



AGENDA
CITY OF GLENWOOD SPRINGS
REGULAR CITY COUNCIL MEETING
DECEMBER 5, 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	WORK SESSION	ACTION
2:30pm	1.	Meet with De Beque High School Students	Information/Discussion
		PRE-MEETING	
3:00pm	1.	Review of Regular Session Agenda	Information/Discussion
	2.	Council Comments/Future Agendas	Information/Discussion
		REGULAR SESSION	
6:15pm	2.	Roll Call	
	3.	Pledge of Allegiance	Quorum
	4.	Agenda Changes & Conflicts	Information Only
6:20pm	5.	Citizens Appearing Before Council (for items not on the Agenda-comments limited to 3 minutes)	Information Only
6:25pm	6.	Council Comments	Information
6:35pm	7.	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 31, Series of 2019; An Ordinance of the City Council of the City of Glenwood Springs, Colorado, Appropriating Funds for Fiscal Year 2020 (ONE READING)	Discussion and/or Action
	B.	Receipt of Regular Meeting Minutes from November 21, 2019	
	C.	Approval of Cardnall Substation Transformer Purchase	
6:00pm		Meeting Set-up	
		ACTIONS AND/OR PRESENTATIONS	
6:40pm	8.	Hanging Lake Technical Assistance Steering Committee	Discussion and/or Action
6:55pm	9.	Hanging Lake Update	Presentation
7:05pm	10.	Funding Request Glenwood Springs Citizen Alliance	Discussion and/or Action
7:15pm	11.	Intergovernmental Agreement between the City of Glenwood Springs and RFTA to Complete the Grand Avenue Alternatives Analysis (Congestion Reduction study)	Discussion and/or Action
7:25pm	12.	Resolution 2019-45, A Resolution of the City of Glenwood Springs, Colorado, Authorizing the Sale of 19 Acre Portion of City Property Located at 2307 Wulfsohn Road and Referring the Question to the Voters at a Special Election on April 14, 2020	Discussion and/or Action

- | | | |
|--------|---|--------------------------|
| 7:35pm | 13. Resolution 2019-44; A Resolution of the City Council of the City of Glenwood Springs, Colorado, Declaring it's Official Intent to Reimburse Certain Expenditures Relating to the Broadband Project with Proceeds of Indebtedness Prior to Closing of Debt Funding | Discussion and/or Action |
| 7:45pm | 14. Economic Development Year in Review | Information/Discussion |
| 7:55pm | 15. Colorado Municipal League Discussion | Discussion and/or Action |
| 8:00pm | 16. Report from City Administration | Information/Discussion |
| | A. City Manager | |
| | B. City Attorney | |
| | C. Correspondence Incoming/Outgoing | |

WORK SESSION

- | | | |
|--------|---|------------------------|
| 8:05pm | 17. Review Process for City Manager and City Attorney | Information/Discussion |
|--------|---|------------------------|

EXECUTIVE SESSION

- | | | |
|--------|--|------------------------|
| 8:35pm | 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 Western Petroleum, Acquisition of Property and West Glenwood Mall | Information/Discussion |
| 9:05pm | 19. Adjournment | |

Future Agenda Items

General and Revenue

- Revenue Generation
 - Progressive water and electric rates
 - Electric Revenue
 - Meadows PIF
 - Code enforcement
- Attractions/Accommodations Tax
- Housing Policy/Affordable Housing
- Census Presentation with Crystal Perez-Mariscal.
- CML Policy Document

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
- Iddings Property
- Vogeler 6 F designation
- Spring Cleanup work session
- Downtown Design Standards/Code Issues – with the DDA
- GID
- Zeroscaping Incentives

Police

- Ticketing on GA pedestrian bridge
- Graffiti

Parks and Recreation/Cultural Resources

- Future of the Cemetery
- Restoration of River Banks

Fire

- Fire Risk (including camping in BLM land)
- Emergency Response to Natural Disasters

Electric/Environmental

- Glenwood Spring Electric Board Discussion/Solar
- Climate Action Plan
- Updated Energy Code



City Council
STAFF REPORT
City of Glenwood Springs
December 5, 2019

Agenda Item: Ordinance No 31, Series of 2019; An Ordinance of the City Council of the City of Glenwood Springs, Colorado, Appropriating Funds for Fiscal Year 2020 (ONE READING)

Action Requested: Approve the 2020 Appropriations Ordinance.

Department: Finance

Presented By: Steve Boyd, COO
Yvette Gustad, Finance Director

Background Info: The 2020 Budget was approved by Council on November 6th. This Ordinance appropriates the funding for that budget.

Issues: None.

Staff Recommendation: Staff recommends approval.

ORDINANCE NO. 31

Series of 2019

**AN ORDINANCE OF THE CITY OF GLENWOOD SPRINGS,
COLORADO, APPROPRIATING FUNDS FOR FISCAL YEAR 2020.**

WHEREAS, Section 9.6 of the Glenwood Springs Municipal Charter requires City Council to pass an annual appropriation ordinance describing such sums of money as the City Council deems necessary to defray all expenses and liabilities of the City during the ensuing year; and

WHEREAS, the City Council of the City of Glenwood Springs has adopted, by Resolution 2019-38, the budget for fiscal year 2020 commencing January 1, 2020 and ending December 31, 2020; and

WHEREAS, the City Council desires to adopt the 2020 appropriation ordinance; and

WHEREAS, pursuant to Section 4.4(j) of the Municipal Charter of the City of Glenwood Springs, an appropriation ordinance is not required to have introductory and second readings.

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

The monies, as set forth on **Exhibit A** attached hereto and incorporated herein, are hereby appropriated for fiscal year 2020, which monies are necessary to defray all expenses and liabilities of the City of Glenwood Springs.

INTRODUCED, READ, PASSED, AND ORDERED PUBLISHED BY TITLE ONLY
THIS 5TH DAY OF DECEMBER 2019.

CITY OF GLENWOOD SPRINGS, COLORADO

ATTEST:

Jonathan Godes, Mayor

Catherine Mythen Fletcher, City Clerk

CITY OF GLENWOOD SPRINGS - 2020 BUDGET									
Preliminary Summary of All Funds									
SUMMARY OF ALL FUNDS	REVENUES	OPERATING EXPENDITURES	Excess Revenues Over (Under) Expenditures	Transfers In	Transfers Out	Excess Revenues Over (Under) Expenditures and Transfers	Principal Debt Payments	Capital Purchases	Total Appropriation
GOVERNMENT AND INTERNAL SERVICE FUNDS									
GOVERNMENTAL FUND TYPES									
General Fund	19,090,622	17,367,968	1,722,654	1,996,264	(3,428,042)	290,876	(250,000)		19,049,746
Internal Service Funds	729,000	1,556,560	(827,560)	886,500	0	58,940		(656,500)	1,326,560
Fleet Service Fund	729,000	1,556,560	(827,560)	886,500	0	58,940		(656,500)	1,326,560
Special Revenue Funds									
Tourism Promotion Fund	1,150,095	1,185,754	(35,659)		(156,264)	(191,923)			1,342,018
V.A.L.E. Fund	26,000	30,000	(4,000)			(4,000)			30,000
Conservation Trust Fund	108,398	100,000	8,398			8,398			100,000
Street Tax Fund	2,977,970	1,413,097	1,564,873			1,564,873	(255,000)	(2,400,000)	4,068,097
Bus Tax Fund	1,945,316	2,102,780	(157,464)			(157,464)			2,102,780
Marijuana Tax Fund	330,000	600	329,400		(300,000)	29,400			300,600
Fire and EMS Fund	1,594,441	4,157,567	(2,563,126)	2,563,126		0			1,594,441
Total Special Revenue Funds	8,132,220	8,989,798	(857,578)	2,563,126	(456,264)	1,249,284	(255,000)	(2,400,000)	9,537,936
Capital Projects Funds									
Capital Projects Fund	2,717,970	652,835	2,065,135	100,000	(789,500)	1,375,635		(1,947,000)	3,289,335
Acquisition & Improvement Fund	7,374,938	2,657,689	4,717,249	168,000	(1,540,000)	3,345,249	(175,000)	(8,853,000)	13,057,689
Fire Equipment Replacement Fund	300,718	0	300,718	864,916		1,165,634		(1,122,800)	257,884
Total Capital Projects Funds	10,393,626	3,310,524	7,083,102	1,132,916	(2,329,500)	5,886,518	(175,000)	(11,922,800)	16,604,908
ENTERPRISE FUNDS									
Enterprise Funds									
Utility Enterprise Funds									
Water & Sewer System	6,474,355	6,970,816	(496,461)		(100,000)	(596,461)	(1,329,300)	(6,775,001)	15,175,117
Electric System	16,230,596	15,441,025	789,571		(115,000)	674,571		(3,500,000)	19,056,025
Airport Enterprise Fund	165,200	168,213	(3,013)			(3,013)		(11,000)	179,213
Landfill Enterprise Fund	2,812,500	2,255,626	556,875		(50,000)	506,875		(500,000)	2,805,626
Total Enterprise Funds	25,682,651	24,835,679	846,972	0	(265,000)	581,972	(1,329,300)	(10,786,001)	37,215,980
FIDUCIARY FUND TYPES									
FIDUCIARY FUND TYPES									
Trust Funds									
Cemetery Reserve Fund	1,150	0	1,150			1,150			0
Total Trust Funds	1,150	0	1,150	0	0	1,150	0	0	0
COMPONENT UNITS									
COMPONENT UNITS									
General Improvement District 1980	46,331	63,053	(16,722)			(16,722)			63,053
Downtown Development Authority	724,000	200,709	523,291		(100,000)	423,291		(423,000)	723,709
Total Component Units	770,331	263,762	506,569	0	(100,000)	406,569	0	(423,000)	786,762
TOTAL OF ALL FUND TYPES									
TOTAL ALL FUND TYPES	64,799,600	56,324,291	8,475,309	6,578,806	(6,578,806)	8,475,309	(2,009,300)	(26,188,301)	84,521,892

Fiscal Year 2020
General Fund Appropriation by Department

City Council	\$ 140,548
Administration	\$ 715,048
Recreation	\$ 2,680,843
City Clerk	\$ 454,902
Human Resources	\$ 363,457
Finance	\$ 1,299,213
Information Technology	\$ 762,577
Municipal Court	\$ 207,928
Facilities	\$ 185,144
Arts	\$ 442,482
Police	\$ 4,502,723
Community Development	\$ 752,825
Engineering	\$ 753,532
Building Inspection	\$ 321,922
Streets and Alleys	\$ 1,213,865
Parks and Cemetery	\$ 1,617,572
Non-departmental	\$ 878,387
Legal	\$ 325,000
	<u>\$ 17,617,968</u>
<i>Note: \$250,000 bond principal included in Finance</i>	<u>\$ (250,000)</u>
Operating Expenditures	\$ 17,367,968



MINUTES
CITY OF GLENWOOD SPRINGS
REGULAR CITY COUNCIL MEETING
NOVEMBER 21, 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, Tony Hershey, Jonathan Godes, Shelly Kaup, and Paula Stepp. Absent: Steve Davis.

Also present were Debra Figueroa; City Manager, Karl Hanlon; City Attorney, Steve Boyd, COO; Yvette Gustad; Finance Director, Terri Partch; City Engineer, Sarah Derrigan; Public Information Officer, Catherine Mythen Fletcher; 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

None were noted.

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.

5. Council Comments

Councilor Voorhees- thanked staff for their help with the event at the Community Center on November 16th, 2019.

Councilor Kaup- noted that the Arts and Culture Board decided in their previous meeting that they want to move forward with their Public Art project. She also noted that the Housing Commission and the Planning and Zoning Commission are still looking for ways to develop more workforce, family, and senior housing.

Councilor Hershey- noted an issue with the Blake gate and that staff would be looking into it.

Councilor Stepp- asked Council and staff for direction regarding veteran's parking spaces.

Mayor Godes- also thanked staff as well as the community for the successful even at the Community Center on November 16th, 2019. Mayor Godes also gave updates regarding the positive feedback from the community and the exposure relating to the RMR/Strip Mine opposition.

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. Ordinance No. 29, Series of 2019; An Ordinance of the City of Glenwood Springs, Colorado, Fixing and Certifying the Mill Levy on the 2019 Assessment for Collection in Fiscal Year 2020 for the Glenwood Springs

General Improvement District No. 1980 and Providing for a Temporary Tax Credit (SECOND READING)

- B. Ordinance No. 30, Series of 2019; An Ordinance of the City of Glenwood Springs, Colorado, Fixing and Certifying the Mill Levy on the 2019 Assessment for Collection in Fiscal Year 2020 and Providing for a Temporary Tax Credit (SECOND READING)
- C. Receipt of Minutes of the Regular Meeting November 7, 2019
- D. Ordinance No 28, Series of 2019; An Ordinance of the City of Glenwood Springs, Colorado, Amending Title 060 Construction Building Code and Regulations (SECOND READING)

Councilor Hershey moved, seconded by Councilor Stepp to approve the Consent Agenda with minor corrections to include language in Item 15 of approval of management did not waive any claims on the November 7th, 2019 Minutes.

Motion passed by all present.

Absent: Davis

ACTIONS AND/OR PRESENTATIONS

7. Landfill/Composting Update

King Lloyd, Landfill Superintendent, presented regarding the Landfill/Composting Update. The landfill is moving forward with the currently approved EDOP that will improve and expand our composting operations in house. This will require that the landfill hire an additional FTE to run the operations, which will allow this person to focus directly on the Composting operations, volume capacities of the operations, quality control, and marketing of the operations with the City PIO. The plan is to continue to lagoon the compost, but in a new area with a new lagoon per the approved CDPHE plans. This construction work will be performed in 2020 to meet the state deadline of December of 2020 to upgrade the current operations onsite.

After the City took over operations and Council passed the adjustments to the rate structure the landfill is on a rising trend for the year in revenue for 2019. January through September of 2019 the landfill is positive in revenue of approximately \$200,000. This is a net change of almost \$1,000,000 dollars from year to year.

Mayor Godes opened the item for public comment.

None were noted.

Mayor Godes closed the item for public comment.

8. Three Mile Creek Confluence Comprehensive Planning and Design Project Update

Trent Hyatt with Community Development presented the Three Mile Creek Confluence Comprehensive Planning and Design Project Update. Task 2 is almost complete, with the next public meeting scheduled on December 2 at Sopris Elementary School. The main goal of the next meeting is to discuss the improvements options and explain related construction costs. The *Base Improvements Plan* and *Choose Your Own Design* concepts are attached for your review.

A major benefit of the public outreach thus far is the understanding it provided staff and the construction team of the work involved to complete Task 4/90% construction document design. Limiting site improvements reduces the design complexities for Wright Water Engineers. As a result, they have reduced the cost of Task 4 from \$45,000 to \$33,000.

While we never expected to complete the entire scope of the project, achieving 90% construction document design will give a clear the City a clear understanding of future project costs. Having this understanding will allow the City to seriously seek out grant funding for implementation of the findings of the current planning process and/or leaves the project in a good place to request City Council funding when budgets are less constrained in the future.

Mayor Godes opened the item for public comment.

None were noted.

Mayor Godes closed the item for public comment.

Councilor Kaup moved, seconded by Councilor Voorhees to approve the appropriation and spending of \$15,000 for the City and the \$55,000 from the Pitkin County Healthy Rivers Grant towards the Three Mile Creek Confluence Comprehensive Planning and Design Project for 2019.

Motion passed by all present.

Absent: Davis

9. Report from City Administration

- A. City Manager
 - i. Gave an update on the overnight work on 27th Street Bridge the night of November 21, 2019.
- B. City Attorney
- C. Correspondence Incoming/Outgoing

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 the Confluence

11. Adjournment

Meeting adjourned at 8.05pm.



City Council
STAFF REPORT
City of Glenwood Springs
December 5, 2019

Agenda Item: Approval of Cardnall Substation Transformer Purchase

Action Requested: Approval for the purchase of the Cardnell substation transformer per bid 2019-055 from Virginia Transformers (VT) in the amount of \$603,431.

Department: Public Works

Presented By: Matthew Langhorst, Public Works Director

Background Info: The City of Glenwood Springs Electric Department is in the process of designing, bidding and constructing the new Cardnell Substation to be located West of the City's WWTF in West Glenwood Springs. This project is slated for construction in 2020 with a Council approved budget of \$2.5 million dollars. The material lead time for the main transformer associated with the project was anticipated to be long enough that the bidding process and approval process would need to occur in late 2019 to have the transformer be ready for delivery and installation in late 2020. With a lead time of 28-32 weeks on the recommended transformer acquisition, this assumption was correct.

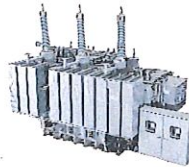
Attached to the staff report is the overall bid tab with cost comparisons from all 4 bid received along with the proposal supplied by Virginia Transformers for council review.

Issues: No issues at this time, the transformer will not be paid for until the 2020 budget cycle.

Staff Recommendation: Approval for the purchase of the Cardnell substation transformer per bid 2019-055 from Virginia Transformers (VT) in the amount of \$603,431.

POWER TRANSFORMER BD 2019-056

	VIRGINIA	SPX Transformer	Delta Star Inc.	Western United
	TRANSFORMER	Solutions, Ind.		Electric
	CORP.			
ITEMS:				
Item A. Base Transformer	\$533,921.00	\$768,297.00	\$628,158.00	\$552,495.00
Item B. Taxes	\$0.00	\$0.00	\$0.00	\$0.00
Item C. Frieght	\$19,510.00	\$31,350.00	\$30,943.00	\$19,510.00
Item D. Routine Tests	\$2,000.00	\$11,557.00	\$0.00	\$3,000.00
Item E. Design Tests & Other Tests	\$11,000.00	\$25,136.00	\$0.00	\$11,000.00
Item F. Technical Field Services	\$19,000.00	\$30,120.00	\$23,674.00	\$19,000.00
Item G. Off Loading	\$18,000.00	\$18,200.00	\$9,775.00	\$18,000.00
Item H. Total Proposal Cost	\$603,431.00	\$884,660.00	\$692,550.00	\$623,005.00
Item I. Supplemental Costs				
1. Per diem	\$250.00	\$250.00	\$2,000.00	\$250.00
				hr
2. Hourly rate for technical personnel	\$250.00	\$125.00	\$200.00	\$250.00
	hr	hr	hr	hr
3. Overtime hourly rate technical personnel	\$450.00	\$265.00	\$250.00	\$450.00
	hr	hr	hr	hr
4. Round trip costs for technical personnel	\$2,500.00	\$3,500.00	\$5,000.00	\$2,500.00
				per day
5. One (1) spare high voltage bushing	\$9,000.00	\$2,750.00	\$3,188.00	\$9,000.00
		per bushing		
	VIRGINIA	SPX Transformer	Delta Star Inc.	Western United
	TRANSFORMER	Solutions, Ind.		Electric
	CORP.			
6. One (1) spare low voltage bushing	\$2,400.00	\$1,730.00	\$1,076.00	\$2,400.00
		per bushing		
7. Other recommended spare parts (itemize)	per proposal	??	per proposal	per proposal
Bid bond	yes	yes	yes	no
				copy of a
				cashiers check



VIRGINIA - GEORGIA TRANSFORMER
ONE SOURCE-ONE COMMITMENT

Re: Power Transformer #BD2019-055

Mr. Ricky Smith
City of Glenwood Springs
101 West 8th Street
Glenwood Springs, CO 81601

Dear Ricky,

Thank you for choosing Virginia Transformer as a preferred provider for your power equipment. I appreciate the opportunity to provide this quotation to you and look forward to working with you on this project. It is my intent to comply with your specification; I will make every effort to meet your requirements. In accordance with your request for quotation, this package includes:

- Your proposal documents as required.
- Bid bond.
- Our detailed proposal.
- Summary of design and construction standards.
- Warranty information.
- Transformer installation descriptions.
- Delivery of transformer by truck.
- ISO Certificate.
- 'Short Circuit Tested' list.

Other documents may be included in this package to compliment the above mentioned items. Please contact me as indicated below with any questions you may have. Virginia Transformer looks forward to addressing your inquiries and a future of supplying transformers to fit your every need.

Thank you,

Steve Jester

Steve Jester
Virginia Transformer Corporation
540-682-5078
208-220-6446 cell
Steve_Jester@vatransformer.com

Virginia Transformer Corp

220 Glade View Drive • Roanoke, VA 24012
Phone: 540.345.9892
www.vatransformer.com

3770 Poleline Road • Pocatello, ID 83201
Phone: 208.238.0720

Complejo Industrial Chihuahua.
Ave. Homero #3307, Chihuahua, MX
Phone: 52.614.483.0000

Georgia Transformer

2789 Highway 21 South • Rincon, GA 31326
Phone: 912.754.5300
www.GaTransformer.com



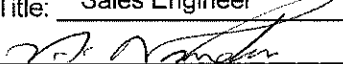
City of Glenwood Springs
Procurement Department
101 West 8th Street
Glenwood Springs, CO 81601
REQUEST FOR PROPOSAL BD 2019-055
COVER SHEET

Date:	October 7, 2019
Proposal number:	BD 2019-055
Proposal title:	Power Transformer
Proposals will be received until:	November 5, 2019 2:00 p.m., local time at 101 West 8 th Street, Procurement Office, Glenwood Springs, CO 81601
	Proposals may also be submitted electronically to <u>bidresponse@cogs.us</u> no later than the required time and date. Include the Proposal title and #BD2019-055 in the subject line of the email.
Goods or services to be delivered to or performed at:	2315 Wulfsohn Road, Glenwood Springs, Colorado, 81601
For additional information please contact Ricky Smith:	970-384-6445
Email Address	<u>bidresponse@cogs.us</u>
Documents included in this package:	Request for Proposal Cover Sheet Instruction to Proposers Bid Form Bid Bond Agreement Notice of Award Notice to Proceed Change Order Performance Bond Payment Bond Supplemental Conditions Addendum to Professional Service Agreement Contractor's Application for Payment Contractor's Application Progress Estimate Contractor's Application Stored Material Summary Exhibit A, Vicinity Map Exhibit B, Proposal Considerations/Proposal Costs Exhibit C, General Requirements Exhibit D, Power Transformer Exhibit E, Example Transmission Substation

If any of the documents listed above are missing from this package, they may be picked up at 101 West 8th Street, Procurement Department, First Floor.

The undersigned hereby affirms that (1) he/she is a duly authorized agent of the vendor, (2) he/she has read all terms and conditions and technical specifications which were made available in conjunction with this solicitation and fully understands and accepts them unless specific variations have been expressly listed in his/her offer, (3) that the offer is being submitted on behalf of the vendor in accordance with any terms and conditions set forth in this document, and (4) that the vendor will accept any awards made to it as a result of the offer submitted herein for a minimum of thirty calendar days following the date of submission.

PRINT OR TYPE YOUR INFORMATION

Name of Company: Virginia Transformer Corp. Fax: 540-342-7694
Address: 220 Glade View Drive NE City/State: Roanoke, VA Zip: 24012
Contact Person: Steve Jester Title: Sales Engineer Phone: 208-220-6446
Authorized Representative's Signature:  Phone: 540-345-9892
Printed Name: Anoop Nanda Title: President Date: 11/04/2019
Email Address: Steve_Jester@vatransformer.com

BID FORM

FOR: BID NUMBER BD 2019-055 (Cardnell Substation Power Transformer)
(Project Name)

TO: City of Glenwood Springs
(Owner)

101 West 8th Street
(Address)

Glenwood Springs Colorado 81601
(City) (State) (Zip)

GENTLEMEN:

The undersigned (hereafter called the Bidder), a Corporation
(Corporation, Partnership or Individual)

_____, organized and/or doing business under the laws of the

State of Virginia, hereby proposes and agrees to furnish all the necessary labor, materials, equipment, tools and services necessary for the completion of all work stipulated in, required by, and in accordance with, the proposed contract documents hereto attached and the plans and other documents referred to therein (as altered, amended or modified by all addenda thereto). All in accordance with the Drawings, Specifications and other Contract Documents prepared by ESC Engineering, for the sum as stated in the totals for the items bid, plus any and all sums to be added and/or deducted resulting from all extra and/or omitted work in accordance with the requirements of the Supplemental Conditions, Technical Specifications and with the unit and/or lump sum prices stated in the items bid form attached hereto.

The undersigned has examined the location of the proposed work, the Drawings, Specifications and other Contract Documents and is familiar with the local conditions at the place where the work is to be performed.

The undersigned Bidder hereby agrees to commence work under this contract on or before a date specified in the "Notice to Proceed" and to fully complete the project within 90 consecutive calendar days thereafter. *

The undersigned bidder further agrees to pay as liquidated damages, the sum of \$500.00 for each consecutive day thereafter as hereinafter provided in the Supplemental Conditions.

The undersigned bidder hereby acknowledges receipt of any and all of the following Addenda:

<u>Addendum No.</u>	<u>Dated</u>
<u>ONE</u>	<u>11/04/2019</u>
_____	_____
_____	_____
_____	_____

* Note - Please see exception on VTC Proposal concerning project completion within 90 days after "Notice to Proceed."

BID FORM (continued)

The proposal guaranty, the performance and payment bond, time of completion and other requirements related to the proposal shall be in accordance with either the Supplementary Conditions, Technical Specifications, Contract Documents or the items listed below:

OTHER REQUIREMENTS BY OWNER:

In the event this Proposal is selected and a contract awarded to the undersigned, the following surety or sureties will sign the required Performance and Payment Bond:

Travelers Casualty and Surety Company of America

The following bid items form a part of the proposal:

Request for Proposal Cover Sheet
Instruction to Proposers
Bid Form
Bid Bond
Agreement
Notice of Award
Notice to Proceed
Change Order
Performance Bond
Payment Bond
Supplemental Conditions
Bid Schedule
Addendum to Professional Service Agreement
Contractor's Application for Payment
Contractor's Application Progress Estimate
Contractor's Application Stored Material Summary
Exhibit A, Vicinity Map
Exhibit B, Proposal Considerations/Proposal Costs
Exhibit C, General Requirements
Exhibit D, Power Transformer
Exhibit E, Example Transmission Substation

DATE 11/04/2019

Signature:

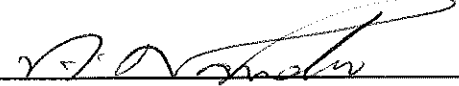
If an Individual: _____ doing

business as _____

If a Partnership: _____

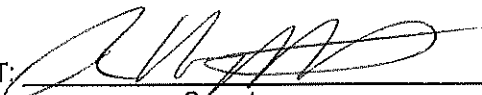
By _____, member of Firm

If a Corporation: Virginia Transformer Corp.

By 

Title President

ATTEST:


Secretary

(CORPORATE SEAL)

Business Address of Bidder 220 Glade View Drive NE
Roanoke, VA 24012

If Bidder is a corporation, supply the following information:

State in which incorporated Virginia

Name and address of its:

President	<u>Anoop Nanda</u>
	<u>220 Glade View Drive NE, Roanoke, VA 24012</u>
Secretary	<u>Tim Haggett</u>
	<u>220 Glade View Drive NE, Roanoke, VA 24012</u>

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



ADDENDUM NUMBER ONE FOR
POWER TRANSFORMER
BID NUMBER BD 2019-055

THIS ADDENDUM MUST BE ACKNOWLEDGED.

THIS ADDENDUM SHALL BECOME A PART OF THIS SOLICITATION.

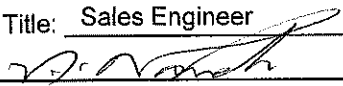
The following information is being added or amended as indicated as a part of the Invitation to Bid.

1. The attached Request for Proposal bid documents will supersede any and all other bid documents that have been issued for the Power Transformer.

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:	<u>Virginia Transformer Corp.</u>	Fax:	<u>540-342-7694</u>
Address:	<u>220 Glade View Drive NE</u>	City/State:	<u>Roanoke, VA</u>
Contact Person:	<u>Steve Jester</u>	Title:	<u>Sales Engineer</u>
Authorized Representative's Signature:		Phone:	<u>208-220-6446</u>
Printed Name:	<u>Anoop Nanda</u>	Title:	<u>President</u>
		Date:	<u>11/04/2019</u>

BID BOND

Know all men by these Presents, that we, the undersigned, Virginia Transformer Corp
220 Glade View Drive, Roanoke, VA 24012 as Principal and
(Address of Contractor)

Travelers Casualty and Surety Company of America
Travelers Bond & Financial Products, One Tower Square, Hartford, CT 06183
as Surety, are
(Name and address of Surety)

hereby held and firmly bound unto City of Glenwood Springs, 101 West 8th St., Glenwood Springs, CO 81601
(Name of Owner)

as OWNER in the penal sum of Five (5%) Percent Amount of Bid - - - - - for the payment of which, well and truly to be made, we hereby jointly and severally bind ourselves, successors, and assigns.

Signed, this 4th day of November, 2019.

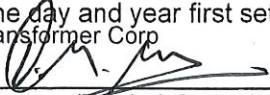
The Condition of the above obligation is such that whereas the Principal has submitted to
City of Glenwood Springs a certain BID, attached hereto and hereby made a part hereof to enter a contract
in writing for the Supply of one (1) 10//14 MVA, 115 x 69 kV-13.2 kV, Three Phase Power Transformer with LTC
and Associated Services

NOW, THEREFORE,

- (a) If said BID shall be rejected, or
- (b) If said BID shall be accepted and the Principal, shall execute and deliver a contract in the Form of Contract attached hereto (properly completed in accordance with said BID) and shall furnish a BOND for his faithful performers of said contract, and for the payment of all persons performing labor or furnishing materials in connection therewith, and shall in all other respects perform the agreement created by the acceptance of said BID, then this obligation shall be void, otherwise the same shall remain in force and effect; it being expressly understood and agreed that the liability of the Surety for any and all claims hereunder shall, in no event, exceed the penal amount of this obligation as herein stated.

The Surety, for value received, hereby stipulates and agrees that the obligations of said Surety and its BOND shall be in no way impaired or affected by an extension of the time within which the OWNER may accept such extension.

IN WITNESS WHEREOF, the Principal and the Surety have hereunto set their hands and seals, and such of them as are corporations have caused their corporate seals to be hereto affixed and these presents to be signed by their proper officers, the day and year first set forth above

By: 
(Principal, Contractor)

Travelers Casualty and Surety Company of America
(Surety)

BY: 
Cynthia Ellinwood, Attorney-In-Fact

IMPORTANT – Surety companies executing BONDS must appear on the Treasury Department's most current list (Circular 570 as amended) and be authorized to transact business in the state where the project is located.



**Travelers Casualty and Surety Company of America
Travelers Casualty and Surety Company
St. Paul Fire and Marine Insurance Company**

POWER OF ATTORNEY

KNOW ALL MEN BY THESE PRESENTS: That Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company are corporations duly organized under the laws of the State of Connecticut (herein collectively called the "Companies"), and that the Companies do hereby make, constitute and appoint **Cynthia Ellinwood** of **ROANOKE Virginia**, their true and lawful Attorney-in-Fact to sign, execute, seal and acknowledge any and all bonds, recognizances, conditional undertakings and other writings obligatory in the nature thereof on behalf of the Companies in their business of guaranteeing the fidelity of persons, guaranteeing the performance of contracts and executing or guaranteeing bonds and undertakings required or permitted in any actions or proceedings allowed by law.

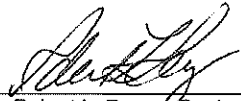
IN WITNESS WHEREOF, the Companies have caused this instrument to be signed, and their corporate seals to be hereto affixed, this **17th** day of **January**, **2019**.



State of Connecticut

City of Hartford ss.

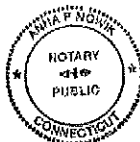
By: _____

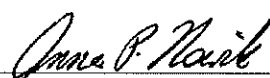

Robert L. Raney, Senior Vice President

On this the **17th** day of **January**, **2019**, before me personally appeared **Robert L. Raney**, who acknowledged himself to be the Senior Vice President of Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company, and that he, as such, being authorized so to do, executed the foregoing instrument for the purposes therein contained by signing on behalf of said Companies by himself as a duly authorized officer.

IN WITNESS WHEREOF, I hereunto set my hand and official seal.

My Commission expires the **30th** day of **June**, **2021**





Anna P. Nowik, Notary Public

This Power of Attorney is granted under and by the authority of the following resolutions adopted by the Boards of Directors of Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company, which resolutions are now in full force and effect, reading as follows:

RESOLVED, that the Chairman, the President, any Vice Chairman, any Executive Vice President, any Senior Vice President, any Vice President, any Second Vice President, the Treasurer, any Assistant Treasurer, the Corporate Secretary or any Assistant Secretary may appoint Attorneys-in-Fact and Agents to act for and on behalf of the Company and may give such appointee such authority as his or her certificate of authority may prescribe to sign with the Company's name and seal with the Company's seal bonds, recognizances, contracts of indemnity, and other writings obligatory in the nature of a bond, recognizance, or conditional undertaking, and any of said officers or the Board of Directors at any time may remove any such appointee and revoke the power given him or her; and it is

FURTHER RESOLVED, that the Chairman, the President, any Vice Chairman, any Executive Vice President, any Senior Vice President or any Vice President may delegate all or any part of the foregoing authority to one or more officers or employees of this Company, provided that each such delegation is in writing and a copy thereof is filed in the office of the Secretary; and it is

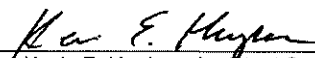
FURTHER RESOLVED, that any bond, recognizance, contract of indemnity, or writing obligatory in the nature of a bond, recognizance, or conditional undertaking shall be valid and binding upon the Company when (a) signed by the President, any Vice Chairman, any Executive Vice President, any Senior Vice President or any Vice President, any Second Vice President, the Treasurer, any Assistant Treasurer, the Corporate Secretary or any Assistant Secretary and duly attested and sealed with the Company's seal by a Secretary or Assistant Secretary; or (b) duly executed (under seal, if required) by one or more Attorneys-in-Fact and Agents pursuant to the power prescribed in his or her certificate or their certificates of authority or by one or more Company officers pursuant to a written delegation of authority; and it is

FURTHER RESOLVED, that the signature of each of the following officers: President, any Executive Vice President, any Senior Vice President, any Vice President, any Assistant Vice President, any Secretary, any Assistant Secretary, and the seal of the Company may be affixed by facsimile to any Power of Attorney or to any certificate relating thereto appointing Resident Vice Presidents, Resident Assistant Secretaries or Attorneys-in-Fact for purposes only of executing and attesting bonds and undertakings and other writings obligatory in the nature thereof, and any such Power of Attorney or certificate bearing such facsimile signature or facsimile seal shall be valid and binding upon the Company and any such power so executed and certified by such facsimile signature and facsimile seal shall be valid and binding on the Company in the future with respect to any bond or understanding to which it is attached.

I, **Kevin E. Hughes**, the undersigned, Assistant Secretary of Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company, do hereby certify that the above and foregoing is a true and correct copy of the Power of Attorney executed by said Companies, which remains in full force and effect.

Dated this **4th** day of **November**, **2019**




Kevin E. Hughes, Assistant Secretary

**To verify the authenticity of this Power of Attorney, please call us at 1-800-421-3880.
Please refer to the above-named Attorney-in-Fact and the details of the bond to which this Power of Attorney is attached.**

PROPOSAL COST

To: Glenwood Springs Electric (herein called the "Owner").
Cardnell Substation, Job #: 419-821

- Power Transformer; Step Down
- 10/12.5/14MVA, ONAN/ONAF/ONAF 55°C/65°C
- 115 x 69kV Delta – 13.2/7.6kV GRD WYE
- High Side De-Energized Tap Changer (DETC)
- Low Side Load Tap Changer (LTC)

The undersigned (hereinafter called the "Bidder") hereby proposes to furnish and deliver the equipment (hereinafter called the "Equipment") described in the Plans and Specifications attached hereto and made a part here of for the following prices:

<u>Item</u>	<u>Description</u>	<u>Unit Price</u>
A.	<u>Base Transformer</u> FIRM PRICING PER UNIT - Cost of Equipment complete with accessories and appurtenances, in accordance with Equipment Contract, <u>excluding Items B thru G.</u>	\$ 533921
B.	<u>Taxes</u> Cost of all taxes per unit to purchase Equipment as specified excluding tax for technical service. The City of Glenwood Springs is not a tax-exempt organization. This Project will require all taxes delivered to Glenwood Springs, CO.	\$ N/A
C.	<u>Freight</u> Cost of freight, per unit, F.O.B. Contractor-furnished concrete pad at job site, in accordance with Equipment Contract. Manufacturer shall sub-contract with local crane company to set transformer on pad (Cost for off-loading should be included in Item G below).	\$ 19510
D.	<u>Routine Tests</u> Cost of all routine factory tests, per unit, as outlined in ANSI Standards and Equipment Contract.	\$ 2000
E.	<u>Design Tests & Other Test</u> Cost of all design and other factory tests, per unit, as outlined in ANSI Standards and Equipment Contract.	\$ 11000
F.	<u>Technical Field Services</u> Cost for field services to dress-out, oil fill and perform all field testing, per unit, for commissioning the power transformer, in accordance with the Equipment Contract.	\$ 19000
G.	<u>Off-loading</u> Costs to off-load transformer and place onto Owner-furnished pad.	\$ 18000
H.	<u>TOTAL PROPOSAL COST</u> FIRM PRICING PER UNIT – Summary of Costs (Item A thru G).	\$ 603431
I.	<u>Supplemental Cost Information</u> (Do not include these costs in Item H, "Total Proposal Cost")	
	1. Per diem price for technical personnel.	\$ 250 / HR
	2. Hourly rate for technical personnel.	\$ 250 / HR
	3. Overtime hourly rate for technical personnel.	\$ 450 / HR
	4. Round trip costs for technical personnel.	\$ 2,500 PER DAY
	5. One (1) spare high voltage bushing.	\$ 9000
	6. One (1) spare low voltage bushing.	\$ 2400
	7. Other recommended spare parts (itemize).	\$ As per proposal

such defective materials, equipment, or workmanship so replaced or repaired is found to be defective within one year after the completion of the replacement or repair, the Bidder shall replace or remedy such defective materials, equipment, or workmanship. In the event of failure by the Bidder so to do, the Owner may make such replacement and the cost and expense thereof shall be paid by and recoverable from the Bidder.

- c. All Manufacturers' guarantees of Equipment, if any, shall be transferred and assigned to the Owner upon delivery of any Equipment and before final payment is made for such Equipment. Such guarantees shall be in addition to those required of the Bidder by other provisions of this Contract.

ARTICLE III--PAYMENT

Section 1. Payments to Bidder.

- a. Upon the shipment of any Equipment hereunder, the Bidder shall submit to the Owner a detailed statement of the Equipment shipped. The Owner shall, upon receipt of the Equipment, pay the Bidder ninety percent (90%) of the contract price of the Equipment. When the Equipment has been installed, placed in satisfactory operation, tested and accepted by the Owner, the Owner shall make final payments therefor to the Bidder; provided, however, such final payment shall be made not later than 30 days after delivery of the Equipment, unless such acceptance by the Owner shall be withheld because of the fault of the Bidder.

No payment shall be due while the Bidder is in default in respect of any of the provisions of this Contract and the Owner may withhold from the Bidder the amount of any claim by a third party against either the Bidder or the Owner based upon an alleged failure of the Bidder to perform the work hereunder in accordance with the provisions of this Contract.

ARTICLE IV--PARTICULAR UNDERTAKINGS OF THE BIDDER

The provisions of this Article IV apply to any work performed by the Bidder at the project site.

Section 1. Protection to Persons and Property. The Bidder shall at all times take all reasonable precautions for the safety of employees on the project and of the public, and shall comply with all applicable provisions of federal, state, and local laws, rules, and regulations and building and construction codes, in addition to the safety rules and procedures of the Owner.

The following provisions shall not limit the generality of the above requirements:

- a. The Bidder shall at no time and under no circumstances cause or permit any employee of the Bidder to perform any work upon energized lines, or upon poles carrying energized lines, unless otherwise specified in the Notice and Instructions to Bidders.
- b. The Bidder shall transport and store all material in facilities and vehicles which are designed to protect the material from damage. The Bidder shall ensure that all vehicles, trailers, and other equipment used comply with all applicable licensing, traffic, and highway requirements.
- c. The Bidder shall conduct its operations to cause the least possible obstruction of public highways.

- d. The Bidder shall make good and fully repair all injuries and damages to the project or any portion thereof under the control of the Bidder by reason of any act of God or other casualty or cause whether or not the same shall have occurred by reason of the Bidder's negligence.
 - (i) To the maximum extent permitted by law, Bidder shall defend, indemnify, and hold harmless Owner and Owner's directors, officers, and employees from all claims, causes of action, losses, liabilities, and expenses (including reasonable attorney's fees) for personal loss, injury, or death to persons (including but not limited to Bidder's employees) and loss, damage to or destruction of Owner's property or the property of any other person or entity (including but not limited to Bidder's property) in any manner arising out of or connected with the Contract, or the materials or equipment supplied or services performed by Bidder, its subcontractors and suppliers of any tier. But nothing herein shall be construed as making Bidder liable for any injury, death, loss, damage, or destruction caused by the sole negligence of Owner.
 - (ii) To the maximum extent permitted by law, Bidder shall defend, indemnify, and hold harmless Owner and Owner's directors, officers, and employees from all liens and claims filed or asserted against Owner, its directors, officers, and employees, or Owner's property or facilities, for services performed or materials or equipment furnished by Bidder, its subcontractors and suppliers of any tier, and from all losses, demands, and causes of action arising out of any such lien or claim. Bidder shall promptly discharge or remove any such lien or claim by bonding, payment, or otherwise and shall notify Owner promptly when it has done so. If Bidder does not cause such lien or claim to be discharged or released by payment, bonding, or otherwise, Owner shall have the right (but shall not be obligated) to pay all sums necessary to obtain any such discharge or release and to deduct all amounts so paid from the amount due Bidder.
 - (iii) Bidder shall provide to Owner's satisfaction evidence of Bidder's ability to comply with the indemnification provisions of subparagraphs i and ii above, which evidence may include but may not be limited to a bond or liability insurance policy obtained for this purpose through a licensed surety or insurance company.
- e. Upon violation by the Bidder of any of the provisions of this section, after written notice of such violation given to the Bidder by the Engineer or the Owner, the Bidder shall immediately correct such violation. Upon failure of the Bidder so to do the Owner may correct such violation at the Bidder's expense: Provided, however, that the Owner may, if it deems it necessary or advisable, correct such violation at the Bidder's expense without such prior notice to the Bidder.

Section 2. Insurance. The Bidder shall take out and maintain throughout the period of its operations at the project site the following types and minimum amounts of insurance:

- a. Workers' compensation and employers' liability insurance, as required by law, covering all its employees who perform any of the obligations of the Bidder under the contract. If any employer or employee is not subject to the workers' compensation laws of the governing state, then insurance shall be obtained voluntarily to extend to the employer and employee coverage to the same extent as though the employer or employee were subject to the workers' compensation laws.
- b. Public liability insurance covering all operations under the contract shall have limits for bodily injury or death of not less than \$1 million each occurrence, limits for property damage of not less than \$1 million each occurrence, and \$1 million aggregate for accidents during the policy period. A single limit of \$1 million of bodily injury and property damage is acceptable. This required insurance may be in a policy or policies of insurance, primary and excess including the umbrella or catastrophe form.

- c. Automobile liability insurance on all motor vehicles used in connection with the contract, whether owned, nonowned, or hired, shall have limits for bodily injury or death of not less than \$1 million per person and \$1 million each occurrence, and property damage limits of \$1 million for each occurrence. A single limit of \$1 million of bodily injury and property damage is acceptable. This required insurance may be in a policy or policies of insurance, primary and excess including the umbrella or catastrophe form.

The Owner shall have the right at any time to require public liability insurance and property damage liability insurance greater than those required in subsection "b" and "c" of this Section. In any such event, the additional premium or premiums payable solely as the result of such additional insurance shall be added to the Contract price.

The Owner shall be named as Additional Insured on all policies of insurance required in subsections "b" and "c" of this Section.

The policies of insurance shall be in such form and issued by such insurer as shall be satisfactory to the Owner. The Bidder shall furnish the Owner a certificate evidencing compliance with the foregoing requirements which shall provide not less than (30) days prior written notice to the Owner of any cancellation or material change in the insurance.

ARTICLE V--REMEDIES

Section 1. Liquidated Damages. The time of the delivery of the Equipment is of the essence of the Contract. Should the Bidder neglect, refuse or fail to deliver the Equipment within the time herein agreed upon, after giving effect to extensions of time, if any, herein provided, then, in that event and in view of the difficulty of estimating with exactness damages caused by such delay, the Owner shall have the right to deduct from and retain out of such moneys which may be then due, or which may become due and payable to the Bidder the sum of five hundred dollars (\$500.00) per day for each and every day that such delivery is delayed beyond the specified time, as liquidated damages and not as a penalty; if the amount due and to become due from the Owner to the Bidder is insufficient to pay in full any such liquidated damages, the Bidder shall pay to the Owner the amount necessary to effect such payment in full: Provided, however, that the Owner shall promptly notify the Bidder in writing of the manner in which the amount retained, deducted or claimed as liquidated damages was computed.

Section 2. Cumulative Remedies. Every right or remedy herein conferred upon or reserved to the Owner or the Government or the Administrator shall be cumulative, shall be in addition to every right and remedy now or hereafter existing at law or in equity or by statute and the pursuit of any right or remedy shall not be construed as an election: Provided, however, that the provisions of Section 1 of this Article shall be the exclusive measure of damages for failure by the Bidder to deliver the Equipment within the time herein agreed upon.

ARTICLE VI--MISCELLANEOUS

Section 1. Patent Infringement. The Bidder shall hold harmless and indemnify the Owner from any and all claims, suits and proceedings for the infringement of any patent or patents covering Equipment purchased hereunder.

Section 2. Equal Opportunity Provisions.

a. Bidder's Representations.

The Bidder represents that:

It has X, does not have , 100 or more employees, and if it has, that it has X, has not , furnished the Equal Employment Opportunity-Employers Information Report EEO-1, Standard Form 100, required of employers with 100 or more employees pursuant to Executive Order 11246 of September 24, 1965, and Title VII of the Civil Rights Act of 1964.

The Bidder agrees that it will obtain, prior to the award of any subcontract for more than \$10,000 hereunder to a subcontractor with 100 or more employees, a statement, signed by the proposed subcontractor, that the proposed subcontractor has filed a current report on Standard Form 100.

The Bidder agrees that if it has 100 or more employees and has not submitted a report on Standard Form 100 for the current reporting year and that if this Contract will amount to more than \$10,000, the Bidder will file such report, as required by law, and notify the owner in writing of such filing prior to the Owner's acceptance of this Proposal.

b. Equal Opportunity Clause. During the performance of this Contract, the Bidder agrees as follows:

- i. The Bidder will not discriminate against any employee or applicant for employment because of race, color, religion, sex or national origin. The Bidder will take affirmative action to ensure that applicants are employed, and that employees are treated during employment without regard to their race, color, religion, sex or national origin. Such action shall include, but not be limited to, the following: Employment, upgrading, demotions or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection of training, including apprenticeship. The Bidder agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided setting forth the provisions of this Equal Opportunity Clause.
- ii. The Bidder will, in all solicitations or advertisements for employees placed by or on behalf of the Bidder, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, sex or national origin.
- iii. The Bidder will send to each labor union or representative of workers, with which it has a collective bargaining agreement or other contract or understanding, a notice to be provided advising the said labor union or workers' representative of the Bidder's commitments under this section, and shall post copies of the notice in conspicuous places available to employees and applicants for employment.
- iv. The Bidder will comply with all provisions of Executive Order 11246 of September 24, 1965, and the rules, regulations and relevant orders of the Secretary of Labor.
- v. The Bidder will furnish all information and reports required by Executive Order 11246 of September 24, 1965, and by rules, regulations, and orders of the Secretary of Labor, or pursuant thereto, and will permit access to its books, records, and accounts by the administering agency and the Secretary of Labor for purposes of investigation to ascertain compliance with such rules, regulations, and orders.

- vi. In the event of the Bidder's noncompliance with the Equal Opportunity Clause of this Contract or with any of the said rules, regulations, or orders, this Contract may be canceled, terminated, or suspended in whole or in part, and the Bidder may be declared ineligible for further Government contracts or federally assisted construction contracts in accordance with procedures authorized in Executive Order 11246 of September 24, 1965, and such other sanctions may be imposed and remedies invoked as provided in Executive Order 11246 of September 24, 1965, or by rule, regulation, or order of the Secretary of Labor, or as provided by law.
 - vii. The Bidder will include this Equal Opportunity Clause in every subcontract or purchase order unless exempted by the rules, regulations, or order of the Secretary of Labor issued pursuant to Section 204 of Executive Order 11246 of September 24, 1965, so that such provisions will be binding upon each subcontractor or vendor. The Bidder will take such action with respect to any subcontract or purchase order as the administering agency may direct as a means of enforcing such provisions, including sanctions for noncompliance; Provided, however, that in the event Bidder becomes involved in, or is threatened with, litigation with a subcontractor or vendor as a result of such direction by the administering agency, the Bidder may request the United States to enter into such litigation to protect the interests of the United States.
- b. **Certificate of Nonsegregated Facilities.** The Bidder certifies that it does not maintain or provide for its employees any segregated facilities at any of its establishments, and that it does not permit its employees to perform their services at any location, under its control, where segregated facilities are maintained. The Bidder certifies further that it will not maintain or provide for its employees any segregated facilities at any of its establishments, and that it will not permit its employees to perform their services at any location, under its control, where segregated facilities are maintained. The Bidder agrees that a breach of this certification is a violation of the Equal Opportunity Clause in this Contract. As used in this certification, the term "segregated facilities" means any waiting rooms, work areas, restrooms and washrooms, restaurants and other eating areas, timeclocks, locker rooms and other storage or dressing areas, parking lots, drinking fountains, recreation or entertainment areas, transportation, and housing facilities provided for employees which are segregated by explicit directive or are in fact segregated on the basis of race, color, religion, or national origin, because of habit, local custom, or otherwise. The Bidder agrees that (except where it has obtained identical certifications from proposed subcontractors for specific time periods) it will obtain identical certifications from proposed subcontractors prior to the award of subcontracts exceeding \$10,000 which are not exempt from the provisions of the Equal Opportunity Clause, and that it will retain such certifications in its files.

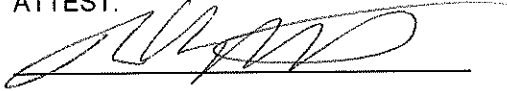
Section 6. Successors and Assigns. Each and all of the covenants and agreements herein contained shall extend to and be binding upon the successors and assigns of the parties hereto. The Owner and Bidder acknowledge that this Contract is assigned to the Government, acting through the Administrator, for security purposes under the Owner's mortgage and security instrument.

