOYEES	\$366,666.98	\$396,152.00	\$563,559.64
01154-51120	PART-TIME EMPLOYEES	\$96,133.55	\$110,000.00	\$198,000.00
01154-51130	SEASONAL EMPLOYEES	\$0.00	\$0.00	\$16,640.00
01154-51140	OVERTIME	\$1,446.53	\$2,000.00	\$1,000.00
01154-51150	STANDBY AND CALLBACK PAY	\$3,717.42	\$0.00	\$3,100.00
01154-51210	HEALTH INSURANCE PREMIUMS	\$119,173.99	\$116,084.00	\$177,800.00
01154-51220	LONG TERM DISABILITY	\$0.00	\$0.00	\$1,526.00
01154-51230	BASIC LIFE INSURANCE	\$0.00	\$0.00	\$1,313.00
01154-51250	FICA CONTRIBUTIONS	\$34,771.26	\$38,874.00	\$59,600.00
01154-51260	RETIREMENT CONTRIBUTIONS	\$23,746.36	\$27,871.00	\$39,499.72
01154-51270	UNEMPLOYMENT COMPENSATION	\$1,363.68	\$1,450.00	\$2,335.28
01154-51280	WORKERS' COMPENSATION	\$24,455.50	\$17,109.00	\$17,622.27
01154-51360	EMPLOYEE ONBOARDING	\$0.00	\$0.00	\$700.00
01154-51380	UNIFORM ALLOWANCE	\$0.00	\$0.00	\$5,000.00
01154-51410	UTILITIES	\$153,914.76	\$156,000.00	\$202,700.00
01154-51610	SUPPLIES	\$7,460.92	\$7,550.00	\$7,500.00
01154-51710	PROFESSIONAL SERVICES	\$96,398.98	\$60,000.00	\$60,000.00
01154-51810	MAINTENANCE & REPAIR	\$104,446.28	\$98,000.00	\$222,275.00
01154-51910	RENT/LEASE - LAND	\$610.00	\$0.00	\$1,000.00
01154-51920	RENT/LEASE - EQUIPMENT	\$29,607.11	\$14,500.00	\$27,800.00
01154-52120	EMPLOYMENT POSTING	\$0.00	\$0.00	\$600.00
01154-52210	PROFESSIONAL DEVELOPMENT	\$3,155.90	\$5,200.00	\$6,500.00
01154-52410	PROFESSIONAL DUES AND MEMBERSH	\$185.00	\$300.00	\$500.00
01154-52810	OTHER OPERATING EXPENSE	\$28,619.51	\$28,000.00	\$0.00
01154-52875	AGRICULTURAL/HORTICULTURAL	\$36,047.65	\$30,000.00	\$0.00
01154-56210	REPURCHASE OF CEMETERY PLOTS	\$3,281.25	\$1,000.00	\$1,000.00
TOTAL 154 - PARKS & CEMETERY		\$1,135,202.63	\$1,110,090.00	\$1,617,570.91



2020 BUDGET - EXPENDITURES

Account	Account Description	2018 Actual	2019 Budget	2020 Request
01 GENERAL FUND - 120 NON-DEPARTMENTAL				
01120-51275	EMPLOYEE HOUSING GRANT	\$99,999.63	\$110,000.00	\$120,000.00
01120-51410	UTILITIES	\$101,915.60	\$104,000.00	\$106,000.00
01120-51710	PROFESSIONAL SERVICES	\$170.41	\$0.00	\$15,000.00
01120-51810	MAINTENANCE & REPAIR	\$426.21	\$2,000.00	\$3,000.00
01120-52510	GRANTS	\$173,588.63	\$0.00	\$0.00
01120-52815	SALES TAX REFUNDS	\$1,424.47	\$2,000.00	\$3,000.00
01120-52820	TIF TO DDA	\$241,369.71	\$245,820.00	\$254,886.00
01120-52825	ECONOMIC INCENTIVE REBATE	\$0.00	\$24,000.00	\$25,000.00
01120-52845	DISCRETIONARY APPROPRIATION	\$161,811.63	\$250,000.00	\$250,000.00
01120-52850	GCID	\$75,339.74	\$0.00	\$0.00
01120-52860	MISC REFUNDS	\$60,258.96	\$1,500.00	\$1,500.00
01120-53720	YOUTH EDUCATIONAL PROGRAMMING	\$5,642.94	\$100,000.00	\$100,000.00
TOTAL 120 - NON-DEPARTMENTAL		\$921,947.93	\$839,320.00	\$878,386.00



2020 BUDGET - EXPENDITURES

Account	Account Description	2018 Actual	2019 Budget	2020 Request
01 GENERAL FUND - 119 LEGAL				
01119-51710	PROFESSIONAL SERVICES	\$334,916.15	\$325,000.00	\$325,000.00
01119-52410	PROFESSIONAL DUES AND MEMBERSH	\$425.00	\$0.00	\$0.00
TOTAL 119 - LEGAL		\$335,341.15	\$325,000.00	\$325,000.00



2020 BUDGET - EXPENDITURES

Account	Account Description	2018 Actual	2019 Budget	2020 Request
01 GENERAL FUND - 999 INTERFUND TRANSFERS				
01999-55960	TRANSFER TO FIRE & EMS	\$2,394,344.28	\$2,447,592.00	\$2,563,125.57
01999-55970	TRANSFER TO EMERG SVCS	\$184,122.56	\$184,448.00	\$864,917.00
TOTAL 999 - INTERFUND TRANSFERS		\$2,578,466.84	\$2,632,040.00	\$3,428,042.57
TOTAL GENERAL FUND		\$17,421,799.69	\$19,092,575.00	\$21,046,010.52



2020 BUDGET DETAILS

Account	Account Description	2020 Request	Description
01 GENERAL FUND - 100 CITY COUNCIL			
01100-51610	SUPPLIES	\$10,000.00	Food and supplies
01100-52210	PROFESSIONAL DEVELOPMENT	\$10,000.00	Conferences, etc.
01100-52310	MISC. TRAVEL	\$5,000.00	Lobbying, miscellaneous meetings
01100-52810	OTHER OPERATING EXPENSE	\$22,000.00	Council chambers A/V, meeting streaming
01 GENERAL FUND - 112 ADMINISTRATION			
01112-51610	SUPPLIES	\$2,500.00	Office and miscellaneous
01112-51710	PROFESSIONAL SERVICES	\$25,000.00	Facilitation, miscellaneous cone-time consulting
		\$15,000.00	Community education events, town halls, miscellaneous PIO related
	TOTAL PROFESSIONAL SERVICES	\$40,000.00	
01112-51920	RENT/LEASE - EQUIPMENT	\$2,000.00	Copier/printer, miscellaneous
01112-52210	PROFESSIONAL DEVELOPMENT	\$11,500.00	CML, ICMA, CAST, Conference fees and travel
01112-52310	MISC. TRAVEL	\$3,500.00	Lobbying trips, non-professional development meetings
01112-52420	ORGANIZATIONAL DUES AND MEMBER	\$18,500.00	CML, ICMA, Club 20, NWCOGS, CAST, CCCMA, GFOA, CGFOA, AGNC
01112-52810	OTHER OPERATING EXPENSE	\$10,500.00	Vendor relations, meeting expenses, sponsorships, miscellaneous
01112-59998	BIW PERSONNEL	\$21,612.00	PIO split with General, Electric, Water and WW
		\$50,920.00	Asset Management App Supp Specialist
			Split between water, ww, electric, streets, engineering, facilities, parks departments
	TOTAL BIW PERSONNEL	\$72,532.00	
01 GENERAL FUND - 115 HUMAN RESOURCES			
01115-51340	WELLNESS PROGRAM	\$3,000.00	Lunch and learn, speakers, food, wellness prizes
01115-51920	RENT/LEASE - EQUIPMENT	\$3,800.00	Copier/printer
01115-52210	PROFESSIONAL DEVELOPMENT	\$9,500.00	SHRM, Employers Council, 3 new employees
01115-52410	PROFESSIONAL DUES AND MEMBERSH	\$7,000.00	SHRM, EC, Local HR
01115-52810	OTHER OPERATING EXPENSE	\$2,000.00	Candidate travel expenses for interviews
01 GENERAL FUND - 116 FINANCE			
01116-51610	SUPPLIES	\$70,000.00	Postage
		\$5,000.00	Office Supplies
		\$5,000.00	Copying
		\$8,000.00	Printing and Binding
	TOTAL SUPPLIES	\$88,000.00	
01116-51710	PROFESSIONAL SERVICES	\$60,000.00	Auditing
		\$30,000.00	MuniRevs Sales Tax Processing Fees
	TOTAL PROFESSIONAL SERVICES	\$90,000.00	
01116-51810	MAINTENANCE & REPAIR	\$4,500.00	Copier, postage and sealer
01116-51920	RENT/LEASE - EQUIPMENT	\$12,500.00	Mail machine, copiers, sealer
01116-52210	PROFESSIONAL DEVELOPMENT	\$6,000.00	GFOA, Colorado GFOA, Munis user group conferences
01116-52410	PROFESSIONAL DUES AND MEMBERSH	\$1,000.00	GFOA and CGFOA dues



2020 BUDGET DETAILS

Account	Account Description	2020 Request	Description
01 GENERAL FUND - 117 INFORMATION TECHNOLOGY			
01117-51410	UTILITIES	\$68,000.00	City telephone system annual cost - \$66,000.00 IT dept. mobile devices annual cost - \$1,740.00 IT Equipment Landfill disposal fees - \$260.00
01117-51710	PROFESSIONAL SERVICES	\$35,000.00	GIS Prof Services - \$15,000 IT Prof Services - \$20,000
01117-52210	PROFESSIONAL DEVELOPMENT	\$28,000.00	
01117-52610	TECHNOLOGY	\$140,000.00	Domain Renewals - 1,100.00 Maint. Agreements - 12,000.00 SAAS Fees - 17,000.00 Software Licensing - 97,400.00 GIS Licensing - 12,500.00
01 GENERAL FUND - 118 MUNICIPAL COURT			
01118-51610	SUPPLIES	\$4,000.00	Office, copier, court
01118-51710	PROFESSIONAL SERVICES	\$81,000.00	Judge, security, prosecutor, defense attorneys provided, additional help as a result of staff turnover (\$10k)
01118-51810	MAINTENANCE & REPAIR	\$1,600.00	Printer, court A/V
01 GENERAL FUND - 119 LEGAL			
01119-51710	PROFESSIONAL SERVICES	\$325,000.00	General Legal
01 GENERAL FUND - 120 NON-DEPARTMENTAL			
01120-51275	EMPLOYEE HOUSING GRANT	\$120,000.00	Paid to employees earning less than a specified annual amount to help offset the cost of housing
01120-51410	UTILITIES	\$106,000.00	City Hall electric, gas, trash, water, sewer, city hall phones
01120-51710	PROFESSIONAL SERVICES	\$15,000.00	Meeting facilitation for issue(s) that arise needing independent direction; ie strategic plan.
01120-51810	MAINTENANCE & REPAIR	\$3,000.00	Copier, fax, printer, misc.
01120-52820	TIF TO DDA	\$254,886.00	Percentage of sales tax contributed to the DDA fund via Tax Increment Financing (TIF).
01120-52845	DISCRETIONARY APPROPRIATION	\$250,000.00	Strip mine opposition
01120-53720	YOUTH EDUCATIONAL PROGRAMMING	\$100,000.00	This amount is transferred into the General Fund from the Marijuana Tax Fund.
01 GENERAL FUND - 121 FACILITIES			
01121-51610	SUPPLIES	\$9,500.00	Janitorial Supplies
01121-51810	MAINTENANCE & REPAIR	\$27,100.00	City Hall Maintenance
		\$3,500.00	Added Expense for new Facilities Vehicle Maintenance
	TOTAL MAINTENANCE & REPAIR	\$30,600.00	
01 GENERAL FUND - 131 POLICE			
01131-51360	EMPLOYEE ONBOARDING	\$7,500.00	Pre and post psych travel for background checks
01131-51410	UTILITIES	\$33,000.00	Communications and cell phone
01131-51610	SUPPLIES	\$51,000.00	Copy, office supplies, uniforms, personal protective equip. misc. supplies
01131-51710	PROFESSIONAL SERVICES	\$106,000.00	Towing, employment backgrounds, K-9 services, ranger program, private security
01131-51810	MAINTENANCE & REPAIR	\$98,800.00	Fuel, hardware, parts, vehicle supplies, veh. maintenance, fleet
01131-51920	RENT/LEASE - EQUIPMENT	\$6,300.00	copier lease
01131-52120	EMPLOYMENT POSTING	\$1,500.00	advertising for employment openings
01131-52210	PROFESSIONAL DEVELOPMENT	\$51,000.00	Education related supplies, Registration-training training related travel and per diem
01131-52310	MISC. TRAVEL	\$5,000.00	Non-education related travel and per-diem
01131-52510	GRANTS	\$79,950.00	HIDTA grant
01131-52610	TECHNOLOGY	\$15,600.00	Software for body cam



2020 BUDGET DETAILS

Account	Account Description	2020 Request	Description
01 GENERAL FUND - 141 COMDEV-ADMIN & PLANNING			
01141-51610	SUPPLIES	\$14,400.00	The increase here is related to River Commission and Historic Preservation marketing and outreach being moved to Supplies-Marketing, in addition to other supply needs. office, educational supplies.
01141-51710	PROFESSIONAL SERVICES	\$15,000.00	Facilitation, support for commissions, events and specials meetings.
		\$30,000.00	Facilitation Services for an update to the Zoning Map
		\$10,000.00	Outreach and marketing for the 2020 Census
		\$15,000.00	Miscellaneous temp help, facilitation, consulting
		\$20,000.00	Carryover
	TOTAL PROFESSIONAL SERVICES	\$90,000.00	
01141-51810	MAINTENANCE & REPAIR	\$2,500.00	Vehicle
01141-51920	RENT/LEASE - EQUIPMENT	\$5,700.00	Comm Dev part of Printer/Plotter
01141-52210	PROFESSIONAL DEVELOPMENT	\$12,000.00	Includes new employee
01141-52810	OTHER OPERATING EXPENSE	\$5,000.00	P&Z expenses, expenses for meetings, name plates, etc.
01 GENERAL FUND - 144 ENGINEERING & ADMINISTRATION			
01144-51410	UTILITIES	\$4,200.00	LTE service for three iphones Terri, Jessica, Ryan LTE service for three lap tops Terri, Jessica, Ryan LTE service for an ipad Terri
01144-51610	SUPPLIES	\$12,000.00	Supplies include: Office supplies -1.5 Plotter and copier ink paper and maintenance -9.0 Gas and oil for the vehicle -0.5 Small tools and equipment -1.0
01144-51710	PROFESSIONAL SERVICES	\$110,000.00	Continue stormwater and debris flow studies
01144-52210	PROFESSIONAL DEVELOPMENT	\$5,000.00	Jessica -2020 NASCC Steel conference -2k
01144-52410	PROFESSIONAL DUES AND MEMBERSH	\$1,500.00	Jessica -SWE and ASCE dues. PE licenses for Terri, Ryan and Jessica
01144-52610	TECHNOLOGY	\$6,000.00	Two Surface Pro laptops for Terri and Ryan for on site work and meetings. - 2K Three iphones for Jessica, Ryan and Terri - 3K
01144-59998	BIW PERSONNEL	\$12,000.00	Engineering seasonal help
01 GENERAL FUND - 145 BUILDING INSPECTION			
01145-51710	PROFESSIONAL SERVICES	\$30,000.00	Contract plan reviewer
01145-51810	MAINTENANCE & REPAIR	\$5,500.00	Vehicle and miscellaneous
01145-52210	PROFESSIONAL DEVELOPMENT	\$11,500.00	Books for resale, educational supplies, seminars, conferences, ICC credential renewal.



2020 BUDGET DETAILS

Account	Account Description	2020 Request	Description
01 GENERAL FUND - 153 STREETS & ALLEYS			
01153-51410	UTILITIES	\$200,000.00	Street lights (\$175k) gas, water, building electric, spring cleanup
01153-51610	SUPPLIES	\$8,000.00	Tools / small equipment
		\$10,000.00	Construction material
		\$1,500.00	Hardware
		\$600.00	Office Supplies
	TOTAL SUPPLIES	\$20,100.00	
01153-51810	MAINTENANCE & REPAIR	\$180,000.00	This line item is used for the maintenance and repair of the Streets Department's vehicles, equipment and tools including snow plowing assets.
01153-51920	RENT/LEASE - EQUIPMENT	\$2,000.00	This is LI is for the rental of tools and equipment - there are a variety of items we rent throughout the year to complete projects.
01153-52110	PUBLIC NOTICES	\$1,000.00	This line item is to allow for us to the notify the public about upcoming projects.
01153-52210	PROFESSIONAL DEVELOPMENT	\$5,600.00	This LI is for the training and education of the employees within the Streets Department. This includes LTAP courses and APWA courses as well as other technical skill courses.
01153-52310	MISC. TRAVEL	\$2,000.00	This LI runs parallel with the the professional development LI.
01153-52410	PROFESSIONAL DUES AND MEMBERSH	\$200.00	Annual membership fee to the American Public Works Association.
01153-52610	TECHNOLOGY	\$4,000.00	This LI covers computer upgrades new devices and other technical needs.
01153-52810	OTHER OPERATING EXPENSE	\$18,000.00	This Line Item is used for unforeseen expenditures in relation to construction and maintenance projects.
01153-52870	FLOOD CONTROL/HAZARDOUS WASTE	\$1,500.00	This LI is for the purchase of Flood and Haz-MAT clean-up equipment. The Streets Department routinely responds to oil and chemical spills within the City limits. As well as spill containment for the Fuel island at the MOC
01153-55110	SAFETY PROGRAMS	\$3,500.00	This LI is for the purchase and upkeep of safety items. Including basic PPE and more technical safety equipment.
01153-59520	CAPITAL OUTLAY	\$40,000.00	Hybrid building for equipment and asset storage.
01153-59996	BIW FACILITIES	\$35,000.00	Rental to purchase cost of replacement office buildings for the Streets department. This cost is for one year. The rental to purchase agreement is for 3 years.
01 GENERAL FUND - 113 RECREATION			
01113-51410	UTILITIES	\$78,000.00	Natural Gas
		\$130,000.00	Electric
		\$36,000.00	Wastewater
		\$8,000.00	Trash
		\$5,100.00	Telephone
		\$4,100.00	Mobile Phone
		\$1,500.00	Landfill
	TOTAL UTILITIES	\$262,700.00	
01113-51610	SUPPLIES	\$5,000.00	\$5K for Office Supplies no change from 2019
		\$55,000.00	Janitorial Supplies
		\$40K	- Com Cen
		\$15K	- Ice Rink
		\$71,000.00	Com Center - \$61K
			Ice Rink - \$10K
		\$6,500.00	Comm Center - \$5000
			Ice Rink - \$1500
		\$5,000.00	Printing
		\$500.00	PPE
		\$3,800.00	Uniforms
		\$6,000.00	SWAG - Advertising Supplies
		\$3,000.00	Gas, Oil, Lube
	TOTAL SUPPLIES	\$155,800.00	



2020 BUDGET DETAILS

Account	Account Description	2020 Request	Description
01 GENERAL FUND - 113 RECREATION (Continued)			
01113-51710	PROFESSIONAL SERVICES	\$25,000.00	Community Center Contractor Services
		\$13,300.00	Ice Rink Contractor Services
		\$10,000.00	Sub-Contracted Instructors
		\$19,700.00	Professional Services
	TOTAL PROFESSIONAL SERVICES	\$68,000.00	
01113-51810	MAINTENANCE & REPAIR	\$1,100.00	Monitoring of Community Center
		\$1,100.00	Monitoring of Rink
		\$8,000.00	Fleet Services
	TOTAL MAINTENANCE & REPAIR	\$10,200.00	
01113-51920	RENT/LEASE - EQUIPMENT	\$4,500.00	Copier Lease
01113-52420	ORGANIZATIONAL DUES AND MFMRFR	\$2,500.00	Direct TV
01113-52610	TECHNOLOGY	\$14,500.00	
01113-52710	CREDIT CARD FEES	\$10,000.00	
01113-53310	RECREATION PROGRAMMING	\$5,460.00	Pool Aux Programming
		\$540.00	Pool Gen Programming
		\$2,500.00	Health & Safety Classes
		\$300.00	Learn to Swim
		\$22,200.00	Pool Chemicals
		\$13,400.00	Pool Maintenance
		\$5,000.00	Fitness Programming
		\$7,000.00	Fitness Maintenance and Supplies
		\$1,500.00	Scholarships
		\$7,000.00	Community Center Pro Shop
		\$7,000.00	Ice Rink Concessions
		\$3,000.00	Community Room Pro shop items
		\$5,000.00	Youth Rec Programs
		\$500.00	Adult/Sr Re Programs
		\$13,000.00	KidKamp
		\$2,000.00	KidKare
		\$8,000.00	Youth Athletics
		\$7,000.00	Community Center Special Events
		\$1,500.00	Climbing Wall Programming
		\$3,500.00	Climbing Wall Maintenance
		\$2,000.00	Food Items
		\$5,000.00	Adult Athletic Programming
		\$4,000.00	Community Rooms



2020 BUDGET DETAILS

Account	Account Description	2020 Request	Description
01 GENERAL FUND - 122 ARTS			
01122-51410	UTILITIES	\$4,200.00 Gas \$2,500.00 Electric \$1,200.00 Water and sewer \$1,500.00 Trash \$1,000.00 Mobile phones \$500.00 Telephone	
	TOTAL UTILITIES	\$10,900.00	
01122-51610	SUPPLIES	\$1,100.00 Office supplies \$200.00 Printing \$2,500.00 Janitorial Supplies \$5,000.00 Tools/Equipment \$8,000.00 Maintenance Supplies	
	TOTAL SUPPLIES	\$16,800.00	
01122-51710	PROFESSIONAL FEES	\$4,000.00 Instructors \$5,000.00 Public Art \$3,000.00 Contracted Services	
	TOTAL PROFESSIONAL FEES	\$12,000.00	
01122-51810	MAINTENANCE & REPAIR	\$31,100.00 Arts Center	
01122-51920	RENT/LEASE - EQUIPMENT	\$2,000.00 Copier Lease	
01122-52130	SPECIAL EVENT POSTING	\$2,500.00 Marketing and Advertising	
01122-52860	SPECIAL EVENTS	\$150,000.00 Includes 4th of July	
01122-53360	ART CENTER PROGRAMS	\$12,000.00 Offset by revenue	
01 GENERAL FUND - 154 PARKS & CEMETERY			
01154-51410	UTILITIES	\$9,200.00 Gas \$19,000.00 Electric \$130,000.00 Water/Sewer \$27,000.00 Trash Pickup \$15,000.00 Telephone \$2,500.00 Landfill	
	TOTAL UTILITIES	\$202,700.00	
01154-51610	SUPPLIES	\$500.00 \$5,000.00 Small Tools \$2,000.00	
	TOTAL SUPPLIES	\$7,500.00	
01154-51710	PROFESSIONAL SERVICES	\$60,000.00	
01154-51810	MAINTENANCE & REPAIR	\$46,600.00 Soccer Field Rd Property \$56,500.00 Landscaping & trail Maint \$80,400.00 Fleet, Oil Lube \$38,775.00 Park Maint & Supplies	
	TOTAL MAINTENANCE & REPAIR	\$222,275.00	
01154-51910	RENT/LEASE - LAND	\$1,000.00	
01154-51920	RENT/LEASE - EQUIPMENT	\$25,000.00 Portalets \$1,000.00 Equipment Rentals \$1,800.00 Copier Lease	
10/2	TOTAL RENT/LEASE - EQUIPMENT	\$27,800.00	



FUND BALANCES

Fund:		01 - General
Beginning Fund Balance 2018		7,735,012
2019 Increase/(Decrease) Budgeted		101,117
Estimated Ending Fund Balance 12/31/19		7,836,129
2020 Estimated Revenue		21,086,886
2020 Estimated Expense		(21,046,011)
2020 Increase/(Decrease)		40,875
2020 Ending Fund		7,877,005
Reserves (Committed/Restricted/Assigned)		
Restricted Contingency		(5,261,503)
Reserve for Mine Opposition		(1,000,000)
Airport Road		(86,000)
Affordable Housing		(26,984)
In Lieu Housing Fee		(71,382)
Unrestricted Fund Balance 12/31/20		1,431,137



2020 PRELIMINARY BUDGET / REVENUE

Account	Account Description	2018 Actual	2019 Budget	2020 Request
05 TOURISM PROMOTION - UNCLASSIFIED/UNDECLARED/UN-USE-TAXES				
0500020-41410	ACCOMODATIONS TAX	\$1,160,432.53	\$1,112,044.00	\$1,148,795.00
TOTAL 00020 - TAXES		<u>\$1,160,432.53</u>	<u>\$1,112,044.00</u>	<u>\$1,148,795.00</u>
05 TOURISM PROMOTION - UNCLASSIFIED/UNDECLARED/UN-USE-OTHER				
0500060-43510	INTEREST	\$2,937.52	\$1,300.00	\$1,300.00
TOTAL 00060 - OTHER		<u>\$2,937.52</u>	<u>\$1,300.00</u>	<u>\$1,300.00</u>
TOTAL TOURISM PROMOTION REVENUE		<u>\$1,163,370.05</u>	<u>\$1,113,344.00</u>	<u>\$1,150,095.00</u>



2020 BUDGET - EXPENDITURES

Account	Account Description	2018 Actual	2019 Budget	2020 Request
05 TOURISM PROMOTION - 111 TOURISM PROMOTION FUND				
05111-56410	MKTG DIRECTOR SALARY	\$81,159.00	\$83,594.00	\$87,780.00
05111-56411	MARKETING ASSTISTANT	\$46,250.02	\$57,000.00	\$59,850.00
05111-56412	PAYROLL TAXES-BENEFITS	\$27,700.06	\$28,120.00	\$29,526.00
05111-56413	VISITOR SERVICES	\$115,000.08	\$115,000.00	\$115,000.00
05111-56414	PUBLIC RELATIONS	\$43,996.05	\$15,000.00	\$25,750.00
05111-56415	BROCHURE PRINTING & DIST	\$27,404.54	\$30,600.00	\$36,600.00
05111-56416	PRINT ADVERTISING	\$507,081.19	\$553,400.00	\$663,284.00
05111-56417	HOSTING	\$40,120.75	\$36,720.00	\$24,100.00
05111-56418	CONNECTIVITY SERVICES LISTINGS	\$9,419.98	\$15,000.00	\$25,000.00
05111-56419	DIRECT MAIL/FULLFILLMENT	\$6,005.67	\$7,500.00	\$9,500.00
05111-56420	TRADE SHOWS	\$8,066.09	\$9,225.00	\$7,450.00
05111-56421	ASSOCIATION MEMBERSHIPS	\$8,418.97	\$7,175.00	\$7,405.00
05111-56422	MISC. ADS AND PROMO	\$1,672.09	\$2,250.00	\$2,250.00
05111-56423	TRAVEL	\$15,738.68	\$18,300.00	\$18,800.00
05111-56424	SPECIAL EVENTS & MARKETING	\$22,562.41	\$24,950.00	\$26,100.00
05111-56425	BOOKKEEPING SERVICES	\$10,350.00	\$10,350.00	\$0.00
05111-56426	TRANSFER TO OTHER FUNDS	\$50,000.00	\$110,000.00	\$156,264.00
05111-56427	INTERFUND COST OF SERVICE	\$10,660.00	\$10,660.00	\$11,199.19
05111-56428	OTHER EXPENSE	\$2,085.73	\$0.00	\$0.00
05111-56429	CONSULTANTS	\$3,590.00	\$5,000.00	\$0.00
05111-56430	COMMUNITY PROMOTION	\$21,025.00	\$33,403.00	\$36,160.00
TOTAL 111 - TOURISM PROMOTION FUND		\$1,058,306.31	\$1,173,247.00	\$1,342,018.19
TOTAL TOURISM PROMOTION		\$1,058,306.31	\$1,173,247.00	\$1,342,018.19



2020 BUDGET DETAILS

Account	Account Description	2020 Request	Description
05 TOURISM PROMOTION - 111 TOURISM PROMOTION FUND			
05111-56426	TRANSFER TO OTHER FUNDS	\$50,000.00	General Fund for Events
		\$106,264.00	A&I
	TOTAL TRANSFER TO OTHER FUNDS	\$156,264.00	



FUND BALANCES

Fund: 05 - Tourism	
Beginning Fund Balance 2018	727,286
2019 Increase/(Decrease) Budgeted	<u>(59,902)</u>
Estimated Ending Fund Balance 12/31/19	667,383
2020 Estimated Revenue	1,150,095
2020 Estimated Expense	<u>(1,342,018)</u>
2020 Increase/(Decrease)	<u>(191,923)</u>
2020 Ending Fund	475,460
Reserves (Committed/Restricted/Assigned)	
Restricted Contingency	<u>(207,017)</u>
Unrestricted Fund Balance 12/31/20	<u>268,443</u>



2020 BUDGET - REVENUE

Account	Account Description	2018 Actual	2019 Budget	2020 Request
13 STREET TAX FUND - UNCLASSIFIED/UNDECLARED/UN-USE-TAXES				
1300020-41210	GENERAL SALES TAX	\$2,430,141.18	\$2,504,873.00	\$2,554,970.00
1300020-41310	USE TAX	\$62,377.79	\$48,566.00	\$120,000.00
TOTAL 00020 - TAXES		\$2,492,518.97	\$2,553,439.00	\$2,674,970.00
13 STREET TAX FUND - PUBLIC TRANSPORTATION-OTHER				
1315060-41220	AUDIT REVENUE	\$12,386.88	\$5,000.00	(\$0.00)
1315060-42310	GRANTS	\$168,474.00	(\$0.00)	\$275,000.00
1315060-42420	CREDIT CARD CONVENIENCE FEES	\$226.47	(\$0.00)	(\$0.00)
1315060-42920	TRAFFIC IMPACT FEES	(\$0.00)	\$25,000.00	(\$0.00)
1315060-42930	TRAFFIC IMPACT - SPRINGRIDGE	\$15,587.28	(\$0.00)	(\$0.00)
1315060-43510	INTEREST	\$69,342.53	\$25,000.00	\$28,000.00
1315060-43910	COST REIMBURSEMENTS	\$13,960.80	\$3,000.00	(\$0.00)
1315060-44130	MISCELLANEOUS	\$106.33	(\$0.00)	(\$0.00)
TOTAL 00060 - OTHER		\$280,084.29	\$58,000.00	\$303,000.00
TOTAL STREET TAX FUND REVENUE		\$2,772,603.26	\$2,611,439.00	\$2,977,970.00