Section 7. Independent Contractor. The Bidder shall perform the work as an independent contractor, not as a subcontractor, agent, or employee of the Owner. Upon acceptance of this Proposal, the successful Bidder shall be the Contractor and all references in the Proposal to the Bidder shall apply to the Contractor.

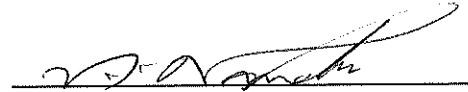
VIRGINIA TRANSFORMER CORP.

Bidder

ATTEST:



Secretary



President

Dated 11/4/2019

220 GLADE VIEW DRIVE, ROANOKE, VA 24012

Address

The Proposal must be signed with the full name of the Bidder. If the Bidder is a partnership, the Proposal must be signed in the partnership name by a partner. If the Bidder is a corporation, the Proposal must be signed in the corporate name by a duly authorized officer and the corporate seal affixed and attested by the Secretary of the Corporation.

ACCEPTANCE

The Owner hereby accepts the foregoing Proposal of the Bidder, VTC (USA MAKE)

_____ for the following Equipment:

Reference:

=====

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for a total contract price of \$ _____ (_____ dollars.)

Glenwood Springs Electric
Owner

By _____
Electric Superintendent

Secretary

Date of Contract _____, 20____

ACKNOWLEDGMENT OF ADDENDA AND EXCEPTIONS

The Bidder, in submitting his Proposal, acknowledges receipt of the Addenda listed below and, in doing so, certifies that the requirements therein have been complied with. Failure to acknowledge receipt of any Addendum duly issued shall provide sufficient cause to declare the Proposal to be null and void.

1. The following Addenda and Bid Clarifications have been received and duly incorporated into the Proposal submittal:

ONE

2. Describe exceptions, if any, taken to the Bidding Documents. State "None", if none:

a. NONE

b.

c.

By



PRESIDENT

Title of Officer

DRUG FREE WORK PLACE

VTC

_____ has a Drug Policy in compliance with Public Law 100-670-Nov 18, 1988. To maintain this environment Owner requires all contractors to have a drug policy in compliance with the Drug Free Work Place Act of 1988.

This is to certify Virginia transformer corporation has an active drug policy in compliance with the Drug Free Work Place Act of 1988.

ANOO P NANDA
Name of Authorized Representative

 NOV. 4, 2019
Signature Date

CERTIFICATION FOR CONTRACTS, GRANTS, LOANS AND COOPERATIVE AGREEMENTS

The undersigned certifies, to the best of his/her knowledge and belief, that:

1. No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal Contract, grant, loan, or cooperative agreement.
2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, and officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
3. The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more the \$100,000 for each such failure.

Virginia transformer Corporation

Organization Name

ANOOB NANDA, PRESIDENT

Name and Title of Contractor Representative

A. Nanda

Signature

11/4/2019

Date

U.S. DEPARTMENT OF AGRICULTURE

**CERTIFICATION REGARDING DEBARMENT, SUSPENSION, AND OTHER
RESPONSIBILITY MATTERS - PRIMARY COVERED TRANSACTIONS**

INSTRUCTIONS FOR CERTIFICATION

1. By signing and submitting this proposal, the prospective primary participant is providing the certification set out below.
2. The inability of a person to provide the certification required below will not necessarily result in denial of participation in this covered transaction. The prospective participant shall submit an explanation of why it cannot provide the certification set out below. The certification or explanation will be considered in connection with the department or agency's determination whether to enter into this transaction. However, failure of the prospective primary participant to furnish a certification or an explanation shall disqualify such person from participation in this transaction.
3. The certification in this clause is a material representation of fact upon which reliance was placed when the department or agency determined to enter into this transaction. If it is later determined that the prospective primary participant knowingly rendered an erroneous certification, in addition to other remedies available to the Federal Government, the department or agency may terminate this transaction for cause or default.
4. The prospective primary participant shall provide immediate written notice to the department or agency to which this proposal is submitted if at any time the prospective primary participant learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.
5. The terms *covered transaction*, *debarred*, *suspended*, *ineligible*, *lower tier covered transaction*, *participant*, *person*, *primary covered transaction*, *principal*, *proposal*, and *voluntarily excluded*, as used in this clause, have the meanings set out in the Definitions and Coverage sections of the rules implementing Executive Order 12549. You may contact the department or agency to which this proposal is being submitted for assistance in obtaining a copy of those regulations.
6. The prospective primary participant agrees by submitting this proposal that, should the proposed covered transaction be entered into, it shall not knowingly enter into any lower tier covered transaction with a person who is proposed for debarred under 48 CFR part 9, subpart 9.4, debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction, unless authorized by the department or agency entering into this transaction.
7. The prospective primary participant further agrees by submitting this proposal that it will include the clause titled "Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion - Lower Tier Covered Transactions", provided by the department or agency entering into this covered transaction, without modification, in all lower tier covered transactions and in all solicitations for lower tier covered transactions.
8. A participant in a covered transaction may rely upon a certification of a prospective participant in a lower tier covered transaction that it is not proposed for debarred under 48 CFR part 9, subpart 9.4, debarred, suspended, ineligible, or voluntarily excluded from the covered transaction, unless it knows that the certification is erroneous. A participant may decide the method and frequency by which it determines the eligibility of its principals. Each participant may, but is not required to, check the List of Parties Excluded from Federal Procurement and Nonprocurement Programs.
9. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render in good faith the certification required by this clause. The knowledge and information of a participant is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

10. Except for transactions authorized under paragraph 6 of these instructions, if a participant in a covered transaction knowingly enters into a lower tier covered transaction with a person who is proposed for debarment under 48 CFR part 9, subpart 9.4, suspended, debarred, ineligible, or voluntarily excluded from participation in this transaction, in addition to other remedies available to the Federal Government, the department or agency may terminate this transaction for cause or default.

CERTIFICATION

- (1) The prospective primary participant certifies to the best of its knowledge and belief, that it and its principals:
- (a) are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded by any Federal department or agency;
 - (b) have not within a three-year period preceding this proposal been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
 - (c) are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State, or local) with commission of any of the offenses enumerated in paragraph (1)(b) of this certification; and
 - (d) have not within a three-year period preceding this application/proposal had one or more public transactions (Federal, State, or local) terminated for cause or default.
- (2) Where the prospective primary participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal.

Virginia transformer corporation

Organization Name

PR/Award or Project Name

ANODP NANDA, PRESIDENT
Name and Title of Authorized Representative

[Signature]
Signature

11/4/19
Date

PT.7 TECHNICAL DATA

It is understood that the data presented below by the Manufacturer is approximate; however, the final data based upon detail design by the Manufacturer and subsequent test values shall not deviate from the approximate data by more than the accepted tolerances established by ANSI, IEEE, and NEMA. All losses, however, shall be guaranteed maximum.

OUTDOOR POWER TRANSFORMER

10/12.5/14 MVA at 6000 feet

55/65°C

115x69Δ -13.2Y/7.6 kV

Note: The following data shall be referenced to 1000 meters (3300 feet) altitude.

A. Technical Data

- | | |
|--|-------------------------------------|
| 1. Construction Type (Core or Shell) | Core |
| a) Steel type | Mild steel for tank & HODR for Core |
| b) H Winding Construction | Circular |
| c) Conductor type | REC |
| d) X Winding Construction | Circular |
| e) Conductor type | CTC |
| 2. Exciting Current | |
| a) At rated voltage | (%) .376 |
| b) At 110% rated voltage | (%) 1.503 |
| 3. No-Load Losses | |
| a) At rated voltage | (kW) 8.44 |
| b) At 110% rated voltage | (kW) 12.15 |
| 4. Load Losses at 55°C rise ratings and corrected to 75°C, excluding cooling equipment power requirements | |
| a) Base rating | (kW) 46.17 |
| b) First state forced cooling rating | (kW) 57.17 |
| c) Maximum rating | (kW) 64.63 |
| 5. Total losses at 55°C rise ratings and corrected to 75°C, excluding cooling equipment power requirements | |
| a) Base rating | (kW) 56.61 |
| b) First stage forced cooling rating | (kW) 70.76 |
| c) Maximum rating | (kW) 93.40 |

6. Positive Sequence Impedance at 55°C rating, corrected to 75°C, at base KVA rating
- a) High-voltage to low-voltage winding (%) 9
7. Zero Sequence Impedance, at 55°C rating, corrected to 75°C, at base KVA rating
- a) High-voltage to low-voltage winding (%) 8.1
8. Regulation at base 55°C KVA rating corrected to 75°C
- a) At unity power factor (%) .866
- b) At 0.80 power factor, lag (%) 6.001
9. Audible Sound Level (Maximum)
- a) At base KVA rating (dB) 61
- b) At first stage forced cooling rate (dB) 62
- c) At maximum 55°C rise rating (dB) 61
- d) At maximum 65°C rise rating (dB) 62
10. Factory Dielectric Tests; Applied Voltage at 60 Hz
- a) High-voltage winding (kV) 115
- b) Low-voltage winding
11. Bushings, 10 seconds wet
- a) HV (kV) 115
- b) XV (kV) 13.2
- c) X₀ (Neutral of X) (kV) 7.63
12. Factory Dielectric Tests; Induced Voltage
- a) Induced voltage (kV) PER ANSI/ IEEE
- b) Frequency of induced voltage (Hz) PER ANSI/ IEEE
- c) Applied to winding (HV, LV) for (cycles) PER ANSI/ IEEE
13. Radio Interference Voltage (RIV) at one (1) MHz per NEMA TR-1, not to exceed (microV) 150

14. Net Weights

- a) Core and coils (pounds) 29220
- b) Case and fittings (pounds) 34670
- c) Weight of oil (pounds) 51880
- d) Transformer complete with oil (pounds) 109300

15. Shipping Weight of largest piece

(pounds) 90000

16. Dimensions

- a) Transformer base (inches) 138
- b) Overall assembled (inches) 220
- c) Height overall shipping (inches) 150
- d) Height overall assembled (inches) 205
- e) Net headroom required to remove core and coils including height of tank (inches) 300
- f) Net headroom required to remove high-voltage bushings, including tank height (inches) 350

17. Projected Floor Dimensions related to the reference line through high-voltage bushings

- a) Parallel to HV bushings (inches) 350
- b) Perpendicular to HV bushings (inches) 350

18. Shipping Dimensions of largest piece

- a) Height (inches) 150
- b) Length (inches) 220
- c) Width (inches) 120

19. First Stage Forced Cooling

- a) Number of fans (#) 1
- b) HP rating of each (hp) 1/3 HP
- c) Nominal Voltage Rating of each (V) 115V

20. Second Stage Forced Cooling (Additional equipment over and above first stage)
- a) Number of fans (#) 2
 - b) HP rating of each (hp) 1/3 HP
 - c) Nominal Voltage Rating of each (V) 115V
21. Load of Cooling Equipment
- a) First stage forced cooling (kW) 1/3 HP
 - b) Total forced cooling (kW) 1 HP
22. Total Heater Load (kW) .6 KW
23. Total Auxiliary Load; including fans, pumps, heaters, etc. (kW) 2 KW
24. Cooling System Control Contacts will close at the following temperatures
- a) Tolerance (+ or -) (°C) 5
 - b) First stage forced cooling (°C) 7.5
 - c) Second stage forced cooling (°C) 10
 - d) Initiate alarm or actuate relay (°C) 3
25. Bushing Manufacturer and Drawing No.
- a) Manufacturer P Core
 - b) HV 115 KV
 - c) XV 15 KV
 - d) X₀ (Neutral of X) 15 KV
26. Bushing Strike Distance
- a) HV (strike) 45.50 inch
 - b) XV (strike) 10.00 inch
 - c) X₀ (Neutral of X) (strike) 10.00 inch
27. Bushing Creep Distance
- a) HV (creep) 100 inch
 - b) XV (creep) 17.5 inch
 - c) X₀ (Neutral of X) (creep) 17.5 inch

28. Bushing Impulse Withstand Voltage
(Standard Conditions)

a) HV (kV) 550 BIL
 b) XV (kV) 110 BIL
 c) X₀ (Neutral of X) (kV) 110 BIL

29. Load Tap Changer

a) Manufacturer Rainhussan
 b) Model RMV II
 c) Type VACUUM
 d) kV Class 15 KV OR 25 KV
 e) BIL (kV) 110 OR 150
 f) Current Rating (A) 1500

30. LTC Auxiliary Transformer (preventative auto or series)

a) Manufacturer PA VTC make
 b) Transformer Class 2
 c) Winding Type circular
 d) kV Class (kV) During detail engineering
 e) BIL (kV) 150

31. To what extent will the transformer be disassembled for shipment?

ship separate parts
HV Bushing, LV Bushing, Radiators & Radiators Oil

32. How will the transformer be shipped - rail, truck?

Truck

33. How will the transformer oil be shipped?

In transformer tank & radiators oil will be in drums as ship separate parts

34. Self-cooled rating on complete loss of power supply to auxiliaries:
10000 KVA

35. Supplemental ratings:
12500 & 14000 KVA

36. Characteristics of insulating oil:
Type II mineral oil

37. Description of oil preservation system:
Nitrogen preservation system

38. Complete description of assembly operations required in the field for all parts shipped disassembled. Give all details such as weights of components, physical sizes, type of welding (if required), and lengths of weld. Attach separate instruction sheets if space herein is limited:

Ship saperate parts

1)HV bushing weight 305 Lbs , Length 108 Inch 2) HV bushing weight 40 Lbs &
Length 42.50 Inches 3) Radiators 3 No.

No welding will be required at site.

39. Paint material and procedures used:
VTC Painting system III, Urethane Over Epoxy

40. State experience to date, manufacturing _____ kV transformers, _____ kV BIL,
giving capacities, locations, and dates of installation:
SEE ATTACHED

41. Statement of routine and Design Factory Tests:
All tests will be carries out at our pocatello plants, Design test report will be given

42. List of recommended spare parts:

1) FAN 1 No 2) Gasket 1 set 3)HV bushing 1 No 4)LV bushing 1 No

43. Indicate how much of the transformer is made in the USA:

More Than 51% as required per RUS

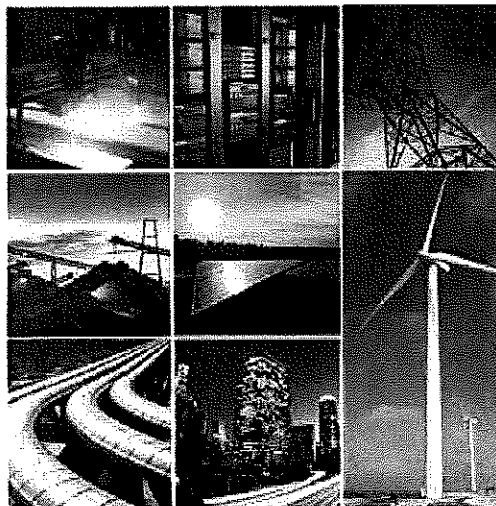
END OF DIVISION PT

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BILL, 200, 1A @ 12.3MVA 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60 61 62 63 64 65 66 67 68 69 70 71 72 73 74 75 76 77 78 79 80 81 82 83 84 85 86 87 88 89 90 91 92 93 94 95 96 97 98 99 100 101 102 103 104 105 106 107 108 109 110 111 112 113 114 115 116 117 118 119 120 121 122 123 124 125 126 127 128 129 130 131 132 133 134 135 136 137 138 139 140 141 142 143 144 145 146 147 148 149 150 151 152 153 154 155 156 157 158 159 160 161 162 163 164 165 166 167 168 169 170 171 172 173 174 175 176 177 178 179 180 181 182 183 184 185 186 187 188 189 190 191 192 193 194 195 196 197 198 199 200 201 202 203 204 205 206 207 208 209 210 211 212 213 214 215 216 217 218 219 220 221 222 223 224 225 226 227 228 229 230 231 232 233 234 235 236 237 238 239 240 241 242 243 244 245 246 247 248 249 250 251 252 253 254 255 256 257 258 259 260 261 262 263 264 265 266 267 268 269 270 271 272 273 274 275 276 277 278 279 280 281 282 283 284 285 286 287 288 289 290 291 292 293 294 295 296 297 298 299 300 301 302 303 304 305 306 307 308 309 310 311 312 313 314 315 316 317 318 319 320 321 322 323 324 325 326 327 328 329 330 331 332 333 334 335 336 337 338 339 340 341 342 343 344 345 346 347 348 349 350 351 352 353 354 355 356 357 358 359 360 361 362 363 364 365 366 367 368 369 370 371 372 373 374 375 376 377 378 379 380 381 382 383 384 385 386 387 388 389 390 391 392 393 394 395 396 397 398 399 400 401 402 403 404 405 406 407 408 409 410 411 412 413 414 415 416 417 418 419 420 421 422 423 424 425 426 427 428 429 430 431 432 433 434 435 436 437 438 439 440 441 442 443 444 445 446 447 448 449 450 451 452 453 454 455 456 457 458 459 460 461 462 463 464 465 466 467 468 469 470 471 472 473 474 475 476 477 478 479 480 481 482 483 484 485 486 487 488 489 490 491 492 493 494 495 496 497 498 499 500 501 502 503 504 505 506 507 508 509 510 511 512 513 514 515 516 517 518 519 520 521 522 523 524 525 526 527 528 529 530 531 532 533 534 535 536 537 538 539 540 541 542 543 544 545 546 547 548 549 550 551 552 553 554 555 556 557 558 559 560 561 562 563 564 565 566 567 568 569 570 571 572 573 574 575 576 577 578 579 580 581 582 583 584 585 586 587 588 589 590 591 592 593 594 595 596 597 598 599 600 601 602 603 604 605 606 607 608 609 610 611 612 613 614 615 616 617 618 619 620 621 622 623 624 625 626 627 628 629 630 631 632 633 634 635 636 637 638 639 640 641 642 643 644 645 646 647 648 649 650 651 652 653 654 655 656 657 658 659 660 661 662 663 664 665 666 667 668 669 670 671 672 673 674 675 676 677 678 679 680 681 682 683 684 685 686 687 688 689 690 691 692 693 694 695 696 697 698 699 700 701 702 703 704 705 706 707 708 709 710 711 712 713 714 715 716 717 718 719 720 721 722 723 724 725 726 727 728 729 730 731 732 733 734 735 736 737 738 739 740 741 742 743 744 745 746 747 748 749 750 751 752 753 754 755 756 757 758 759 760 761 762 763 764 765 766 767 768 769 770 771 772 773 774 775 776 777 778 779 780 781 782 783 784 785 786 787 788 789 790 791 792 793 794 795 796 797 798 799 800 801 802 803 804 805 806 807 808 809 810 811 812 813 814 815 816 817 818 819 820 821 822 823 824 825 826 827 828 829 830 831 832 833 834 835 836 837 838 839 840 841 842 843 844 845 846 847 848 849 850 851 852 853 854 855 856 857 858 859 860 861 862 863 864 865 866 867 868 869 870 871 872 873 874 875 876 877 878 879 880 881 882 883 884 885 886 887 888 889 890 891 892 893 894 895 896 897 898 899 900 901 902 903 904 905 906 907 908 909 910 911 912 913 914 915 916 917 918 919 920 921 922 923 924 925 926 927 928 929 930 931 932 933 934 935 936 937 938 939 940 941 942 943 944 945 946 947 948 949 950 951 952 953 954 955 956 957 958 959 960 961 962 963 964 965 966 967 968 969 970 971 972 973 974 975 976 977 978 979 980 981 982 983 984 985 986 987 988 989 990 991 992 993 994 995 996 997 998 999 1000 1001 1002 1003 1004 1005 1006 1007 1008 1009 1010 1011 1012 1013 1014 1015 1016 1017 1018 1019 1020 1021 1022 1023 1024 1025 1026 1027 1028 1029 1030 1031 1032 1033 1034 1035 1036 10



VIRGINIA - GEORGIA TRANSFORMER
ONE SOURCE-ONE COMMITMENT



GLENWOOD SPRINGS ELECTRIC SYST
Cardnell Sub

Proposal #: B194002A | 16 October 2019

Customer Contact Information

Cardnell Sub
GLENWOOD SPRINGS ELECTRIC SYST

GLENWOOD SPRINGS, CO 81601
970-384-6350

VTC Contact Information

STEVE JESTER PPU NORTH
540-682-5078
Steve_jester@vatransformer.com

220 Glade view Drive, NE Roanoke, 24012
Phone:540-345-9892 Fax:540-342-7694
Www.vatransformer.com

Cardnell Sub
GLENWOOD SPRINGS ELECTRIC SYST
Proposal #: B194002A



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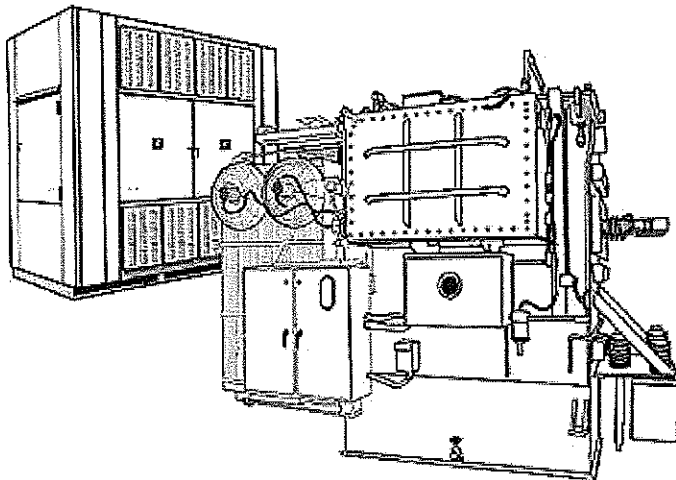
Virginia Transformer Corporation

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For over 40 years, innovative technology and a commitment to superior customer service and support have established Virginia Transformer Corp, VTC, as an engineering company leading in manufacturing a variety of Transformers.

VTC designs and manufactures customer power transformers ranging from 300 KVA to 300 MVA, 230 kV class, both liquid filled and dry-type units.

VTC has design and manufacturing facilities in Roanoke, VA; Pocatello, ID and Chihuahua, Mexico and at its affiliate facility, Georgia Transformer, Rincon GA. In addition, VTC has design and procurement capabilities in Delhi, India-establishing a world-wide presence as a supplier of transformer solutions. VTC reserves the right to manufacture the product quoted herein at VTC owned or affiliated plants in North America.



**Commercial Summary****Base Price**

Item	Description	Qty	Unit Price (USD)	Extended Price (USD)
1	10000 / 11200 / 12500 / 14000 kVA 115X69 - 13.2 kV	1	\$ 603,431	\$ 603,431

This Offer is based on a FIRM PRICE quote up to validity of quote and proposed shipping schedule.

Validity of Quote

11/18/2019

ITEM #1**Optional Pricing**

Particulars	Price (USD/Per Unit)
60/60 Months warranty (with out In/out)	\$ 6,715
SFRA test for transformer/In Field	\$ 4,000

For Witness testing, cost for travel, transportation, lodging and meals are not included in the quoted price unless otherwise noted.

Suggested Spare Parts

Particulars	Price (USD/Per Unit)
FANS	\$1,200
GASKET SET	\$800
HV BUSHINGS	\$9,000
LV BUSHINGS	\$2,400

Shipping Information

Unit Shipment By	28-30 Weeks A.R.O
Freight	1 PREPAID & ALLOW

Cardnell Sub**GLENWOOD SPRINGS ELECTRIC SYST****Proposal #: B194002A**

INCO Terms	FOB - FREE ON BOARD (Glenwood Spring)
Proposed Manufacturing Location	POCATELLO

Proposed Payment Terms

20% with P.O.
30% upon approval drawing submittal, net 30 days
50% invoiced at Time of Shipment, Net 30 days.

Field Service

Offloading from truck to Pad	Included
Field Service Assembly & Testing (Make-up Oil Only)	Included

Please note that the included price for Field Service Offloading with Free and Clear Access is based on following:

1. Usage of a Crane rated up to 250-ton, 28-foot radius
2. No Jack & Slide Equipment Requirement to place Transformer on the pad

If site conditions have access constraints for Offload - that require larger than a 250-ton, 28-foot Crane and/ or Jack & Slide equipment, a price adder for the same will be provided.

Warranty

12/18 Months Standard Warranty	Included
--------------------------------	----------

Testing

Routine	Included
Impulse Test on HV & LV	Included
Temperature Rise Test ONAN only or Test Report of Thermally Duplicate Design	Included
Sound Level Test	Included
Power Factor	Included
Dissolved Gas Analysis	Included

Drawings

Cardnell Sub

GLENWOOD SPRINGS ELECTRIC SYST

Proposal #: B194002A



**VIRGINIA - GEORGIA TRANSFORMER
ONE SOURCE-ONE COMMITMENT**

Drawings will be supplied six to seven (6-7) weeks ARO following receipt of technical and commercially cleared purchase order. Customer approvals of drawings are required one week from date of submittal unless otherwise agreed to in writing by VTC.



Technical Summary

This proposal is Virginia Transformer's complete understanding of the specification requirements provided and is the basis for acceptance of any resulting orders.

ITEM #1

Transformer Ratings

ITEM :1			QUANTITY #1
kVA	10000 / 11200 / 12500 / 14000	Application	LOAD TAP CHANGER
Cooling Class	ONAN/ONAF	Winding Temp Rise (Avg)	55/65C
# Phases	3	Dielectric Fluid	TYPE II MINERAL
Frequency (Hertz)	60	Winding Material	COPPER
HV Rating(V)	115000 X 69000 DELTA	LV Rating(V)	13200 Y/7621
HV BIL(kV)	550	LV BIL(kV)	110
HV Taps	2 FCAN, 2 FCBN @2.5 %	Nom. Impedance	9.00 % +/- 7.50 % @ 10000 kVA
HV Bushing Mtng	Segment III, Cover Mounted	LV Bushing Mtng	Segment I, Cover Mounted
HV Terminal Chamber	N/A	LV Terminal Chamber	N/A
Coil Type	CIRCULAR	Paint Color / Type	70 / III URETHANE OVER EPOXY
Losses	Guaranteed		
No Load Losses	8.44 kW at 100% volts	Load Losses	46.17 kW @ 10000 kVA

Tank Features

De-energized Manual No Load Tap Changer
Diagrammatic Name Plate
Gasketed Manhole in Cover
Panel Type Radiators
Sealed Tank with Dry Nitrogen Blanket
Two Stainless Steel Ground Pads welded to Base on Diagonally Opposite Corners

Cardnell Sub

GLENWOOD SPRINGS ELECTRIC SYST

Proposal #: B194002A



VIRGINIA - GEORGIA TRANSFORMER
ONE SOURCE-ONE COMMITMENT

Welded Top Cover

Radiators

Hot Dipped Galvanized Demount

VTC standard radiators are Hot Dipped Galvanized and unpainted. These radiators are suitable for all climatic conditions that include chemical, petro-chemical and marine conditions. Unless specified differently below, these standard, galvanized radiators will be provided.

Standard Gauges and Accessories

Gauges Details	Make
Electronic Temp Monitor	SCHWEITZER
Liquid Level Gauge W/ 2 Contacts	QUALITROL CORP.
Liquid Temp Gauge W/2 Contacts	QUALITROL CORP.
Pressure Relay Device W/Contact	QUALITROL CORP.
Pressure Vacuum Gauge W/Contact & Bleeder	QUALITROL CORP.
Sudden Pressure Relay (GAS)	QUALITROL CORP.
Simulated Winding Temp Gauge W/Contact	QUALITROL CORP.

Bushings

Bushing	kV BIL	Location	Quantity / Phases	Make
HV	450	Segment III	1	PCORE ELECTRIC
LV	110	Segment I	1	PCORE ELECTRIC

Current Transformers

Location	Quantity / Phases	CT Ratio	Single Ratio / Multiple Ratio	Class / Accuracy
HV	2	600:5	MR	C800
LV	2	1200:5	MR	C800
LV Neutral	1	600:5	MR	C800

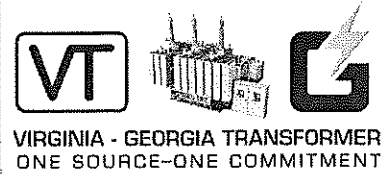
Lightning Arrestors

Location	Type	kV Class	MCOV	Manufacturer
HV	SC	120	98	OHIO BRASS
LV	SC	N/A	N/A	OHIO BRASS

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GLENWOOD SPRINGS ELECTRIC SYST

Proposal #: B194002A



LOAD TAP CHANGER

Location	On LV Winding
LTC Type	RMVII-1500A-110
Make	REINHAUSEN MFG
XMFR	AUTO

NOTE: The actual voltages at various taps of the LTC shall correspond to the nearest turn in accordance with IEEE Std C57.12.00 2010 clause 9.1. This can lead to different step voltage between steps.

Included Spare Parts

Item	
N/A	N/A

Ambient Conditions

Ambient Temperature(°C)	Min. -20 / Av. 30 / Max. 40
Noise	Standard NEMA TR-1
Seismic Zone	Zone 3 & 4
Altitude(Feet)	< 6600

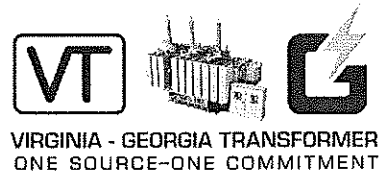
Shipping and Handling Details

Overall & Shipping Estimated Dimensions:		
Dimension	Overall Dimensions (Inches)	Shipping Dimensions (Inches)
Width	220	220
Depth	165	120
Height	224	190
Overall & Shipping Estimated Weights:		
Weight of the Unit (Lbs)		Shipping Weight (Lbs)
109300		90000
Parts Shipped Separately:		
HV Bushings		
LV Bushings		
HV Arresters and Mounting		
LV Arresters and Mounting		
Radiators		
Radiators Oil		

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Assembly of any ship separate parts is not in VTC scope unless, VTC field service assembly option is purchased or included in the base price.

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Clarifications/Deviations to Specifications and Technical Notes

1. Transformer will be designed per ANSI/IEEE standards.
2. Values of Test like Induced Voltage, SFRA, Corona and Partial Discharge shall be as applicable in ANSI standard.
3. VTC will not carry out short circuit test.
4. VTC takes exception to fully complete the project within 90 consecutive calendar days after "Notice to Proceed". This proposal is for shipment schedule of 28-30 weeks ARO as noted above. Liquidated Damages regarding delivery or project completion shall be capped at 5% of order value.

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GLENWOOD SPRINGS ELECTRIC SYST

Proposal #: B194002A



General Terms and Conditions of Sale

Please see attached. Also available at www.vatransformer.com

Virginia Transformer Corp's General Terms and Conditions of Sale

Virginia Transformer Corp, hereinafter referred to as Seller, hereby offers to supply the items and/or services identified in the quotation, proposal, or acknowledgment expressly conditional upon the Buyer's acceptance of the following terms. Seller, by its commencement of performance, shall not prejudice its rights to enforcement of these conditions. Any confirmatory action by the Buyer hereunder, or any acceptance of such equipment or services, installation, energization or utilization shall constitute assent to said terms or conditions. Stenographic and clerical errors on this quotation, proposal, or acknowledgment are subject to correction.

1. ACCEPTANCE OF ORDER: None of Buyer's Terms and Conditions contained in the Purchase Order shall alter Seller's Terms and Conditions in any respect and shall not apply to this transaction unless specifically agreed to in writing on the face of Seller's sales contract form.
2. EXPIRATION OF OFFER: All offers of sale by Seller are valid for thirty (30) days from the date of the offer based on product delivery within 6 months unless otherwise specifically stated in the Seller's offer or as otherwise may be expressly agreed to in writing by the Seller. All such offers of Seller are subject to change without notice after this period unless earlier withdrawn by the Seller.
3. MINIMUM ORDER VALUE: The minimum acceptable value of any order is \$500.00. Buyer's accumulation of a number of items into one purchase is authorized to reach the minimum order value.
4. F.O.B. POINT AND SHIPMENTS: Title to the goods and risk of loss shall pass to Buyer at the FOB point. All supplies and services are sold FOB origin and the point of origin shall be that of Seller's factories or locations identified in its proposal or sales contract form unless as otherwise specifically agreed to in writing on the face of Seller's sales contract. Seller assumes no responsibility for delay, breakage, damage or loss after delivery to the carrier as evidenced by "in good order" receipts from the carrier. All claims for loss, damage and delay in transit are to be handled by Buyer directly with the carrier. Seller shall select method of transportation and route on behalf of Buyer, unless Buyer specifies the method and route and is to pay freight costs in addition to price. Seller reserves the right to make partial shipments at its discretion. Claims for shortages or incorrect items must be made in writing to Seller within seven days after receipt of shipment. Failure to give such notice shall constitute an unqualified acceptance of equipment and waiver by Buyer of all claims for such shortages or incorrect items.

When terms are F.O.B. destination or freight allowed to destination, "destination" means common carrier delivery point nearest the destination (within the continental United States, excluding Alaska, Hawaii, Puerto Rico, etc.). When terms are F.O.B. job site or pad, Buyer guarantees all access roads are suitable for normal unimpeded access to site with free and clear access to area directly adjacent to the placement point of the unit with no physical obstructions and clear of stored materials.

Shipping schedules and delivery arrangements are made in best effort and good faith. Seller cannot, however, accept liability for penalty or damages resulting from shipping delays caused by Force Majeure including but not limited to strikes, fires, truck availability or any other cause beyond VTC's control. Ship Separate Parts may not arrive concurrently with the transformer and some assembly may be required. Shipment may be made earlier after due notice to Buyer.

5. BUYER'S OBLIGATION OF ASSISTANCE: Except to the extent Seller has otherwise assumed such responsibility for itself under express provisions of the attachment hereto entitled "Statement of Work" Buyer shall:

- a) place at Seller's disposal all information necessary for performance of the work including any plans, plant layout, wiring instructions and operational information that may reasonably be expected to affect the performance of the work. This includes to the extent reasonable previous studies or reports and other data relative to the design, installation and selection of equipment for the work to be performed by Seller.
- b) Buyer guarantees access to and to make all reasonable provisions for Seller to enter on its property and other public and private lands as is required for performance of the work including safe storage of equipment, materials and tools during the process of any such off-site work.
- c) Buyer agrees to cooperate in all reasonable ways necessary to Seller's performance of the work.
- d) Buyer covenants that it has disclosed fully and accurately to Seller all general and local conditions which can effect performance of the work prescribed hereunder or the price thereof. Buyer acknowledges that Seller is entitled to rely on information furnished by Buyer in developing its specifications, equipment selection, price and other terms of this order.

6. PAYMENT TERMS: Terms are "NET thirty (30) days" calculated from the date of invoice if credit arrangements have been approved in advance by Seller and these terms are included on the Seller's sales contract form. Otherwise, payment is required before shipment or delivery in a form and arrangement acceptable to Seller. In addition to any other rights or remedies available to seller, failure to pay the amount(s) due within the time specified will result in a late charge of one and one half (1-1/2%) percent per month to Buyer's account until final payment. Payments shall not be contingent on end-user payment to Buyer and Seller reserves the right to refuse to fulfill any and all obligations (including field service and voiding of warranty) if payment is not received by the terms of sale.

Except to the extent otherwise specified by Seller in its quotation, pro rata payments shall become due without setoff as shipments are made. If Seller consents to delay shipments after completion of any product, the goods may be placed in storage by Seller for Buyer's account and risk, and Buyer shall pay all charges for storage, trucking and other incidental expenses incurred by Seller.

Any order for products by Buyer shall constitute a representation that Buyer is solvent. In addition, upon Seller's request, Buyer will furnish a written representation concerning its solvency at any time prior to shipment. If Buyer's financial condition at any time does not justify continuance of the work to be performed by Seller hereunder on the agreed terms of payment, Seller may require full or partial payment in advance. In the event of Buyer's bankruptcy or insolvency; or insolvency or in the event any proceeding is brought against Buyer, voluntarily or involuntarily, under the bankruptcy or any insolvency laws; Seller shall be entitled to cancel any order then outstanding at any time during the period allowed for filing claims against the estate and shall receive reimbursement for its proper cancellation charges. Seller's rights under this article are in addition to all rights available to it at law or in equity.

7. CHARGEBACKS, SET-OFF, OFFSETS OR WITHHOLDING: In no event will Seller accept any back charges, set-off, offsets, withholding for material or services without the prior written consent of Seller's authorized personnel.

8. DELIVERY: The prices quoted are for the shipment dates provided on the Seller's sales contract form or proposal. While the Seller shall have no obligation to comply with unilateral directives to change schedules or temporarily cease work, Seller will endeavor to accommodate Buyer's reasonable written requests for acceleration or deceleration made at least ninety/sixty(90/60) days respectively prior to scheduled delivery. Such changes may or may not be accepted by Seller at its sole discretion. In the event Seller accepts such changes, Seller shall be under no obligation to comply therewith until a price adjustment acceptable to Seller is negotiated between the parties and evidenced by an amendment to the order. Any agreement to delay delivery shall not exceed 6 months from original acknowledgement ship date; goods not released for shipment within such revised time frame shall be automatically deemed canceled and subject to Seller's Cancellation terms listed below.

9. EXPORT REGULATIONS: Buyer acknowledges that if the items purchased hereunder are to be exported, they are subject to the U.S. Commerce and/or State Department Export Regulations. Buyer accepts full responsibility for and agrees to comply fully with such regulations, including obtaining export licenses and re-export permission unless otherwise agreed that Seller is to be exporter of record.

10. CANCELLATION & TERMINATION: In the event of cancellation of this order for breach of the provisions hereof by Buyer, Seller shall have no further liability to Buyer and Seller shall not be liable for any costs of cancellation, special, incidental or consequential damages (including punitive or exemplary damages) for any cause or of any nature whatsoever and such cancellation shall be in addition to any other rights and remedies of Seller under this order or at law. Further, Seller reserves the right to cancel this order or any portion thereof without liability if Buyer fails to make payment as required by the terms of the acknowledgement or if Buyer is adjudicated bankrupt, files a petition in bankruptcy, makes an assignment for the benefit of creditors or if action under any law for the relief of debtors is taken. All terminations shall be subject to the following cancellation charges:

- 10 % of order amount after order entry by Seller;
- Additional 20 % of order amount after outline drawing completion / submission;
- If manufacturing has begun, charges will be based upon percent completion plus 30 % for engineering and order entry

11. PATENT INFRINGEMENT: To the extent that the items ordered are manufactured to designs, drawings, specifications or instructions furnished by Buyer, Buyer guarantees that the manufacture and sale or use of such items will not infringe upon any U.S. or foreign patents. Buyer further agrees to indemnify and hold harmless the Seller from any expense, loss, cost, damage or liability of any kind which may be incurred because of any such infringement or alleged infringement of patent rights with respect to such items and to defend, at its own cost and expense, any action or claim in which such infringement is alleged. Buyer shall promptly notify Seller of any such action and shall provide Seller an opportunity, at Seller's option, to participate in any defense of such action or claim at Seller's own expense.

Seller shall hold Buyer harmless from costs actually incurred arising directly from the defense of any suit for infringement of any domestic or foreign patent by a Seller-manufactured item, provided Seller shall be given timely written notice of such suit and the option to replace the same, obtain a license, make other arrangements to avoid litigation or to defend the suit. No indemnification is offered for alleged infringement arising from the use of Seller's items in combination with other items supplied by Buyer or from compliance with drawings, specifications or instructions furnished by Buyer as described in the paragraph above. Further, no indemnification by Seller applies if this order is accepted under a U.S. government contract containing an Authorization and Consent Clause applicable hereto as prescribed by federal procurement laws and regulations.

12. DISCLOSURE OF INFORMATION / PROPERTY OF SELLER: Any information, suggestions or ideas transmitted by either Buyer or Seller in connection with performance hereunder are not to be regarded as secret or submitted in confidence except as may be otherwise provided in writing signed by a duly authorized representative of the disclosing party. Neither party shall use or disclose such property to any third party or any one not having a need to know, including employees, without the prior written consent from the disclosing party. Title to all tools, test equipment and facilities not furnished by Buyer or specifically paid for by Buyer as a separate line item under any order, shall remain with Seller. Further, Seller does not agree to submit to Buyer as a result of the Consideration paid under this order, any information, technical data or drawings which are proprietary to Seller; nor does Seller agree to grant to Buyer any patent rights, title or license without Seller's expressed prior written consent.

13. TAXES: In addition to any price specified herein, Buyer shall pay the gross amount of any present or future sales, use, excise, value-added, or other similar tax applicable to the price, sale or delivery of any products or services furnished hereunder or to their use by Seller or Buyer, or Buyer shall furnish Seller with evidence of exemption acceptable to the taxing authorities.

14. EQUIPMENT WARRANTIES AND REMEDY:

(A) Seller warrants that each newly manufactured item sold hereunder and such portion of a repaired/refurbished item as has been repaired or replaced by Seller under this warranty, shall be free from defects in material, workmanship or title at the time of shipment and shall perform during the warranty period in accordance with the specifications incorporated herein. Should any failure to conform to these warranties (excluding any defects in title) be discovered and brought to Seller's attention during the warranty period and be substantiated by examination at Seller's factory or by authorized field personnel, then (i) Seller shall correct such failure by, at Seller's exclusive option, repair or replacement of the nonconforming item or portion thereof with Buyer promptly making product available to be worked by Seller's personnel or agents without interference with no additional cost to the Seller; or (ii) Buyer making available product F.O.B. Seller's plant with Seller's written return authorization, at Seller's exclusive option, for repair or replacement of the nonconforming item or portion thereof. Buyer agrees that this remedy shall be its sole and exclusive remedy against Seller and that no other remedy shall be available or pursued by Buyer against Seller. In no event shall the Seller be liable for any costs or expenses in excess of those described in this paragraph and expressly excluding any liability or damages for special, incidental or consequential damages.

The warranty period for newly manufactured items shall extend 12 months from the date of first energization or 18 months from the date of shipment whichever occurs first or unless a different warranty period is agreed to by Seller. The warranty period for repaired/refurbished articles shall extend for the unexpired warranty period of the item repaired or replaced or for 90 days, whichever is longer. This warranty shall be voided and not extend to any item that upon examination by Seller is found to have been subject to:

- a) mishandling, misuse, negligence or accident.
- b) storage, installation, operation or maintenance that either was not in accordance with Seller's specifications and instructions or otherwise improper.
- c) tampering as evidenced for example by broken seals, damaged packaging containers, etc.
- d) testing of equipment above normally accepted field tests.
- e) repair or alteration by any one other than Seller without Seller's express advance written approval.
- f) payment(s) not received per terms of sale.

Failure to promptly notify Seller in writing upon discovery of any non-conforming items during the warranty period shall void the warranty as to such items. Buyer shall describe any such non-conformities in detail, expressing its position as to return of any article under the remedy provided herein. No returns shall be accepted without prior approval by Seller. No back charges shall be accepted without the prior written consent of Seller's authorized representative. Where a failure cannot be corrected by Seller's reasonable efforts, the parties shall mutually agree upon an equitable adjustment in price. The preceding sets forth the exclusive remedies for claims (except as to title) based on defect contract or tort (including negligence) and however instituted. **THIS WARRANTY IS EXCLUSIVE AND IN LIEU OF ANY OTHER WARRANTIES, EITHER EXPRESSED OR IMPLIED INCLUDING WARRANTIES OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE.**

(B) SELLER'S INSTALLATION WARRANTY: Seller warrants that all work hereunder shall be performed in accordance with the standards employed by Seller in performing the same or similar services for itself. Seller disclaims any and all other representations or warranties expressed or implied including without limitation any representation or warranty that a) any unauthorized entry, burglary, theft, embezzlement or any other crimes will be prevented by the equipment and/or installation thereof or that b) any particular purpose or standard of care intended or desired or any particular results to be achieved by Buyer through the installation and operation of the items to be delivered hereunder. Seller's installation services and installation warranty does not include or imply any assistance for system field troubleshooting and no back charges for such services shall be accepted without the prior written consent of Seller's authorized representative.

(C) EXTENDED WARRANTY OPTION: When purchased, warranty may be extended by the period specified covering core and coils only against failure occurring with respect to normal operation and within the parameters for which the transformer was designed.

(D) IN/OUT COVERAGE OPTION: When purchased, Seller will cover only the expenses to transport the transformer to a repair facility and back to site for warranty failures occurring within the period defined. Buyer will make transformer ready for shipment in the condition it was originally received per the Outline Drawing with clear and free access by Carrier. Craning, civil work, disconnection and reconnection of the transformer, etc. is the responsibility of the Buyer.

15. CONFIGURATION STATUS AND SUBSTITUTION OF MATERIALS: Seller reserves the right to make substitution of materials without degrading the quality of product. Customer approval will be solicited when changes affect form, fit or function. Seller further reserves the right to discontinue any items without notice and to change or modify specifications at any time without incurring any obligation to incorporate new or modified features in components or products previously sold or shipped.

16. LIMITATION OF LIABILITY: Seller's liability on any claim for loss or damage arising out of this contract or from the performance or breach thereof or connected with the design, manufacturing and supplying of any good hereunder, or their sale, resale, operation or use, whether based on contract, warranty, tort (including negligence) or other grounds, shall not exceed the price allowed to such goods or part thereof involved in the claim. Seller shall not, under any circumstances, be liable for any labor charges without the prior written consent of the Seller.

Seller shall not in any event be liable, whether as a result of breach of contract, warranty, tort (including negligence) or other grounds, for special, consequential, incidental or penal damages including, but not limited to, loss of profits or revenue, loss of use of the product or any associated product, cost of capital, cost of substitute products, facilities or services, downtime costs, or claims of customers of the Buyer for such damages.

17. HAZARDOUS BUSINESS: Unless otherwise agreed in writing by an authorized representative of the Seller, goods sold hereunder are not intended for use in connection with any nuclear facility or any other hazardous activity such as commercial or military aircraft, missile installation, space exploration or other critical applications where failure of a single component could cause substantial harm to persons or property. If so used, Seller disclaims all liability for any nuclear damage contamination or other injury and Buyer shall indemnify and hold Seller harmless from such liability whether as a result of breach of contract, warranty, tort (including negligence) or other grounds. Neither Seller nor its suppliers shall have any liability to the Buyer or its insurers whether based on contract warranty, tort (including negligence) or other grounds for on-site damage to any property located at a nuclear facility.

18. COMPLIANCE WITH LAW: Buyer shall comply with all applicable Federal, State and local laws including but not limited to: laws concerning procurement integrity (particularly subsections 27(a), (d) and (f) of the Office of Federal Procurement Policy Act, as amended, 41 U.S.C. §423 and FAR 3.104-3; the Byrd Amendment (31 U.S.C. §1352); laws governing lobbying activities (2 U.S.C. §261 *et seq.*, particularly § 267); laws prohibiting the giving of bribes (18 U.S.C. §201(b) or gratuities (18 U.S.C. §201 (c)); the Foreign Corrupt Practices Act of 1977, as amended, (15 U.S.C. §78m, 78dd-1, 78dd-2, and 78ff). Buyer acknowledges that if items purchased are to be exported, Buyer has the complete responsibility and agrees to comply with all export laws and regulations of the U.S. Department of Commerce and of the U.S. State Department.

Seller hereby certifies that all goods sold hereunder which are produced or manufactured in the United States of America are products in compliance with the Fair Labor Standards Act of 1938 which shall be considered as satisfied by this certification.

19. INSURANCE: Buyer shall maintain its usual and customary insurance coverage for automobile, workmen's compensation and third party liability claims during performance of this order and, if requested by Seller, name Seller an insured under its third party liability coverage.

20. NON-WAIVER: The failure of Seller to enforce at any time any of the provisions of this order shall not constitute a waiver of such provisions or a waiver of the right of Seller to enforce any or all provisions. If any term or provisions of this order is held invalid or unenforceable by any court of competent jurisdiction, the remainder of this order shall continue to be valid and binding upon the parties unless performance thereof is rendered legally impractical and no longer fulfills the intention of the parties under this order.

21. APPLICABLE LAW AND FORUM FOR RESOLUTION OF DISPUTES: This contract shall be deemed to have been made and performed in, and shall be construed, interpreted and the rights and obligations of the parties determined by the law of the Commonwealth of Virginia excluding choice of law rules. Any action, controversy or claim arising out of or related to this contract, or any breach thereof, shall be settled by arbitration administered by the American Arbitration Association under its Commercial Arbitration Rules and judgment on the award rendered by the arbitrator may be entered in any court having jurisdiction thereof. Such arbitration shall take place in Roanoke, Va. In case of non-performance by Buyer requiring legal action, Seller's cost of action shall be the responsibility of the Buyer.

22. PRICE VARIATION: This agreement is on the basis of present commodity prices. Commodity prices at the time of shipment will be considered in determining if the prices for goods are to be modified. Seller reserves the right to adjust prices for alterations or changes authorized by the Buyer subject to Seller's acceptance of the order.

23. ASSIGNMENT: Except as otherwise expressly provided herein, no assignment of this order or Buyer's rights under this order shall be made by Buyer without the prior written agreement of the Seller.

24. FORCE MAJEURE: In addition to other liability limitation herein contained Seller shall not be responsible to the Buyer for any loss or damage due to failure or delay in performance or delivery of any of the items or services required under this order when such delay or failure is due to causes beyond the failing or delaying parties reasonable control. Such causes shall include without limitation fires, floods, epidemics, quarantines, unusually severe weather, strikes, embargoes, wars, political strife, riots, delays in transportation, compliance with any regulation or directives of any national, state or local municipal government or authority and unforeseeable shortages in fuel, power, materials or labor. Seller shall not be liable for delays in delivery or performance, or for failure to manufacture, deliver or perform, due to an inability on account of a cause beyond the reasonable control of Seller to obtain necessary materials, components, services or facilities. Seller will notify Buyer of any material delay excused by this clause and will specify the revised delivery date as soon as practicable. In the event of any such delay, there will be no termination and the date of delivery or of performance shall be extended for a period equal to the time lost by reason of the delay.

25. ORDER TERMS EXCLUSIVE: This order constitutes the entire and sole agreement between the parties concerning the subject matter of this order and the parties acknowledge and agree that none of them has made any representation with respect to the subject matter of this order or any representations including the execution and delivery hereof except as specifically set forth herein. Captions as used herein are for convenience or reference only and shall not be deemed or construed as in any way limiting or extending the meaning of any terms and conditions contained herein.

26. MODIFICATION: This order may not be modified except by written instrument executed by the parties with the same formality.

27. SECTION TITLES: Section titles appearing in the General Terms and Conditions of Sale are for convenience only and shall not be construed as interpretations of text.