2020 BUDGET - EXPENDITURES

Account	Account Description	2018 Actual	2019 Budget	2020 Request
13 STREET TAX FUND - 253 STREET TAX FUND				
13253-51610	SUPPLIES	\$0.00	\$93,000.00	\$100,000.00
13253-51710	PROFESSIONAL SERVICES	\$6,175.13	\$5,086.00	\$225,000.00
13253-51920	RENT/LEASE - EQUIPMENT	\$54,592.70	\$120,000.00	\$0.00
13253-52510	GRANTS	\$0.00	\$0.00	\$24,000.00
13253-52710	CREDIT CARD FEES	\$818.39	\$947.00	\$0.00
13253-52810	OTHER OPERATING EXPENSE	\$67,979.96	\$0.00	\$0.00
13253-52820	TIF TO DDA	\$80,455.57	\$89,929.00	\$91,728.00
13253-52825	ECONOMIC INCENTIVE REBATE	\$0.00	\$6,207.00	\$0.00
13253-53910	PRINCIPAL - BONDS	\$260,000.00	\$255,000.00	\$255,000.00
13253-53930	INTEREST - BONDS	\$58,482.00	\$64,296.00	\$64,296.00
13253-54310	INTERFUND COST OF SERVICE	\$286,096.00	\$291,818.00	\$300,572.54
13253-54710	ROUTINE MAINTENANCE	\$0.00	\$0.00	\$607,500.00
13253-55920	TRANSFER TO A&I	\$90,000.00	\$74,000.00	\$0.00
13253-59520	CAPITAL OUTLAY	\$0.00	\$15,000.00	\$0.00
13253-59999	BIW PROJECT	\$0.00	\$0.00	\$2,400,000.00
TOTAL 253 - STREET TAX FUND		\$904,599.75	\$1,015,283.00	\$4,068,096.54
13 STREET TAX FUND - 000 UNCLASSIFIED/UNDECLARED/UN-USE				
1330-54710	ROUTINE MAINTENANCE	\$1,069,054.57	\$1,062,500.00	\$0.00
1330-60000	PROJECT	\$2,559,207.28	\$585,000.00	\$0.00
TOTAL 000 - UNCLASSIFIED/UNDECLARED/UN-USE		\$3,628,261.85	\$1,647,500.00	\$0.00
TOTAL STREET TAX FUND		\$4,532,861.60	\$2,662,783.00	\$4,068,096.54



2020 BUDGET DETAILS

Account	Account Description	2020 Request	Description
13 STREET TAX FUND - 253 STREET TAX FUND			
13253-51610	SUPPLIES	\$35,000.00	Ice Removal - Deicer
		\$5,000.00	Traffic Control Devices
		\$45,000.00	Street Patching Materials
		\$15,000.00	Thermal Plastic Materials
	TOTAL SUPPLIES	\$100,000.00	
13253-51710	PROFESSIONAL SERVICES	\$50,000.00	Blake Avenue Design from 23rd to 27th Street
		\$50,000.00	Asset Management Software Implementation and Software Yearly Fee
		\$125,000.00	Red Mountain South Project Design
	TOTAL PROFESSIONAL SERVICES	\$225,000.00	
13253-54710	ROUTINE MAINTENANCE	\$100,000.00	Chip and Seal Mid Midland Avenue after asphalt repairs completed in-house.
		\$50,000.00	Crack Seal Projects
		\$75,000.00	Roadway Striping City Wide
		\$7,500.00	Traffic Signal O&M and Repairs
		\$110,000.00	Equipment Rental and Snow Removal Services
		\$50,000.00	Traffic Calming Program (Transportation Commission and Engineering)
		\$15,000.00	Roadway Signage Replacement Program
		\$15,000.00	Storm Water System Maintenance, Repair and Replacement
		\$45,000.00	Guardrail Maintenance, Repair and Installation
		\$100,000.00	Alleyway Maintenance and Repair
		\$25,000.00	Safe Routes to School Program
		\$15,000.00	Sidewalk and ADA Ramp Repairs City Wide
	TOTAL ROUTINE MAINTENANCE	\$607,500.00	
13253-59999	BIW PROJECT	\$2,000,000.00	Cedar Crest Subdivision Reconstruction
		\$400,000.00	Reallocation of 2019 budget to 2020 for the 22nd Street Replacement Project.
	TOTAL BIW PROJECT	\$2,400,000.00	



FUND BALANCES

Fund: 13 - Street Tax	
Beginning Fund Balance 2018	1,685,540
2019 Increase/(Decrease) Budgeted	<u>(172,345)</u>
Estimated Ending Fund Balance 12/31/19	1,513,196
2020 Estimated Revenue	2,977,970
2020 Estimated Expense	<u>(4,068,097)</u>
2020 Increase/(Decrease)	<u>(1,090,127)</u>
2020 Ending Fund	423,069
Reserves (Committed/Restricted/Assigned)	
Springridge traffic Fees	(217,442)
Developer Contributions	<u>(25,000)</u>
Unrestricted Fund Balance 12/31/20	<u>180,628</u>



2020 PRELIMINARY BUDGET / REVENUE

Account	Account Description	2018 Actual	2019 Budget	2020 Request
15 MARIJUANA TAX FUND - UNCLASSIFIED/UNDECLARED/UN-USE-TAXES				
1500020-41510	MARIJUANA SALES TAX	\$303,490.30	\$226,486.00	\$280,000.00
1500020-41520	MARIJUANA EXCISE TAX	\$54,068.88	\$75,000.00	\$50,000.00
TOTAL 00020 - TAXES		\$357,559.18	\$301,486.00	\$330,000.00
15 MARIJUANA TAX FUND - UNCLASSIFIED/UNDECLARED/UN-USE-OTHER				
1500060-43510	INTEREST	\$490.54	(\$0.00)	(\$0.00)
TOTAL 00060 - OTHER		\$490.54	(\$0.00)	(\$0.00)
TOTAL MARIJUANA TAX FUND REVENUE		\$358,049.72	\$301,486.00	\$330,000.00



2020 BUDGET - EXPENDITURES

Account	Account Description	2018 Actual	2019 Budget	2020 Request
15 MARIJUANA TAX FUND - 510 MARIJUANA TAX FUND				
15510-51710	PROFESSIONAL SERVICES	\$507.58	\$300.00	\$600.00
15510-55950	TRANSFER TO GENERAL FUND	\$200,000.00	\$175,000.00	\$300,000.00
15510-55960	TRANSFER TO FIRE & EMS	\$199,000.00	\$75,000.00	\$0.00
TOTAL 510 - MARIJUANA TAX FUND		\$399,507.58	\$250,300.00	\$300,600.00
TOTAL MARIJUANA TAX FUND		\$399,507.58	\$250,300.00	\$300,600.00



FUND BALANCES

Fund: 15 - Marijuana	
Beginning Fund Balance 2018	89,875
2019 Increase/(Decrease) Budgeted	<u>51,186</u>
Estimated Ending Fund Balance 12/31/19	141,061
2020 Estimated Revenue	330,000
2020 Estimated Expense	<u>(300,600)</u>
2020 Increase/(Decrease)	<u>29,400</u>
2020 Ending Fund	170,461
Reserves (Committed/Restricted/Assigned)	
Restricted Contingency	<u>-</u>
Unrestricted Fund Balance 12/31/20	<u>170,461</u>
Beginning Cash Balance 01/01/19	64,637



2020 PRELIMINARY BUDGET / REVENUE

Account	Account Description	2018 Actual	2019 Budget	2020 Request
18 BUS TAX FUND - UNCLASSIFIED/UNDECLARED/UN-USE-TAXES				
1800020-41210	GENERAL SALES TAX	\$971,984.54	\$1,001,874.00	\$1,021,911.00
1800020-41310	USE TAX	\$24,949.27	\$19,814.00	\$48,000.00
TOTAL 00020 - TAXES		\$996,933.81	\$1,021,688.00	\$1,069,911.00
18 BUS TAX FUND - UNCLASSIFIED/UNDECLARED/UN-USE-INTERGOVERNMENTAL				
1800040-42310	GRANTS	\$253,748.00	\$1,204,753.00	\$764,405.00
TOTAL 00040 - INTERGOVERNMENTAL		\$253,748.00	\$1,204,753.00	\$764,405.00
18 BUS TAX FUND - PUBLIC TRANSPORTATION-CHARGE FOR SERVICE/FEES				
1815050-42421	ADVERTISING FEES	\$8,448.70	\$9,000.00	\$10,000.00
1815050-42422	BUS FARES	\$100,470.00	\$95,000.00	\$95,000.00
TOTAL 00050 - CHARGE FOR SERVICE/FEES		\$108,918.70	\$104,000.00	\$105,000.00
18 BUS TAX FUND - PUBLIC TRANSPORTATION-OTHER				
1815060-41220	AUDIT REVENUE	\$4,954.36	\$2,040.00	\$5,000.00
1815060-42420	CREDIT CARD CONVENIENCE FEES	\$90.57	(\$0.00)	(\$0.00)
1815060-43510	INTEREST	\$4,610.11	\$750.00	\$1,000.00
1815060-44130	MISCELLANEOUS	\$45,867.62	\$1,001.00	(\$0.00)
TOTAL 00060 - OTHER		\$55,522.66	\$3,791.00	\$6,000.00
TOTAL BUS TAX FUND REVENUE		\$1,415,123.17	\$2,334,232.00	\$1,945,316.00



2020 BUDGET - EXPENDITURES

Account	Account Description	2018 Actual	2019 Budget	2020 Request
18 BUS TAX FUND - 170 BUS TAX FUND				
18170-51710	PROFESSIONAL SERVICES	\$5,393.38	\$7,000.00	\$10,000.00
18170-52210	PROFESSIONAL DEVELOPMENT	\$0.00	\$0.00	\$2,000.00
18170-52510	GRANTS	\$0.00	\$1,146,000.00	\$572,980.00
18170-52710	PROFESSIONAL SERVICES	\$327.32	\$300.00	\$7,500.00
18170-52810	OTHER OPERATING EXPENSE	\$17,847.93	\$19,850.00	\$20,000.00
18170-52815	SALES TAX REFUNDS	\$0.00	\$1,020.00	\$1,050.00
18170-52820	TIF TO DDA	\$32,179.85	\$25,047.00	\$26,250.00
18170-52825	ECONOMIC INCENTIVE REBATE	\$0.00	\$9,180.00	\$315.00
18170-53510	PROPERTY INSURANCE	\$6,900.00	\$6,906.00	\$7,250.00
18170-54310	INTERFUND COST OF SERVICE	\$125,268.00	\$127,773.00	\$131,606.19
18170-56510	FIXED LABOR COSTS	\$354,456.83	\$386,845.00	\$406,140.00
18170-56515	DIRECT LABOR COSTS	\$371,357.99	\$409,126.00	\$425,464.00
18170-56520	EMPLOYEE BUS PASSES	\$2,682.00	\$1,000.00	\$1,000.00
18170-56525	TDM PROGRAM EXPENSE	\$4,778.96	\$5,000.00	\$5,000.00
18170-56530	DIRECT MILEAGE COSTS	\$189,379.10	\$231,224.00	\$242,760.00
18170-56535	ALLOCATED TRAINING & OTHER COS	\$68,375.38	\$76,782.00	\$80,640.00
18170-56540	VAN MAINTENANCE	\$6,689.04	\$7,500.00	\$3,500.00
18170-56545	PARA-TRANSTI SERVICE	\$30,000.00	\$30,000.00	\$30,000.00
18170-56550	TRANSIT OPERATIONS PLAN	\$2,798.72	\$40,000.00	\$0.00
18170-56555	ALLOCATED CAPITAL COSTS	\$54,527.75	\$56,488.00	\$59,325.00
18170-56560	BUS WRAPS	\$0.00	\$20,000.00	\$10,000.00
18170-56565	RIDE HAILING PILOT	\$0.00	\$60,000.00	\$60,000.00
TOTAL 170 - BUS TAX FUND		\$1,272,962.25	\$2,667,041.00	\$2,102,780.19
TOTAL BUS TAX FUND		\$1,272,962.25	\$2,667,041.00	\$2,102,780.19



FUND BALANCES

Fund:		18 - Bus Tax
Beginning Fund Balance 2018		811,952
2019 Increase/(Decrease) Budgeted		<u>(332,809)</u>
Estimated Ending Fund Balance 12/31/19		479,143
2020 Estimated Revenue		1,945,316
2020 Estimated Expense		<u>(2,102,780)</u>
2020 Increase/(Decrease)		<u>(157,464)</u>
2020 Ending Fund		321,679
Transit Study with RFTA		<u>(175,000)</u>
Unrestricted Fund Balance 12/31/20		<u>146,679</u>



2020 BUDGET - REVENUE

Account	Account Description	2018 Actual	2019 Budget	2020 Request
21 WATER, SEWER AND SANITATION - WATER-CHARGE FOR SERVICE/FEES				
2145050-42510	WATER USER FEES	\$3,015,317.29	\$2,850,531.00	\$2,850,531.00
2145050-42530	WATER TAP FEES	(\$0.00)	\$510.00	(\$0.00)
2145050-42550	METER SALES	\$18,430.58	\$10,200.00	\$10,200.00
2145050-42560	SERVICE CONNECT FEES	\$3,765.00	\$3,468.00	\$3,500.00
2145050-42570	WATER IMPROVEMENT FEES	\$79,951.50	\$120,000.00	\$50,000.00
TOTAL 00050 - CHARGE FOR SERVICE/FEES		\$3,117,464.37	\$2,984,709.00	\$2,914,231.00
21 WATER, SEWER AND SANITATION - WATER-OTHER				
2145060-43510	INTEREST	\$105,946.62	\$40,800.00	\$60,000.00
2145060-44110	SALE OF ASSETS	\$1,122.76	(\$0.00)	(\$0.00)
2145060-44130	MISCELLANEOUS	\$6,331.30	\$5,100.00	(\$0.00)
TOTAL 00060 - OTHER		\$113,400.68	\$45,900.00	\$60,000.00
21 WATER, SEWER AND SANITATION - WASTEWATER-CHARGE FOR SERVICE/FEES				
2146050-42520	SEWER USER FEES	\$3,359,626.07	\$3,450,124.00	\$3,450,124.00
2146050-42540	SEWER TAP FEES	(\$0.00)	\$510.00	(\$0.00)
2146050-42580	SEWER IMPROVEMENT FEES	\$47,717.27	\$200,000.00	\$50,000.00
TOTAL 00050 - CHARGE FOR SERVICE/FEES		\$3,407,343.34	\$3,650,634.00	\$3,500,124.00
TOTAL WATER, SEWER AND SANITATION REVENUE		\$6,638,208.39	\$6,681,243.00	\$6,474,355.00



2020 BUDGET - EXPENDITURES

Account	Account Description	2018 Actual	2019 Budget	2020 Request
21 WATER, SEWER AND SANITATION - 211 WATER & SEWER ADMINISTRATION				
21211-51110	REGULAR EMPLOYEES	\$296,129.87	\$284,152.00	\$272,822.28
21211-51210	HEALTH INSURANCE PREMIUMS	\$45,063.92	\$65,452.00	\$43,415.00
21211-51220	LONG TERM DISABILITY	\$0.00	\$0.00	\$579.00
21211-51230	BASIC LIFE INSURANCE	\$0.00	\$0.00	\$703.00
21211-51250	FICA CONTRIBUTIONS	\$17,751.60	\$21,737.00	\$20,870.89
21211-51260	RETIREMENT CONTRIBUTIONS	\$17,027.63	\$19,890.00	\$19,097.23
21211-51270	UNEMPLOYMENT COMPENSATION	\$713.99	\$852.00	\$835.33
21211-51280	WORKERS' COMPENSATION	\$2,388.57	\$7,045.00	\$7,256.35
21211-51380	UNIFORM ALLOWANCE	\$0.00	\$0.00	\$700.00
21211-51410	UTILITIES	\$735.83	\$720.00	\$1,320.00
21211-51610	SUPPLIES	\$944.00	\$950.00	\$1,000.00
21211-51710	PROFESSIONAL SERVICES	\$30,336.63	\$36,210.00	\$26,800.00
21211-51810	MAINTENANCE & REPAIR	\$10,384.58	\$15,200.00	\$13,500.00
21211-52110	PUBLIC NOTICES	\$542.38	\$1,200.00	\$0.00
21211-52120	EMPLOYMENT POSTING	\$0.00	\$0.00	\$1,000.00
21211-52140	PROCUREMENT ADVERTISING	\$0.00	\$0.00	\$200.00
21211-52210	PROFESSIONAL DEVELOPMENT	\$949.00	\$3,200.00	\$3,100.00
21211-52410	PROFESSIONAL DUES AND MEMBERSH	\$9,944.00	\$1,400.00	\$0.00
21211-52420	ORGANIZATIONAL DUES AND MEMBER	\$0.00	\$0.00	\$2,400.00
21211-52440	PROFESSIONAL SUBSCRIPTION	\$0.00	\$0.00	\$350.00
21211-52510	GRANTS	\$0.00	\$0.00	\$30,000.00
21211-52710	CREDIT CARD FEES	\$15,823.85	\$14,000.00	\$0.00
21211-52810	OTHER OPERATING EXPENSE	\$9,849.41	\$13,000.00	\$24,500.00
21211-53510	PROPERTY INSURANCE	\$64,152.31	\$54,655.00	\$55,794.00
21211-53520	LIABILITY AND CASUALTY INSURA	\$10,665.25	\$16,320.00	\$16,626.00
21211-54310	INTERFUND COST OF SERVICE	\$378,684.00	\$386,258.00	\$397,845.74
21211-54810	WATER ASSESSMENTS	\$30,841.88	\$32,087.00	\$33,071.00
21211-55110	SAFETY PROGRAMS	\$275.00	\$200.00	\$200.00
21211-59998	BIW PERSONNEL	\$0.00	\$0.00	\$47,072.50
TOTAL 211 - WATER & SEWER ADMINISTRATION		\$943,203.70	\$974,528.00	\$1,021,058.32



2020 BUDGET - EXPENDITURES

Account	Account Description	2018 Actual	2019 Budget	2020 Request
21 WATER, SEWER AND SANITATION - 410 WATER TREATMENT				
21410-51110	REGULAR EMPLOYEES	\$184,612.78	\$245,573.00	\$248,133.18
21410-51140	OVERTIME	\$5,793.76	\$6,500.00	\$8,000.00
21410-51150	STANDBY AND CALLBACK PAY	\$19,667.00	\$22,000.00	\$19,398.00
21410-51210	HEALTH INSURANCE PREMIUMS	\$45,216.82	\$49,540.00	\$49,225.00
21410-51220	LONG TERM DISABILITY	\$0.00	\$0.00	\$771.00
21410-51230	BASIC LIFE INSURANCE	\$0.00	\$0.00	\$623.00
21410-51250	FICA CONTRIBUTIONS	\$18,784.92	\$20,966.00	\$20,889.43
21410-51260	RETIREMENT CONTRIBUTIONS	\$15,400.84	\$19,186.00	\$19,113.71
21410-51270	UNEMPLOYMENT COMPENSATION	\$736.63	\$812.00	\$835.33
21410-51280	WORKERS' COMPENSATION	\$7,741.62	\$8,455.00	\$8,708.65
21410-51380	UNIFORM ALLOWANCE	\$0.00	\$0.00	\$1,400.00
21410-51410	UTILITIES	\$120,783.29	\$125,800.00	\$130,190.00
21410-51610	SUPPLIES	\$5,015.71	\$6,580.00	\$6,680.00
21410-51710	PROFESSIONAL SERVICES	\$17,528.20	\$30,373.00	\$42,000.00
21410-51810	MAINTENANCE & REPAIR	\$114,472.52	\$64,500.00	\$75,500.00
21410-51920	RENT/LEASE - EQUIPMENT	\$0.00	\$1,000.00	\$1,000.00
21410-52210	PROFESSIONAL DEVELOPMENT	\$42.00	\$6,450.00	\$4,800.00
21410-52810	OTHER OPERATING EXPENSE	\$5,161.22	\$7,900.00	\$1,800.00
21410-53230	OTHER CHEMICALS	\$97,543.23	\$112,396.00	\$141,099.00
21410-53240	LABORATORY	\$6,387.06	\$7,000.00	\$3,075.00
21410-54820	LAB SUPPLIES	\$0.00	\$0.00	\$8,000.00
21410-55110	SAFETY PROGRAMS	\$730.70	\$1,650.00	\$1,150.00
21410-59520	CAPITAL OUTLAY	\$0.00	\$12,900.00	\$2,500.00
21410-59998	BIW PERSONNEL	\$0.00	\$0.00	\$6,000.00
TOTAL 410 - WATER TREATMENT		\$665,618.30	\$749,581.00	\$800,891.30



2020 BUDGET - EXPENDITURES

Account	Account Description	2018 Actual	2019 Budget	2020 Request
21 WATER, SEWER AND SANITATION - 420 WATER TRANSMISSION & DISTRICT				
21420-51110	REGULAR EMPLOYEES	\$233,348.64	\$297,284.00	\$294,325.59
21420-51140	OVERTIME	\$5,997.97	\$9,000.00	\$9,000.00
21420-51150	STANDBY AND CALLBACK PAY	\$11,057.71	\$13,000.00	\$13,000.00
21420-51210	HEALTH INSURANCE PREMIUMS	\$60,311.57	\$91,029.00	\$62,927.00
21420-51220	LONG TERM DISABILITY	\$0.00	\$0.00	\$914.00
21420-51230	BASIC LIFE INSURANCE	\$0.00	\$0.00	\$734.00
21420-51250	FICA CONTRIBUTIONS	\$18,223.61	\$24,425.00	\$23,776.52
21420-51260	RETIREMENT CONTRIBUTIONS	\$15,170.78	\$22,351.00	\$21,756.69
21420-51270	UNEMPLOYMENT COMPENSATION	\$714.60	\$951.00	\$950.69
21420-51280	WORKERS' COMPENSATION	\$5,916.13	\$9,673.00	\$9,963.19
21420-51380	UNIFORM ALLOWANCE	\$0.00	\$0.00	\$1,750.00
21420-51410	UTILITIES	\$4,648.67	\$5,460.00	\$10,960.00
21420-51610	SUPPLIES	\$6,859.24	\$7,390.00	\$7,775.00
21420-51710	PROFESSIONAL SERVICES	\$3,618.74	\$20,250.00	\$28,200.00
21420-51810	MAINTENANCE & REPAIR	\$60,755.10	\$106,500.00	\$93,300.00
21420-51920	RENT/LEASE - EQUIPMENT	\$130.00	\$4,000.00	\$4,000.00
21420-52210	PROFESSIONAL DEVELOPMENT	\$772.00	\$6,700.00	\$6,700.00
21420-52810	OTHER OPERATING EXPENSE	\$931.27	\$6,250.00	\$1,200.00
21420-53240	LABORATORY	\$0.00	\$0.00	\$6,600.00
21420-53530	DAMAGE CLAIMS	\$0.00	\$3,000.00	\$3,000.00
21420-54330	FORCE CONSTRUCTION	\$23,292.00	\$23,292.00	\$23,758.00
21420-55110	SAFETY PROGRAMS	\$2,851.40	\$4,150.00	\$4,150.00
21420-55210	FIRE HYDRANT REPLACEMENT	\$0.00	\$20,000.00	\$28,000.00
21420-55220	METERS	\$64,078.90	\$50,000.00	\$50,000.00
21420-55230	LEAK DETECTION	\$6,514.90	\$8,500.00	\$8,500.00
21420-59520	CAPITAL OUTLAY	\$4,008.12	\$14,350.00	\$16,250.00
TOTAL 420 - WATER TRANSMISSION & DISTRICT		\$529,201.35	\$747,555.00	\$731,490.68



2020 BUDGET - EXPENDITURES

Account	Account Description	2018 Actual	2019 Budget	2020 Request
21 WATER, SEWER AND SANITATION - 430 WASTEWATER TREATMENT				
21430-51110	REGULAR EMPLOYEES	\$200,078.78	\$204,824.00	\$218,728.74
21430-51140	OVERTIME	\$9,175.55	\$10,000.00	\$10,000.00
21430-51150	STANDBY AND CALLBACK PAY	\$16,941.34	\$19,400.00	\$19,398.00
21430-51210	HEALTH INSURANCE PREMIUMS	\$50,991.26	\$48,693.00	\$53,437.00
21430-51220	LONG TERM DISABILITY	\$0.00	\$0.00	\$680.00
21430-51230	BASIC LIFE INSURANCE	\$0.00	\$0.00	\$549.00
21430-51250	FICA CONTRIBUTIONS	\$19,450.10	\$17,582.00	\$18,647.12
21430-51260	RETIREMENT CONTRIBUTIONS	\$13,304.85	\$16,087.00	\$17,062.98
21430-51270	UNEMPLOYMENT COMPENSATION	\$762.70	\$680.00	\$745.72
21430-51280	WORKERS' COMPENSATION	\$4,865.49	\$6,195.00	\$6,380.85
21430-51380	UNIFORM ALLOWANCE	\$0.00	\$0.00	\$1,400.00
21430-51410	UTILITIES	\$241,590.54	\$224,758.00	\$229,758.00
21430-51610	SUPPLIES	\$6,500.52	\$9,000.00	\$9,650.00
21430-51710	PROFESSIONAL SERVICES	\$43,007.90	\$37,715.00	\$53,330.00
21430-51810	MAINTENANCE & REPAIR	\$89,547.19	\$123,796.00	\$100,466.00
21430-51920	RENT/LEASE - EQUIPMENT	\$1,152.50	\$2,000.00	\$1,500.00
21430-52210	PROFESSIONAL DEVELOPMENT	\$3,100.79	\$7,100.00	\$5,750.00
21430-52810	OTHER OPERATING EXPENSE	\$2,239.17	\$11,800.00	\$10,435.00
21430-53230	OTHER CHEMICALS	\$0.00	\$0.00	\$32,500.00
21430-53240	LABORATORY	\$21,735.00	\$36,000.00	\$10,371.00
21430-54820	LAB SUPPLIES	\$33,952.47	\$28,585.00	\$16,214.00
21430-55110	SAFETY PROGRAMS	\$1,135.62	\$3,550.00	\$3,800.00
21430-59520	CAPITAL OUTLAY	\$1,155.00	\$15,300.00	\$13,200.00
21430-59998	BIW PERSONNEL	\$0.00	\$0.00	\$8,500.00
TOTAL 430 - WASTEWATER TREATMENT		\$760,686.77	\$823,065.00	\$842,503.41



2020 BUDGET - EXPENDITURES

Account	Account Description	2018 Actual	2019 Budget	2020 Request
21 WATER, SEWER AND SANITATION - 440 WASTEWATER COLLECTION & TRANSMI				
21440-51110	REGULAR EMPLOYEES	\$117,486.42	\$197,237.00	\$196,287.10
21440-51140	OVERTIME	\$3,746.59	\$2,500.00	\$4,000.00
21440-51150	STANDBY AND CALLBACK PAY	\$5,613.28	\$3,000.00	\$9,699.00
21440-51210	HEALTH INSURANCE PREMIUMS	\$32,397.15	\$59,801.00	\$68,473.00
21440-51220	LONG TERM DISABILITY	\$0.00	\$0.00	\$610.00
21440-51230	BASIC LIFE INSURANCE	\$0.00	\$0.00	\$495.00
21440-51250	FICA CONTRIBUTIONS	\$9,452.20	\$15,510.00	\$16,284.30
21440-51260	RETIREMENT CONTRIBUTIONS	\$5,238.56	\$14,192.00	\$14,901.01
21440-51270	UNEMPLOYMENT COMPENSATION	\$370.65	\$608.00	\$650.96
21440-51280	WORKERS' COMPENSATION	\$4,035.85	\$5,995.00	\$6,174.85
21440-51380	UNIFORM ALLOWANCE	\$1,050.02	\$0.00	\$1,400.00
21440-51410	UTILITIES	\$10,012.87	\$13,340.00	\$18,340.00
21440-51610	SUPPLIES	\$6,044.25	\$4,740.00	\$4,750.00
21440-51710	PROFESSIONAL SERVICES	\$3,671.42	\$13,500.00	\$17,150.00
21440-51810	MAINTENANCE & REPAIR	\$86,537.16	\$68,000.00	\$85,000.00
21440-51920	RENT/LEASE - EQUIPMENT	\$775.00	\$1,500.00	\$1,500.00
21440-52210	PROFESSIONAL DEVELOPMENT	\$1,094.00	\$3,050.00	\$3,050.00
21440-52510	GRANTS	\$0.00	\$5,000.00	\$0.00
21440-52810	OTHER OPERATING EXPENSE	\$608.65	\$6,100.00	\$1,200.00
21440-53530	DAMAGE CLAIMS	\$0.00	\$1,000.00	\$1,000.00
21440-54330	FORCE CONSTRUCTION	\$300.00	\$300.00	\$300.00
21440-54510	LOSS ON ASSET DISPOSITION	\$0.00	\$2,000.00	\$2,000.00
21440-54910	ROOT CONTROL	\$5,865.03	\$6,000.00	\$10,000.00
21440-54920	BACKFLOW DEVICE	\$0.00	\$0.00	\$5,000.00
21440-55110	SAFETY PROGRAMS	\$3,735.41	\$3,400.00	\$3,400.00
21440-59520	CAPITAL OUTLAY	\$9,638.40	\$12,500.00	\$17,800.00
21440-59998	BIW PERSONNEL	\$0.00	\$0.00	\$2,500.00
TOTAL 440 - WASTEWATER COLLECTION & TRANSMI		\$307,672.91	\$439,273.00	\$491,965.22