28. APPENDICIES: Any appendix or other terms and conditions of the Seller as may be attached hereto and/or identified herewith are hereby incorporated and made a part of these terms and conditions. All orders or contracts shall be subject to such additional terms and conditions which shall control over any inconsistency with the terms and conditions stated herein.



The Commitment Company
ISO 9001

VIRGINIA TRANSFORMER CORP.

220 GLADE VIEW DRIVE • ROANOKE, VA 24012

PHONE 540-345-9892 • FAX 540-342-7694

www.vatransformer.com

Transformer design and construction

Virginia Transformer Corporation has 3 manufacturing facilities, each specializing in specific sizes of transformers. This delineation of manufacturing allows VTC to achieve maximum efficiency and short lead time for production, yet maintain technical and commercial continuity among the 3 locations. Our plant in Chihuahua, Mexico manufactures dry transformers and smaller oil-filled units. Our Roanoke, Virginia facility is our company headquarters, and manufactures the mid sized oil transformers, and large dry units. Medium power transformers are manufactured in our Pocatello, Idaho plant, which also has repair facilities.

VTC POCATELLO

Design practices: Transformer Design Engineering at VTC Pocatello is staffed by senior experienced transformer designers both mechanical and electrical along with a well trained group of junior electrical & mechanical engineers. The engineering department is also equipped with a multitude of software to assist in the design process to produce designs of high quality to meet customer specifications. The design functions include design at quote stage, order reviews, design reviews, electrical design followed by customer drawings which also include control drawings for all controls associated with the transformer.

The actual electrical design of the transformer is done using the company's "VB Design Program" which is regularly updated to reflect the latest design practice and also updated based on actual test results.

Some of the other important software used are Anderson Program for establishing the short circuit withstand capability of the transformer, determining the impedance and stray losses within the windings, impulse program provides guidelines for establishing certain safety factors when designing non standard transformers and software for cooling design.

All engineering drawings which include customer drawings and manufacturing drawings are stored in the company's main server and are accessible at any instant. The bill of materials, sales orders, pricing, weights, technical archives and manufacturing schedules are all handled by ERP system, the GULL program which is very comprehensive, flexible and suitable to take care of MRP for all three manufacturing plants of VTC Corp. As a result of which we can retrieve any information for providing any later date after sales service.

Short circuit withstand: Every VTC facility designs transformers to the same exacting standards with respect to short circuit capability. Specially work hardened copper to meet the maximum tensile and bending stress which the coils would face under short circuit is used for the transformer. The clamping structure is also designed to withstand these short circuit forces. All insulation used in the assembly of transformer is of T-IV grade from Weidmann which has high dielectric and mechanical strength with minimal shrinkage after processing.

Our transformers have been tested for short circuit in certified testing laboratories (see list of transformers tested).

Transformer base: Virginia Transformer has two base designs, both of which have proven to have superior rigidity and flexibility to adapt to any foundation design. Our structural base uses

strengthened members to carry the weight of the transformer at critical locations. Our solid, flat base is sized to distribute weight over the complete base assembly, while providing the same skidding, rolling and pulling capabilities as our structural base. The bases are both specifically designed based on tank size and seismic zones and can be customized to suit any foundation or pad needed.

Core: The transformer core is made of cold-rolled, grain-oriented silicon steel laminations which provide high permeability and low core losses. Grades commonly used are M4, M6. These laminations come with a special Carlite coating which provides a thin uniform high resistance surface film which reduces eddy current loss.

Cores are also made of Hi-B grade steel like H0-DR type which is core steel laminations which have their atomic domain structure refined by laser scribing. These are special steels which give very low core loss, magnetizing currents and much lower sound levels.

All of our transformers use a 'Step-Lap', mitre-cut core design, which provides minimum core loss reduced noise levels and reduced excitation amperes.

Horizontal core members (yokes) are clamped using core brackets instead of direct core bolts. This method of clamping eliminates possibility of core bolt failure and consequent transformer failure.

Vertical members of the core (legs) are clamped using tie plates (sometime called flitch plates). The tie-plates are supported at either end by the brackets that brace the core yokes. As the yoke brackets are tightened, these tie plates snug against the core legs to maintain tension on the core's vertical members. Core laminations are insulated from the brackets by T-IV insulation.

Core ground lead is brought out to a feed through terminal on cover, so the insulation resistance of core to ground can also be measured externally.

These core steels are purchased from AK Steel and other reputed core steel manufacturers and conform to ASTM standards.

Core steel rolls are sheared in house on state of the art CNC core cutting machine to ensure minimum burr level and precise length and mitre angles.

Windings: Electrical grade copper conductor – rectangular or CTC (Continuously Transposed Cable) is purchased from various sources, domestic & overseas. Conductor and Cable are insulated with wraps of thermally upgraded Kraft paper. The kraft insulating paper is applied in multiple layers using half-lapping or over-lapping for thorough insulation. Coil winding takes place in an environmentally controlled winding room. This room is isolated from the other manufacturing processes to avoid contamination of the windings. Technicians wind the coils according to design instructions from the engineering staff. Coil winding practices and procedures are described in the VTC Pocatello winding manual, which details each step of the winding process.

HV and LV windings are wound individually on Weidmann insulating cylinders. This lends great short circuit strength to the coils apart from the strength provided by work hardened copper. The coils are then sized using a hydraulic press to achieve designed electrical height. Windings are manufactured as circular disc for high voltage winding and helical, disc or CTC for the low voltage windings. Extra high voltage HV coils have shields at ends and static end rings to provide impulse withstand capability.

Cooling ducts between the high voltage and low voltage windings give the required electrical isolation and provides a channel for cooling. These ducts are formed with sawcut fill for low voltage regulating windings and dovetail sticks and spacers for the low and high voltage windings.

Coils are supported on the core with Weidman T-IV insulation blocks and pressed using top and bottom full clamping rings. The pressure applied is determined by the short circuit forces which these coils will be subject to and ensures that these coils will be adequately braced to meet this.

Coil and core drying: Core and coil assemblies are placed inside a vacuum drying oven. The drying process is continuously monitored to lower power factor levels to below 0.5%. The process is called complete, based on predetermined value of water collection in relation to insulation content of the unit. When appropriately dried, assemblies are re-tightened and promptly tanked. Electrical connections are made and the tank is filled with insulating oil. Power factor levels are again measured during testing and at shipment to verify the power factor is well below 0.5%. Our units are guaranteed to have a power factor below 0.5%.

Vapor Phase Drying Process

VTC Pocatello is in advance stages of upgrading its drying process to State of the art "Vapor Phase Drying". The VPD plant will be fully operational by April-May2009. Following are the steps of drying –

Advanced Vapor Phase Drying Process Sequence

Preparation Phase

Core-coil assembly is loaded into the autoclave. Then, the autoclave is evacuated down to approx. 7 mbar.

Heating-up Phase with Intermediate Pressure Reductions

The large evaporator is filled with the solvent required for the process. The evaporator is heated and solvent evaporates and enters the autoclave where a homogenous heating-up of the drying object by condensation takes place. Under the given temperature and pressure conditions, the water contained in the drying object evaporates out of the insulation.

The gas mixture containing solvent and water vapor as well as leakage air is pumped over the vapor return line into the main condenser, where water and solvent re-condensate. The two liquids flow into the separator tank and are perfectly separated due to the difference in density.

During the intermediate pressure reduction phases the solvent circuit to the cascade is stopped. Therefore, no new solvent vapor is produced, resulting in a substantial pressure decrease in the autoclave. The lower pressure in the autoclave increases the water vapor evaporation out of the insulation leading to a higher water extraction rate already at relatively low temperatures, resulting in a more careful heating-up of the transformer insulation with a remarkably lower degree of depolymerisation rate. Moreover, the overall drying cycle is substantially shortened as the longer duration of the heating-up phase is overcompensated by the much shorter fine vacuum phase.

Heating-up is divided in programmable steps to guarantee the most careful process well adapted to the drying object.

Final Pressure Reduction Phase

Again, solvent steam flow to the autoclave is stopped. The results are the same as with the intermediate pressure reduction phase. The solvent absorbed in the insulation evaporates and is fed back into the condensation system.

Fine Vacuum Phase

The autoclave is evacuated to a very low pressure in order to extract the final water in the insulation. The process end is determined with the fine water extraction device as well as the final pressure.

Oil-spray Phase

The oil inlet is from the bottom of the autoclave for preheating of the oil, to reduce the temperature difference between the oil and the insulation material at the beginning of the spray cycle.

Aeration Phase

After confirmation of the process end by the operator, the autoclave is then aerated.

VPD Process Automation

Every drying process of a transformer is influenced by:

- Weight of transformer
- Weight of insulation
- Structure of insulation
- Moisture content of insulation

The drying parameters are pre-set in various drying programs.

The plant is fully automatic and controlled by a PLC based control system.

Phase	Operation	Start Conditions
<i>Preparation phase</i>	<i>Automatic after release</i>	<i>Operators release</i>
<i>1st Heating-up phase</i>	<i>Automatic</i>	<i>Safety pressure</i>
<i>IPR - Intermediate pressure reduction phase</i>	<i>Automatic</i>	<i>Time, Temperature</i>
<i>Heating-up phase</i>	<i>Automatic</i>	<i>Time, Pressure</i>
<i>Final pressure reduction phase</i>	<i>Automatic</i>	<i>Time, Temperature</i>
<i>Fine vacuum phase</i>	<i>Automatic</i>	<i>Time, Pressure</i>
<i>Oil spray phase</i>	<i>Automatic</i>	<i>Time, Pressure</i>
<i>Aeration phase</i>	<i>Automatic after release</i>	<i>Operators release, Time, Pressure, Temperature, water extraction</i>

Tank Fabrication: Virginia Transformer has tank fabrication or tank repair capabilities at VTCU Pocatello Plant. Tanks are sand-blasted and primed to prevent rust. VTC Pocatello is equipped to provide Environment specific Paint systems. All tanks are cycled thru pressure and vacuum phases throughout the manufacturing process. Tank seams are continuously monitored after filling with oil to insure that no leaks are present. Each tank is leak tested at 12PSI prior to delivery

Fit & Finish : As a standard practice, every transformer (even if the units are duplicate) built in Virginia Transformer Pocatello, is completely assembled in factory – meaning all accessories are assembled on the unit to ensure proper fit in the field.

Quality Assurance: Virginia Transformer has a rigid and well established quality assurance program, as attested by the ISO-9001 certification we have held since 1998. Virginia Transformer has one Quality Assurance Manager, with responsibility for the quality programs at all of our sites. The quality system incorporates inspections, measurements, and manufacturing-hold criteria to insure that manufacturing and design objectives are met. Non-conformities to acceptable practice are documented and sent to appropriate departments, where an analysis is made to determine the cause and prevention of recurring events through continuous improvement programs. Emphasis on quality is also attested by our RUS listing for 10MVA thru 100MVA (Base Ratings) & 350BIL thru 750 BIL units. All three facilities presently hold ISO certification.

TESTS AND THEIR SIGNIFICANCE

Ratio and Phase Relationship Test

The function of a transformer is to transform power from one voltage level to another. The ratio test ensures that the transformer windings have the proper turns to produce the voltages required. The ratio is a measure of the RMS voltage applied to the primary terminals' to the RMS voltage measured at the secondary terminals.

The Standards state that when rated voltage is applied to one winding of the transformer, all other rated voltage(s) at no load shall be correct within 0.5% of the nameplate readings. It also states that all tap voltages shall be correct to the nearest turn if the volts per turn exceed the 0.5% of the desired voltage. The ratio test verifies that these conditions are met.

The primary and secondary windings in a three-phase transformer may be connected in a delta, wye or other configuration, and depending upon which of the individual windings are connected to each other the angular displacement between them. The phase relationship test verifies the delta, wye or other configuration and the angular displacement between the vectors.

Single phase transformers may have subtractive or additive polarity.

The polarity and phase relation tests are important when two or more transformers are to be paralleled. Paralleled transformers must have the same polarity and phase relation to avoid partial or complete short circuits.

Resistance Measurement

This is a measure of the resistance of the conductors in the transformer windings. The resistance measurements have two important functions:

- (a) For calculation of the temperature of the windings during the temperature test.
- (b) For calculation of the I^2R component of the winding losses.

The resistance measurement is corrected to either 75° C or 85°C depending on the average winding temperature rise of the transformer. The Standards have established 55°C and 65°C as standard temperature rises for liquid-filled transformers. Therefore, the corrected temperature is the winding's average temperature rise plus 20°C ambient temperature.

Insulation Resistance Test

The insulation-resistance test, which is commonly referred to as the megger test is used as an indication of the dryness of the insulation. This test although not classified as a routine test is done on a routine basis by many manufacturers to determine the condition of the insulation prior to testing.

In measuring insulation resistance it is the recommended practice to always be sure that the tank and the core iron are grounded, Short circuit each winding of the transformer at the terminals, Resistance measurements are then made between each winding and all other windings grounded, Windings are never left floating for insulation resistance measurements,

The insulation resistance varies with moisture content, cleanliness and temperature of the insulation parts, since the values vary with temperature, all measurements are corrected to 20° C for comparison purposes.

Insulation Power Factor

The insulation power factor test is another test that can be performed to determine the condition of the transformer insulation. The measurement is made with a capacitance bridge, measuring the capacitance between windings and between windings and ground, together with the power factor or loss angle of these capacitances.

This test is optional. The factory insulation power factor measurement can be of value for comparison purposes with field power factor tests. At this time there are no set standard for the acceptable power factor readings. Acceptable power factor readings are a matter of judgment and experience. Therefore by comparing the factory and field readings, changes in the insulation can possibly be detected.

No Load Loss and Exciting Current Test

The exciting current and the no-load losses are a function of the frequency, voltage and the wave shape of the voltage.

The exciting current and no-load losses are determined from the same test set-up. In which the transformer is energized open circuit. Any of the transformer winding is subjected to the rated voltage. Low Voltage side is preferred to be excited from power source, since that is easy from practical point of view. No Load Loss can be read directly from wattmeter

The no-load or excitation loss actually consists of mainly the iron loss of the core. The iron loss can be controlled to some degree by the quality of the core steel, the point on the performance curve where it is to be operated and the type of core used. Generally, a lower iron loss design will cost more initially, but the long range energy savings will usually more than offset that initial cost differential.

The exciting current test is one of the means used to verify that the core design and its satisfactory performance. The exciting current can be read directly from the ammeter.

The exciting current consists of a magnetizing and a loss component. The magnitude of the magnetizing component is determined by the shape of the performance curve of the core steel, its operating flux density and the number of turns in the primary winding. The loss component is determined by the losses in the core.

Load Loss and Impedance Measurement

The load loss and impedance are determined from what is sometimes referred to as the "short-circuit" test. The secondary of the transformer is shorted and sufficient voltage is applied to the primary terminal to circulate rated current through the primary winding.

The impedance is normally expressed in terms of percent of rated voltage. The impedance voltage is that voltage required to circulate the rated current through the primary winding with the secondary shorted.

The impedance test is made to verify the design impedance. The impedance, due to manufacturing tolerance, tends to vary from design values. For this reason, the Standards have established impedance tolerances as follows:

1. For two winding transformers 7.5%
2. For three or more windings or Zig-Zag windings. 10%

The user and the designer are interested in the measured impedance primarily because it determines the amount of current which will flow in the windings during short circuit.

The magnitude of the short circuit current is important to the designer because it establishes

design criteria for the mechanical strength of the internal assemblies, and to the user in determining breaker capacities and selecting correct fuses and properly coordinating relaying schemes.

The impedance is also important when paralleling two or more transformers. The impedance of the paralleled transformers must be within the specified test tolerances. A transformer whose tested impedance is higher will cause the other transformers to carry more than its share of the load.

Dielectric Tests

The insulation in a transformer is probably the most important of its constructional materials. A transformer can function if the efficiency and regulation are poor, temperature rise is too high or if the mechanical strength is marginal. But if the insulation is inadequate and fails, the transformer is unusable. The effectiveness of the insulation in a transformer can be measured by its dielectric strength.

The purpose of the dielectric tests is to verify the dielectric strength of the insulation or in the case of the manufactured transformer to demonstrate the suitability of the insulation to withstand the test levels defined in the Standards. There are two dielectric withstand routine tests that can be performed on a transformer: (1) applied potential test, and (2) induced potential test. Each of these tests, as will be shown, has a specific purpose in verifying the major and minor insulation system of the transformer. The major insulation consists of the phase-to-phase and phase-to-ground insulation and the insulation separating the primary and secondary windings. The layer-to-layer, turn-to-turn and section-to-section insulation make up the minor insulation.

Applied Potential Test

This test is sometimes referred to as the "hypot" or the low-frequency test. The purpose of this test is to check the adequacy of the major insulation to ground and to all other windings being tested.

In this test all windings are short circuited and all windings except the one being tested and the tank are grounded. The voltage to be applied to the ungrounded winding has been established by ANSI C57.12.00. This test is made at 60 hertz and has duration of one minute.

Induced Potential Test

The purpose of this test is to check the minor insulation of the transformer. This test is accomplished by applying to one set of line terminals of the transformer with the other set open circuited. For Class I transformers, this test is conducted at double the rated voltage for 7200 cycles. Generally the source used for this test has frequency of 120 Hz or more.

Partial Discharge Test

Corona is the generic name for electrical discharges that occur in electrical insulation as a result of high velocity ionization under the influence of an electric field that exceeds the dielectric strength of the insulation.

Corona and the term partial discharge are used interchangeably when referring to this phenomenon in transformers. The partial discharge terminology is preferred since it most accurately describes the occurrence.

Much has been written concerning the cause of partial discharges. Some of the conditions that can initiate partial discharges are:

1. Improper processing or drying of the insulation.

2. Over stressed insulation due to a lack of proper recognition of the voltage limitation of the insulation.
3. High stress areas on conducting parts, which can be caused by sharp edges on either the conducting part or ground plane.

The effects of partial discharge in a transformer are twofold. One effect is that the ion and electron bombardment can be damaging to the insulation and shortens the life of the transformer. The other effect is that the transient currents produced due to partial discharges, may interfere with electrical communications,

Transformer manufacturers have been aware of the consequences of partial discharges in transformers for many years and have developed drying and processing procedures as well as insulation systems that virtually eliminate the presence of damaging partial discharges. For this reason the partial discharge test has been classified as optional. The test is performed periodically for quality control reasons, prototype testing or when specified by the user,

Several techniques have been developed to measure the intensity of partial discharges. The most generally used is the Radio Influence Voltage (RIV) technique. The radio frequency voltage produced by the partial discharges can be measured at the transformer terminals with a coupled radio

VIRGINIA TRANSFORMER CORPORATION
LIST OF SHORT CIRCUIT TESTED TRANSFORMERS

As of 7/15/2004

POF File Name	TEST REPORT#	DATE	PLACE OF TEST	SERIAL NO	DRY OR LIQUID	KVA	PRIMARY VOLTAGE	PRI BIL	SECONDARY VOLTAGE	SEC. BIL
SC01	SC12113	6/9/1993	PITTSFIELD, MA GE	340833B001-3024.2	DRY	835	12470	85KV	648 Delta & wye	10KV
SC02	LT18410482	6/11/1994	PITTSFIELD, MA GE	442000A002-3389	LIQUID	2000	13800	85KV	489/277	30KV
SC03	1800883	5/7/1980	CHALFONTPA KEMA	342233B502-5744B	DRY	2233	13600 Y	110KV	550 Delta	10KV
SC04	1822001-C	1/7/1982	CHALFONTPA KEMA	343257B501-4005	DRY	3257	13800	110KV	488 Delta & wye	48KV
SC05	VIRG021692	2/27/1992	WESTINGHOUSE BELMONT, NC	342245A501-4560A	DRY	2245	13800	110KV	555 Delta	10KV
SC06	VIRG021892	2/27/1992	WESTINGHOUSE BELMONT, NC	342245A502-4561A	DRY	2245	13800 Y	110KV	555 Delta	10KV
SC07	T022121A	4/16/1992	PSMLAB PITTSBURGH, PA	442300A001-4520E	LIQUID	7500	12470	110KV	4160 Y	85KV
SC08	T022121B	5/22/1992	PSMLAB PITTSBURGH, PA	362245A504-4563C	DRY	2245	34500Y	150KV	556 Delta	10KV
SC09	T022121B	5/22/1992	PSMLAB PITTSBURGH, PA	362245A504-6562C	DRY	2245	34500	150KV	558 Delta	10KV
SC10	T100821	11/20/1992	PSMLAB PITTSBURGH, PA	425000A006-4577B	LIQUID	5000	4160	60KV	2080 Delta & wye	45KV
SC11	T081823	7/28/1993	PSMLAB PITTSBURGH, PA	343282U501-6484C	DRY	3283	13200	85KV	460 Delta & wye	10KV
SC12	T011932	3/4/1993	PSMLAB PITTSBURGH, PA	354266U501-6494H	DRY	4398	26400	150KV	490 Delta & wye	10KV
SC13	VIRG051383	5/13/1993	WESTINGHOUSE BELMONT, NC	341110A501-4580	DRY	1110	13200	85KV	644 Delta & wye	20KV
SC14	VIRG106295	10/10/1995	CUTLER HAMMER BELMONT, NC	340833A001-4027A	DRY	835	13200	95KV	590 Delta & wye	45KV
SC15	VIRG 072786	7/27/1999	CUTLER HAMMER BELMONT, NC	341738U001-8944A 341738U002-8944A 341738U002-8944A	DRY	17382	13200	95KV	490	20KV
SC16	98051-B	4/19/1998	KEMA CHALFONTPA	342476C502-8017B Transformer Models 341738U001-8017B 341738U002-9017B	DRY	17382	13200	85KV	490	20KV
SC17	00017-B	12/6/2000	KEMA CHALFONTPA	3453476C501-8942A Transformer Models 351813U501-8943A 351863U503-8943A	DRY	1813X1 1863X1	26400	150KV	490	20KV
SC18	00720-B	7/10/2000	KEMA CHALFONTPA	47015AM012-9817A	LIQUID	1560MVA	69000	350 KV	13800	110KV
SC19	0159-B	9/21/2000	KEMA Transformer connected to Rectifier	342130B504-96295	DRY	2130	12500	95KV	488 Delta & wye	10KV
SC20	01014-B	3/1/2001	KEMA CHALFONTPA	44017MA002-9823	LIQUID	16522/27.5 MVA	13800Y	110KV	CKT31	110KV
SC21	02107-B	8/22/2002	KEMA CHALFONTPA	361087B502-4037N	DRY	1087	34500	150KV	587 Delta & wye	10KV
SC22	02205-B	11/5/2002	KEMA CHALFONTPA	351663U001-A138B	DRY	1663	21000	125KV	627 Delta & wye CKT31	30KV



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Standard Warranty Statement

Virginia Transformer provides a standard warranty, as described in our Standard Terms and Conditions of Sale, dated October, 2002. This warranty is for (twelve) 12 months from date of equipment installation or (eighteen) 18 months from date of shipment, whichever occurs first. VTC warrants to repair or replace (FOB factory) any equipment we manufacture due to defective material or workmanship when failure occurs under normal and proper use. Buyer shall make the equipment available to VTC to perform work at the job site without interference or duress. No guarantee, warranty or liability for damage exists other than stated herein. VTC's warranty on purchased components is limited to the warranty provided by the component manufacturer. VTC will not assume any liability of expense for repairs or modifications to equipment unless previously authorized in writing by VTC. VTC will not accept consequential damages under any circumstances.

Warranty Options

Virginia Transformer offers Extended Warranties on the coils and core for time periods beyond the 12/18 months in the Standard Warranty. VTC also offers In/Out coverage on the transformer. The following paragraphs describe both of these added warranties.

Extended Warranty (Optional)

Virginia Transformer Corporation offers extension(s) to the standard warranty. The extended warranty covers only the coils and core against failure that occurs with respect to normal operation of the transformer, and within the parameters for which the transformer was designed. Extended Warranty is valid only if a technical representative of Virginia Transformer Corp. performs, as a minimum, supervision of field assembly and testing of the Transformer. This coverage excludes bolted electrical and mechanical connections, which are to be periodically checked and retightened, as necessary, by the Owner as part of their normal maintenance programs. Available (extended) warranty periods are as follows (equipment installation/shipment):

24/30 months; 36/36 months; 48/48 months; 60/60 months

Extended warranty_60/60 Months
"Bumper to Bumper"

In/Out Coverage (Optional)

In/Out coverage is a warranty enhancement available during the Standard Warranty and Extended Warranty period. For failures occurring within the stated warranty period, VTC will cover only the expenses to transport the transformer to a repair facility and return the transformer to customer's site. Buyer will make the transformer ready for shipment in the condition it was originally received from VTC (as per outline drawing), with clear and free access by our selected courier. Civil work, disconnect/reconnect, and crane cost are the responsibility of the buyer.

In/Out coverage_N/A



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TRANSFORMER INSTALLATION DESCRIPTIONS

Described below are brief descriptions of VTC Field Service Installation Options; please consult your VTC Sales person for additional details and pricing.

Supervision only

VTC supplies an on-site field technician to supervise the assembly of the transformer by others and to verify the work is performed correctly. Others supply all crane, assembly and test equipment. Technician to be at site up to three days.

Installation (make-up oil for radiators only)

VTC supplies an installation crew to install bushings, radiators, arresters, etc. The unit will be shipped filled with oil so the only oil handling will be the oil required to fill the radiators after they are mounted. The oil is shipped from the plant with other detail parts. This operation will require the use of an oil pump and filter. Included in the cost is a small crane to handle the components to install plus the oil handling equipment. The following test will be performed TTR, DCR, DGA, CT Ratio, Core Ground Megger, and Transformer Megger. We will perform Power Factor on units above 69KV.

Installation (complete oil fill)

VTC supplies installation crew to install bushings, radiators, arresters, etc. The unit is shipped drained of oil so will require a complete filling in the field. The oil is usually delivered to the site in a tanker truck and filled from the truck. This operation will normally require the use of a vacuum pump, oil pump and filter, and if required oil heating capability for larger voltage class units. Included in the cost is a small crane to handle the components to install and the oil handling equipment. The following test will be performed TTR, DCR, DGA, CT Ratio, Core Ground Megger, and Transformer Megger. We will perform Power Factor on units above 69KV.

Crane Service

The crane cost is required if the scope of the work requires a crane to offload the transformer from the truck to the pad. This crane is seldom used to install the components on the job.

Transformer units with Conservator having Air Bladder

VTC supplies installation crew to install conservator, conservator, bracing, etc. If the unit is shipped drained of oil we will require a complete filling in the field. The oil is usually delivered to the site in a tanker truck and filled from the truck. This operation will normally require the use of a vacuum pump, oil pump and filter, and if required oil heating capability for larger voltage class units. Included in the cost are a small crane to handle the components to be install and the oil handling equipment.

Hot Oil & Vacuum Processing

VTC offers hot oil processing. Our hot oil processing consists of heating the oil going to the transformer. We offer this on new installs. During vacuum processing VTC will apply a vacuum to the transformer. This is on transformers designed for full vacuum only. The vacuum level will be approximately 1 torr. This vacuum will be for 24hrs prior to oil filling.

Notes:

1. Pricing assumes clear and unobstructed ingress and egress around the work location. VTC will not be responsible for additional costs incurred for delays caused by unimproved sites that are unable to support vehicles and cranes on the scheduled days. VTC will not be responsible for relocating any obstructions to the work site nor for any improvements to allow access to the work site.
2. Crane costs assume unobstructed access to placement area without interference from walls, dykes, fences or substation structures. If obstructions exist, additional cost will possibly be incurred that will be passed along.
3. The customer is responsible for all transformer grounding and connections to bushings and external alarm and control wiring entering junction box.
4. Pricing is based on performing the work with VTC technicians or contracted services at VTC's choice. VTC's on site personnel are to have full and complete access to work on the equipment regardless of union contract rules.



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VTC contracts with carriers to transport products from our factory to the customer's site. Transformers are delivered by truck to final destination. When customer acknowledges our delivery plan, we begin acquiring a vehicle for the load requirement. Height and shipping weight of the transformer determine the truck capacity.

Three types of truck-bed configurations are available:

- Standard flat-bed trucks have bed heights approximately 5 feet from truck bed to the ground
- Single-drop trucks, have bed heights 3 to 4 feet from truck bed to ground and carry taller units.
- Double-drop trucks, have bed heights 1.5 to 2 feet from truck bed to ground and carry tallest units.
 - Cannot travel certain roads due to low clearance.

Transformer weight can require a truck to have more wheels and axles than the standard 18 wheel configuration. The ICC determines maximum weight that can be legally transmitted to a truck's axle. An additional axle or two is often required to distribute the weight.

Trucking companies or their regulating agencies determine when a product can leave our factory:

- Availability of low-profile trucks may delay shipment. Delays of 2 or 3 days are common for double-drop bed.
- ICC regulations govern when a heavy or tall load can be transported over the highways. Weight and height may restrict driving hours, and holiday weekends impose additional restrictions on heavy loads.
- States limit load size during wet periods that soften highway lanes. Construction can detour large loads, adding to transport time. State permits for heavy loads may take several days to clear licensing bureaus.

Parts trucks will not commit to direct delivery. These vehicles maximize loading by making accessory pickups and deliveries along their routes. Tarpaulin covers can be provided as a price adder for salt-laden winter highways.

Scheduling truck delivery

Transformers and components will be carried to all designated ship-to address. After scheduling, VTC will advise customer of expected delivery date. VTC instructs carrier to call customer as unit approaches delivery site (cell lines recommended).

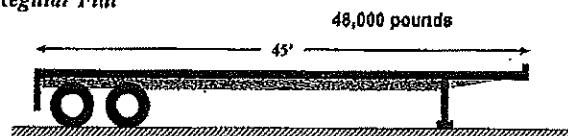
Placing transformer at site

Site conditions must be such that an effective delivery can occur. Truck must have negotiable path to transformer offload site, path must be close proximity to delivery site. The off-load area must accommodate simultaneous presence of the truck and a large crane, allowing crane access to both the transformer and the pad. Sufficient overhead clearance must allow the crane to lift the transformer, convey it to the site, and set it in place without hesitation or risk of harm. VTC is neither responsible for costs at inadequately prepared sites, nor re-location of obstructions or site improvements to facilitate offloading. Obstructions to the delivery process will incur additional costs to the customer.

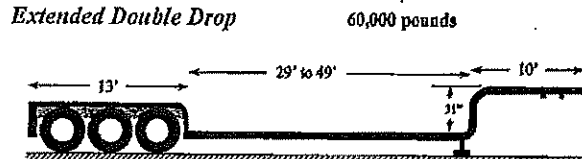
Dress out at site

VTC can provide an installation crew to install bushings, radiators, arrestors and other ship-separate accessories, and oil filling for units shipped without oil (vacuum pump, oil pump, oil filter, and small crane). Oil will be delivered to site by tanker, and filling of the transformer will be made directly from the tank truck.

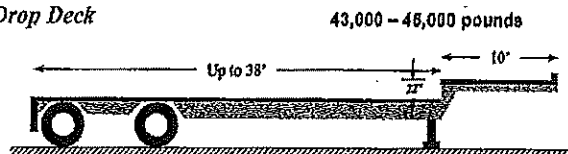
Regular Flat



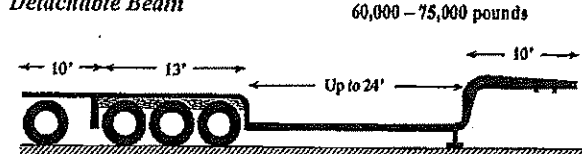
Extended Double Drop



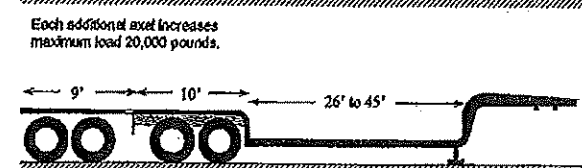
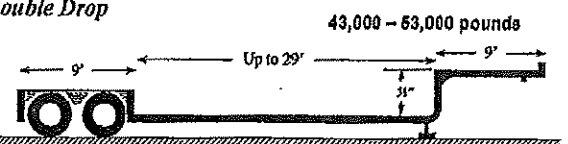
Drop Deck



Detachable Beam



Double Drop



Each additional axle increases maximum load 20,000 pounds.



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HISTORY

Virginia Transformer Corp was established and incorporated in the Commonwealth of Virginia in 1971 to supply Power Transformers to the underground mining industry in the nearby Appalachian Mountains. Low profile construction, tough environmental conditions, and other non-standard specifications required for both Dry-type and Liquid-filled Power Transformers in this application started VTC down the road of custom transformer designs and manufacturing excellence.

During the 70's, our customer base and product scope became more diversified, adding rectifier duty transformers and reactors for adjustable frequency drive and NEMA R19 extra heavy duty traction applications. Most major urban transit systems today employ transformers built by Virginia Transformer Corp. Later in this decade, VTC also established a predominate reputation for retrofitting the PCB market.

Beginning in the 80's, our current President took the helm at Virginia Transformer Corp. Our product range was further expanded to include Industrial and Commercial Power Transformers for distribution applications, including those with automatic load tap changing requirements, and our trademarked fully encapsulated coil UNICLAD® transformer. This decade saw the beginnings of the truly phenomenal 10% - 30% annual growth of VTC, which has been further exceeded in recent years with a continuation of product line expansion into the larger voltage class II sizes of Power Transformers.

The 90's witnessed entry into the demanding Utility market, as customers sought to find additional suppliers for their requirements of high quality and lower cost units. During this decade VTC moved to a new facility and its current corporate headquarters – a 120,000 square foot custom designed facility for modern transformer manufacturing. Virginia Transformer Corp further expanded by adding a second custom manufacturing facility in Chihuahua, Mexico. This modern state-of-the-art 60,000 square foot operation, designed from the ground up as a transformer plant, has been ISO certified from the beginning. Visiting customers have proclaimed it to be one of the finest facilities for manufacturing transformers in North America.

During the 21st century, Virginia Transformer Corp continued to grow, acquiring the U S Transformer West facility in Pocatello, Idaho – providing yet another step toward world-class recognition. In addition to this facility building new Medium Voltage class Power Transformers, currently up to 100MVA top rated at 161kV, they also provide world-class reconditioning and repair services to both Utility and Industrial clients. Today, VTC stands at the top as a worldwide presence in the Power Transformer industry providing individualized solutions and custom designs with Dry-type and Liquid-filled transformers from its three manufacturing facilities in North America. All major components, core and coil assemblies, tanks, etc. are produced on-site with complete testing capabilities up to 950BIL for the complete range of Power Transformers – 300KVA to 300MVA, 230kV class for Utility, Industrial, Commercial, and Export markets. You won't find a more capable, full service company than Virginia Transformer Corp to meet your needs.

As we look forward to the next century, our focus on high quality, affordable, and best delivery of Power Transformers to meet the ever growing demand of our expanding client base drives and challenges Virginia Transformer Corp daily to provide the highest level of customer service and satisfaction. Although we, like everyone else, occasionally may have an issue with a transformer, VTC's commitment to respond rapidly and take responsibility will remain at the forefront of our obligations to clients.



Certificate of Registration

This certifies that the Quality Management System of

VTCU Corp (a subsidiary of Virginia Transformer Corp)

3770 Poleline Rd.
Pocatello, Idaho, 83201, United States

has been assessed by NSF-ISR and found to be in conformance to the following standard(s):

ISO 9001:2015

Scope of Registration:

Design, Manufacture, Sale Service & Repair of Transformers



Certificate Number: C0098194-IS6
Certificate Issue Date: 28-JUL-2017
Registration Date: 28-JUL-2017
Expiration Date *: 27-JUL-2020

Carl Blazik,
Director, Technical
Operations & Business Units,
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Adrienne Trimble

A handwritten signature in black ink, appearing to read "Dominique Milton", is written over a horizontal line.

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Dominique Milton, President & CEO

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City Council
STAFF REPORT
City of Glenwood Springs
December 5, 2019

Agenda Item: Hanging Lake Technical Assistance Steering Committee

Action Requested: Appoint a Steering Committee to oversee City's Recreation Economy for Rural Communities Assistance Program awarded by the United States Environmental Protection Agency, the United States Department of Agriculture, and the Northern Border Regional Commission.

Department: City Administration

Presented By: Debra Figueroa, City Manager

Background Info: The City applied for technical assistance to integrate the Hanging Lake Shuttle System into Historic Downtown Glenwood Springs and was one of 10 communities throughout the nation which was selected. The program is intended to revitalize the Mainstreet economy in rural communities through outdoor recreation.

The Hanging Lake Shuttle System was a perfect fit for the program with its unique partnership with the Forest Service and the desire of Glenwood Springs to ensure that visitors to Hanging Lake continue to be an integral part of the recreation economy.

The Technical Assistance will convene a team consisting of a staff member of the EPA, a planner from the company EPRCP (<http://epr-pc.com/>) and staff from the Conservation Fund (<https://www.conservationfund.org/>). Working the Steering Committee and staff, the team will participate in a multi-day charette with the community and stakeholders to help the City come up with an Action Plan on how to not only integrate Hanging Lake Shuttle System into Historic Downtown Glenwood Springs, but also tackle affordable housing issues and integrate underrepresented residents into the conversation.

This technical assistance was extremely competitive and an honor to receive. It will also be helpful as we continue to pursue other funding to improve the Hanging Lake Visitor experience and continue our efforts to strengthen our Tourism economy. A draft Community Guide further explaining the program is included as an attachment.

Issues: Staff is recommending that the following individuals be included in the Steering Committee:

1. Ken Murphy - Owner of H2O Ventures and Downtown Businesses Owner
2. Lisa Langer - Director of Tourism Promotion
3. Marcia Giles (or Representative) - White River National Forest
4. Steve Beckley - Owner of Iron Mountain Hot Springs and Glenwood Springs Adventure Park.
5. KT Gazunis - Executive Director of the Garfield County Housing Authority
6. Christian Henny - General Manager of the Hotel Colorado and DDA Member
7. Laura Kirk - Executive Director of the DDA
8. Jim Neu - Downtown Resident and local attorney
9. Steve Davis - City Councilor and Downtown Business Owner

Staff would also recommend another member of City Council.

The Subcommittee will be supported by the following staff: Hannah Klausman, Matt Nunez and myself

with other staff as needed. I am still reaching out to find a leader in the LatinX community and will ask that he or she be added at a later date using my discretion.

Staff Recommendation: Staff recommends appointing a Steering Committee to help oversee the the Hanging Lake Technical Assistance.

RECREATION ECONOMY
— *for* —
RURAL COMMUNITIES

Community Guide
2019

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Introduction

Congratulations on your community's selection to participate in the Recreation Economy for Rural Communities (RERC) planning assistance program! Supported by a federal agency partnership, RERC helps communities to help communities develop strategies and an action plan to revitalize their Main Streets through outdoor recreation. The program is currently in its inaugural year. Ten communities will receive assistance in 2019-2020, including yours!

This Community Guide provides an overview of the RERC program and the steps your community will follow during and after the planning assistance process. Lessons learned and suggestions for success come from communities just like yours, who have already been through this or a similar program. Inside, you'll find an outline of the RERC program's purpose, details on the three main project phases, and descriptions of each partner's responsibilities, including the leading roles your community will play throughout the process and beyond.

Use this guide to stay on track. Early in the process, you'll find resources like the Program Overview helpful. A sample community tour schedule and workshop agendas provide examples of how to structure these key parts of the program. You'll also find tips on conducting outreach to ensure broad participation from the community during and after the workshop.

This guide anticipates many of your questions along the way, so refer to it often throughout the planning assistance process. Starting strong and maintaining the momentum generated while creating your action plan will help your community achieve key goals for leveraging the outdoor recreation economic assets for improving your downtown and Main Streets.

We look forward to working closely with you over the next few months to define these goals and the actions that will help you achieve them!

Primary RERC Contacts

Name	Phone	E-Mail
Stephanie Bertaina, EPA	(202) 566-0157	bertaina.stephanie@epa.gov
Ed Fendley, EPA	(202) 641-3446	fendley.ed@epa.gov
Alice Ewen, USDA FS		alice.ewen@usda.gov
Nausheen Iqbal, USDA FS	(202) 205-0837	nausheen.iqbal@usda.gov
Christine Frost, NBRC	(603) 369-3001 X 2	cfrost@nbrc.gov
Jason Espie, EPR pc	(540) 435-0718	j.espie@epr-pc.com
Megan McConville, EPR pc	(919) 208-1210	m.mcconville@epr-pc.com

A photograph of a small town street scene. In the foreground, three runners are seen from behind, jogging on a paved sidewalk. The runner on the left is a man in a white t-shirt and black shorts. The runner in the middle is a woman in a green t-shirt and black shorts with a red waistband. The runner on the right is a woman in a green t-shirt and black shorts. In the background, there are brick buildings. On the left, a large American flag is flying. A sign for 'ALTO' is visible on a building. Below it, a sign for 'ANT-MAN' with '100 JURAS 130' is visible. On the right, a building with a sign 'PETER V' is visible. A large green circle is overlaid on the center of the image, containing the text 'RECREATION ECONOMY for RURAL COMMUNITIES' and 'Program Overview'.

RECREATION ECONOMY
for
RURAL COMMUNITIES

Program Overview

Program Overview

Project Purpose

U.S. Environmental Protection Agency (EPA), the U.S. Department of Agriculture (USDA) Forest Service, and the Northern Border Regional Commission (NBRC) have selected 10 communities under the Recreation Economy for Rural Communities program to help revitalize their Main Streets through outdoor recreation.¹ This planning assistance program is designed to foster environmentally friendly community development and Main Street revitalization through conservation and sustainable use of public or private forests or other natural resources, such as:

- Ensuring local residents, including young people, have connections and opportunities related to nearby outdoor assets to foster community pride, good stewardship, and local economic benefits.
- Developing or expanding trail networks to attract overnight visitors and new businesses and foster use by local residents.
- Developing in-town amenities, such as broadband service; housing; or shops, restaurants, or breweries, to serve residents and attract new visitors and residents with an interest in nearby outdoor assets.
- Marketing Main Street as a gateway to nearby natural lands to capture and amplify outdoor recreation dollars.
- Developing a community consensus on the management of outdoor assets to reduce potential conflicts and ensure sustainable use of resources.

The program is in its inaugural year but will be built on the successful models of planning assistance developed for the Local Foods, Local Places² and Healthy Places for Healthy People³ programs. Ten communities will receive assistance in 2019. Recreation Economy for Rural Communities planning assistance involves a two-day workshop in each community that brings together federal and state agencies with local stakeholders to identify strategies to the outdoor recreation economy and assets as a catalyst for downtown and neighborhood revitalization. Each workshop will result in a community-driven action plan laying out specific steps the community can take to achieve its goals. These workshops forge the connections between outdoor recreation assets, place-based considerations, and community and economic development goals.

The communities selected to participate in the Recreation Economy for Rural Communities program in 2019 are shown in Figure 2 below. Applications to the Recreation Economy for Rural Communities program were evaluated for their commitment to advancing revitalization of their

¹ <https://www.epa.gov/smartgrowth/recreation-economy-rural-communities>

² <https://www.epa.gov/smartgrowth/local-foods-local-places>

³ <https://www.epa.gov/smartgrowth/healthy-places-healthy-people>

core downtown and Main Street areas by linking to and building on their outdoor recreation assets and economy.



Figure 1 - RERC Selected Communities

The Planning Assistance Process and Timeline

The diagram in Figure 3 illustrates the phases of planning assistance: planning, convening, and action. The planning phase lasts about eight to ten weeks and involves selecting a local steering committee to guide the project and participate in planning meetings to clarify goals and arrange workshop logistics. The convening phase includes a two-day workshop where the community gathers with a planning assistance team including federal and state partners to develop a set of goals and an action plan. During the action phase, the planning assistance team works closely with the steering committee to prepare the action plan. This phase takes about eight to ten weeks and involves convening the steering committee and other stakeholders to review the plan and develop a strategy to maintain momentum during implementation.

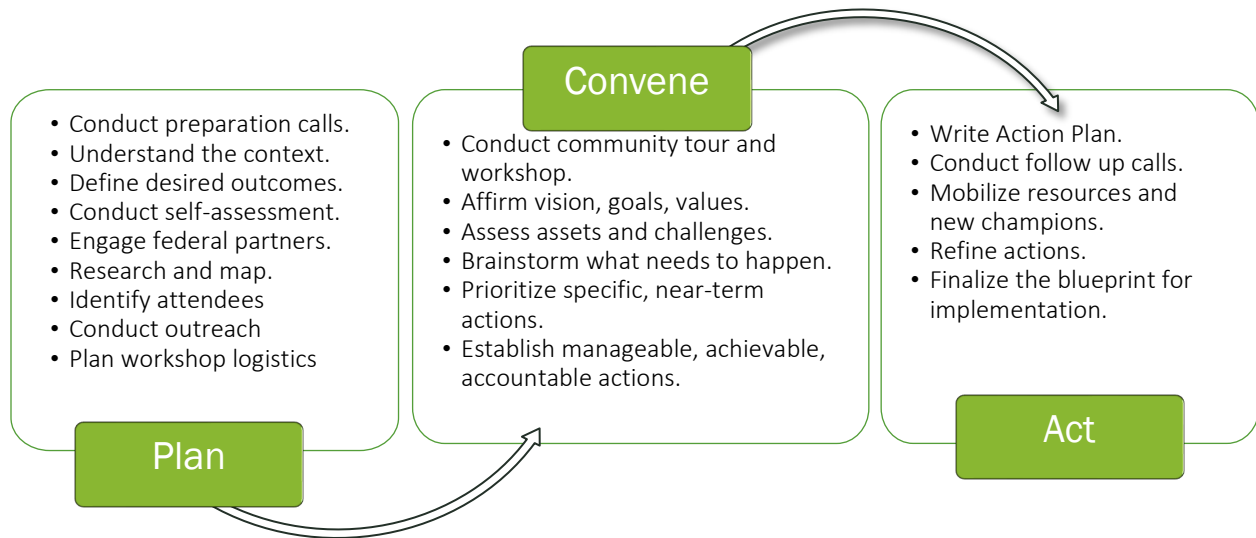


Figure 2 - Planning Assistance Phases

Figure 4 presents a sample timeline of the planning assistance process, by month and week, with key milestones.

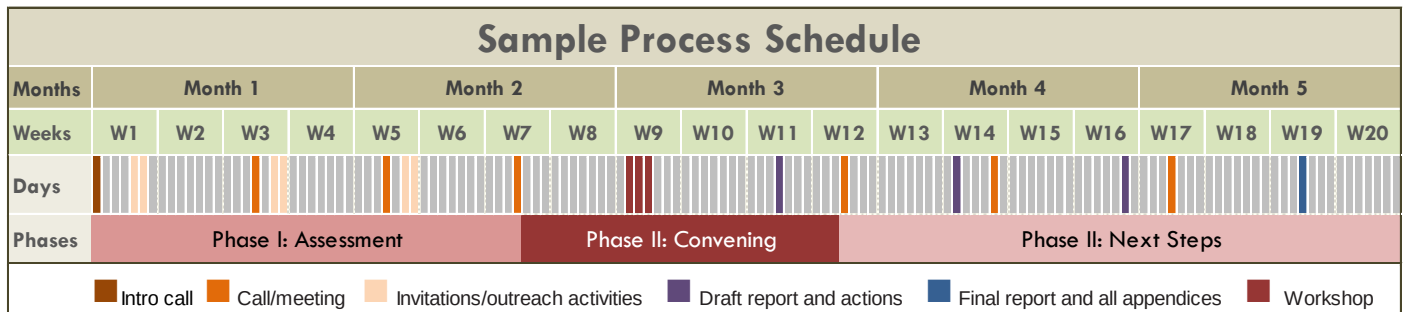


Figure 3 – Sample Process Schedule

Workshop Timeline

Workshops are typically a two-day series of events. The first day begins with a tour of the community's key sites and points of interest followed by an evening session focusing on big-picture topics such as understanding the community's vision and goals for the workshop and clarifying how the recreation economy fits into the larger community vision. The second day focuses on specific strategies for achieving the community's goals and identifies resources and commitments. Below is a brief outline of the flow of events of a typical workshop.

- **Day 1 Afternoon:** Informal lunch followed by a community tour with project steering committee and out-of-town attendees.
- **Day 1 Evening:** Community work session focused on visioning and goal setting.

- **Day 2 Morning:** Work session on refining goals and exploring strengths and challenges. Exploration of case studies. Brainstorming of solutions and strategies through small group work sessions and exercises.
- **Day 2 Afternoon:** Work session focused on action planning and implementation.

The following sections of this guide provide more specific information to help you prepare for your RERC planning assistance process.

A hiker wearing a blue jacket, a blue beanie, and tan pants is standing on a rocky trail, looking out over a vast mountain valley. The valley features a mix of green and brown vegetation, a small lake, and steep, rocky mountains in the background. A large green circle is superimposed over the center of the image, containing white text.

RECREATION ECONOMY
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**Roles &
Responsibilities**

Roles and Responsibilities

Community Roles and Responsibilities

The main feature of the RERC program is a two-day workshop led by facilitators hired by the EPA. There are several tasks that are expected of the community in preparation for the workshop:

1. **Form a Steering Committee:** The main point of contact, identified in your community's application, is responsible for forming a steering committee prior to the first of several facilitated planning conference calls. All members of the committee are expected to participate in the calls, which include three pre-workshop and three post-workshop calls. In addition, committee members are expected to assist in all aspects of workshop planning and participate in all workshop sessions. The steering committee should consist of 3 to 6 people who reflect the demographic make-up of your community and are positioned to be champions for the action plan resulting from the workshop. Aim to include someone from the local government, a representative of community residents, and key nonprofit organizations.
2. **Complete the Self-Assessment:** Convene the steering committee (generally between planning calls 1 and 2) for an in-person meeting to jointly complete a community self-assessment. The assessment can generally be completed within 2 hours. The point of contact should send the lead facilitator the completed assessment before the second planning call and be prepared to summarize key themes on the call. The assessment is a vital component of pre-workshop planning.
3. **Secure a Workshop Venue:** The workshop venue should be able to accommodate the number of expected participants (typically 30 to 50), be accessible to people with disabilities, have sufficient seating and tables, and have projection capabilities (screen and projector). The venue will be needed for about 3 hours in the late afternoon or evening of day one and a full work day on day two. A different venue for each day is acceptable. The planning assistance award does not include money for venue rental or refreshments, although nearly all communities are able to find a venue for use at no cost. Some communities choose to provide refreshments, but that is optional. Workshop invitations are usually sent out shortly after the second planning call, so the location should be identified well in advance.
4. **Select a Meeting Place on Day 1:** Typically, the facilitators and out-of-town guests will meet with the steering committee for an informal lunch on Day 1. The community selects the restaurant or coffee house, but everyone pays their own way.
5. **Plan a Community Tour:** Following lunch on Day 1, the steering committee is expected to lead a tour of key sites in town that will be relevant to the topics for discussion during the workshop. The tour provides the planning assistance team and out-of-town guests with a better understanding of the context and allows the community members to see the community's assets and challenges through new eyes. The tour typically takes 2

hours. Walking (for at least a portion of the tour) is generally preferred. If the tour will involve more distant sites, consider whether transportation options are available that could accommodate all participants together, such as a van/bus or public transportation. Some tips for planning the tour are listed below (see page 22 of this guide for additional planning tips and ideas):

Tips for planning the community tour:

- o Use the tour to engage the community. Choose specific stops along the way that help the facilitators to hear from community leaders, youth and students, businesses, or residents.
 - o Consider holding stakeholder interviews with key people or groups at one or two of the stops that will help to inform the workshop and the resulting action plan.
 - o Consider inviting potential funders to the community tour for them to see the community and the project (or projects) of interest firsthand.
6. **Spread the Word:** The facilitators will provide an invitation to promote the workshop, but distribution of invitations to the community is the responsibility of the steering committee. Additional follow-up community outreach to ensure good participation at the workshop is almost always necessary, such as personal phone calls, mailbox flyers, public advertising, etc. We strongly encourage all steering committee members to determine the best methods for inviting residents and community members and dedicate substantial time and effort to outreach. Good, inclusive participation in the workshop is critical to its success, and the responsibility for ensuring that participation falls to the point of contact and steering committee. (See the list of stakeholder groups on the next page to consider in your outreach.) The facilitator team will take responsibility for inviting federal and state contacts who will participate in the workshop to help identify resources for action plan implementation.
7. **Prepare a Presentation:** The agenda generally allocates approximately 15 minutes for a community presentation. This presentation could take the form of informal comments, or it could be accompanied by PowerPoint slides. Most communities use this opportunity to set the context and make workshop participants aware of existing efforts and future plans. If more time than 15 minutes is desired, please let us know.
8. **Provide Some Workshop Supplies:** The facilitators will bring most of the workshop supplies. However, some materials are difficult to travel with. The community is expected to help the facilitators gather these supplies, which include chairs and tables; a projector, projection screen; an audio PA system (if needed); extension cord; and an easel with a flip chart. The facilitators can make alternative arrangements if any of these supplies are not readily available.
9. **Own the Action Plan:** After the workshop, the planning assistance team will write up the goals and actions discussed during workshop sessions and include them in a community action plan with specific, tangible items for the community to implement. The steering committee will have an opportunity to provide comments on a draft version of

the plan. We strongly encourage the steering committee to plan at least one in-person meeting following the workshop to review the action plan together. The community is expected to take ownership of the final action plan and shepherd it through implementation. Often the steering committee continues to meet after the planning assistance has ended.

Typical Stakeholder Groups to Consider as you Prepare for your Workshop

Leaders / Elected Officials / Government

- City/County Manager or Administrator
- State Legislators
- Mayor
- City/County Commissioners or Council
- Planning Department / Planning Commission / Regional Planning Commission
- Transportation Department
- Tourism Department
- Public Health Department
- Housing authority/housing non-profits/community development groups
- Local Development District
- Environment/Sustainability Office
- Workforce Development Office
- Parks and Recreation
- Economic Development
- Business Incubators
- Procurement Departments

Community Groups

- Chamber of Commerce
- Civic clubs (e.g. Rotary, Kiwanis)
- Food Bank
- Faith-based organizations
- Health-related non-profits
- Exercise clubs

Institutions

- Public schools (K-12)
- Community Colleges with recreation-related education courses/curriculum or w/Small Business Centers
- Institutions of Higher Education
- Nursing Home/elder care/retirement living facilities

Funders / Potential Funders / Financiers

- Community Foundations
- Community Development Finance Institutions (CDFI's)

- Local Philanthropic Institutions

Local Environmental

- Land conservation, preservation groups
- Active recreation advocates (hike, bike, bird, etc)
- Farmers markets
- Community gardens

Local Businesses

- Recreation-related businesses
- Real estate developers
- Banks
- Food and entertainment hospitality industry (restaurant/retail)
- Accommodation services, hotels, bed and breakfasts, AirBnB hosts, etc.
- Grocery stores, retail markets
- Hardware/Home Improvement Store
- Planners/Architects/Landscape Architects
- Local entrepreneurs who currently own or would like to start businesses

Health

- County/City Health Department
- Health care providers/practitioners/clinicians
- Local Hospital/Health Centers
- Health-related organizations

Media

- Television stations
- Radio stations
- Newspaper/news media

RECREATION ECONOMY
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**Community
Outreach Strategies**

Community Outreach Strategies

Resident and stakeholder participation in your Recreation Economy for Rural Communities workshop is a key ingredient for success. Thus, recruiting participants is one of the most important community responsibilities. Start by considering what has worked well in your community in the past and try to replicate past successes. Below are some simple tips for spreading the word and making sure the people who participate represent the full diversity of the community.

Spread the Word

1. **Tell People** – Workshop surveys indicate a personal invitation to participate is the most effective way to generate interest (see graphic from survey respondents from a similar planning assistance program, Local Foods, Local Places). Consider setting a goal for each person on your Steering Committee to reach out to at least 5 people via call, text, or personal visit to extend an invitation to participate in the Recreation Economy for Rural Communities workshop.

How did you learn about the the workshop?

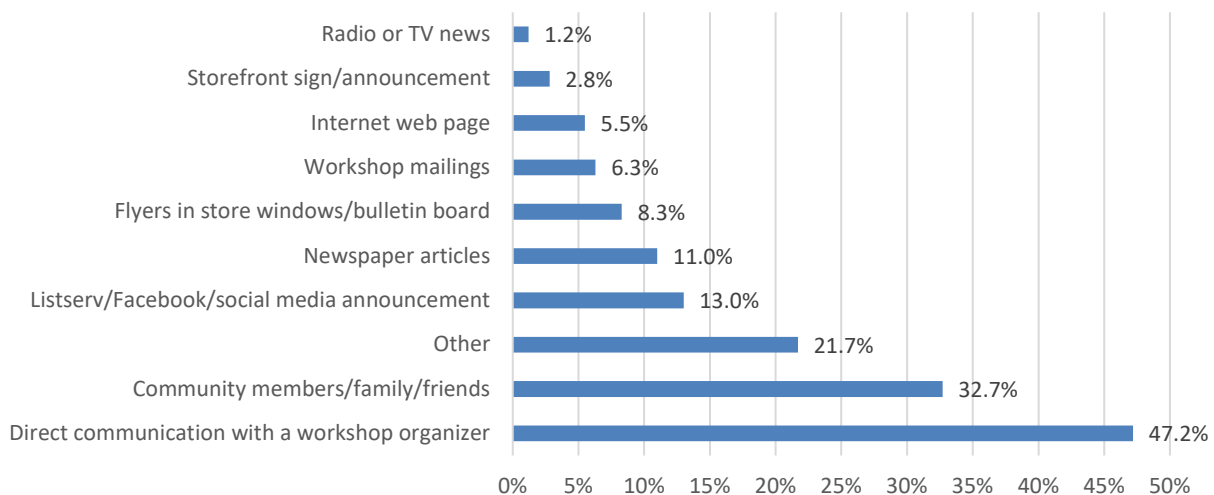


Figure 4 - Survey responses from the Local Foods, Local Program on how people heard about a workshop.

2. **Enlist Trusted Organizations** – The Steering Committee is typically an ad hoc group formed to organize and implement the Recreation Economy for Rural Communities workshop and action plan. As such, it typically will not have existing communication channels. Rather than create them from scratch, consider asking long-standing and trusted institutions in your community to spread the word for you. These could include a library, museum, local government, chamber of commerce, Main Street organization, college or university, community development corporation, and nonprofits representing the community, an interest group, or a neighborhood.

3. **Promote through Regular Mailings** – Your county, city, or town government likely sends monthly bills for services. Consider asking them to include the RERC flyer in their next mailing.
4. **Post the Flyer** – Consider assigning each member of your Steering Committee with posting 10 flyers around the community. Places where you could consider posting the flyer include buses, libraries or other public buildings, downtown storefront windows, schools, and laundromats.
5. **Social Media** – Steering Committee members could promote the Recreation Economy for Rural Communities workshop via their personal and/or organization's online social networks (e.g. Facebook, Twitter, Instagram). To ensure consistency in messaging the event, consider draft posts to share with trusted community organizations to cascade to their networks as well.
6. **Speak with Community Groups** – Ask neighborhood associations, Main Street groups, city or town committees, and other groups with regular meetings if you can attend their next meeting to explain the Recreation Economy for Rural Communities program and personally invite them to participate.
7. **Prepare Promotional Materials in Multiple Languages** – If your community has a large population that speaks languages other than English you might want to consider translating flyers and invitations into those other languages. Let EPA know as early as possible if you would like any workshop materials translated because services may be available through EPA's Office of Civil Rights.

Achieve Diverse Participation

1. **Invite Community Organizations** – Most communities have numerous nonprofit, non-governmental organizations that represent different groups of people or geographic areas of your community. Reaching out to these groups with an individual and targeted invitation to participate in the workshop is a good place to start. Even better is explaining how the workshop aligns with their work and mission. You may even want to consider inviting a representative to be a member of your Steering Committee.
2. **Food and Child Care** – Providing food and child care is a good way to attract participation, especially among people with children or those that are food insecure. While the Recreation Economy for Rural Communities program cannot pay for food, some communities have organized a pot luck dinner or secured a food sponsor to provide a snack or meal at the community meeting. Child care is another way to increase participation among families. Consider partnering with community organizations, such as places of worship, that are accustomed to providing child care for events.
3. **Community Tour** – The community tour can be structured to obtain input from groups that traditionally are harder to reach. For example, a stop can be scheduled with a place of worship, a homeless shelter, or a social services organization to hear the ideas and concerns of groups that represent disadvantaged people who are less likely to have time or ability to participate in the full workshop.

4. **Provide Language Translation** – Communities with large populations that speak languages other than English might also want to consider providing language translation at the community meeting. Let EPA know as early as possible if you would like translation at the workshop because services may be available through EPA's Office of Civil Rights.

RECREATION ECONOMY
for
RURAL COMMUNITIES

**On-Site
Workshop**

Sample Workshop Agenda

When	What	Where	Description
Day 1 - Lunch Noon-1:30 PM	Informal lunch	Location to be determined	An opportunity for steering committee or anyone interested) to meet and get to know planning assistance team, federal agency staff, and other partners who will be part of the workshop.
Day 1 - Afternoon Approximately 1:30-3:00PM	Community Tour	Walking/ Driving	Visit key physical locations in the community that are important to understand the context for the workshop, including community assets and challenges (stops could include a walking tour of downtown/main street/ neighborhoods; key recreational assets). This is an opportunity for the steering committee to share key aspects of the community with the planning assistance team in advance of the community meeting.
Day 1 - Evening Exact times to be determined 4:00-6:30 PM Or 5:00-7:30 PM Or 6:00-8:30 PM Or 6:30-9:00 PM	Session One Role of Recreation Economy and Community Values, Vision, and Goals <i>Purpose: "Where are we now and where do we want to be?"</i>	Location to be determined	Purpose of this session is to introduce everyone to the project and engage in exercises that reveal community values and vision. This session includes short presentations by consultants and local leaders and also incorporates interactive exercises to gather community feedback. This is a "show and tell" session where people learn from each other and that sets the stage for more detailed work the following day on these goals/focus areas that have been identified by the steering committee: • Workshop Goal 1 • Workshop Goal 2 • Workshop Goal 3 If people from the community can only attend one session, they are encouraged to come to this evening event, which is designed as an overview, learning, and listening session. The following day's events will focus on developing more detailed actions and solutions.
Day 2 - Morning 9:00 AM-Noon	Session Two Strategies to Improve Recreation Economy and Place-based Considerations <i>Purpose: "What do we want to happen?"</i>	Location to be determined	The purpose of this session is to explore strategies for accomplishing the goals and vision developed the previous night. This session involves a short presentation with case study examples, an exercise(s) to help the community identify how the recreation economy fits into and connects with the greater community, and begins to develop ideas for specific strategies the community is interested in. The session ends with a brainstorming session on next steps actions to prep for the afternoon session.

When	What	Where	Description
Day 2 - Lunch Noon-1:00 PM	Lunch Break	Open	Lunch is open. Meal can be provided (if a sponsor is identified to cover the cost) or can be ordered in (and people pay on their own) to help manage time. If lunch is off-site, reconvene at 1:30 PM.
Day 2 - Afternoon 1:00-5:00 PM	Session Three: Moving Forward: Action Planning <i>Purpose: "How will we make it happen?"</i>	Location to be determined	This final work session will identify specific actions and responsible parties, and finish any of the work products started in the morning. The results will be completed Action Planning tables that include specific actions for achieving the community's goals, along with timelines, milestones, financial and human resources needed, roles and responsibilities, and next steps. Emphasis will be on near term and implementable next steps needed to move forward. The session concludes with a plenary debrief, closing statements, and next steps.



Figure 7 - Town of Gran Lack Colorado. Photo Credit: Katie Allen, The Conservation Fund

Community Tour

The community tour is an important feature of the two-day workshop. It allows residents and community leaders to share firsthand experiences of navigating local issues centered around your recreation economy and place. These insights can inform workshop discussions and shape goals. This section provides the itinerary for an EPA Healthy Places for Healthy People planning assistance workshop held in Waterville, Maine (2017). The schedule may give you ideas for your own community tour.

Sample Tour Agenda

Time	Locations	Activity
10:45am (:15 minutes)	Pleasant Street Inn 84 Pleasant Street	HNK Staff & Steering Committee greets EPA Guests at Inn Walk to Sacred Heart Soup Kitchen
11:00-11:55am (:55 minutes)	Sacred Heart Soup Kitchen 72 Pleasant Street	Lunch Meeting
11:55am-12:00pm (:05 minutes)		Walk from Soup Kitchen to Food Bank
12:00pm-12:25pm (:25 minutes)	Waterville Food Bank 61 Pleasant Street	Tour food bank
12:25-12:35pm (:10 minutes)		Walk from Food Bank to Library
12:35-1:30pm Walk (:55 minutes)	Waterville Library (meet up) 73 Elm Street	Tour of downtown Waterville • Concourse • Colby Development Sites • REM space on Temple Street • Waterville Creates • City Hall • Opera House
1:30--1:35pm (:05 minutes)	Two Cent Bridge Temple St. Head of Falls – future river walk	Mill/River History Board cars for transport to next step. (Point out UU church and Evening Sandwich Program on drive to MCH.)
1:35-2:00pm (:25 minutes)	Maine Children’s Home (MCH) 93 Silver St. – Meet at Eskelund Center	Tour of MCH campus, gardens, food pantry
2:00-2:05pm (:05 minutes)	MCH to KVCAP, South End	Drive past Muskie Center, though South End
2:05-2:35pm (:30 minutes)	KVCAP 97 Water Street Park at KVCAP, Shirley Damren Room (go in main	Park at KVCAP, meet in Shirley Damren Room, walk to SETC

	glass door, door on left, take elevator to basement) South End Neighborhood Association (SENA) South End Teen Center (SETC) Kennebec Valley Community Action Program	
Time	Locations	Activity
2:35-2:40pm (:05 minutes)	KVCAP, South End	Board Cars
2:40- 2:50 (:10 minutes)-	Hathaway/WIC Converted Mill/WIC office, entrance door closest to river, 2 nd floor, turn right	Meet Kristine Longstaff, HWAT member; see WIC office, WIC needs in Waterville
2:55-3:30 (:35 minutes)	Driver Tour of sites	Drive up Water Street/Point out Emery Meats – (new market changing the Food Desert) up College Ave point out or drive by Homeless Shelter, 19 Colby Street Drive by Educare/ 56 Drummond Ave Alfond Youth Center – 126 North Street Thayer- 149 North Street Quarry Road Rec Area (off North St) Colby College – Mayflower Hill Drive (Go down First Rangeway to KMD) Inland Hospital- KMD United Way - KMD Thomas College – West River Road (and Waterville Junior High) Pass Albert S. Hall School (27 Pleasant St, on way back to Inn)
3:30PM	Drive to Pleasant St Inn	Return to Pleasant Street Inn

Workshop Action Planning Tips

The goal of the afternoon is to complete an Action Implementation Matrix for each of your community's RERC goals. To facilitate this process, participants will either break into small groups or work as a large group (dependent on the number of participants) to refine actions brainstormed during the morning session and to fill in each of the six elements for every action. When developing actions for each goal, participants should remember that this is a short-term action plan (i.e. 0-2 years). Therefore, it is critical that we focus on actions that directly contribute to the success of the goal and that are SMART:

- Specific,
- Measurable,
- Achievable,
- Relevant, and
- have a Time-frame

The six elements of the matrix are described in detail below.

GOAL:						
Specific Action Actions should contribute to the success of the goal and be SMART: Specific, Measurable, Achievable, Relevant, and have a Time frame. In completing this table, assume the future reader has little to no background information about this action plan.	Why is this Important and what is it? How will this action help achieve the goal? Provide any further details to explain what this action is.	How will we measure success? How will you know when the action is completed? How will you track progress along the way?	Time-frame When should work on this begin? How long should it take? Consider listing phases or key milestones towards progress.	Lead role Who is the primary responsible organization and person to champion this action? If they are not present today, identify them and someone to reach out to them.	Supporting cast Who else can help or advise?	Potential needs and resources What are possible funding, human, or other resources needed? What are their possible sources? Value all resources by listing them, even if they will cost little to nothing.
				Write out the full name of persons listed (if known) and names of organizations rather than acronyms.		

Figure 8 - Action Planning Poster used at workshops to detail out specific and measurable next steps.

SMART actions achieve goals: Each group will be working from a set of action ideas the larger group has brainstormed. Often, the larger group will vote on these ideas to prioritize them and advance them to action planning. Groups may use these as a guide, but it is up to your

discretion to determine the final set of actions, and how they are phrased, to advance to the implementation matrix. Some tips:

- Often similar actions can be grouped together under a more general idea that will have even broader support. For example, suggestions like “hold a design competition for a community logo” and “organize a 5k run on the new trail” could be grouped together as “program activities and to brand and active your new trail system.”
- Make sure that the action is a logical first/next step given where the community is in its planning. If an action proposed seems overly ambitious, suggest more immediate, achievable steps that would move the community towards the goal. For example, “Establish a shuttle between downtown and the lake trail system” can be overwhelming and is unlikely to help move the community forward. Instead, consider the first steps to achieving this longer-term goal. Better actions might be “convene a meeting with the city and transit operators to explore how to provide better transportation to the lake” or “hire a contractor to conduct a feasibility study for expanded transportation options to the lake.”
- Use active language. For example, the statement “wayfinding signage” can be rephrased as an action such as “create new wayfinding signage that can be posted downtown so people know where key recreation assets, or ancillary services, are located.”
- **What is this and why is this important?** Sometimes we feel like the importance of an activity is self-evident and we have trouble articulating the reasons *why* it's important. Verbalizing these reasons often helps increase the sense of urgency to complete the action, helps identify reasons not everyone had thought of, or can even reveal that the action might not be as important as initially believed. If you find that no one in your group can articulate the importance of an action, it might not be worth pursuing! It is also important to put some text down (bullet or narrative) on what the action is in descriptive text. When people are talking and describing what is taking place, this should be captured so that its clear and understood what needs to happen and what it looks like. For example, if an action is “Program a series of fun, community events to activate the new trail system,” the what-this-is might be: “Plant identification group walks, a Halloween Costume 5k, children’s scavenger hunt. Different members of the steering committee could take turns hosting events. These events would get more people using the late trail system, would broaden ownership and community value for this beautiful asset.”
- **How will we know success?** For each action, think of things that are relatively straightforward and easy to measure, like monthly visitors to the welcome center, as well as things that could require a broader effort like the increase in sales for downtown businesses during key the days of community events. Ideally, the measures you identify should connect to the things your community cares about and that drove your interest in pursuing the goal in the first place. All measures should be tied back to the things the you care about and drove your interest in pursuing the action in the first place. Measures can quantifiable or qualitative.
- **Time frame.** The Community Action Plan is intended to guide your community for the next 2 years or so. It is important to think about whether your action can realistically be achieved in that time frame. If not, there may be other actions, or earlier steps in the

process that first need to be achieved. If an action timeline is too long, consider breaking this into phases, e.g., “Phase I: Convene a committee to meet monthly: 0-2 months; Phase II: Identify 3 possible locations for trail to cross the creek with a pedestrian bridge, 2-4 months; Phase III...” You are encouraged to be ambitious (but realistic) about what your RERC group can achieve over the time frame. This is particularly important if a small number of people are responsible for completing multiple actions. Be patient and celebrate your successes – small steps lead to big results!

- **Lead and supporting roles.** For each action, your group should identify a specific person (not just an organization) to take the lead for each action. Often, the most logical lead for an action is not in the room and hasn't been part of the RERC process. If this is the case, identify an individual present who is responsible for reaching out to that lead and soliciting his/her participation. Follow the same procedure for any supporting individuals or organizations. Remember that this action plan cannot come to life unless individuals step forward to take ownership of goals and/or actions. You can help this process along by developing achievable actions and identifying the right people for the job. Don't forget to let them know they will have the support of the steering committee and other community participants. People are often more willing to step in and help if they sense that there is a strong leader who will take charge. Write names and organizations where possible. If names are not known a list of possible organizations is fine.
- **Costs and implementation resources.** For each action, there will be associated costs (either monetary or otherwise) and resources that may be available to support the action. It is important to remember that this does not need to be a detailed accounting of potential expenditures or an official budget. This element is included to provide you with a sense of what is needed, in roughly what amounts, to help you accomplish each action. For example, some actions may only require an individual's time. Other actions, such as capital improvement projects, may have high monetary costs. The goal of this element is mainly to get you thinking about what types of resources you might need to achieve actions and goals. Federal, state, and other public agency partners are on hand to provide specialized knowledge about potential funding and planning assistance opportunities and consultants can provide information on best practices and creative funding partnerships from other communities with similar goals. Your Community Action Plan will also include an appendix with numerous resources and funding programs that may be useful to you as you work towards achieving your community goals!

A scenic view of a desert canyon with a large green circle overlay containing text. The background shows a vast, arid landscape with a prominent red rock cliff face under a blue sky with scattered white clouds. In the foreground, a white tent is pitched on the left, and several mountain bikes are parked on the right. A yellow pump stand is visible near the center. The green circle is semi-transparent, allowing the background to be seen through it.

RECREATION ECONOMY
— *for* —
RURAL COMMUNITIES

Post-Workshop Tips

Post-Workshop Tips

What happens when the workshop is over? The Recreation Economy for Rural Communities workshop will build a lot of excitement and enthusiasm around your goals and the action plan. In some cases, it will reignite interest and hope in initiatives that have stalled. It will promise change and a commitment to follow-through on what has been discussed and decided upon by the people involved.

Whether or not assigned a specific responsibility in the community's action plan, workshop participants will want to stay connected to the process and informed of progress. They will want to know their participation in the workshop was time well invested and that their input was heard and incorporated into the action plan. News of the workshop will spread, and those unable to attend it will seek ways to engage in the implementation phase. Continued community engagement and frequent communication is critical to building trust, collaboration, and support for the community's action plan process. Below are sample strategies from other communities to consider for the weeks, months, and years following their workshop.

Share the Action Plan

1. **Host an Action Plan Launch Party** – The action plan will be refined by the steering committee in the weeks following the workshop. Hosting a launch party for the action plan is a great excuse to bring folks together again soon after the workshop, to celebrate the community's effort, and to share the final product. Some communities use this event to identify more resources and/or support for specific action items or as a kick-off for a targeted action. Invite everyone that attended the workshop and spread the word to anyone else who might be interested.
2. **Circulate the Action Plan** – Email the action plan to everyone who attended the workshop and encourage them to share it with their personal and professional networks. Include any reminders of their next chance to get involved with implementation and/or how to share ideas in support of action items in the future. Post the report on an appropriate community organization's website. Announce the report's availability through social media.
3. **Add it to the Agenda** – Consider possible standing events and mailings where progress can be shared with the community. Ask organizers to add an update on the Recreation Economy for Rural Communities Action Plan as an agenda item every few months. If you have local elected officials' involvement, see if they will include it in their meeting agendas (e.g., Town Council, Board of Supervisors).
4. **Create an Executive Summary** – Consider making a one pager of the effort that lists the goals and actions. You might convert the flyer advertising the workshop into a handout that summarizes what the workshop accomplished. Share it via social media, email, personal correspondence, etc.
5. **Distribute a Press Release** – Consider writing a simple 1-page press release and sending it to local newspaper, television stations, and radio stations. Include a copy of the action plan and photos from the workshop.

6. **Invite More Participation** – The action plan is a next steps plan, and some of the items of this ‘to-do’ list will be accomplished quickly in the months following the workshop. It is important to frame this action plan as the start of a continued effort that can be added to and built upon in subsequent events. Many future partners might not have participated in the workshop, so encourage and invite people to get involved as the action plan implementation proceeds.

Sustain Community Engagement

1. **Continue to Meet** – Many steering committees continue to meet on a regular basis after the planning assistance process has concluded. These meetings provide an opportunity to check-in on action plan progress and can include anyone involved or interested in supporting the community’s goals. In some cases, sub-committees form temporarily to address a specific goal or item.
2. **Keep Communication Flowing** – Identify in-person and online communication channels through which steering committee members can share action plan progress and solicit input from stakeholders. Provide a clear and simple way for community members to offer suggestions, resources, and feedback.
3. **Activate Change Agents** – Community action plans need many hands and many ideas to be successful. Consider opportunities to invite people out to experience neighborhood improvement at a specific location, to tour a business, to meet a local food entrepreneur, or to participate in any new opportunity created because of the action plan.
4. **Celebrate Achievements** – Different action items and goals will be completed at various times. Don’t miss any opportunity to celebrate each with an announcement or in-person gathering, be it as informal as a happy hour, luncheon, or community potluck.

Stay Connected with Recreation Economy for Rural Communities Program

1. **Visit the EPA Smart Growth Website** – Get the latest information on EPA community revitalization and smart growth publications, webinars, case studies, tools, and planning assistance opportunities. You can also subscribe to the Community Revitalization Listserv by sending a blank email to epa_cmtly_revital-subscribe@lists.epa.gov.
2. **Share Your Successes with EPA** – Let your EPA contact for the program know how implementation of your action plan progresses. Being able to share program successes helps build support for the program and will help program staff know who to connect with funding and assistance opportunities that become available.



City Council
STAFF REPORT
City of Glenwood Springs
December 5, 2019

Agenda Item: Hanging Lake Update

Action Requested: NA

Department: City Administration

Presented By:

Background Info: Ken Murphy with H2O Ventures, the US Forest Service, and Visit Glenwood will present and update on the Hanging Lake Shuttle Service.

Issues: NA

Staff Recommendation: NA



Hanging Lake

Peak Season 2019

May 1 - October 31

Trail Use vs Reservations Sold

Reservations: 28,896

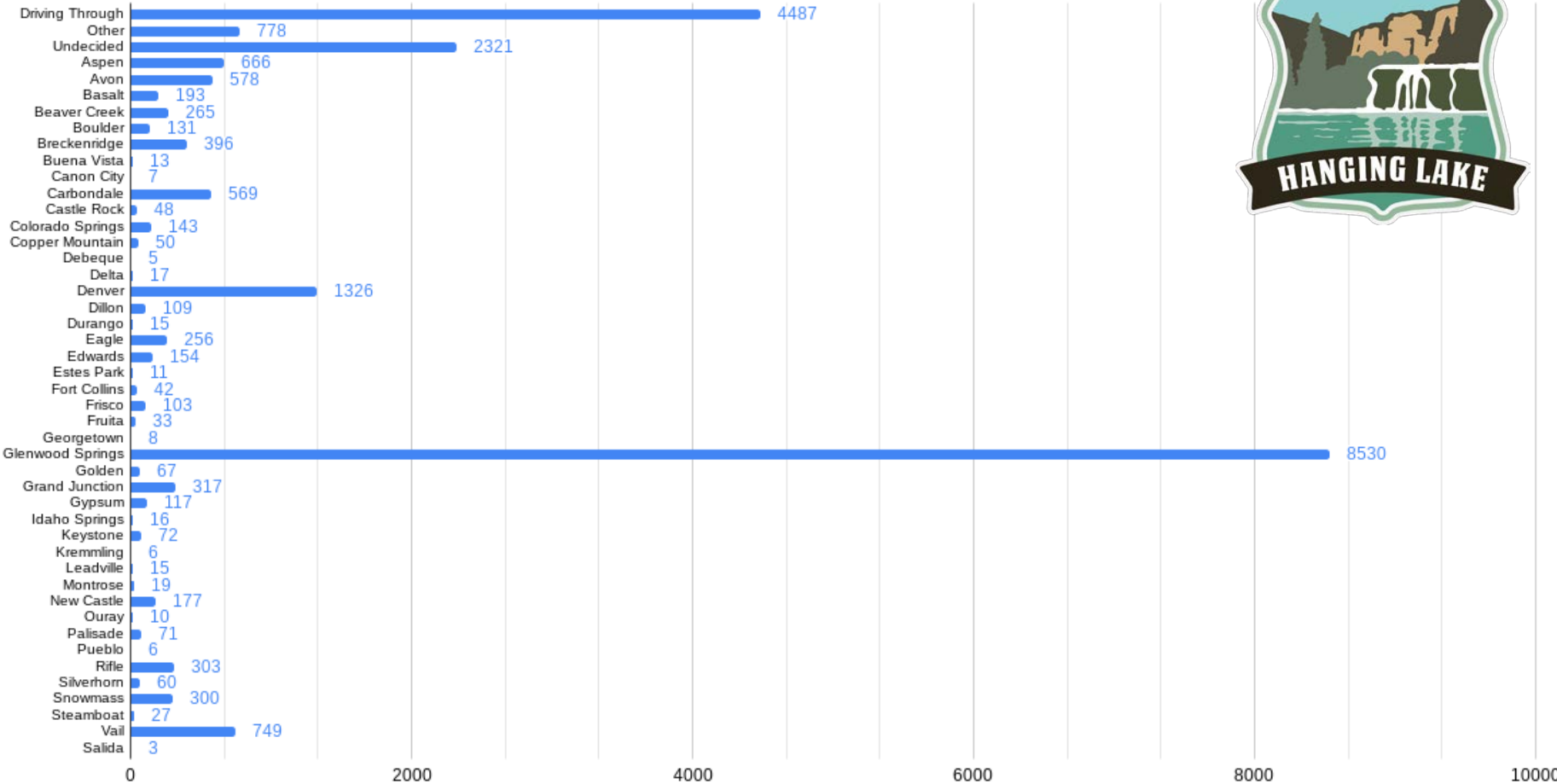
Number of Hikers: 75,101

(2,286 with bike access, 993 of them commercial)



	Actual Trail Use		Reservations Sold	
	Daily Avg	% of Max	Daily Avg	% of Max
May	327	53%	332	54%
June	505	82%	541	88%
July	564	92%	633	103%
August	481	78%	529	86%
September	357	58%	394	64%
October	217	35%	240	39%
Season	406	66%	443	72%

Where are you staying?



Where are you staying?

Western Slope

2.1%

Aspen Area

7.4%

GWS Area

40.6%

Driving Through

19.0%

Other

3.3%

Undecided

9.8%

Ft. Collins / Boulder

0.8%

Colo. Springs

0.7%

Denver Area

6.2%

Steamboat

0.1%

Summit County

3.4%

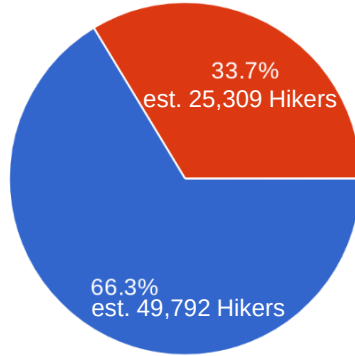
Vail / Beaver Creek

6.6%



Did you visit downtown Glenwood Springs before/after your hike?

5,295 responses



- Yes
- No
- Option 1



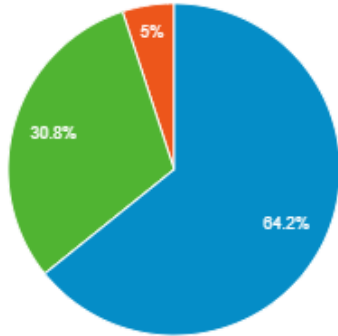
40.6% of those who visited downtown GWS were already staying there.

25.7% (12,797 people) visited downtown who were not staying in GWS. \$\$ Economic Impact

Mobile vs Desktop

on VisitGlenwood.com/Hanging Lake

**May 1st – October 31st 2019*

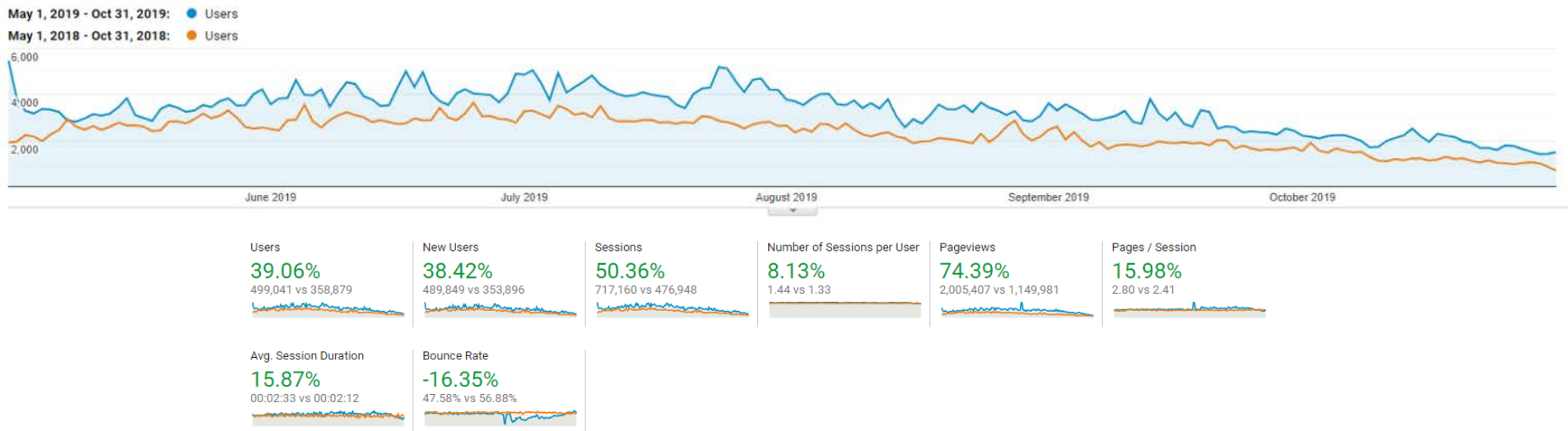
Page	Device Category	Pageviews	Pageviews	Contribution to total: Pageviews
		341,216 % of Total: 17.01% (2,005,407)	341,216 % of Total: 17.01% (2,005,407)	
1.  /hanginglake/ 	mobile	219,103	64.21%	
2.  /hanginglake/ 	desktop	104,939	30.75%	
3.  /hanginglake/ 	tablet	17,174	5.03%	

Site Traffic YOY Compassion

on VisitGlenwood.com/Hanging Lake

**May 1st – October 31st 2019*

Throughout the entire peak season period VisitGlenwood.com's traffic increased by 39.06% in the YOY comparison. Certain weeks in May and June showed a 100% increase in traffic.



Top Visited Pages (paid & organic)

on VisitGlenwood.com/Hanging Lake

**May 1st – October 31st 2019*

1.	/hanginglake/	
2.	/hanginglake/shuttle/	
3.	/adventure-office	
4.	/	
5.	/things-to-do/	
6.	/things-to-do/summer/	
7.	/things-to-do/glenwood-hot-springs/	
8.	/blog/2019/08/uncrowd-your-fall-glenwood-springs/	
9.	/things-to-do/hot-springs/	
10.	/lodging/	

Hanging Lake traffic acquisition breakdown:

65% Organic

12% Direct

11% Google Ads

6% Social (Facebook, Instagram, Twitter)

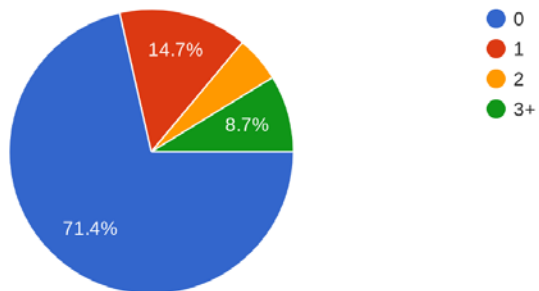
4% Colorado.com Ads

2% Forest Service Referral

**The most common clicks after booking
Hanging Lake were the “Things to do” &
“Lodging” – Pages.**

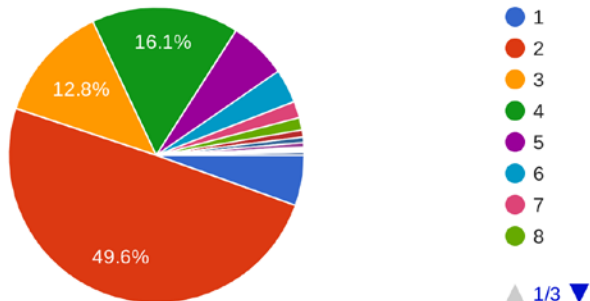
How many times have you visited Hanging Lake in the past?

5,679 responses



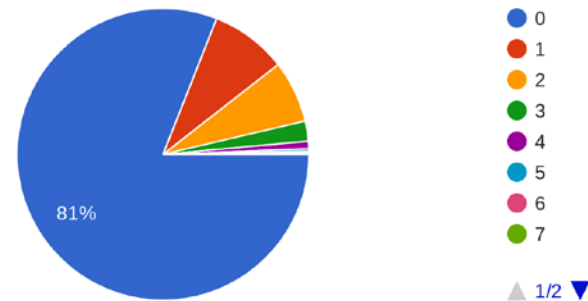
How many people were in your party?

5,679 responses



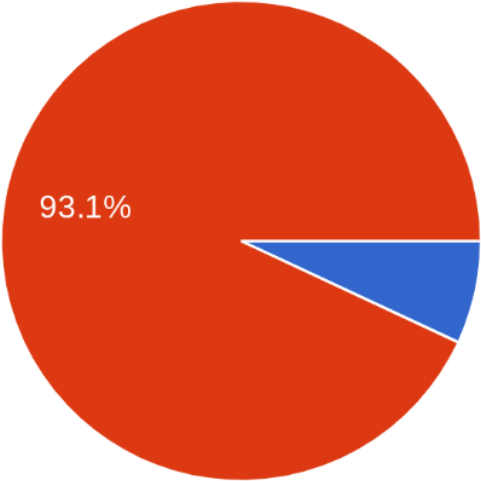
How many children 12 and under were in your party?

5,679 responses



Did you feel the trail was overcrowded?

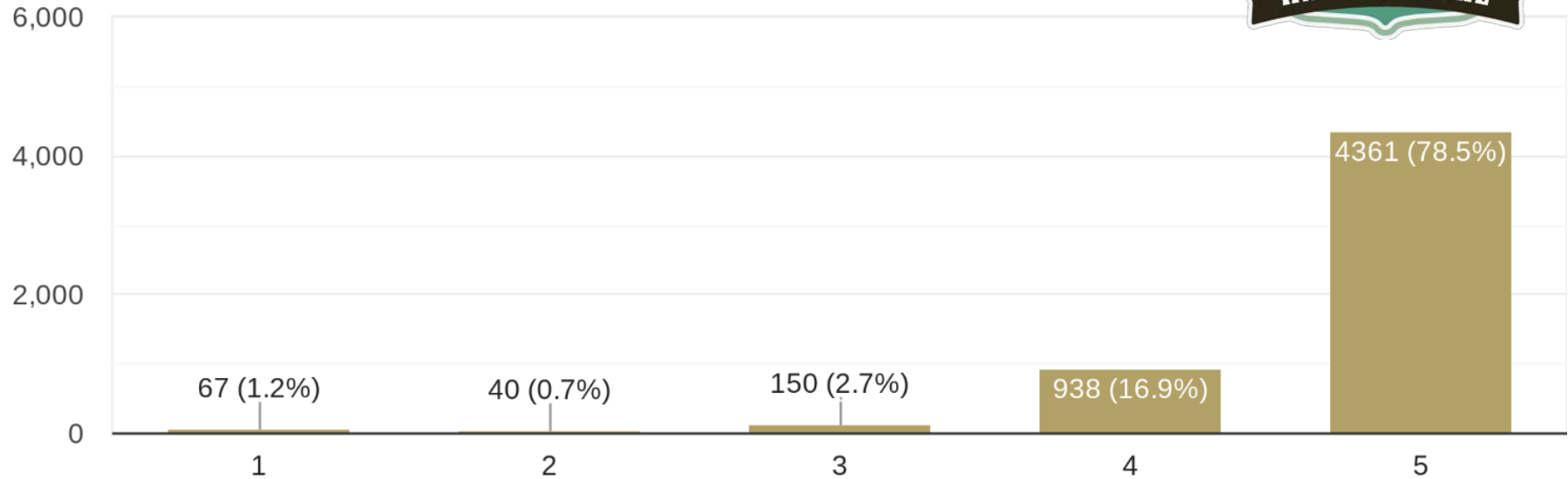
5,678 responses



- Yes
- No

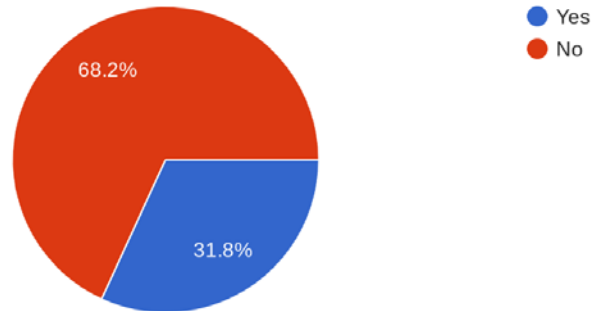
How would you rate your overall experience?

5,556 responses



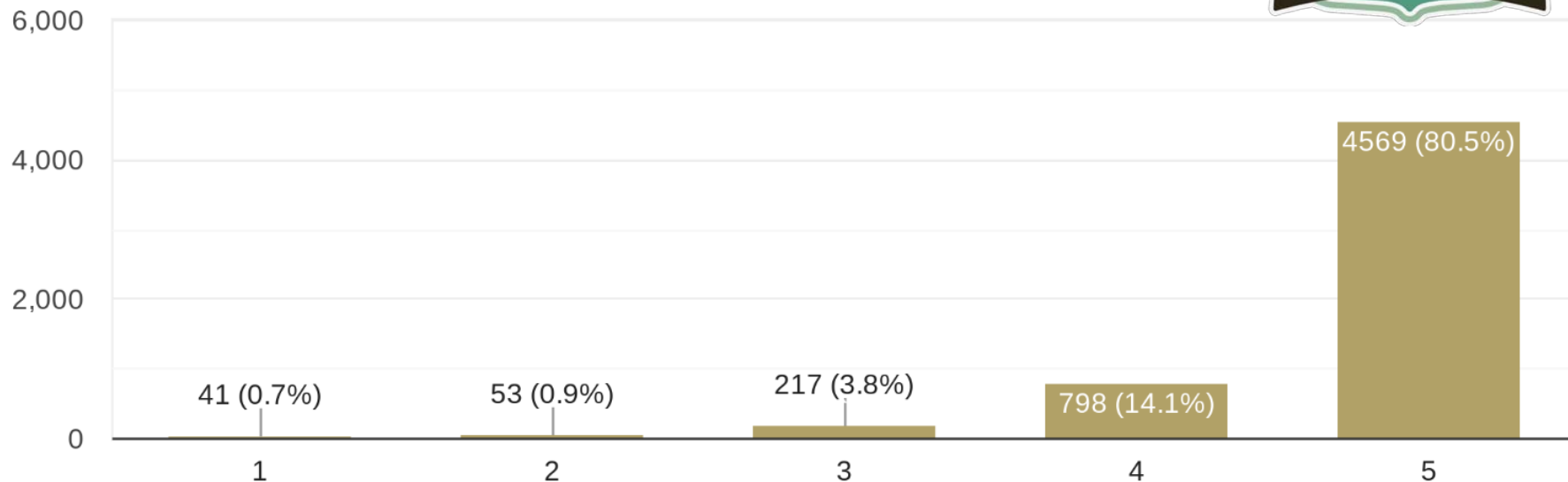
For an extra cost, if available, would you have enjoyed an interpretive tour of the history and geology of Hanging Lake and Glenwood Canyon?

2,955 responses



How would you rate the ease in making your reservation?

5,678 responses

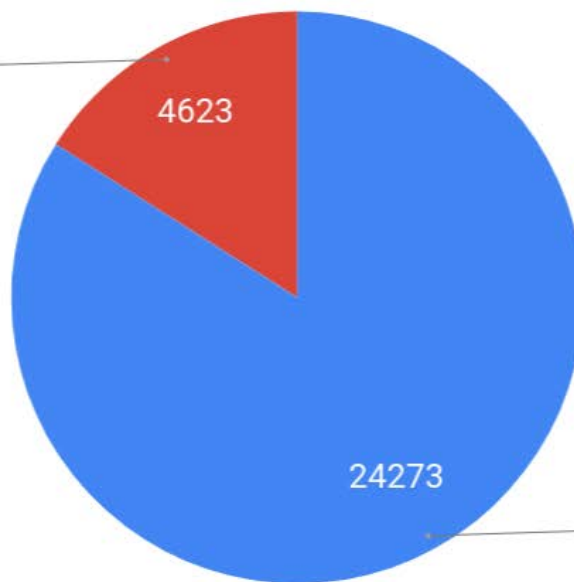




Number of Reservations

Phone/In Person

16.0%



Online
84.0%

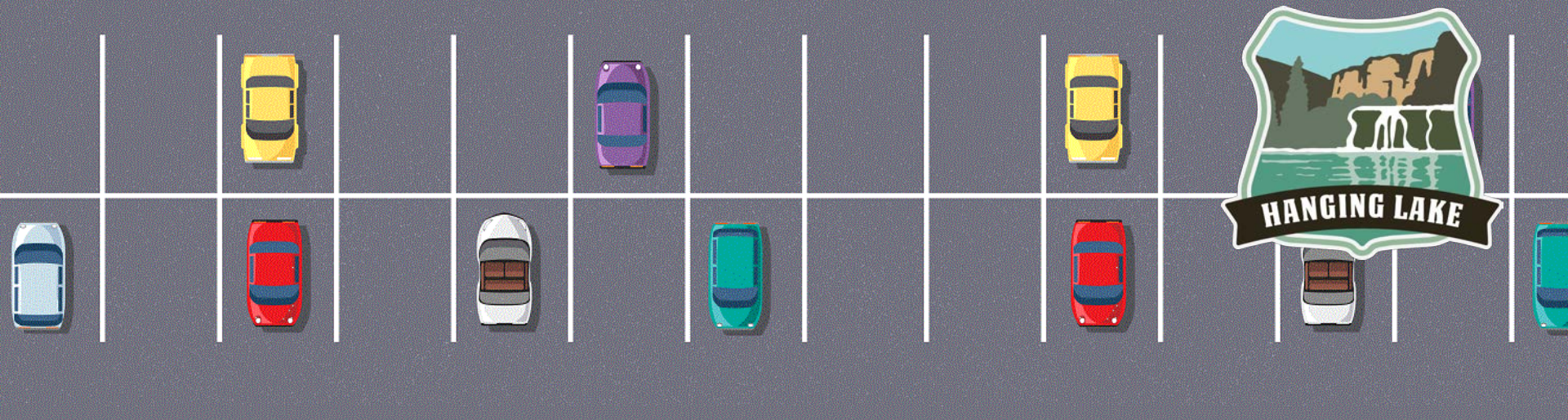
Staffing

Welcome Center - Drivers - Call Center

Full Time: 48

Part Time: 6





No Parking Issues

Swim Meet - Friday through Sunday

Transportation



2,188 Shuttles

85% of the maximum 2,576 shuttles

Total of 48,136 miles driven.

Roughly 50% of visitors were staying West of Glenwood Canyon when they visited.

50% of Shuttle Reservations: 36,408 hikers.

With an average reservation size of 2.6 hikers, this equates to 14,003 cars taken off the road through Glenwood Canyon.