2020 BUDGET - EXPENDITURES

Account	Account Description	2018 Actual	2019 Budget	2020 Request
21 WATER, SEWER AND SANITATION - 240 CUSTOMER ACCOUNTS WATER				
21240-51710	PROFESSIONAL SERVICES	\$6,402.00	\$10,000.00	\$10,000.00
21240-54310	INTERFUND COST OF SERVICE	\$170,369.00	\$173,776.00	\$178,989.28
TOTAL 240 - CUSTOMER ACCOUNTS WATER		\$176,771.00	\$183,776.00	\$188,989.28



2020 BUDGET - EXPENDITURES

Account	Account Description	2018 Actual	2019 Budget	2020 Request
21 WATER, SEWER AND SANITATION - 270 INTEREST				
21270-53930	INTEREST - BONDS	\$699,333.57	\$714,268.00	\$714,268.00
TOTAL 270 - INTEREST		\$699,333.57	\$714,268.00	\$714,268.00



2020 BUDGET - EXPENDITURES

Account	Account Description	2018 Actual	2019 Budget	2020 Request
21 WATER, SEWER AND SANITATION - 275 DEPRECIATION/AMORTIZATION				
21275-55610	DEPRECIATION	\$625,166.58	\$658,533.00	\$658,533.00
TOTAL 275 - DEPRECIATION/AMORTIZATION		\$625,166.58	\$658,533.00	\$658,533.00



2020 BUDGET - EXPENDITURES

Account	Account Description	2018 Actual	2019 Budget	2020 Request
21 WATER, SEWER AND SANITATION - 276 DEPRECIATION/AMORTIZATION - WA				
21276-55610	DEPRECIATION	\$1,100,206.65	\$1,131,735.00	\$1,131,735.00
TOTAL 276 - DEPRECIATION/AMORTIZATION - WA		\$1,100,206.65	\$1,131,735.00	\$1,131,735.00



2020 BUDGET - EXPENDITURES

Account	Account Description	2018 Actual	2019 Budget	2020 Request
21 WATER, SEWER AND SANITATION - 260 WATER INTERFUND				
21260-55710	ALLOCATED ORGANIZATION COST	\$83,839.00	\$85,516.00	\$88,081.48
21260-55810	INTERFUND FRANCHISE FEE	\$83,839.00	\$85,516.00	\$88,081.48
TOTAL 260 - WATER INTERFUND		\$167,678.00	\$171,032.00	\$176,162.96



2020 BUDGET - EXPENDITURES

Account	Account Description	2018 Actual	2019 Budget	2020 Request
21 WATER, SEWER AND SANITATION - 261 WASTEWATER INTERFUND				
21261-55710	ALLOCATED ORGANIZATION COST	\$101,474.00	\$103,504.00	\$106,609.12
21261-55810	INTERFUND FRANCHISE FEE	\$101,474.00	\$103,504.00	\$106,609.12
TOTAL 261 - WASTEWATER INTERFUND		\$202,948.00	\$207,008.00	\$213,218.24



2020 BUDGET - EXPENDITURES

Account	Account Description	2018 Actual	2019 Budget	2020 Request
21 WATER, SEWER AND SANITATION - 999 INTERFUND TRANSFERS				
21999-55980	TRANSFER TO OTHER FUNDS	\$133,922.94	\$1,013,000.00	\$100,000.00
TOTAL 999 - INTERFUND TRANSFERS		\$133,922.94	\$1,013,000.00	\$100,000.00



2020 BUDGET - EXPENDITURES

Account	Account Description	2018 Actual	2019 Budget	2020 Request
21 WATER, SEWER AND SANITATION - 000 UNCLASSIFIED/UNDECLARED/UN-USE				
2145-60000	PROJECTS	\$63,850.00	\$2,955,000.00	\$5,485,000.00
TOTAL 000 - UNCLASSIFIED/UNDECLARED/UN-USE		\$63,850.00	\$2,955,000.00	\$5,485,000.00



2020 BUDGET - EXPENDITURES

Account	Account Description	2018 Actual	2019 Budget	2020 Request
21 WATER, SEWER AND SANITATION - 000 UNCLASSIFIED/UNDECLARED/UN-USE				
2146-60000	PROJECTS	\$349,114.02	\$2,842,000.00	\$1,290,000.00
TOTAL 000 - UNCLASSIFIED/UNDECLARED/UN-USE		\$349,114.02	\$2,842,000.00	\$1,290,000.00
TOTAL WATER, SEWER AND SANITATION		\$6,725,373.79	\$13,610,354.00	\$13,845,815.41



2020 BUDGET DETAILS

Account	Account Description	2020 Request	Description
21 WATER, SEWER AND SANITATION - 999 INTERFUND TRANSFERS			
21999-55980	TRANSFER TO OTHER FUNDS	\$50,000.00	To Fleet for wash bay; \$25k water / \$25k wastewater
		\$50,000.00	ERP
	TOTAL TRANSFER TO OTHER FUNDS	\$100,000.00	
21 WATER, SEWER AND SANITATION - 000 UNCLASSIFIED/UNDECLARED/UN-USE			
2145-60000	PROJECTS	\$50,000.00	Equip. - Booster Pump #2 Pump Replacement
		\$200,000.00	WTP Disinfection Improvements
		\$750,000.00	Insulate Treated Water Elevated Crossings
		\$250,000.00	22nd St Water and Sewer Line Replacement
		\$25,000.00	W/WW Improvements Plan & Rate Study
		\$35,000.00	WTP Access Road Improvements
		\$50,000.00	Cardiff Glen Water Tank Design
		\$250,000.00	Highlands Tank Rockfall Mitigation
		\$3,700,000.00	Cedar Crest Water Line Replacement
		\$100,000.00	S. Hyland Park Drive Water Line Replacement
		\$75,000.00	Red Mtn South Design Water Line Replacement
	TOTAL PROJECTS	\$5,485,000.00	
21 WATER, SEWER AND SANITATION - 211 WATER & SEWER ADMINISTRATION			
21211-51410	UTILITIES	\$1,320.00	Mobile phones (2)
21211-51610	SUPPLIES	\$300.00	iPad for asset mgmt
		\$500.00	Office supplies
		\$100.00	Printing; work orders, business cards, reports, reference materials
		\$100.00	Reference Materials
	TOTAL SUPPLIES	\$1,000.00	
21211-51710	PROFESSIONAL SERVICES	\$26,800.00	EQR Reviews, engineering consulting, iWorq software, infowater license, asset management software license, autoCAD, GIS user licents (5), CDL
21211-51810	MAINTENANCE & REPAIR	\$13,500.00	Gas, oil for admin vehicle, fleet charges
21211-52120	EMPLOYMENT POSTING	\$1,000.00	Recruiting advertisements
21211-52140	PROCUREMENT ADVERTISING	\$200.00	Legal ads
21211-52210	PROFESSIONAL DEVELOPMENT	\$3,100.00	Operators short school, travel for certification testing, training for certification renewals
21211-52420	ORGANIZATIONAL DUES AND MEMBER	\$2,400.00	Colorado Rural Water Membership, partnership for safe water membership, water research foundation, american water works
21211-52440	PROFESSIONAL SUBSCRIPTION	\$350.00	RMWEA Membership
21211-52510	GRANTS	\$30,000.00	City-wide grants retainer
21211-52810	OTHER OPERATING EXPENSE	\$24,500.00	Community outreach (CRWA), CLEER, BLM west glenwood tank lease, misc.
21211-54810	WATER ASSESMENTS	\$33,071.00	Reudi Water, Reudi Dues and Aquatic Nuisance Program, Reynolds and Cain
21211-55110	SAFETY PROGRAMS	\$200.00	Annual respirator medical evals, misc. PPE
21211-59998	BIW PERSONNEL	\$21,612.50	PIO split with General, Electric, Water and WW
		\$25,460.00	Application Support Specialist
	TOTAL BIW PERSONNEL	\$47,072.50	



2020 BUDGET DETAILS

Account	Account Description	2020 Request	Description
21 WATER, SEWER AND SANITATION - 410 WATER TREATMENT			
21410-51410	UTILITIES	\$130,190.00	Gas for WTP, Water/sewer, electric for WTP, trash, fax, mobile phones (2), telemetrv equip.
21410-51610	SUPPLIES	\$6,680.00	Office and plant supplies
21410-51710	PROFESSIONAL SERVICES	\$42,000.00	Fire/HVAC monitoring, generator load testing, security system, autodialer, backflow calibration, electric and controls, SCADA contractor, SCADA software support, drug/alcohol testing, background checks.
21410-51810	MAINTENANCE & REPAIR	\$75,500.00	Pump stations, grounds maintenance, landscaping, plant repairs, SCADA upgrades, fuel, plant and system inventory, fleet charges
21410-51920	RENT/LEASE - EQUIPMENT	\$1,000.00	Miscellaneous for non-routine work
21410-52210	PROFESSIONAL DEVELOPMENT	\$4,800.00	Certification renewal training, lodging and meals.
21410-52810	OTHER OPERATING EXPENSE	\$1,800.00	BLM West Glenwood Tank Lease, certification bonuses, discharge permit fee.
21410-53230	OTHER CHEMICALS	\$101,775.00	Polyaluminum chloride (primary coagulant)
		\$39,324.00	Polymer (Coagulant/Filter Aid)
			Caustic Soda (pH adjustment)
			Chlorine (disinfection)
			Fluoride
			Salt for OSHG System
			12% Sodium hypochlorite (Emergency food system)
	TOTAL OTHER CHEMICALS	\$141,099.00	
21410-53240	LABORATORY	\$3,075.00	TOC monitoring, inorganics, VOCs, bacteriological samples, miscellaneous analytical samples
21410-54820	LAB SUPPLIES	\$8,000.00	Lab Supplies
21410-55110	SAFETY PROGRAMS	\$1,150.00	PPE (fall protection equipment, hard hats, safety vests, harnesses)
			Respiratory Physicals & Fit Testing
			First Aid Kit Materials
21410-59520	CAPITAL OUTLAY	\$2,500.00	Filter Valve Actuator (shelf spare)
21410-59998	BIW PERSONNEL	\$6,000.00	Operator D and Operator A
21 WATER, SEWER AND SANITATION - 420 WATER TRANSMISSION & DISTRICT			
21420-51410	UTILITIES	\$10,960.00	Gas, electric, trash, phone, mobile
21420-51610	SUPPLIES	\$7,775.00	Copying, computer supplies, compliance samples, hand tool replacement and purchases, water maintenance operations miscellaneous.
21420-51710	PROFESSIONAL SERVICES	\$28,200.00	River crossing adjustments, compaction testing, water system modeling, iworq licens, backflow software support, fire inspections, drug/alcohol testing
21420-51810	MAINTENANCE & REPAIR	\$93,300.00	Miscellaneous repairs for plant, system (not fleet repairs)
			Repairs to locators/leak detectors
			De-chlorination tablets for River Crossings
			Lockable latches for tank ladders
			Gas for Vehicles
			Lubricants for equipment and operations
			Gas for small equipment
			Repair Parts, valves, pipe, fittings, fill material
21420-51920	RENT/LEASE - EQUIPMENT	\$4,000.00	Micellaneous equipment rental for non-routine work (e.g., vaccum trailer, trackhoe rental)
21420-52210	PROFESSIONAL DEVELOPMENT	\$6,700.00	Travel - certification testing (\$100/trip x 2 trips/person x 4 persons)
			Cross-connection certification class (2 staff @ \$850 each)
			Travel - misc. training seminars (\$100/trip x 1 trips/person x 4 persons)
			Training for Certification Renewals & Testing
			Traffic Control Supervisor Training
			Competent Person Training (Trenching; Equipment Inspection)
			Miscellaneous Training Courses for Career Development
21420-52810	OTHER OPERATING EXPENSE	\$1,200.00	Certification bonuses (4 staff x \$300/staff = \$1200)
21420-53240	LABORATORY	\$6,600.00	Contract Lab Services
21420-53530	DAMAGE CLAIMS	\$3,000.00	Based on prior year experience
21420-54330	FORCE CONSTRUCTION	\$23,758.00	Based on prior year actuals



2020 BUDGET DETAILS

Account	Account Description	2020 Request	Description
21420-55110	SAFETY PROGRAMS	\$4,150.00	PPE (fall protection equipment, hard hats, safety vests, harnesses) Annual safety equipment inspections/certification Traffic Safety (traffic cones, signage, etc.) First Aid Kits Shoring Box Repair (split w/ collections) Respirators (\$250/respirator x 4 respirators) Respiratory Physicals & Fit Testing (\$100/test x 4 staff) Calibration Gas for confined space gas meters Safety Videos
21420-55210	FIRE HYDRANT REPLACEMENT	\$28,000.00	Replace 4 hydrants/year Fire hydrant parts for repairs and inventory
21420-55220	METERS	\$50,000.00	Existing AMR/repair parts AMR system-wide replacement program (\$70K equipment remaining)
21420-55230	LEAK DETECTION	\$8,500.00	Routine leak detection (1/3 of system/year) Emergency leak detection
21420-59520	CAPITAL OUTLAY	\$16,250.00	Shoring (Split with Collections) Honda Generator (to replace Truck #38 generator) Tool Box for maintenance shop (Split with Collections) Job site work lighting (Split with Collections) Steel plates (Split with Collections) Sheepfoot attachment for excavator (Split with Collections) Chipping hammers PSI Testing Pump and Equipment GPS Collector Inspection camera (split with sewer)

21 WATER, SEWER AND SANITATION - 000 UNCLASSIFIED/UNDECLARED/UN-USE

2146-60000	PROJECTS	\$10,000.00	Equip - Spare Pump for LS 14K
		\$10,000.00	Equip - WWTF Lab Water Purifier Replacement
		\$10,000.00	WWTF Access Road Improvements
		\$25,000.00	W/WW Improvements Plan & Rate Study (Split with Water)
		\$100,000.00	Sewer Rehabilitation Program
		\$100,000.00	Two Rivers Park Access Path Repair (LS 14000)
		\$500,000.00	Lift Station 16,000 Relocation (Iron Mtn. Hot Springs)
		\$50,000.00	WWTF Headworks Hydrogen Sulfide Mitigation Study
		\$80,000.00	27th St Bridge Sewer Liner Installation
		\$80,000.00	Starbucks/Safeway Sewer Main Replacement
		\$250,000.00	22nd St Water and Sewer Line Replacement
		\$75,000.00	Red Mtn South Design Water and Sewer Line Replacement
	TOTAL PROJECTS	\$1,290,000.00	

21 WATER, SEWER AND SANITATION - 430 WASTEWATER TREATMENT

21430-51410	UTILITIES	\$229,758.00	Gas for WWTP Gas for Lift Station 13,000 Water Fees - WWTP Force Main Pigging Electric for WWTP Trash disposal Analog (Fire System, Alarm, Fax) Smartphone Replacement Mobile Phone Service
21430-51610	SUPPLIES	\$9,650.00	Copier Copying/printing supplies Cleaning Supplies Miscellaneous office supplies Shipping costs (lab samples, instrument return, etc) Misc. hand tool replacement and purchases City of Greenwood Springs



2020 BUDGET DETAILS

Account	Account Description	2020 Request	Description
21430-51710	PROFESSIONAL SERVICES	\$53,330.00	Misc Engineering Services SCADA Licensing and Software Support (TMMI) Influent and Effluent Flow Meter Certification Fire System Annual Maintenance Annual HACH service agreement for all probes, sampler heads, and spectrophotometer Filament Identification Electrical/SCADA contracting services for plant system support Water Heaters (Odd years) HVAC Control Contractor (CSI) Crane Inspection (annually) Crane Repairs/Maintenance Elevator Service contract Electrician Contracting Win 911 Contract Generator Load Testing Generator Servicing Asset Managemenet Software Purchase WWTF Annual Site Survey Immunizations Drug/alcohol compliance testing
21430-51810	MAINTENANCE & REPAIR	\$100,466.00	VFD Maintenance Blower Filters (change filters annually) UV Ballast rebuild/replacement. UV Ballast rebuild UV Bulb Replacement UV Seals Ion Bulbs Ion Module Transformers Ion Module Switches Silicon Wipes Odor Control SCADA/PLC/Instrumentation maintenance K Turbo Filters Rosemount Probe Replacement Rosemount ORP Transmitter Replacement. SC200/52e Analyzer Repairs Hach TSS Probe Maintenance DO Sensor Caps ORP Salt Bridges (Hach) Shipping Charges Lift Station 13000 Rotating Assembly Rebuild kits Lift Station 13000 Seals, Impellers, Wear plates Floats Electrical Supplies Plumbing Supplies Small Batteries Replace UPS Batteries - SCADA Computers, PLCS Miscellaneous Parts / Equipment Blower Maintenance Toilet Paper, Hand Soap, Paper Towls, Napkins Diesel Gas
21430-51920	RENT/LEASE - EQUIPMENT	\$1,500.00	Rental of equipment for non-routine tasks or emergencies
21430-52210	PROFESSIONAL DEVELOPMENT	\$5,750.00	Miscellaneous Seminars for Career Development Training for Certification & Testing Tuition reimbursement Travel for testing Travel for testing
21430-52810	OTHER OPERATING EXPENSE	\$10,435.00	APEN Permit CDPHE Discharge Permit Certification bonuses APEN Discharge Permit CDLE Permit Discharge Fee



2020 BUDGET DETAILS

Account	Account Description	2020 Request	Description
21430-53230	OTHER CHEMICALS	\$32,500.00	Polymer (Clarification Aid) Misc Chemicals - Chlorine, Ferric, Caustic, Algae Control
21430-53240	LABORATORY	\$10,371.00	Contract Labs for Biosolids Testing: *CSU Labs - Sludge Screening Analysis *Colorado Analytical - FecalColi ACZ Testing for Reg 85 and Discharge Permit: *Nutrients (Up & Downstream & Eff) *Annual Industrial Pollutant Monitoring *Arsenic Toxicity Testing
21430-54820	LAB SUPPLIES	\$16,214.00	BOD Reagent Dextrose and Gultamic Reagents IDEX Reagents QC Reagents QA 38 ERA Reagents Spectrophotometer Reagents: *TNT Ammonia *TNT Nitrates *TNT P04 *TNT COD *TNT Volatile Acids *TNT Hydrogen Sulfide Fisher Scientific (Glass Filter, membrane kit, membranes) Calibrate Analytical Balance "still" maintenance Staining Supplies Microscope Service Turbidity Standards Misc Supplies and Re-Tests BOD bottle and crucible/evap dish replacement
21430-55110	SAFETY PROGRAMS	\$3,800.00	Safety Supplies (gloves, hearing protection, safety vests, etc.) Gas Detector Sensors First Aid Kit Calibration gases Fall Protection
21430-59520	CAPITAL OUTLAY	\$13,200.00	pH Probes for Digesters Seal Coating for Exterior of Biosolids Building Spare pump for LS 18,000 Spare pump for LS 12,000 Spindle Rack for BOD bottle washing (in dish washer) Redundant alarm notification system Other (2019, 2020 capital outlay projects)

21 WATER, SEWER AND SANITATION - 440 WASTEWATER COLLECTION & TRANSMISSION

21440-51410	UTILITIES	\$18,340.00	Gas for W/WW Maintenance Shop Water for jetting Electric for W/WW Maintenance Shop General trash & recycling pickup Mobile phone upgrade Mobile Phone Service Tablet computers (for GIS field use)
21440-51610	SUPPLIES	\$4,750.00	Computer hardware for new work station Supplies for fax and copy machines Copy Machine Rental Shop maintenance supplies (e.g., cleaning supplies, paper towels, etc.) 51610/SUPPLIES/OFFICE SUPPLIES/ Miscellaneous office supplies Misc. hand tool replacement and purchases



2020 BUDGET DETAILS

Account	Account Description	2020 Request	Description
21440-51710	PROFESSIONAL SERVICES	\$17,150.00	Electrical & Control Contractor Services (for Lift Station PLCs) Video and Jetting Services Trio Vision licenses for sewer camera van (CIMS9, CDL9000) Asset Managmenet Software Purchase Iworq License (1 module) Fire extinguisher inspections Camera Truck support & software licensing Drug/alcohol compliance testing CDL Physicals
21440-51810	MAINTENANCE & REPAIR	\$85,000.00	Equipment repairs for camera truck Miscellaneous repairs for department equipment (not fleet repairs) Repair Parts, Inventory Materials, Manholes Manhole rehabilitations and repairs General Lift Station Maintenance (belts, air vac, pressure sensors, floats) Lift Station parts (rotating assembly, rebuild kits, pump replacements) Fuel Vehicles Jet hose replacement Fleet charges for equipment repair and maintenance Lubricants for equipment and operations
21440-51920	RENT/LEASE - EQUIPMENT	\$1,500.00	Micellaneous equipment for non-routine work (e.g., trackhoe rental)
21440-52210	PROFESSIONAL DEVELOPMENT	\$3,050.00	Travel - certification testing Training for Certifications, professional development
21440-52810	OTHER OPERATING EXPENSE	\$1,200.00	Certification bonuses
21440-53530	DAMAGE CLAIMS	\$1,000.00	Sewer Drainage Claims (based on 2016 budgeted amount)
21440-54330	FORCE CONSTRUCTION	\$300.00	Interfund force construction
21440-54510	LOSS ON ASSET DISPOSITION	\$2,000.00	Asset disposal loss
21440-54910	ROOT CONTROL	\$10,000.00	Preventive root maintenance
21440-54920	BACKFLOW DEVICE	\$5,000.00	Backflow Valve Reimbursement Program
21440-55110	SAFETY PROGRAMS	\$3,400.00	PPE (fall protection equipment, hard hats, safety vests, harnesses) Respiratory Physicals & Fit Testing Annual safety equipment inspections/certification Shoring Box Repairs (split w/ Dist) First aid kits Respirators Traffic Safety (traffic cones, signage, etc.) Calibration Gas for confined space gas meters Safety Videos
21440-59520	CAPITAL OUTLAY	\$17,800.00	Shoring (split with Water Distribution) Steel Plates (split with Water Distribution) Jobsite Work Lighting (split with Water Distribution) Sheepfoot Attachment for Trackhoe (split with Water Distribution) Tool Box for New Maintenance Facility (split with Water Distribution) Sewer Pipe Laser Replacement Jetter Nozzles Rotating Assembly for Lift Station (LS 11,000) Inpsection camera (split with water)



FUND BALANCES

Fund: 21 - Water/Wastewater	
Beginning Fund Balance 2018	37,257,630
2019 Increase/(Decrease) Budgeted	<u>(1,132,110)</u>
Estimated Ending Fund Balance 12/31/19	36,125,520
2020 Estimated Revenue	6,474,355
2020 Estimated Expense	<u>(13,845,815)</u>
2020 Increase/(Decrease)	<u>(7,371,460)</u>
2020 Ending Fund	28,754,060
Reserves (Committed/Restricted/Assigned)	
Water Improvement Fees	(2,562,625)
Sewer Improvement Fees	<u>(1,308,541)</u>
Unrestricted Fund Balance 12/31/20	<u>24,882,893</u>



2020 PRELIMINARY BUDGET / REVENUE

Account	Account Description	2018 Actual	2019 Budget	2020 Request
24 ELECTRIC UTILITY - ELECTRIC-CHARGE FOR SERVICE/FEES				
2450050-42610	COMMERCIAL	\$9,797,880.98	\$10,908,260.00	\$10,908,260.00
2450050-42620	RESIDENTIAL	\$4,441,251.31	\$4,396,598.00	\$4,396,598.00
2450050-42630	MUNICIPAL	\$131,651.53	\$141,415.00	\$141,500.00
2450050-42640	SECURITY LIGHTING	\$12,616.59	\$14,235.00	\$14,235.00
2450050-43410	BANDWIDTH - ENTERPRISE	\$684,589.19	\$610,000.00	\$700,000.00
TOTAL 00050 - CHARGE FOR SERVICE/FEES		\$15,067,989.60	\$16,070,508.00	\$16,160,593.00
24 ELECTRIC UTILITY - ELECTRIC-OTHER				
2450060-42560	SERVICE CONNECT FEES	\$13,885.00	\$13,954.00	\$13,954.00
2450060-42650	VENDORS FEE	\$7,530.15	\$8,160.00	\$8,160.00
2450060-42660	JOINT POLE USE	\$2,832.00	\$2,889.00	\$2,889.00
2450060-43510	INTEREST	\$52,503.83	\$20,400.00	\$25,000.00
2450060-43650	MISCELLANEOUS LEASE	\$200.00	\$204.00	(\$0.00)
2450060-43710	DEVELOPER CONTRIBUTIONS	\$85,283.94	\$200,000.00	(\$0.00)
2450060-44110	SALE OF ASSETS	\$1,821.81	\$2,040.00	(\$0.00)
2450060-44130	MISCELLANEOUS	\$394,982.73	\$25,500.00	\$20,000.00
2450060-44140	BAD DEBT RECOVERY	\$6,598.39	\$2,040.00	(\$0.00)
TOTAL 00060 - OTHER		\$565,637.85	\$275,187.00	\$70,003.00
TOTAL ELECTRIC UTILITY REVENUE		\$15,633,627.45	\$16,345,695.00	\$16,230,596.00



2020 BUDGET - EXPENDITURES

Account	Account Description	2018 Actual	2019 Budget	2020 Request
24 ELECTRIC UTILITY - 220 ELECTRIC ADMINISTRATION				
24220-51110	REGULAR EMPLOYEES	\$186,759.70	\$152,652.00	\$129,658.46
24220-51210	HEALTH INSURANCE PREMIUMS	\$23,266.34	\$17,355.00	\$12,661.00
24220-51220	LONG TERM DISABILITY	\$0.00	\$0.00	\$377.00
24220-51230	BASIC LIFE INSURANCE	\$0.00	\$0.00	\$341.00
24220-51250	FICA CONTRIBUTIONS	\$13,517.90	\$11,678.00	\$9,918.90
24220-51260	RETIREMENT CONTRIBUTIONS	\$12,494.69	\$10,685.00	\$9,076.36
24220-51270	UNEMPLOYMENT COMPENSATION	\$548.00	\$458.00	\$396.55
24220-51280	WORKERS' COMPENSATION	\$234.36	\$343.00	\$353.29
24220-51410	UTILITIES	\$19,761.80	\$27,750.00	\$48,750.00
24220-51610	SUPPLIES	\$1,177.63	\$8,000.00	\$12,000.00
24220-51710	PROFESSIONAL SERVICES	\$26,238.46	\$72,400.00	\$127,500.00
24220-51920	RENT/LEASE - EQUIPMENT	\$898.95	\$1,200.00	\$27,900.00
24220-52110	PUBLIC NOTICES	\$767.32	\$2,000.00	\$2,000.00
24220-52120	EMPLOYMENT POSTING	\$0.00	\$0.00	\$500.00
24220-52140	PROCUREMENT ADVERTISING	\$0.00	\$0.00	\$480.00
24220-52210	PROFESSIONAL DEVELOPMENT	\$6,138.35	\$10,500.00	\$11,200.00
24220-52310	MISC. TRAVEL	\$0.00	\$0.00	\$5,000.00
24220-52410	PROFESSIONAL DUES AND MEMBERSH	\$22,643.83	\$30,000.00	\$30,000.00
24220-52420	ORGANIZATIONAL DUES AND MEMBER	\$0.00	\$0.00	\$2,500.00
24220-52510	GRANTS	\$0.00	\$0.00	\$15,000.00
24220-52710	CREDIT CARD FEES	\$40,689.85	\$30,000.00	\$0.00
24220-52810	OTHER OPERATING EXPENSE	\$3,206.75	\$7,000.00	\$0.00
24220-53510	PROPERTY INSURANCE	\$51,406.74	\$43,000.00	\$43,000.00
24220-53520	LIABILITY AND CASUALTY INSURA	\$10,665.25	\$16,000.00	\$16,000.00
24220-53540	DEDUCTIBLES PAID	\$0.00	\$1,000.00	\$0.00
24220-53950	ISSUANCE COSTS	\$0.00	\$200.00	\$0.00
24220-54310	INTERFUND COST OF SERVICE	\$318,955.00	\$320,000.00	\$329,600.00
24220-54330	FORCE CONSTRUCTION	\$3,648.00	\$3,500.00	\$0.00
24220-54410	REGULATORY EXPENSE	\$6,363.14	\$10,000.00	\$10,000.00
24220-54510	LOSS ON ASSET DISPOSITION	\$64,262.39	\$5,000.00	\$0.00
24220-54610	ENERGY CONSERVATION	\$178,506.73	\$200,000.00	\$210,000.00
24220-54750	PURCHASED POWER	\$10,072,098.48	\$10,220,400.00	\$9,900,000.00
24220-59998	BIW PERSONNEL	\$0.00	\$0.00	\$34,342.50
TOTAL 220 - ELECTRIC ADMINISTRATION		\$11,064,249.66	\$11,201,121.00	\$10,988,555.06



2020 BUDGET - EXPENDITURES

Account	Account Description	2018 Actual	2019 Budget	2020 Request
24 ELECTRIC UTILITY - 227 BROADBAND				
24227-51110	REGULAR EMPLOYEES	\$174,065.49	\$256,821.00	\$160,184.57
24227-51140	OVERTIME	\$684.13	\$1,000.00	\$1,000.00
24227-51150	STANDBY AND CALLBACK PAY	\$26,868.26	\$9,000.00	\$25,000.00
24227-51210	HEALTH INSURANCE PREMIUMS	\$33,360.39	\$65,481.00	\$20,323.00
24227-51220	LONG TERM DISABILITY	\$0.00	\$0.00	\$498.00
24227-51230	BASIC LIFE INSURANCE	\$0.00	\$0.00	\$393.00
24227-51250	FICA CONTRIBUTIONS	\$15,008.98	\$20,412.00	\$14,302.58
24227-51260	RETIREMENT CONTRIBUTIONS	\$11,188.64	\$18,678.00	\$13,087.18
24227-51270	UNEMPLOYMENT COMPENSATION	\$588.62	\$800.00	\$571.65
24227-51280	WORKERS' COMPENSATION	\$446.27	\$406.00	\$418.18
24227-51410	UTILITIES	\$124,651.28	\$204,600.00	\$200,000.00
24227-51610	SUPPLIES	\$110,628.18	\$90,312.00	\$75,000.00
24227-51710	PROFESSIONAL SERVICES	\$155,086.06	\$33,100.00	\$15,000.00
24227-51810	MAINTENANCE & REPAIR	\$4,281.77	\$27,100.00	\$10,000.00
24227-52210	PROFESSIONAL DEVELOPMENT	\$9,349.48	\$15,000.00	\$10,000.00
24227-52510	GRANTS	\$0.00	\$0.00	\$15,000.00
24227-52610	TECHNOLOGY	\$29,862.01	\$39,900.00	\$30,000.00
24227-52810	OTHER OPERATING EXPENSE	\$1,283.54	\$500.00	\$0.00
24227-54310	INTERFUND COST OF SERVICE	\$14,976.00	\$15,276.00	\$15,734.28
TOTAL 227 - BROADBAND		\$712,329.10	\$798,386.00	\$606,512.44



2020 BUDGET - EXPENDITURES

Account	Account Description	2018 Actual	2019 Budget	2020 Request
24 ELECTRIC UTILITY - 245 CUSTOMER ACCOUNTS ELECTRIC				
24245-51110	REGULAR EMPLOYEES	\$108,173.95	\$110,622.00	\$117,978.26
24245-51140	OVERTIME	\$378.11	\$500.00	\$650.00
24245-51210	HEALTH INSURANCE PREMIUMS	\$47,852.67	\$49,600.00	\$50,083.00
24245-51220	LONG TERM DISABILITY	\$0.00	\$0.00	\$367.00
24245-51230	BASIC LIFE INSURANCE	\$0.00	\$0.00	\$291.00
24245-51250	FICA CONTRIBUTIONS	\$7,605.84	\$8,500.00	\$9,076.36
24245-51260	RETIREMENT CONTRIBUTIONS	\$6,296.19	\$7,779.00	\$8,304.89
24245-51270	UNEMPLOYMENT COMPENSATION	\$298.27	\$334.00	\$362.56
24245-51280	WORKERS' COMPENSATION	\$1,350.78	\$1,517.00	\$1,562.51
24245-51380	UNIFORM ALLOWANCE	\$0.00	\$0.00	\$300.00
24245-51610	SUPPLIES	\$300.00	\$2,000.00	\$0.00
24245-51710	PROFESSIONAL SERVICES	\$18,378.40	\$29,500.00	\$0.00
24245-54110	BAD DEBTS	\$21,390.88	\$0.00	\$0.00
24245-54320	INTERFUND BILLING	\$788,408.00	\$804,176.00	\$828,301.00
24245-54340	NONRECIPROCAL INTERFUND ACTIVI	\$469,453.00	\$478,842.00	\$493,207.00
24245-54760	CUSTOMER DEPOSIT INTEREST	\$532.59	\$200.00	\$0.00
TOTAL 245 - CUSTOMER ACCOUNTS ELECTRIC		\$1,470,418.68	\$1,493,570.00	\$1,510,483.58



2020 BUDGET - EXPENDITURES

Account	Account Description	2018 Actual	2019 Budget	2020 Request
24 ELECTRIC UTILITY - 380 MAINTENANCE & DISTRIBUTION				
24380-51110	REGULAR EMPLOYEES	\$428,165.57	\$484,559.00	\$716,377.36
24380-51140	OVERTIME	\$7,766.07	\$6,000.00	\$10,000.00
24380-51150	STANDBY AND CALLBACK PAY	\$51,802.74	\$50,000.00	\$57,500.00
24380-51160	PROJECT ALLOCATION WAGES	\$56,365.02	\$60,000.00	\$0.00
24380-51210	HEALTH INSURANCE PREMIUMS	\$101,909.17	\$108,117.00	\$107,871.00
24380-51220	LONG TERM DISABILITY	\$0.00	\$0.00	\$2,064.00
24380-51230	BASIC LIFE INSURANCE	\$0.00	\$0.00	\$1,818.00
24380-51250	FICA CONTRIBUTIONS	\$51,093.54	\$56,652.00	\$60,121.10
24380-51260	RETIREMENT CONTRIBUTIONS	\$43,056.94	\$51,840.00	\$55,013.33
24380-51270	UNEMPLOYMENT COMPENSATION	\$2,001.22	\$2,210.00	\$2,405.05
24380-51280	WORKERS' COMPENSATION	\$9,780.13	\$10,970.00	\$11,299.10
24380-51380	UNIFORM ALLOWANCE	\$7,653.73	\$0.00	\$1,200.00
24380-51410	UTILITIES	\$354.59	\$750.00	\$750.00
24380-51610	SUPPLIES	\$4,354.86	\$20,400.00	\$23,600.00
24380-51710	PROFESSIONAL SERVICES	\$23,639.42	\$56,250.00	\$28,042.00
24380-51810	MAINTENANCE & REPAIR	\$46,022.77	\$56,650.00	\$97,872.00
24380-52140	PROCUREMENT ADVERTISING	\$0.00	\$0.00	\$240.00
24380-52210	PROFESSIONAL DEVELOPMENT	\$5,809.13	\$6,175.00	\$5,800.00
24380-52310	MISC. TRAVEL	\$0.00	\$0.00	\$500.00
24380-52810	OTHER OPERATING EXPENSE	\$6,405.26	\$4,400.00	\$5,000.00
24380-53530	DAMAGE CLAIMS	\$0.00	\$1,000.00	\$1,000.00
24380-53710	CONTRIBUTIONS/DONATIONS	\$0.00	\$15,500.00	\$0.00
24380-54710	ROUTINE MAINTENANCE	\$14,649.79	\$151,000.00	\$150,000.00
TOTAL 380 - MAINTENANCE & DISTRIBUTION		\$748,099.91	\$1,022,473.00	\$1,338,472.94



2020 BUDGET - EXPENDITURES

Account	Account Description	2018 Actual	2019 Budget	2020 Request
24 ELECTRIC UTILITY - 275 DEPRECIATION/AMORTIZATION				
24275-55610	DEPRECIATION	\$993,283.22	\$997,000.00	\$997,000.00
TOTAL 275 - DEPRECIATION/AMORTIZATION		\$993,283.22	\$997,000.00	\$997,000.00



2020 BUDGET - EXPENDITURES

Account	Account Description	2018 Actual	2019 Budget	2020 Request
24 ELECTRIC UTILITY - 999 INTERFUND TRANSFERS				
24999-55910	TRANSFER TO FLEET SERVICES	\$118,855.50	\$133,000.00	\$65,000.00
24999-55920	TRANSFER TO A&I	\$0.00	\$130,000.00	\$0.00
24999-55930	TRANSFER TO CAPITAL PROJECTS	\$0.00	\$25,000.00	\$25,000.00
TOTAL 999 - INTERFUND TRANSFERS		\$118,855.50	\$288,000.00	\$90,000.00



2020 BUDGET - EXPENDITURES

Account	Account Description	2018 Actual	2019 Budget	2020 Request
24 ELECTRIC UTILITY - 000 UNCLASSIFIED/UNDECLARED/UN-USE				
2450-60000	PROJECTS	\$495,655.24	\$1,630,000.00	\$3,500,000.00
TOTAL 000 - UNCLASSIFIED/UNDECLARED/UN-USE		\$495,655.24	\$1,630,000.00	\$3,500,000.00
TOTAL ELECTRIC UTILITY		\$15,602,891.31	\$17,430,550.00	\$19,031,024.02



2020 BUDGET DETAILS

Account	Account Description	2020 Request	Description
24 ELECTRIC UTILITY - 999 INTERFUND TRANSFERS			
24999-55910	TRANSFER TO FLEET SERVICES	\$65,000.00	To Fleet for wash bay
24999-55930	TRANSFER TO CAPITAL PROJECTS	\$25,000.00	ERP
24 ELECTRIC UTILITY - 000 UNCLASSIFIED/UNDECLARED/UN-USE			
2450-60000	PROJECTS	\$75,000.00	System Upgrades
		\$100,000.00	NG Sub Reclosers
		\$200,000.00	GAB Ped Bridge to N.G Sub
		\$50,000.00	Downtown cable replacement
		\$150,000.00	South Midland Project
		\$150,000.00	Ped Bridge to Blake Line
		\$2,500,000.00	Fourth Sub Station
		\$50,000.00	10th street river crossing upgrade
		\$100,000.00	Reclosure project from 2019 Reallocated to 2020 on top of additional
			Reclosure work planned for 2020.
		\$125,000.00	Red Mountain North Construction
	TOTAL PROJECTS	\$3,500,000.00	
24 ELECTRIC UTILITY - 220 ELECTRIC ADMINISTRATION			
24220-51410	UTILITIES	\$18,000.00	Gas, water, electric, phone, trash
		\$5,000.00	Natural Gas Monthly Billing
		\$15,000.00	Electricity Monthly Billing
		\$750.00	Water and Sewer Monthly Billing
		\$4,500.00	Trash Disposal
		\$5,500.00	Telephone and Internet Services Monthly
	TOTAL UTILITIES	\$48,750.00	
24220-51610	SUPPLIES	\$6,000.00	Office Supplies and UPS
		\$500.00	Postage, Printing and Reproduction
		\$5,500.00	Office Supplies and Expenses
	TOTAL SUPPLIES	\$12,000.00	
24220-51710	PROFESSIONAL SERVICES	\$100,000.00	Architectural and Engineering for New Building
		\$20,000.00	Professional Services
		\$7,500.00	MEAN Rate Study
	TOTAL PROFESSIONAL SERVICES	\$127,500.00	
24220-51920	RENT/LEASE - EQUIPMENT	\$900.00	Copier rental & Maint
		\$27,000.00	Temporary electric building
	TOTAL RENT/LEASE - EQUIPMENT	\$27,900.00	
24220-52110	PUBLIC NOTICES	\$2,000.00	Advertising, Publications and Noticing
24220-52120	EMPLOYMENT POSTING	\$500.00	Employment Postings
24220-52140	PROCUREMENT ADVERTISING	\$480.00	Advertising and publications
24220-52210	PROFESSIONAL DEVELOPMENT	\$1,200.00	Kimberley Delgado
		\$10,000.00	Safety Training, Lineman Training, CIRSA Training and other Training Opportunities.
	TOTAL PROFESSIONAL DEVELOPMENT	\$11,200.00	
24220-52310	MISC. TRAVEL	\$5,000.00	MEAN Board Meeting Attendance
24220-52410	PROFESSIONAL DUES AND MEMBERSH	\$30,000.00	Professional Dues and Memberships
24220-52420	ORGANIZATIONAL DUES AND MEMBER	\$2,500.00	Organizational Dues and Memberships
24220-52510	GRANTS	\$15,000.00	Grant Writer Fees
24220-54410	REGULATORY EXPENSE	\$10,000.00	Regulatory Expenses
24220-54610	ENERGY CONSERVATION	\$210,000.00	Rebates, CLEER
24220-54750	PURCHASED POWER	\$9,900,000.00	Purchased Power



2020 BUDGET DETAILS

Account	Account Description	2020 Request	Description
24220-59998	BIW PERSONNEL	\$21,612.50	PIO split with General, Electric, Water and Landfill
		\$12,730.00	Asset Management Application Services Specialist. Split between water, wastewater, electric, streets, engineering, facilities and parks departments
24 ELECTRIC UTILITY - 380 MAINTENANCE & DISTRIBUTION			
24380-51410	UTILITIES	\$750.00	Landfill
24380-51610	SUPPLIES	\$10,000.00	Employee FR clothing
		\$10,000.00	Misc Hand Tools, rubber gloves, specialized equipment upgrades, live line
		\$3,600.00	meter supplies, street light supplies, Underground and overhead
			supplies, fiber optic supplies, shop supplies
	TOTAL SUPPLIES	\$23,600.00	
24380-51710	PROFESSIONAL SERVICES	\$10,000.00	Misc Consulting
		\$192.00	Pest Control
		\$1,000.00	Bulb Recycling
		\$1,800.00	Janitorial Services
		\$1,350.00	Heating and Cooling Services
		\$1,000.00	Weed Control
		\$10,000.00	Traffic Control
		\$900.00	Line Locating
		\$1,800.00	Rubber Goods testing
	TOTAL PROFESSIONAL SERVICES	\$28,042.00	
24380-51810	MAINTENANCE & REPAIR	\$372.00	Generator testing
		\$1,400.00	High Voltage Testing
		\$350.00	Fire Sprinkler testing
		\$750.00	Fire Extinguisher testing
		\$18,000.00	Gas, oil, lubricants
		\$72,000.00	Maint. repair- Vehicles
		\$5,000.00	Building Maintenance
	TOTAL MAINTENANCE & REPAIR	\$97,872.00	
24380-52140	PROCUREMENT ADVERTISING	\$240.00	Electric material
24380-52210	PROFESSIONAL DEVELOPMENT	\$2,300.00	Merchant Job Training
		\$1,340.00	Meter Tech Training
		\$750.00	Meter School
		\$750.00	Meter School
		\$275.00	CAMU Conference
		\$385.00	Misc Expenses
	TOTAL PROFESSIONAL DEVELOPMENT	\$5,800.00	
24380-52310	MISC. TRAVEL	\$500.00	Misc Travel
24380-52810	OTHER OPERATING EXPENSE	\$5,000.00	Misc Mtce Expense ZEE Medical, DOT/Random drug screening, Physicals, PEGDPC sponsorships
24380-53530	DAMAGE CLAIMS	\$1,000.00	Damage Claims
24380-54710	ROUTINE MAINTENANCE	\$5,000.00	Meter Maint.
		\$5,000.00	Service Maint.
		\$25,000.00	Street Light Maint
		\$75,000.00	Tree Trimming
		\$5,000.00	Substation Maint.
		\$25,000.00	Underground Line Maint.
		\$10,000.00	SCADA System Maint
	TOTAL ROUTINE MAINTENANCE	\$150,000.00	



FUND BALANCES

Fund: 24 - Electric	
Beginning Fund Balance 2018	25,167,510
2019 Increase/(Decrease) Budgeted	<u>(545,143)</u>
Estimated Ending Fund Balance 12/31/19	24,622,368
2020 Estimated Revenue	16,230,596
2020 Estimated Expense	<u>(19,031,024)</u>
2020 Increase/(Decrease)	<u>(2,800,428)</u>
2020 Ending Fund	21,821,940
Reserves (Committed/Restricted/Assigned)	
Contrib-in-aid-construction	<u>(5,314,806)</u>
Unrestricted Fund Balance 12/31/20	<u>16,507,134</u>



2020 PRELIMINARY BUDGET / REVENUE

Account	Account Description	2018 Actual	2019 Budget	2020 Request
27 AIRPORT ENTERPRISE FUND - AIRPORT-INTERGOVERNMENTAL				
2755040-42250	STATE AVIATION FUEL TAX REFUND	\$6,275.81	\$500.00	(\$0.00)
TOTAL 00040 - INTERGOVERNMENTAL		\$6,275.81	\$500.00	(\$0.00)
27 AIRPORT ENTERPRISE FUND - AIRPORT-CHARGE FOR SERVICE/FEES				
2755050-42710	RUNWAY USER FEES	\$2,880.00	\$3,000.00	\$3,000.00
2755050-42720	LONG TERM TIE DOWNS	\$9,000.00	\$7,200.00	\$9,000.00
2755050-42730	TRANSIENT TIE DOWN FEES	\$4,214.00	\$800.00	(\$0.00)
2755050-42740	FUEL SALES	\$129,492.87	\$115,000.00	\$125,000.00
TOTAL 00050 - CHARGE FOR SERVICE/FEES		\$145,586.87	\$126,000.00	\$137,000.00
27 AIRPORT ENTERPRISE FUND - AIRPORT-LEASE/RENT INCOME				
2755055-43610	BUILDING LEASE	\$8,800.00	\$13,000.00	\$13,000.00
2755055-43620	LAND LEASES	\$19,050.00	\$15,000.00	\$15,000.00
TOTAL 00055 - LEASE/RENT INCOME		\$27,850.00	\$28,000.00	\$28,000.00
27 AIRPORT ENTERPRISE FUND - AIRPORT-OTHER				
2755060-43510	INTEREST	\$760.03	\$100.00	\$200.00
2755060-44130	MISCELLANEOUS	\$2,446.60	(\$0.00)	(\$0.00)
TOTAL 00060 - OTHER		\$3,206.63	\$100.00	\$200.00
TOTAL AIRPORT ENTERPRISE FUND REVENUE		\$182,919.31	\$154,600.00	\$165,200.00



2020 BUDGET - EXPENDITURES

Account	Account Description	2018 Actual	2019 Budget	2020 Request
27 AIRPORT ENTERPRISE FUND - 450 AIRPORT ADMINISTRATION				
27450-51110	REGULAR EMPLOYEES	\$16,480.34	\$16,400.00	\$17,510.00
27450-51250	FICA CONTRIBUTIONS	\$1,260.72	\$1,300.00	\$1,339.00
27450-51270	UNEMPLOYMENT COMPENSATION	\$49.45	\$0.00	\$51.50
27450-51410	UTILITIES	\$4,850.65	\$5,346.00	\$5,000.00
27450-51610	SUPPLIES	\$233.74	\$400.00	\$400.00
27450-51710	PROFESSIONAL SERVICES	\$3,937.64	\$6,000.00	\$5,000.00
27450-51810	MAINTENANCE & REPAIR	\$4,982.92	\$5,000.00	\$5,000.00
27450-51930	RENT/LEASE - BUILDING	\$4,440.00	\$4,440.00	\$4,440.00
27450-52130	SPECIAL EVENT POSTING	\$0.00	\$600.00	\$800.00
27450-52150	ADVERTISING	\$571.00	\$0.00	\$0.00
27450-52210	PROFESSIONAL DEVELOPMENT	\$0.00	\$1,600.00	\$1,600.00
27450-52710	CREDIT CARD FEES	\$2,675.37	\$2,000.00	\$2,000.00
27450-52810	OTHER OPERATING EXPENSE	\$2,187.77	\$2,000.00	\$2,500.00
27450-53520	LIABILITY AND CASUALTY INSURA	\$5,421.34	\$6,000.00	\$6,000.00
27450-54310	INTERFUND COST OF SERVICE	\$2,449.00	\$2,400.00	\$2,472.00
27450-55610	DEPRECIATION	\$9,076.80	\$9,100.00	\$9,100.00
27450-56110	AVIATION FUEL	\$98,967.48	\$87,500.00	\$100,000.00
27450-59520	CAPITAL OUTLAY	\$294.15	\$0.00	\$0.00
27450-59998	BIW PERSONNEL	\$0.00	\$0.00	\$5,000.00
27450-59999	BIW PROJECT	\$0.00	\$0.00	\$11,000.00
TOTAL 450 - AIRPORT ADMINISTRATION		\$157,878.37	\$150,086.00	\$179,212.50
TOTAL AIRPORT ENTERPRISE FUND		\$157,878.37	\$150,086.00	\$179,212.50



2020 BUDGET DETAILS

Account	Account Description	2020 Request	Description
27 AIRPORT ENTERPRISE FUND - 450 AIRPORT ADMINISTRATION			
27450-59998	BIW PERSONNEL	\$5,000.00	Additional hours for part-time Airport Manager and on-call Assistant Airport Manager
27450-59999	BIW PROJECT	\$11,000.00	Crack seal pavement maintenance for runway/taxiway. May be grant funding available.

Draft



FUND BALANCES

Fund: 27 - Airport	
Beginning Fund Balance 2018	482,206
2019 Increase/(Decrease) Budgeted	<u>4,514</u>
Estimated Ending Fund Balance 12/31/19	486,720
2020 Estimated Revenue	165,200
2020 Estimated Expense	<u>(179,213)</u>
2020 Increase/(Decrease)	<u>(14,013)</u>
2020 Ending Fund	<u>472,708</u>
Unrestricted Fund Balance 12/31/20	<u><u>472,708</u></u>



2020 PRELIMINARY BUDGET / REVENUE

Account	Account Description	2018 Actual	2019 Budget	2020 Request
29 LANDFILL ENTERPRISE FUND - LANDFILL-CHARGE FOR SERVICE/FEES				
2960050-42810	CONCRETE	\$130,731.97	\$102,000.00	\$150,000.00
2960050-42811	OTHER RECYCLABLE METALS	\$2,719.40	\$1,800.00	\$2,200.00
2960050-42812	ANIMALS	\$764.00	\$1,000.00	\$1,200.00
2960050-42813	NON-FRIABLE ASBESTOS	\$1,589.00	\$500.00	\$600.00
2960050-42814	APPLIANCES	\$10,160.00	\$8,500.00	\$9,000.00
2960050-42815	BRUSH & WOOD	\$55,118.24	\$44,000.00	\$55,000.00
2960050-42816	CITY OF GLENWOOD	\$21,220.76	\$46,000.00	\$48,000.00
2960050-42817	CONSTRUCTION WASTE MIXED	\$669,383.26	\$568,000.00	\$650,000.00
2960050-42818	CONTAMINATED SOIL	\$46,495.43	\$21,000.00	\$10,000.00
2960050-42819	MUNICIPAL WASTE	\$958,718.00	\$1,225,000.00	\$1,100,000.00
2960050-42820	RESIDENTIAL/MIXED	\$42,646.02	\$70,000.00	\$45,000.00
2960050-42821	SLUDGE	\$17,775.00	\$14,000.00	\$20,000.00
2960050-42822	CAR WASH SLUDGE	\$78,485.00	\$77,000.00	\$80,000.00
2960050-42823	SEPTIC SLUDGE	\$301,083.00	\$332,000.00	\$450,000.00
2960050-42824	TIRES - PASSENGER/LT TRUCK	\$16,930.00	\$15,200.00	\$17,000.00
2960050-42825	TIRES - LARGE TRUCK	\$2,095.00	(\$0.00)	\$2,000.00
2960050-42826	TIRES - EQUIPMENT	\$410.00	(\$0.00)	\$200.00
2960050-42827	COMPOST FEE	\$40,934.21	\$56,000.00	\$60,000.00
2960050-42828	SCRAP METAL/RECYCLE FEES	\$8,579.23	\$3,000.00	\$3,000.00
2960050-42829	CLEAN OUT FEE	\$1,350.00	\$500.00	\$1,300.00
2960050-42830	ELECTRONICS	\$48,488.80	\$45,200.00	\$48,000.00
TOTAL 00050 - CHARGE FOR SERVICE/FEES		\$2,455,676.32	\$2,630,700.00	\$2,752,500.00
29 LANDFILL ENTERPRISE FUND - LANDFILL-OTHER				
2960060-42650	VENDORS FEE	\$1,526.87	\$1,300.00	(\$0.00)
2960060-43510	INTEREST	\$77,893.61	\$53,649.00	\$50,000.00
2960060-44130	MISCELLANEOUS	\$31,567.13	\$6,700.00	\$10,000.00
2960060-44150	FINANCE CHARGES	\$3,546.95	\$2,000.00	(\$0.00)
TOTAL 00060 - OTHER		\$114,534.56	\$63,649.00	\$60,000.00
TOTAL LANDFILL ENTERPRISE FUND REVENUE		\$2,570,210.88	\$2,694,349.00	\$2,812,500.00



2020 BUDGET - EXPENDITURES

Account	Account Description	2018 Actual	2019 Budget	2020 Request
29 LANDFILL ENTERPRISE FUND - 610 LANDFILL ADMINISTRATION				
29610-51110	REGULAR EMPLOYEES	\$238,637.59	\$241,982.00	\$455,269.27
29610-51120	PART-TIME EMPLOYEES	\$1,200.00	\$0.00	\$75,000.00
29610-51140	OVERTIME	\$14,269.94	\$15,000.00	\$30,600.00
29610-51210	HEALTH INSURANCE PREMIUMS	\$56,566.55	\$63,436.00	\$121,239.00
29610-51220	LONG TERM DISABILITY	\$0.00	\$0.00	\$1,414.00
29610-51230	BASIC LIFE INSURANCE	\$0.00	\$0.00	\$1,166.00
29610-51250	FICA CONTRIBUTIONS	\$18,162.29	\$19,660.00	\$37,239.65
29610-51260	RETIREMENT CONTRIBUTIONS	\$15,698.90	\$17,988.00	\$34,075.49
29610-51270	UNEMPLOYMENT COMPENSATION	\$712.21	\$768.00	\$1,489.38
29610-51280	WORKERS' COMPENSATION	\$7,240.58	\$8,358.00	\$8,608.74
29610-51380	UNIFORM ALLOWANCE	\$1,736.00	\$0.00	\$3,600.00
29610-51410	UTILITIES	\$5,860.13	\$6,900.00	\$13,700.00
29610-51610	SUPPLIES	\$1,076.11	\$3,800.00	\$5,000.00
29610-51710	PROFESSIONAL SERVICES	\$219,932.50	\$150,000.00	\$145,000.00
29610-51810	MAINTENANCE & REPAIR	\$45,621.27	\$17,000.00	\$225,000.00
29610-51920	RENT/LEASE - EQUIPMENT	\$1,857.07	\$3,000.00	\$401,000.00
29610-52110	PUBLIC NOTICES	\$77.18	\$1,000.00	\$3,200.00
29610-52120	EMPLOYMENT POSTING	\$0.00	\$0.00	\$1,000.00
29610-52130	SPECIAL EVENT POSTING	\$0.00	\$0.00	\$2,000.00
29610-52140	PROCUREMENT ADVERTISING	\$0.00	\$0.00	\$2,000.00
29610-52210	PROFESSIONAL DEVELOPMENT	\$6,906.80	\$4,400.00	\$14,000.00
29610-52310	MISC. TRAVEL	\$0.00	\$0.00	\$1,000.00
29610-52410	PROFESSIONAL DUES AND MEMBERSH	\$9,223.00	\$800.00	\$800.00
29610-52420	ORGANIZATIONAL DUES AND MEMBER	\$0.00	\$0.00	\$1,500.00
29610-52610	TECHNOLOGY	\$0.00	\$0.00	\$1,000.00
29610-52810	OTHER OPERATING EXPENSE	\$6,378.05	\$15,000.00	\$27,700.00
29610-53510	PROPERTY INSURANCE	\$360.09	\$300.00	\$300.00
29610-53520	LIABILITY AND CASUALTY INSURA	\$50,118.99	\$50,500.00	\$50,000.00
29610-54110	BAD DEBTS	\$205.17	\$5,000.00	\$5,000.00
29610-54310	INTERFUND COST OF SERVICE	\$133,246.00	\$135,900.00	\$139,977.00
29610-54320	INTERFUND BILLING	\$4,431.00	\$4,500.00	\$4,635.00
29610-54330	FORCE CONSTRUCTION	\$881.00	\$0.00	\$0.00
29610-55110	SAFETY PROGRAMS	\$0.00	\$0.00	\$17,500.00
29610-55310	MANAGEMENT FEES	\$1,985,004.00	\$1,985,000.00	\$0.00
29610-55320	SPETIC AND CAR WASH	\$262,480.44	\$400,000.00	\$28,000.00
29610-55330	COMPOSTING FEES	\$0.00	\$10,000.00	\$0.00
29610-55340	TIRE DISPOSAL	\$18,127.20	\$25,000.00	\$25,000.00



2020 BUDGET - EXPENDITURES

Account	Account Description	2018 Actual	2019 Budget	2020 Request
29610-55350	CONCRETE CRUSHING AND RECYCLIN	\$24,770.41	\$20,000.00	\$45,000.00
29610-55360	LANDFILL CLOSURE COSTS	\$38,086.60	\$39,000.00	\$39,000.00
29610-55370	LANDFILL POSTCLOSURE COSTS	\$29,366.78	\$30,000.00	\$30,000.00
29610-55380	WEED CONTROL	\$397.50	\$1,000.00	\$6,000.00
29610-55390	RECYCLING PROGRAM	\$85,526.63	\$175,000.00	\$80,000.00
29610-55510	HOUSEHOLD HAZARDEST WASTE	\$0.00	\$30,000.00	\$30,000.00
29610-55610	DEPRECIATION	\$48,438.90	\$45,000.00	\$45,000.00
29610-55910	TRANSFER TO FLEET SERVICE	\$6,053.70	\$0.00	\$25,000.00
29610-59998	BIW PERSONNEL	\$0.00	\$0.00	\$96,612.50
TOTAL 610 - LANDFILL ADMINISTRATION		\$3,338,650.58	\$3,525,292.00	\$2,280,626.03
29 LANDFILL ENTERPRISE FUND - 999 INTERFUND TRANSFERS				
29999-55930	TRANSFER TO CAPITAL PROJECTS	\$0.00	\$25,000.00	\$25,000.00
TOTAL 999 - INTERFUND TRANSFERS		\$0.00	\$25,000.00	\$25,000.00
29 LANDFILL ENTERPRISE FUND - 000 UNCLASSIFIED/UNDECLARED/UN-USE				
2960-60000	PROJECTS	\$0.00	\$340,000.00	\$500,000.00
TOTAL 000 - UNCLASSIFIED/UNDECLARED/UN-USE		\$0.00	\$340,000.00	\$500,000.00
TOTAL LANDFILL ENTERPRISE FUND		\$3,338,650.58	\$3,890,292.00	\$2,805,626.03