Transportation Issues



- Construction
- Xcel Project
- West Glenwood Bridge Closure
- Meadows Construction
- I-70 Closure Accidents and Rock Fall
- Gate Timing (adjusting to 20 sec worked great)
- Only 1 Bus Breakdown! (with no guests!)
- 2020 I-70 Construction



2018: 38 Visits

2019: 3 Visits



Keeping EMS expenses down
Keeping EMS resources
Available to its community

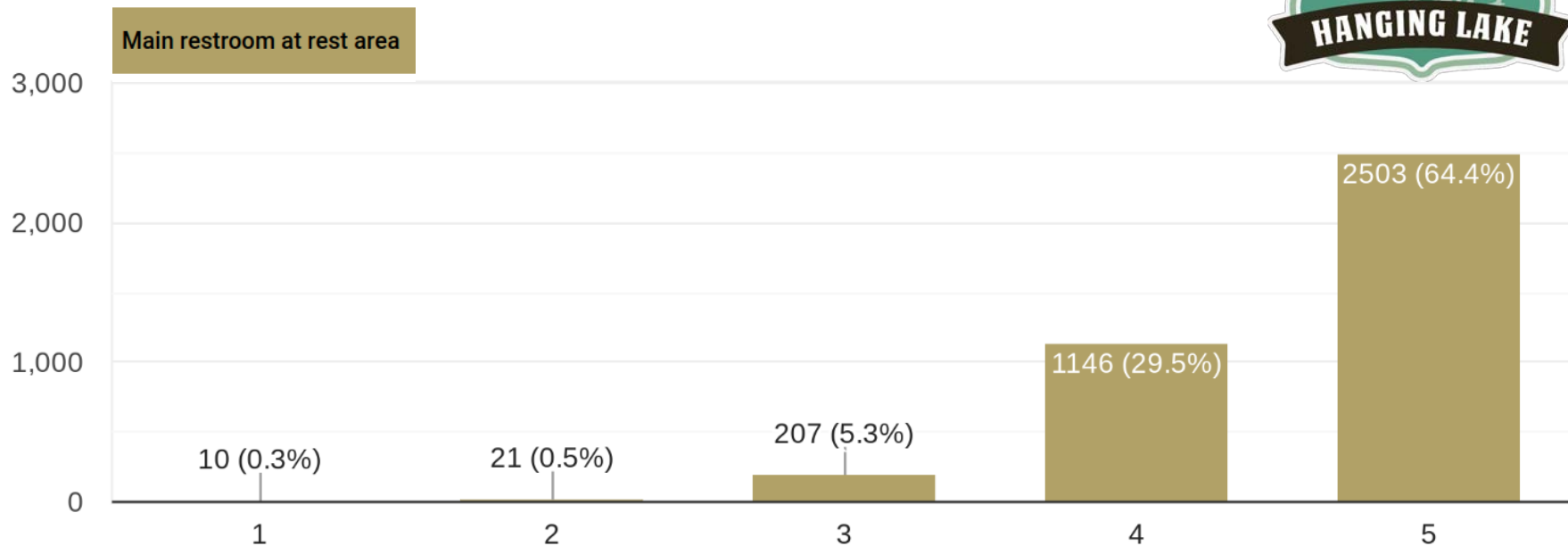
User Issues to Address

- Locals Rate (Garfield & Eagle County Residents)
- School Rate
- River Access



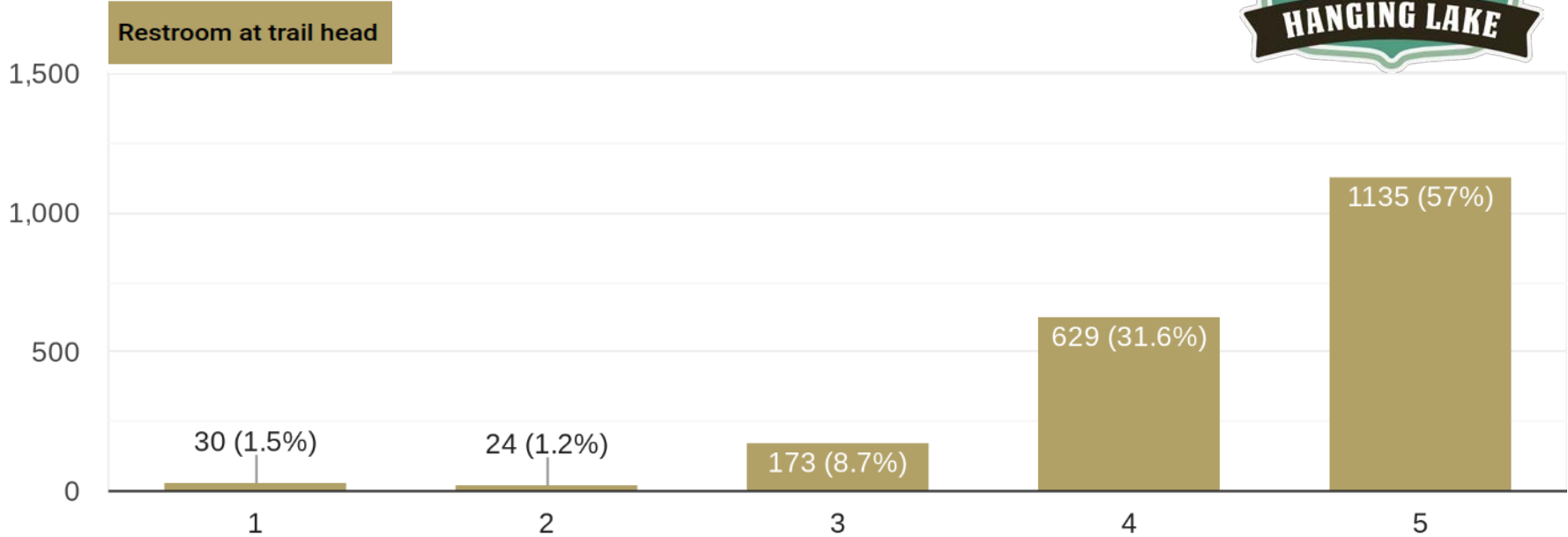
How would you rate the cleanliness of the restroom?

3,887 responses



How would you rate the cleanliness of the restroom?

1,991 responses



Off-Season Summary

H2O Ventures Responsibilities

- Trail supervision 7 days a Week
- Call center open 7 days a week
- Manage Reservation System
- Managing Trail conditions info

Forest service at hanging lake 3 days a week

Are you planning to hike
Hanging Lake?

Permits are now REQUIRED
year-round for all hikers.

Permits can be purchased online at
visitglenwood.com for \$10 per person.

Information and Wi-Fi access is available at
the main restroom building to purchase your
permit.

Download or screenshot your confirmation
E-mail to your phone to provide proof of
access to the trail.

You must have this permit with you while on the trail and present it to an authorized agent or Forest Service Officer upon request. Failure to possess a valid permit while on the Hanging Lake Trail is a violation of 36 C.F.R. 551; 261.10(k).





Glenwood Springs Citizens' Alliance

P.O. Box 2471

Glenwood Springs, Colorado 81602

Email: info@loveglenwood.org

Web: LoveGlenwood.org

MEMO TO: Glenwood Springs City Council
FROM: Glenwood Springs Citizens' Alliance
RE: Funding request
DATE: November 26, 2019

The Glenwood Springs Citizens' Alliance is a nonpartisan group that has been working since early 2018 to respond to the proposed expansion of the Transfer Trail limestone quarry. Our volunteers have been:

- Tracking project proposal documents.
- Working with scientists and engineers to analyze potential impacts.
- Following the BLM permit process.
- Educating local residents, visitors, businesses and organizations.
- Collaborating closely with the City, the Chamber, and key businesses dependent on the geothermal hot springs resource.
- Leading community opposition to the proposal.

We have covered our expenses to date with product sales and through donations from individuals, businesses and foundations. We continue to pursue donations and grants in order to amplify our message. To date for 2019, we raised \$21,500 in income, and spent \$14,800 for merchandise, materials and services.

We anticipate much more intense action in 2020 as BLM concludes its advance studies and launches the formal EIS process. Robust funding for 2020 would allow us to expand our campaign. We appreciate the City Council's interest in assisting our efforts financially.

Funding request proposal

- Initial grant of \$20,000 for 1st quarter 2020 expenses.
- Dollar-for-dollar match grant of \$30,000, to be paid in installments.

Q1 2020 spending plan for initial \$20,000 grant (all purchasing through local vendors)

- Continuous advertising campaign in the Post Independent (print and online)
- Full-page ad in the Chamber's 2020 "Glenwood Springs Magazine"
- Buy-down of costs for 300 "Don't Mine Glenwood" long- and short-sleeve t-shirts
- Giveaway of 500 "Don't Mine Glenwood" yard signs
- January press conference announcing broad business support
- February 15 "Love Glenwood Springs" community event
- Buy-down of costs for 500 "Love Glenwood" fleece beanies

**INTERGOVERNMENTAL AGREEMENT BETWEEN THE CITY OF GLENWOOD
SPRINGS (CITY), THE ROARING FORK TRANSPORTATION AUTHORITY (RFTA)
TO COMPLETE THE GRAND AVENUE ALTERNATIVES ANALYSIS**

This INTERGOVERNMENTAL AGREEMENT (hereinafter “Agreement”) is made and entered into this _____ day of _____, 2019, by and between the CITY OF GLENWOOD SPRINGS, COLORADO, acting by and through its City Council (hereinafter “City”) and the ROARING FORK TRANSPORTATION AUTHORITY (hereinafter “RFTA”), a regional transportation authority created pursuant to Section 43-4-601, et seq., C.R.S., as amended, whose address is 2037 Wulfsohn Road, Glenwood Springs, Colorado 81611. City, County and RFTA are also sometimes referred to herein as a “Party” or the “Parties.”

W I T N E S S E T H:

WHEREAS, The City and RFTA desire to enter into an *Intergovernmental Agreement* (hereinafter “IGA”) establishing and acknowledging funding, roles and responsibilities for the oversight of planning and conceptual design of the Grand Avenue Alternates Analysis , herein known as the “Project”.

WHEREAS, funding has been committed for the Project from various governments and the Parties desire to formally acknowledge these amounts.

WHEREAS, the Parties desire for RFTA to manage the Project and assign roles and responsibilities to ensure the Project is completed successfully.

WHEREAS, the project received an acceptable proposal bid equal to or less than the proposed funding commitments.

NOW, THEREFORE, for and in consideration of the mutual covenants and agreements set forth herein, and for other good and valuable considerations, the receipt and sufficiency of which are hereby acknowledged, the City and RFTA agree as follows:

1. The City and RFTA desire to complete the Grand Avenue Alternates Analysis budgeted at \$609,783.58 dollars and is sometimes refer to herein as the “project.” The Scope of Work for the project to be completed is attached as Exhibit A.
2. The City and RFTA acknowledge that funding for the Project is anticipated to be accomplished as follows:

RFTA	\$290,228.42
City	\$319,555.16
Total Funding	\$609,783.58

3. The City and RFTA agree that study will not commence until the entirety of funding is appropriated. If the entirety of funding is not appropriated, RFTA and the City have the option to revise the scope to coincide with appropriated funding.
4. Should either RFTA or the City be awarded a grant to help fund the project, the funds from the grant shall be used to defray the expenses of the entity that was awarded the grant. For applications for grants to help fund the project submitted with both entities named as grant recipients the funds from the grant shall be equally allocated and split between RFTA and the City to defray the cost of the project.
5. The City and RFTA agree to coordinate the funding and completion of the Project by means of a single consultant contract, the management of which shall be overseen by RFTA with staffing support from the City.
6. The City shall initially appoint (Terri Partch, City Engineer), as the City Representative and the point of contact to the project whom shall have the authority to make decisions on the City's behalf, sign contract revisions, change orders and shall be available throughout the life of the project to make decisions in a timely manner. The city shall also initially appoint (the City Transportation Manager), to act in a secondary role. The City reserves the right to change its designees in its sole discretion upon written notice thereof to RFTA.
7. RFTA shall appoint two staff members to the project (David Johnson, Planning Director of Planning), shall initially act as the Project Manager and shall have the authority to direct the work and enforce the terms of the contract. The Project Manager will also have authority to produce pay applications, encumber the minor changes associated with the project, with the consent of the City and write change orders for the subtraction or addition or modifications of work during the life of the project. The RFTA project manager shall report to the city representative. RFTA shall also appoint (Jason White, Assistant Planner), to act as secondary role. RFTA reserves the right to change its designees in its sole discretion upon written notice thereof to City.
8. RFTA and the City agree to assume joint responsibility for managing the Project and for ensuring a functional outcome at the conclusion of the Project. The parties shall endeavor in good faith to complete the Project shall be accomplished by the end of 2020 or the date specified in the Project Contract.
9. Parties acknowledge that the discovery or occurrence of extraordinary unforeseen conditions after the start of project may delay completion of the work for an unknown period of time and could also affect the overall cost of the Project.
10. City of Glenwood Springs and RFTA project management responsibilities.

The basic responsibilities of each organization are outlined below and committed to for the entire duration of the project management.

City of Glenwood Springs:

- The City shall be responsible for the management, reporting, and reimbursement of City funds and City-acquired grants, including required reporting and seeking reimbursement for each individual grant associated with the project.
- In the event that any legal services are required to resolve any issue related to the project the City shall split this representation with RFTA.
- The City shall be responsible for approving pay applications to the consultant team for work performed during the study within 2 weeks of submittal from RFTA.

RFTA:

- RFTA shall responsible for the management, reporting, and reimbursement of RFTA funds and RFTA-acquired grants, including required reporting and seeking reimbursement for each individual grant associated with the project.
- RFTA shall act as the Project Manager for the work and provide (someone and their title) to manage the project and enforce the terms of the contract.
- RFTA shall use utilize its SharePoint site to create an office electronic project record system for the project and will manage the site. This project record shall be maintained throughout the Project and provided to the City at the completion of the Project.
- Should either the city or RFTA be awarded any grants to help fund the project, RFTA will be responsible for insuring that grant requirements such as DBE goals, employment numbers reporting etc. are met.
- RFTA shall produce and verify pay applications and submit them to the City for approval prior to processing. RFTA will be responsible for processing pay applications to the consultants for the work performed during the contract within 30 days.

11. City of Glenwood Springs project involvement and payments.

- A. Either (Terri Partch, City Engineer) or their alternate (the City Transportation Manager) shall be involved in managing the project through attending all coordination meetings and by making periodic Council/Board updates as needed.
- B. Either (Terri Partch, City Engineer) or their alternate (the City Transportation Manager) shall be available to evaluate and approve proposed modifications to scope of work. Modifications to the scope and authorization of any necessary change orders will occur no later than five (5) working days after presentation by RFTA and before any change orders are issued to the consultant.
- C. All payment applications or invoices shall be routed through (the City Transportation Manager) for approval on a monthly basis.

D. If additional funds for the project, in excess of the initial funding, are required to complete the Project, the funds may be either fully appropriated by the City or RFTA for any additional expenditures. The City and RFTA shall be responsible only for overages to the cost of the Project for portions and proportions work, as outlined in Section 4: Project Cost Assignments for which they are responsible. Overall project expense reports and forecasts shall be presented to and discussed by the Management Team (Team) as often as practicable, but at least on a monthly basis, during the life of the project. The City or RFTA shall not incur costs for the project in excess of the initial funding without prior written authorization from the entity to which a funding request is submitted and appropriation therefor. If, for any reason, it appears that the cost of completing the Project could exceed Funding, RFTA and the City shall determine in writing whether to continue or discontinue mutually agreed upon nonessential portions of the Project.

12. Project collaboration, problem solving and change order approval.

City of Glenwood Springs and RFTA shall form a collaborative team that will meet at least monthly throughout the project. This team shall address issues and changes as they develop throughout the project. Project modifications and decision making will be made on a consensus basis. All change orders with regard to the project will need to be approved by both RFTA and the City prior to formally approving the change order request with the consultant.

All change orders with regard to Glenwood Springs Parking and Transit Circulation Study must be approved by the City's representative or her designee prior to preparation by RFTA staff for execution with the consultant. The City's designee, shall be available on short notice to discuss critical issues and provide necessary authorization for changes that otherwise might result in costly time delays and financial impacts for the project.

13. Project Cost Assignments and final payment.

RFTA and the City have agreed on cost allocations for changes in the Scope of Work will be reimbursed by the following allocations:

- Task 1 - RFTA 50% City 50%
- Task 2 - RFTA 50% City 50%
- Task 3 - RFTA 50% City 50%
- Task 4 - RFTA 50% City 50%
- Task 5 - RFTA 100%
- Task 6 - RFTA 10% City 90%
- Task 7 - RFTA 20% City 80%
- Task 8 - RFTA 50% City 50%
- Task 9 - RFTA 50% City 50%
- Task 10 - RFTA 50% City 50%

If the scope or cost of these tasks should change during contracting or during the Project, the City and RFTA may revise the cost allocation, such. Revision to be agreed upon by both parties in writing prior to implementation.

14. Public Outreach.

The City, and RFTA will designate a single point of contact for each agency that will be responsible for this coordinated effort and public information. Any outreach will be approved by all agencies before it is made public.

RFTA contact (Jamie Tatsuno, Communications Manager)

City contact (Sarah Derrigan, PIO/Executive Assistant to the City Manager)

15. Hold Harmless; No Waiver of Governmental Immunity.

To the extent permitted by law, City and RFTA shall each defend and hold harmless the other from and against any injury, claim or damage to any third party arising out of or in connection with each party's operations under this Agreement. Nothing in this Agreement, however, is intended or shall be construed to constitute a waiver on the part of RFTA, County or the City of the provisions of Section 24-10-101, *et seq.*, Colorado Revised Statutes, commonly known as the Colorado Governmental Immunity Act.

16. Attorneys' Fees.

In the event the interpretation or enforcement of this Agreement should ever become the subject of litigation, arbitration or mediation between RFTA and the City, the substantially prevailing party shall be awarded its reasonable costs and attorneys' fees and costs incurred in connection therewith.

17. Notices.

All notices or other communication required or permitted under this Agreement shall be in writing, shall be personally delivered or sent by certified mail, postage prepaid and return receipt requested, and such notices shall be deemed given when received. Notices shall be directed to the following addresses:

To RFTA:

Roaring Fork Transportation Authority
Attn: Chief Operating Officer
2307 Wulfsohn Road
Glenwood Springs, CO 81601

To City of Glenwood Springs:

City of Glenwood Springs
Attn: City Manager
101 West 8th Street
Glenwood Springs, CO 81601

Notice of any change of address shall be given by written notice in the manner detailed in this paragraph.

18. Performance.

The Parties agree to perform any and all acts, without limitation, as may be reasonably necessary to fully effectuate the intent and purposes of this Agreement. Whenever any action is required or permitted to be taken by the Parties under the terms of this Agreement, such action may be taken and performed by any authorized officer, director, agent or other representative of the Parties.

19. No Third Party Beneficiaries.

It is the intent of the parties hereto that no third party beneficiary interest is created in this Agreement. The parties hereto are not presently aware of any actions by them or any of their authorize representatives which would form the basis for interpretation construing a different intent and expressly disclaim any such acts or actions.

20. Breach or Termination.

In the event of a breach of any provision of this Agreement written notice of the breach, which shall include a reasonably specific description of what constitutes the breach and what corrective action or cure is required by the Party giving the notice, shall be given by the non-breaching party. If within ten (10) days after receipt of such written notice, the breaching Party has not cured the breach, or if cure cannot be reasonably accomplished within ten (10) days, has not commenced what curative measures are possible and is not prosecuting the same to timely completion, the non-breaching Party may, in addition to such contractual remedies as may be available, ask a court of competent jurisdiction for appropriate injunctive relief.

21. Entire Agreement.

This Agreement constitutes the entire and complete agreement of the Parties in regard to the subject matter herein. No promise or undertaking has been made by any Party, and no understanding exists with respect to the transaction herein contemplated except as expressly set forth herein. All prior and contemporaneous negotiations and understandings between the Parties are embodied and merged into this Agreement.

22. Severability.

If any term or provision of this Agreement shall be held to be invalid or unenforceable, the remaining terms and provisions of this Agreement shall continue to exist and shall be valid and enforceable to the fullest extent permitted by law.

23. Amendment.

This Agreement may only be amended by a written document executed by RFTA and City, or its successors and assigns.

24. Venue.
Venue for any legal action relating to this Agreement shall be in the District Court in and for the County of Pitkin or County of Garfield, Colorado.
25. Appropriation.
All financial obligations of RFTA or the City under and pursuant to this Agreement are expressly subject to and conditioned upon prior appropriations of monies expressly made by RFTA or the City for the purpose of this Agreement.
26. No Personal Liability.
No elected official, director, officer, agent or employee of RFTA or the City shall be charged personally or held contractually liable by or to the other party under any term or provision of this Agreement or because any breach thereof or because of its or their execution, approval or attempted execution of this Agreement.
27. Paragraph Headings.
The paragraph headings in this Agreement have been inserted solely for convenience of reference and are not a part of this instrument and shall have no effect upon construction or interpretation.
28. Waiver.
No failure or delay of the parties to exercise any power or right under this Agreement shall operate as a waiver thereof, nor shall any single or partial exercise of any such right or power, or any abandonment or discontinuance of steps to enforce such right or power, preclude any other or further exercise thereof or the exercise of any other right or power. Nothing contained in this Agreement shall constitute a waiver of any right, power or authority of the parties hereto, except as expressly provided for herein.
29. Counterparts.
This Agreement may be executed in duplicate original counterparts, each of which shall constitute an original, but all of which shall constitute one and the same document.
30. Authority to Execute.
By signing this Agreement, the Parties acknowledge and represent to one another that all procedures necessary to validly contract and execute this Agreement have been performed and that the persons signing for each Party have been duly authorized to do so. The Parties acknowledge and agree that no representation or inducement has been made regarding the rights set forth in this Agreement that is not expressly set forth herein.

IN WITNESS WHEREOF, the Parties have hereunto set their hands and seals as of the day and year first above written.

CITY OF GLENWOOD SPRINGS

By: _____
Jonathan Godes, Mayor

APPROVED AS TO FORM:

[Official Seal]

By: _____
Karl Hanlon, City Attorney

ATTEST:

By: _____
Catherine Mythen-Fletcher, City Clerk

ROARING FORK TRANSPORTATION AUTHORITY

By: _____
Dan Blankenship, Chief Executive Officer

APPROVED AS TO FORM:

[Official Seal]

By: _____
Paul Taddune, RFTA General Counsel

ATTEST:

By: _____
Nicole R. Schoon, RFTA Secretary



City Council
STAFF REPORT
City of Glenwood Springs
December 5, 2019

Agenda Item: Resolution 2019-45, A Resolution of the City of Glenwood Springs, Colorado, Authorizing the Sale of 19 Acre Portion of City Property Located at 2307 Wulfsohn Road and Referring the Question to the Voters at a Special Election on April 14, 2020

Action Requested: Approve Resolution 2019-45 calling an election and setting ballot language to authorize the sale or transfer of the MOC property.

Department: Attorney

Presented By: Glenwood Springs Legal, Legal

Background Info: Attached please find Resolution 2019-45 calling an election and setting ballot language to authorize the sale or transfer of the MOC property. Pursuant to the Charter the sale or transfer of any City property used for governmental purposes must be approved by the voters. Due to statutory timing constraints related to the upcoming presidential primary on March 3, 2020 the first available date to hold the election is April 14, 2020.

Issues:

Staff Recommendation: Staff recommends approval of Resolution 2019-45 calling an election and setting ballot language to authorize the sale or transfer of the MOC property.

RESOLUTION 2019- 45

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF GLENWOOD SPRINGS, COLORADO, AUTHORIZING THE SALE OF 19 ACRE PORTION OF CITY PROPERTY LOCATED AT 2307 WULFSOHN ROAD AND REFERRING THE QUESTION TO THE VOTERS AT A SPECIAL ELECTION ON APRIL 14, 2020.

WHEREAS, the City of Glenwood Springs owns property identified as 2307 Wulfsohn Road and an access road adjacent to the Roaring Fork Transportation Authority Offices, as more particularly described on **Exhibit A**, attached hereto and incorporated herein; and

WHEREAS, this property was formerly the Glenwood Springs Municipal Operations Center and used for governmental purposes, but the City has determined that it has no further governmental need for the property; and

WHEREAS, the City Council and the Roaring Fork Transportation Authority (“RFTA”) wish to enter into an agreement to sell, exchange, or otherwise convey the City’s interest in the subject property; and

WHEREAS, Section 13.2 of the City Charter states that no lands owned and used by the City for governmental purposes shall be sold without an affirmative vote of the qualified electors; and

WHEREAS, as with all property sale negotiations, time is of the essence; and

WHEREAS, Section 2.4 of the City Charter states that any special election shall be called by resolution or ordinance and set forth the purpose of such election.

NOW, THEREFORE, IT IS RESOLVED BY THE CITY COUNCIL OF THE CITY OF GLENWOOD SPRINGS, COLORADO, THAT:

Section 1. The above recitals are hereby incorporated as findings.

Section 2. Pursuant to the Glenwood Springs Municipal Charter, the City Council hereby calls a special election to be held on April 14, 2020.

Section 3. The form of the ballot shall be as follows:

SHALL THE CITY OF GLENWOOD SPRINGS BE AUTHORIZED TO SELL OR OTHERWISE CONVEY ITS INTEREST IN 19 ACRES FORMERLY KNOWN AS THE GLENWOOD SPRINGS MUNICIPAL OPERATIONS CENTER AND ACCESS ROAD LOCATED AT 2307 WULFSOHN ROAD?

_____ YES

_____ NO

Section 4. The City Council may enter into negotiations to sell, exchange, or otherwise convey the City's real property interest in a 19 acre portion of property as detailed in **Exhibit A**, subject to an affirmative vote of a majority of voting, qualified electors of the City of Glenwood Springs.

Section 5. Upon an affirmative vote, the City Council may enter into an agreement to sell, exchange, other otherwise convey to RFTA, or any other interested party, the property described in **Exhibit A** as is determined to be in the best interests of Glenwood Springs.

Section 6. Upon an affirmative vote, the City Council will approve a resolution authorizing the Mayor or Mayor pro tem to execute all necessary documents to effectuate the sale, exchange, or other conveyance.

INTRODUCED, READ AND PASSED THIS _____ DAY OF _____ 2019.

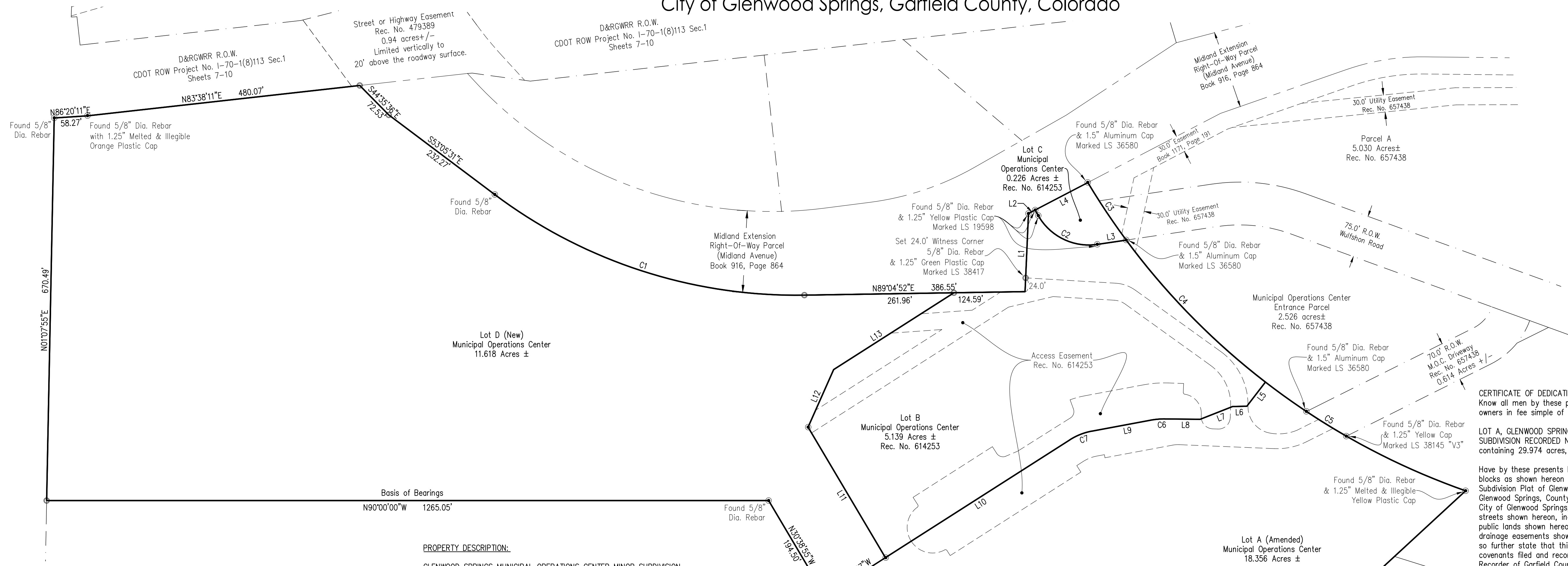
CITY OF GLENWOOD SPRINGS, COLORADO

ATTEST:

Jonathan Godes, Mayor

Catherine Fletcher, City Clerk

First Amended Minor Subdivision Plat of
Glenwood Springs Municipal Operations Center
 A Parcel of Land Situated in Sections 5, 6, and 8,
 T. 6 S., R. 89 W. of the 6th P.M.
 City of Glenwood Springs, Garfield County, Colorado



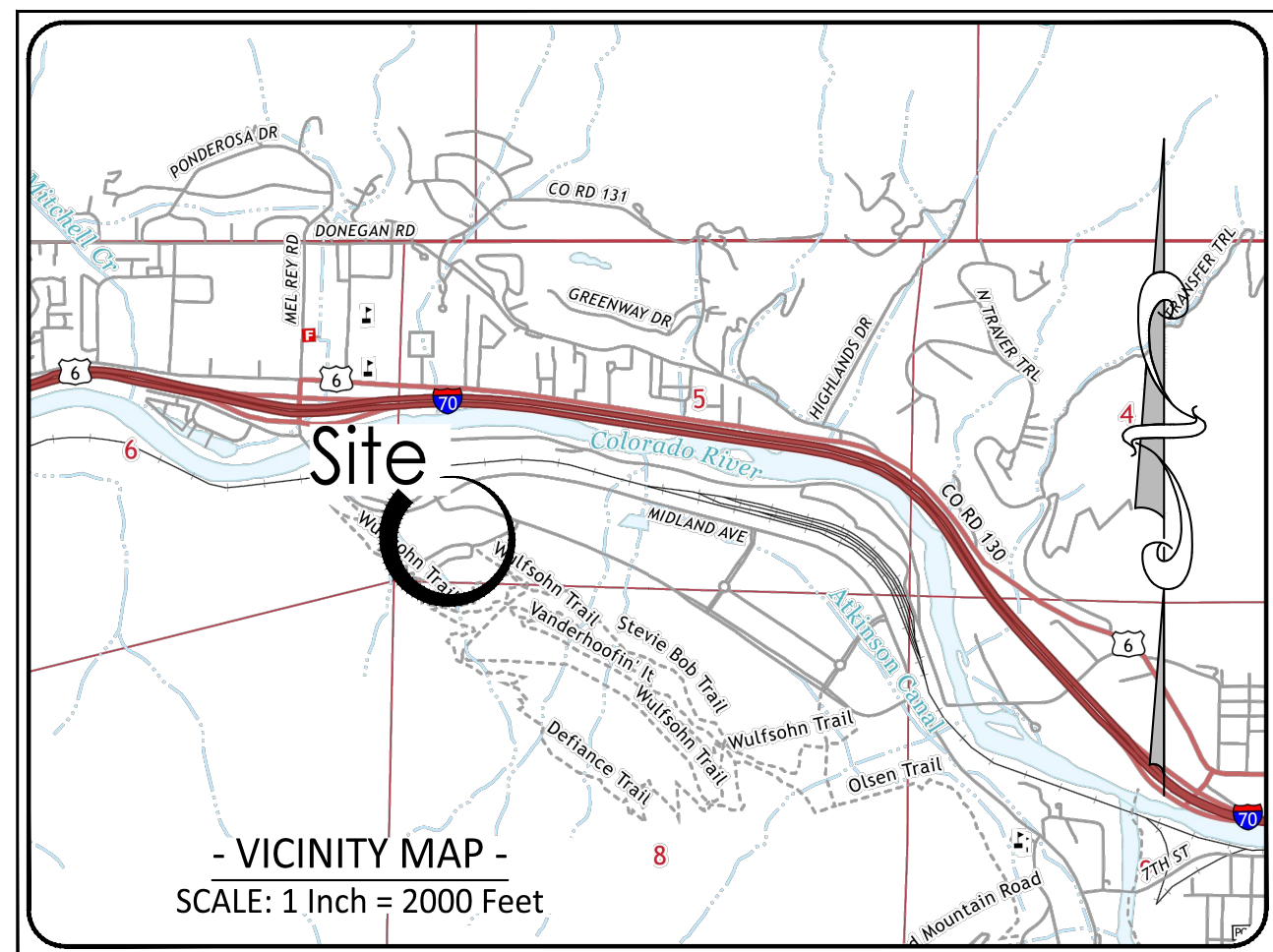
PROPERTY DESCRIPTION:

GLENWOOD SPRINGS MUNICIPAL OPERATIONS CENTER MINOR SUBDIVISION
RECORDED NOVEMBER 07, 2002 UNDER RECEPTION NO. 614253.

NOTES:

1. Basis of Bearings: Bearings shown hereon are based on an assumed bearing of N90°00'00" along the southerly line of Lot D, Glenwood Springs Municipal Operations Center Minor Subdivision, between a 5/8" Diameter Rebar found at a southerly angle point of said Lot D, and a 5/8" Diameter Rebar and Green Plastic Cap Marked LS 38417 at the southwest corner of said Lot D, as shown hereon.
2. This map has been prepared pursuant to client request for an Amended Minor Subdivision Plat.
3. Date of field survey : October 31, 2019 & November 22, 2019
4. Units of linear measurements are displayed in US Survey Feet.
5. SGM will not be responsible for any changes made to this document after it leaves our possession. Any copy, facsimile, etc., of this document must be compared to the original signed, sealed and dated document to insure the accuracy of the information shown on any such copy, and to insure that no such changes have been made.
6. Any subsurface utilities not shown, were not marked by appropriate utility companies at the time of this survey and therefore may not be shown hereon. Underground utilities located have been marked by The City of Glenwood Springs. Only point marks and utility pin flags on the ground surface were surveyed by SGM as part of this survey. Client/contractor must contact specific utility companies to verify both the location and depth of respective utilities. Additional surveying work may be required to show any such subsurface utility locations on this drawing. SGM will not be responsible for protection of subsurface utilities.
7. Property descriptions shown hereon are based on Glenwood Springs Municipal Operations Center Minor Subdivision recorded November 07, 2012 under Reception No. 614253.
8. Fences shown hereon have been shown for general reference and do not necessarily depict limits of ownership.
9. The property shown hereon is subject to all easements, rights-of-way, building setbacks or other restrictions of record, as such items may affect this property. This survey does not represent a title search by this surveyor to determine ownership or to discover easements or other encumbrances of record. All information pertaining to ownership, easement and other encumbrances of record has been taken from the title insurance commitment issued by Land Title Guarantee Company, Commitment No. AB563041212, having an effective date of August 27, 2020.

Every attempt has been made to show all easements, rights-of-way, etc. referred to in the Schedule B2 Exceptions recited in said title insurance policy. Some such items may not be shown (i.e. Items 8-11) if they are standard title commitment exceptions, or if not sufficiently described in recorded documents to be shown graphically, or if they are situated on adjacent properties, or if they affect the property in general, etc.



- LINE TABLE -		
LINE #	BEARING	DISTANCE
L1	N02°31'09"E	137.01'
L2	N62°28'35"E	13.21'
L3	N81°33'08"E	51.36'
L4	N62°28'35"E	117.28'
L5	S37°37'22"W	53.33'
L6	S88°35'22"W	25.04'
L7	S68°34'16"W	60.95'
L8	N89°27'19"W	61.43'
L9	S79°26'02"W	104.84'
L10	S57°26'07"W	383.56'
L11	N30°38'55"W	265.78'
L12	N23°56'20"E	110.36'
L13	N57°26'02"E	250.08'

- CURVE TABLE -					
CURVE #	ARC LENGTH	RADIUS	DELTA ANGLE	CHORD BEARING	CHORD LENGTH
C1	580.98'	880.00'	37°49'37"	S72°00'20"E	570.49'
C2	122.26'	102.00'	68°40'40"	S63°54'57"E	115.07'
C3	121.28'	1260.00'	5°30'53"	S33°43'37"E	121.23'
C4	349.50'	1260.00'	15°53'34"	S44°25'51"E	348.38'
C5	82.30'	1260.00'	3°44'33"	S58°16'05"E	82.29'
C6	25.60'	132.00'	11°06'39"	S84°59'22"W	25.56'
C7	41.47'	108.00'	21°19'55"	S68°26'04"W	41.21'

CERTIFICATE OF DEDICATION AND OWNERSHIP
Know all men by these presents that the City of Glenwood Springs, being sole
owners in fee simple of all that real property described as follows:

LOT A, GLENWOOD SPRINGS MUNICIPAL OPERATIONS CENTER MINOR
SUBDIVISION RECORDED NOVEMBER 07, 2002 UNDER RECEPTION NO. 614253, and
containing 29.974 acres, more or less;

Have by these presents laid out, plotted and subdivided the same into lots and blocks as shown hereon and designate the same as First Amended Minor Subdivision Plat of Glenwood Spring Municipal Operations Center in the City of Glenwood Springs, County of Garfield, Colorado; and do hereby grant to the City of Glenwood Springs, County of Garfield, Colorado, for public use the easements shown hereon for ingress, egress, drives, golf courses and alleys, the public lands shown hereon for their indicated public use, and the utility and drainage easements shown hereon for utility and drainage purposes only; and so further state that this subdivision shall be subject to the protective covenants filed and recorded for this subdivision in the office of the Clerk and Recorder of Garfield County, Colorado as Reception No. _____.

And the Subdivision shown hereon and recorded for this subdivision in the office of the Clerk and Recorder of Garfield County, Colorado as Reception No. _____.

EXECUTED this _____ day of _____, A.D. 20____
Owners _____

STATE OF COLORADO SS

The foregoing dedication was acknowledged before me this ____ day of _____, A.D. 20____, by _____.

My commission expires _____
WITNESS MY HAND AND SEAL,

Notary Public _____
COMMUNITY DEVELOPMENT DIRECTOR CERTIFICATE:

This plat was approved by the City of Glenwood Springs Director of Community Development this ____ day of _____, A.D. 20__.

Director

SURVEYOR'S CERTIFICATE:

I, Joshua L. Wilson, do hereby certify that I am a registered land surveyor licensed under the laws of the State of Colorado, that this plat is a true, correct and complete plat of the First Amended Minor Subdivision Plat of Glenwood Spring Municipal Operations Center, as laid out, plotted, dedicated and shown herein, 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 lots, easements and streets of said subdivision as the same are staked upon the ground in compliance with the City of Glenwood Springs regulations governing the subdivision of land.

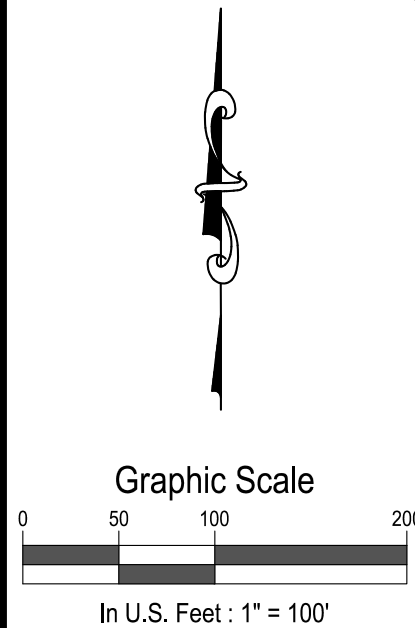
In witness whereof I have set my hand and seal this ____ day of ____ A.D. 20__.

Registered Land Surveyor

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 on the ____ day of _____ 20__, as Reception No. _____

Clerk and Recorder

BY _____
Deputy

SGM
1118 West Sixth Street, Suite 200
Glenwood Springs, CO 81601
970.945.1004 www.sgm-inc.com

Glenwood Spring Municipal Operations Center
Glenwood Springs, Colorado

[illegible]

Job No.	2019-458.00		
Drawn by:	jhm		
Date:			
Approved:	reb	PLS:	jhm
File:	GWSMOC AmPla		

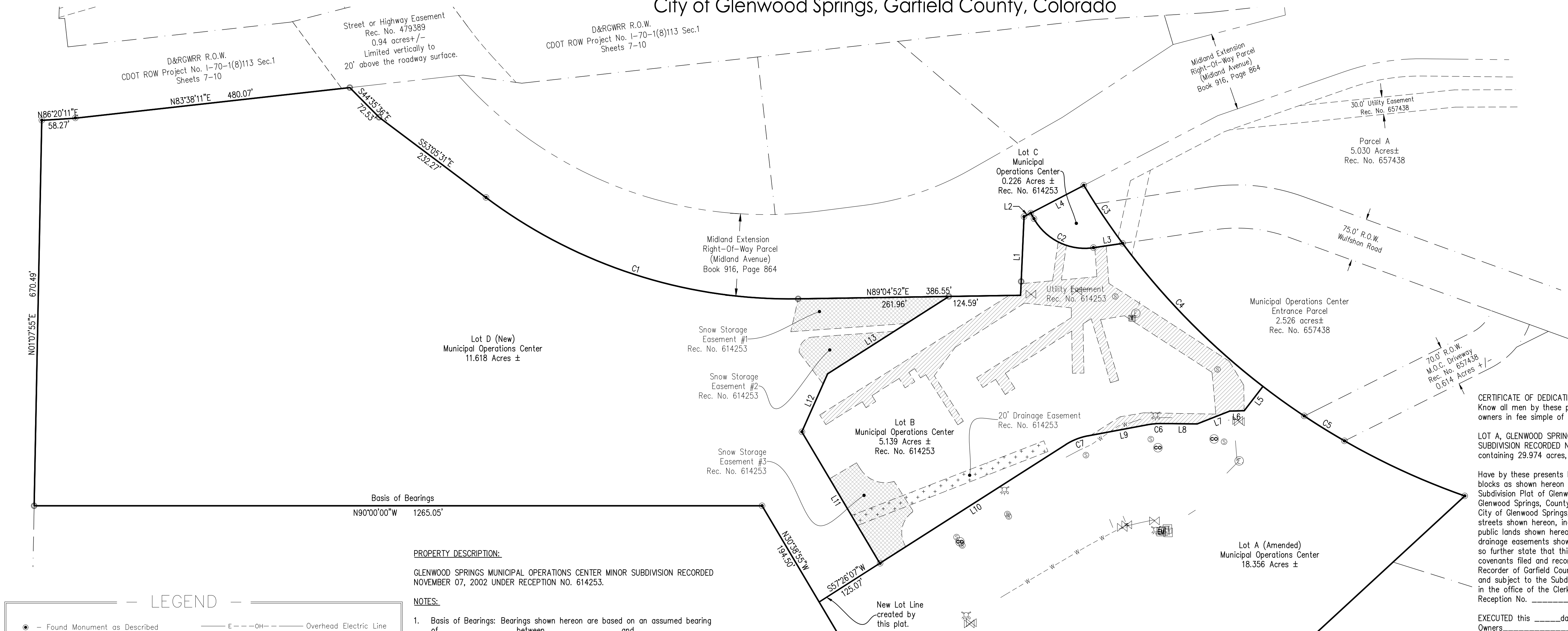
Boundary & Access Easement

Title: First Amended Minor
Subdivision Plat

Sheet No.

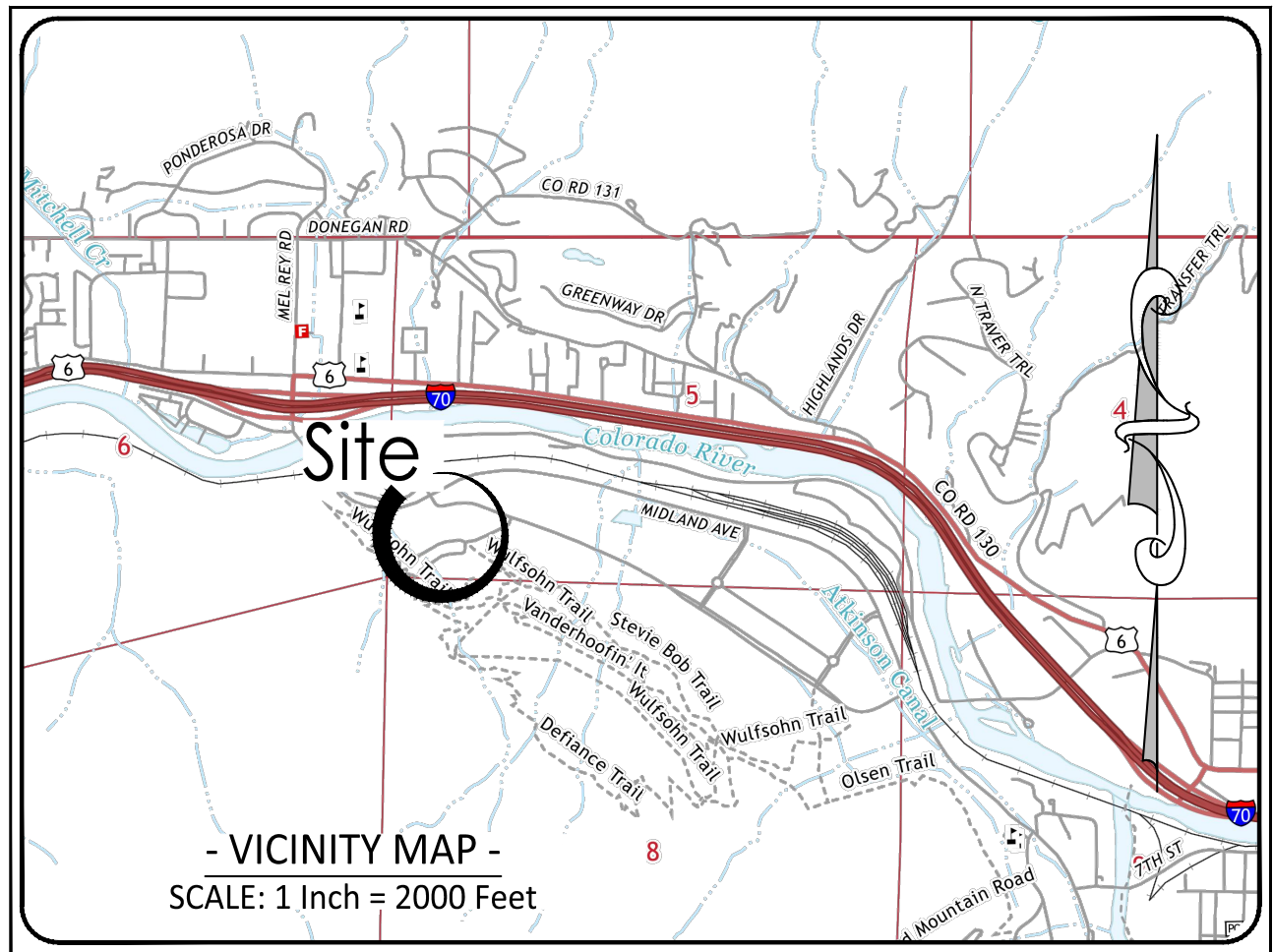
Of:

First Amended Minor Subdivision Plat of
Glenwood Springs Municipal Operations Center
 A Parcel of Land Situated in Sections 5, 6, and 8,
 T. 6 S., R. 89 W. of the 6th P.M.
 City of Glenwood Springs, Garfield County, Colorado



LEGEND

- | | |
|---|--|
| <ul style="list-style-type: none"> Found Monument as Described Found Monument as Described Found Monument as Described Electric Transformer Light Pole Utility Pole Telephone Ped Water valve Fire Hydrant Water Shut-off Water Spigot Well PVC pipe Irrigation Cont. Valve Sanitary Sewer Manhole Cleanout Gas Meter CATV Pedestal Sign - Single Pole | <ul style="list-style-type: none"> Overhead Electric Line Fence line Overhead Telephone Line Rock wall Building Envelope Line Concrete Stone Gravel Deck Flagstone Asphalt paving |
|---|--|



PROPERTY DESCRIPTION:

GLENWOOD SPRINGS MUNICIPAL OPERATIONS CENTER MINOR SUBDIVISION RECORDED
NOVEMBER 07, 2002 UNDER RECEPTION NO. 614253.

NOTES:

1. Basis of Bearings: Bearings shown hereon are based on an assumed bearing of _____, between _____ and _____, both corners being monumented as shown hereon.
2. This map has been prepared pursuant to client request for an Amended Minor Subdivision Plat.
3. Date of field survey : October 31, 2019
4. Units of linear measurements are displayed in US Survey Feet.
5. SGM will not be responsible for any changes made to this document after it leaves our possession. Any copy, facsimile, etc., of this document must be compared to the original signed, sealed and dated document to insure the accuracy of the information shown on any such copy, and to insure that no such changes have been made.
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Every attempt has been made to show all easements, rights-of-way, etc. referred to in the Schedule B2 Exceptions referred in said title insurance policy. Some such items may not be shown (i.e. Items 8-11) if they are standard title commitment exceptions, or if not sufficiently described in recorded documents to be shown graphically, or if they are situated on adjacent properties, or if they affect the property in general, etc. In regards to other such items:

- LINE TABLE -		
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LOT A, GLENWOOD SPRINGS MUNICIPAL OPERATIONS CENTER MINOR
SUBDIVISION RECORDED NOVEMBER 07, 2002 UNDER RECEPTION NO. 614253, and
containing 29.974 acres, more or less;

Have by these presents laid out, platted and subdivided the same into lots and blocks as shown hereon and designate the same as First Amended Minor Subdivision Plat of Glenwood Spring Municipal Operations Center in the City of Glenwood Springs, County of Garfield, Colorado; and do hereby grant to the City of Glenwood Springs, County of Garfield, Colorado, for public use the public lands shown hereon, including avenues, drives, courts, places and alleys, the public lands shown hereon for their indicated public use, and the utility and drainage easements shown hereon for utility and drainage purposes only; and so further state that this subdivision shall be subject to the protective covenants filed and recorded for this subdivision in the office of the Clerk and Recorder of Garfield County, Colorado, and subject to the subdivision map and subject to the Subdivision Agreement filed and recorded for this subdivision in the office of the Clerk and Recorder of Garfield County, Colorado as Reception No. _____.

EXECUTED this _____ day of _____, A.D. 20____
Owners _____

STATE OF COLORADO

COUNTY OF GARFIELD

The foregoing dedication was acknowledged before me this ____day of _____, A.D. 20____, by _____.

My commission expires _____
WITNESS MY HAND AND SEAL,

Notary Public

COMMUNITY DEVELOPMENT DIRECTOR CERTIFICATE:

This plat was approved by the City of Glenwood Springs Director of Community Development this ____day of _____, A.D. 20__.

Director

SURVEYOR'S CERTIFICATE:

I, Joshua L. Wilson, do hereby certify that I am a registered land surveyor licensed under the laws of the State of Colorado, that this plat is a true, correct and complete plat of the First Amended Minor Subdivision Plat of Glenwood Spring Municipal Operations Center, 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 lots, easements and streets of said subdivision as the same are staked upon the ground in compliance with the City of Glenwood Springs regulations governing the subdivision of land.

In witness whereof I have set my hand and seal this ____ day of ____ A.D. 20__.