2020 BUDGET DETAILS

Account	Account Description	2020 Request	Description
29 LANDFILL ENTERPRISE FUND - 999 INTERFUND TRANSFERS			
29999-55930	TRANSFER TO CAPITAL PROJECTS	\$25,000.00	Transfer out to Capital Projects for ERP
29 LANDFILL ENTERPRISE FUND - 000 UNCLASSIFIED/UNDECLARED/UN-USE			
2960-60000	PROJECTS	\$50,000.00	972 Loader (5 year lease)
		\$400,000.00	Compost lagoon construction, existing lagoon reclamation per CDPHE approved EDOP.
		\$50,000.00	25 Ton Haul Truck
	TOTAL PROJECTS	\$500,000.00	
29 LANDFILL ENTERPRISE FUND - 610 LANDFILL ADMINISTRATION			
29610-51410	UTILITIES	\$10,000.00	electr
		\$1,400.00	propane
		\$1,300.00	Tele
		\$1,000.00	city water
	TOTAL UTILITIES	\$13,700.00	
29610-51610	SUPPLIES	\$3,000.00	office supplies
		\$2,000.00	landfill field supplies, litter bags
	TOTAL SUPPLIES	\$5,000.00	
29610-51710	PROFESSIONAL SERVICES	\$45,000.00	Other prof services,lab work,water sampling
		\$100,000.00	engineering services
	TOTAL PROFESSIONAL SERVICES	\$145,000.00	
29610-51810	MAINTENANCE & REPAIR	\$15,000.00	fleet services
		\$80,000.00	large equip repair maint.
		\$130,000.00	Gas, oils and Lubrication
	TOTAL MAINTENANCE & REPAIR	\$225,000.00	
29610-51920	RENT/LEASE - EQUIPMENT	\$80,000.00	Moody construction contract for services
		\$95,000.00	Rental grinder and excavator 2 months
		\$18,000.00	Compost screen rental one month
		\$8,000.00	Test equip. and misc rental
		\$200,000.00	Heavy Equipment Leases
	TOTAL RENT/LEASE - EQUIPMENT	\$401,000.00	
29610-52110	PUBLIC NOTICES	\$1,200.00	Public notice
		\$2,000.00	Public notice to file contractor liens
	TOTAL PUBLIC NOTICES	\$3,200.00	
29610-52120	EMPLOYMENT POSTING	\$1,000.00	Job postings
29610-52130	SPECIAL EVENT POSTING	\$2,000.00	Earth day, compost sale
29610-52140	PROCUREMENT ADVERTISING	\$2,000.00	Final settlement notice bid for services
29610-52210	PROFESSIONAL DEVELOPMENT	\$14,000.00	Certification seminars (\$6,000), training and travel expenses (\$8,000)
29610-52310	MISC. TRAVEL	\$1,000.00	Picking up and dropping off parts and equipment
29610-52410	PROFESSIONAL DUES AND MEMBERSH	\$800.00	Three memberships to SWANA
29610-52420	ORGANIZATIONAL DUES AND MEMBER	\$500.00	US Compost Council
		\$1,000.00	Valley Resource Management
	TOTAL ORGANIZATIONAL DUES AND MEMBER	\$1,500.00	



2020 BUDGET DETAILS

Account	Account Description	2020 Request	Description
29610-52610	TECHNOLOGY	\$1,000.00	Waste works program
29610-52810	OTHER OPERATING EXPENSE	\$8,100.00	Porta john (3)
		\$600.00	Potable water service
		\$14,000.00	Temp service trash pickers
		\$5,000.00	Signage and replacement
	TOTAL OTHER OPERATING EXPENSE	\$27,700.00	
29610-55110	SAFETY PROGRAMS	\$10,000.00	Training and supplies
		\$7,500.00	Miscellaneous waste management training
	TOTAL SAFETY PROGRAMS	\$17,500.00	
29610-55320	SPETIC AND CAR WASH	\$3,000.00	Elec pumps
		\$25,000.00	Pond cleaning
	TOTAL SPETIC AND CAR WASH	\$28,000.00	
29610-55910	TRANSFER TO FLEET SERVICE	\$25,000.00	To Fleet for wash bay
29610-59998	BIW PERSONNEL	\$75,000.00	Compost operations staff
		\$21,612.50	PIO split with General, Electric, Water and Landfill
	TOTAL BIW PERSONNEL	\$96,612.50	



FUND BALANCES

Fund: 29 - Landfill	
Beginning Fund Balance 2018	2,778,773
2019 Increase/(Decrease) Budgeted	<u>(772,127)</u>
Estimated Ending Fund Balance 12/31/19	2,006,646
2020 Estimated Revenue	2,812,500
2020 Estimated Expense	<u>(2,805,626)</u>
2020 Increase/(Decrease)	<u>6,874</u>
2020 Ending Fund	2,013,520
Reserves (Committed/Restricted/Assigned)	
Landfill Post Closure/Post Closure Costs	<u>(1,980,388)</u>
	-
Unrestricted Fund Balance 12/31/20	<u>33,132</u>



2020 BUDGET - REVENUE

Account	Account Description	2018 Actual	2019 Budget	2020 Request
31 CAPITAL PROJECTS - UNCLASSIFIED/UNDECLARED/UN-USE-TAXES				
3100020-41210	GENERAL SALES TAX	\$2,430,141.18	\$2,504,872.00	\$2,554,970.00
3100020-41310	USE TAX	\$62,377.79	\$85,194.00	\$120,000.00
TOTAL 00020 - TAXES		\$2,492,518.97	\$2,590,066.00	\$2,674,970.00
31 CAPITAL PROJECTS - UNCLASSIFIED/UNDECLARED/UN-USE-INTERGOVERNMENTAL				
3100040-42310	GRANTS	\$336,753.25	(\$0.00)	(\$0.00)
TOTAL 00040 - INTERGOVERNMENTAL		\$336,753.25	(\$0.00)	(\$0.00)
31 CAPITAL PROJECTS - UNCLASSIFIED/UNDECLARED/UN-USE-OTHER				
3100060-41220	AUDIT REVENUE	\$12,386.88	\$4,000.00	\$6,000.00
3100060-42420	CREDIT CARD CONVENIENCE FEES	\$226.47	(\$0.00)	(\$0.00)
3100060-43510	INTEREST	\$54,324.33	\$15,000.00	\$37,000.00
3100060-43710	CONTRIBUTIONS/DONATIONS	\$1,500.00	(\$0.00)	(\$0.00)
3100060-43920	INSURANCE REIMBURSEMENT	\$176,282.60	(\$0.00)	(\$0.00)
3100060-44130	MISCELLANEOUS	\$6,895.80	\$300.00	(\$0.00)
3100060-44325	TRANSFER FROM LANDFILL	(\$0.00)	\$25,000.00	\$25,000.00
3100060-44385	TRANSFER FROM WA/SW	(\$0.00)	\$75,000.00	\$50,000.00
3100060-44390	TRANSFER FROM ELECTRIC	(\$0.00)	(\$0.00)	\$25,000.00
TOTAL 00060 - OTHER		\$251,616.08	\$119,300.00	\$143,000.00
31 CAPITAL PROJECTS - PUBLIC WORKS-PERMITS/LICENTS				
3130030-42424	PARKLAND FEES - SPRINGRIDGE	\$17,324.40	(\$0.00)	(\$0.00)
3130030-42425	PARK LAND FEES	\$254,474.19	(\$0.00)	(\$0.00)
TOTAL 00030 - PERMITS/LICENTS		\$271,798.59	(\$0.00)	(\$0.00)
TOTAL CAPITAL PROJECTS REVENUE		\$3,352,686.89	\$2,709,366.00	\$2,817,970.00



2020 BUDGET - EXPENDITURES

Account	Account Description	2018 Actual	2019 Budget	2020 Request
31 CAPITAL PROJECTS - 390 SPECIAL WORKS ACTIVITIES TEAM				
31390-51110	REGULAR EMPLOYEES	\$150,482.72	\$161,096.00	\$217,651.36
31390-51140	OVERTIME	\$0.00	\$0.00	\$6,000.00
31390-51150	STANDBY AND CALLBACK PAY	\$0.00	\$0.00	\$12,500.00
31390-51210	HEALTH INSURANCE PREMIUMS	\$49,087.42	\$51,555.00	\$45,265.00
31390-51220	LONG TERM DISABILITY	\$0.00	\$0.00	\$676.00
31390-51230	BASIC LIFE INSURANCE	\$0.00	\$0.00	\$547.00
31390-51250	FICA CONTRIBUTIONS	\$11,025.01	\$12,325.00	\$16,690.12
31390-51260	RETIREMENT CONTRIBUTIONS	\$8,315.15	\$11,277.00	\$15,271.81
31390-51270	UNEMPLOYMENT COMPENSATION	\$432.26	\$484.00	\$667.44
31390-51280	WORKERS' COMPENSATION	\$5,543.87	\$6,342.00	\$6,532.26
31390-51380	UNIFORM ALLOWANCE	\$1,312.50	\$0.00	\$1,400.00
31390-51410	UTILITIES	\$7,715.26	\$10,000.00	\$10,000.00
31390-51610	SUPPLIES	\$25,866.04	\$54,300.00	\$75,000.00
31390-51710	PROFESSIONAL SERVICES	\$33,689.99	\$30,000.00	\$30,000.00
31390-51810	MAINTENANCE & REPAIR	\$11,809.13	\$24,500.00	\$20,000.00
31390-51920	RENT/LEASE - EQUIPMENT	\$55.00	\$2,000.00	\$2,000.00
31390-52210	PROFESSIONAL DEVELOPMENT	\$230.00	\$4,500.00	\$1,000.00
31390-52310	MISC TRAVEL	\$0.00	\$0.00	\$600.00
31390-52710	CREDIT CARD FEES	\$818.39	\$1,200.00	\$0.00
31390-52810	OTHER OPERATING EXPENSE	\$178,902.44	\$5,000.00	\$8,000.00
31390-52815	SALES TAX REFUNDS	\$0.00	\$3,000.00	\$3,000.00
31390-52820	TIF TO DDA	\$80,455.57	\$88,167.00	\$89,930.00
31390-52825	ECONOMIC INCENTIVE REBATE	\$0.00	\$20,000.00	\$0.00
31390-53520	LIABILITY AND CASUALTY INSURA	\$2,036.81	\$3,100.00	\$2,300.00
31390-54310	INTERFUND COST OF SERVICE	\$80,536.00	\$82,147.00	\$86,303.70
31390-55910	TRANSFER TO FLEET SERVICE	\$482,990.40	\$447,000.00	\$721,500.00
31390-59520	CAPITAL OUTLAY	\$28.96	\$10,000.00	\$0.00
31390-59997	BIW EQUIPMENT	\$0.00	\$0.00	\$1,500.00
TOTAL 390 - SPECIAL WORKS ACTIVITIES TEAM		\$1,131,332.92	\$1,027,993.00	\$1,374,334.69
31 CAPITAL PROJECTS - 200 CAPITAL PROJECTS				
31200-51810	MAINTENANCE & REPAIR	\$9,999.25	\$10,000.00	\$0.00
TOTAL 200 - CAPITAL PROJECTS		\$9,999.25	\$10,000.00	\$0.00



2020 BUDGET - EXPENDITURES

Account	Account Description	2018 Actual	2019 Budget	2020 Request
31 CAPITAL PROJECTS - 999 INTERFUND TRANSFERS				
31999-55980	TRANSFER TO OTHER FUNDS	\$0.00	\$0.00	\$68,000.00
TOTAL 999 - INTERFUND TRANSFERS		\$0.00	\$0.00	\$68,000.00
31 CAPITAL PROJECTS - 000 UNCLASSIFIED/UNDECLARED/UN-USE				
3135-60000	PROJECTS	\$348,434.71	\$12,000.00	\$264,000.00
3135-61000	DEPARTMENTAL	\$393,360.02	\$552,500.00	\$0.00
TOTAL 000 - UNCLASSIFIED/UNDECLARED/UN-USE		\$741,794.73	\$564,500.00	\$264,000.00
31 CAPITAL PROJECTS - 000 UNCLASSIFIED/UNDECLARED/UN-USE				
3110-60000	PROJECTS	\$904,612.07	\$950,000.00	\$1,353,500.00
3110-61000	DEPARTMENTAL	\$208,228.73	\$249,460.00	\$0.00
TOTAL 000 - UNCLASSIFIED/UNDECLARED/UN-USE		\$1,112,840.80	\$1,199,460.00	\$1,353,500.00
31 CAPITAL PROJECTS - 000 UNCLASSIFIED/UNDECLARED/UN-USE				
3130-60000	PROJECTS	\$0.00	\$213,896.00	\$330,000.00
3130-61000	DEPARTMENTAL	\$58,142.50	\$270,000.00	\$0.00
TOTAL 000 - UNCLASSIFIED/UNDECLARED/UN-USE		\$58,142.50	\$483,896.00	\$330,000.00
31 CAPITAL PROJECTS - 000 UNCLASSIFIED/UNDECLARED/UN-USE				
3120-61000	DEPARTMENTAL	\$57,124.37	\$95,000.00	\$0.00
TOTAL 000 - UNCLASSIFIED/UNDECLARED/UN-USE		\$57,124.37	\$95,000.00	\$0.00
TOTAL CAPITAL PROJECTS		\$3,111,234.57	\$3,380,849.00	\$3,389,834.69



2020 BUDGET DETAILS

Account	Account Description	2020 Request	Description
---------	---------------------	--------------	-------------

31 CAPITAL PROJECTS - 999 INTERFUND TRANSFERS

31999-55980	TRANSFER TO OTHER FUNDS	\$68,000.00	To A&I for 2 Rivers Park
-------------	-------------------------	-------------	--------------------------

31 CAPITAL PROJECTS - 000 UNCLASSIFIED/UNDECLARED/UN-USE

3110-60000	PROJECTS	\$500,000.00	ERP Implementation
		\$200,000.00	Project Contingency
		\$25,000.00	Reserve for micro loans in community development.
		\$15,000.00	Installing electronic door locks and other hardware on the City Administration, HR, Community Development, and Engineering offices.
		\$35,000.00	Annual PC Replacements
			15 Desktop PCs with one monitor
			15 Laptop PCs with one docking station
		\$10,500.00	Networking Switch Replacements
			Ice Rink Switch 2,500.00
			FS2/FS3 Switches 5,500.00
			Liftstation Switches 2,500.00
		\$35,000.00	IT Security Audit 2020
		\$17,000.00	Aerial Photography - Contracted
		\$15,000.00	Community Development Department Counter/Entry Point improvements
		\$50,000.00	Economic Development Strategic Plan Implementation
		\$50,000.00	Riparian Corridor Mapping
		\$50,000.00	Wayfinding and other signage
		\$80,000.00	Resurface City Hall Parking Lot
		\$5,000.00	New plotter for engineering and community development.
		\$16,000.00	Police Dept Body Cameras
		\$250,000.00	City Manager Contingency
	TOTAL PROJECTS	\$1,353,500.00	

31 CAPITAL PROJECTS - 000 UNCLASSIFIED/UNDECLARED/UN-USE

3130-60000	PROJECTS	\$100,000.00	Engineering design for the bike and pedestrian trail from Linden to Devereux Road along SH 6 and 24.
		\$75,000.00	Cost sharing of large transportation study with RFTA for congestion reduction.
		\$60,000.00	Confluence flood plain analysis
		\$75,000.00	Structural engineering evaluation of the City's pedestrian bridges. Carryover.
		\$20,000.00	Variable Message Board, to notify the traveling public of upcoming and current projects as well for special events and emergencies.
	TOTAL PROJECTS	\$330,000.00	



2020 BUDGET DETAILS

Account	Account Description	2020 Request	Description
31 CAPITAL PROJECTS - 390 SPECIAL WORKS ACTIVITIES TEAM			
31390-51380	UNIFORM ALLOWANCE	\$1,400.00	uniform allowance for public works employees
31390-51410	UTILITIES	\$10,000.00	This LI is used for basic utilities including gas, electric and water
31390-51610	SUPPLIES	\$75,000.00	Concrete, steel and other construction supplies used in SWAT projects.
31390-51920	RENT/LEASE - EQUIPMENT	\$2,000.00	LI for the rental of special equipment and tools for various projects
31390-52210	PROFESSIONAL DEVELOPMENT	\$1,000.00	Training for SWAT department employees
31390-52310	MISC TRAVEL	\$600.00	Misc travel to training, conferences and to pick up materiel when needed.
31390-52810	OTHER OPERATING EXPENSE	\$8,000.00	Unforeseen expenditures in relation to maintenance and construction projects.
31390-55910	TRANSFER TO FLEET SERVICE	\$25,000.00	To Fleet for wash bay
		\$150,000.00	To Fleet for equipment catch-up
		\$546,500.00	Vehicles
	TOTAL TRANSFER TO FLEET SERVICE	\$721,500.00	
31390-59997	BIW EQUIPMENT	\$1,500.00	Safety equipment
31 CAPITAL PROJECTS - 000 UNCLASSIFIED/UNDECLARED/UN-USE			
3135-60000	PROJECTS	\$30,000.00	Replacement of old Fitness Equipment
		\$60,000.00	Additional Security Camera and/or Keyless Entry system for Community Center
		\$10,000.00	Replace Acid Right System
		\$22,000.00	Troff grates, handhold brackets
		\$30,000.00	Community Center 1st and 2nd floor carpet replacement.
		\$35,000.00	Art Center - Replace Stairs
		\$65,000.00	Fire Suppression
		\$20,000.00	Clay Sink
		\$23,500.00	Bear proof trash cans
		\$10,000.00	Remote controlled light timers
		\$50,000.00	Remote controlled door locks for parks restrooms
		\$8,500.00	Park signage
	TOTAL PROJECTS	\$364,000.00	



FUND BALANCES

Fund: 31 - Capital Projects	
Beginning Fund Balance 2018	4,915,081
2019 Increase/(Decrease) Budgeted	<u>(671,483)</u>
Estimated Ending Fund Balance 12/31/19	4,243,598
2020 Estimated Revenue	2,817,970
2020 Estimated Expense	<u>(3,389,835)</u>
2020 Increase/(Decrease)	<u>(571,865)</u>
2020 Ending Fund	3,671,733
Reserves (Committed/Restricted/Assigned)	
Restricted Contingency	(2,000,000)
Water Storage fees	(2,290)
Parkland Fees	(546,713)
Glenwood Park Fees	(3,375)
Springridge Parkland Fees	<u>(271,263)</u>
Unrestricted Fund Balance 12/31/20	<u>848,093</u>



2020 BUDGET - REVENUE

Account	Account Description	2018 Actual	2019 Budget	2020 Request
33 ACQUISITION & IMPROVEMENTS - UNCLASSIFIED/UNDECLARED/UN-USE-TAXES				
3300020-41210	GENERAL SALES TAX	\$4,860,282.36	\$5,009,744.00	\$5,109,938.00
3300020-41310	USE TAX	\$124,755.58	\$100,000.00	\$240,000.00
TOTAL 00020 - TAXES		\$4,985,037.94	\$5,109,744.00	\$5,349,938.00
33 ACQUISITION & IMPROVEMENTS - UNCLASSIFIED/UNDECLARED/UN-USE-OTHER				
3300060-41220	AUDIT REVENUE	\$24,773.75	\$5,000.00	\$25,000.00
3300060-42310	GRANTS	\$276,585.80	\$3,940,322.00	\$595,000.00
3300060-42420	CREDIT CARD CONVENIENCE FEES	\$452.94	(\$0.00)	(\$0.00)
3300060-43510	INTEREST	\$77,226.84	\$120,001.00	\$145,000.00
3300060-43710	CONTRIBUTIONS/DONATIONS	\$4,350.00	(\$0.00)	(\$0.00)
3300060-44110	SALE OF ASSETS	\$880,390.27	(\$0.00)	\$1,260,000.00
3300060-44210	BOND PROCEEDS	\$10,000,000.00	\$22,180,000.00	(\$0.00)
TOTAL 00060 - OTHER		\$11,263,779.60	\$26,245,323.00	\$2,025,000.00
33 ACQUISITION & IMPROVEMENTS - UNCLASSIFIED/UNDECLARED/UN-USE-XFERS				
3300070-44310	TRANSFER FROM CAPITAL PROJECTS	(\$0.00)	(\$0.00)	\$68,000.00
3300070-44330	TRANSFER FROM OTHER FUNDS	\$90,000.00	\$134,000.00	\$100,000.00
3300070-44385	TRANSFER FROM WA/SW	(\$0.00)	\$725,000.00	(\$0.00)
3300070-44390	TRANSFER FROM ELECTRIC	(\$0.00)	\$130,000.00	(\$0.00)
TOTAL 00070 - XFERS		\$90,000.00	\$989,000.00	\$168,000.00
TOTAL ACQUISITION & IMPROVEMENTS REVENUE		\$16,338,817.54	\$32,344,067.00	\$7,542,938.00



2020 BUDGET - EXPENDITURES

Account	Account Description	2018 Actual	2019 Budget	2020 Request
33 ACQUISITION & IMPROVEMENTS - 300 A&I GENERAL GOVERNMENT				
33300-51710	PROFESSIONAL SERVICES	\$145,253.85	\$328,000.00	\$22,500.00
33300-52510	GRANTS	\$147,750.00	\$173,738.00	\$177,213.00
33300-52710	CREDIT CARD FEES	\$1,636.77	\$1,500.00	\$0.00
33300-52810	OTHER OPERATING EXPENSE	\$0.00	\$0.00	\$50,000.00
33300-52820	TIF TO DDA	\$160,911.15	\$180,000.00	\$169,922.00
33300-52825	ECONOMIC INCENTIVE REBATE	\$0.00	\$50,000.00	\$50,000.00
33300-53710	CONTRIBUTIONS/DONATIONS	\$12,500.00	\$12,500.00	\$97,500.00
33300-54310	INTERFUND COST OF SERVICE	\$299,404.00	\$305,392.00	\$314,553.76
33300-54710	ROUTINE MAINTENANCE	\$217,131.40	\$450,000.00	\$0.00
TOTAL 300 - A&I GENERAL GOVERNMENT		\$984,587.17	\$1,501,130.00	\$881,688.76
33 ACQUISITION & IMPROVEMENTS - 303 A&I DEBT SERVICE				
33303-53910	PRINCIPAL - BONDS	\$2,495,000.00	\$0.00	\$175,000.00
33303-53920	PRINCIPAL - OTHER DEBT	\$173,724.94	\$465,000.00	\$0.00
33303-53930	INTEREST - BONDS	\$113,187.50	\$0.00	\$1,775,000.00
33303-53950	ISSUANCE COSTS	\$116,995.00	\$202,100.00	\$0.00
33303-53960	ADMIN SERVICE FEES	\$4,894.84	\$0.00	\$0.00
33303-53970	ARBITRAGE COMPLIANCE	\$0.00	\$1,000.00	\$1,000.00
TOTAL 303 - A&I DEBT SERVICE		\$2,903,802.28	\$668,100.00	\$1,951,000.00
33 ACQUISITION & IMPROVEMENTS - 301 A&I PUBLIC WORKS				
33301-54710	ROUTINE MAINTENANCE	\$20,098.45	\$20,000.00	\$0.00
TOTAL 301 - A&I PUBLIC WORKS		\$20,098.45	\$20,000.00	\$0.00
33 ACQUISITION & IMPROVEMENTS - 302 A&I CULTURE & RECREATION				
33302-54710	ROUTINE MAINTENANCE	\$47,138.46	\$122,000.00	\$0.00
TOTAL 302 - A&I CULTURE & RECREATION		\$47,138.46	\$122,000.00	\$0.00
33 ACQUISITION & IMPROVEMENTS - 999 INTERFUND TRANSFERS				
33999-55980	TRANSFER TO OTHER FUNDS	\$1,023,317.43	\$1,264,904.00	\$1,540,000.00
TOTAL 999 - INTERFUND TRANSFERS		\$1,023,317.43	\$1,264,904.00	\$1,540,000.00



2020 BUDGET - EXPENDITURES

Account	Account Description	2018 Actual	2019 Budget	2020 Request
33 ACQUISITION & IMPROVEMENTS - 10 GENERAL GOVERNMENT				
3310-60000	PROJECTS	\$37.56	\$0.00	\$0.00
TOTAL 10 - GENERAL GOVERNMENT		\$37.56	\$0.00	\$0.00
33 ACQUISITION & IMPROVEMENTS - 30 PUBLIC WORKS				
3330-60000	PROJECTS	\$2,074,220.14	\$21,496,500.00	\$8,603,000.00
TOTAL 30 - PUBLIC WORKS		\$2,074,220.14	\$21,496,500.00	\$8,603,000.00
33 ACQUISITION & IMPROVEMENTS - 35 CULTURE AND RECREATION				
3335-60000	PROJECTS	\$17,445.28	\$0.00	\$250,000.00
TOTAL 35 - CULTURE AND RECREATION		\$17,445.28	\$0.00	\$250,000.00
TOTAL ACQUISITION & IMPROVEMENTS		\$7,070,646.77	\$25,072,634.00	\$13,225,688.76



2020 BUDGET DETAILS

Account	Account Description	2020 Request	Description
33 ACQUISITION & IMPROVEMENTS - 999 INTERFUND TRANSFERS			
33999-55980	TRANSFER TO OTHER FUNDS	\$1,100,000.00	Community Center Subsidy
		\$220,000.00	Transfer to Parks for DT Maintenance
		\$120,000.00	EHOP - General Fund
		\$100,000.00	Special Events
33 ACQUISITION & IMPROVEMENTS - 300 A&I GENERAL GOVERNMENT			
33300-51710	PROFESSIONAL SERVICES	\$22,500.00	Sustainable Strategies
	TOTAL PROFESSIONAL SERVICES	\$22,500.00	
33300-52510	GRANTS	\$177,213.00	Discretionary Grants
33300-52810	OTHER OPERATING EXPENSE	\$50,000.00	Trail System
33300-52820	TIF TO DDA	\$169,922.00	
33300-52825	ECONOMIC INCENTIVE REBATE	\$50,000.00	
33300-53710	CONTRIBUTIONS/DONATIONS	\$25,000.00	LoVa
		\$60,000.00	Historical Museum
		\$12,500.00	Reudi Acquatics
	TOTAL CONTRIBUTIONS/DONATIONS	\$97,500.00	
33 ACQUISITION & IMPROVEMENTS - 30 PUBLIC WORKS			
3330-60000	PROJECTS	\$5,500,000.00	Southbridge - Partially reimbursed from earmark
		\$3,103,000.00	2 Rivers Park
	TOTAL PROJECTS	\$8,603,000.00	
33 ACQUISITION & IMPROVEMENTS - 35 CULTURE AND RECREATION			
3335-60000	PROJECTS	\$150,000.00	Community Center Improvements
		\$100,000.00	Lap pool (\$100k). Windows (\$50k)
		\$100,000.00	Arts Center Improvements
			Stairs (\$35k)
			Fire Suppression (\$65k)
	TOTAL PROJECTS	\$250,000.00	



FUND BALANCES

Fund: 33 - A&I	
Beginning Fund Balance 2018	14,353,251
2019 Increase/(Decrease) Budgeted	<u>1,984,556</u>
Estimated Ending Fund Balance 12/31/19	16,337,807
2020 Estimated Revenue	7,542,938
2020 Estimated Expense	<u>(13,225,689)</u>
2020 Increase/(Decrease)	<u>(5,682,751)</u>
2020 Ending Fund	10,655,056
Reserves (Committed/Restricted/Assigned)	
Restricted Contingency	(3,000,000)
Theater Assigned	(704,112)
Discretionary Grants	(10,307)
Remaining Bond Funds	(4,195,946) *
Bond Reserve	<u>(1,980,388)</u>
Unrestricted Fund Balance 12/31/20	<u>764,303</u>

*Partially reserved for 6th St and Southbridge



2020 BUDGET - REVENUE

Account	Account Description	2018 Actual	2019 Budget	2020 Request
37 GENERAL IMPROVEMENT DISTRICT - UNCLASSIFIED/UNDECLARED/UN-USE-TAXES				
3700020-41110	PROPERTY TAXES	\$38,811.58	\$40,312.00	\$43,981.00
3700020-41120	DELINQUENT PROPERTY TAXES	\$67.12	(\$0.00)	(\$0.00)
3700020-41150	SPECIFIC OWNERSHIP	\$3,039.93	\$2,000.00	\$2,200.00
TOTAL 00020 - TAXES		\$41,918.63	\$42,312.00	\$46,181.00
37 GENERAL IMPROVEMENT DISTRICT - UNCLASSIFIED/UNDECLARED/UN-USE-OTHER				
3700060-43510	INTEREST	\$477.71	\$200.00	\$150.00
TOTAL 00060 - OTHER		\$477.71	\$200.00	\$150.00
TOTAL GENERAL IMPROVEMENT DISTRICT REVENUE		\$42,396.34	\$42,512.00	\$46,331.00



2020 BUDGET - EXPENDITURES

Account	Account Description	2018 Actual	2019 Budget	2020 Request
37 GENERAL IMPROVEMENT DISTRICT - 282 GENERAL IMPROVEMENT DISTRICT #				
37282-52750	TREASURER'S FEES	\$780.40	\$806.00	\$0.00
37282-54310	INTERFUND COST OF SERVICE	\$12,513.00	\$12,763.00	\$13,053.19
37282-59999	BIW PROJECT	\$0.00	\$0.00	\$50,000.00
TOTAL 282 - GENERAL IMPROVEMENT DISTRICT #		\$13,293.40	\$13,569.00	\$63,053.19
TOTAL GENERAL IMPROVEMENT DISTRICT		\$13,293.40	\$13,569.00	\$63,053.19



2020 BUDGET DETAILS

Account	Account Description	2020 Request	Description
37 GENERAL IMPROVEMENT DISTRICT - 282 GENERAL IMPROVEMENT DISTRICT #			
37282-59999	BIW PROJECT	\$50,000.00	Contribution to transportation study

Draft



FUND BALANCES

Fund:		37 - GID
Beginning Fund Balance 2018		65,993
2019 Increase/(Decrease) Budgeted		28,943
Estimated Ending Fund Balance 12/31/19		94,936
2020 Estimated Revenue		46,331
2020 Estimated Expense		(63,053)
2020 Increase/(Decrease)		(16,722)
2020 Ending Fund		78,214
Reserves (Committed/Restricted/Assigned)		-
Unrestricted Fund Balance 12/31/20		78,214