Registered Land Surveyor

Joshua L. Wilson
Colorado PLS # 384
For, and on behalf of

- PRELIMINARY -

- REVIEW -

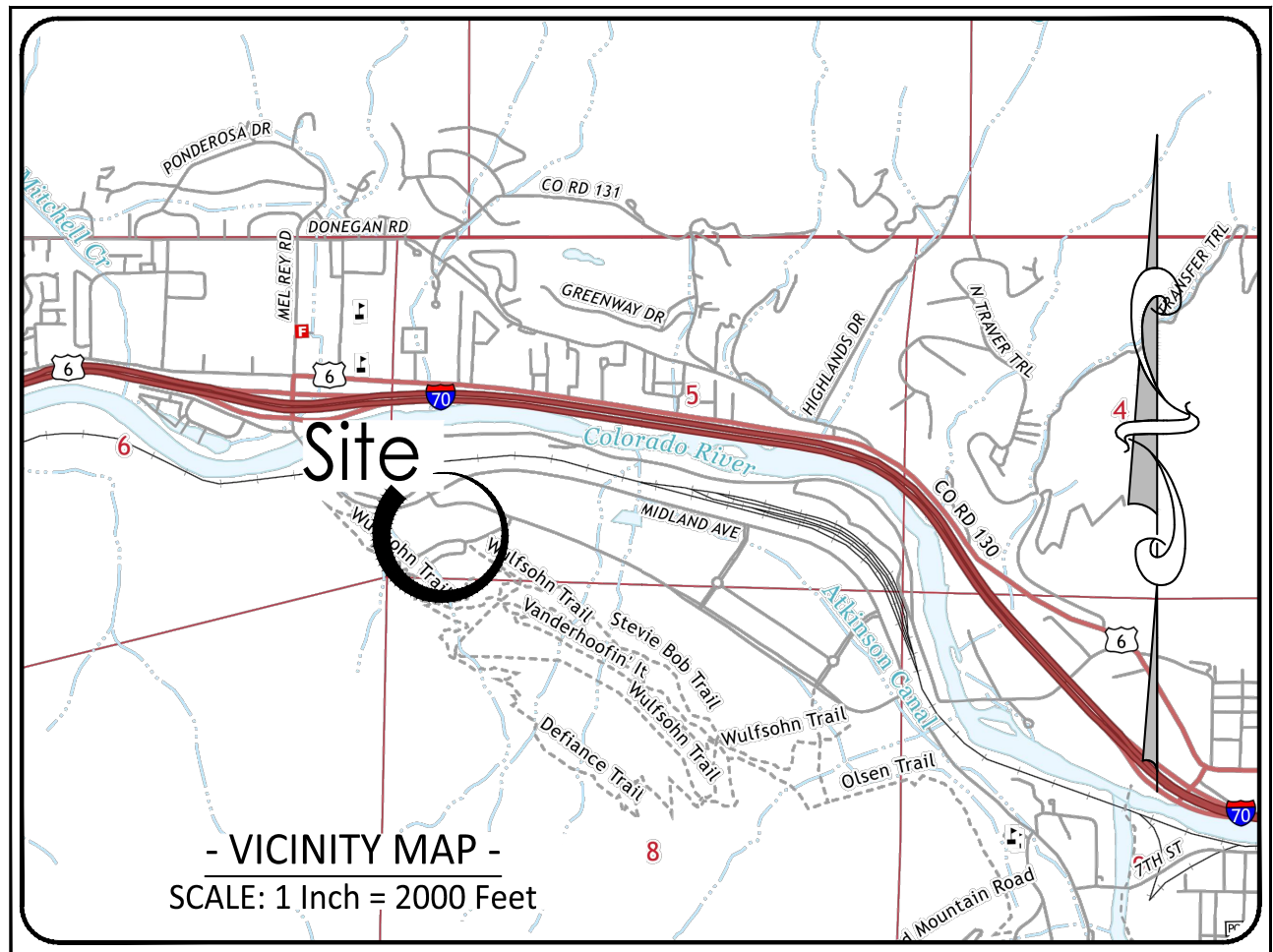
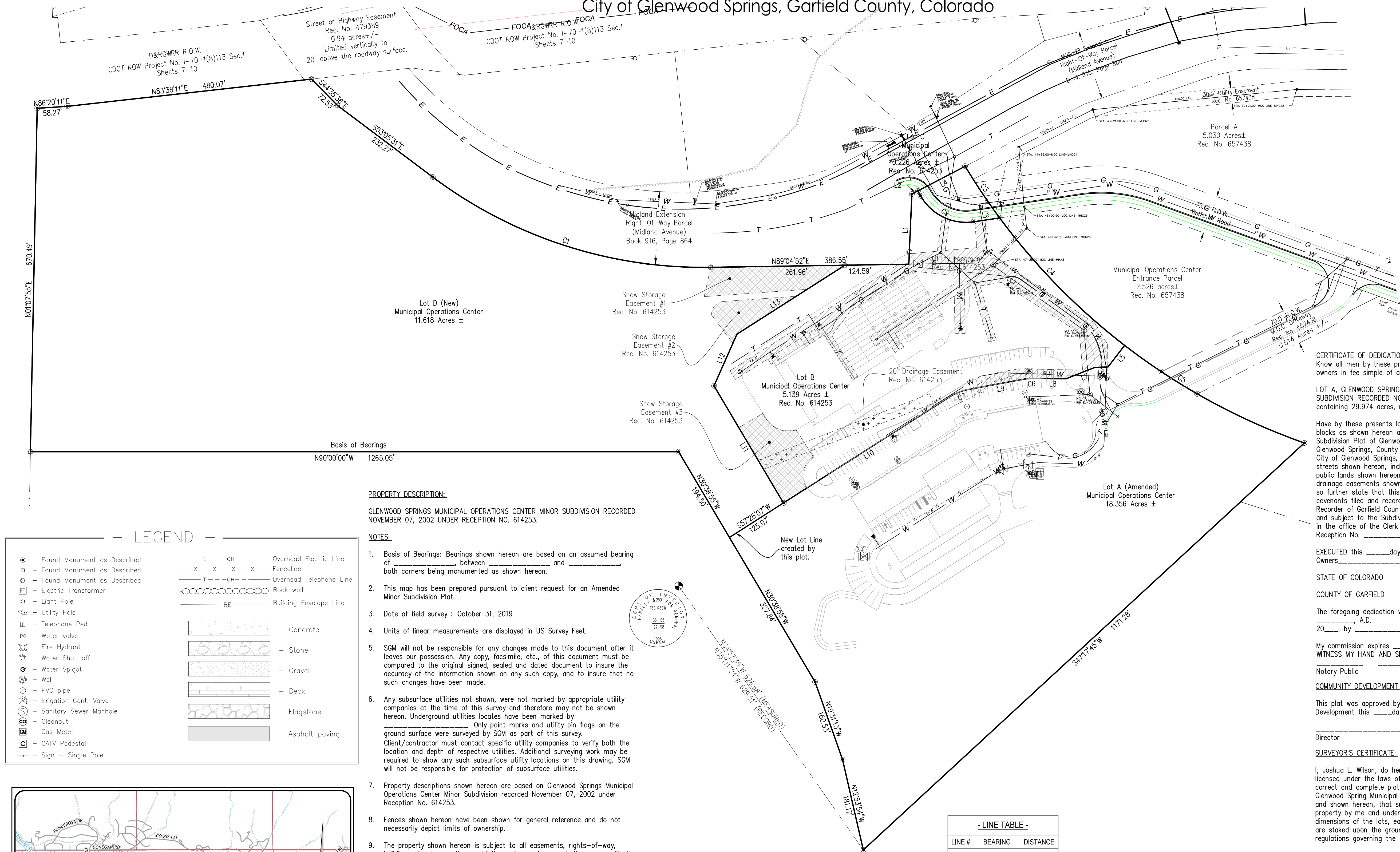
CLERK AND RECORDER'S CERTIFICATE:

This plat was filed for record in the office of the Clerk and Recorder of Garfield County at _____ o'clock ____M on the _____ day of _____ 20____, as Reception No. _____.

Clerk and Recorder

BY _____
Deputy

First Amended Minor Subdivision Plat of
Glenwood Springs Municipal Operations Center
 A Parcel of Land Situated in Sections 5, 6, and 8,
 T. 6 S., R. 89 W. of the 6th P.M.
 City of Glenwood Springs, Garfield County, Colorado



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L5	S37°37'22"W	53.33'
L6	S68°35'22"W	25.04'
L7	S68°34'16"W	60.95'
L8	N89°27'19"W	61.43'
L9	S79°26'02"W	104.84'
L10	S57°26'07"W	383.56'
L11	N30°38'55"W	265.78'
L12	N23°56'20"E	110.36'
L13	N57°26'02"E	250.08'

- CURVE TABLE -					
CURVE #	ARC LENGTH	RADIUS	DELTA ANGLE	CHORD BEARING	CHORD LENGTH
C1	580.98'	880.00'	37°49'37"	S72°00'20"E	570.49'
C2	122.26'	102.00'	68°04'40"	S63°54'57"E	115.07'
C3	121.28'	1260.00'	5°30'53"	S33°43'37"E	121.23'
C4	349.50'	1260.00'	15°53'34"	S44°25'51"E	348.38'
C5	82.30'	1260.00'	3°44'33"	S58°16'05"E	82.29'
C6	25.60'	132.00'	11°06'39"	S84°59'22"W	25.56'
C7	41.47'	108.00'	21°59'55"	S68°26'04"W	41.21'

CERTIFICATE OF DEDICATION AND OWNERSHIP
Know all men by these presents that the City of Glenwood Springs, being sole owners in fee simple of all that real property described as follows:

LOT 4, GLENWOOD SPRINGS MUNICIPAL OPERATIONS CENTER MINOR
SUBDIVISION RECORDED NOVEMBER 07, 2002 UNDER RECEPTION NO. 614253, and
containing 29.974 acres, more or less;

Have by these presents laid out, platted and subdivided the same into lots and blocks as shown herein and designate the same as First Amended Minor Subdivision Plat of Glenwood Spring Municipal Operations Center in the City of Glenwood Springs, County of Garfield, Colorado; and do hereby grant to the City of Glenwood Springs, County of Garfield, Colorado, for public use the streets shown herein, including avenues, drives, courts, places and alleys, the public lands shown herein for their indicated public use, and the utility and drainage easements shown herein for utility and drainage purposes only; and so further state that this subdivision shall be subject to the protective covenants filed and recorded for this subdivision in the office of the Clerk and Recorder of Garfield County, Colorado; and do hereby certify that the same are subject to the Subdivision Agreement filed and recorded for this subdivision in the office of the Clerk and Recorder of Garfield County, Colorado as Reception No.

EXECUTED this _____ day of _____, A.D. 20____.
Owners _____

STATE OF COLORADO

COUNTY OF GARFIELD

The foregoing dedication was acknowledged before me this ____day of _____, A.D.
20____, by _____.

My commission expires _____
WITNESS MY HAND AND SEAL,

Notary Public _____

COMMUNITY DEVELOPMENT DIRECTOR CERTIFICATE:

This plat was approved by the City of Glenwood Springs Director of Community Development this ____ day of _____, A.D. 20__.

Director

SURVEYOR'S CERTIFICATE:

I, Joshua L. Wilson, do hereby certify that I am a registered land surveyor licensed under the laws of the State of Colorado, that this plat is a true, correct and complete plat of the First Amended Minor Subdivision Plat of Glenwood Spring Municipal Operations Center, as laid out, platted, dedicated and shown herein, 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 lots, easements and streets of said subdivision as the same are staked upon the ground in compliance with the City of Glenwood Springs regulations governing the subdivision of land.

In witness whereof I have set my hand and seal this ____ day of ____ A.D. 20__.

Registered Land Surveyor

100

Joshua L. Wilson
Colorado PLS # 38417
For, and on behalf of SGM

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 on the _____ day of _____, 20____, as Reception No. _____.

Clerk and Recorder

BY _____
Deputy



City Council
STAFF REPORT
City of Glenwood Springs
December 5, 2019

Agenda Item:	Resolution 2019-44; A Resolution of the City Council of the City of Glenwood Springs, Colorado, Declaring it's Official Intent to Reimburse Certain Expenditures Relating to the Broadband Project with Proceeds of Indebtedness Prior to Closing of Debt Funding
Action Requested:	Approve resolution to allow expenditures made prior to closing of debt funding related to the Broadband project to be reimbursed to the Electric Fund upon closing.
Department:	Public Works
Presented By:	Matthew Langhorst, Public Works Director
Background Info:	To keep sources and uses of funds for the Broadband project separate from funds generated and expended by the Electric Enterprise Fund we need to reimburse the Electric Fund for expenditures made prior to the closing of a funding source. This Resolution allows qualified expenses to be paid for from the Broadband project rather than the Electric Enterprise Fund.
Issues:	None
Staff Recommendation:	Staff recommends approval

RESOLUTION 2019-44

A RESOLUTION OF THE CITY COUNCIL OF GLENWOOD SPRINGS, COLORADO, DECLARING ITS OFFICIAL INTENT TO REIMBURSE CERTAIN EXPENDITURES RELATING TO THE BROADBAND PROJECT WITH PROCEEDS OF INDEBTEDNESS PRIOR TO CLOSING OF DEBT FUNDING.

WHEREAS, the City of Glenwood Springs, (the “City”), is a home rule municipality and political subdivision duly organized and existing pursuant to a city charter and the constitution and laws of the State of Colorado (the “State”); and

WHEREAS, the City’s Electric and Broadband departments operate as enterprises under the laws of the State; and

WHEREAS, the City expects to incur capital expenditures in connection with the Fiber to Home Broadband Expansion Project (the “Project”) prior to the issuance of tax-exempt obligations (the “Debt”) to finance the Project; and

WHEREAS, 26 C.F.R. § 1.150-2 requires the City to declare its reasonable official intent to reimburse itself prior to expenditures for the Project with proceeds of a subsequent borrowing; and

WHEREAS, the City Council hereby desires to declare its official intent, pursuant to 26 C.F.R. § 1.150-2, to reimburse the City for such capital expenditures with the proceeds of the Debt.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF GLENWOOD SPRINGS, COLORADO, THAT:

Section 1. **Recitals.** The foregoing recitals are true and correct.

Section 2. **Purpose of Resolution.** This resolution is adopted solely for purposes of establishing compliance with the requirements of 26 C.F.R. § 1.150-2 and does not bind the City to make any expenditure, incur any Debt, or proceed with the Project.

Section 3. **Declaration.** City Council hereby declares its official intent to reimburse the City with proceeds of indebtedness for any of the expenditures incurred in connection with the Project.

Section 4. **Effective Date of Resolution.** This Resolution shall take effect immediately upon its passage.

INTRODUCED, READ AND PASSED THIS 5TH DAY OF DECEMBER 2019.

CITY OF GLENWOOD SPRINGS, COLORADO

ATTEST:

Jonathan Godes, Mayor

Catherine Mythen Fletcher, City Clerk



City Council
STAFF REPORT
City of Glenwood Springs
December 5, 2019

Agenda Item:	Economic Development Year in Review
Action Requested:	The Economic Development staff seeks input on City Council's Economic Development priorities and expectations moving into 2020.
Department:	Economic and Community Development
Presented By:	Matt Nunez, Economic Development Specialist Jennifer Ooton, Assistant City Manager
Background Info:	In December 2018, City Council adopted an Economic Development Strategy (attached) designed to outline existing economic trends and inform future decision making. This presentation is an overview of the items achieved in 2019 as well as the opportunities available for 2020. Staff requests the City Council's input on which areas should be prioritized moving into the new year.
Issues:	None
Staff Recommendation:	Staff defers to City Council.

Economic and Community Development Dept.

Wednesday, November 27, 2019



Economic Development Strategy

œ Prepared November 2018 by Development Research Partners and adopted Dec. 6, 2018

œ Provided economic assessment of:

- œ Labor market
- œ Financial capital
- œ Access to markets
- œ Transportation
- œ Sites and facilities
- œ Knowledge resources
- œ Education and training
- œ Place and lifestyle





Implementation Recommendations

- **8 Categories of Implementation Recommendations for a comprehensive economic development effort**

- œ New Housing and Construction Growth Opportunities
- œ Recreation Industry Growth Opportunities
- œ Workforce Development: Training, Small Business and Startups
- œ Co-Working and Maker Space
- œ Business Retention and Expansion
- œ Expanding the Light Industrial Base
- œ Positioning (Branding and Marketing)
- œ Focus Area Recommendations
- œ Potential Economic Development Incentives

Focus Areas

Economic Development Strategy Focus Areas

Regional Trade Center

Regional Service Center

Tourism Development

Downtown Development

Community Development and
Enhancement

Job Growth/Creation





Accomplishments in 2018 and 2019

Accomplishments

Hired an Economic Development Specialist in Sept. 2019

Hanging Lake Shuttle Service

Completion of the 7th Street Revitalization Project

Received USDA grant for Microloans for Businesses (Revolving Loan Fund)

Working toward affordable housing goals (including a density bonus)



Workforce Development: Training, Small Business and Startups

Business Roundtable with
SBA Regional Director and
Colorado State Director
USDA Rural Development

September 26, 2019



Workforce Development: Training, Small Business and Startups

Northwest Colorado SBDC

\$5,000 provided from City of Glenwood Springs

21 consulting sessions in Glenwood Springs (Jan.-June)

28 all of 2018

“Growth Hacking Workshop” – March 28, 2019

38 attendees

Workshops and counseling offered in Spanish



GARFIELD COUNTY: 2019 SBDC MIDYEAR UPDATE

Northwest SBDC Office

Email: erin@northwestsbdc.org

Website: www.northwestsbdc.org



Industry Partnership Meeting

❧ Colorado Workforce Center, the Glenwood Springs Chamber Resort Association, the City of Glenwood Springs in June held a retail/hospitality industry partnership meeting. During the meeting, the group listed several issues of concern to the hospitality industry:

- ❧ affordable housing
- ❧ childcare
- ❧ healthcare
- ❧ transportation
- ❧ broadband
- ❧ mental health
- ❧ difficulty attracting employees and staff
- ❧ substance/opioid abuse



Positioning and Marketing

Recommendations:

- ❧ Create an online index/directory of businesses both retail and service
- ❧ Marketing campaign to promote local retailers/service providers
- ❧ Host a retailers committee with the Chamber Resort Association or a stand-alone retailers association to garner real time input from the industry on how to market itself.



Positioning and Marketing

☞ cogs.us/EconomicDevelopment

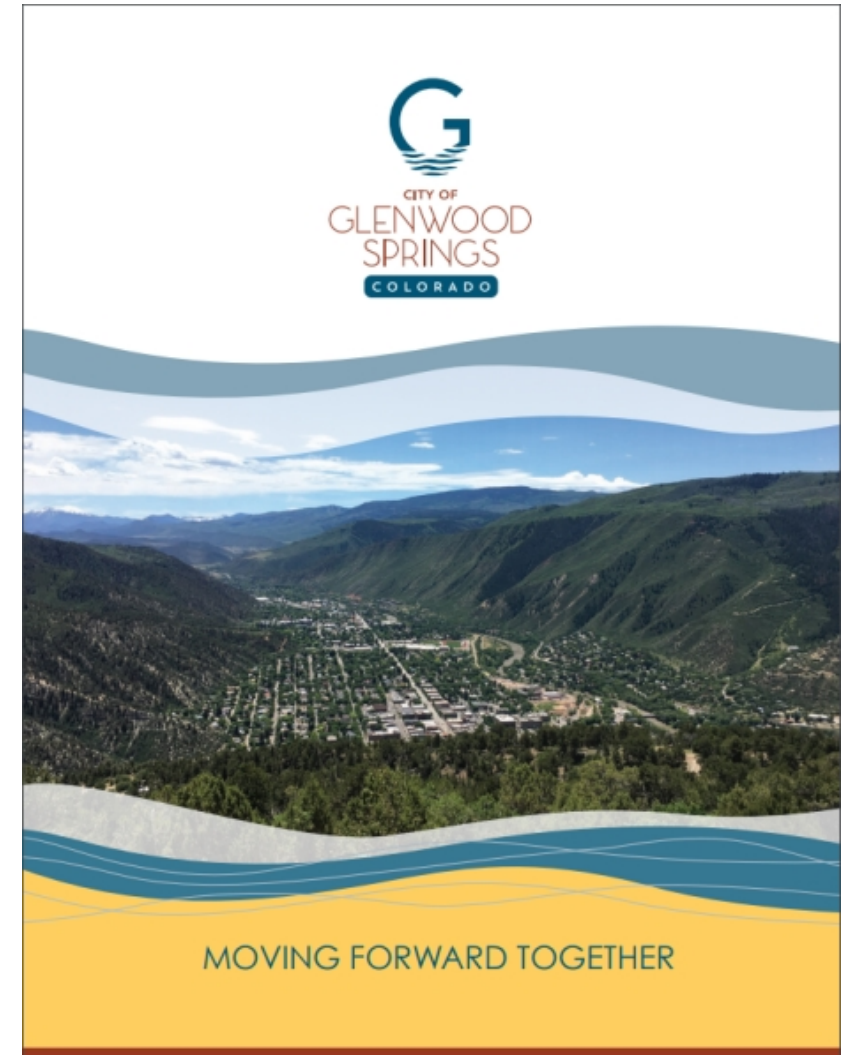
☞ Updated the format to be similar to the cogs.us landing page

☞ Easier access to funding/financing opportunities

☞ Links to DDA and Chamber resources

☞ **Economic Development Brochure**

☞ Opportunity Zone promotion



Positioning and Marketing

"Shop Glenwood"
Small Business Saturday
"May the Fourth"
2020 event TBD

Chamber Partnership
Advertising in Post Independent
Small Business Saturday



West Glenwood Mall Redevelopment

- ☞ Glenwood Springs Mall conditions survey
 - ☞ Identified 10 of 11 blight conditions
- ☞ West Glenwood Springs Urban Renewal Authority Plan
- ☞ Opportunity to continue to support reinvestment into retail centers with TIF



Downtown Development



Arts & Entertainment

Arts

Public Art

- North Landing sculpture

- Public Arts Plan (starting in early 2020)

Hanging Lake Management Plan

- Rural Technical Assistance Grant

- Colorado Tourism Office Outstanding Sustainability Initiative

- National media attention has an estimated Advertising Value Equivalency of \$9.5 million for traditional media



Opportunity Zones

❧ Two OZ's in Glenwood Springs designated in April 2018

- ❧ North of Colorado River
- ❧ East of Roaring Fork River

❧ Capital gains tax deferral incentive

- ❧ Unrealized capital gains may be reinvested towards development opportunities within designated tracts
- ❧ Must be invested through an Opportunity Fund

❧ Q&A Session on Oct. 17, 2018

- ❧ Rural COZ (Four Points Funding) Attended - Opportunity Fund specifically addressing rural Colorado needs
- ❧ Colorado OEDIT Representatives



Opportunity Zones



For map resources click [here](#).

Opportunity Zone census tracts available [here](#).

Enterprise Zones

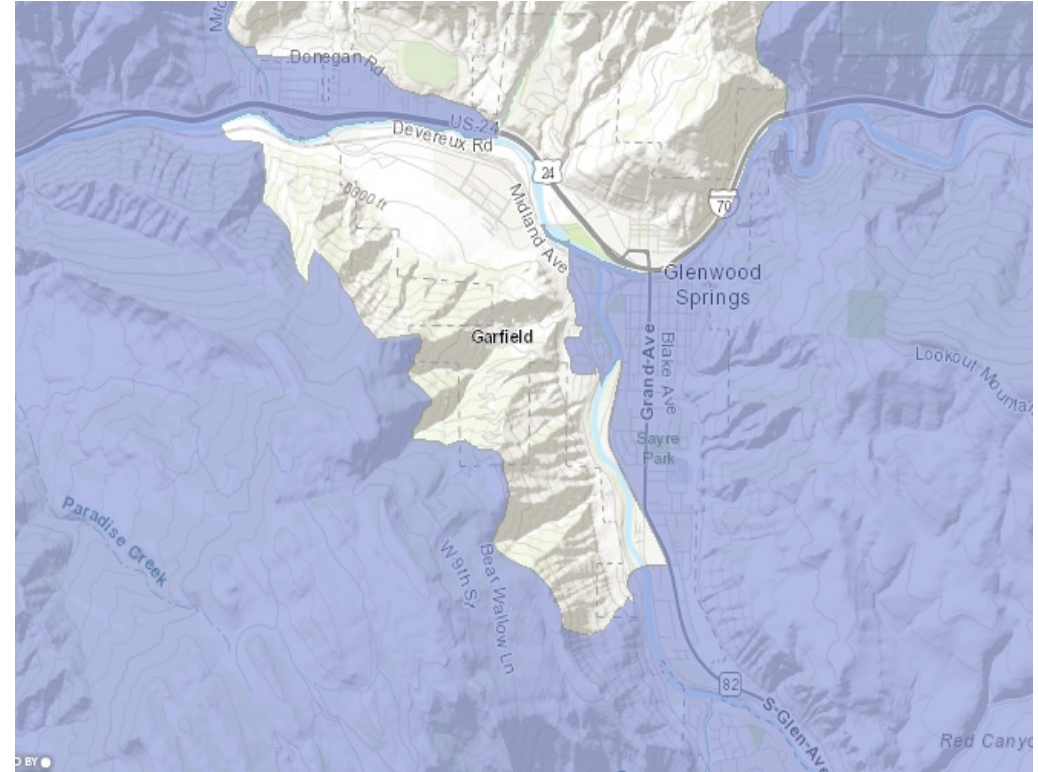
City staff make businesses aware of the Colorado Enterprise Zone program. We plan to put out a mailer in 2020 to publicize this state program more.

Colorado OEDIT Enterprise Zone

South of Colorado River, West Glenwood

Tax credit program for business investors and owners

- Investments
- Job training
- New employees
- Health insurance
- R&D
- Commercial vehicles
- Public-private partnerships



Revolving Loan Fund

- œ \$93,000 grant from USDA (+\$25,000 match from Economic Development line in 2019 budget)
 - œ Funds become City's after initial round of lending
- œ Small business support for working capital needs
 - œ Acquisition, furnishing, equipment, site improvements, fire suppression systems
 - œ Terms:
 - œ \$5,000-\$40,000
 - œ 1.5-3.5% interest; repayment up to 7 years
 - œ Review committee including six community members
- œ Applications Live: November/December 2019



Workforce Diversification

☞ Convening Group in Glenwood Springs

☞ Representatives from CMC, Garfield County Libraries, AGNC, Chamber Resort Association, GSHS (June 2019)

☞ Researching Apprenticeship Models

☞ CareerWise (Vail, Mesa County, others)

☞ YouthEntity



Confluence Redevelopment

- RFQ for a Master Developer for the Confluence Area sent out in May.
- Technical Assistance in July 2019
- Working on 6F conversion for Vogelaar
- Working on addressing zoning and plats for land around City Hall



Planning a meeting
for early 2020 to
thoroughly review
the EPA-funded
Technical Assistance



22

Broadband

Expand high-speed citywide broadband services.

The Community Broadband Network (CBN) is a part of the Glenwood Springs Electric Department. The department is an Internet Service Provider (ISP) delivering services through fiber optic and wireless infrastructure to local businesses at speeds of up to 1 Gbps and extremely competitive pricing starting at \$70/mo. In 2020, the City is pursuing last-mile expansion of the service for residential customers.

Broadband is working on new marketing to support the fiber-to-the-home rollout, the first draft of which should be ready mid-December



Where Do We
Want to Move the
Ball Forward?





Housing and Construction Opportunities

1. Work with Garfield County Housing Authority to encourage solutions for all housing price points
2. Pursue new technologies for new housing types
3. Facilitate focus group of construction and related businesses to bring about new collaborations
4. Attract emerging construction businesses, such as modular construction
5. Identify city properties that could be used for affordable housing (Iddings, northeast corner of 8th and Midland)

Recreation Industry Growth Opportunities

1. Actively pursue outdoor equipment manufacturers
2. Support a more robust guided tour industry
3. Create a shared-work environment for the recreation industry





Workforce Development

1. Collaborate with local educational institutions and businesses to build opportunities to support professional development and workforce capacity
2. Establish professional education center with CMC, including remote learning opportunities
3. Establish a registered Apprenticeship program with Colorado DOLE
4. Investigate feasibility of a physical space for the SBDC in Glenwood Springs, including a co-working and/or maker-space



Co-Working and Maker-Space

1. Coordinate with businesses and CMC to identify market opportunities for new businesses
2. Proactively seek a space operator to locate in the city
3. Offer public buildings/land and/or economic incentives to attract shared-space operators

Retention & Expansion

1. Organize focus groups among new businesses to explore strategies
2. Market directly to post-secondary schools known for business and entrepreneurship
3. Facilitate enhanced partnership for specialized training and/or professional development between CMC and businesses



Expanding the Light Industrial Base

1. Identify land for commercial growth or redevelopment along east side of the Roaring Fork River
2. Discuss redevelopment of the Glenwood Springs Airport property (business and/or light industrial business park)



Positioning

1. Market workforce attraction and retention to businesses
2. Create an organized realty listings resource (e.g. webpage)
3. Support county-wide housing initiatives





Focus Area Recommendations

1. Increase broadband marketing efforts to businesses
2. Host a retailers committee at the Chamber Resort Association
3. Actively pursue mid-priced hotel options for the downtown area
4. Enhance collaboration and events within the arts community
5. Discuss traffic timing with CDOT
6. Conduct a neighborhood-focused branding campaign

Potential Economic Development Incentives

1. Prioritize firms and industries that drive local competitive advantage, innovation, productivity, and wage gains
2. Waive permitting fees for select businesses to expedite the building process
3. Sponsor RFTA transit pass discount for employers
4. Continue to capitalize on Opportunity Zone designation



November 19, 2019

In December 2018, Glenwood Springs City Council adopted an economic development strategy to identify future goals and priorities for the continued prosperity of our community. This report, along with City Council's Draft 2020-2025 Strategic Vision, provide an outline of the following goals for economic development in Glenwood Springs for 2020 and beyond:

Sentences in italics are specific strategies listed in the 2020-2025 Strategic Vision.

- **Job Growth & Creation**

*Develop and pursue compatible business and industry sectors to create new jobs and livable wages to expand our economic base and broaden economic diversity.
Support local businesses to enhance their economic success.*

Key sectors in the Glenwood Springs economy include hospitality, healthcare, education, and outdoor recreation. As Glenwood Springs faces key decisions in the redevelopment of large parcels of land (airport, Confluence, shopping mall), commercial and mixed-use opportunities are being identified which will provide a base for new business opportunities in these sectors. In addition to building on existing industries, the City of Glenwood Springs is also convening key partners to explore career pathway opportunities for high school students through apprenticeship programs and professional education at Colorado Mountain College (CMC).

- **Affordable Housing**

Develop affordable housing with strategic partners so more people who work in the city can live in the city.

Like many other resort communities across the Mountain West, Glenwood Springs suffers from a shortage of long-term affordable housing options for its workforce. Many local workers commute from Western Garfield County (Silt, New Castle, Rifle) or Gypsum, which can be inaccessible during severe winter conditions in Glenwood Canyon. To this end, City Council has identified affordable housing a key priority.

- **Regional Trade & Service Center**

Expand the city's role as a regional center for commercial, professional and government services.

Glenwood Springs is ideally located at the junction of CO-82 and I-70, connecting communities across the extended Roaring Fork Valley (Aspen to Rifle) and the Vail Valley. This allows us to serve as a center for regional trade, services, and commercial activity. Looking ahead, the City plans to support additional retail opportunities, which will bring more commercial activity to our region, while encouraging growth in industries which can capitalize on the trade opportunities presented by our location. Among these industries are outdoor equipment manufacturing and regional transportation services.

- **Broadband Expansion**

Expand high-speed citywide broadband services.

The Community Broadband Network (CBN) is a part of the Glenwood Springs Electric Department. The department is an Internet Service Provider (ISP) delivering services through fiber optic and wireless infrastructure to local businesses at speeds of up to 1 Gbps and extremely competitive pricing starting at \$70/mo. Moving forward, the City is pursuing last-mile expansion of the service for residential customers.

- **Tourism Development**

Continue to support our tourism industry.

Tourism is at the heart of the Glenwood Springs economy, and ensuring its prosperity is key to the sustained growth of the region at-large. The City invests approximately \$1.3 million on marketing and staff members to promote the city as a destination. Providing quality and affordable dining, shopping, and lodging options for visitors is a key priority of both the city and the Chamber moving forward.

Sources:

[City of Glenwood Springs Economic Development Strategy](#)
[City Council Draft 2020-2025 Strategic Vision](#)

Other Documents:

[EPA Brownfields Area Wide Plan \(Confluence Redevelopment\)](#)
[Airport Scenario Planning](#)

For more information, please contact:

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Phone: 970-384-6404

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Economic Development Specialist
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Phone: 970-384-6424

City of Glenwood Springs Economic Development Strategy

November 2018

Prepared for:



City of Glenwood Springs, Colorado

Prepared By:



Development Research Partners specializes in economic research and analysis for local and state government and private sector businesses. Founded in 1994, Development Research Partners combines extensive experience in real estate economics and economic development to provide clients with insightful and strategic consulting services in four areas of expertise:

- **Economic and Demographic Research**

Research in support of business and community activities, ranging from community profiles to evaluating and forecasting economic and market conditions.

- **Industry Studies**

Specialized research projects including industry cluster research, industry trends analysis, and strategic competitive analysis.

- **Fiscal and Economic Impact Analysis**

Comprehensive custom analysis and analytical tools to evaluate and forecast site-specific real estate and business activities and government cost and benefit impacts.

- **Real Estate and Public Finance Economics**

Analysis and strategy for infill redevelopment, adaptive reuses, and property development including market and feasibility studies, public investment analysis, and public-private partnering opportunities.



Development Research Partners

Jesse Silverstein, Director, Real Estate Economics

Lisa Strunk, Senior Economist

10184 West Belleview Avenue, Suite 100

Littleton, Colorado 80127

www.DevelopmentResearch.net

303.991.0070

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INTRODUCTION

The City of Glenwood Springs is updating its economic development strategy and has commissioned this study to identify current economic trends impacting Glenwood Springs and provide strategic recommendations for its economic development programming.

Glenwood Springs was named the "Most Vibrant Small-Town Arts Environment in the United States" in 2015 by Southern Methodist University and the 5th "Best Place to Live in America" by *Outside* magazine. It was named the "Most Fun Town in America" by Rand McNally and USA Today in 2011. How does the City build on its successes to create a resilient and sustainable local economy? This study evaluates and makes recommendations to that end.

The Glenwood Springs City Council has identified six economic development focus areas. DRP will focus on informing strategies and developing economic development approaches for each of the City's economic development focus areas:

1. Regional Trade
2. Regional Services
3. Tourism
4. Downtown Development
5. Community Development and Enhancement
6. Job Growth and Creation

ECONOMIC ASSESSMENT

A high-level assessment was conducted to better understand Glenwood Springs' economic assets and to inform its economic development strategies. This economic assessment used available quantitative, qualitative, and observed data regarding industry, workforce, physical setting, and other factors important to growing the local economy. Specifically, the following factors were evaluated:

- Labor Market
- Financial Capital
- Access to Markets
- Transportation
- Sites and Facilities
- Knowledge Resources
- Education and Training
- Place and Lifestyle

Summary Observations

As a first step in the economic development assessment process, objective observations are taken and reported.

FACTOR	OBSERVATIONS
Labor Market	• Currently, about 79 percent of Glenwood Springs total employment is concentrated in four sectors consisting of leisure and hospitality, government, education and health services, and retail trade. • The local workforce is diverse with occupations across all industrial sectors, with a relatively high concentration in service and natural resources and a relatively low concentration in management, professional, and production occupations. This balance reflects a tourist and retail-based economy. • 29% of residents have some college or an associate's degree; 20% have a bachelor's degree; and 12% have a graduate or professional degree. • The local workforce has a high participant concentration in the primary working ages from 20 to 64-years. • Garfield County is anticipated to experience high net in-migration in 25 to 64-year old cohorts. • Unemployment is very low in the City and the County (below the State average); this is indicative of a tight labor market which is pervasive in the current nationwide economy. • Place and lifestyle factors make Glenwood Springs a desirable destination for work force attraction. • Average labor costs are relatively affordable compared to the State and the nation: the 2017 average annual salary for Glenwood Springs was 97 percent of Garfield County's; 81 percent of Colorado's; and 82.8 percent of the U.S. average.
Financial Capital	• The City is well served by national, state, and community banks, as well as an established SBA lender. • The City of Glenwood Springs has indicated a willingness to provide investment in gap financing, infrastructure, business development, and real estate development on select projects. • The Downtown Development Authority (DDA) may provide additional support to specific requests in their district. • The City is evaluating economic development financing tools for targeted business prospects.

Access to Markets	• The City is centrally located between Vail, Grand Junction, and Aspen and is in close proximity to Rifle, New Castle, Carbondale, Basalt, and Eagle: road transportation easily serves these local and regional markets. • Access to Metro Denver and Salt Lake City markets (and beyond) is by vehicle (via I-70) and/or by rail. • Glenwood Springs is home to about 20 independent trucking companies. • The City is served by package delivery services including the US Postal Service, FedEx, and UPS. • Community Broadband Network is provided by the City's electric utility, and easily supports ecommerce and data service businesses in the City. • Access to the regional labor markets is good with Glenwood Springs being serviced by roadways, the Roaring Fork Transportation Authority (RFTA) Bus Rapid Transit, and Ride Glenwood.
Transportation	• The City is located on Interstate-70, a major transportation route across Colorado and states east and west. • I-70 intersects State Highway 82 at its northern terminus, a well-used route with all-season access to Aspen. • The Denver & Rio Grande Western railroad provides cross-country freight rail service through the City with a freight loading station just west of downtown. • The California Zephyr scenic train provides cross-country passenger service with a stop in downtown at the historic depot across from the Hotel Denver. • Grand Junction's Regional Airport supports commercial and military air traffic located 85 miles to the west; Denver International Airport is 180 miles to the east. • The City-owns and operates a limited use general aviation airport southwest of downtown which is open by appointment. • Eagle County Airport is 27 miles to the east and Aspen-Pitkin County Airport is 37 miles southeast. • Nearby Rifle houses the Garfield County general aviation 24/7 airport that accommodates business jet traffic, is the inclement weather alternate for Eagle and Aspen airports, and houses the single-engine air tanker (SEAT) base for forest fire fighting.
Sites and Facilities	• The City has an architecturally and historically rich building stock. • There are available existing commercial retail and office spaces in downtown and various city neighborhoods. • Many available spaces need remodeling and renovation that, in turn, may require significant building code updates and abatement of legacy lead-based paint and asbestos containing building materials. • Industrial zoned land is constrained due to zoning and land availability; there are renovation and redevelopment opportunities. • The airport site has acreage and dimensions for possible commercial or industrial reuse and development; access is currently via a two-lane road. • Available Industrial Zoned land is limited and tends to have dimensions best suited to small or shallow building footprints. • Land for new commercial storefront and office development is limited due to land availability; however, reuse and redevelopment opportunities exist in many parts of the City. • The City's road infrastructure is in average to good condition and well maintained. • Electric, water, and sewer utilities and internet service are provided to various service areas by the City Utility Department as well as recycling and landfill operations and service.

	• Xcel Energy also provides electricity to Glenwood Springs commercial customers in their service area. • Holy Cross energy also provides electricity in their service area. • Black Hills Energy provides natural gas service to City residents and commercial customers in their service area. • National Renewable Energy Laboratory (NREL) maps indicate Glenwood Springs has relatively good resources for photovoltaic solar generation. • The City's electric utility provides Community Broadband Network, which offers fiber optic and wireless infrastructure, supplying high quality service to the community. Services include: leased point-to-point optical; VoIP telephone service; and co-location (cloud storage) services. • Scenic and historic backdrops are suited for visual media, filmmaking, and other commercial media uses.
Legacy Knowledge and Networking Resources	• Glenwood Springs is the county seat for Garfield County and as such provides judicial and other administrative functions that utilize vendors and private sector support businesses. • Glenwood Springs is home to at least eight industry or trade associations, connecting skilled professionals across various professions. • There is a notable number of building trade associations as well as the legal-minded regional Bar Association and the National Internal Affairs Investigators Association. • The City is fortunate to have an engaged community who participates in public matters and community visioning.
Education and Training	• Glenwood Springs is headquarters for the Roaring Fork RE-1 school district that operates two elementary schools, one P-8 school, one middle school, and one high school in Glenwood Springs. The City also has St. Stephen's Catholic School and Yampah Mountain High School (an alternative school not part of RE-1). • The Colorado Mountain College Glenwood Springs campus offers bachelor's degrees, associate degrees, and vocational certificate programs. • University of Denver Graduate School of Social Work has a Master's degree program with a location in Glenwood Springs. • There is a Colorado Workforce Development office located in Glenwood Springs.
Place and Lifestyle	• The cost of living is relatively high in Glenwood Springs, as are most mountain destination communities. • Attainable workforce housing is in limited supply which contributes to the high cost of living. • What makes the City a destination community is its abundance of deep local history, recreation, natural amenities, attractions, and unique identity. • Generally mild climate, temperature, and weather. • A very walkable and inviting downtown. • An architecturally and historically rich building stock. • Good access to seasonal outdoor recreational opportunities including greenways and trail connections, fishing, hunting, day hiking/backpacking trails, mountain biking trails, skiing, rafting & kayaking, snowmobiling, and golf. • Seasonal activities and attractions including hot springs pools, family activities, and scenic and historic backdrops.

Detailed Observations

The following section dives deeper into relevant observations to better inform an economic development strategy.

Labor Market

One of the most critical needs in today's business climate is the availability of workers. As with many locations at this point in the business cycle, unemployment is relatively low and labor quantity and quality is scarce. Unemployment in Garfield County (2.7%) is lower than the State of Colorado rate of 3.1% as of July 2018 according to the Colorado Department of Labor and Employment. While having a low unemployment rate typically reflects a labor shortage, Glenwood Springs is neutral compared with other comparable locations. However, the City has an advantage of being a labor destination. In this situation, workforce quality can best be described through by education levels, skills, availability, and labor costs.

The general education levels in Glenwood Springs track closely with nationwide trends, although the area is not quite as well-educated as the State of Colorado. Workforce education and skill trends appear to be relatively less focused in post-secondary graduates compared with the State, but this is attributable to the number of colleges and universities located along Colorado's Front Range and a larger absolute number of high-skill job employers.

Education Levels			
Education Level	United States	Colorado	Glenwood Springs
Less than high school graduate	13.0%	9.0%	12.6%
High school graduate (includes equivalency)	27.5%	21.7%	26.8%
Some college or associate's degree	29.1%	30.6%	28.5%
Bachelor's degree	18.8%	24.4%	19.6%
Graduate or professional degree	11.5%	14.3%	12.4%
Source: U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimates; Development Research Partners			

The Denver metropolitan area and northern Front Range is ranked as one of the most highly educated workforces in the country. Glenwood Springs offers a uniquely different set of comparative advantages for business development. Comparisons to Colorado's Front Range should not be construed as a weakness or negative element in Glenwood Springs. Rather, the City's workforce education levels are competitive with national markets and there is opportunity to develop and attract a higher educated workforce.

Workforce skillsets provide the foundation for starting, growing, and attracting businesses. Glenwood Springs' workforce skills range, as indicated by its mix of professions, are depicted in the table on the next page.

OCCUPATION FOR THE CIVILIAN EMPLOYED POPULATION, 16 YEARS AND OVER

Occupation	United States	Colorado	Glenwood Springs
Management, business, science, and arts occupations:	37.0%	40.8%	29.0%
Computer, engineering, and science occupations	5.5%	7.4%	3.1%
Education, legal, community service, arts, and media occupations	10.8%	10.8%	9.0%
Healthcare practitioner and technical occupations	5.8%	5.2%	3.2%
Management, business, and financial occupations	14.9%	17.4%	13.7%
Service occupations:	18.1%	17.4%	23.2%
Building and grounds cleaning and maintenance occupations	3.9%	3.6%	7.5%
Food preparation and serving related occupations	5.8%	6.1%	5.7%
Healthcare support occupations	2.4%	2.1%	2.9%
Personal care and service occupations	3.7%	3.5%	6.0%
Protective service occupations	2.2%	2.1%	1.1%
Sales and office occupations:	23.8%	23.5%	23.9%
Office and administrative support occupations	13.2%	12.5%	12.6%
Sales and related occupations	10.7%	11.0%	11.3%
Natural resources, construction, and maintenance occupations:	8.9%	9.4%	14.6%
Construction and extraction occupations	5.0%	5.9%	11.8%
Farming, fishing, and forestry occupations	0.7%	0.5%	0.4%
Installation, maintenance, and repair occupations	3.2%	2.9%	2.4%
Production, transportation, and material moving occupations	12.2%	8.9%	9.2%
Material moving occupations	2.6%	1.9%	2.0%
Production occupations	5.9%	3.7%	3.0%
Transportation occupations	3.6%	3.3%	4.2%

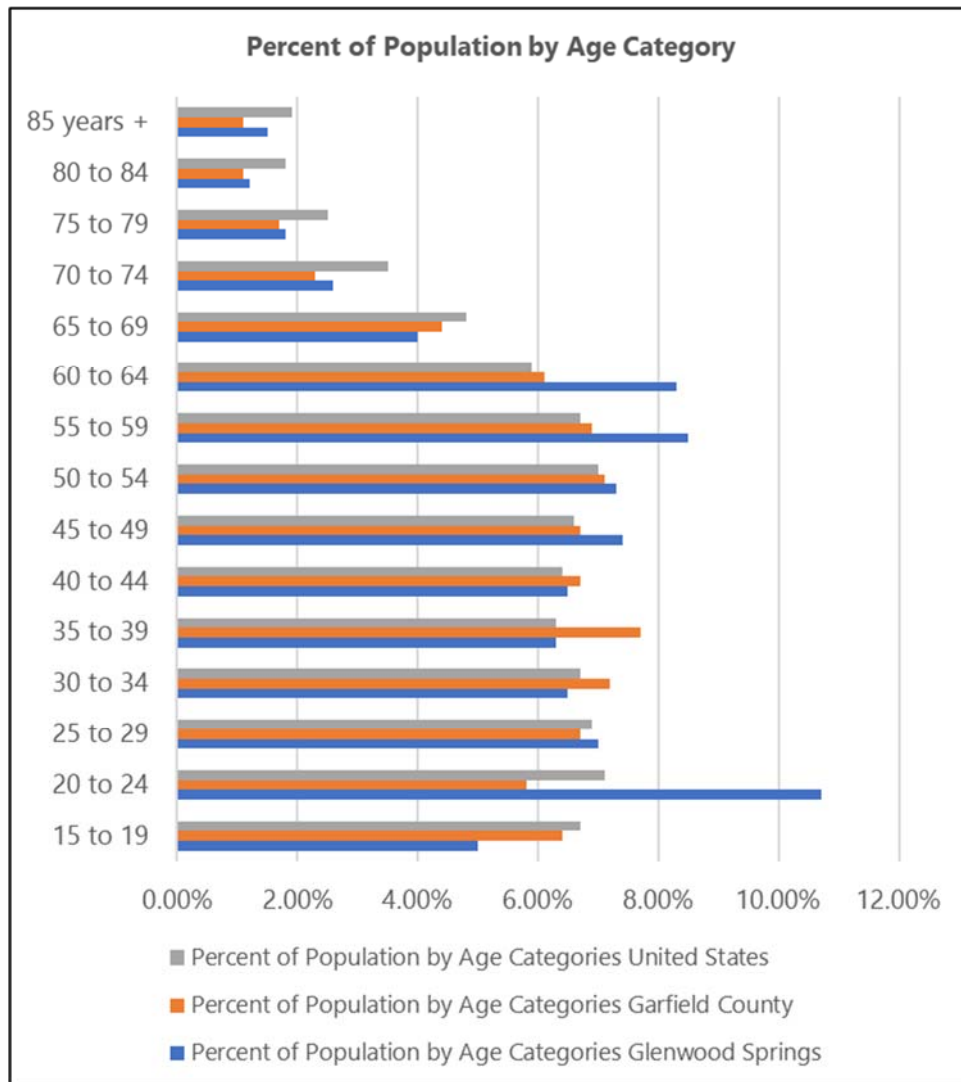
Source: U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimates.

Not surprising, there is a relatively high proportion of workers in service and natural resource occupations, and a relatively low proportion of workers in management, business, science, arts, production, transportation, and material moving occupations in Glenwood Springs. This occupational mix reflects a tourist and retail-based economy, as well as minimal large manufacturing operations due to the lack of large industrial sites.

Diversifying workforce skills are useful in business attraction and expansion efforts, as well as encouraging business startups. Glenwood Springs has the foundation to strengthen workforce skills and education levels as an economic driver.

Workforce Retention

Available workforce skills are dependent on the character and experience of the labor force, proxied in the following chart by age distribution. As can be seen, age distribution in Glenwood Springs is more diversified than the State and the nation, implying a more experienced and diverse work force available to new, expanding, and relocating businesses.

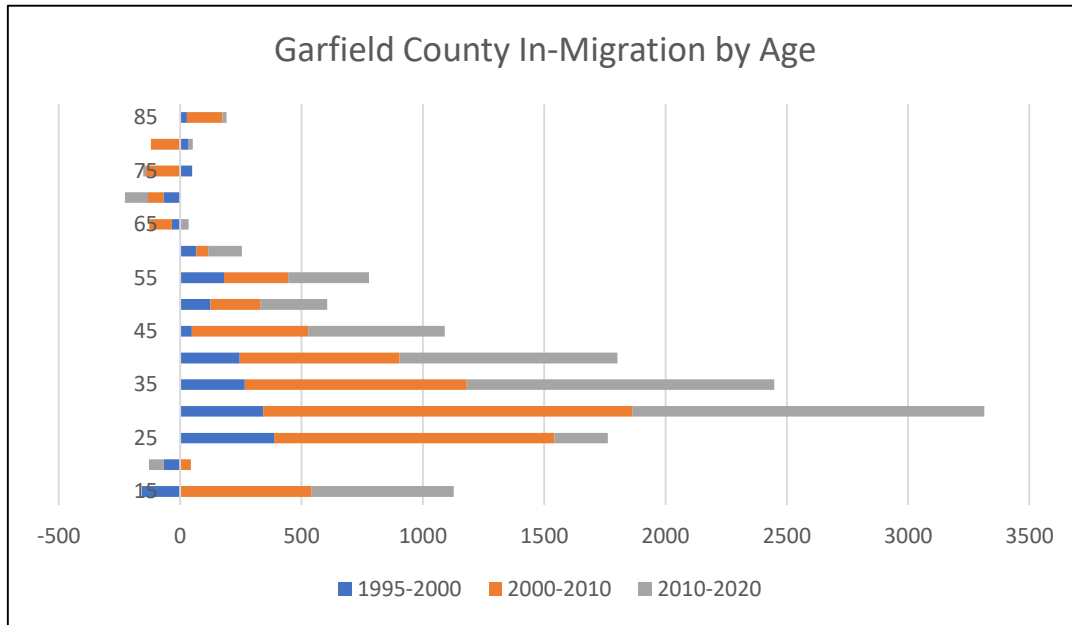


*Source: U.S. Census Bureau, 2012 -2016 American Community Survey 5-Year Estimates;
Development Research Partners*

Garfield County is considered to be the primary labor shed for Glenwood Springs. In addition to natural increase, workforce diversity can also be achieved through in-migration. Glenwood Springs is known as a desirable place to live and Garfield County has been experiencing an inflow of population in all working age categories. A diversity of labor force age cohorts and the associated mix of work experience would be an attractive marketing point.

Workforce Attraction

The following chart illustrates projected in-migration of working age adults to the City and County labor shed. The County labor pool supplies Glenwood Springs businesses. More workforce housing in both Glenwood Springs and the County would support a diverse labor supply to feed City business growth.