2020 PRELIMINARY BUDGET / REVENUE

Account	Account Description	2018 Actual	2019 Budget	2020 Request
43 FIRE & EMS FUND - UNCLASSIFIED/UNDECLARED/UN-USE-XFERS				
4300070-44355	TRANSFER FROM MARIJUANA TAX FU	\$199,000.00	\$75,000.00	(\$0.00)
4300070-44370	TRANSFERS FROM GENERAL FUND	\$2,394,344.28	\$2,905,848.00	\$2,563,125.57
4300070-44380	TRANSFER FROM RURAL FIRE DISTR	\$809,374.76	\$642,400.00	\$759,441.00
TOTAL 00070 - XFERS		\$3,402,719.04	\$3,623,248.00	\$3,322,566.57
43 FIRE & EMS FUND - PUBLIC SAFETY-PERMITS/LICENTS				
4320030-42130	FIRE PERMITS	\$17,787.00	\$15,000.00	\$15,000.00
TOTAL 00030 - PERMITS/LICENTS		\$17,787.00	\$15,000.00	\$15,000.00
43 FIRE & EMS FUND - PUBLIC SAFETY-INTERGOVERNMENTAL				
4320040-42310	GRANTS	\$48,316.54	(\$0.00)	(\$0.00)
TOTAL 00040 - INTERGOVERNMENTAL		\$48,316.54	(\$0.00)	(\$0.00)
43 FIRE & EMS FUND - PUBLIC SAFETY-CHARGE FOR SERVICE/FEEES				
4320050-42428	AMBULANCE FEES	\$764,405.20	\$400,000.00	\$800,000.00
4320050-42429	MEDICARE/MEDICAID ADJUSTMENT	(\$252,096.01)	(\$0.00)	(\$0.00)
TOTAL 00050 - CHARGE FOR SERVICE/FEEES		\$512,309.19	\$400,000.00	\$800,000.00
43 FIRE & EMS FUND - PUBLIC SAFETY-OTHER				
4320060-43510	INTEREST	\$1,130.16	\$500.00	(\$0.00)
4320060-43710	CONTRIBUTIONS/DONATONS	\$651.00	(\$0.00)	(\$0.00)
4320060-44130	MISCELLANEOUS	\$3,597.48	\$1,000.00	(\$0.00)
4320060-44140	BAD DEBT RECOVERY	\$20,896.96	\$15,000.00	\$20,000.00
TOTAL 00060 - OTHER		\$26,275.60	\$16,500.00	\$20,000.00
TOTAL FIRE & EMS FUND REVENUE		\$4,007,407.37	\$4,054,748.00	\$4,157,566.57



2020 PRELIMINARY BUDGET / EXPENSES

Account	Account Description	2018 Actual	2019 Budget	2020 Request
43 FIRE & EMS FUND - 133 FIRE & EMS				
43133-51110	REGULAR EMPLOYEES	\$1,938,747.27	\$1,881,744.00	\$2,005,594.37
43133-51120	PART-TIME EMPLOYEES	\$200,838.38	\$200,000.00	\$210,000.00
43133-51140	OVERTIME	\$122,372.99	\$150,000.00	\$138,000.00
43133-51210	HEALTH INSURANCE PREMIUMS	\$515,952.04	\$532,264.00	\$470,017.00
43133-51220	LONG TERM DISABILITY	\$0.00	\$0.00	\$6,112.00
43133-51230	BASIC LIFE INSURANCE	\$0.00	\$0.00	\$5,157.00
43133-51240	FPPA DEATH AND DISABILITY INS	\$0.00	\$0.00	\$49,367.00
43133-51250	FICA CONTRIBUTIONS	\$45,824.32	\$54,061.00	\$47,689.00
43133-51260	RETIREMENT CONTRIBUTIONS	\$139,553.69	\$142,225.00	\$150,341.89
43133-51265	POLICE/FIRE RETIREMENT CONTRIB	\$158,848.15	\$152,381.00	\$156,388.00
43133-51270	UNEMPLOYMENT COMPENSATION	\$6,837.28	\$6,532.00	\$7,233.69
43133-51280	WORKERS' COMPENSATION	\$83,845.34	\$78,050.00	\$84,411.59
43133-51360	EMPLOYEE ONBOARDING	\$0.00	\$0.00	\$5,000.00
43133-51410	UTILITIES	\$43,675.29	\$45,000.00	\$46,500.00
43133-51610	SUPPLIES	\$44,250.32	\$56,600.00	\$10,600.00
43133-51710	PROFESSIONAL SERVICES	\$26,397.71	\$25,500.00	\$33,100.00
43133-51810	MAINTENANCE & REPAIR	\$119,140.31	\$151,350.00	\$90,000.00
43133-51920	RENT/LEASE - EQUIPMENT	\$0.00	\$0.00	\$1,900.00
43133-52120	EMPLOYMENT POSTING	\$0.00	\$0.00	\$500.00
43133-52140	PROCUREMENT ADVERTISING	\$0.00	\$0.00	\$500.00
43133-52210	PROFESSIONAL DEVELOPMENT	\$29,492.63	\$37,500.00	\$40,000.00
43133-52310	MISC. TRAVEL	\$0.00	\$0.00	\$5,000.00
43133-52410	PROFESSIONAL DUES AND MEMBERSH	\$3,515.33	\$4,300.00	\$4,300.00
43133-52420	ORGANIZATIONAL DUES AND MEMBER	\$0.00	\$0.00	\$900.00
43133-52510	GRANTS	\$13,675.58	\$10,000.00	\$10,000.00
43133-52810	OTHER OPERATING EXPENSE	\$20,954.29	\$27,000.00	\$27,270.00
43133-53230	OTHER CHEMICALS	\$21.46	\$3,000.00	\$3,000.00
43133-53510	PROPERTY INSURANCE	\$7,515.79	\$6,000.00	\$7,000.00
43133-53520	LIABILITY AND CASUALTY INSURA	\$22,192.97	\$30,000.00	\$27,500.00
43133-53710	CONTRIBUTIONS/DONATIONS	\$30,000.00	\$30,000.00	\$30,000.00
43133-53820	MEDICAL SUPPLIES	\$30,753.53	\$33,440.00	\$38,000.00
43133-54110	BAD DEBTS	\$177,186.71	\$160,000.00	\$200,000.00
43133-54210	COLLECTION EXPENSE	\$21,199.99	\$25,000.00	\$27,000.00
43133-54310	INTERFUND COST OF SERVICE	\$204,616.00	\$212,801.00	\$219,185.03
TOTAL 133 - FIRE & EMS		\$4,007,407.37	\$4,054,748.00	\$4,157,566.57
TOTAL FIRE & EMS FUND		\$4,007,407.37	\$4,054,748.00	\$4,157,566.57



2020 BUDGET DETAILS

Account	Account Description	2020 Request	Description
43 FIRE & EMS FUND - 133 FIRE & EMS			
43133-51610	SUPPLIES	\$600.00	printing expense
		\$10,000.00	Cleaning supplies
	TOTAL SUPPLIES	\$10,600.00	
43133-51710	PROFESSIONAL SERVICES	\$7,700.00	Physician Advisor
		\$10,000.00	Grant Writing
		\$2,400.00	Pest control
	TOTAL PROFESSIONAL SERVICES	\$20,100.00	
43133-51810	MAINTENANCE & REPAIR	\$77,500.00	Vehicle maint.
		\$2,500.00	FD small equip repair
		\$2,000.00	Training ground
		\$8,000.00	Communications Equip repair/replace
	TOTAL MAINTENANCE & REPAIR	\$90,000.00	
43133-51920	RENT/LEASE - EQUIPMENT	\$1,900.00	Admin Copier Lease



FUND BALANCES

Fund: 43 - Fire & EMS	
Beginning Fund Balance 2018	-
2019 Increase/(Decrease) Budgeted	
Estimated Ending Fund Balance 12/31/19	-
2020 Estimated Revenue	4,157,567
2020 Estimated Expense	(4,157,567)
2020 Increase/(Decrease)	-
2020 Ending Fund	-
Reserves (Committed/Restricted/Assigned)	-
Unrestricted Fund Balance 12/31/20	-



2020 PRELIMINARY BUDGET / REVENUE

Account	Account Description	2018 Actual	2019 Budget	2020 Request
45 V.A.L.E. FUND - GENERAL GOVERNMENT-CHARGE FOR SERVICE/FEES				
4510050-42426	V.A.L.E. ASSESSMENT	\$21,562.00	\$35,000.00	\$25,000.00
TOTAL 00050 - CHARGE FOR SERVICE/FEES		\$21,562.00	\$35,000.00	\$25,000.00
45 V.A.L.E. FUND - GENERAL GOVERNMENT-OTHER				
4510060-43510	INTEREST	\$735.77	\$1,000.00	\$1,000.00
TOTAL 00060 - OTHER		\$735.77	\$1,000.00	\$1,000.00
TOTAL V.A.L.E. FUND REVENUE		\$22,297.77	\$36,000.00	\$26,000.00



2020 PRELIMINARY BUDGET / EXPENSES

Account	Account Description	2018 Actual	2019 Budget	2020 Request
45 V.A.L.E. FUND - 132 V.A.L.E. FUND				
45132-51610	SUPPLIES	\$0.00	\$500.00	\$0.00
45132-56310	VICTIM/WITNESS ASSISTANCE	\$43,841.70	\$40,000.00	\$25,000.00
45132-59520	CAPITAL OUTLAY	\$0.00	\$5,000.00	\$5,000.00
TOTAL 132 - V.A.L.E. FUND		\$43,841.70	\$45,500.00	\$30,000.00
TOTAL V.A.L.E. FUND		\$43,841.70	\$45,500.00	\$30,000.00



FUND BALANCES

Fund:		45 - VALE
Beginning Fund Balance 2018		33,815
2019 Increase/(Decrease) Budgeted		(9,500)
Estimated Ending Fund Balance 12/31/19		24,315
2020 Estimated Revenue		26,000
2020 Estimated Expense		(30,000)
2020 Increase/(Decrease)		(4,000)
2020 Ending Fund		20,315
Reserves (Committed/Restricted/Assigned)		-
Unrestricted Fund Balance 12/31/20		20,315



2020 PRELIMINARY BUDGET / REVENUE

Account	Account Description	2018 Actual	2019 Budget	2020 Request
48 CONSERVATION TRUST - CULTURE AND RECREATION-INTERGOVERNMENTAL				
4835040-42260	LOTTERY FUNDS	\$101,233.27	\$112,200.00	\$107,398.00
TOTAL 00040 - INTERGOVERNMENTAL		<u>\$101,233.27</u>	<u>\$112,200.00</u>	<u>\$107,398.00</u>
48 CONSERVATION TRUST - CULTURE AND RECREATION-OTHER				
4835060-43510	INTEREST	\$2,181.47	\$765.00	\$1,000.00
TOTAL 00060 - OTHER		<u>\$2,181.47</u>	<u>\$765.00</u>	<u>\$1,000.00</u>
TOTAL CONSERVATION TRUST REVENUE		<u>\$103,414.74</u>	<u>\$112,965.00</u>	<u>\$108,398.00</u>



2020 PRELIMINARY BUDGET / EXPENSES

Account	Account Description	2018 Actual	2019 Budget	2020 Request
48 CONSERVATION TRUST - 000 UNCLASSIFIED/UNDECLARED/UN-USE				
4835-60000	PROJECTS	\$344,409.70	\$100,000.00	\$100,000.00
TOTAL 000 - UNCLASSIFIED/UNDECLARED/UN-USE		\$344,409.70	\$100,000.00	\$100,000.00
TOTAL CONSERVATION TRUST		\$344,409.70	\$100,000.00	\$100,000.00



2020 BUDGET DETAILS

Account	Account Description	2020 Request	Description
48 CONSERVATION TRUST - 000 UNCLASSIFIED/UNDECLARED/UN-USE			
4835-60000	PROJECTS	\$100,000.00	Project Funds Available - LoVa Trail Match

Draft



FUND BALANCES

Fund: 48 - Conservation Trust	
Beginning Fund Balance 2018	120,518
2019 Increase/(Decrease) Budgeted	12,965
Estimated Ending Fund Balance 12/31/19	133,483
2020 Estimated Revenue	108,398
2020 Estimated Expense	(100,000)
2020 Increase/(Decrease)	8,398
2020 Ending Fund	141,881
Reserves (Committed/Restricted/Assigned)	-
Unrestricted Fund Balance 12/31/20	141,881



2020 PRELIMINARY BUDGET / REVENUE

Account	Account Description	2018 Actual	2019 Budget	2020 Request
52 CEMETERY - CULTURE AND RECREATION-CHARGE FOR SERVICE/FEES				
5235050-42427	PERPETUAL CARE FEES	\$2,500.00	\$1,000.00	\$1,000.00
TOTAL 00050 - CHARGE FOR SERVICE/FEES		\$2,500.00	\$1,000.00	\$1,000.00
52 CEMETERY - UNCLASSIFIED/UNDECLARED/UN-USE-OTHER				
5235060-43510	INTEREST	\$270.81	\$50.00	\$150.00
TOTAL 00060 - OTHER		\$270.81	\$50.00	\$150.00
TOTAL CEMETERY REVENUE		\$2,770.81	\$1,050.00	\$1,150.00



FUND BALANCES

Fund: 52 - Cemetery	
Beginning Fund Balance 2018	50,046
2019 Increase/(Decrease) Budgeted	<u>1,050</u>
Estimated Ending Fund Balance 12/31/19	51,096
2020 Estimated Revenue	1,150
2020 Estimated Expense	<u>-</u>
2020 Increase/(Decrease)	<u>1,150</u>
2020 Ending Fund	52,246
Reserves (Committed/Restricted/Assigned)	<u>-</u>
Unrestricted Fund Balance 12/31/20	<u>52,246</u>



2020 BUDGET - REVENUE

Account	Account Description	2018 Actual	2019 Budget	2020 Request
64 FLEET SERVICE FUND - UNCLASSIFIED/UNDECLARED/UN-USE-OTHER				
6400060-43510	INTEREST	\$11,156.43	\$45,000.00	\$35,000.00
6400060-43920	INSURANCE REIMBURSEMENT	\$35,175.03	(\$0.00)	\$10,000.00
6400060-44110	SALE OF ASSETS	\$73,973.00	\$30,000.00	\$120,000.00
6400060-44130	MISCELLANEOUS	\$1,062.70	\$100.00	(\$0.00)
TOTAL 00060 - OTHER		\$121,367.16	\$75,100.00	\$165,000.00
64 FLEET SERVICE FUND - GENERAL GOVERNMENT-CHARGE FOR SERVICE/FEES				
6410050-43110	SERVICE GENERAL GOVERNMENT	\$2,562.29	\$4,238.00	\$4,000.00
TOTAL 00050 - CHARGE FOR SERVICE/FEES		\$2,562.29	\$4,238.00	\$4,000.00
64 FLEET SERVICE FUND - GENERAL GOVERNMENT-XFERS				
6410070-44410	FUNDING GENERAL GOVERNMENT	\$7,639.80	(\$0.00)	\$516,500.00
TOTAL 00070 - XFERS		\$7,639.80	(\$0.00)	\$516,500.00
64 FLEET SERVICE FUND - PUBLIC TRANSPORTATION-CHARGE FOR SERVICE/FEES				
6415050-43115	SERVICE PUBLIC TRANSPORTATION	\$6,689.04	\$7,178.00	\$10,000.00
TOTAL 00050 - CHARGE FOR SERVICE/FEES		\$6,689.04	\$7,178.00	\$10,000.00
64 FLEET SERVICE FUND - PUBLIC SAFETY-CHARGE FOR SERVICE/FEES				
6420050-43120	SERVICE PUBLIC SAFETY	\$165,466.76	\$127,708.00	\$150,000.00
TOTAL 00050 - CHARGE FOR SERVICE/FEES		\$165,466.76	\$127,708.00	\$150,000.00
64 FLEET SERVICE FUND - PUBLIC SAFETY-XFERS				
6420070-44310	TRANSFER FROM CAPITAL PROJECTS	(\$0.00)	\$447,000.00	(\$0.00)
6420070-44420	FUNDING PUBLIC SAFETY	\$146,000.76	\$258,000.00	(\$0.00)
TOTAL 00070 - XFERS		\$146,000.76	\$705,000.00	(\$0.00)
64 FLEET SERVICE FUND - COMMUNITY/ECONOMIC DEVELOPMENT-CHARGE FOR SERVICE/FEES				
6425050-43125	SERVICE COM DEVELOPMENT	\$4,358.25	\$1,828.00	\$2,000.00
TOTAL 00050 - CHARGE FOR SERVICE/FEES		\$4,358.25	\$1,828.00	\$2,000.00
64 FLEET SERVICE FUND - PUBLIC WORKS-CHARGE FOR SERVICE/FEES				
6430050-43130	SERVICE PUBLIC WORKS	\$155,613.13	\$184,932.00	\$150,000.00
TOTAL 00050 - CHARGE FOR SERVICE/FEES		\$155,613.13	\$184,932.00	\$150,000.00
64 FLEET SERVICE FUND - PUBLIC WORKS-XFERS				



2020 BUDGET - REVENUE

Account	Account Description	2018 Actual	2019 Budget	2020 Request
6430070-44310	TRANSFER FROM CAPITAL PROJECTS	(\$0.00)	(\$0.00)	\$205,000.00
6430070-44430	FUNDING PUBLIC WORKS	\$230,146.68	\$189,000.00	(\$0.00)
TOTAL 00070 - XFERS		\$230,146.68	\$189,000.00	\$205,000.00
64 FLEET SERVICE FUND - CULTURE AND RECREATION-CHARGE FOR SERVICE/FEES				
6435050-43135	SERVICE CULTURE & RECREATION	\$85,465.61	\$84,731.00	\$80,000.00
TOTAL 00050 - CHARGE FOR SERVICE/FEES		\$85,465.61	\$84,731.00	\$80,000.00
64 FLEET SERVICE FUND - CULTURE AND RECREATION-XFERS				
6435070-44435	FUNDING CULTURE & RECREATION	\$99,203.16	(\$0.00)	(\$0.00)
TOTAL 00070 - XFERS		\$99,203.16	(\$0.00)	(\$0.00)
64 FLEET SERVICE FUND - WATER-CHARGE FOR SERVICE/FEES				
6445050-43140	SERVICE WATER & SEWER	\$86,778.60	\$158,049.00	\$90,000.00
TOTAL 00050 - CHARGE FOR SERVICE/FEES		\$86,778.60	\$158,049.00	\$90,000.00
64 FLEET SERVICE FUND - WATER-XFERS				
6445070-44385	TRANSFER FROM WA/SW	(\$0.00)	\$238,000.00	(\$0.00)
6445070-44440	FUNDING WATER & SEWER	\$133,922.94	\$238,000.00	\$50,000.00
TOTAL 00070 - XFERS		\$133,922.94	\$476,000.00	\$50,000.00
64 FLEET SERVICE FUND - ELECTRIC-CHARGE FOR SERVICE/FEES				
6450050-43145	SERVICE ELECTRIC	\$41,292.25	\$55,187.00	\$60,000.00
TOTAL 00050 - CHARGE FOR SERVICE/FEES		\$41,292.25	\$55,187.00	\$60,000.00
64 FLEET SERVICE FUND - ELECTRIC-XFERS				
6450070-44390	TRANSFER FROM ELECTRIC	(\$0.00)	\$133,000.00	(\$0.00)
6450070-44445	FUNDING ELECTRIC	\$118,855.50	\$133,000.00	\$65,000.00
TOTAL 00070 - XFERS		\$118,855.50	\$266,000.00	\$65,000.00
64 FLEET SERVICE FUND - AIRPORT-CHARGE FOR SERVICE/FEES				
6455050-43150	SERVICE AIRPORT	\$770.18	\$2,656.00	\$3,000.00
TOTAL 00050 - CHARGE FOR SERVICE/FEES		\$770.18	\$2,656.00	\$3,000.00



2020 BUDGET - REVENUE

Account	Account Description	2018 Actual	2019 Budget	2020 Request
64 FLEET SERVICE FUND - LANDFILL-CHARGE FOR SERVICE/FEES				
6460050-43155	SERVICE LANDFILL	\$20,361.92	\$14,469.00	\$15,000.00
TOTAL 00050 - CHARGE FOR SERVICE/FEES		\$20,361.92	\$14,469.00	\$15,000.00
64 FLEET SERVICE FUND - LANDFILL-XFERS				
6460070-44455	FUNDING LANDFILL	\$6,053.70	(\$0.00)	\$50,000.00
TOTAL 00070 - XFERS		\$6,053.70	(\$0.00)	\$50,000.00
TOTAL FLEET SERVICE FUND REVENUE		\$1,432,547.73	\$2,352,076.00	\$1,615,500.00



2020 BUDGET - EXPENDITURES

Account	Account Description	2018 Actual	2019 Budget	2020 Request
64 FLEET SERVICE FUND - 110 FLEET MAINTENANCE				
64110-51110	REGULAR EMPLOYEES	\$248,819.02	\$264,836.00	\$274,337.41
64110-51140	OVERTIME	\$762.16	\$0.00	\$850.00
64110-51210	HEALTH INSURANCE PREMIUMS	\$71,776.58	\$91,520.00	\$60,565.00
64110-51220	LONG TERM DISABILITY	\$0.00	\$0.00	\$852.00
64110-51230	BASIC LIFE INSURANCE	\$0.00	\$0.00	\$696.00
64110-51250	FICA CONTRIBUTIONS	\$18,076.74	\$20,297.00	\$21,054.23
64110-51260	RETIREMENT CONTRIBUTIONS	\$12,301.48	\$18,573.00	\$19,265.12
64110-51270	UNEMPLOYMENT COMPENSATION	\$708.91	\$797.00	\$842.54
64110-51280	WORKERS' COMPENSATION	\$4,192.35	\$5,300.00	\$5,459.00
64110-51380	UNIFORM ALLOWANCE	\$0.00	\$0.00	\$1,400.00
64110-51410	UTILITIES	\$9,340.32	\$16,100.00	\$11,000.00
64110-51610	SUPPLIES	\$10,432.11	\$22,500.00	\$45,000.00
64110-51710	PROFESSIONAL SERVICES	\$9,652.80	\$10,000.00	\$10,500.00
64110-51810	MAINTENANCE & REPAIR	\$364,274.78	\$378,000.00	\$70,000.00
64110-52210	PROFESSIONAL DEVELOPMENT	\$1,035.59	\$14,000.00	\$15,000.00
64110-52310	MISC. TRAVEL	\$0.00	\$0.00	\$2,500.00
64110-52410	PROFESSIONAL DUES AND MEMBERSH	\$2,365.00	\$1,500.00	\$500.00
64110-52440	PROFESSIONAL SUBSCRIPTION	\$0.00	\$0.00	\$3,500.00
64110-52810	OTHER OPERATING EXPENSE	\$1,875.20	\$3,750.00	\$8,000.00
64110-52880	FREIGHT	\$0.00	\$0.00	\$1,500.00
64110-53510	PROPERTY INSURANCE	\$6,808.97	\$5,777.00	\$6,000.00
64110-53520	LIABILITY AND CASUALTY INSURA	\$2,066.39	\$3,399.00	\$3,500.00
64110-53540	DEDUCTIBLES PAID	\$3,000.00	\$0.00	\$3,000.00
64110-54310	INTERFUND COST OF SERVICE	\$45,916.00	\$46,834.00	\$48,239.02
64110-54510	LOSS ON ASSET DISPOSITION	\$26,098.98	\$0.00	\$0.00
64110-54710	ROUTINE MAINTENANCE	\$0.00	\$0.00	\$418,000.00
64110-55610	DEPRECIATION	\$667,045.81	\$520,000.00	\$525,000.00
64110-59520	CAPITAL OUTLAY	\$3,898.94	\$846,000.00	\$0.00
64110-59994	BIW VEHICLE	\$0.00	\$0.00	\$370,000.00
64110-59996	BIW FACILITIES	\$0.00	\$0.00	\$100,000.00
64110-59997	BIW EQUIPMENT	\$0.00	\$0.00	\$186,500.00
TOTAL 110 - FLEET MAINTENANCE		\$1,510,448.13	\$2,269,183.00	\$2,213,060.32



2020 BUDGET - EXPENDITURES

Account	Account Description	2018 Actual	2019 Budget	2020 Request
64 FLEET SERVICE FUND - 999 INTERFUND TRANSFERS				
64999-55980	TRANSFER TO OTHER FUNDS	\$775,355.79	\$0.00	\$0.00
TOTAL 999 - INTERFUND TRANSFERS		\$775,355.79	\$0.00	\$0.00
TOTAL FLEET SERVICE FUND		\$2,285,803.92	\$2,269,183.00	\$2,213,060.32



2020 BUDGET DETAILS

Account	Account Description	2020 Request	Description
64 FLEET SERVICE FUND - 110 FLEET MAINTENANCE			
64110-51410	UTILITIES	\$2,500.00	Gas Billing
		\$4,500.00	Electric Billing
		\$2,500.00	Water and Sewer Billing
		\$1,500.00	Broadband Billing
	TOTAL UTILITIES	\$11,000.00	
64110-51610	SUPPLIES	\$45,000.00	Tools and Software Upgrades
64110-51710	PROFESSIONAL SERVICES	\$10,500.00	Building and Fuel Item Maintenance/Review
64110-51810	MAINTENANCE & REPAIR	\$70,000.00	Outside Repairs and Facility Maintenance
64110-52210	PROFESSIONAL DEVELOPMENT	\$15,000.00	New Vehicles and Equipment Training, Fire Mechanic School, Cirsa and Fleet Expo
64110-52310	MISC. TRAVEL	\$2,500.00	Inspecting New Vehicles and Equipment Prior to Companies Sending to Glenwood
64110-52410	PROFESSIONAL DUES AND MEMBERSH	\$500.00	Fire Mechanics Membership
64110-52440	PROFESSIONAL SUBSCRIPTION	\$3,500.00	Amazon Account, ProLink Software, Motologic
64110-52810	OTHER OPERATING EXPENSE	\$8,000.00	Asset Management Software and Employee Split for Fleet
64110-52880	FREIGHT	\$1,500.00	Freight for Parts Deliveries
64110-54710	ROUTINE MAINTENANCE	\$418,000.00	Fuel for Pumps and Parts and Labor Costs
64110-59994	BIW VEHICLE	\$65,000.00	Streets Truck with v-Plow
		\$40,000.00	Electric Truck - Replacement
		\$90,000.00	Parks Trucks (2) - with plows
		\$140,000.00	Police Hybrid Interceptors (2)
		\$35,000.00	Police meter vehicle
	TOTAL BIW VEHICLE	\$370,000.00	
64110-59996	BIW FACILITIES	\$100,000.00	Wash Bay in Fleet
64110-59997	BIW EQUIPMENT	\$75,000.00	Streets Department excavator
		\$15,000.00	Streets Department trailer
		\$52,000.00	Parks Department Tractor
		\$25,000.00	Parks Department UTV
		\$4,500.00	Parks Department mower
		\$7,500.00	Streets 20 Foot tilt-deck trailer
		\$7,500.00	Parks 20 Foot tilt-deck trailer for Skid steer
	TOTAL BIW EQUIPMENT	\$186,500.00	



FUND BALANCES

Fund:		64 - Fleet
Beginning Fund Balance 2018		4,609,303
2019 Increase/(Decrease) Budgeted		<u>(735,108)</u>
Estimated Ending Fund Balance 12/31/19		3,874,195
2020 Estimated Revenue		1,615,500
2020 Estimated Expense		<u>(2,213,060)</u>
2020 Increase/(Decrease)		<u>(597,560)</u>
2020 Ending Fund		3,276,635
Reserves (Committed/Restricted/Assigned)		<u>-</u>
Unrestricted Fund Balance 12/31/20		<u><u>3,276,635</u></u>



2020 PRELIMINARY BUDGET / REVENUE

Account	Account Description	2018 Actual	2019 Budget	2020 Request
70 EMERGENCY SERVICES & EQUIPMENT - UNCLASSIFIED/UNDECLARED/UN-USE-XFERS				
7000070-44370	TRANSFER FROM GENERAL FUND	\$184,122.56	\$184,448.00	\$864,917.00
7000070-44380	TRANSFER FROM RURAL FIRE DISTR	\$65,365.11	\$65,160.00	\$300,718.00
TOTAL 00070 - XFERS		\$249,487.67	\$249,608.00	\$1,165,635.00
70 EMERGENCY SERVICES & EQUIPMENT - PUBLIC SAFETY-PERMITS/LICENTS				
7020030-42950	FIRE IMPACT FEES	\$121,465.37	\$10,000.00	(\$0.00)
TOTAL 00030 - PERMITS/LICENTS		\$121,465.37	\$10,000.00	(\$0.00)
70 EMERGENCY SERVICES & EQUIPMENT - PUBLIC SAFETY-OTHER				
7020060-43510	INTEREST	\$16,487.82	\$4,500.00	(\$0.00)
TOTAL 00060 - OTHER		\$16,487.82	\$4,500.00	(\$0.00)
TOTAL EMERGENCY SERVICES & EQUIPMENT REVENUE		\$387,440.86	\$264,108.00	\$1,165,635.00



2020 BUDGET - EXPENDITURES

Account	Account Description	2018 Actual	2019 Budget	2020 Request
70 EMERGENCY SERVICES & EQUIPMENT - 134 FIRE EQUIP REPLACEMENT				
70134-59520	CAPITAL OUTLAY	\$641,962.47	\$212,250.00	\$322,800.00
70134-59996	BIW FACILITIES	\$0.00	\$0.00	\$800,000.00
TOTAL 134 - FIRE EQUIP REPLACEMENT		\$641,962.47	\$212,250.00	\$1,122,800.00
TOTAL EMERGENCY SERVICES & EQUIPMENT		\$641,962.47	\$212,250.00	\$1,122,800.00



2020 BUDGET DETAILS

Account	Account Description	2020 Request	Description
70 EMERGENCY SERVICES & EQUIPMENT - 134 FIRE EQUIP REPLACEMENT			
70134-59520	CAPITAL OUTLAY	\$170,000.00	Remount ambulance on new chassis
		\$8,000.00	Rescue equipment
		\$15,000.00	Replacement communication equipment
		\$25,000.00	Turnout gear
		\$80,000.00	Station #2 exterior paint repairs
		\$10,800.00	Web Interface for wildfire risk mapping
		\$14,000.00	Equipment
	TOTAL CAPITAL OUTLAY	\$322,800.00	
70134-59996	BIW FACILITIES	\$750,000.00	Reserve for Fire Station
		\$50,000.00	Fire Station Improvements
	TOTAL BIW FACILITIES	\$800,000.00	



FUND BALANCES

Fund:		70 - EMS Equip Replacement
Beginning Fund Balance 2018		1,014,698
2019 Increase/(Decrease) Budgeted		51,585
Estimated Ending Fund Balance 12/31/19		1,066,284
2020 Estimated Revenue		1,165,635
2020 Estimated Expense		(1,122,800)
2020 Increase/(Decrease)		42,835
2020 Ending Fund		1,109,119
Reserves (Committed/Restricted/Assigned)		-
Unrestricted Fund Balance 12/31/20		1,109,119



2020 BUDGET - EXPENDITURES

Account	Account Description	2018 Actual	2019 Budget	2020 Request
86 DOWNTOWN DEVELOPMENT AUTHORITY - 180 DOWNTOWN DEVELOPMENT AUTHORITY				
86180-51610	SUPPLIES	\$3,077.86	\$1,500.00	\$1,400.00
86180-51710	PROFESSIONAL SERVICES	\$138,239.75	\$160,000.00	\$160,000.00
86180-52210	PROFESSIONAL DEVELOPMENT	\$2,913.92	\$2,250.00	\$0.00
86180-52310	MISC. TRAVEL	\$0.00	\$0.00	\$2,300.00
86180-52750	TREASURER'S FEES	\$1,526.69	\$1,114.00	\$1,200.00
86180-52810	OTHER OPERATING EXPENSE	\$1,382.40	\$0.00	\$0.00
86180-53520	LIABILITY AND CASUALITY INSURA	\$1,342.09	\$1,285.00	\$1,350.00
86180-53940	INTEREST - OTHER DEBT	\$13,003.71	\$12,503.00	\$12,750.00
86180-54310	INTERFUND COST OF SERVICE	\$21,100.00	\$21,077.00	\$21,709.31
86180-55920	TRANSFER TO A&I	\$0.00	\$0.00	\$100,000.00
TOTAL 180 - DOWNTOWN DEVELOPMENT AUTHORITY		\$182,586.42	\$199,729.00	\$300,709.31
86 DOWNTOWN DEVELOPMENT AUTHORITY - 000 UNCLASSIFIED/UNDECLARED/UN-USE				
8610-60000	PROJECTS	\$349,946.43	\$500,000.00	\$423,000.00
TOTAL 000 - UNCLASSIFIED/UNDECLARED/UN-USE		\$349,946.43	\$500,000.00	\$423,000.00
TOTAL DOWNTOWN DEVELOPMENT AUTHORITY		\$532,532.85	\$699,729.00	\$723,709.31



2020 BUDGET - EXPENDITURES

Account	Account Description	2018 Actual	2019 Budget	2020 Request
86 DOWNTOWN DEVELOPMENT AUTHORITY - 180 DOWNTOWN DEVELOPMENT AUTHORITY				
86180-51610	SUPPLIES	\$3,077.86	\$1,500.00	\$1,400.00
86180-51710	PROFESSIONAL SERVICES	\$138,239.75	\$160,000.00	\$160,000.00
86180-52210	PROFESSIONAL DEVELOPMENT	\$2,913.92	\$2,250.00	\$0.00
86180-52310	MISC. TRAVEL	\$0.00	\$0.00	\$2,300.00
86180-52750	TREASURER'S FEES	\$1,526.69	\$1,114.00	\$1,200.00
86180-52810	OTHER OPERATING EXPENSE	\$1,382.40	\$0.00	\$0.00
86180-53520	LIABILITY AND CASUALTY INSURA	\$1,342.09	\$1,285.00	\$1,350.00
86180-53940	INTEREST - OTHER DEBT	\$13,003.71	\$12,503.00	\$12,750.00
86180-54310	INTERFUND COST OF SERVICE	\$21,100.00	\$21,077.00	\$21,709.31
86180-55920	TRANSFER TO A&I	\$0.00	\$0.00	\$100,000.00
TOTAL 180 - DOWNTOWN DEVELOPMENT AUTHORITY		\$182,586.42	\$199,729.00	\$300,709.31



2020 BUDGET - EXPENDITURES

Account	Account Description	2018 Actual	2019 Budget	2020 Request
86 DOWNTOWN DEVELOPMENT AUTHORITY - 000 UNCLASSIFIED/UNDECLARED/UN-USE				
8610-60000	PROJECTS	\$349,946.43	\$500,000.00	\$423,000.00
TOTAL 000 - UNCLASSIFIED/UNDECLARED/UN-USE		\$349,946.43	\$500,000.00	\$423,000.00
TOTAL DOWNTOWN DEVELOPMENT AUTHORITY		\$532,532.85	\$699,729.00	\$723,709.31



2020 BUDGET DETAILS

Account	Account Description	2020 Request	Description
86 DOWNTOWN DEVELOPMENT AUTHORITY - 180 DOWNTOWN DEVELOPMENT AUTHORITY			
86180-51610	SUPPLIES	\$900.00	Copying
		\$500.00	Office Supplies
	TOTAL SUPPLIES	\$1,400.00	
86180-55920	TRANSFER TO A&I	\$100,000.00	Contribution to downtown
86 DOWNTOWN DEVELOPMENT AUTHORITY - 000 UNCLASSIFIED/UNDECLARED/UN-USE			
8610-60000	PROJECTS	\$248,000.00	6th Street Design Pine to Laurel
		\$50,000.00	Grand Avenue Lights
		\$50,000.00	Economic Development Fund
		\$75,000.00	Contingency
	TOTAL PROJECTS	\$423,000.00	



FUND BALANCES

Fund:		86 - DDA
Beginning Fund Balance 2018		220,486
2019 Increase/(Decrease) Budgeted		(154,218)
Estimated Ending Fund Balance 12/31/19		66,268
2020 Estimated Revenue		724,000
2020 Estimated Expense		(723,709)
2020 Increase/(Decrease)		291
2020 Ending Fund		66,558
Reserves (Committed/Restricted/Assigned)		-
Unrestricted Fund Balance 12/31/20		66,558



City Council
STAFF REPORT
City of Glenwood Springs
October 3, 2019

Agenda Item: Planning Item #25-19 Consideration of a Major Site/Architectural Plan Review to convert an existing church building into 13 multi-family units. The project includes a 2-lot minor subdivision and land dedication for right-of-way.

Action Requested: Staff requests that City Council move to CONTINUE Planning Item 25-19 to its next regular meeting October 17, 2019.

Department: Economic and Community Development

Presented By: Gretchen Ricehill, Assistant Director of Economic and Community Development

Background Info: No presentation or discussion will occur regarding this item.

Issues: None.

Staff Recommendation: Staff recommends that Council CONTINUE Planning Item 25-19 to its next regular meeting October 17, 2019.



City Council
STAFF REPORT
City of Glenwood Springs
October 3, 2019

Agenda Item:	Planning Item No. 34-19 Consideration of a Disconnection of the Claudon Property located at 217 Rosebud
Action Requested:	<u>Action Item 1 - Disconnection</u> - of a property within the City of Glenwood Springs to the unincorporated area of Garfield County. Applicant: Joseph & Celina Claudon Owner: Joseph & Celina Claudon Location: 217 Rose Bud (PIN: 2185-033-00-038) Zone: RR – Rural Residential
Department:	Economic and Community Development
Presented By:	Trent Hyatt, Senior Planner
Background Info:	Joseph and Celina Claudon submitted a request for the disconnection (or de-annexation) of their real property at 217 Rosebud Iron Mountain from the municipal limits of the City of Glenwood Springs. While most annexations are considered by the Planning and Zoning Commission, City Council can simply disconnect property within the City by ordinance adoption as outlined in Section 31-12-501 of the Colorado Revised Statutes. Per subsection (3), Council "...shall give due consideration to the disconnection application, and, if such governing body is of the opinion that the best interests of the municipality will not be prejudiced by the disconnection of such tract, it shall enact an ordinance effecting such disconnection." Attached for your review are copies of the application materials including a draft disconnection/lot boundary adjustment plat and draft disconnection ordinance.
Issues:	The Claudons do not currently receive any services (water, sewer, etc.) from the City. Therefore, it does not appear the City will be prejudiced by the disconnection. Staff has not identified any other issues with the proposal.
Staff Recommendation:	Section 070.060.030(g)(1)d of the <i>Glenwood Springs Municipal Code</i> (Code) outlines the review and decision procedures for applications being considered by the Planning and Zoning Commission and/or City Council stating, "<i>the applicable review body shall approve, approve with conditions, or deny the application based on the applicable approval criteria listed in the application-specific procedures.</i>" However, there are no specific approval criteria for disconnections outlined in the Code and Council should instead refer to CRS for guidance. Additionally, "<i>the body may also continue the hearing or refer the application to another authority as provided in 070.060.050(a)(2)c, Referral and Call-Up Procedures.</i>" <u>Action 1 – Disconnection</u> - of a property within the City of Glenwood Springs to the unincorporated area of Garfield County. Staff recommends Council approve the disconnection with the following findings: 1. The proposal is in compliance with Section 31-12-501 of the Colorado Revised Statutes; 2. The best interests of the municipality will not be prejudiced by the by the disconnection of such tract; 3. The proposal is consistent with the vision (intent), goal and policies of the Comprehensive Plan; and is otherwise in compliance with City goals, policies, and plans.



LAND USE APPLICATION

City of Glenwood Springs
Economic and Community Development Dept.
101 West 8th Street
Glenwood Springs, CO 81601
970-384-6411

Ordinance Amendments	Development Permits
Rezoning	Site/Architectural Plan Review
Rezoning to Planned Unit Development (PUD)	Administrative
Code Amendment (Text)	Minor
Annexation	Major
Condominiumization	Master Plan
Annexation	Construction Plans
Land Development Code Amendment	Location & Extent
Street Vacation	Special Use Permit
DISCONNECTION	✓ ROW Encroachment License
	Floodplain Development Permit
Subdivisions	Flexibility and Relief Procedures
Minor Subdivision	Variance
Preliminary Plat	Administrative Adjustment
Final Plat	Appeal
Vacation of ROW	

Applicant/Property Owner Information:			
Applicant J	Owner		
JOSEPH & CELINA CLAUDON			
Relationship to Owner	Owner		
Applicant Address P.O. Box 1904 GLENWOOD SPRINGS CO 81602	Owner Address		
Phone 787 899 005	Email Address JACCAVEMAN	Phone	Email Address
	@HOTMAIL.COM		

Property Information:	
Address 217 ROSEBAD	Parcel Number
GLENWOOD SPRINGS, CO	
Subdivision	Lot and Block Number
	L3
Zone District	Existing Land Use

General Project Description:
DISCONNECTION OF PARCEL FROM CITY

Signatures:		
The owner or applicant must be present at the hearing. All public hearings must be properly noticed according to G.S.M.C. Section 070.010.030. Signatures of all owners of the property must appear before the application is accepted. Partnerships or corporations may have the authorized general partner or corporate officer sign the application. (Attach additional incorporation documents if necessary.) I declare under the penalty of perjury that the above information is true and correct to the best of my knowledge.	J.A. Claudon	6-4-19
	Applicant	Date
	Celina Claudon	6-4-19
	Owner	Date
	J.A. Claudon	6-4-19
	Owner	Date

September 5, 2018

To: GLENWOOD SPRINGS CITY COUNCIL

Subject: DISCONNECTION

In 1978, we had a point survey done, as the Bureau of Land Management was in the process of having a more complete survey. Because of this point survey, we encroached on land that wasn't ours. It wasn't until 2014 that this came to light. In any case, through various sales of the Eastern City Out Lots and finally ending up with the Hot Springs Pool owning the land, we were given a Quit Claim Deed for about 1/3 acre where our stairs were located.

Since we do not receive any services--i.e. water, sewer, snowplowing--and don't expect any services in the future, we would like to disconnect this parcel from the city. Also, this parcel cannot be sold separately.

There are no affected special districts involved.

According to Garfield County, after disconnection there will only be a boundary line adjustment.

Since this parcel is in the middle of a cliff on Iron Mountain, there would be no effect as to the best interests of the City.

Our property, which is "Parcel 218503300036, Lot 3, Section 3, Township 6 South, Range 89 West," is outlined in orange. The parcel that is totally orange is the 1/3 acre that we are seeking disconnection.

The Glenwood Springs northern boundary is outlined in black.

Sincerely,



JA Claudon

787-899-0015



Reception#: 893031
 05/31/2017 04:01:28 PM Jean Riberico
 1 of 2 Rec Fee:\$18.00 Doc Fee:0.00 GARFIELD COUNTY CO

After recording please return to:
 Timothy A. Thulson, Esq.
 Balcomb & Green, P.C.
 P.O. Drawer 790
 Glenwood Springs, CO 81601

QUIT CLAIM DEED

THIS QUIT CLAIM DEED, made this 18 day of May, 2017, between IRON MOUNTAIN LAND IMPROVEMENT CO., LLC, a Colorado Limited Liability Company, (Grantor), and JOSEPH A. CLAUDON and CELINA CLAUDON, whose legal address is PO Box 1904, Glenwood Springs, CO 81602, County of Garfield and State of Colorado (Grantees).

WITNESSETH, that the Grantor, for and in consideration of the sum of One and 00/100ths Dollars (\$1.00) and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, has remised, released, sold, conveyed and quit claimed, and by these presents, does hereby remise, release, sell, convey and quit claim unto the Grantee, their heirs, successors and assigns forever, NOT IN TENANCY IN COMMON BUT IN JOINT TENANCY, all the right, title, interest, claim and demand which the Grantor has in and to the real property, together with improvements, if any, situate, lying and being in the said County of Garfield and State of Colorado described as follows:

SEE EXHIBIT A ATTACHED HERETO AND MADE A PART HEREOF

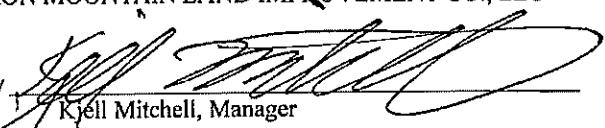
(Vacant Land)

TO HAVE AND TO HOLD the same, together with all and singular the appurtenances and privileges thereunto belonging or in anywise thereunto appertaining, and all the estate, right, title, interest, and claim whatsoever, of the Grantor, either in law or equity, to the only proper use, benefit and behoof of the Grantees, their successors and assigns forever. The singular number shall include the plural, the plural and the singular, and the use of any gender shall be applicable to all genders.

IN WITNESS WHEREOF, the Grantor has executed this Quit Claim Deed on the date set forth above.

IRON MOUNTAIN LAND IMPROVEMENT CO., LLC

By


 Kjell Mitchell, Manager

STATE OF COLORADO)

) ss

COUNTY OF GARFIELD)

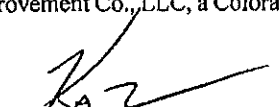
KAREN A THORPE
 NOTARY PUBLIC - STATE OF COLORADO
 My Identification # 20154033298
 Expires August 21, 2019

The above and foregoing document was acknowledged before me this 18th day of May, 2017, by Kjell Mitchell, Manager of Iron Mountain Land Improvement Co., LLC, a Colorado Limited Liability Company.

Witness my hand and official seal.

My commission expires:

8/21/2019


 Notary Public

Reception#: 893031
05/31/2017 04:01:28 PM Jean Alberico
2 of 2 Rec Fee:\$18.00 Doc Fee:0.00 GARFIELD COUNTY CO

EXHIBIT A
Legal Description

A PORTION OF OUTLOT 4 IN THE CITY OF GLENWOOD SPRINGS, SAID PROPERTY BEING SITUATED IN SECTION 3, TOWNSHIP 6 SOUTH, RANGE 89 WEST OF THE 6TH P.M. AND BEING DESCRIBED BY METES AND BOUNDS AS FOLLOWS:

BEGINNING AT A POINT ON THE NORTH LINE OF SAID OUTLOT 4 FROM WHENCE THE NORTHEAST CORNER THEREOF BEARS S. 88°28'00" E. 72.50 FEET AND THE STREET MONUMENT AT THE INTERSECTION OF 8TH STREET AND PITKIN AVENUE IN THE CITY OF GLENWOOD SPRINGS BEARS S. 37°03'38" W. 4182.07 FEET, SAID STREET MONUMENT BEING A BRASS CAP IN A RANGE BOX;

THENCE DEPARTING SAID NORTH LINE S. 01°32'00" W. 125.00 FEET;

THENCE N. 88°28'00" W. 115.00 FEET;

THENCE N. 01°32'00" E. 125.00 FEET TO A POINT ON THE NORTH LINE OF SAID OUTLOT 4;

THENCE ALONG SAID NORTH LINE S. 88°28'00" E. 115.00 FEET TO THE POINT OF BEGINNING.

SAID PROPERTY BEING SITUATED IN SECTION 3, TOWNSHIP 6 SOUTH, RANGE 89 WEST OF THE 6TH P.M.

CITY OF GLENWOOD SPRINGS

COUNTY OF GARFIELD

STATE OF COLORADO

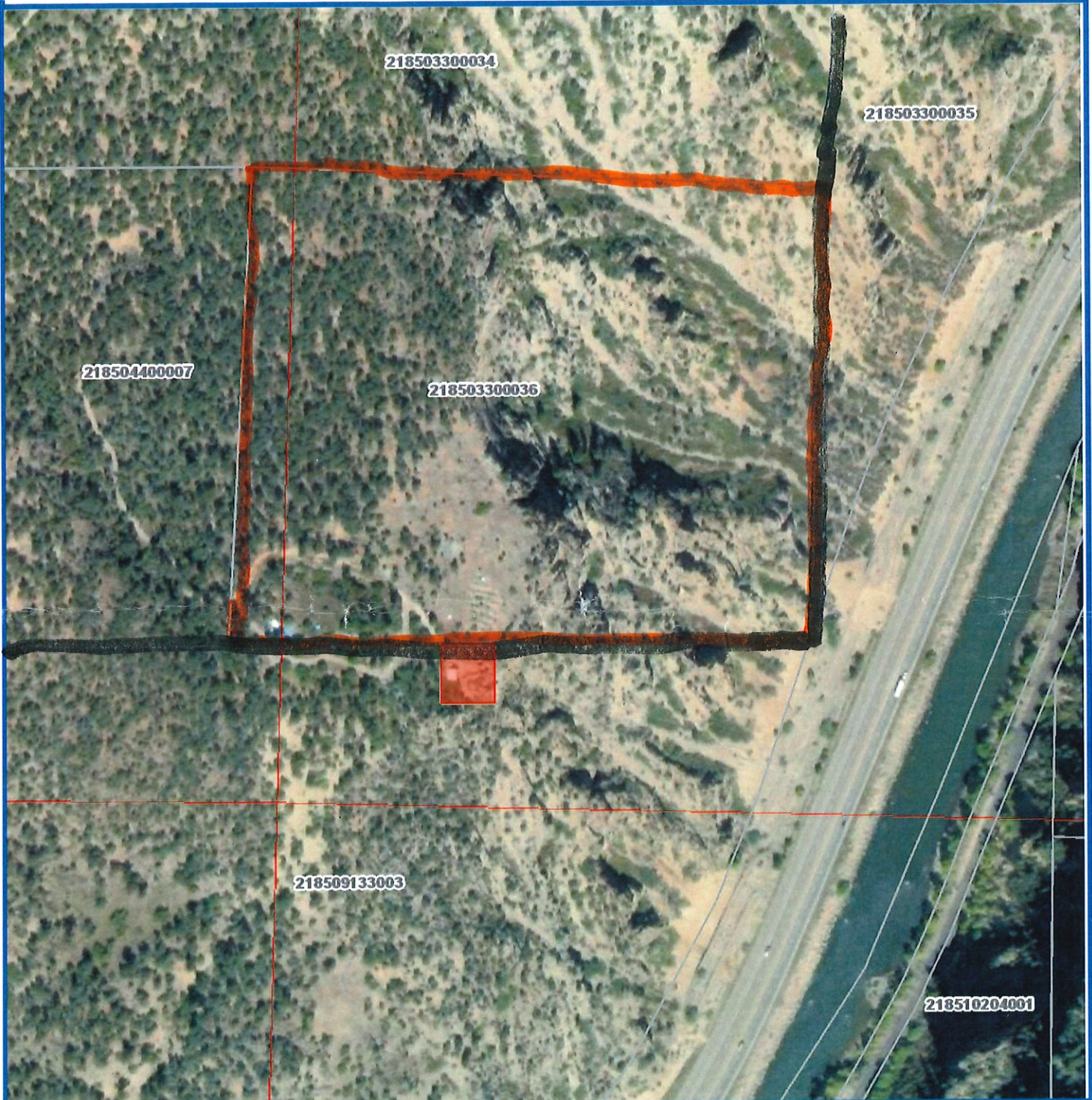
CONTAINING 14,375 SQ. FT. OR 0.330 ACRES.



Garfield County

Garfield County Land Explorer

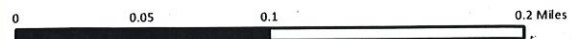
Garfield County, Colorado



Garfield County Land Explorer

Printed by Web User

1 inch = 376 feet
1 inch = 0.07 miles



Garfield County Colorado
www.garfield-county.com

Colorado

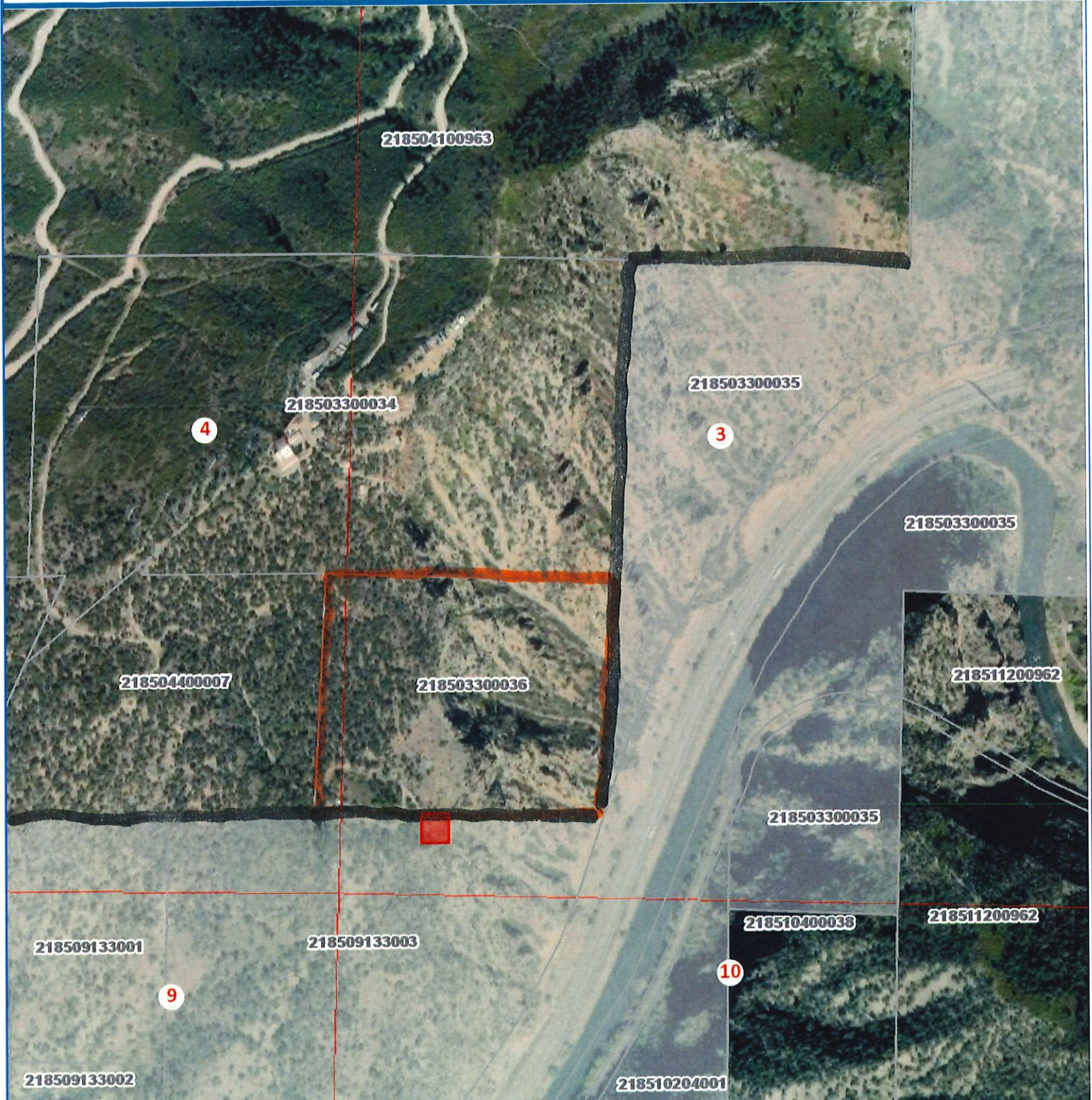
Disclaimer

This is a compilation of records as they appear in the Garfield County Offices affecting the area shown. This drawing is to be used only for reference purposes and the County is not responsible for any inaccuracies herein contained.

© Copyright Garfield County, Colorado | All Rights Reserved

Printed: 7/5/2018 at 10:52:14 AM





Garfield County Land Explorer

1 inch = 752 feet
1 inch = 0.14 miles



Printed by Web User

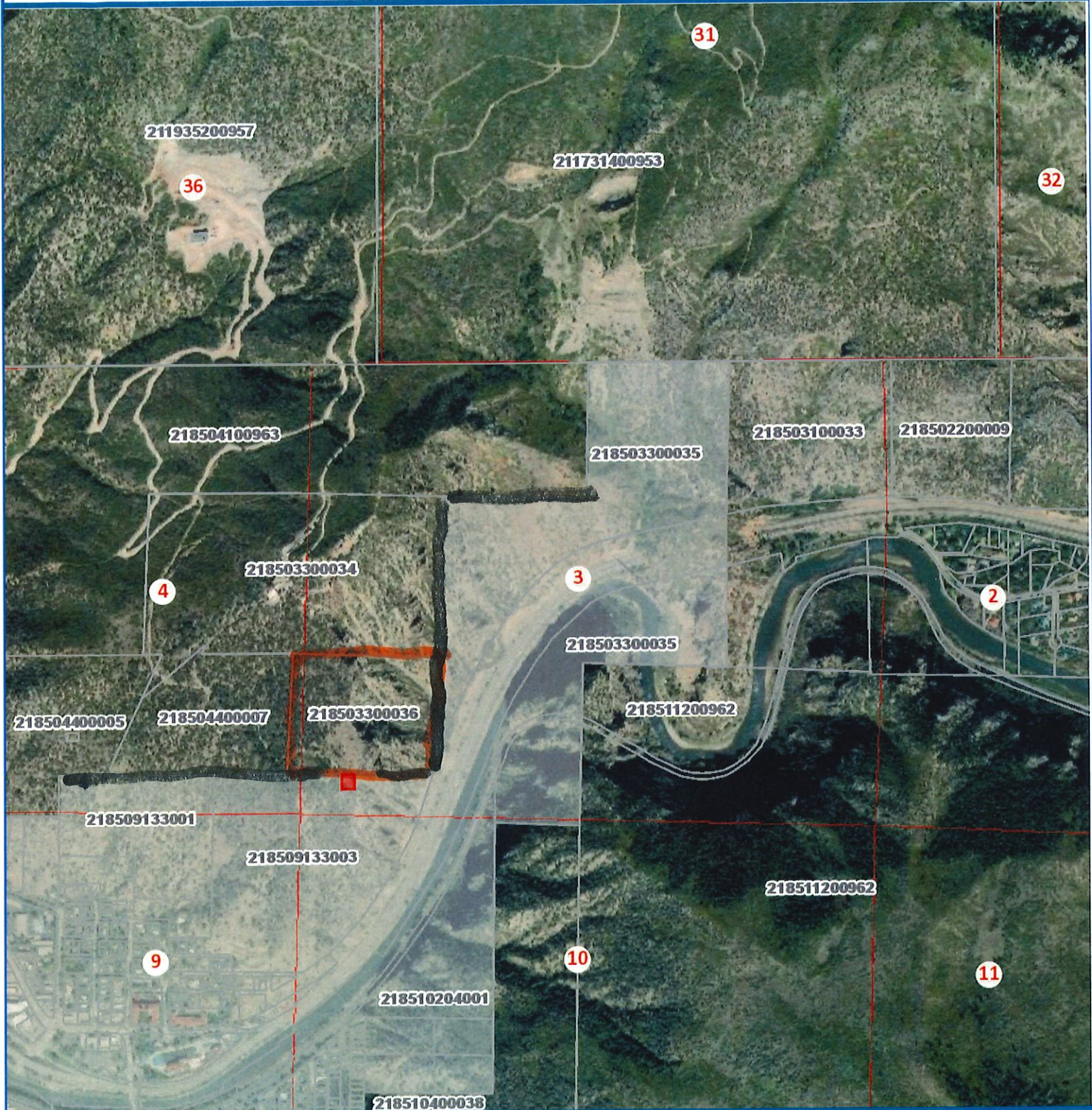
Garfield County

Garfield County Colorado
www.garfield-county.com

Colorado

Disclaimer

This is a compilation of records as they appear in the Garfield County Offices affecting the area shown. This drawing is to be used only for reference purposes and the County is not responsible for any inaccuracies herein contained.