Source: Colorado State Demography Office, July 2018

With full employment, which is the current economic norm, finding a skilled and available labor force is important to business success. In looking deeper at workforce resources in this tight employment environment, it is the community's ability to develop, attract, and keep skilled workers that becomes imperative to maintaining a highly qualified labor market. Glenwood Springs demographics illustrate a place where workers want to stay; another valuable marketing point.

Labor Costs

Labor costs can be interpreted in two somewhat opposing ways. First, Glenwood Springs' relatively low existing wages are advantageous for businesses compared with other locations in the state and the nation. The current relatively low wage rate reflects the current employment mix weighted to retail, service, and hospitality. The goal would be to encourage a more diverse and higher overall wage mix.

Second, while labor cost indicators are important to businesses, the most important factor is not how cheap labor is, but whether employers can find the right workforce skill sets at an appropriate pay level. Demographics show that Glenwood Springs is a desirable workforce destination, offering a place and lifestyle that retains people. In this context, overall average wages are an indicator, not a driver. Low wages make a great marketing point, but it is the workforce quality that will provide the long-term economic win for the City and the prospect.

Comparative Wages - 2018

Geography	Mean Hourly Wage*	Average Annual Pay
Glenwood Springs	\$21.10	\$43,878
Garfield County	\$22.97	\$47,770
Colorado	\$27.36	\$56,914

*Calculated as Average Annual Pay/2,080 hours.
Source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment & Wages, 2017 Annual Average

A challenge to attracting a qualified workforce is the lack of attainable workforce housing. New construction is currently underway in the City that will help; however, additional housing development in the City and the County

will be necessary to grow the available labor pool and enhance the regional consumer market for Glenwood Springs businesses.

Workforce Training

Workforce skills are refined internally through the local school system and externally through workforce attraction. The Glenwood Springs public school system has five public K-12 schools: Glenwood Springs High School, Glenwood Springs Middle School, Riverview School (pre K-8), Glenwood Springs Elementary School, and Sopris Elementary School. Alternative schools include St. Stephen's Catholic School and Yampah Mountain High School.

Secondary education is invaluable for building market-ready skill sets such as certificate programs, and associate and bachelor's degree programs. Glenwood Springs is home to a Colorado Mountain College (CMC) campus. According to U.S. Department of Labor data compiled by DataUSA:

- The most common associate degrees earned at CMC are, in order of degrees earned in 2015:
 1. Liberal Arts & Sciences
 2. General Studies
 3. Other Liberal Arts & Sciences, General Studies, & Humanities
 4. Registered Nursing
 5. Photography
 6. Veterinary Technician & Veterinary Assistant
 7. Tourism & Travel Services Management
 8. Accounting Technology & Bookkeeping
 9. General Hospitality Management
 10. Culinary Arts & Chef Training
 11. Resort Management
 12. Natural Resource Management & Policy
 13. Information Technology
 14. Early Childhood Education & Teaching
 15. Paralegal
- The most common bachelor's degrees earned are:
 - o Sustainability Studies
 - o General Business Administration and Management

In addition to the most utilized educational programs, Colorado Mountain College also offers certificate and degree programs in:

- Mechanic and Repair Technologies/ Technicians, Other.
- Real Estate
- Welding Technology
- Criminal Justice/ Police Science
- Digital Communication and Media/ Multimedia
- Energy Management and Systems Technology/ Technician
- Entrepreneurship/ Entrepreneurial Studies
- Fire Science/ Fire-fighting
- Industrial Production Technologies/ Technicians, Other

This bears repeating: the most important factor is not how cheap labor will be, but whether businesses can find the right skill sets. Depending on the economic development target audience, specialized training and

professional development programs should be developed and touted. To grow the workforce as an economic development tool, CMC should be brought into discussions surrounding the workforce needs of targeted businesses and industries, so that educational programs may be better developed and/or marketed. Businesses may find mentoring, internship, and apprenticeship programs desirable in Glenwood Springs. Tailoring local post-secondary educational programming to targeted industries can cultivate a more diverse workforce and be appealing to economic development prospects.

From Training to Jobs

Apprenticeship is a rigorous education and on-the-job training program that is underutilized in Colorado and could be an attraction for skilled workers and businesses alike. An apprenticeship is an arrangement whereby an individual can get on-the-job training along with an educational certification or degree component. Registered apprenticeships are high-quality work-based learning and postsecondary earn-and-learn models that meet national standards for registration with the U.S. Department of Labor. There are very few certified apprenticeship openings currently in Colorado; Glenwood Springs can establish itself as an “Apprenticeship Center” to develop the skillsets and experience to support a more diverse and economically resilient economy.

Workforce training programs can include collaborating with businesses and local trade associations to create mentoring and internship opportunities and partnering with educational institutions to create apprenticeship programs. Anecdotally, there is demand for informal shared and drop-in work space; thoughtfully adding business and entrepreneurship education will create demand for co-working and maker space facilities that support sole proprietors, start-ups, and even second-stage businesses. Further adding business capital for tenants to the mix, by local banks, businesses, and targeted growth industries, will provide the backbone for a business incubator. In general, shared space typically has a mix of permanent long-term tenants and part time tenants (hourly, daily, monthly).

Shared working space can take several forms and hybrid versions combining themes, lifestyles, and function are not unusual. The following are some common forms and functions are exemplified:

Format	Typical User	Shared Equipment/Services
Simple	Desk work, entrepreneurs, small businesses, drop-in users	• High speed internet + Wi-Fi • Printing • Board/conference room • Kitchen/break room • Private spaces • Professional interior finish • Member directory for collaboration
Makerspace	Entrepreneurs and small businesses; often with scheduled community access to classes and equipment	Simple plus: • Computer Aided Design (CAD) capabilities • Often associated with school or library providing Training in craft technologies • Metalworking and woodworking machines • 3D printing • Other specialized trade technologies • Business and finance counseling usually available

Food Lab/Kitchen Space	Small-scale food production companies Catering businesses Food manufacturing	Simple plus: • Shared commercial kitchen equipment • Inventory storage, cold storage, possibly freezer storage • May have retail storefront space and/or seating • Business and finance counseling usually available
Hackerspace/STEM Labs	Technologists, researchers, makers and innovators	Simple plus: • Laser cutters for 2D and 3D structures • Sign cutter that plots in copper to make flex circuits • High-resolution milling machines to make circuit boards and precision parts • Wood router for building housings • Electronic components and programming tools for low-cost, high-speed on-site rapid circuit prototyping

Shared worker spaces are run by operators who act as both facility and program managers. The largest operating expense for shared working space is the master lease for the space or constructions costs. Typically, shared work space uses existing space to keep costs low and profit margins high for the operator. Simple space can entail as little as furniture, broadband connections, office equipment and supplies, and janitorial services. More specialized spaces will obviously cost more for equipment, maintenance and repairs, and support staff including equipment instructors. The more specialized a work space the more the need and opportunity to have financial support from the public sector as well as industry and trade groups.

Currently, there are no identifiable research and development facilities located in Glenwood Springs. While often these facilities are generated by nearby universities, they do not have to be. With an appropriate mix of target industries, workforce education, and carefully developed incubator programs there may be an opportunity to develop specialty programs graduating, and attracting, business development targets. In fact, organizing existing trade associations may identify a need for local research and business development pilots.

Financial Capital

Businesses desire to locate where they know there is access to local lenders for business's needs, as well as for their employee's needs. With regard to private capital Glenwood Springs has a variety banks representing national and local banking interests in town including:

- Colorado Lending Source
- Alpine Bank/Alpine Bank of Colorado
- Wells Fargo
- FirstBank
- ANB
- Bank of Colorado
- Community Banks of Colorado
- US Bank

- Vectra Bank
- First Colorado National Bank

Because local businesses contribute to, and are part of, the local community fabric, the willingness of the public sector to also invest in the community is important to many business growth decisions.

A “friendly” business environment often entails the willingness of local jurisdictions to support their businesses by providing and maintaining infrastructure, public spaces, creating a welcoming town, maintaining a sense of place, and being willing to sometimes financially contribute to business success. The City of Glenwood Springs has a history of conducting planning studies, making appropriate infrastructure investments and being willing to consider partnering with businesses. This history and attitude are important to make known to businesses targeted for growth.

Public investment in businesses often take the form of cash contributions, fee waivers, and tax share-back programs. The types and levels of public investment is for policy discussion. Often these types of incentives are viewed by businesses as an indicator of business-friendliness even though a particular business may or may not ask for or receive such public contributions. Various ways to co-invest with the private sector to incentivize economic development is discussed in the strategies section of this study.

Access to Markets

Distance to customers, suppliers, and business cohorts is a challenge in rural settings and this is certainly so for Glenwood Springs. While this is a limitation to some industries, it can be used to prioritize which industries to target for growth and attraction. Meanwhile, such access is not a top priority for many businesses that will be a good fit for Glenwood Springs.

Highway access to many larger markets is limited by distance. This may limit the type of firms that will find a Glenwood Springs location attractive, it does not eliminate the majority of business that sell their goods, or purchase supplies, via internet or package services. In other instances where businesses rely on bringing customers or professionals to their locations, there is reliable commuter air flights to Eagle County Airport and a destination that is rather unique.

In some industries, close proximity to an international airport or major trucking facilities is a priority. This goes hand-in-hand with locales that have opportunities for large scale manufacturing operations or national logistics companies. These business types will likely not find Glenwood Springs a desirable location. There is lack of large sites to establish a regional logistics center in the City (although Garfield County may have appropriate sites).

Access to markets clearly speaks to the needs of individual businesses. Glenwood Springs has great access to I-70 and regional markets east, west, north, and south. Manufacturing and other value-added operations are happening on smaller footprints and high-value products are getting smaller and easier to ship. Tourism and destination businesses are already in close proximity to their markets. In other instances, appropriate target industries for growth should favor those that can take advantage of existing market access.

In terms of County labor pool access, the Roaring Fork Transportation Authority (RFTA) provides bus transit between Glenwood Springs, Rifle, and Aspen. VelociRFTA BRT service, the first rural BRT in the United States, began in September 2013, offering connections between south Glenwood Springs and Aspen roughly every 15 minutes with a 60-minute total travel time. The city also operates an intracity bus service, Ride Glenwood. Ride Glenwood offers a main route from the west side of town along the 6&24 corridor, through downtown, to the south part of Glenwood along Hwy 82.

Employees commuting into Glenwood Springs for jobs has steadily increased between 2012 and 2015 (the latest Census data available). In 2015 (5-year average estimates) there were an estimated 6,406 employed in the City, but living outside of the city. Increasing local and regional housing availability may be an important step in growing the workforce and regional demand for Glenwood Springs provided goods and services.

Sites and Facilities

Together, Glenwood Springs land availability limitations and zoning create a limited number of sites for traditional industrial development. Highway access is good, but distance to market creates a challenge. There is rail access and rail loading facilities, but this does not create new land for large scale industrial operations. Overlay this with the natural setting and existing character, and heavy industrial development does not make sense.

In today's global economy, there are many smaller footprint and advanced manufacturing light industrial uses that could certainly add jobs and increased wealth to the community that still respect architectural rules and clean industry. Some of these are well suited to smaller footprint light-industrial uses or even adaptively reused commercial buildings in town.

While there are many active realtors and title companies serving the market, a central repository for available land and buildings is lacking. Efforts to assemble and maintain such a repository has begun at the City level, however such an effort takes significant resource hours. It is recommended that the City Economic Development staff assembles a focus group with the local real estate community that can support these efforts. Perhaps this focus group could coalesce into a coalition partner where the City can provide web hosting and site services to support this effort and become a neutral site selection provider, a service that will be appreciated by the real estate community.

Legacy Knowledge and Networking Resources

Glenwood Springs is home to an extensive number of trade associations for its size including:

- Glenwood Springs Chamber Resort Association
- Glenwood Springs Community Concert Association
- Colorado Association of Realtors
- Western Colorado Independent Electrical Contractors
- Western Colorado Contractors Association
- Mountain to Mesa Home Builders Association
- Ninth Judicial District Bar Association
- National Internal Affairs Investigators Association

Additionally, as the County seat, Glenwood Springs is a node of governmental activity with a government campus. This provides opportunity for government vendors and also allows for permits, licenses, and other businesses related actions. Easing administrative burden on businesses is always useful, and seen as collaborative by business owners.

Place and Lifestyle

Glenwood Springs is known by its residents and visitors as a great place to live. This is illustrated not only by the strong in-migration at all age levels but the demographic mix that shows nobody wants to leave. Glenwood Springs hits a high point regarding typical business site selection criteria including culture and recreation, crime, attractiveness, and natural recreation resources. While not every prospective employee is interested in the same lifestyle and small-town setting, migration projections indicate the City would be a desirable destination for many.

Having additional housing units in the City and the region would enable lifestyle characteristics to effectively grow the regional labor pool and regional demand for City businesses.

Cost of Living

It is well recognized that Glenwood Springs is becoming a more expensive place to live, ask any local. In particular, housing prices are the most prominent cost followed closely by food costs. This should not be a reason to not grow and attract businesses with appropriate wage structures. However, cost of living is not a deal killer. In fact, creating better paid jobs and bringing more wealth into the region through business activity can help address cost of living concerns by putting more money in employees' pockets. Well integrated educational and training programs should enable current employees an opportunity to upgrade and transfer their skill to better paying jobs that will come to the City.

Housing is an important issue and should be a continuing effort by local housing interests. Housing prices will likely respond to additional local and regional supply.

JOB GROWTH & CREATION

Job growth and creation is identified as an economic development focus area. Rather than being a separate category, appropriately targeted job growth, creation, and business development is an objective for all five of the other focus areas.

A major component in developing an economic development strategy focuses on what types of industries and businesses to target for growth, retention, and attraction. The following sections describes the City's existing economic base and subsequently evaluates existing industries to strengthen and other to attract or grow.

Economic Base

Glenwood Springs employment base increased 3.4 percent per year between 2012 and 2017. This annual growth rate was faster than the Garfield County (+1.3 percent), Colorado (+2.9 percent), and U.S. (+1.8 percent) rates. As of second quarter 2017, Glenwood Springs had nearly 10,000 employees representing 38.1 percent of Garfield County's total employment and 0.4 percent of Colorado's total employment. Glenwood Springs employment growth rate was strong in part because of the city's growing leisure and hospitality, education and health services, and professional and business services industries.

Employment by Sector, Second Quarter Reference

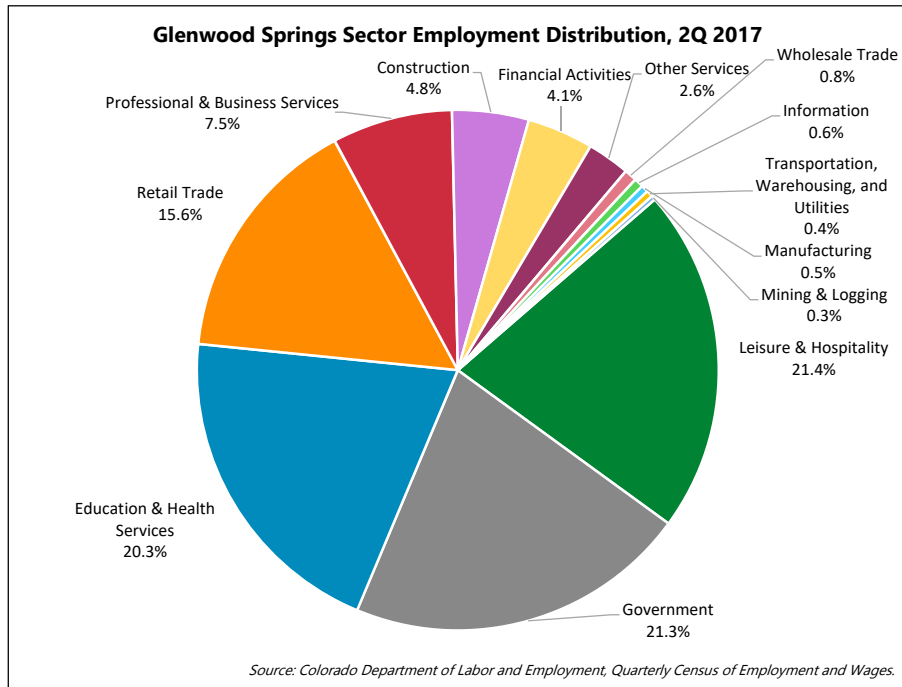
	Glenwood Springs							Garfield County	Colorado	U.S.
	2012	2013	2014	2015	2016	2017	Avg Ann % Change	Avg Ann % Change	Avg Ann % Change	Avg Ann % Change
All Industries Total	8,407	8,249	9,060	9,631	9,982	9,960	3.4%	1.3%	2.9%	1.8%
Mining & Logging	7	10	32	32	37	26	31.6%	-13.1%	-1.1%	-0.9%
Construction	223	236	345	353	448	474	16.2%	3.2%	7.2%	4.4%
Manufacturing	52	52	59	67	45	45	-2.6%	3.3%	1.8%	0.8%
Wholesale Trade	137	81	80	94	81	77	-10.9%	-3.2%	2.5%	0.8%
Retail Trade	1,328	1,289	1,573	1,683	1,654	1,550	3.1%	2.3%	2.2%	1.3%
Transp., Warehouse, & Utilities	157	140	147	160	173	40	-24.0%	-1.4%	3.3%	2.9%
Information	96	78	66	61	63	57	-9.9%	-1.8%	0.4%	0.9%
Financial Activities	375	337	364	389	402	408	1.7%	0.1%	2.8%	1.5%
Professional & Business Services	543	525	605	667	683	744	6.5%	3.0%	3.1%	2.6%
Education & Health Services*	1,748	1,738	1,778	1,932	2,080	2,022	3.0%	3.5%	3.2%	2.7%
Leisure & Hospitality	1,559	1,535	1,741	1,861	1,956	2,133	6.5%	4.8%	3.6%	3.0%
Other Services	224	232	242	264	259	263	3.3%	4.6%	4.4%	-0.5%
Government	1,958	1,996	2,028	2,069	2,099	2,119	1.6%	1.9%	1.8%	0.3%

Note: Totals may not sum due to rounding.

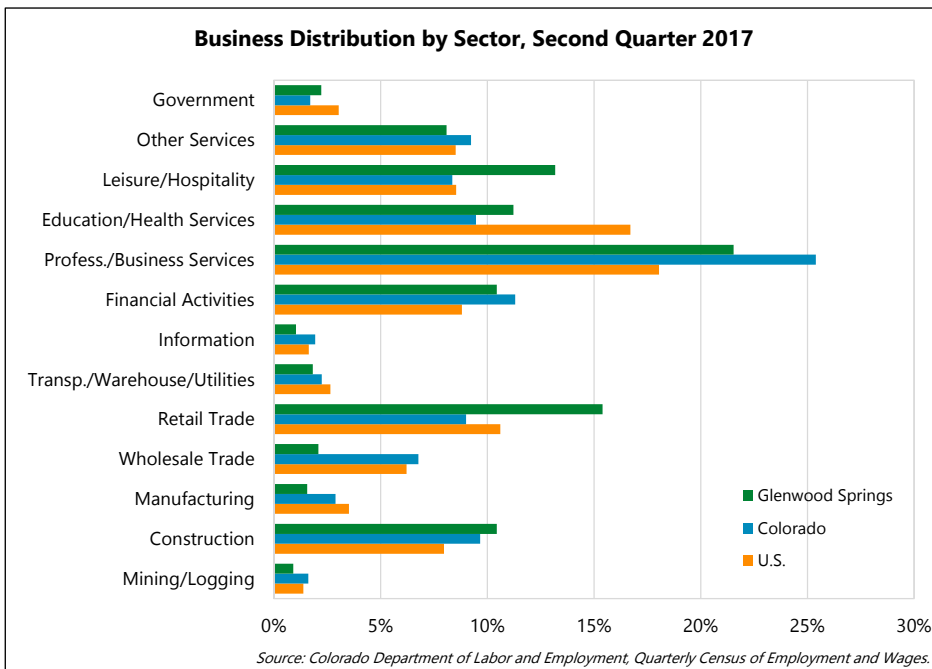
Source: Colorado Department of Labor and Employment, Quarterly Census of Employment and Wages.

Currently, about 79 percent of Glenwood Springs total employment is concentrated in four sectors: leisure and hospitality; government; education and health services; and retail trade.

JOB GROWTH & CREATION



Businesses in Glenwood Springs are largely concentrated in four of the 13 sectors, consisting of professional and business services, retail trade, leisure and hospitality, and education and health services, which represent over 61 percent of all businesses.



Glenwood Springs has a strong base of small businesses. Approximately 85 percent of the businesses in Glenwood Springs employ fewer than 10 workers and nearly 98 percent employ fewer than 100 workers. This

JOB GROWTH & CREATION

highlights a natural economic propensity towards small businesses, and will be considered a guiding force in economic development recommendations made herein.

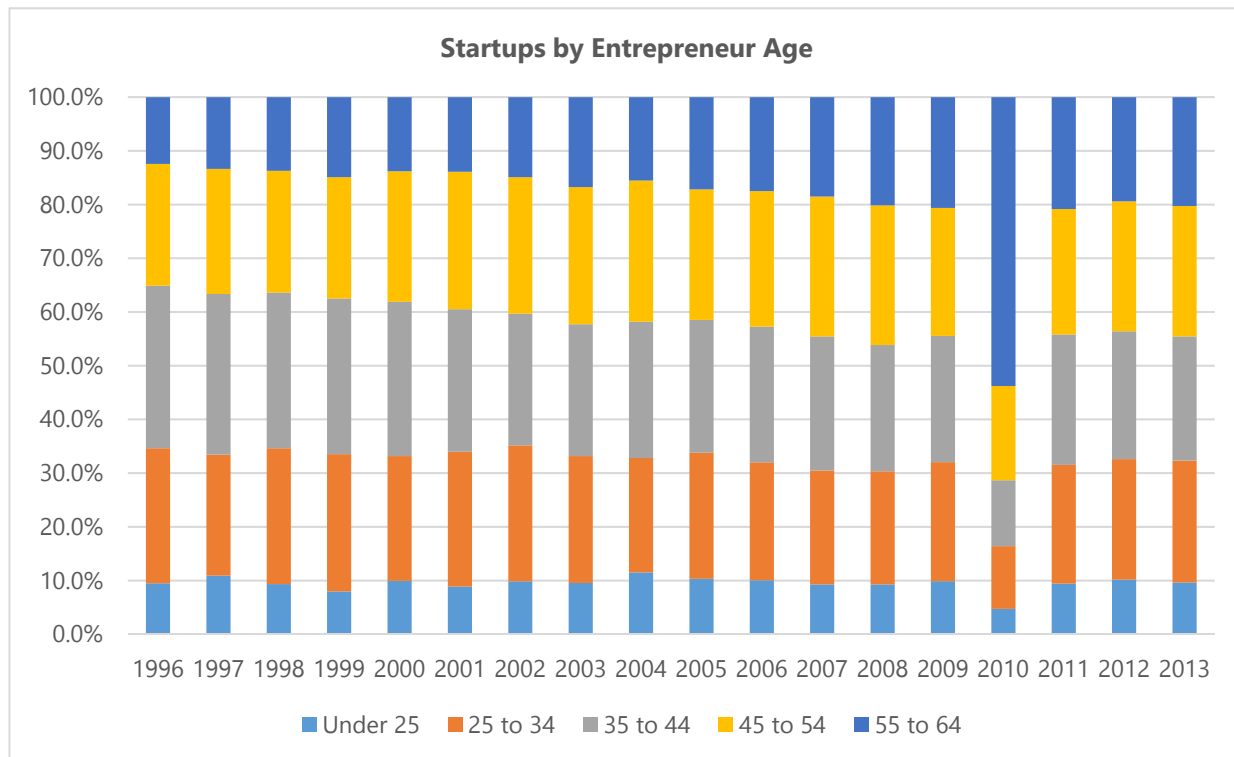
Entrepreneurship

A U.S. Bureau of Labor Statistics longitudinal study asks a sample of citizens born between 1957 and 1964 about their economic and demographic situation every two years, for life. A rebuttal to this might be that these days entrepreneurs are millennials, not baby boomers. In actuality, and as can be seen in the chart below, around 50% of startup firms have been formed primarily by people between 35 to 54 years of age; using earned skills and experience to break out on their own. The growing percentage of new business owners 34 years and younger is a welcome and more recent phenomenon as technology has lowered the barriers to entry and created new business models. [2010 is an anomaly and a result of the Great Recession which led to layoffs particularly amongst older, higher-paid workers who subsequently could not find jobs].

Glenwood Springs Business Size

Employees	Percentage
1	22.1%
2 to 9	63.2%
10 to 49	10.0%
50 to 99	2.5%
100 to 249	0.9%
250 to 499	0.2%
500 to 999	0.1%
1,000 to 2,499	0.1%
2,500 to 9,999	0.0%
10,000>	0.0%
Unknown	1.0%

Source: Dun & Bradstreet, Inc., Hoover's Marketplace Database.



Source: Kaufman Foundation; Development Research Partners

It is important to refer back to Glenwood Springs' projected migration which is very high in the 30- to 60-year old age range. It is also worth noting the City's natural ability to retain residents as lifetime residents. From the BLS longitudinal study, we can infer the size of startup businesses and how many businesses a single entrepreneur can be expected to start.

Respondents to the survey that had started their own business were asked how large it was at its highest employment; they collectively reported:

Of entrepreneur respondents, over 36% had started a second business, and about 4% went on to open at least a third business, some more. With a supportive economic climate, anticipated immigration of potential entrepreneurs across all ages, and a lifestyle that encourages long-term residence, Glenwood Springs should have a high comparative advantage in growing startup businesses. With the right educational and training mix, mentorships and apprenticeships, an ability to attract and train labor force participants and entrepreneurs, business startups. Enabling co-working and makerspaces to establish is an important resource for budding entrepreneurs of all ages.

As we anecdotally know and evidenced by the relocation of Meier Skis to Denver, Glenwood Springs does not have the land and buildings for major expansion, nor direct access to international markets and it may be difficult to retain expanding large-scale manufacturing operations. However, as manufacturing business startups outgrow facilities and in perhaps leave Glenwood, a strong entrepreneurial sector means there will always businesses to take their place.

Which industries and businesses should the City target for growth and entrepreneurship programs is evaluated in the following section.

Location Quotients and Target Industries

An understanding of the industries that have either higher or lower employment concentration in Glenwood Springs helps guide economic development strategy related to business growth and recruitment efforts. In order to understand the local competitive advantages in Glenwood Springs, employment data by four-digit Standard Industrial Classification (SIC) codes were evaluated at the City level using D&B/Hoover's business data.

Using location quotient analysis, industry employment totals by the total employment used to identify Glenwood Springs industries that have higher and lower employment concentrations relative to Colorado and the nation as a whole. A low concentration in a particular industry may signal a potential target industry for growth; a high concentration can identify industries finding success in Glenwood Springs economic environment. High concentrations may also signal an over-representation in the area and an industry that should be targeted for retention.

Glenwood Springs has a number of different industry areas with concentrations higher than the state and the nation. Industries such as outdoor recreation and hospitality, healthcare, and construction and building services all have employment concentrations higher than Colorado and the U.S. Industries such as business support services, technology and information, and regional transportation and logistics have concentrations that are lower than the state and the nation and represent potential growth opportunities in the City.

Over 1,000 separate four-digit SIC codes for Glenwood Springs were analyzed and aggregated into six potential industry opportunities. Industries were evaluated based on assets, challenges and opportunities already discussed. These six industry "clusters" represent roughly 56 percent of the city's total employment and nearly 60 percent of the city's total business base.:

1. Outdoor Recreation and Hospitality
2. Healthcare
3. Construction and Building Services
4. Business Support Services
5. Technology and Information
6. Regional Transportation and Logistics

Startup Businesses	Size by Employees
506	1 TO 4
85	5 TO 9
28	10 TO 14
13	15 TO 19
10	20 TO 24
6	25 TO 29
4	30 TO 34
6	35 TO 39
3	40 TO 44
30	50+
<i>Source: U.S. Bureau of Labor Statistics longitudinal study, 2014</i>	

The city's three Existing Industries with high concentrations than both Colorado and the U.S. include: construction and building services; healthcare; and outdoor recreation and hospitality. Together they represent nearly 43 percent of the city's total employment and 32 percent of the city's total business base.

The city's three Opportunity Industries with lower or equal concentrations than both Colorado and the U.S. include: business support services, regional transportation and logistics, and technology and information. Together they represent more than 13 percent of the city's total employment and over 27 percent of the total number of businesses in the city.

INDUSTRY CLUSTER IDENTIFICATION						
	Glenwood Springs		Colorado		U.S.	
Existing Industry Clusters	Employment Concentration	Business Concentration	Employment Concentration	Business Concentration	Employment Concentration	Business Concentration
Construction & Building Services	10.4%	14.3%	7.9%	11.1%	6.5%	10.9%
Healthcare	15.5%	7.7%	9.3%	6.9%	11.6%	7.4%
Outdoor Recreation & Hospitality	16.5%	10.4%	12.1%	7.6%	10.4%	8.0%
Existing Clusters Total	42.5%	32.4%	29.3%	25.7%	28.5%	26.3%
Opportunity Industry Clusters						
Business Support Services	7.8%	21.7%	13.4%	26.4%	11.4%	22.2%
Regional Transportation & Logistics	2.5%	2.7%	2.6%	3.1%	3.2%	3.6%
Technology & Information	2.9%	2.9%	6.2%	3.4%	4.4%	2.9%
Opportunity Clusters Total	13.2%	27.3%	22.1%	32.8%	19.0%	28.7%
TOTAL	55.6%	59.7%	51.4%	58.5%	47.5%	55.0%

Sources: Dun & Bradstreet, Inc. Marketplace database; Market Analysis Profile, 2017; Development Research Partners.

Existing Industry Targets to Retain and Grow

Outdoor Recreation and Hospitality

The outdoor recreation and hospitality cluster includes a variety of businesses ranging from attractions and fitness to outdoor apparel manufacturing and wholesalers. Companies in this industry operate facilities and provide services that enable patrons to participate in recreational activities or pursue amusement, hobby, and leisure-time interests such as amusement parks, golf courses, skiing facilities, fitness and recreation centers, and other amusement and recreation-related services. Companies that provide customers with accommodations and food services are also included. Companies that manufacture apparel and outerwear are also included. Outdoor recreation and hospitality companies provide travel arrangement, reservations, car and recreational equipment rental, transit, and scenic and sightseeing services.

Even though the employment concentration is higher in Glenwood Springs compared with Colorado and the U.S., there is opportunity to grow this industry. There is existing opportunity to diversify the cluster's market segments. Existing under-served segments include outdoor apparel manufacturing, outdoor recreation and hospitality transportation-related services, and outdoor recreation and hospitality wholesalers.

Glenwood Springs is a known destination resort town which can be enhanced through diversity of new and competing offerings. There is an opportunity to develop an experiential-oriented business sector focused on:

- Food and beverage including: specialty foods; butcher shops; bakeries; fish and seafood; spice shops; craft breweries.
- Destinations including: books; music and music stores; culinary arts; and attractions.
- Entertainment: sports & crafts; performing arts; and evening's out.

A hybrid between agriculture and manufacturing is vertical farming, which could furnish local restaurants with locally grown and freshly harvested lettuce, basil, strawberries, tomatoes and other produce. Vertical agriculture grows indoors year-round by controlling light, temperature, water, and oftentimes carbon dioxide. Generally, fresh produce grown in vertical farms travels only a few miles to reach grocery store shelves and restaurants compared to conventional produce, which can travel thousands of miles by truck or plane. Vertical agriculture could help meet growing global food demands in an environmentally responsible and sustainable way by reducing vehicular distribution needs, providing higher-nutrient produce, and drastically reducing water usage and runoff.



The Outdoor Recreation and Hospitality cluster also has strong connections to the other Glenwood Springs clusters including technology and information and business support services.

Healthcare

Glenwood Springs is home to a vibrant and growing healthcare industry cluster. The healthcare cluster includes a large and diverse group of companies that encompass healthcare services and medical equipment and supplies. More specifically, the cluster includes companies that provide preventive, curative, and rehabilitative services offered by healthcare providers, medical and specialty hospitals, kidney dialysis centers, other healthcare organizations, and centers focused on outpatient mental health and substance abuse, diagnostic imaging, and emergency care. Companies that provide nursing care, assisted living, and long-term care services for individuals, families, and the elderly are also included.

Opportunity exist to diversify the cluster's market segments which includes mobile health care services such as in-home therapy, for example respiratory care, aging-in-place services, and counseling. One of the key characteristics of the healthcare industry is its resiliency to economic cycles, which continues to drive job growth as a result of several key trends.

- Demand for healthcare and wellness services and workers will continue to increase from the area's growing and aging population. By 2050, Garfield County's population ages 65 and older is projected to more than double to 20,930 and will be the fastest growing age bracket in Garfield County between 2017 and 2050. Concurrently, life expectancy continues to increase. This demographic shift toward an older population will generate economic activity based on increased demand for health services.
- The expansion of the insured population in the state will continue to increase the need for healthcare providers and infrastructure support.
- Technological advancements that enable medical technicians, specialists, and therapists to provide mobile services.

The Health Care cluster also has strong connections to the other Glenwood Springs clusters including Technology and Information, Construction and Building Services, business support services, and Transportation and Logistics.

Construction and Building Services

The Construction and Building Services cluster provides the full range of construction services, including landscaping, residential and nonresidential construction, infrastructure development, architecture and design, and construction material wholesalers.

Construction and building services support a variety of businesses in Glenwood Springs. Further, construction and building services is particularly important as the City, county, and region continues to experience residential and commercial construction activity which is expected to continue to grow. Construction and building services build and provides infrastructure for the other industries in the city, such as tourism, light manufacturing, healthcare, and others.

Glenwood Springs' construction and building services industry is thriving and opportunity exists to diversify the cluster's market segments. Existing under-served segments include landscape and horticultural services, other heavy construction, and carpentry and floor work. An emerging opportunity is modular construction for commercial, residential, and specialty types of construction. Modular construction is more cost effective and quicker to build than traditional construction, without necessarily foregoing aesthetics, functionality, and custom design.

Modular construction refers to prefabricated components being assembled offsite and being delivered to a building site for assembly. Modular construction also refers to temporary buildings, or specialty rooms for inside an existing building for special purpose office, laboratory, or manufacturing niches. The following chart highlights various types of modular building firms and their facility size. Companies in this industry cluster generally have higher multiplier impacts and intersect with most other industries in the city.

Firm	Product	Location	Facility Size (sf)
Prescient	Large-scale structure design, manufacturing, and installation	Arvada	123,896
PortaFab	Spaces within spaces: clean rooms, offices, specialty rooms	Chesterfield, MO	72,000
ICS EcoSIPs	Structural Insulated Panels	Fort Collins, CO	21,000
ENCORE Electric	Pre-fab Electrical components	Lakewood, CO (Basalt, Avon, other CO locations)	41,000 in two stories
US Engineering	Mechanical Systems: pump skids, modular chiller plants, and whole manufacturing rooms	Westminster, CO	112,000
Satellite	Temporary, relocatable space solutions	Commerce City, CO	2,300+ Yard Space
Pac-Van	Modular building components and cargo container construction	Henderson, CO	11,220
Joaquin Manufacturing	Modular Buildings	Commerce City, CO	46,182
Shelving Rack & Lockers	material handling equipment	Denver, CO	50,000
ATCO	Multi-use modular buildings and cargo container construction; manufacture's rep offices	Littleton, CO	1,500
CPM Lab Fab	Custom manufacturer of modular laboratories and buildings	Tucson, AZ	1,600
Modular Engineering Co	Modular enclosures	Erie, PA	16,000

Source: Development Research Partners

JOB GROWTH & CREATION

The following images are examples of finished buildings constructed using modular building components, which may be natural and engineered wood products, cargo container construction, glass, wood, and other materials. These products can be manufactured quicker, cheaper, and assembled on site more expeditiously than traditional construction.



Opportunity Industry Targets to Attract and Cultivate

Business Support Services

The Business Support Services cluster includes a diverse mix of businesses involved in services related to the general operation of all businesses including professional services such as legal and accounting services, human resources and employment services, advertising and design services, management and business consulting, architectural and engineering services, investigation and security services, janitorial, and repair services.

Business support services typically provide higher wages, stronger employment growth, and critical knowledge and advanced skill sets. Business support services will continue to grow due to ongoing demand for core business services.

This cluster is an opportunity to diversify businesses and employment. Some of the under-served segments of the business support services cluster include architectural and related services, management and business consulting, and building maintenance services.

Business support services is a foundation for all other companies targeted for recruitment and retention in Glenwood Springs. These companies are important for growing the city's entrepreneurial base, start-up businesses, and home-based businesses.

Technology and Information

The Technology and Information cluster includes businesses that research, develop, manufacture, or provide hardware, telecommunications, electronics, data management, internet-based services, and other technology and information services.

Specifically, companies included in this industry help deliver voice, data, and video to end users, and include landline and wireless telephone communications companies, and cable and Internet service providers. Companies in this industry are involved in activities ranging from the development of off-the-shelf software products to custom computer programming, computer facilities management, computer systems design, and data processing services. The Technology and Information industry also includes businesses engaged in design, manufacture, wholesale, and repair of electronic equipment and related components.

The employment and business concentrations in the business support services cluster in Glenwood Springs are lower than the state of Colorado and the U.S. As a result, this industry cluster is a prime opportunity industry cluster for the city to pursue.

For high-tech manufacturing industries the ongoing trend is toward micro-manufacturing – the manufacture of products using small-scale manufacturing facilities. An important component for today's manufacturing industry is the production of niche, specialized products that require compact, personal manufacturing facilities tailored to small, flexible production runs. Supply chain models are emerging for micro-manufacturers enabling just in time production, previously an inventory and production delay challenge. Micro-manufacturing using small-footprint advanced manufacturing equipment includes products such as: injection molded parts and tools; 3-D printed metal, plastic, and mixed material parts and products; and surface mounted technology (SMT) that are machines that assemble circuit boards. This equipment is human scale and creates small products of high value. The limited buildings and lots sizes available in most of Glenwood Springs could accommodate such micro-manufacturing companies.



Technology and information interfaces with every other business in numerous ways and is essential to the competitiveness of every industry. Further, technology and information are high-knowledge, human capital-based businesses that are expanding globally and are expected to continue growing. These companies tend to be smaller in size and require less of a real estate footprint. Some of the under-served segments of the cluster include software publishing, data processing solutions, and computer storage device manufacturing.



Regional Transportation and Logistics

The Regional Transportation and Logistics cluster includes businesses involved in the general distribution of goods and services including companies that provide logistics, transportation, warehousing and storage, and other transportation and logistics services. In particular, the industry is responsible for managing the flow of goods, services, and information between a point of origin and destination to meet customer demand.

This cluster provides an opportunity to capture a greater share of regional transportation and logistics companies and employment. Some of the City's under-served business segments include trucking and courier services, warehousing and storage, and air transportation. Glenwood Springs shows itself to have the two basic needs for these business types: a propensity to support and retain small businesses and the ability to attract an entry level and skilled workforce.

ASSETS, OPPORTUNITIES AND CHALLENGES

This section summarizes the City's pertinent assets, opportunities, and challenges regarding the six different identified economic development focus areas.

Focus Area 1: Regional Trade Center

Assets

- Centrally located in the region between the Vail, Roaring Fork, and lower Colorado River valleys.
- Already a recognized regional retail destination.
- The City has historically been, and currently, the largest node of national retailers in the Valley.
- Glenwood Springs is the closest full-service (local retailers and national brands) shopping destination from the Aspen community and resorts.
- Walkable downtown retailers provide browsing opportunities and experiential shopping.
- Auto-oriented shopping destinations near I-70 provide destinations for targeted retailers and speedy shopping
- Available spaces both in south, west, and downtown existing storefronts downtown
- There are potential development or redevelopment sites.
- Workforce growth will provide available labor.
- Local capital available for business growth.
- Readily available delivery options to local and regional customers.
- Colorado Mountain College offers classes, certificates and degrees in general business administration and management.
- A pleasant setting enables an enjoyable shopping experience throughout the City.
- Mild weather helps maintain relatively predictable access to shopping.
- Costco is located between Gypsum and Eagle with adjacent vacant sites and could accommodate additional retail construction. The fact that Costco opened in 2006 and has not generated surrounding development may be an indicator of Glenwood Springs' strength as a known destination for national retailers.

Opportunities

- Offering a greater diversity and choice of goods will strengthen the City's identity as a shopping destination and add additional context to the downtown Glenwood shopping experience.
- The City's broadband services are robust and can provide access to e-commerce markets. This is a benefit to local businesses that can manufacture and ship items using an e-commerce platform.
- Opportunities to develop industries including Outdoor Recreation and Hospitality, Construction and Building Services, Technology and Information, and Regional Transportation and Logistics.

Challenges

- The towns of Eagle and Gypsum each have a growing retail presence. Rather than being a threat to Glenwood Springs retailers, they are supporting a more economically vibrant valley. Most of these retailers are primarily serving local residents and some tourist traffic; Glenwood Springs already serves the regional market. Maintaining the presence of national retailers, both big and small footprints, is important to maintaining the City's regional service model.
- Costco is located between Gypsum and Eagle with adjacent vacant sites and could accommodate additional retail construction as regional growth continues, potentially creating competition.

ASSETS, OPPORTUNITIES AND CHALLENGES

- EL Jebel has seen retail growth primarily as a convenience stop island. Whole Foods anchors the location as a grocery destination. The retail mix is primarily convenient access rather than experiential in nature.
- Glenwood Springs needs to maintain its recognition as the premier regional consumer destination for product choice, variety, and experiential shopping.
- Don't confuse changing retail trends and formats for a loss of bricks and mortar stores.
 - o Internet sales and e-commerce continue to grow and seemingly threaten local retailers. The most recent data reported by the U.S. Census Bureau indicates that e-commerce accounts for about 8.0% of all retail sales. E-commerce is growing at a faster rate than total retail sales, however retail spending overall is growing.
 - o While e-commerce is changing how consumers shop, which also impacts the need and design of physical spaces, bricks and mortar stores are not disappearing. There is still a need for immediate purchases, to examine items, to quickly return or replace purchases, and most importantly for a social shopping experience that defines a destination resort town.

Recommendations

- Glenwood Springs provides national brands along with walkable downtown shopping. Maintaining these shopping experiences is important to retaining a regional consumer preference.
- The City's more auto-oriented shopping in West Glenwood complements the overall retail experience. This sector has been undergoing drastic changes and tenant mix should be managed to ensure stability.
- The City's in-town visitor experience and local character includes a diverse retail mix and should be expanded by inviting diverse retailers, as well inviting friendly competition between similar goods. Providing choice through variety, rather than meeting a need, attracts larger numbers – a reason why different fast food restaurants tend to congregate around the same corner or competing restaurants locate in a food court. Additionally, browsing choices keeps consumers in town longer.
- Attend International Council of Shopping Centers conference to explore opportunities to broaden the City's retail mix.
- Market the City's broadband to support local businesses that can manufacture and ship items using an e-commerce platform.
- Work with Colorado Mountain College, the CO Small Business Development Center, and CO Workforce Development to appropriately train local retail entrepreneurs.
- Create an easy to find online index and directory of local businesses – one-stop web browsing to help regional consumers plan a shopping trip. The Chamber Resort Association appears to have a mobile app version, but an online version is hard to find online.
- Develop a marketing campaign with local retailers either in collaboration with the Chamber Resort Association or as a stand-alone campaign to proactively market local retailers to drive visits to the directory and other campaign benefits, i.e.- co-branding, coupons, media marketing, etc.
- Promote overnight stays by branding Glenwood Springs as the central stopping place on longer trips across the state.
- Host a retailers committee at the Chamber Resort Association, or a stand-alone retailers association, to garner real time input from the industry on how to market itself

Focus Area 2: Regional Service Center

Assets

- Centrally located in the region between the Vail, Roaring Fork, and lower Colorado River valleys.

ASSETS, OPPORTUNITIES AND CHALLENGES

- A strategic location with interstate and highways access
- The City's has a strong construction trade presence
- There is a burgeoning professional and business sector
- Glenwood Springs is already known as a destination for goods and services

Opportunities

- Services can be stationary where customers come to the business; or mobile where the business comes to the customer.
- Projected residential and commercial growth throughout Garfield County will further enhance the need for new construction
- In turn, this enhances the need for transportation and trucking regional services.
- Projected residential and commercial growth throughout Garfield County will further enhance the need for mobile services ranging from health care to trades.
- Utilize all or a portion of the Glenwood Springs Airport site for an economically more productive use as a business and light industrial business park.
- Opportunities to develop industries including Outdoor Recreation and Hospitality, Healthcare, Construction and Building Services, Business Support Services, Technology and Information, and Regional Transportation and Logistics.

Challenges

- Many services are local small businesses that serve their own communities.
- Most of these small businesses are very willing to travel the region, however it is typically by word-of-mouth marketing; It is a financial challenge for small or sole-proprietor businesses to start and grow.
- Stationary businesses, where customers must exert additional effort to get to the business, must be well known and trusted in the markets where customers live.

Recommendations

- Identify unique destination services that will draw consumers to the City and participate in marketing that brands Glenwood Springs as the place to find the best service in the Region.
- Support growth in regional distribution of goods, service, and information.
- Grow business sectors to support regional growth including healthcare, construction and building services, business support services, and technology and information services.
- Work with Colorado Mountain College, the CO Small Business Development Center, and CO Workforce Development to appropriately train local the local workforce and entrepreneurs.
- Create an easy to find online index and directory of local businesses – one-stop web browsing to help regional consumers find City service providers.
- Host a local service business committee to garner real time input from the industry on how to diversify and market itself.

Focus Area 3: Tourism Development

Assets

- Already a recognized tourist destination.
- Well defined downtown and visitor districts.

ASSETS, OPPORTUNITIES AND CHALLENGES

- Walkable downtown retailers provide browsing opportunities and experiential shopping.
- Available spaces both in south, west, and downtown existing storefronts downtown
- There is a well-established summer high season for tourists and many regional winter destinations to build up winter tourism.
- An abundance of budget-oriented hotels and motels.
- Existing hotels to serve the business community but not well integrated into the downtown and 6th Street tourist districts
- There are potential development or redevelopment sites in both the 6th Street Corridor and downtown.
- Workforce growth will provide available labor.
- Local capital available for business growth.

Opportunities

- There is an opportunity to develop an experiential-oriented business sector focused on:
 - o Food and beverage including: specialty foods; butcher shops; bakeries; fish and seafood; spice shops; craft breweries.
 - o Destinations including: books; music and music stores; culinary arts; and attractions.
 - o Entertainment: sports & crafts; performing arts; and evening's out.
 - o Specialty foods could include locally grown indoor greenhouse vegetables that supply local "farm to table" products.
- As Glenwood Springs population grows, so will demand for friends and family hotel nights.
- An opportunity to grow businesses through diversity of goods and services
- An opportunity to add services of interest to both residents and visitors such as in-town recreation, arts, and evening adult and family friendly places
- Add diversity to Outdoor Recreation and Hospitality businesses.
- Ensure there are sufficient multi-lingual tour companies, guides, and travel agencies to accommodate and grow the international visitor market.

Challenges

- Existing business' reactions to introducing new and competing attractions, retailers, restaurants, and other tourist-oriented businesses.
- Hotel reviews (Trip Advisor) indicate an aging hotel inventory
- There is a lack of lodging diversity that integrates with downtown and 6th Street attractions
- International tourists are increasingly coming to visit Colorado's adventure ad attractions; however, there is a lack of local multi-lingual tourist companies, guides, and travel agencies that can professionally mange this market.

Recommendations

- Glenwood Springs is a resident and tourist destination for experience seekers. Businesses that provide shopping, recreational, and entertainment experiences will complement Glenwood Springs character.
- Funding for hotel and motel upgrades, for grounds and facilities, may enable independent operators and others the ability to improve the traveler experience budget and destination.
- Development of mid-priced hotels integrated into the fabric of the downtown and 6th Street districts.
- Collaboration with arts and entertainment industries may yield a new "Glenwood Springs Experience"

ASSETS, OPPORTUNITIES AND CHALLENGES

- Glenwood Springs has established itself as rest stop and destination serving travelers and recreators. These established markets should continue to be served and improving options for mid-priced travelers can attract more demand.
- This is especially true with the expansion of local attractions. The expansion of arts and entertainment opportunities will further bolster the attraction of destination travelers.

Focus Area 4: Downtown Development

Assets

- Coming over the Grand Avenue Bridge there is a feeling of arrival at Downtown as the heart of the City.
- At the same time, the Grand Avenue Bridge and pedestrian bridge connect “downtown” with the Hotel Colorado and surrounding 6th Street corridor. This unique proximity creates almost distinct downtown districts yet connected and very walkable.
- Downtown is very inviting and walkable.
- Downtown is well connected to attractions and activity hubs around town

Opportunities

- The vibrant downtown feel quickly fades just a few blocks south of 8th Street and Grand. Streetscaping, architectural components, and other urban design elements can help draw the downtown “feel” to softer edges with surrounding land uses.
- The 6th Street corridor has potential for new development and redevelopment that could house businesses that complement downtown uses and create a seamless connection between the two “districts”.
- From an economic development perspective, broadening the variety of retailers, food and beverage establishments, leisure, and recreation establishments will enhance the lifestyle for residents and visitors.
- Opportunities to develop industries including Outdoor Recreation and Hospitality, Healthcare, Business Support Services, and Technology and Information.

Challenges

- The traffic light on 8th Street at Grand creates a significant pause and a pedestrian bottleneck. This is exacerbated by the imposing number of traffic lanes, the street configuration at the bridge landing, and the seemingly high traffic speed
- 8th Street is a CDOT corridor where local jurisdictions don’t typically have much influence; the traffic lights are timed by CDOT with an emphasis on moving vehicles. However, persistence may move CDOT to consider community impacts in their timing.

Recommendations

- Perhaps a combination of traffic timing, traffic calming, and signage could calm pedestrians and contribute to a greater walkability feel.
- Downtown is merging with the 6th Street Corridor, the Hotel Colorado, and the landing area; this merging should be encouraged.
- Further enhancing 7th Street as pedestrian friendly and promoting business development along it can provide a pedestrian friendly alternative to 8th Street and further promote walkability. This would also create another neighborhood district; another niche neighborhood for residents and visitors to explore.

ASSETS, OPPORTUNITIES AND CHALLENGES

- Consider job growth and creation recommendations to enhance year-round daytime recommendations and enhance downtown economics.
- There is an existing Downtown Development Authority that should be used to leverage opportunities through TIF investment and facade programs.
- Downtown and the 6th Street Corridor are in Qualified Opportunity Zones and this investment tax credit should be used to leverage private investment.