Garfield County Land Explorer

1 inch = 1,505 feet

1 inch = 0.28 miles



Printed by Web User

Garfield County

Garfield County Colorado
www.garfield-county.com

Colorado

Disclaimer

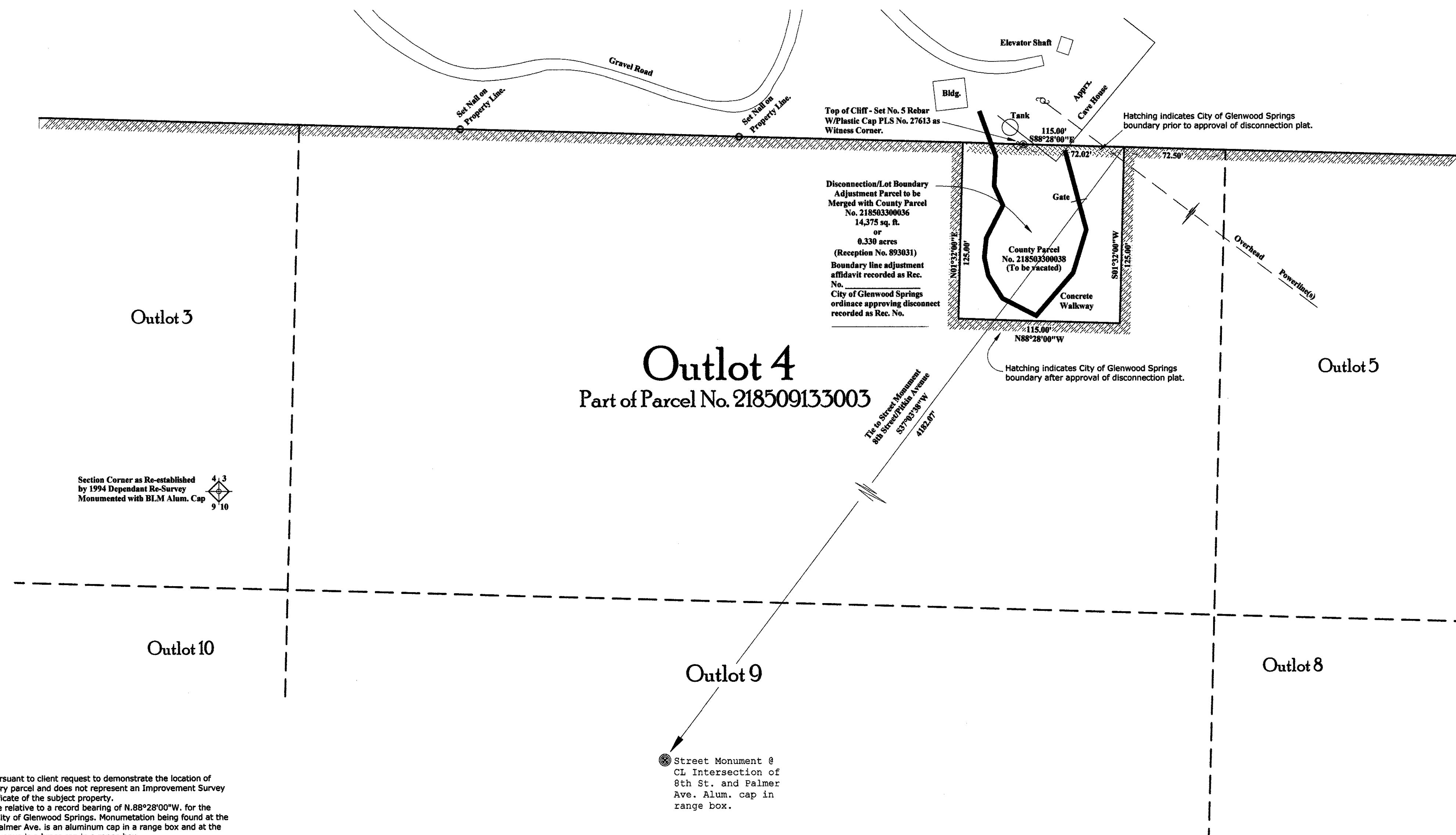
This is a compilation of records as they appear in the Garfield County Offices affecting the area shown. This drawing is to be used only for reference purposes and the County is not responsible for any inaccuracies herein contained.



Claudon Disconnection / Lot Boundary Adjustment Plat

SITUATED IN THE SW1/4 SECTION 3, TOWNSHIP 6 SOUTH, RANGE 89 WEST OF THE 6TH P.M.
CITY OF GLENWOOD SPRINGS, COUNTY OF GARFIELD, STATE OF COLORADO
COUNTY PARCEL NOS. 2185-033-00-036 AND 2185-033-00-038

Parcel No. 218503300036
Lot 3, Section 3, Township 6 South, Range 89 West of the 6th P.M.
(Reception No. 388911)



Surveyor's Notes:

- 1) This map has been prepared pursuant to client request to demonstrate the location of the Disconnection / Lot Boundary parcel and does not represent an Improvement Survey or Improvement Location Certificate of the subject property.
- 2) Bearings as depicted hereon are relative to a record bearing of N.88°28'00\"W. for the centerline of 8th street in the City of Glenwood Springs. Monumentation being found at the intersection of 8th street and Palmer Ave. is an aluminum cap in a range box and at the intersection of 8th and Pitkin Avenue is a brass cap in a range box.
- 3) This survey does not represent a title search by this land surveyor or survey company to determine ownership or any easements of record or those that may be apparent in the field. No current title insurance commitment has been reviewed in the preparation of this plat and no easements of record are not shown on this plat.
- 4) This survey is based on the following documents:
 - a) Amended plat of the Townsite of Glenwood Springs (Plat Book 1, Page 2)
 - b) Quit Claim Deed: Iron Mountain Land Improvement Co., LLC to Joseph A. Claudon and Celine Claudon (Rec. No. 893031)
 - c) Monumentation being found in place as indicated hereon.
- 5) All linear units of measurement as shown hereon are in US Survey feet.
- 6) Date of field survey: August, 2014.
- 7) Date of plat preparation: July 18, 2019.

Notice: (In accordance with C.R.S. 13-80-105 et. seq.)

According to Colorado law you must commence any legal action based upon any defect in this survey within three years after you first discover such defect. In no event, may any action based upon any defect in this survey be commenced more than ten years from the date of certification shown hereon.

SURVEYOR'S CERTIFICATE:

I, Samuel D. Phelps, do hereby certify that I am a licensed land surveyor licensed under the laws of the State of Colorado, that this plat is a true, correct and complete plat of the Claudon Disconnection and Lot Boundary Adjustment Plat as laid out, platted, dedicated and shown hereon, that such plat was made from an accurate survey of said property by me and under my supervision and correctly shows the location and dimensions of the disconnection lot.

In witness whereof I have set my hand and seal this 18 day of Aug, A.D. 20 19

By: Samuel D. Phelps
Colorado Licensed Professional
Land Surveyor No. 27613
For and on Behalf of SurvCo, Inc.
A Colorado Corporation



CITY COUNCIL CERTIFICATE:

This plat was approved by the City Council of Glenwood Springs, Garfield County, Colorado this ____ day of _____, A.D. 20____, by Ordinance No. _____, Series of _____ for filing with the Clerk and Recorder of Garfield County.

Mayor

Witness my hand and the seal of the City of Glenwood Springs.

ATTEST:

City Clerk

CLERK AND RECORDER'S CERTIFICATE:

This plat was filed for record in the office of the Clerk and Recorder of Garfield County at _____ o'clock ____M. as Reception No. _____.

Clerk and Recorder

By _____
Deputy

CERTIFICATE OF DEDICATION AND OWNERSHIP:

Know all men by these presents that Joseph A. Claudon and Celine Claudon, being sole owners in fee simple of all that real property described as follows:

A portion of Outlot 4 in the City of Glenwood Springs, said property being situated in Section 3, Township 6 South, Range 89 West of the 6th P.M. and being described by metes and bounds as follows:

Beginning at a point on the North line of said Outlot 4 from whence the Northeast corner thereof bears S.88°28'00\"E. 72.50 feet and the street monument at the intersection of 8th Street and Pitkin Avenue in the City of Glenwood Springs bears S.37°03'38\"W. 4182.07 feet, said street monument being a brass cap in a range box; thence departing said North line S.01°32'00\"W. 125.00 feet; thence N.88°28'00\"W. 115.00 feet; thence N.01°32'00\"E. 125.00 feet to a point on the North line of said Outlot 4; thence along said North line S.88°28'00\"E. 115.00 feet to the Point of Beginning.

containing 14,375 sq. ft. or 0.330 acres, more or less; have by these presents laid out, platted and subdivided the same as the \"Claudon Disconnection and Lot Boundary Adjustment plat\" as depicted hereon for the purpose of removing the described tract from the municipal limits of the City of Glenwood Springs and merging it into County designated parcel number 2185-033-00-036.

EXECUTED this ____ day of _____, A.D. 20____.

Joseph A. Claudon

Celine Claudon

STATE OF COLORADO)
COUNTY OF GARFIELD) ss.

The foregoing dedication was acknowledged before me this ____ day of _____, A.D. 20____, by Joseph A. Claudon and Celine Claudon.

My commission expires _____.

WITNESS MY HAND AND SEAL

Notary Public

SurvCo, Inc.

Professional Land Surveying Services

\"Serving Western Colorado since 1991\"

826-1/2 Grand Avenue

Post Office Box 2782

Glenwood Springs, CO. 81602-2782

Phone: (970) 945-5945 Email: survco@gmail.com

GRAPHIC SCALE



(IN FEET)
1 inch = 60 ft.

Sheet
1 of 1

Client: Joseph and Celine Claudon	Date: July 18, 2019				
Drawn By: S. Phelps	.dwg file: 19.012.001				
Job No.: 19012					
		NO.	BY	DATE	REVISION DESCRIPTION



City Council
STAFF REPORT
City of Glenwood Springs
October 3, 2019

Agenda Item: Ordinance 27, Series of 2019, An Ordinance of the City of Glenwood Springs, Colorado Disconnecting Real Property from the City of Glenwood Springs (FIRST READING)

Action Requested: Approval of Ordinance 27, Series of 2019, An Ordinance of the City of Glenwood Springs, Colorado Disconnecting Real Property from the City of Glenwood Springs.

Department: Economic and Community Development

Presented By: Trent Hyatt, Senior Planner

Background Info: See Planning Item 34-19 -Consideration of a Disconnection of the Claudon Property located at 217 Rosebud. Ordinance related to said disconnection is attached.

Issues: See Planning Item 34-19 -Consideration of a Disconnection of the Claudon Property located at 217 Rosebud

Staff Recommendation: See Planning Item 34-19 -Consideration of a Disconnection of the Claudon Property located at 217 Rosebud

ORDINANCE NO. 27

Series of 2019

AN ORDINANCE OF THE CITY OF GLENWOOD SPRINGS, COLORADO, DISCONNECTING REAL PROPERTY FROM THE CITY OF GLENWOOD SPRINGS

WHEREAS, C.R.S. § 31-12-501(1) provides that when the owner of a tract of land within and adjacent to the boundary of a municipality desires to have said tract disconnected from such municipality, such owner may apply to the governing body for the enactment of an ordinance disconnecting such tract of land from such municipality; and

WHEREAS, C.R.S. § 31-12-501(3) provides that upon receipt of an application for disconnection, the governing body of the municipality shall give due consideration to the disconnection application and, if such governing body is of the opinion that the best interests of the municipality will not be prejudiced by the disconnection of such land, it shall enact an ordinance effecting such disconnection; and

WHEREAS, the City Council of the City of Glenwood Springs (the “City”) has been presented with an application for the disconnection of the real property described on Exhibit A and depicted on the plat attached as Exhibit B and known as Parcel Number 218503300036 (the “Property”);

WHEREAS, the Property is located within and adjacent to the boundaries of the City; and

WHEREAS, the Property is located on a cliff on Iron Mountain and does not receive any services from the City; and

WHEREAS, City Council has given due consideration to the application for disconnection of the Property and finds that, in light of the Property’s location and size, the best interests of the City will not be prejudiced by the disconnection of the Property; and

WHEREAS, City Council desires to disconnect the Property from the City pursuant to C.R.S. § 31-12-501.

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF GLENWOOD SPRINGS, COLORADO, ORDAINS:

Section 1. The foregoing recitals are incorporated herein as if set forth in full.

Section 2. City Council hereby disconnects the Property from the City.

Section 3. Within thirty (30) days after the effective date of this ordinance, the City Clerk shall record two certified copies of this Ordinance and the disconnection plat attached as Exhibit A with the Garfield County Clerk and Recorder.

INTRODUCED, READ ON FIRST READING, PASSED, AND ORDERED
PUBLISHED BY TITLE ONLY THIS 3RD DAY OF OCTOBER 2019.

CITY OF GLENWOOD SPRINGS, COLORADO

ATTEST:

Jonathan Godes, Mayor

Catherine Mythen, City Clerk

INTRODUCED, READ ON SECOND READING, PASSED AND ORDERED
PUBLISHED BY TITLE ONLY TO BE EFFECTIVE TEN DAYS FOLLOWING THE DATE
OF SECOND PUBLICATION THIS ____ DAY OF _____, 2019.

CITY OF GLENWOOD SPRINGS, COLORADO

ATTEST:

Jonathan Godes, Mayor

Catherine Mythen, City Clerk

Reception#: 893031
05/31/2017 04:01:20 PM Jean Alberico
2 of 2 Rec Fee:\$18.00 Doc Fee:0.00 GARFIELD COUNTY CO

EXHIBIT A
Legal Description

A PORTION OF OUTLOT 4 IN THE CITY OF GLENWOOD SPRINGS, SAID PROPERTY BEING SITUATED IN SECTION 3, TOWNSHIP 6 SOUTH, RANGE 89 WEST OF THE 6TH P.M. AND BEING DESCRIBED BY METES AND BOUNDS AS FOLLOWS:

BEGINNING AT A POINT ON THE NORTH LINE OF SAID OUTLOT 4 FROM WHENCE THE NORTHEAST CORNER THEREOF BEARS S. 88°28'00" E. 72.50 FEET AND THE STREET MONUMENT AT THE INTERSECTION OF 8TH STREET AND PITKIN AVENUE IN THE CITY OF GLENWOOD SPRINGS BEARS S. 37°03'38" W. 4182.07 FEET, SAID STREET MONUMENT BEING A BRASS CAP IN A RANGE BOX;

THENCE DEPARTING SAID NORTH LINE S. 01°32'00" W. 125.00 FEET;

THENCE N. 88°28'00" W. 115.00 FEET;

THENCE N. 01°32'00" E. 125.00 FEET TO A POINT ON THE NORTH LINE OF SAID OUTLOT 4;

THENCE ALONG SAID NORTH LINE S. 88°28'00" E. 115.00 FEET TO THE POINT OF BEGINNING.

SAID PROPERTY BEING SITUATED IN SECTION 3, TOWNSHIP 6 SOUTH, RANGE 89 WEST OF THE 6TH P.M.

CITY OF GLENWOOD SPRINGS

COUNTY OF GARFIELD

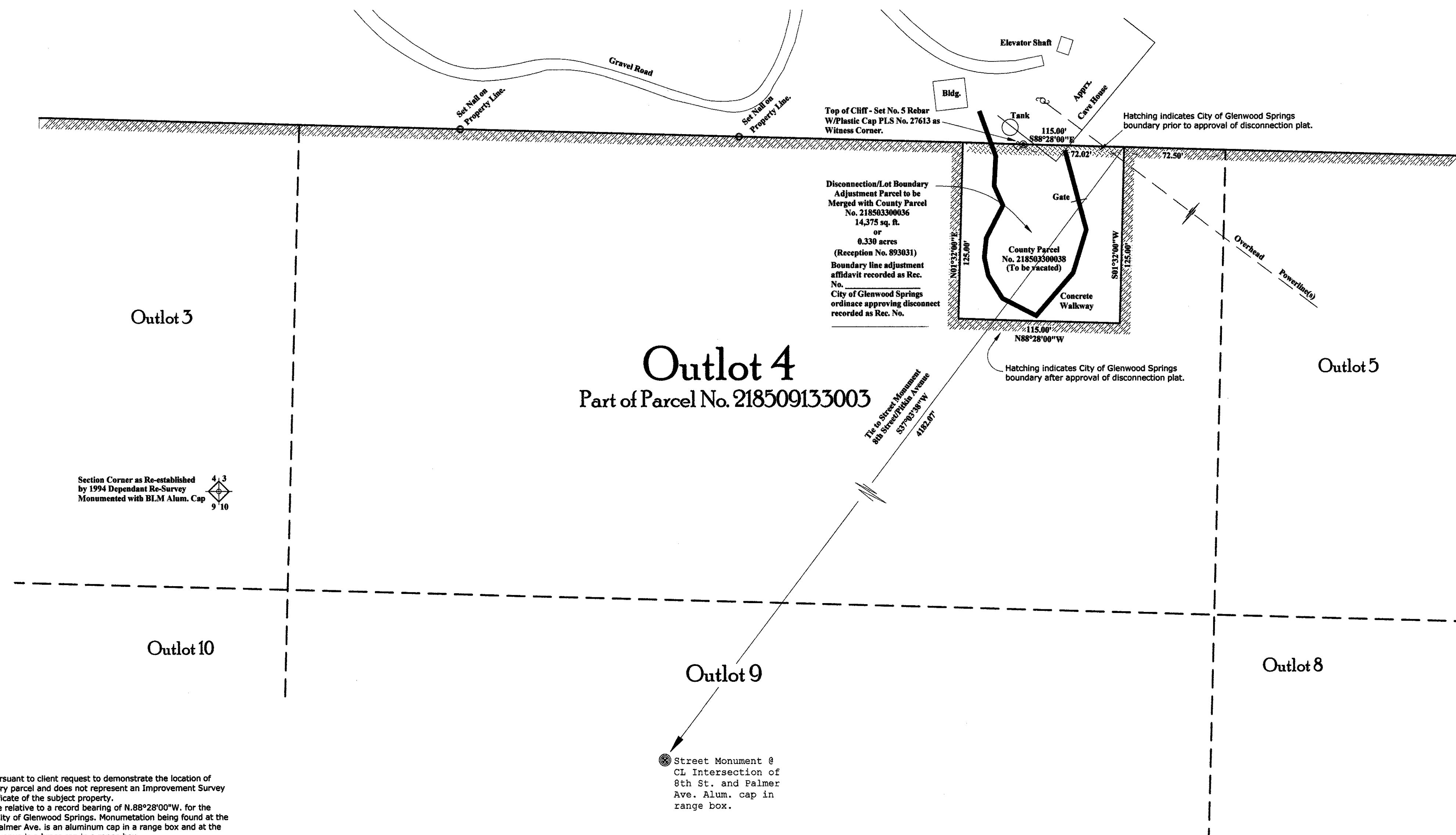
STATE OF COLORADO

CONTAINING 14,375 SQ. FT. OR 0.330 ACRES.

Claudon Disconnection / Lot Boundary Adjustment Plat

SITUATED IN THE SW1/4 SECTION 3, TOWNSHIP 6 SOUTH, RANGE 89 WEST OF THE 6TH P.M.
CITY OF GLENWOOD SPRINGS, COUNTY OF GARFIELD, STATE OF COLORADO
COUNTY PARCEL NOS. 2185-033-00-036 AND 2185-033-00-038

Parcel No. 218503300036
Lot 3, Section 3, Township 6 South, Range 89 West of the 6th P.M.
(Reception No. 388911)



Surveyor's Notes:

- 1) This map has been prepared pursuant to client request to demonstrate the location of the Disconnection / Lot Boundary parcel and does not represent an Improvement Survey or Improvement Location Certificate of the subject property.
- 2) Bearings as depicted hereon are relative to a record bearing of N.88°28'00\"W. for the centerline of 8th street in the City of Glenwood Springs. Monumentation being found at the intersection of 8th street and Palmer Ave. is an aluminum cap in a range box and at the intersection of 8th and Pitkin Avenue is a brass cap in a range box.
- 3) This survey does not represent a title search by this land surveyor or survey company to determine ownership or any easements of record or those that may be apparent in the field. No current title insurance commitment has been reviewed in the preparation of this plat and no easements of record are not shown on this plat.
- 4) This survey is based on the following documents:
 - a) Amended plat of the Townsite of Glenwood Springs (Plat Book 1, Page 2)
 - b) Quit Claim Deed: Iron Mountain Land Improvement Co., LLC to Joseph A. Claudon and Celine Claudon (Rec. No. 893031)
 - c) Monumentation being found in place as indicated hereon.
- 5) All linear units of measurement as shown hereon are in US Survey feet.
- 6) Date of field survey: August, 2014.
- 7) Date of plat preparation: July 18, 2019.

Notice: (In accordance with C.R.S. 13-80-105 et. seq.)

According to Colorado law you must commence any legal action based upon any defect in this survey within three years after you first discover such defect. In no event, may any action based upon any defect in this survey be commenced more than ten years from the date of certification shown hereon.

SURVEYOR'S CERTIFICATE:

I, Samuel D. Phelps, do hereby certify that I am a licensed land surveyor licensed under the laws of the State of Colorado, that this plat is a true, correct and complete plat of the Claudon Disconnection and Lot Boundary Adjustment Plat as laid out, platted, dedicated and shown hereon, that such plat was made from an accurate survey of said property by me and under my supervision and correctly shows the location and dimensions of the disconnection lot.

In witness whereof I have set my hand and seal this 18 day of Aug., A.D. 2019

By: Samuel D. Phelps
Colorado Licensed Professional
Land Surveyor No. 27613
For and on Behalf of SurvCo, Inc.
A Colorado Corporation



CITY COUNCIL CERTIFICATE:

This plat was approved by the City Council of Glenwood Springs, Garfield County, Colorado this ____ day of _____, A.D. 20____, by Ordinance No. _____, Series of _____ for filing with the Clerk and Recorder of Garfield County.

Mayor

Witness my hand and the seal of the City of Glenwood Springs.

ATTEST:

City Clerk

CLERK AND RECORDER'S CERTIFICATE:

This plat was filed for record in the office of the Clerk and Recorder of Garfield County at _____ o'clock ____M. as Reception No. _____.

Clerk and Recorder

By _____
Deputy

CERTIFICATE OF DEDICATION AND OWNERSHIP:

Know all men by these presents that Joseph A. Claudon and Celine Claudon, being sole owners in fee simple of all that real property described as follows:

A portion of Outlot 4 in the City of Glenwood Springs, said property being situated in Section 3, Township 6 South, Range 89 West of the 6th P.M. and being described by metes and bounds as follows:

Beginning at a point on the North line of said Outlot 4 from whence the Northeast corner thereof bears S.88°28'00\"E. 72.50 feet and the street monument at the intersection of 8th Street and Pitkin Avenue in the City of Glenwood Springs bears S.37°03'38\"W. 4182.07 feet, said street monument being a brass cap in a range box; thence departing said North line S.01°32'00\"W. 125.00 feet; thence N.88°28'00\"W. 115.00 feet; thence N.01°32'00\"E. 125.00 feet to a point on the North line of said Outlot 4; thence along said North line S.88°28'00\"E. 115.00 feet to the Point of Beginning.

containing 14,375 sq. ft. or 0.330 acres, more or less; have by these presents laid out, platted and subdivided the same as the \"Claudon Disconnection and Lot Boundary Adjustment plat\" as depicted hereon for the purpose of removing the described tract from the municipal limits of the City of Glenwood Springs and merging it into County designated parcel number 2185-033-00-036.

EXECUTED this ____ day of _____, A.D. 20____.

Joseph A. Claudon

Celine Claudon

STATE OF COLORADO)
COUNTY OF GARFIELD) ss.

The foregoing dedication was acknowledged before me this ____ day of _____, A.D. 20____, by Joseph A. Claudon and Celine Claudon.

My commission expires _____.

WITNESS MY HAND AND SEAL

Notary Public

SurvCo, Inc.

Professional Land Surveying Services

\"Serving Western Colorado since 1991\"

826-1/2 Grand Avenue

Post Office Box 2782

Glenwood Springs, CO. 81602-2782

Phone: (970) 945-5945 Email: survco@gmail.com

GRAPHIC SCALE



(IN FEET)
1 inch = 60 ft.

Sheet
1 of 1

Client: Joseph and Celine Claudon	Date: July 18, 2019				
Drawn By: S. Phelps	.dwg file: 19.012.001				
Job No.: 19012					
		NO.	BY	DATE	REVISION DESCRIPTION



City Council
STAFF REPORT
City of Glenwood Springs
October 3, 2019

Agenda Item: Library Presentation

Action Requested: NA

Department: City Administration

Presented By:

Background Info: Presentation from Alice Bedard-Voorhees, PhD requesting Council endorsement on a ballot initiative for the Library District.

Issues:

Staff Recommendation:



GARFIELD COUNTY LIBRARIES

Books – Literacy – Community

An Important Community Resource

We're proud that our Garfield County Libraries provides books, internet access, and other services for over 424,000 visitors each year. We provide valuable educational classes to help children, adults, and seniors succeed in school and life. Our libraries create healthy communities by supporting residents learning English, transitioning to new lines of work, and struggling with poverty. In a world where social media can isolate us from each other, our local libraries are one of the few important community centers left that connect us and benefit the entire community.

Maintaining Books, Services, Hours

In the past few years, Garfield County Libraries has faced significant funding challenges. This has resulted in the layoff of qualified staff, reduced hours, cuts to the books and magazines budget, and fewer educational classes and events for children. Three years ago, our libraries were open Sundays, mornings, and evenings. Budget cuts have meant that every library is closed on Sunday, with reduced morning and evening hours. Without new funding, our local libraries face additional cuts in hours and services.

Locally-Controlled Funding to Support Our Local Libraries

In order to provide a stable source of locally-controlled funding, Garfield County Libraries has placed a 1.5 mill levy increase on the November 5, 2019 ballot. If passed, funds from the measure would raise \$4 million annually, to:

- Retain the qualified staff that help keep our libraries open and running
- Maintain access to educational classes and events for children, including early literacy and homework help
- Provide senior classes and events to help fight isolation and prevent the effects of aging
- Keep library buildings safe and well-maintained
- Purchase more books, including large-print for seniors, Spanish-language, and kids and teen titles
- Restore hours to help provide safe spaces for children and teens after school, on weekends, and during summer
- Improve technology to provide access to computers and Internet for those who don't have it at home



Fiscal Accountability

This library measure would have strict accountability provisions, including required annual independent financial audits, a citizens' oversight committee, and public review of expenditures to ensure that funds are spent efficiently, effectively, and as promised.

LEARN MORE! Please contact Brett Lear, Executive Director of Garfield County Libraries at blear@gcpld.org for any questions or to provide feedback.



City Council
STAFF REPORT
City of Glenwood Springs
October 3, 2019

Agenda Item: Annual Museum Activities Update

Action Requested: NA

Department: City Administration

Presented By:

Background Info: A presentation will be provided by Bill Kight at the meeting.

Issues:

Staff Recommendation:



City Council
STAFF REPORT
City of Glenwood Springs
October 3, 2019

Agenda Item: City Councilor Use of Social Media Policy

Action Requested: Adopt City Councilor Use of Social Media Policy

Department: Attorney

Presented By: Glenwood Springs Legal, Legal

Background Info: The purpose of this policy is to describe the authority of City Councilors to use social media in their official capacities as City Councilors and to address how personal use of social media may bring that use within the scope of City policies. The policy is intended to protect the rights of the public to access public forums and to ensure that the City acts in compliance with applicable state and federal law.

Issues:

Staff Recommendation:

City Councilor Use of Social Media Policy

The purpose of this policy is to describe the authority of City Councilors to use social media in their official capacities as City Councilors and to address how personal use of social media may bring that use within the scope of City policies. The policy is intended to protect the rights of the public to access public forums and to ensure that the City acts in compliance with applicable state and federal law.

Official Use of Social Media

A City Councilor shall not establish, operate, maintain, participate in or otherwise use social media sites in his/her official capacity as a City Councilor except as authorized herein. This policy applies to the City's social media sites, social media sites established by the City Councilor, and social media sites of third parties. If a City Councilor establishes, operates, maintains, participates in or otherwise uses social media in a manner that does not comply with the following requirements, the City Councilor's actions shall be considered as having been undertaken outside of the City Councilor's official capacity and the City shall bear no responsibility for the City Councilor's actions.

- City Councilors shall read, understand, and comply with this Communications Policy and any subsequent revisions thereto and shall sign an acknowledgement to this effect.
- City Councilors making statements in violation of this policy may be blocked from the City's social media sites.
- The City does not currently create, operate or maintain social media sites for the use of City Councilors in their official capacity.
- City Councilors must identify themselves by name and title and use their City email address when participating in social media sites in their official capacities. Such posts shall be clearly designated as "official capacity" posts.
- City Councilors may not claim to speak on behalf of the City and/or post in their official capacity when participating in social media unless authorized to do so by City Council.
- City Councilors shall not restrict any person's ability to view or post comments on social media pages that are maintained or operated in a City Councilor's official capacity, based in any way, upon the viewpoint of that person or the content of the person's speech.
- City Councilors shall not post or release proprietary, confidential, sensitive or personally identifiable information.
- Online statements by City Councilors in their official capacities shall be respectful, legal, and ethical and shall not use ethnic slurs, profanity or personal insults. False and defamatory statements are not permitted.
- City Councilors using social media in their official capacities are prohibited from posting, using or otherwise infringing upon material that is copyrighted or trademarked by third parties and are required to credit other authors for borrowed content and to protect the intellectual property of others.

- All participation in social media by City Councilors in their official capacity may be open to public inspection pursuant to the Colorado Open Records Act, and Councilors have no expectation of privacy concerning such participation.
- To maintain compliance with the Colorado Open Meetings Law, City Councilors shall not engage in discussions with other Councilors on social media, including personal social media accounts, regarding matters that concern the City.

Personal Use of Social Media

City Councilors who engage in personal use of social media outside of their official capacity shall comply with the following requirements:

- City Councilors may not comment or post as a representative of the City.
- Any post or deletion by a City Councilor on any social media site that has not been authorized by City Council shall be made in the Councilor's individual capacity and not in his/her official capacity.
- City Councilors may not use the City's trademark, logo or other branding when engaged in personal use of social media.
- When a City Councilor's personal use of social media may be perceived as being on behalf of the City, such as if the City Councilor identifies himself or herself as a City Councilor or when a City Councilor addresses a matter that concerns the City, the City Councilor shall include a visible disclaimer stating that the Councilor's view or opinion is his/her own and does not represent the position of the City. For example: *"This comment is my personal view and does not necessarily represent the City of Glenwood Springs' positions, strategies, or opinions."* Statements concerning the City that are made without this disclaimer shall nevertheless be considered personal statements of the Councilor that are not made in the Councilor's official capacity.

ACKNOWLEDGEMENT

I acknowledge that if I establish, operate, maintain, participate in or otherwise use social media in a manner that does not comply with the City Councilor Use of Social Media Policy, my actions shall be considered as having been undertaken outside of my official capacity, the City shall bear no responsibility for the actions taken outside of my official capacity, and I may be personally liable for the actions taken outside of my official capacity.