Focus Area 5: Community Development & Enhancement

Assets

- Glenwood Springs has evolved with fairly distinct residential, commercial, and retail submarkets that flow together with a cohesive feel including the: Downtown, 6th Street Corridor; Meadows Area; West 6th Street Frontage; South Glenwood; and the Confluence. Open space and trails systems surrounding the City can be considered as a distinct “natural” neighborhood district.
- The City together with the Downtown Development Authority has supported an esthetically interesting downtown urban design and maintained clean streets and an inviting environment.
- An engaged community provides input on public projects and community vision.

Opportunities

- Growing the businesses community will serve to further activate the streets by increasing daytime populations and importing dollars to that to circulate through the economy and enhance community wealth.
- Opportunities to develop industries including Outdoor Recreation and Hospitality, Healthcare, Business Support Services, and Technology and Information.

Challenges

- Successfully implementing an economic development program to complement each neighborhood’s district character and particular opportunities.

Recommendations

- Conduct a Glenwood Springs Neighborhood focused branding campaign, articulating the various neighborhoods to visit. The City can be positioned as one single attraction and marketed on a neighborhood walking tour basis. This could particularly effective given the City’s tourism peaking during the summer warm months and perfect evenings for City walking.
- Ensure zoning is flexible enough to accommodate cross-over uses such as enabling small, clean-technology manufacturing operations to occupy traditional retail storefronts.

Focus Area 6: Job Growth & Creation

The following table cross referencing identified target industries with the five stated economic development Focus Areas. The table identifies direct contributions to on Focus Areas and does not include the cross-cluster convergence between economic development target industries or indirect impacts on geographical segmentation.

ASSETS, OPPORTUNITIES AND CHALLENGES

	Outdoor Recreation and Hospitality	Healthcare	Construction and Building Services	Business Support Services	Technology and Information	Regional Transportation and Logistics
Regional Trade	X		X		X	X
Regional Services	X	X	X	X	X	X
Tourism	X					
Downtown Development	X	X		X	X	
Community Development and Enhancement	X	X		X	X	

Recommendations

Small manufacturing businesses could locate to the River Industrial zoning districts. There is opportunity to annex additional I-2 zoned land at the south end of Old Highway 82. Limited lot depths could accommodate production in injection molding technologies and other linear assembly process. Some lots, or assembled lots, may be used for medium-scale operations such as pre-fabricated or modular building structures. In turn, modular housing construction could support affordably built housing in the City and the County to support the burgeoning regional residential base and provide employee housing to support City businesses. This industrial zone could also support indoor greenhouse operations which typically can be flexible with building footprints.

Many small-footprint, quiet, clean manufacturing or fabrication businesses could locate to Downtown or the 6th Street Corridor. Imagine a store front where visitors and residents would be intrigued seeing a production scale 3D printer producing commodities. Determined on a case-by-case basis, these uses could be integrated into mixed-use development. Perhaps such small operation spaces are part of a Maker-Space, not only doing production, but training and spawning other startup businesses.

A larger scale maker-space, or dedicated space for growing second-stage businesses, could be located near or on the Airport property. This may be also be a good location for larger scale modular building manufacturers and other mid-scale light industrial businesses.

The trucking companies already in Glenwood Springs can provide regional transportation for small, high-value products, modular building components, and other produced goods. As demand and production grows, so likely will the need for small-scale regional transportation and logistics. Limited land resources may limit large scale warehousing and logistics operations, but here are multiple opportunities to diversify small transportation related businesses.

Glenwood has shown a natural advantage in attracting and retaining people and workforce. This is notable in the 25 to 54 age range and the largest cohort likely to become entrepreneurs. The secondary school system and Colorado Mountain College's certificate and degree programs could work together to focus on targeted workforce skill to further enhance small businesses. Colorado Workforce Centers (CWC) has an office in Glenwood Springs and recently has been supporting emerging entrepreneurship and training opportunities with both funding and administrative support. CWC has recently began piloting coworking centers to provide such opportunities. Indeed, shared-work spaces are becoming an important element for business startups and second-stage companies.

RECOMMENDATIONS

Given the particular economic development opportunities available to Glenwood Springs, the following recommendations are made for a comprehensive economic development effort.

1. New Housing and Construction Growth Opportunities

The limited availability of workforce housing has constrained the ability to house both local and regional workers. New housing construction is underway within the City that will help to address this issue. Particularly as units are reserved for local teachers and possibly other local basic professional and service needs.

However, land for new construction is limited in the City. With Glenwood Springs' identity as the premier shopping and leisure destination in the County, supporting new regional housing will ease housing prices, create more available housing units for employees working in the City, and grow regional demand for local City businesses.

This notion regarding the City's future position as a central city serving growing peripheral bedroom communities may seem out of character, however many mountain communities along major transportation routes are seeing exactly this pattern of growth. Economic development efforts should:

- Continue to work closely with the Garfield County Housing Authority to encourage regional housing solutions for all housing price points, especially affordable housing.
- Glenwood Springs has a natural comparative advantage supporting strong construction industry. Facilitating the industry to refocus opportunities and pursue new technologies for new housing types and building technologies would support retention and expansion of existing buildings.
- Facilitating a focus group amongst construction and related businesses could help identify needed local vendors and bring about new collaborations and opportunities to support new residential and commercial construction.
- Attracting emerging construction businesses, such as modular construction that provides cost-effective and faster construction, can diversify the industry, create new spinoff and support businesses, and help ease the regional housing shortage.

2. Recreation Industry Growth Opportunities

There is existing opportunity to diversify the cluster's market segments. Existing under-served segments include outdoor apparel manufacturing, outdoor recreation and hospitality transportation-related services, and outdoor recreation and hospitality wholesalers. Economic development efforts should:

- Actively pursue outdoor equipment manufacturers. Outdoor good manufacturing engages production technologies and plastic manufacturing businesses, both identified as business that could utilize the City's constrained inventory industrial lands. These specialized manufacturers could also supply recreation firms and outfitting services.
- Recreational goods manufacturing also links to medical device technologies and may support specialized applications to sports medicine, treatment, and orthotics.
- Support a more robust guided tour industry. There are several outdoor recreation rental and guide services available including rafting, and at least one full service outfitter offering mountain adventures and overnight trips. With the abundance of national forests and mountains the City can likely support other specialized adventure businesses.

- Distribution of locally manufactured products would support the local trucking and transportation industry and enhance trade with the regional market.
- The Recreation industry cluster as described herein would lend itself to a themed shared-work environment for both knowledge workers and small-manufacturing maker space.

3. Workforce Development: Training, Small Business and Startups

Glenwood Springs' has a natural propensity to attract workforce age residents. These people will be both entrepreneurial and employment seeking in nature. Economic development efforts should:

- Collaborate with local educational institutions and businesses to build opportunities to support professional development; to build workforce capacity, encourage entrepreneurship, provide life-long learning opportunities, and present a strong image for primary business attraction. This could include a shared "Learning Space" that can provide space for classes, distance learning, and coordinate mentoring, apprenticeship, and incubation.
- Proactively work with the Colorado Workforce Center, Colorado Mountain College, and other State universities to establish a coordinated and expanded professional education center, including remote learning.
- Establish a registered Apprenticeship program and list the program with the Colorado Department of Labor and Employment (DOLE)
- Investigate the possibility to physically and financially partner with the Colorado Small Business Development Center (SBDC) and/or the Colorado Rural Workforce Consortium which has interest in supporting rural co-working- and maker-space.
- Inquire about establishing a SBDC or CO Workforce Counsel funded incubator that can coordinate with co-working space and maker-space.

4. Co-Working and Maker-Space

From a small business, freelancer, or startup perspective shared workspace is an economical solution for office space and shared equipment that may otherwise be out of financial reach. These types of workspaces can be long-term solutions or more likely a stepping stone to becoming an established local business. An office-style co-working space has recently opened in Glenwood Springs and there is likely room for additional operators. Economic development efforts should:

- Coordinate with existing businesses and the Colorado Mountain College to identify market opportunities for new businesses.
- Shared-spaces tend to have relatively high profit margins and therefore proactively seeking an operator to locate in town.
- The City should support the development of appropriate types of shared-work spaces which could include identifying existing spaces to market for such use.
- If necessary, offering available public buildings or land and possibly economic incentives to attract shared-space operators.

5. Retention & Expansion

Businesses to grow and attract are those that “feel” comfortable in the City’s setting, place, and lifestyle, and share the same set of values (i.e.- work and play). Economic Development efforts should include:

- Organize focus groups among existing businesses to explore expansion and collaboration strategies that could be used. This could start simply as simple “meet ups” in a reserved room at local restaurant.
 - Focus groups may result in collaborative marketing concepts between different types of businesses.
- Proactively pursue workforce attraction and directly market to post-secondary schools known for business and entrepreneurship.
- Since Glenwood Springs is already home to a strong leisure and hospitality base, this industry provides key training, workforce, and apprenticeship opportunities for the city.
- To grow the workforce as an economic development tool, local colleges should be brought into discussing the needs of targeted businesses and industries, and educational programs better developed and/or marketed. Depending on the economic development target audience, specialized training and professional development programs should be developed and be touted.

6. Expanding the Light Industrial Base

Perhaps the biggest hurdle for diversifying Greatest physical constraints are on parcel dimensions and soil stability. Except for the airport property, other industrial zoned opportunities face various limitations.

- Along east side of river, the land is very narrow. The area currently houses small free-standing shops and garages with little need for yard storage.
 - This would make a good location for other uses that do not require yard storage space. Perhaps small commercial flex or low-cost small footprint office.
 - Small manufacturers, such as outdoor recreation-oriented companies, may find this a good location; perhaps to support flex or rowhouse style concentrations of related businesses.
 - There is opportunity to annex adjacent land to the south, which also presents the same shallow lot issues which limits occupancy to small-footprint business.
- If the Glenwood Springs Airport was decommissioned, a portion of the site (or the entire site) could be put into use as a business and/or light industrial business park. This may be a location for maker-space and other small businesses.
 - There are infrastructure challenges relating to truck access; however, this may be less of an issue for small scale manufacturers. There are a number of different construction trade associations in Glenwood Springs. Would match with pursuing small footprint modular construction companies.
- West of the Meadows, soil conditions may make it tough for any long-term permanent structure.
 - This location may be ideal for open field testing for artificial intelligence devices, robotics, and drones. Scheduled times and special facilities.
 - This could be an amenity to attract high-tech industries

7. Positioning

Branding and marketing are important to attract targeted businesses to the City. Glenwood Springs is well marketed and a recognized destination for attractions and outdoor activity. A marketing campaign that

specifically addresses Glenwood Springs as a business location would greatly compliment the mountain lifestyle already being marketed for tourism. Positioning the City could entail the following:

- Low unemployment and high cost of living puts Glenwood Springs in the same competitive environment as many other cities and towns today. What must be touted is the ability to attract workers of all ages and the ability to keep transplants as engaged citizens. This very much comes through when looking at the age distribution of both the Glenwood Springs population and immigration patterns.
- Organize the local realtors to populate a central source for marketing commercial listings and to make referrals for sellers looking to sell. This could be a web site sponsored by the City, or perhaps self-funded by a collaboration of various local brokerages. A focus group for the local real estate community can help plan for this and also brainstorm on ways to better position available properties to new and expanding businesses.
 - o Have business-ready real estate; institute a Certified Business Ready Site Certification program.
- Additional housing in both Glenwood Springs and the County can support a diverse labor supply to feed City business growth.
 - o There should be various geographic settings and diversity in housing configurations available. The City should work cooperatively with the County to support county-wide housing to support the labor pool that Glenwood Springs will tap into.

8. Focus Area Recommendations

The following recommendations are made regarding the City's specific economic development focus areas:

Regional Trade Center

- Glenwood Springs provides national brands along with walkable downtown shopping. Maintaining these shopping experiences is important to retaining a regional consumer preference.
- The City's more auto-oriented shopping in West Glenwood complements the overall retail experience. This sector has been undergoing drastic changes and tenant mix should be managed to ensure stability.
- The City's in-town visitor experience and local character includes a diverse retail mix and should be expanded by inviting diverse retailers, as well inviting friendly competition between similar goods. Providing choice through variety, rather than meeting a need, attracts larger numbers – a reason why different fast food restaurants tend to congregate around the same corner or competing restaurants locate in a food court. Additionally, browsing choices keeps consumers in town longer.
- Attend International Council of Shopping Centers conference to explore opportunities to broaden the City's retail mix.
- Market the City's broadband to support local businesses that can manufacture and ship items using an e-commerce platform.
- Work with Colorado Mountain College, the CO Small Business Development Center, and CO Workforce Development to appropriately train local retail entrepreneurs.
- Create an easy to find online index and directory of local businesses – one-stop web browsing to help regional consumers plan a shopping trip. The Chamber Resort Association appears to have a mobile app version, but an online version is hard to find online.
- Develop a marketing campaign with local retailers either in collaboration with the Chamber Resort Association or as a stand-alone campaign to proactively market local retailers to drive visits to the directory and other campaign benefits, i.e.- co-branding, coupons, media marketing, etc.

- Promote overnight stays by branding Glenwood Springs as the central stopping place on longer trips across the state.
- Host a retailers committee at the Chamber Resort Association, or a stand-alone retailers association, to garner real time input from the industry on how to market itself

Regional Service Center

- Identify unique destination services that will draw consumers to the City and participate in marketing that brands Glenwood Springs as the place to find the best service in the Region.
- Support growth in regional distribution of goods, service, and information.
- Grow business sectors to support regional growth including healthcare, construction and building services, business support services, and technology and information services.
- Work with Colorado Mountain College, the CO Small Business Development Center, and CO Workforce Development to appropriately train local the local workforce and entrepreneurs.
- Create an easy to find online index and directory of local businesses – one-stop web browsing to help regional consumers find City service providers.
- Host a local service business committee to garner real time input from the industry on how to diversify and market itself.

Tourism Development

- Glenwood Springs is a resident and tourist destination for experience seekers. Businesses that provide shopping, recreational, and entertainment experiences will complement Glenwood Springs character.
- Funding for hotel and motel upgrades, for grounds and facilities, may enable independent operators and others the ability to improve the traveler experience budget and destination.
- Development of mid-priced hotels integrated into the fabric of the downtown and 6th Street districts.
- Collaboration with arts and entertainment industries may yield a new "Glenwood Springs Experience"
- Glenwood Springs has established itself as rest stop and destination serving travelers and recreators. These established markets should continue to be served, and improving options for mid-priced travelers can attract more demand.
- This is especially true with the expansion of local attractions. The expansion of arts and entertainment opportunities will further bolster the attraction of destination travelers.

Downtown Development

- Perhaps a combination of traffic timing, traffic calming, and signage could calm pedestrians and contribute to a greater walkability feel.
- Downtown is merging with the 6th Street Corridor, the Hotel Colorado, and the landing area; this merging should be encouraged.
- Further enhancing 7th Street as pedestrian friendly and promoting business development along it can provide a pedestrian friendly alternative to 8th Street and further promote walkability. This would also create another neighborhood district; another niche neighborhood for residents and visitors to explore.
- Consider job growth and creation recommendations to enhance year-round daytime recommendations and enhance downtown economics.

- There is an existing Downtown Development Authority that should be used to leverage opportunities through TIF investment and façade programs.
- Downtown and the 6th Street Corridor are in Qualified Opportunity Zones and this investment tax credit should be used to leverage private investment.

Community Development & Enhancement

- Conduct a Glenwood Springs Neighborhood focused branding campaign, articulating the various neighborhoods to visit. The City can be positioned as one single attraction and marketed on a neighborhood walking tour basis. This could particularly effective given the City's tourism peaking during the summer warm months and perfect evenings for City walking.
- Ensure zoning is flexible enough to accommodate cross-over uses such as enabling small, clean-technology manufacturing operations to occupy traditional retail storefronts.

Job Growth & Creation

- Larger lots and assemblages could be used for medium-scale operations such as pre-fabricated or modular building structures or support indoor greenhouse operations. Modular housing construction could support affordably built housing in the City and the County to support the burgeoning regional residential base and provide employee housing to support City businesses.
- Many small-footprint, quiet, clean manufacturing or fabrication businesses could locate to Downtown or the 6th Street Corridor. Determined on a case-by-case basis, these uses could be integrated into mixed-use development. Perhaps such small operation spaces are part of a Maker-Space, not only doing production, but training and spawning other startup businesses.
- A larger scale maker-space, or dedicated space for growing second-stage businesses, could be located near or on the Airport property. This may be also be a good location for larger scale modular building manufacturers and other mid-scale light industrial businesses.
- The trucking companies already in Glenwood Springs can provide regional transportation for small, high-value products, modular building components, and other produced goods. As demand and production grows, so likely will the need for small-scale regional transportation and logistics. Limited land resources may limit large scale warehousing and logistics operations, but here are multiple opportunities to diversify small transportation related businesses.
- Encourage the development of co-working and maker-space. Colorado Mountain College's certificate and degree programs could work together to focus on targeted workforce skill to further enhance small businesses. Colorado Workforce Centers (CWC) has an office in Glenwood Springs and recently has been supporting emerging entrepreneurship and training opportunities with both funding and administrative support. CWC has recently began piloting coworking centers to provide such opportunities. Indeed, shared-work spaces are becoming an important element for business startups and second-stage companies.
- As a quintessential Colorado outdoor recreation town, there is an opportunity to create an outdoors recreation cluster not only providing an array of field guides and outfitters, but also recreation equipment manufacturers.
- There are existing businesses and business-people in the City that can be previously untapped resources. By organizing focus groups of retailers, construction and trades, trucking firms, and financial institutions, missing and needed goods and services can be identified. Retailers may want a forum where they can

discuss co-marketing or other synergistic business models. As well as ways for the City to brand itself in other areas in addition to hospitality.

- Perhaps most importantly, organizing various business sectors can identify job openings and opportunities for interns and apprenticeships. Establishing itself as a community known for its strong educational training and Certified Apprenticeship Programs would be a fitting brand.
- Small manufacturing businesses could locate to the River Industrial zoning districts.
- There is opportunity to annex additional I-2 zoned land at the south end of Old Highway 82. Limited lot depths could accommodate production in injection molding technologies and other linear assembly process.

9. Potential Economic Development Incentives

Economic development incentives can be defined as discretionary financial benefits provided to firms to incentivize economic activity. Under this definition, incentives include cash grants (e.g. job training grants), tax abatements and credits, and special forms of financing (e.g. tax increment financing, industrial revenue bonds, etc.). It would not include loans or general technical assistance provided to companies by economic development departments or other local and state government actors.

1. Stability and growth through retention, expansion, or attraction activity by prioritizing firms and industries that drive local comparative advantage, innovation, productivity, and wage gains
2. Boost trade by facilitating export growth and trade with other markets in the United States and abroad in ways that deepen regional industry specializations and bring in new income and investment
3. Invest in people and skills by incorporating skills development of workers as a priority for economic development and employers so that improving human capacities results in meaningful work and income gains
4. Connect place by catalyzing economic place-making and work at multiple geographic levels to connect local communities to regional jobs, housing, and opportunity

The table on the following pages summarizes economic development incentives to be considered in Glenwood Springs.

RECOMMENDATIONS

Purpose	Incentive		Description
	Local	State	
Catalyzing Economic Place	Urban Renewal Authority (URA)		Urban renewal laws allow municipal governments to engage in urban renewal projects as a means to improve blighted areas. Slum and blight conditions include: (1) deteriorating structures and deteriorating site improvements; (2) faulty street or lot layout; (3) unsanitary or unsafe conditions; (4) inadequate public facilities; (5) code violations; and (6) other distresses concerning property pursuant to Section 31-25-103 (2), C.R.S.
	• Tax Increment Financing (TIF) • Issue and repay redevelopment bonds using TIF proceeds • Project specific TIF • District TIF • TIF Grants		Colorado authorizes urban renewal authorities (URAs) to use TIF for projects that improve blighted areas. TIF is the "increment" of increased taxes collected within the TIF district after improvements are made (Section 31-25-101 et seq., C.R.S.). Tax increment revenue may be generated from property or sales taxes. Many URAs retain a portion (30% to 50%) of generated TIF to fund operations and capitalize community project grants. To finance large infrastructure projects. To finance individual projects that result in significant tax increments. To finance a large catalytic project that benefit the entire URA district. Grants to community projects from a TIF funded grant program.

RECOMMENDATIONS

Purpose	Incentive		Description
	Local	State	
	Downtown Development Authority (DDA)		Downtown Development Authorities serve a public use; promote the health, safety, prosperity, security, and general welfare and will halt or prevent deterioration of property values or structures within central business districts, will halt or prevent the growth of blighted areas within such districts, and will assist municipalities in the development and redevelopment of designated districts. Many DDAs retain a portion (30% to 50%) of generated TIF to fund operations and capitalize community project grants. <u>Glenwood Springs has an existing DDA District established in 2001.</u> The DDA has several over-arching goals: It seeks to enhance and broaden the downtown experience for residents and guests through infrastructure, beautification, pedestrian access and connections to open space, views and river corridors. Revenues to the DDA are earmarked and used exclusively for the purposes of downtown vitality.
	• DDA: Tax Increment		Colorado authorizes downtown development authorities (DDAs) to use TIF for projects that improve and revitalize and improve business districts. TIF is the "increment" of increased taxes collected within the TIF district after improvements are made (Section 31-25-101 et seq., C.R.S.). Tax increment revenue may be generated from property or sales taxes.

RECOMMENDATIONS

Purpose	Incentive		Description
	Local	State	
	DDA: Storefront Facade Improvement Program		A grant program (typically matching) intended to support existing businesses and to assist in the attraction of new companies with the improvements to the exterior of commercial storefront buildings and lots. This in turn improves City's visual appeal. This existing program can be expanded.
		Enterprise Zone Vacant Commercial Building Rehabilitation	Encourages redevelopment of vacant commercial property with a 25% credit for the cost of rehabilitation of a building that is at least 20 years old and has been completely vacant for at least 2 years. The credit is limited to \$50,000 per building.
		Enterprise Zone Contribution Projects	Enterprise Zone Contribution Projects encourage public-private partnerships to implement economic development plans that result in job creation/retention and business expansion. Colorado taxpayers may earn a 25% state income tax credit by contributing to targeted efforts. Contribution projects are typically nonprofit organizations with missions including: private economic development corporations and economic alliances; workforce training and education; vocational training; job readiness; property restoration; downtown development; economic development marketing; readiness capital campaign; cultural centers; recreation development; habitat for humanity; and advanced manufacturing centers.

RECOMMENDATIONS

Purpose	Incentive		Description
	Local	State	
Stability and Growth		Job Growth Incentive Tax Credit (JGITC)	The JGITC provides a state income tax credit equal to 50% of FICA paid by the business on the net job growth for each calendar year in the credit period. A business must undertake a job creation project for which Colorado is competing with at least one other state for the project and make application has been submitted to the EDC and approved. Businesses have to create at least 20 net new jobs (full-time equivalents) in Colorado during the credit period with an average yearly wage of at least 100% of the county average wage rate based on where the business is located when compared to the county average wage rate.
	Glenwood Springs Tax Rebate Program		With this existing program qualified businesses may apply for a Tier one or Tier two City sales tax rebate for up to five (5) consecutive years for a number of different construction and renovation purposes.
	Property Investment Reimbursements		A Property Investment Reimbursement (PIR) is a cash rebate provided to a company that commits to expand or relocate into the City and commits to invest in a City location for a future number of years.
	Personal Property Tax Credits		Per the Save Colorado Jobs Act the City and County may elect to exempt up to 100 percent of locally assessed business personal property taxes. Colorado Springs and Jefferson County have recently eliminated 100% of their local business personal property tax.

RECOMMENDATIONS

Purpose	Incentive		Description
	Local	State	
		CO Enterprise Zone programs	The Colorado Enterprise Zone (EZ) Program is designed to promote a business-friendly environment in economically distressed areas by offering state income tax credits that incentivize businesses to locate and develop in, and non- profit organizations to assist with the needs of these communities.
		Enterprise Zone: Investment Tax Credit	Businesses investing in business personal property can earn a 3% tax credit
		Enterprise Zone: New Employee Credit	Businesses increasing their workforce may earn a state income tax credit \$1,100 per net new employee.
		Enterprise Zone: Research and Development Tax Credit	Businesses conducting research and development may earn a 3% tax credit on the increase in such expenditures as compared to that of the prior 2 years.
		Enterprise Zone: Commercial Vehicle Investment Tax Credit	Investment in commercial trucks, truck tractors, tractors, or semitrailers, and associated parts registered in CO and based and used in an EZ may earn the taxpayer a 1.5% credit

RECOMMENDATIONS

Purpose	Incentive		Description
	Local	State	
		Business Loan Funds (BLF)	Supports community and economic development efforts in designated rural areas of the state. The Colorado Office of Economic Development and International Trade (OEDIT) uses its allocation of CDBG funds to capitalize 14 Regional BLFs. These loans may be used to start a business, expand or stabilize an existing business. Finances the acquisition of building purchase, renovation, equipment, working capital and other business needs. Usually, there is a job retention or job creation requirement and at least 51 percent of all of the jobs created and/or retained must generally be filled with persons that qualify as low to moderate income persons. (See nwccog.org)
		Micro Enterprise Loans (MEL)	Available to businesses that have five or fewer employees. If all owners of a business qualify as low to moderate income persons, the loan may not have job creation or retention requirements. These loans are limited to specific criteria, are limited to requests of \$100,000 or less, and are available solely at the discretion of the BLF Directors. (See nwccog.org)
	Waiving Permit Fees		The City may expedite the building permit process and/or choose to waive all or part of various permit fees.

RECOMMENDATIONS

Purpose	Incentive		Description
	Local	State	
	Local Tax Abatement		Cities may consider waiving or rebating local sales/use taxes for construction materials, personal property, and manufacturing equipment. Tax abatements could be limited to eligible components or activities including new and renovated homes and commercial buildings. Eligible renovation and rehabilitation expenditures could include remodeling, repair, construction management and demolition costs, environmental remediation costs, acquisition costs, architectural and engineering fees, or other hard costs.
	Capital Grant/Loan		Local economic development business grants and loans. Cities may offer low interest loans or interest rate reductions on a loan for tenant finish costs, equipment, and working capital. For example, the City may lend money to a business wanting to make a permanent improvement to the space such as upgraded electrical service, a sprinkler system, patios, or other functional and code upgrades. The loan would be secured by a promissory note wherein the loan can be paid over a pre-determined term through its annual sales tax. A balloon payment can be built in at the end of the term should the loan not be paid back through regular sales tax payments at the end of the term. The balloon can also be a single interest payment at the end of the term.

RECOMMENDATIONS

Purpose	Incentive		Description
	Local	State	
Boost Regional Trade	Sponsored Transit		To access a larger labor pool, access new County housing development, and foster regional economic growth the City could possibly sponsor RFTA transit pass discounts and discounted one-way ride passes for employers or employees. This would assist with retention, expansion, and attraction. Could be tied to new business investment or a BMR program. Could also foster regional access to Glenwood Springs amenities including leisure and hospitality businesses.
Invest in People and Skills	Below Market Rate (BMR) Sale/Lease Housing Program		A BMR program is intended to increase the supply of affordable housing. Residential and commercial/industrial developers who build in the City are required to contribute BMR housing units and/or BMR housing in-lieu fees.
	Training Assistance		The City may help with workforce training for qualified projects.
	Community-Based Small Business Development Centers		Provide free one-on-one counseling services in the areas of business research and marketing, new business feasibility analysis, business plan preparation, finance packaging, and other small business topics. This may be free-standing, in collaboration with the Colorado Mountain College, and/or integrated into a co-working space.
	Employee Relocation Assistance		The City and/or the County can offer information and assistance with finding a residence, discounted products, and services to assist relocating employees.

RECOMMENDATIONS

Purpose	Incentive		Description
	Local	State	
		Enterprise Zone Job Training	Companies that implement a qualified job-training program for their enterprise zone employees may earn an income tax credit of 12% of their eligible training costs.
		Enterprise Zone Employer Sponsored Health Insurance	Offers businesses \$1,000 per net new employee insured under a qualified health plan for which the employer pays at least 50% of the cost. This credit is available for the first two years the business is located in an enterprise zone.
Opportunity Zones		The State of Colorado has designated Qualifying Opportunity Zone in Glenwood Springs.	Opportunity Zone Funds are self-certifying private and public-private entities eligible for federal tax credits as an incentive for real estate and business development investing in Qualified Enterprise Zones. Glenwood Springs' Qualified Opportunity Zones generally are east of the Roaring Fork River and north of I-70: they encompass the 6th Street Corridor, downtown, and a majority of South Glenwood.

10. Economic Development Organization and Programming

- City needs to not only create a relationship when nurturing growth or attraction, but also must follow up on any financial, policy, public investment, and other conditions upon which the business relied upon to make a location decision.
- Have an approachable economic development specialist that can create and maintain relationships between existing business and business prospects.
- Explore economic gardening programs that focus on retaining and growing existing businesses and nurturing small business and startups.
- Coordinate and maintain an Available Properties database, informed by local brokers or Real Estate Committee to track market statistics and enable easy searches by businesses seeking to relocate or expand.
- Create a staffed economic development group to coordinate and implement tactics. This does not need to be a large staff, however having staff dedicated to economic development will create continuity and resources to undertake timely economic development activities.
 - o This could be additional City staff, or perhaps a stand-alone economic development agency supported by local investors (a model used in many Colorado communities).

ADDENDUM 1: MARKET ANALYSIS

Economic and Demographic Research
Industry Studies
Fiscal and Economic Impact Analysis
Real Estate Economics



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City Council
STAFF REPORT
City of Glenwood Springs
December 5, 2019

Agenda Item: Colorado Municipal League Discussion

Action Requested: None

Department: City Administration

Presented By: Charlie Willman

Background Info: Colorado Municipal League Policy Committee will meet on the attached policy on December 6th.

Issues: N/A

Staff Recommendation: N/A



CML 2019-2020 POLICY STATEMENT

Local Control and Municipal Home Rule

In order to consider local conditions and address local requirements, community issues and needs should be addressed locally. State and federal government interference can undermine home rule and local control. Therefore, the League:

- Urges state and federal officials to respect Colorado's tradition of local control and allow municipal officials to address local problems without interference from the state and federal government.
- Urges congress and the executive branch to respect the roles and responsibilities of states and local governments and similarly urges state officials to avoid preempting local authority.
- Supports state enabling legislation that provides municipalities with authority and flexibility to address local needs.
- Recognizes the desire of the citizens statewide and in many local communities, with adoption of a constitutional amendment in 1902 and expanded amendments approved in 1912 and 1970, to establish municipal home rule and opposes state action that attempts to weaken home rule authority and flexibility.

Intergovernmental Cooperation

Citizens are best served when officials of federal, state and local government (including municipalities, counties, special districts and school districts) respect the roles of each entity and work toward common solutions. Therefore, the League:

- Supports increased dialogue and cooperation among federal, state and local officials and the development of cooperative intergovernmental solutions to common problems.

State and Federal Mandates

Programs and regulations mandated by the state or federal government stretch the financial resources of municipalities. These costs, if not paid by the state or federal government, prevent municipalities from fulfilling local needs and priorities. Therefore, the League:

- Opposes unfunded state and federal mandates that impose financial burdens on municipalities and their citizens.
- Supports the statutory requirement for the General Assembly and Congress to reimburse municipalities for the cost of state mandates, and to make clearer this requirement in state fiscal notes prepared for the General Assembly and Congress.

State Fiscal Fair Play

Municipal finances are closely interrelated with state finances and policies. State adherence to fiscal fair play policies will greatly help municipalities and their citizens. Therefore, the League:

- Supports appropriate action to address the state and local financial crises caused by the interaction of various constitutional amendments and the economy.
- Supports continued state sharing with municipalities of equitable portions of existing and future revenues derived from traditional state-collected, municipally-shared sources.
- Urges the state to avoid or exercise restraint in relying on fees, charges and other cash funding of programs that affect municipalities, especially in the areas of technical assistance, in programs where municipal participation is mandated by state law, and in regulatory programs that affect municipalities.
- Opposes state-granted exemptions or other state actions that erode municipal sales, use, property and other revenues unless the state provides adequate replacement revenues.
- Opposes disproportionate cuts in state programs that benefit municipalities.
- Opposes the state utilizing local funds or requiring local governments to collect state revenues in order to fund state programs.

Sales and Use Taxes

The primary revenue sources for municipalities are local sales and use taxes. Statewide, municipalities generate more than \$5 in these taxes to every \$1 of property taxes. Sales and use taxes have enabled municipalities to fund public services and improvements and keep municipal property taxes relatively low. Appropriate actions at federal, state and local levels should preserve or enhance these local revenues. Therefore, the League:

- Supports retention of authority for all municipalities to set local tax rates and for home rule municipalities to collect their own taxes and determine their own tax bases.
- Supports broadening the state sales and use tax base.
- Supports appropriate legislation or court action allowing state and local governments to require businesses to collect state and local sales and use taxes on remote sales.
- Supports cooperative efforts among municipalities to standardize municipal sales and use tax practices and utilization of technology for the convenience of taxpayers, the business community, and municipalities.
- Supports the promotion of local brick-and-mortar businesses and equity in the collection of sales and use taxes either through Congressional action to enact marketplace fairness legislation or a decision by the U.S. Supreme Court overturning *Quill Corp. vs. North Dakota*.
- Opposes further reductions in the state and local sales and use tax base.
- Opposes legislation that would preempt the authority of state and local governments to apply their sales and use taxes to remote sales.

Miscellaneous Finance Issues

Capital Financing

The League:

- Opposes any efforts to abolish or impair the effectiveness of the municipal bond interest exemption.
- Supports enhancement of municipalities' flexibility to finance public projects economically and efficiently.

Double Taxation

The League supports state legislation and local practices that eliminate the financial inequities created by the imposition of taxes on municipal residents for county services that are provided primarily or solely to residents in unincorporated areas.

Federal Policies

The League:

- Supports distribution of federal funds to municipal governments with a minimum of red tape and without excessive diversion at the federal and state levels.
- Supports establishment of advisory committees comprised of local government officials to ensure ongoing local input on state assumption and administration of federal programs that affect local governments.
- Supports continued funding of the Community Development Block Grant program.
- Supports continued direct funding of federal housing programs.
- Supports funding the Energy Block Grant program.
- Supports repeal of the Davis-Bacon Act or revisions thereto, including raising the project exemption amount, to eliminate wasteful red tape and enable state and local governments to stretch tax dollars for public works projects.
- Supports repeal or revisions in the application of the Fair Labor Standards Act to local governments to avoid the Act's costly and burdensome impacts on local government operations.
- Encourages recognition of Colorado's unique economic, social and physical characteristics when federal action affects programs or projects of local concern.
- Opposes the direct or indirect taxation of the activities and operations of municipal government.
- Opposes tax reform proposals that would exacerbate the federal deficit, increase the cost of municipal capital investment, interfere with traditional state and local tax systems or preempt the deductibility of state and local taxes.
- Opposes the denial of funds based upon a state's or municipality's failure to meet requirements of an unrelated program or because of factors beyond the control of the state or municipality.
- Opposes cuts in federal programs that disproportionately affect municipalities.
- Opposes imposition of federal standards upon local government operations and employees that do not apply equally to federal and state government operations and employees.
- Opposes the sale of federal lands to finance federal programs without local input.

Consolidation of Governments

The League supports voluntary consolidation of local government entities and services by mutual agreement.

Criminal Justice

The League:

- Supports state- and community-based intervention, prevention and rehabilitation programs and state initiatives that respect the key role of communities and local government officials.
- Supports ensuring that municipal governments retain flexibility in implementing federal and state criminal justice programs.
- Opposes state preemption of municipal authority to regulate firearms within municipalities.

Economic Development

The League:

- Encourages the state to provide adequate funds and staff for a strong, multifaceted program to promote the economic vitality of Colorado. This program should encourage the diversification and expansion of local economies, including support for existing business, creation of new jobs and promotion of tourism. The program should be closely coordinated with local governments and the state should never promote a specific economic development project against the wishes of the community or communities most directly affected by the project.
- Encourages the federal government to support state and local government activities promoting economic development.
- Supports a continued comprehensive effort among state and local governments and the private sector to manage a coordinated tourism promotion program.

Electric and Natural Gas Services

The League:

- Opposes federal or state restrictions that would limit the ability of municipalities to create new municipally-owned utilities.
- Opposes federal restrictions that would dictate territorial service areas or restrict the ability of municipally owned utilities to service customers within their municipalities, including newly annexed areas.
- Opposes federal legislation requiring states to implement retail competition.
- Opposes federal or state restructuring of the electric or natural gas industry if such restructuring restricts municipal authority to regulate the use of rights-of-way and to franchise and tax utilities and services, interferes with services provided by municipally owned utilities, fails to protect interests of all consumer classes or sacrifices environmental and social objectives protected under existing regulatory policies.

- Opposes efforts to prevent municipalities from extending utility services to newly annexed areas or providing utility services to customers in unincorporated county properties adjacent to the municipality.

Education:

The League believes an effective education system supplies our municipalities with an educated and well-trained community and workforce who will both allow existing businesses to expand and attract new business investment. The most effective programs are those partnerships among our educational institutions, local stakeholder and local governments. Due to its importance to our communities, the League supports education as a community-wide value.

Emergency Services

The League:

- Supports local control of local emergency services and involvement of the state as a resource to local government in the areas of information, coordination and training.
- Supports state funds for those state agencies that serve as a resource to local emergency services.
- Supports a voluntary uniform statewide fire incidence reporting program.
- Supports close cooperation at all levels of government and increased federal funding to assist local government homeland security and first responder responsibilities.

Energy

Energy Planning

The League recognizes several compelling reasons for developing a comprehensive energy policy. Energy conservation saves dollars. Energy conservation and renewable energy production creates jobs and supports local economic development efforts. Energy conservation reduces our nation's dependence upon foreign oil and improves our energy security. Municipalities are in a position to lead by example. Municipalities are able to provide education and access to information that advocates the economic and environmental benefits of increased energy efficiency. Therefore, the League:

- Supports the development of a balanced, long-term statewide energy plan with an overall goal of reducing greenhouse gas emissions through a mix of non-renewable fossil fuels, renewable energy sources, and energy efficiency and conservation programs.
- Supports the creation and expansion of statewide goals that provide targets and incentives for the implementation of renewable energy strategies and that also recognize the unique concerns of municipal electric and gas systems.
- Supports municipal efforts to assess energy efficiency opportunities in their own operations and in their communities as a whole; setting energy efficiency targets; and creating local action plans.

- Supports retrofitting municipal facilities with energy efficient technologies; policies that enhance municipal energy conservation; and programs that promote the generation of alternative energy sources.
- Supports working with appropriate state and local agencies to educate municipalities on the use of energy efficient building codes.

Natural Resource Production

Municipalities are directly and indirectly affected by the impacts of energy extraction activity and understand the boom and bust nature of it. The League also acknowledges the importance of the extraction industry to the state's economy. Therefore, the League:

- Supports enhanced local input and mitigation powers of municipalities in addressing the environmental, health, safety, and economic impacts of energy extraction.
- Supports the State Oil and Gas Conservation Commission and the Colorado Department of Public Health and Environment substantively involving local governments affected by energy extraction, including recognition of local health, safety, and environmental impacts.

Severance Tax and Federal Mineral Lease Revenue

The League:

- Supports a continued dialogue with local governments regarding the collection and distribution of severance tax and federal mineral lease revenues.
- Supports raising the severance tax rate and removing severance tax exemptions in order to generate additional revenue for local governments.
- Supports DOLA's continuing administration of the Energy Impact Loan and Grant program to assure greater transparency and accountability of the funds.
- Supports the development of a permanent trust fund using a portion of existing and/or any new revenues from severance taxes and/or federal mineral lease revenues so long as such revenues in a trust fund can be made available to municipalities and counties impacted by energy extraction.
- Opposes any reduction in the existing revenue streams of severance tax and federal mineral lease revenue to counties and municipalities.
- Supports financial and technical assistance to local governments affected by the development of coal, oil shale, and other natural resources to permit planning for, and provision of, municipal services and facilities.
- Opposes the appropriation of energy impact and mineral lease funds, historically set aside for local governments, to finance state programs and administrative costs of state government.

Environment

In addressing environmental concerns, the League:

- Supports federal and state programs that encourage cleanup and reuse of "brownfield" property.
- Supports full federal funding for cleanup and ongoing maintenance and monitoring of contaminated federally owned or managed sites.

- Opposes increases in the proportion of municipal cash funding support for state environmental programs.
- Opposes state preemption of local government authority to adopt environmental ordinances.
- Supports the concept of sustainability and sustainable solutions that are aimed to meet the needs of the present population without compromising the ability of future generations to meet their needs.
- Supports reasonable and practical application of air and water pollution control laws by federal and state administrative officials and encourages restraint in modifying legislation and regulations that have a fiscal impact on municipalities. Particularly in the area of water quality, enforcement should be correlated with the availability of funds necessary to achieve stated goals.
- Supports adequate state regulation and enforcement of drilling and mining sites, production facilities and waste product storage and disposal facilities; supports practices to assure citizen safety, environmental protection and the protection of domestic water sources; and opposes state preemption of local land use and watershed regulations.

Housing

The availability and affordability of attainable and habitable housing is an important concern to Colorado's municipalities. Therefore, the League:

- Supports an adequate supply of diverse housing options, regardless of income level, and continued public- and private-sector support for such an effort.
- Supports increased financial assistance from the federal government for housing needs of low- and moderate-income families.
- Supports state financial support for the Division of Housing's loan and grant program for low- and moderate-income housing.
- Supports the continued efforts of the Colorado Housing Finance Authority to work with municipalities on the Authority's various housing loan programs.
- Supports the preservation, revitalization and redevelopment of existing neighborhoods.
- Supports public and private financial assistance programs to address the needs of the homeless.
- Supports programs that involve municipalities in addressing foreclosures.
- Supports the creation of an adequately financed statewide housing trust fund.

Human Rights

The League supports programs that protect the rights and dignity of the individual and encourages programs that address such issues as employment, housing, health care, substance abuse and equal opportunity.

Initiative Reform

The League:

- Supports efforts to reform the state's initiative and referendum procedures by increasing the number of signatures required to place a constitutional amendment citizen initiative on the ballot.
- Supports efforts to maintain the state constitution as a basic framework for government rather than an embodiment of statutory law while maintaining the citizen lawmaking process by supporting additional protections for statutory law made by citizen initiative.

Lottery

The League supports preserving all lottery proceeds for park, recreation, open space, and wildlife purposes pursuant to the Great Outdoors Colorado program adopted by Colorado voters.

Municipal Court Operations

The League:

- Opposes imposition of state surcharges on municipal court fines for the purpose of funding state programs.
- Opposes limitations on the authority of municipalities to enforce their own ordinances in municipal courts.

Municipal Development and Land Use

The League supports local control and determination of local land use issues. In general, the League supports state laws and policies that encourage new residential, commercial and industrial development to occur within existing municipalities and that discourage the sprawl of urban, suburban or exurban development into rural and unincorporated areas of the state. In addition, the League specifically:

- Supports prohibition of the incorporation of new cities and towns adjacent to, or within the service areas of, existing municipalities.
- Supports increased municipal and, within unincorporated areas, county controls over the formation of special districts, placing additional limitations on the powers exercised by such districts and, where practicable, providing for the dissolution or phasing out of special districts.
- Supports appropriate efforts to permit application and enforcement of municipal ordinances, such as building codes, fire codes, subdivision regulations and zoning ordinances, to buildings and improvements proposed to be constructed by government entities.
- Supports municipal discretion concerning the imposition of development fees and requirements.
- Supports the clear authority of municipalities to collect an impact fee for schools.

- Supports financial and technical assistance to municipal governments in the areas of planning and land use.
- Supports municipalities, when appropriate, in utilizing sub-local governments (neighborhood, nonprofit, and civic organizations and homeowners' associations) in developing and implementing solutions to specific localized issues.
- Encourages measures that promote intergovernmental cooperation on land use issues.
- Encourages coordination of land use and transportation planning.
- Encourages municipalities when using tax increment financing to promote communication and intergovernmental cooperation with affected local governments.
- Generally opposes efforts to restrict municipal authority to annex territory.
- Opposes delegation of municipal land use authority to state agencies or preemption of municipal land use controls.
- Opposes federal or state restrictions, beyond those constitutional restrictions that have been defined by recent Supreme Court decisions, on the ability of federal, state or local governments to regulate private property or to exercise the power of condemnation for the benefit of public health, safety and welfare.
- Opposes unreasonable restrictions on urban renewal authorities.

Natural Disasters

The League:

- Supports specific modifications to the Taxpayer's Bill of Rights (TABOR) to better define an "emergency," specify the amount of time for repayment of any TABOR reserve dollars spent, and to create clarity to ensure state financial assistance can be used specifically for recovery without violating TABOR revenue and spending limitations.
- Supports state financial support to assist local governments with disaster mitigation in their communities.
- Opposes federal or state preemption of municipal land use within the wildland urban interface.

Police, Fire and Other Pension and Employee Benefits

The League:

- Supports equitable levels of state funding for volunteer firefighters' pensions.
- Opposes mandates that increase the cost of or create inequities among municipal employee pension, workers' compensation or other employee benefits.
- Opposes mandated Social Security or Medicare coverage for public employees, mandated benefit levels or funding standards for municipal employee pension plans, or other unreasonable burdens or restrictions in connection with the administration of municipal employee benefit plans.
- Opposes mandated "Police Officers Bill of Rights" interfering with the management and budget prerogatives of local governments.

Postal Service

The League supports legislation and administrative action by the United States Postal Service requiring use of mailing addresses and ZIP codes that reflect the corporate boundaries of cities and towns in order to eliminate confusion among citizens and businesses and to reinforce community identities.

Privatization

The League supports the use of private-sector businesses to provide public services when determined by municipal officials to be in the public interest.

Public Employment

The League opposes efforts to interfere with a municipality's ability to determine the terms and conditions of municipal employment.

Public Liability

Because of the financial burdens caused by the increasing number of lawsuits against municipalities and their officers and employees, the deterrent that litigation presents to continued service by public officials and the need to assure that municipal liability does not impair the provision of necessary services to the public, the League:

- Supports the availability of public liability insurance at reasonable costs and the ability of municipalities to reduce such costs through self-insurance or other reasonable means.
- Supports reasonable federal limitations on and reduction in the liability for monetary damages payable by public entities, public employees, and elected officials in suits brought under federal laws.
- Supports limitations on the liability of municipalities and their officers and employees.
- Opposes efforts to expand the liability of public entities and public employees.

Purchasing

The League supports the authority of municipal officials to determine local purchasing and contracting procedures.

Telecommunications

The League:

- Supports the retention of municipal regulatory authority over cable television systems.
- Supports affordable access by all municipalities to state-of-the-art broadband and telecommunication and information services.
- Opposes federal or state restrictions on local control of municipal rights-of-way.

- Opposes federal or state restrictions on the authority of local governments to develop or acquire their own broadband or telecommunications infrastructure.
- Opposes federal or state restrictions on municipal franchising, regulatory and taxing authority over telecommunications systems.
- Supports options to level the playing field for smaller broadband and telecommunications providers to compete throughout Colorado.

Transportation

The League:

- Supports increased funds to finance pressing surface transportation needs as long as an equitable portion of new revenues is returned to cities and towns.
- Supports state Department of Transportation assumption of street lighting and general maintenance costs on state highways within municipalities.
- Supports limitations on "off-the-top" diversions from the Highway Users Tax Fund.
- Supports preservation of the constitutional requirement that highway user revenues be used for the construction, maintenance and supervision of the public highways of the state, comprising all modes including, but not limited to, facilities for air, transit, bicycle, and pedestrian travel.
- Supports greater flexibility and increased revenues for multi-modal transportation systems.
- Supports clarification that federal railroad laws do not preempt local governmental authority to protect the safety and environment of citizens.
- Supports preservation of the federal funding guarantees for transportation and allocation of all federal transportation taxes and funds for their intended transportation purposes.
- Supports efforts to improve air transportation throughout Colorado.
- Supports close cooperation among Colorado Department of Transportation, counties, municipalities and interested stakeholders in improving Colorado's multi-modal transportation system.
- Supports legislation that enables and encourages autonomous vehicles that are clean-fueled and safe, while preserving local control over regulation and local implementation.
- Encourages a balanced state transportation policy that addresses the need to maintain and expand roadway, bicycle, pedestrian, transit, carpool/vanpool and demand management options to improve-Colorado's transportation system by supporting:
 - Close cooperation among Colorado Department of Transportation, counties, municipalities and interested stakeholders in improving Colorado's multi-modal transportation system;
 - Preservation of the constitutional requirement that highway user revenues be used for the construction, maintenance and supervision of the public highways of the state, comprising all modes including, but not limited to, facilities for air, transit, bicycle, and pedestrian travel, and;
 - Greater flexibility and increased revenues for multi-modal transportation systems.

Water

In addressing statewide water concerns, the League:

- Supports water policies that protect Colorado water resources.
- Supports the constitutional doctrine of prior appropriation and the constitutional priority given to domestic water use.
- Supports the inventorying and protection by municipalities of their water rights.
- Supports appropriate water conservation efforts and sustainable water resource management practices by all users.
- Supports efforts to increase knowledge of water-related issues of concern around the state to municipalities.
- Supports participation in statewide discussions of water use and distribution.
- Supports appropriate coordination of municipal water use with other uses including agriculture, mineral resource development, energy development, recreation and open space.
- Supports federal and state financial aid programs assisting municipalities, including recognition of the special needs of smaller municipalities, with the construction and improvement of water systems to protect water quality and to comply with federal and state mandates.
- Supports continued federal and state funding for wastewater treatment and drinking water facilities to reduce local costs and expedite construction of necessary treatment and collection facilities.
- Supports stakeholder input and involvement in developing laws and regulations related to water and wastewater issues.
- Encourages on-going communication by federal land managers with affected municipalities regarding the leasing of federal lands that might impact local land use and environmental policies including, but not limited to, local watershed ordinances.

Youth

The League:

- Supports municipal and other efforts to address youth issues and needs.
- Recognizes the influence that parents in partnership with nonprofit and religious organizations, local businesses and other governmental jurisdictions have on the development of youth.
- Encourages utilization by public schools in cooperation with local governments of League-published or other civics curriculum to educate students in state and local government.



City Council
STAFF REPORT
City of Glenwood Springs
December 5, 2019

Agenda Item: Review Process for City Manager and City Attorney

Action Requested: Provide direction on how to move forward with the review process for the City Manager and City Attorney.

Department: City Administration

Presented By:

Background Info:

Issues: N/A

Staff Recommendation: N/A



City Council
STAFF REPORT
City of Glenwood Springs
December 5, 2019

Agenda Item: Executive Session

Action Requested:

Department: City Clerk

Presented By:

Background Info:

Issues:

Staff Recommendation: