



AGENDA
CITY OF GLENWOOD SPRINGS
REGULAR CITY COUNCIL MEETING
JANUARY 19, 2023
101 W. 8TH STREET
6:15 p.m.

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.

ATTENTION: To ensure your written comments are included in the City Council packet, public comments must be received by 4 p.m. on the day before City Council meetings. Comments may be submitted to ryan.muse@cogs.us.

Written comments may be submitted after this deadline and will be shared via email to City Council but are not guaranteed to make it into the meeting packet. Submit comments at any time directly to City Council via email at citycouncil@cogs.us.

WORK SESSION

4:00	1. Structure for City Attorney Review	Information/Discussion
4:15	2. Climate Action Plan	Information/Discussion
5:00	3. Council Compensation	Information/Discussion

ZOOM INSTRUCTIONS

You are invited to a Zoom webinar. When: Jan 19, 2023 06:00 PM Mountain Time (US and Canada) Topic: 2023/1/19 Regular City Council Meeting. Please click the link below to join the webinar:

<https://us02web.zoom.us/j/88038744632?pwd=VWtSN081TDFoWUZrUFBBejZXV1kxZz09> Passcode: 351637

Or One tap mobile: US: +17193594580,,88038744632# or +16694449171,,88038744632#

Or Telephone: Dial 1 (for higher quality, dial a number based on your current location):

US: +1 719 359 4580 or +1 669 444 9171 or +1 669 900 6833 or +1 253 205 0468 or +1 253 215 8782 or +1 346 248 7799 or +1 646 931 3860 or +1 689 278 1000 or +1 929 205 6099 or +1 301 715 8592 or +1 305 224 1968 or +1 309 205 3325 or +1 312 626 6799 or +1 360 209 5623 or +1 386 347 5053 or +1 507 473 4847 or +1 564 217 2000 Webinar ID: 880 3874 4632

International numbers available: <https://us02web.zoom.us/j/88038744632?pwd=VWtSN081TDFoWUZrUFBBejZXV1kxZz09>

REGULAR SESSION

- 6:15 4. Roll Call
- 5. Executive Session

An executive session pursuant to CRS 24-6-402(4)(d) regarding specialized details of security arrangements or investigations, including defenses against terrorism, both domestic and foreign, and including where disclosure of the matters discussed might reveal information that could be used for the purpose of committing, or avoiding prosecution for, a violation of the law.

- 6:25 6. Agenda Changes & Conflicts
- 6:30 7. Council Announcements
- 6:35 8. Citizens Appearing Before Council (for items not on the Agenda-comments limited to 3 minutes)

- 6:45 9. Consent Agenda Discussion and/or Action
 - A. Resolution 2023-03; InterGovernmental Agreement with Garfield County regarding the April 4th, 2023 Election.
 - B. Resolution 2023-04; Adopt Glenwood Springs Landscaping Plant List
 - C. Resolution 2023-05; Department of Local Affairs Housing Incentives Grant
 - D. Resolution 2023-06; Police Department Fees
 - E. Resolution 2023-07; Engineering Fee Increase for Grading Permits, Right of Way Permits and Inspections
 - F. Award the Request for Proposal 2022-29P; Master Plan for South Canyon Area
 - G. Award Request for Qualification 2022-37Q; Underground Primary Cable

- H. City Manager Contract
- I. Approval of 2023 Contract with the Chamber
- J. January 5, 2023 Council Minutes

ACTIONS AND/OR PRESENTATIONS

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|------|---|--------------------------|
| 6:45 | 10. Planning and Zoning Commission Appointments | Discussion and/or Action |
| 6:50 | 11. Tourism Management Board Appointments | Discussion and/or Action |
| 6:55 | 12. Update from Black Hills Energy | Discussion and/or Action |
| 7:05 | 13. Butler Rentals Request for Extension on Development Waivers | Discussion and/or Action |
| 7:25 | 14. Traffic Incident Management Plan Agreement (TIM) and Emergency Operations Update | Discussion and/or Action |
| 7:55 | 15. Mental Health Counseling Update from Roaring Fork School District | Discussion and/or Action |
| 8:15 | 16. Ordinance 2023-03; Downtown Design Standard Overlay. This item is being continued to City Council's February 2, 2023 meeting. | Discussion and/or Action |
| | 17. Council Comments | |
| | 18. Report from City Administration | |
| | A. City Manager | |
| | B. City Attorney | |
| | C. Correspondence Incoming/Outgoing | |
| 8:25 | 19. Adjournment | |



City Council
STAFF REPORT
City of Glenwood Springs
January 19, 2023

Agenda Item: Structure for City Attorney Review

Action Requested: Determine when and how Council would like to review the City Attorney in Executive Session

Department: City Clerk

Presented By:

Strategic Goals: Provide Efficient and Responsive City Government

Background Info: The Council periodically reviews the performance of the Judge, Attorney and City Manager

Issues: NA

Fiscal Impact: NA

Legal Review: NA

Staff Recommendation: NA



City Council
STAFF REPORT
City of Glenwood Springs
January 19, 2023

Agenda Item:	Climate Action Plan
Action Requested:	Direction on moving forward with a Climate Action Plan.
Department:	Economic and Community Development
Presented By:	Hannah Klausman
Strategic Goals:	Preserve and Improve Infrastructure Protect and Preserve our Quality of Life
Background Info:	A small citizen advisory group conducted a survey of jurisdictions with Climate Action Plans. The findings and recommendations of the survey are included as attachments to this report.
Issues:	None at this time
Fiscal Impact:	The Climate Action Plan is currently in the City's budget for \$75,000. The committee included a cost range for other jurisdictional plans between \$50,000 and \$65,000 depending on scope. Some of these plans included in this range are several years old and the cost should be viewed accordingly with price increases.
Legal Review:	Not applicable.
Staff Recommendation:	Staff has no recommendation and defers to Council direction on moving forward with a possible Request for Proposal for a Climate Action Plan.

Memo to: Glenwood Springs City Council

From: Heather McGregor, Ann Hopkinson and Marilee Rippey

Date: Jan. 9, 2023

Re: **Findings and Recommendations from Initial Survey of Communities for Climate Action Plan Update**

BACKGROUND

In a City Council work session on Nov. 3, council members discussed updating the city's 2009 Climate Action Plan. Also attending were Marilee Rippey and Heather McGregor, two members of the citizen group that developed the city's original CAP in 2008-2009. Council members asked Marilee and Heather to survey other local governments to learn how they approached writing or updating CAPs for their communities.

Marilee, Heather, and Ann Hopkinson, another member of the 2009 CAP team, consulted with city staff and created a survey to gather information. We reached out to nine communities and received worthwhile responses from five: City of Aspen, Town of Carbondale, City of Durango, Eagle County and Routt County.

This memo summarizes our findings from the survey, and makes nine recommendations for city staff and City Council to consider for updating the city's CAP.

Our intent with the survey was to determine **how** nearby local governments approached and conducted their CAP efforts. We did not survey the actual contents of these plans, although respondents did offer some information about plan contents.

SUPPORTING DOCUMENTS

- Merged full survey answers from Aspen, Carbondale, Durango, Eagle and Routt.
- Side-by-Side Matrix of 2009 CAP achievements by 2022.

SUMMARIZED FINDINGS

1. Carbondale, Eagle and Routt used paid consultants. Aspen and Durango used city staffers who are permanently assigned to climate positions.
2. Costs ranged from \$50,000 to \$65,000. Timing ranged from six months to two years.
3. Colorado-based CAP consulting firms include CLEER, Walking Mountains Science Center, Lotus Environmental Engineers, Brendle Group, Common Ground Consulting (Larissa Read), Western Colorado University Masters in Sustainability Program, and Natural Capital Solutions.

4. All five involved citizens in the process, and all recommended using a selected stakeholder group.
5. Staff time was extensive for Aspen and Durango; Carbondale reported very little staff time; Eagle County used two staff as lead project managers, along with other key departments.
6. Aspen, Durango and Eagle County did not establish climate boards; Carbondale uses its longstanding Environmental Board; Routt County established a board of city and county staff and citizens.
7. Implementation: Answers addressed both **who** is doing the implementation and **how** the implementation is structured. Common threads were dividing implementation by categories or sectors, assigning targeted working groups, and collaborating with community nonprofits.
 - Aspen and Durango have permanent staff assigned to climate and sustainability.
 - Carbondale has a contract with CLEER and obtains services as a member of Garfield Clean Energy.
 - Eagle County established a multi-entity Climate Action Collaborative, staffed by Walking Mountains Science Center.
 - Routt County involves sector groups and the nonprofit Yampa Valley Sustainability Council.
8. All five respondents shared helpful insights. We discussed their suggestions and developed recommendations that we believe will be helpful for Glenwood Springs.

RECOMMENDATIONS

It's important to view this effort as an UPDATE to the 2009 Climate Action Plan. Glenwood Springs has achieved a significant share of the 2009 plan's elements, as shown in the Side-by-Side Matrix. We are not starting from scratch!

1. Before updating the CAP, confirm that the city has the framework and capacity to implement the plan. Budget ongoing funding and staff time for implementation, not just for writing the CAP.
2. The plan should include climate action goals for all city government operations, in order to lead by example. It should also include public-facing and participatory community efforts that build equity for all residents.
3. Hire a consulting firm to lead the process. Assign a staff point person(s) to connect the consultant, City Council, department heads, stakeholder group and the broader public.
4. Reference existing climate efforts in the RFP so bidders are fully aware of the work already happening in Glenwood Springs and Garfield County.

5. Involve an equitable cross-section of residents to make the plan relevant and successful. Appoint a stakeholder group to advise the consultants and staff. *(See stakeholder group recommendations below.)*
6. Conduct an energy inventory of city buildings and operations to establish a new baseline for future progress. Don't get sidetracked trying to conduct a community-wide energy inventory.
7. Focus on known strategies for cutting carbon emissions.
8. Borrow, don't re-invent. Look to other communities to learn, for example, which investments hold the biggest potential for GHG reductions.
9. Include strategies for plan implementation in the plan itself.

Stakeholder group recommendations

Key city staff

Council representative(s)

Residents with expertise in climate issues and action

Housing Commission member

Planning Commission member

Representatives from Roaring Fork School District and Colorado Mountain College

Voces Unidas representative

High school or CMC students

Large energy-using entities, i.e., Valley View Hospital, big box retail

Contractors: solar, HVAC, insulation, heat pump, mechanical

Residential and commercial builders and developers

Real estate brokers

MERGED ANSWERS OF CLIMATE ACTION PLAN SURVEYS

Jan. 3, 2023

Prepared by Heather McGregor, Marilee Rippey and Ann Hopkinson

Respondents:

City of Aspen, Town of Carbondale, City of Durango, Eagle County, Routt County

1. Did your governmental entity hire a consultant to develop the climate action plan?

Aspen: No, it was done in-house.

Carbondale: Yes. In addition to the plan, CLEER was also tasked with identifying possible funding/tax proposals.

Durango: No

Eagle County: Yes

Routt County: Yes. They were first hired to update the Greenhouse Gas Inventory.

1A. If so, what firm / whom did you use?

Aspen: N/A

Carbondale: CLEER

Durango: N/A

Eagle County: Walking Mountains Science Center, Common Ground Environmental Solutions, LLC (do they still exist?). Technical assistance was provided by CLEER, City of Aspen, Natural Capital Solutions, and Western Colorado University (Gunnison).

Routt County: Lotus Environmental Engineers

1B. If so, how much did it cost?

Aspen: N/A

Carbondale: Around \$50,000

Durango: N/A

Eagle County: Around \$50,000

Routt County: \$65,000. Some funding from DOLA technical assistance grant, remainder split between Routt County and Town of Steamboat Springs.

1C. If not, how did your governmental entity manage the project?

Aspen: The department has 3 FT employees. One FT employee spent 75% of his time working on it for 6 months (in 2017). Right now, they are in the process of refining the 2017 version.

Carbondale: N/A

Durango: The city's sustainability manager led a stakeholder working group of local experts in the field: energy utilities, water utilities, transportation managers, etc. The process also involved citizen feedback sessions & surveys, interviews across city

departments with directors and relevant staff, research of other plans and cross-referencing with the LEED for Cities framework, and some limited consulting and coaching from ICLEI.

Eagle County: N/A

Routt County: N/A

2. How long did the process take?

Aspen: 6 months

Carbondale: About 1 year

Durango: 2 years from start of working group formation to finalized plan

Eagle County: 1 year

Routt County: 15 months

3. Did the process include citizen involvement?

Aspen: Yes.

Carbondale: Yes.

Durango: Yes

Eagle County: Yes, substantial

Routt County: Yes, but not to the extent planned in early 2020.

3A. If so, how was citizen involvement structured?

Aspen: We are selective about citizen involvement because it is very time consuming to involve citizens who come to the process with unrealistic goals. Aspen uses about 50 stakeholders/non-profits that give input.

Carbondale: There were a couple large community meetings. The process relied more on a Technical Advisory Committee of about 12 people: representatives from solar companies, engineers, former elected officials, current elected officials and local climate action experts.

Durango: Stakeholder working group led by sustainability manager – local experts in the field (energy utilities, water utilities, transportation managers, etc.) / Citizen feedback sessions & surveys.

Eagle County: In 2016, six stakeholder meetings with 30 stakeholders were held, followed by three public open houses, facilitated by Walking Mountains.

Routt County: Stakeholder meetings via Zoom. There was not as much citizen input as originally planned for due to COVID. Zoom meetings vs in-person weren't as productive.

4. Did the process involve staff time?

Aspen: Yes.

Carbondale: Not much.

Durango: Yes, a significant amount. Over the course of the effort, several hundred hours' worth.

Eagle County: Yes

Routt County: Yes.

4A. If so, what did that look like?

Aspen: One staff person spent 75% of his time on it for 6 months.

Carbondale: Town staff were not heavily involved; they didn't have the time.

Durango: Weekly time commitments to various task with progress milestones.

Eagle County: Mostly our Sustainable Communities team, two staff members working with Walking Mountains staff. Some engagement along the way from other departments: transit, landfill, fleet, buildings, facilities, environmental health, public health.

Routt County: Staff admit that the input was weighted to their end by the circumstances (limited community input because of covid ??).

5. Did your governmental entity appoint a permanent board or commission to focus on climate action? Are climate representatives serving on other boards and commissions?

Aspen: No. This isn't necessary in Aspen, since all departments are up-to- speed and passionate about climate action.

Carbondale: The town already had an Environmental Board. Members were involved, but the plan update wasn't necessarily led by them.

Durango: No permanent board. No official representation other than individual board/commission members who are personally concerned about climate action, impacts, and response. It's more relevant to some boards/commissions than others (e.g., natural lands preservation, multimodal transportation, water utilities, etc.)

Eagle County: Our Sustainable Communities department is now called Resiliency, which works on new workforce housing, economic development, and climate / GHG reduction.

Routt County: Yes, it is made up of both staff and citizens at large.

6. How is the climate action plan being implemented?

Aspen: The city has permanent staff and an office: a manager and two program managers. The office works to remove barriers to getting electric vehicles, more charging stations and incentivizing public stations, articles, signage, social media.

Carbondale: The Environmental Board reviews it regularly. The Town has an implementation contract with CLEER and they tackle some of the components. This is not perfected though!

Durango: The plan outlines sustainability indicators across five identified categories. Indicators are community-wide in scope, though some also include municipal-specific reporting (e.g., community-wide energy consumption and GHG emissions, as well as those from just city facilities/operations). On an annual basis, the City of Durango is committed to reporting on these indicators, trends that we are seeing, as well as actions taken across the various sectors that impact the indicators. Some indicators have associated goals (e.g., GHG emissions) but others do not yet have an officially adopted goal (e.g., water consumption or waste to landfill). As the years progress on indicator tracking and reporting, it is anticipated that the process will result in continued refinement of various goals, actions, and commitments.

Eagle County: Through our Climate Action Collaborative, which is run and staffed by Walking Mountains Science Center. Working groups are centered on GHG reduction in power supply, buildings, transportation, waste diversion.

Routt County: There are several "Sector groups" that report to the board. You can look at the web site for the groups. Board members may also be serving on sector groups as interest or expertise serves, not by assignment. (Yampa Valley Sustainability Council)

7. Does your climate action plan set goals and tasks for the governmental entity itself or the whole community?

Aspen: The whole community.

Carbondale: Both. The plan has a Leading by Example section for the government entity and there are goals/strategies for the broader community as well.

Durango: Actions and tasks are reserved for more detailed and area-specific plans, such as the multimodal transportation plan, the EV readiness plan, the Parks & Rec master plan, the stormwater management plan, etc. The sustainability plan is specifically designed to be flexible and not create redundancy or mis-alignment with these plans and the actions/timelines listed within.

Eagle County: The community - but each municipal government also set operational targets. Eagle County's GHG footprint is around 5,000 mT per year. Our target is 500 mT reduction each year.

Routt County: Both. The other municipalities in the county have adopted the plan as well, but there are no mandates or financial commitment from them.

8. Can you recommend resources we should consider using to update our climate action plan?

Aspen: Foremost was ICLEI. Tim offered repeatedly to help in any way he could. He offered a list of resources.

Carbondale: Rocky Mountain Institute has a great guidebook that provides some good charts and tools for the most “bang for your buck” measures that a community should be doing. **REFERENCE / TITLE NEEDED**

Durango:

- ICLEI and its Clear Path reporting system: <https://iclei.org/>
- LEED for Cities (for broader sustainability tracking and reporting)
- “Climate Action Planning: A Guide to Creating Low-Carbon, Resilient Communities,” 2019, Island Press, by Michael Boswell, Adrienne Greve and Tammy Seale, \$35
- Colorado’s Climate Action Plan, and plans from other communities.

Eagle County: Lotus Engineering and Sustainability is doing good work on climate.

Routt County: Did not answer.

9. What other advice can you offer?

Aspen: (1) Find funding channels, put a lot of energy behind the plan.
(2) Look to outside help for technical recommendations.
(3) Communicate, educate the community. Center the plan around education using newspaper articles, social media and signage.

Carbondale: (1) I would HIGHLY recommend using other communities' “bang for your buck” analyses rather than spend money diving deep into your analysis.
(2) We all know what needs to be done - Glenwood Springs should tackle building codes - Carbondale has proven that when we go stricter, the construction still happens.
(3) Glenwood Springs also has a unique situation with MEAN and could push for MEAN to do better for all its members. Even though Glenwood gets “100% renewable,” it should acknowledge that MEAN isn’t really delivering only renewable-sourced electricity through the grid to Glenwood. Glenwood could play a role in helping improve that entire entity.
(4) Regarding a community-wide energy inventory, you will only be able to get accurate energy use data for buildings. You won't be able to get accurate transportation data (hard to obtain, and hard to set limits with residents, tourists and highway travelers). It can be frustrating once an inventory is done to not have it as complete as folks would like. Overall, I have found that when you start to tackle an inventory, folks focus more on data perfection, rather than thinking about how or which data will help inform policy.

Durango: (1) We do not have a climate action plan, but rather a full sustainability plan. Regarding the distinction, our plan states: “Some communities have opted to adopt specific climate action plans in addition to, or in place of, a sustainability plan. Climate actions plans are focused specifically on reducing a community’s climate impact (e.g., reducing

greenhouse gas emissions, increasing carbon sequestration, etc.) and adapting to the impacts of a changing climate (e.g., changing water supplies, increased probability of natural disasters, etc.). During the planning process, it was determined that Durango would most benefit from a sustainability plan that includes a focus on greenhouse gas emissions and climate resiliency alongside other issues. If a more focused climate action plan is deemed necessary in the future, one could be created that complements this plan.”

(2) Your community’s climate goals will be extremely dependent on the goals, actions, and progress of your electric utility and transportation departments, specifically.

(3) A Climate Action Plan cannot be implemented without committing staff time to the ongoing coordination and implementation. This responsibility cannot be shoehorned into the responsibilities of an existing role. You must carve out paid staff time for this responsibility.

Eagle County: (1) Writing the CAP is the easy part. So many communities and the state have done this. The harder part is getting traction and results on scaled strategies, and keeping the attention on these. There are many different interests and opinions on what needs to be done.

(2) We worked with graduate students at Western Colorado University in Gunnison to model various strategies to see what GHG reduction from each sector would be. Our top two are electrification of buildings, and transportation.

Routt County: (1) Before drafting a CAP, confirm that the city has the necessary framework and capacity for implementing the plan.

(2) Use Garfield Clean Energy to the greatest extent possible, forming as many partnerships as possible, perhaps reaching out to Eagle County for cooperative use of Walking Mountains Science Center.

(3) Borrow, don’t reinvent what others are doing.

RESPONDENTS

Aspen: Tim Karfs, Sustainability Programs Administrator, (970) 379-7389,
tim.karfs@aspen.gov

Carbondale: Erica Sparhawk, Trustee, (970) 456-9447,
esparhawk@carbondaleco.net

Durango: Marty Pool, Sustainability Manager, (970) 375-5061,
marty.pool@durangogov.org

Eagle County: John Gitchell, Climate Action Manager, (970) 389-4429,
john.gitchell@eaglecounty.us

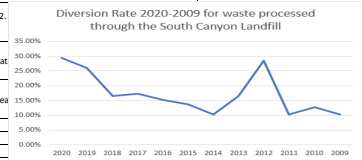
Routt County: Scott Cowman, Director of Environmental Health, (970) 870-5588,
scowman@co.routt.co.us

Project Implementation Strategy		2022 Status
General Climate and Energy		
1	Appoint a staff person and commit significant resources to coordinate energy issues for the city government and the community.	
2	Create a permanent City Energy and Climate Commission to carry out this Climate Action Plan and keep it updated over time.	
3	Join and participate in a national and/or state voluntary emissions reporting program.	
4	Recognize businesses that adopt practices to reduce their carbon footprint.	
5	Promote and support green business development within the city.	
6	Review and update all policies and ordinances that affect energy use so they are consistent with the goals set forth in this climate action plan.	
7	Work with other groups to promote overall climate and energy improvements. (Community Office for Resource Efficiency - CORE, Clean Energy Economy for the Region - CLEER, the Governor's Energy Office, Colorado Municipal League, National League of Cities, Cities for Climate Protection Campaign, etc.) Consider joining the U.S. Green Building Council or ICLEI for resources and networking.	The city is a founding partner of Garfield Clean Energy, a county-wide government collaborative working on clean energy across the County and has through that partnership offered rebates for appliances since then. The Glenwood Electric Department provides funds to Clean Energy Economy for the Region (CLEER) each year to help with energy sustainability programs that they manage for us along with programs that Municipal Energy Agency of Nebraska (MEAN) provides.
Smart Growth		
1	Urge Garfield County to adopt an energy efficiency plan. In the intervening time, urge Garfield County to apply the city's climate action plan measures to all developments adjacent to the city.	
2	Develop and support policies and programs that assist developers of commercial, residential and public projects to meet the energy efficiency and renewable energy measures in this plan.	The city has adopted the 2021 International Energy Conservation Code
3	Provide education and training opportunities for developers seeking to build green. Provide links to websites that offer up-to-date information on green building and energy efficiency.	
4	Develop incentives for development proposals that employ compact land use, are located near public transit stops, and allow residents to be less reliant on the car. Promote high-density and in-fill development through zoning policies such as transit-oriented development.	The city promotes and accommodates compact/in fill/high density construction, near public transit stops.
Educational Programs		
1	Create a challenge for the community, modeled after the 10 Percent Challenge in Burlington, VT., to raise public awareness about global climate change and to encourage households and businesses to reduce their carbon footprints. Set targets for footprint reductions. Involve students, community groups, workplaces, and neighborhoods to maintain and enhance Glenwood Springs as a clean, green, healthy city.	
2	Encourage schools to educate children and teens on energy efficiency and climate change issues and actions.	We do work with AM Conservation group to provide water saving packages for 5th Grade classes in the community to show how when you save water you save gas and electricity by not having to heat as much water for showers and baths.
3	Support a "Local First" program, such as the local farmer's markets, for food and other products. Encourage residents and businesses to buy locally grown and produced food and other products whenever possible.	The city has employed several shop Glenwood campaigns encouraging consumers to shop local. The DOA has stepped forward to continue a farmers market downtown, thus continuing access to locally grown food and products.
Purchasing		
1	City fleet: consider retread tires, recycled antifreeze, parts washers and brake cleaners.	The city does have parts washers and brake cleaners at fleet. Recycled anti freeze is not good, according to the Public Works staff, and retreads have a tendency to flat spot in the winter which is hard on the trucks until they warm up.
2	Cleaning products: Use cleaning products with low environmental impacts, such as non-acid or neutral pH window and bowl cleaners or quaternary disinfectants.	Right now, the facilities division is using mainly Spartan Cleaning chemicals which do follow environmental safety standards and have switched some more environmentally friendly products throughout the year.
Open Space, Trees and Landscaping		
1	Evaluate municipal code and city guidelines that address landscaping and irrigation to maximize water conservation and increase irrigation efficiency.	Planning Commission recently held a work session regarding changes to the landscaping requirements for developers and city sponsored projects. Code changes are anticipated to be brought through the process in late 2022/early 2023. This includes changes requiring rain/wind gauges, certain types of plant species, and addressing turf areas.
2	Promote the planting of trees and shrubs to increase shading and to absorb CO2.	City hosted an Arbor Day Celebration in which residents were encouraged to plant trees and city's forestry and horticulture team has planted a total of 151 trees so far in 2022.
3	Preserve open space inside and outside the city.	
4	Maintain healthy urban forests and street trees. Specifically, plant more trees in Two Rivers Park and along bike paths and along new streets.	13 large trees and 110 saplings of varying species were planted in Two Rivers Park in 2022. The City also distributed messaging aimed at public awareness and guidance related to the Ips Beetle infestation.
5	Design and implement a municipal water conservation program for city facilities and parks. Use xeriscape landscaping and remove bluegrass lawn from city property wherever possible.	There is a water sustainability line item in the budget for 2023 for \$50k that will be put toward fixture replacement program, irrigation clock replacement program and we hope to work with the state of Colorado and their landscaping removal program with matching funding. City staff continues to strategically replace turf grasses in low tracked areas with plants that are more water conscious.
6	Consider expanding the city's raw water irrigation system.	The City is working with engineers to re-start use of the raw water irrigation system in South Glenwood, the city is looking at clean well water options and we are looking to expand the south Glenwood raw water irrigation system once it is back up and running.
7	Establish xeriscape demonstration projects and xeriscape landscaping requirements.	Following the water pipe project at Veltus, the area will be replanted as a demonstration project. Staff has developed informational recommendations guide on water-wise plantings for Glenwood.
8	Encourage community gardens.	The city has two community gardens. All trash bags post-consumer recycled material. Next year all dog poop bags are biobags. Converting to battery operated small equipment leaf blower, lawn mower, etc.
Transportation Policies and Activities		
	Work with other groups to leverage efforts to raise fuel efficiency standards and to cooperate in measures that positively affect the efficiency of Glenwood's transportation system.	We will be working with RFTA as they transition to electric buses for the area and we will be providing them green energy to power them.
City Employee Measures		
1	Establish a policy to encourage telecommuting by city employees, where appropriate.	
2	Encourage the practice of walking or biking to errands/meetings.	
3	Provide loaner bikes with locks for staff to use.	The city has electric bikes that can be used for city business.
4	Use teleconferencing in place of travel when feasible.	We have been doing this since COVID and we plan to continue.
5	Maximize trip efficiency.	
6	Increase use of police officer bicycle patrols.	
7	Reduce or eliminate vehicle idling.	We will be doing this with the new police vehicles as they are hybrid and will turn off when they do not need the engine to run, the batteries will be able to power most operations.
8	Provide each department with a monthly list of its fuel consumption and publicize the information to encourage departments to reduce vehicle usage and fuel consumption.	
9	Provide free or reduced cost regional bus passes for city employees, and work with RFTA to enhance employee bus service.	The city offers discounted bus passes for city employees, and Ride Glenwood Springs is currently zero fare.
Purchasing		
1	Purchase hybrid, flex fuel, biodiesel or other clean-burning vehicles for all uses in which these vehicles are available and proven to meet functional requirements. For uses where such vehicles are not available, purchase those with the highest fuel mileage and lowest carbon emissions that are economically feasible and fulfill the job requirements.	Our city fleet includes 7 hybrid vehicles and one electric vehicle. Purchase of 2 new hybrids for Community Development and the Community Broadband Network are proposed for 2023 along with two more hybrid police cars to replace the older-style Chevrolets. The City will continue to replace administration vehicles with hybrids or electric vehicles (EVs) to replace older hybrid vehicles.
2	Purchase low emission, fuel-efficient vehicles.	We do purchase low emission, fuel efficient vehicles.
3	Investigate cooperative purchasing efforts with other public agencies.	The city purchases all vehicles through state bidding process.
4	Consider green preference points in awarding contracts.	
City Fleet		
1	Increase use of clean-burning fuels for all vehicles in the City fleet, such as compressed natural gas or bio-diesel. Implement equipment and fuel storage conversions for dispensing fuels.	The world is moving more toward electric rather than the ones recommended in 2008/2009, so we are moving that way too.
2	Retrofit all diesel and bio-diesel work vehicles with emission-reduction devices, such as diesel particulate filters or diesel oxidation catalysts.	Diesel trucks come with DEF fluid emission systems now, so this is already being done.
3	Prohibit all vehicles from idling for more than 5 minutes. Exceptions apply only in situations where safety would be compromised, such as for law enforcement, fire or ambulance.	Most new vehicles come with these today, we phase out vehicles that do not due to age mainly.
Transit		

1	Continue to improve public transportation by providing more frequent service, longer hours of service, and more neighborhoods served. Ensure quick transfers between Ride Glenwood and RFTA regional buses.	The City was awarded separate grants for Transit Expansion Analysis and Transportation Demand Management. These are in the 2023 budget.
2	Improve bus stops to include shelters, bike access, bike racks. Maintain passenger access in all seasons.	Submitted a grant request to reconstruct all of the city's bus shelters to include additional lighting and protection from the weather.
3	Design roadways to allow for bus slip lanes.	
4	Support programs that increase the use of transit and reflect the true cost of driving a private vehicle.	
5	Support passenger and commuter rail service in the valley and statewide.	
Transportation Demand Management		
	Reduce vehicle miles traveled (VMT) using transportation demand management (TDM) practices. Ideas include incentives to reduce the volume of single-occupancy vehicles, such as:	Transportation Demand Management - Most of these strategies are in progress or will be incorporated into our upcoming TDM implementation. Glenwood Springs has contracted with a nationally recognized firm to help develop a local transportation management association of local governments and businesses to help develop and implement a transportation demand management program.
1	Employer-paid van pools	In addition, the City also plans to evaluate managed parking in our downtown. The city has an FTA grant that will include a service analysis and consideration of a tourism-focused circulator.
2	Car sharing	
3	A car-pooling coordination board and/or website, with Commuter Pool and School Pool options.	
4	HOV lanes	
5	User fee or tax on vehicles per household	
6	Expansion of bus service	Ride Glenwood Springs has 17-18 rides per hour and is considered to perform very well. The City also plans to evaluate a local bus system expansion into north and south Glenwood to facilitate commuting from the outer edges of the city.
7	Reduction or elimination of the upgrading of roads, bridges and parking lots. Close off some streets to vehicles, making the city pedestrian-friendly.	
8	Prioritize zero emission transportation, including walking, bicycling, and electric vehicles (EV), such as scooters, motorcycles, three-wheeled vehicles, golf carts, cars and trucks that operate on electricity.	
9	Establish safe transportation routes for all forms of zero emission transportation.	The City has accomplished a number of projects identified in the 2015-2035 Long Range Transportation Plan, including the extension of the West Midland Trail, creation of the Red Mountain Passage Pedestrian Bridge (14 th Street Pedestrian Bridge), replacement of the 22 nd Street/Sunlight Bridge including a separate pedestrian bridge over the Roaring Fork River
10	Offer free or very inexpensive bicycle and/or EV rental systems.	RFTA is working on a bike share program, which would require start up costs of approximately \$1.3 million. Of that number, \$600,000 is identified to come from RFTA's Destination 2040 Roadmap funding.
11	Place more bike racks throughout the city.	The land use code now requires bicycle parking with new developments. The city has placed additional bicycle racks downtown with the 7 th Street project and has plans for additional bike parking with other projects.
12	Expand parking availability for emissions-free vehicles, make it free, and provide recharging parking spaces for plug-in vehicles.	The City of Glenwood Springs has free EV charging stations (City Hall, Sayre Park, downtown parking garage). Private entities have been adding charging stations all over town for their employees and customers.
13	Continue the design and construction of a comprehensive pedestrian and bicycle trail system throughout the city.	This is being done by our Engineering Dept.
14	Improve sidewalk conditions and ensure they meet ADA standards.	We do this on a yearly basis with our ADA ramp budgeting and ROW concrete budget.
15	Encourage businesses to offer free wheels, a bike loaner program.	
16	Encourage participation in the Commuter Club, a cooperative with Communities in Motion. Members are entered in prize drawings, local businesses discounts, e-mail alerts and carpool matching.	
17	Conduct ongoing publicity campaigns to promote sustainable transportation, including the promotion of biking, walking as main transportation modes.	
Community Actions		
1	Encourage local availability of cleaner-burning fuels.	
2	Prohibit vehicles from idling for more than 5 minutes.	
3	Offer an Air Aware-Gas Cap Exchange Program – exchange leaking, missing or otherwise faulty gas caps for new ones for passenger cars, trucks and recreational vehicles. Encourage local businesses to participate in program by offering free or lower-priced replacement caps.	
4	Encourage school district officials to restrict school enrollments to neighborhoods surrounding the facility.	
5	Encourage school district officials to use clean-burning school buses and to initiate a no-idling policy for school buses.	
6	Promote community purchases of compact, hybrid and other efficient vehicles.	
7	Encourage businesses to provide safe bike parking and pedestrian access, particularly in parking lots.	
ENERGY EFFICIENCY		
Energy Efficiency Policies, Ordinances and Code Changes		
		Glenwood Springs has been 35% renewable on the electric grid since 2013 and moved to all Green energy in 2019. The City of Glenwood Springs became the 7th city in the nation to be 100 percent powered by renewable energy. According to MEAN, switching to 100% wind saves the environment 77,156 tons of CO2 emission that the City of Glenwood Springs would have "created" using fossil fuel plants to generate power.
1	Require all new construction to be at least 25 percent more efficient than the IECC 2006 by 2015.	The City adopted the 2021 Building Code, including the 2021 IECC.
2	Require all homes to have a Home Energy Rating System (HERS) evaluation prior to any real estate sales transaction. Subsidize the cost of the evaluations for homes considered to be part of the city's affordable housing stock. Work with the Glenwood Springs Association of Realtors to include HERS ratings in the MLS books.	
3	Adopt an ordinance that encourages smaller and more energy efficient new home designs by requiring additional building fees for large homes or homes that will use excessive amounts of energy.	
4	Support changes to state water law to allow gray-water reuse systems.	This would be more effective if we could capture rain water, less cost prohibitive to apply to an existing home.
5	Implement into the Development Code the requirement to demonstrate energy efficient site planning, landscaping and structure design.	
6	Projects should reduce the demand for heating, cooling, water use and lighting, and facilitate the use of non-carbon-emitting energy resources.	
6	Emphasize enforcement of building codes to ensure energy efficiency and resource efficiency practices.	
Municipal Buildings		
1	Complete the municipal building energy audit project by November 2008. Implement all cost-effective efficiency measures (i.e., those with paybacks of less than 10 years) by December 2009.	Community Center: LED Conversion Pool w/Light Harvesters, LED Conversion Gymnasium, LED Conversion Community Center Parking Lot Lights, New Windows and poly seals everywhere at Community Center, New roof in 2017 Community Center, Community Center Climbing Wall LED conversion, Community Center East Facing Soffit Replaced, Upgraded Community Center RTU 2 Compressor 2017, Community Center has Solar Upgrade, Community Center locker room faucet replacement to reduced water consumption, Community Center pool leak mitigation, Community Center Redundant Boilers with Heat exchangers
		City Hall: New Roof in 2013 at City Hall, LED Conversion City Hall Parking lot lights, LED conversion Council Chambers, New Windows and Poly seals City Hall 2019, Building Infiltration CH mitigation 2011-2012, Building HVAC Automation 2021-2022, New Upgraded RTU Radiators City Hall
		Parks Building has Solar on the building
		Arts Center: Arts Center Main Room HVAC Installation 2019, Arts Center 1st and 2nd floor Wall Insulation mitigation, LED Conversions in 1st and 2nd floor Arts Center (not complete), Arts Center Hot Water tank replacement and expansion tank upgrade
		Switch over of the Roaring Fork Pump station pumps from direct drive to VFD drive to save energy in 2021.
		Continued change over of street lighting to LED lights.
		Replacement of the direct drive blowers at the waste water plant to VFD drive blowers in 2022.
2	As part of audit project, conduct an investment-grade energy audit of community center facilities, particularly the pool and ice rink. This audit should consider alternative energy retrofit options, including geothermal, solar, and waste heat utilization from one facility to another. Analysis should also examine options in which the ice rink is fully enclosed and operated year-round.	
3	Design all new municipal buildings to be carbon neutral, or require that all new municipal buildings achieve the LEED Platinum rating or equivalent. Consider the certification costs associated with LEED and investigate building standards other than LEED, such as "Green Globes" being tested at Western State College.	
4	Incorporate "LEED for Existing Buildings" principles, or equivalent, into city operations and maintenance.	Facilities has been doing this with the help of CLEER and MEAN.

5	Create employee Green Teams. Create and support policies, similar to the Clean Air Consortium Checklist, that address areas such as lighting and computer use, thermostat settings, flex policies, telecommuting, waste management, and purchasing.	
6	Purchase ENERGY STAR equipment and appliances, where available, for city facilities. Require vendors and service providers to include this option in specifications and RFP's.	Energy Star compliant appliances are standard options for purchase.
7	Install reflective roofing or green roofs on municipal buildings, where recommended by energy auditors.	
Energy Management and Electric Utility		
1	Improve the existing annual municipal energy and carbon inventory system with automated data collection and monthly updating, to provide more timely and effective energy management decisions.	MEAN could do electric use calculation as a quick audit each year. A request would need to be made to Black Hills to provide us gas usage for the whole of the city.
2	Expand on the municipal energy and carbon inventory system to track aggregated energy and carbon footprints for the entire community of Glenwood Springs.	
3	Partner with SourceGas to encourage natural gas demand side management programs within the city.	
4	Direct the city Electric Department to provide hourly electric demand profiles to larger customers, upon request, to encourage better energy management.	The City does this now.
Water and Wastewater Treatment		
1	Conduct a comprehensive energy and environmental audit of entire municipal water system by June 2009. Determine the carbon emissions and energy consumption associated with water delivery, water treatment and wastewater treatment. Use this information in marketing to support water conservation efforts. Implement all cost-effective efficiency measures by December 2009.	We have this data now, we just do not use it in this way. Behavior change regarding water conservation has been challenging.
2	Require all new municipal water and wastewater projects, including the new wastewater treatment plant, to be high-level LEED certifiable.	New waste water plant has two geothermal loops that heat and cool the buildings.
3	Incorporate an energy monitoring and control system into the design of the new wastewater treatment plant.	
4	Adopt ordinances that prohibit water wasting and require water-efficient design in new construction.	An ordinance was adopted in 2020 that enacted penalties for wasting water. This was paired with the implementation of a watering schedule.
5	Design and implement a community water conservation program that offers incentives and educates the community on water efficiency practices.	The city has water efficiency practice data on the website and we mail it out to everyone just before spring each year. In 2022, the City water offered free irrigation controller and rain sensor swap.
Homes and Businesses		
1	Implement a pilot energy efficiency assessment of existing residential and commercial buildings in the City, in order to establish a baseline inventory, identify potential efficiency technologies, strategies, and costs.	
2	Provide rebates and/or zero interest loans for energy efficiency projects for existing residential and commercial buildings, including lighting and appliance upgrades, insulation and weatherization measures, and HVAC improvements. Loans could be managed by a cooperating entity, such as a local bank.	CLEER and MEAN do this for us.
3	Provide incentives for new projects that achieve certification with Energy Star, LEED- Platinum or equivalent.	
4	Develop and market the Insulate Colorado program (sponsored by Governor's Energy Office), which provides rebates to homeowners for insulation and air sealing services.	CLEER and MEAN do this for us.
5	Provide free or reduced cost residential energy audits for existing homes. The city could pay contractors or train city staff to conduct the audits.	CLEER and MEAN do this for us.
6	Implement or participate in a low-income weatherization program for existing homes.	CLEER and MEAN do this for us.
7	Develop residential and commercial Green Building Programs to promote best practices in the community. Conduct meetings with contractors and builders to encourage their input on regulatory issues and to provide green building education.	
Outdoor Lighting		
1	Conduct a streetlight and traffic signal energy audit and analysis by June 2009. Implement cost-effective efficiency measures by December 2009. The analysis should consider the energy savings that could be achieved by reducing streetlight density and hours of operation.	We have a street light replacement program already in place, we hear concern from residents when the light is not 100% the same color as the original light.
2	Encourage the Colorado Department of Transportation to upgrade streetlight and signal lighting to energy efficient fixtures within the city.	CDOT does this.
3	Reduce the city's holiday lighting to 30 days per year, reduced holiday lighting in quantity or hours of operation; and convert all city holiday lighting to LED bulbs in time for the 2008 holiday season.	
4	Proactively enforce the city's exterior lighting code and lighting portions of the sign code on public and private property throughout the city. Consider improvements to these codes that would emphasize energy efficiency and place a value on dark skies.	
5	Develop and implement an outdoor lighting conservation program with education and incentives to reduce consumption of electricity using limited hours, motion sensors, efficient lighting upgrades, and other measures.	
Community Outreach & Education		
1	Distribute free energy and water conservation kits to citizens as a way of spreading the word of the City's efficiency efforts. The kits could contain a compact fluorescent light bulb and water efficient showerhead.	We do work with AM Conservation group to provide water saving packages for 5th Grade classes in the community to show how when you save water you save gas and electricity by not having to heat as much water for showers and baths.
2	Launch an energy efficiency challenge campaign for community residents and businesses.	
3	Promote neighborhood ECOTAMS to encourage energy efficiency upgrades and recycling rate improvements, etc.	
4	Encourage the new library and other public projects within the city to be designed to be carbon neutral.	
5	Promote the city's energy efficiency efforts by providing information about city efforts and achievements on the city's website and through other venues. Make city and community energy use data widely visible.	
6	Offer energy saving tips and resources, including nuts and bolts details, through brochures, free energy efficiency starter kits, workshops, booths at events, on websites, presentations to classes and groups, and cable TV shows.	CLEER offers this through their programming.
7	Improve the city Electric Department web pages to offer more information on energy efficiency opportunities and demand side management (DSM) programs.	We have done some of this since 2009, but could continue to improve this.
8	Publicize CORE rebates, utility rebates, tax deductions, and other incentives for energy efficiency home or business upgrades.	CLEER.
9	Promote local energy efficiency training and education opportunities, such as E-Star home energy rating seminars.	
RENEWABLE ENERGY		
Renewable Energy Policy and Activities		
1	Implement a Glenwood Springs' Electric Department program to provide rebates to offset part of installation costs of photovoltaic or solar hot water systems for residents or businesses. Set incentives at levels comparable to or greater than those offered to surrounding communities by Holy Cross Energy.	We have found that rebate programs and efficiency programs are more effective than the solar program, Holy Cross is moving away from their solar program too.
2	Purchase additional clean electricity from solar, geothermal, wind, hydroelectric or biomass sources. Offer electric utility customers a renewable energy purchase choice with a voluntary rate premium.	Done.
3	In negotiating the city's next wholesale electric purchased power agreement, maintain maximum flexibility to increase the city's clean energy portfolio through that provider and from other sources.	Done. MEAN is now calling this Green Power or a Green Rate.
4	Reduce or eliminate building fees for renewable energy projects and for projects that incorporate renewable energy.	
5	Revise the city code to allow clean-burning wood stoves in new or existing buildings.	
6	Protect solar access for all property owners and assist in working out conflicts between solar access, trees and structures.	
7	Establish a capital program to set aside funds for energy conservation and renewable energy.	Done.
Solar Energy		
1	Install solar panels or devices on municipal facilities, including the water and wastewater treatment plants. Partner with the Governor's Energy Office, CORE/CLEER and private sector to leverage city funding.	Neither the water or waste water plant are in solar friendly locations.
2	Provide system evaluations and rebates to revive decommissioned solar domestic hot water systems.	Glenwood Springs was awarded the SolSmart Silver designation in February 2022 for the city's commitment to making it faster, easier, and more affordable to go solar.
Geothermal Energy		
1	Study the feasibility of tapping geothermal energy for heating and cooling systems and for power generation. Study the potential of creating a geothermal energy district to heat and cool clusters of commercial and/or residential buildings.	The hot springs pools would likely discourage this, since it could be their water.
2	If feasible, install a geothermal heating system for the pool and pool enclosure space at the Community Center. Publicize energy cost savings.	
Biomass Energy		
1	Study the feasibility of capturing methane from the wastewater treatment plant for onsite generation of electricity and heat.	Low value project with how we process at the waste water plant. The landfill is dry, it does not produce methane gas.
2	Study the feasibility of generating fuel stock, electricity or heat at the landfill.	Working on this one via solar (on capped landfill space) and maybe gasification type system in the near future.
Hydroelectric Energy		

1	Study the feasibility of developing hydropower energy using the city's water and wastewater systems.	City staff believes that this would be a low return idea.
Community Actions		
1	Institute or support an educational program that provides information and technical assistance to the public regarding renewable energy alternatives.	
WASTE MANAGEMENT		
Solid Waste and Recycling Policies and Activities		
1	Set a city-wide goal of becoming a zero-waste community. This can be achieved through a combination of aggressive waste reduction measures (reduce, re-use, repair) and highly accessible recycling and composting programs to handle wastes that can't be avoided. Improving waste collection and waste diversion programs will extend the life of the South Canyon Landfill, which is an economic benefit to the city.	The City is working on a City Wide Single Hauler program that will reduce emissions, wear and tear on the roads and will help the city control the waste streams coming into the landfill.
2	Revise policies related to city-wide Spring Cleanup, while ensuring the convenience of the service for residents. Require curbside separation of waste streams, allowing for composting and recycling. Consider alternatives such as "free dump day" coupons or limited, scheduled pickups for residents.	The city has used landfill vouchers for 2021 and 2022. The annual residential hazardous waste collection event will continue. Moving to single hauler will include recycling for all eligible residents.
3	Revive or participate in the regional solid waste coalition to maximize efficiencies for handling recycled materials and solid waste.	
4	Ban plastic shopping bags and require retailers to provide durable, reusable bags as options for customers who don't bring their own.	
5	Ban Styrofoam containers for take-away food products.	
6	Support amendments to state law in order to end the current requirements for hard copy documents conveyed from one agency to another, and to allow digital files.	
7	Require new residential and commercial construction to be designed with enough space in trash enclosure areas to accommodate waste separation and recycling.	
8	Require special events to be zero-waste, by composting food scraps, separating recyclable materials and using washable, re-useable tableware, serving containers and linens.	Strawberry Days has had a program since 2011, and on average is at about 85% zero waste. More work to convert other events would be needed, in addition to additional funding. According to the Chamber, it costs approximately \$15,000 annually to make Strawberry Days a zero waste event.
9	Amend the construction and demolition permitting system to encourage diversion of construction wastes from landfill disposal.	We implemented large costs for mixed C&D at the landfill to promote sorting of materials for recycling and composting. This pricing structure may need to be revisited.
10	Ban the disposal of any materials that can be recycled or composted. Implement penalties for non-compliance with recycling programs.	With the single-hauler program the City will be able to monitor and tag contamination in recycling. The penalty for trashing materials that could be recycled is the cost for a larger trash cart.
11	Explore more energy-efficient means of sorting, consolidating and shipping recyclable materials to market, such as rail. Avoid shipping materials to Pitkin County for sorting/consolidation.	The recycle center is a very energy efficient operation that bulks recycle material in the largest containers we can haul, 40 yards, that then go to the Materials Recovery Facility (MRF) in Eagle County, the closest one we have access too.
12	Explore a biomass or methane recovery project at South Canyon Landfill.	Biomass is in conjunction with a gasification type project, working on state legislation that would allow it. Landfill produces no methane.
Waste Reduction and Purchasing		
1	Convert city government functions to a 100 percent digital work system to promote a paperless environment.	
2	Educate on the pre-recycling concepts of reduce, reuse, repair. Explain best practices for reducing the use of paper, packaging and other "throw-away" items and materials. Emphasize economic and energy conservation values of reusing durable items rather than purchasing single-use throw-aways, such as plastic water bottles.	
3	Good ideas: Recycle laser cartridges. Buy recycled-content playground and park equipment. Use biodegradable or trash can liners, or no liners.	
4	Reduce consumption of janitorial paper products by using rags and reusable cleaning devices.	
5	Consider joining EPA's WasteWise program. Purchase high-percentage recycled content paper (preferably post-consumer), and encourage city-wide adoption of this guideline. Incorporate contract language with outside vendors to encourage use of recycled content paper.	
Recycling		
1	Extend hours for city's recycling drop-off facility. Continue to staff the facility during all open hours. Consider the option of using volunteers to assist.	The city-owned and operated recycling center is open 8-5pm, Wednesday through Saturday.
2	Expand types of plastics and other materials accepted at the in-town drop-off and South Canyon recycling centers.	We accept #1-7 plastic currently, we do not accept bags since local retailers provide that service.
3	Conduct a campaign to increase recycling. Provide information on recycling opportunities and details on the city website and via brochures, booths at events, presentations to classes and groups, cable TV shows and other creative means.	
4	Offer information on recycling options in neighboring communities.	
5	Report on where recycled materials end up.	
6	Report on types and volumes of waste collected each year. Compare volume of recycled materials to trash going to the landfill, and track our progress year to year.	We provide council and update each year on recycled tons, compost tons or yards, and other recycling efforts the landfill or recycle center.
7	Promote increased recycling in all city facilities and by all city employees to divert as many recyclable materials as possible, including paper, cardboard, cans and bottles, containers and engine oil. Publicize achievements on the city's website, so residents can see the commitment of city employees to "greening government."	
8	Educate residents and visitors on benefits of recycling: energy and land conservation achieved by reusing materials rather than consuming more virgin materials; extending life of landfill and deferring the costs to taxpayers of landfill cell closure and opening a new cell.	
Composting Organic Wastes		
1	Make it easier for residents to compost yard wastes, and divert organic wastes from landfill burial. Develop year-round composting at an in-town location; haul collected waste to South Canyon for composting.	Local private entities provide composting services if the residents wish to use it. Seasonally the city opens a free leaf/tree drop-off site for residents.
2	Make it easier for residents, grocery stores, restaurants and schools to compost food scraps. Explore bear-proof food composting methods.	
3	Build a strong market for finished compost and mulch created by leaf, tree and yard waste collection programs by offering it to city residents at a reduced cost or for free.	We do this with our compost at South Canyon. In 2021, the landfill achieved the Seal of Testing Assurance (STA) Certification from the U.S. Composting Council.
4	Continue collecting Christmas trees at an in-town location. Run them through a chipper on-site and offer chips to residents for mulch, rather than hauling to South Canyon.	Trees are chipped and put into the compost at the landfill.
Educate residents and businesses on how to handle wastes that can be composted.		
5	Recycling Scrap Metal, Electronic Wastes, Building Materials and Other Materials.	We do all of this at the landfill and recycle center. We made metal recycling free and we now provide freon filled appliances to be disposed of properly at the landfill.
1	Establish a workable system to collect used appliances and other scrap metal for recycling through a drop-off facility, while providing some pick-up services for residents who can't transport large items.	We made metal recycling free and we now provide freon filled appliances to be disposed of properly at the landfill.
2	Develop a program to collect freon from appliances headed to the scrap yard.	We made metal recycling free and we now provide freon filled appliances to be disposed of properly at the landfill.
3	Cooperate with Garfield County on collections of e-waste for recycling. Include information on city's website about hours and locations of collections and materials accepted. Add an in-town location as part of the rotation of collection sites.	We have two e-waste recycling locations, one in town and one at the landfill. The city has also offered free e-waste recycling as part of past hazardous waste events.
4	Evaluate a system for responsible disposal of compact and full-size fluorescent light bulbs.	We take them at the recycle center.
5	Decrease use of hazardous solvents and encourage oil recycling in vehicle maintenance shops.	
6	Recycle asphalt and concrete from street, building and landscaping projects.	We recycle most of our old asphalt by milling it and reusing it, we recycle clean and dirty concrete at the landfill.
7	Require on-site sorting of construction debris for construction, demolition and remodeling projects to maximize recycling, minimize trash. Promote de-construction and reuse or recycling of materials as opposed to demolition and disposal.	We implemented large costs for mixed C&D (construction and demolition) at the landfill to promote sorting of materials for recycling and composting. Community Development could implement a green system to promote sorting at the permit level too.
8	Learn best practices and work with other communities to deal with hard to recycle materials, such as tires, batteries, motor oil, antifreeze, electronics, light bulbs, appliances, worn-out furniture and clothing — so everything residents want to get rid of has a place to go.	We already do all of this, minus the antifreeze which is very hard to recycle.
Trash Hauling		
1	Amend the Municipal Code to allow the city to regulate trash hauler services as part of the annual business license process.	The City is working on a City Wide Single Hauler program that will reduce emissions, wear and tear on the roads and will help the city control the waste streams coming into the landfill.
2	The city should be divided into service territories to avoid multiple haulers serving the same neighborhoods or routes. The city could enact this change by convening a meeting of trash hauling companies, where parties would agree on a fair division of neighborhoods.	The City of Glenwood Springs will be pursuing municipal waste single hauler franchising in 2022. Free vouchers for the landfill, which allow for the disposal of yard waste in the Spring.
3	Require trash haulers to bill customers based on volume or "pay as you throw" rates, with inverted block rates to encourage recycling.	The City is working on a City Wide Single Hauler program that includes volume based pricing that roads and will help the city control the waste streams coming into the landfill.
4	Require haulers to incorporate business and residential curbside recycling for a flat monthly fee. Materials accepted should be expanded to include cardboard and paperboard.	The City is working on a City Wide Single Hauler program that will reduce emissions, wear and tear on the roads and will help the city control the waste streams coming into the landfill.
5	Require haulers to drive up steep streets and then pick up on the downhill run to save fuel.	
Community Actions		
1	Encourage businesses and government agencies to reduce, reuse, repair and recycle as part of their daily routine.	
2	Encourage take-out food to be provided in washable, reusable containers, or in containers that can be recycled.	
3	Encourage a "green business" ethic that promotes creative solutions to recycling in business and commercial settings.	





City Council
STAFF REPORT
City of Glenwood Springs
January 19, 2023

Agenda Item: Council Compensation

Action Requested: Determine whether and when Council would like to increase Councilor compensation.

Department: City Clerk

Presented By: Ryan Muse

Strategic Goals: Provide Efficient and Responsive City Government

Background Info: The last increase was Ordinance No. 2, Series of 2015 when it was increased by \$500 for Council members and the Mayor. The current compensation for City Council members, except the Mayor, shall be paid one thousand dollars (\$1,000.00) per month. The Mayor shall be paid one thousand two hundred dollars (\$1,200.00) per month. Compensation for City Council members and the Mayor shall include the option of a family membership in the City's Community Center at no cost, and participation in the health insurance plans available to City employees by paying the full premium. Such compensation may be changed by ordinance from time to time, but no increase in compensation shall take effect until the next organizational meeting of Council following a general election of Council members that is held after the adoption of the ordinance increasing compensation.

Staff has benchmarked other communities and provided the results in the attached document.

Issues: N/A

Fiscal Impact: Any change in compensation would come from the City Council Department of the General Fund.

Legal Review: N/A

Staff Recommendation: Staff refers to council.

Town/City	Pop	Council Monthly	Mayor Monthly	
Aspen	6,949	\$2,700	\$3,325	
Wheat Ridge	32,722	\$1,200	\$1,800	
Arvada	123,436	\$1,150	\$1,500	
*Basalt	3,984	\$1,041	\$1,562	
*Steamboat	13,390	\$1,033	\$1,376	
Glenwood Springs	10,326	\$1,000	\$1,200	
Carbondale	6,491	\$900	\$1,500	
Crested Butte	1,639	\$650	\$1,050	
Gunnison	6,695	\$625	\$750	
Vail	5,363	\$625	\$1,000	
Rifle	10,518	\$600	\$950	
Avon	6,058	\$500	\$1,000	
New Castle	4,923	\$500	\$1,000	
Silverthorne	5,102	\$500	\$1,000	
Eagle	7,511	\$500	\$800	
Canon City	17,141	\$500	\$750	
Silt	3,536	\$400	\$600	
Boulder	108,250	\$200	\$400	Additional Meeting \$200/\$100
Minturn	<u>1,001</u>	<u>\$200</u>	<u>\$400</u>	Additional Meeting \$200/\$100
Average=>	19,739	780	1,156	

*Annual compensation converted to monthly amount for purposes of comparison



City Council
STAFF REPORT
City of Glenwood Springs
January 19, 2023

Agenda Item:	Resolution 2023-03; InterGovernmental Agreement with Garfield County regarding the April 4th, 2023 Election.
Action Requested:	Approval of Agreement
Department:	City Clerk
Presented By:	Ryan Muse
Strategic Goals:	Provide Efficient and Responsive City Government
Background Info:	The City has an election scheduled for April 4th 2023. This IGA is for assistance from the County in that election.
Issues:	None
Fiscal Impact:	Cost of this agreement to the City will be approximately \$1,250 and is budgeted in the City Clerk Department of the General Fund.
Legal Review:	Legal reviewed the agreement.
Staff Recommendation:	Approval of Agreement

INTERGOVERNMENTAL AGREEMENT FOR ELECTION SERVICES

This Intergovernmental Agreement for election services is entered into this ____ day of _____, 2023 by and between the, City of Glenwood Springs, a Colorado Home Rule Municipality (hereinafter the “City”), and the Garfield County Clerk & Recorder, (hereinafter the “Clerk”), collectively referred to as the “Parties”.

WHEREAS the City has requested the assistance of the Clerk for the Municipal Election to be held on April 4, 2023 and

WHEREAS the Clerk is willing to assist the City in certain aspects of the April 4, 2023 Municipal Election to effectuate a smooth and efficient election process.

NOW THEREFORE, for and in consideration of the mutual covenants and agreements of the parties as set forth herein, the parties agree as follows:

1. Term of Agreement. This Agreement applies to the April 4, 2023 Municipal Election and is effective from the date of execution to the conclusion of any appeal or contest of the April 4, 2023 Municipal Election.

2. Clerk’s Duties The Clerk agrees to:

- a. Designate members of her Election Staff to assist the City with the April 4, 2023 Municipal Election and to provide the names of those individuals to the City.
- b. Use the ballot content provided by the City to set-up the ballot design for the April 4, 2023 Municipal Election and send proofs to the City by email when completed for approval.
- c. Provide an extract to the City’s designated printer so ballots compatible with the Clear Ballot Voting equipment will be printed for the City’s mail ballot election.
- d. Provide updated mailing labels for voters who register to vote or do a change of address after the initial voter extract is sent to the designated printer. This will allow the City to mail out ballots until the deadline specified by statute.
- e. Allow City voters to drop off voted ballots in the 24/7 ballot drop box on 8th St or a ballot box located inside the entrance of the courthouse from 8 am to 5 pm Monday through Friday and 7 am to 7 pm on Election Day.
- f. Provide training to designated City staff or designated election judges on how to prepare the ballots for processing through the Clear Ballot tabulating system known as Clear Count.
- g. Provide a Clear Count Ballot Municipal Kit with Scanner for use in processing the voted ballots on April 4, 2023. Clerk Election Staff member(s) will take the Municipal Kit to City Hall on Election Day and work with election judges to scan the voted ballots.

h. Once all the voted ballots are scanned and the City's Designated Election Official is ready to issue election results, the Clerk will tabulate election results and provide reports to the City's DEO.

i. Bill the City within thirty (30) days after the election for staff time spent in setting up the ballot, logic and accuracy testing, ballot counting and tabulation process on election night, and a \$250 fee for use of the Clear Ballot Voting System owned by Garfield County. If any contest is close enough for a recount, the Clerk will additionally charge the City for staff time needed to assist with the recount process. Anticipated cost to assist the City with this election will be approximately \$1000.

3. **City's Duties** City agrees to:

a. Provide the Clerk with certified ballot content at soon as possible once the ballot language is approved by the City Council. Please contact Edna Place at 384-3700 x 1804 or eplace@garfield-county.com for the format required for content certification.

b. Proof and return signed verification that the ballot proof is acceptable either by email to the Clerk as soon as possible after receipt of the ballot proof.

c. Provide Clerk Election Staff with the name and contact information for their printer.

d. Provide at least two staff members or election judges to assist with the logic and accuracy testing (LAT) of the election equipment. This testing will be done at the Clerk's office in Glenwood Springs. Both City and Clerk staffs will hand mark and hand tabulate ballots prior to those ballots being processed through a Clear Ballot Municipal Kit scanner.. The LAT is done to verify that the electronic equipment is correctly processing the marked ballots.

e. Provide to the Clerk required information for City Election contacts and all election judges so the Clerk can conduct CBI background checks prior to the votes being scanned on the County election equipment. The City will be billed for all CBI background check charges.

f. Send two City employees or election judges to pick up ballots dropped off at the County Courthouse on a regular schedule during the election cycle.

g. Reimburse the Clerk for staff time spent in setting up the ballot, logic, and accuracy testing, providing the designated printer with the ballot extract, assisting with the ballot counting and tabulation process on election night, and a \$250 fee for use of the Clear Ballot Voting System owned by Garfield County. If any race is close enough for a recount, the City agrees to reimburse the Clerk for staff time needed to assist with the recount process.

h. The City Clerk will provide a new, encrypted flash drive so all reports for the election can be downloaded from the Clear Ballot Voting System for printing.

4. **INDEMNIFICATION.** The City agrees to indemnify, defend and hold harmless the Clerk from any and all loss, costs, demands or actions, arising out of or related to any actions, errors or omissions of the City in completing its responsibilities relating to the election.

5. **Integration.** The Parties acknowledge that this Agreement constitutes the complete agreement and understanding between them relating to the subject matter hereof and that no Party is relying upon any oral representations made by another Party or employee, agent or officer of the Party.

6. **Amendments.** This Agreement can be amended only in writing with signature of all Parties.

7. **Notices.** All notices, requests, demands, consents, and other communications pertaining to this Agreement shall be transmitted in writing and shall be deemed duly given when received by the Parties at their addresses below or agreed upon email addresses as provided to the other party below: City of Glenwood Springs 101 W 8th St Glenwood Springs, CO 81601 and Garfield County Clerk 109 8th St, Suite 200 Glenwood Springs, CO 81601.

IN WITNESS WHEREOF, the City and the Clerk have caused this Agreement to be full executed in an electronic format or duplicate signed originals with each party receiving a fully executed copy.

ATTEST:

City of Glenwood Springs

City Clerk

By:

Mayor

Dated: _____

Email: _____

Garfield County Clerk & Recorder

Jacklyn Harmon

Dated

Email: jharmon@garfield-county.com



City Council
STAFF REPORT
City of Glenwood Springs
January 19, 2023

Agenda Item:	Resolution 2023-04; Adopt Glenwood Springs Landscaping Plant List
Action Requested:	Approval of Resolution 2023-04 adopting the Glenwood Springs Landscaping Plant Guide.
Department:	Economic and Community Development
Presented By:	Hannah Klausman
Strategic Goals:	Provide Efficient and Responsive City Government
Background Info:	At the January 5, 2023 Council Meeting, Council approved Landscaping Code amendments on second reading. The attached Landscaping Plant Guide correlates to those approved landscape code changes and provides an approved list of plants for development. This list was generated by the City of Glenwood Springs Forestry and Agriculture staff and shall be updated by resolution of City Council from time to time.
Issues:	None
Fiscal Impact:	None
Legal Review:	Legal has drafted the resolution for Council adoption.
Staff Recommendation:	Staff recommends approval of the Resolution adopting the Glenwood Springs Landscaping Plant Guide.

RESOLUTION 2023 - 04

**A RESOLUTION OF THE CITY COUNCIL OF GLENWOOD
SPRINGS, COLORADO, ADOPTING GLENWOOD
SPRINGS LANDSCAPING GUIDE PLANT LIST**

WHEREAS, by Ordinance No. 31, Series of 2022, City Council on January 5, 2023 amended the Municipal Code Article 070.040.050 Landscaping, Screening, and Fencing, and added new definitions to 070.070.030 related to the Article 070.040; and

WHEREAS, Section 070.040.050 Landscaping, Screening, and Fencing, of the Municipal Code includes the following components: Water use zones shall be consistent with the water smart Plant List as shown in Parks and Recreation Department's Glenwood Springs Landscaping Species Guide.

WHEREAS, the City Council strongly supports The Parks and Recreation Department's creation of plant list that includes native, drought tolerant, and climate adaptive plant species and wishes to adopt this list for use in development landscape plans.

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 by the City.

Section 2. The City Council of the City of Glenwood Springs hereby adopts the Glenwood Springs Landscaping Guide Plant List as attached hereto as **Exhibit A**.

INTRODUCED, READ, AND PASSED THIS 19TH DAY OF JANUARY 2023.

CITY OF GLENWOOD SPRINGS, COLORADO

Jonathan Godes, Mayor

ATTEST:

Ryan Muse, City Clerk

Xeric Species for Water Smart Landscaping

Suggested for Streets & Sidewalk Areas	Drought Tolerant (Xeric Species) ***	Native Species*	Evergreen	Groundcover	Hydrozone	Group	Botanic Name	Common Name	Mature Height	Mature Spread	Shade Tolerance	Salt Tolerance	Growth Rate	Bloom Season	Inflorescence Color (conspicuous)	Conspicuous Fruit/Seed	Wildlife	Notes
☒	☒	☒	☐	☐	1	Cacti	<i>Escobaria</i> spp.	Pincushion cactus	4"	4"	Intolerant			Summer	Pink, white, Yellow, orange	Yes	Nectar & pollen for bees	Many of these cacti are native to our region and vary depending on species. All great for xeriscaping.
☒	☒	☒	☐	☐	1	Cacti	<i>Opuntia macrorhiza</i>	Prickly Pear	5"	18"	Intolerant			Summer	Yellow	Yes, red	nectar & pollen for bees	
☒	☒	☒	☒	☐	1	Cacti	<i>Yucca glauca</i>	Plains Yucca	2'x		Intolerant	Moderately Tolerant	Moderate	Late Spring, Summer	cream	yes	host plant for pronuba moth	
☐	☒	☒	☐	☐	1	Grass	<i>Achnatherum hymenoides</i>	Indian Rice Grass	24"	12"	Intolerant	Low Tolerance		Summer	lacy tan inflr.	Unimportant, brown	Seed for birds; host plant for larval skipper	Native habitat is juniper/ponderosa pine zones. Was used in the past as a principal grain, and is now commonly used for erosion control.
☒	☒	☒	☐	☐	1	Grass	<i>Bouteloua gracilis</i>	Blue Grama	18"	12"	Intolerant	Moderately Tolerant	Rapid	Summer	green/yellow	No	Important forage for mule deer, elk, pronghorn, and bighorn sheep.	Bunch grass, great partner to many native Colorado species. Tolerant of alkaline soils. Deep roots.
☐	☒	☒	☐	☐	1	Grass	<i>Schizachyrium scoparium</i>	Little Bluestem	24"	18"	Intolerant	Intolerant	Rapid	Summer	bluish foliage		seed for birds; host plant for /skipper	Bunch grass.
☐	☒	☒	☐	☐	2	Grass	<i>Bouteloua curtipendula</i>	SideOats Grama	24"	12"	Intolerant	Low Tolerance		Summer	green/yellow	No	seed for birds	Dakota Pinnacle selection is most winter hardy.
☒	☒	☐	☐	☐	2	Grass	<i>Calamagrostis brachytricha</i>	Korean Feather Reed Grass	60"	24"	Intermediate	Moderately Tolerant		Spring	Lavender/Pink	No	attracts birds, deer resistant	Feathery plumes, Requires very little maintenance. Cut back every early spring.
☒	☒	☐	☐	☐	2	Grass	<i>Calmagrostis acutifolia 'Karl Foerster'</i>	Foerster's Feather Reed Grass	60"	24"	Intermediate	Tolerant		Spring	tan wheat colored	No	attracts birds, deer resistant	Feathery plumes, Requires very little maintenance (cut back in spring before new growth appears) Seeds are sterile.
☒	☒	☐	☐	☐	2	Grass	<i>Pennisetum alopecuroides</i>	Chinese Fountain Grass	3'	3'	Intolerant	Tolerant		SummerFall	red/purple/tan		deer resistant	Prefers dry soils, but can also tolerate moist soils if well drained. Cut back foliage to ground in the winter.
☐	☒	☐	☐	☒	1	Perennial	<i>Aegopodium podagraria</i>	Bishop's Weed, Goutweed, Ground Elder	12"	1 – 3'	Tolerant		Rapid	June	White			Spreads very rapidly and must be closely controlled. Can be all gren or variegates yellow and green.
☒	☒	☐	☐	☐	1	Perennial	<i>Agastache 'Coronado Red'</i>	Coronado Red Hyssop	2'	2'	Intolerant	Moderately Tolerant	Moderate	Summer Fall	Pink	No	Scent deters deer. Very attractive to hummingbirds and pollinators.	Blooms all summer. Deadhead for a fall repeat bloom. Native to NM and AZ, so will be good for years with drought stress. Highly fragrant and beautiful blooms.
☒	☒	☐	☐	☐	1	Perennial	<i>Agastache (spp. cana, pallida, aurantiaca & var.)</i>	Hyssop	1-4'	1.5-3'	Intolerant	Moderately Tolerant	Moderate	Summer Fall	Pink, Gold, Orange, Red, Violet, and may come in other colors.	No	Scent deters deer. Very attractive to hummingbirds and pollinators.	Blooms all summer. Deadhead for a fall repeat bloom. Native to NM and AZ, so will be good for years with drought stress. Highly fragrant and beautiful blooms.
☒	☒	☐	☐	☐	1	Perennial	<i>Agastache cana 'Sonoran Sunset'</i>	Sonoran Sunset Hyssop	1'	1.5'	Intolerant	Moderately Tolerant	Moderate	Summer Fall	Red	No	Scent deters deer. Very attractive to hummingbirds and pollinators.	Blooms all summer. Deadhead for a fall repeat bloom. Native to NM and AZ, so will be good for years with drought stress. Highly fragrant and beautiful blooms.
☒	☒	☐	☐	☐	1	Perennial	<i>Agastache rupestris</i>	Sunset Hyssop	3'	3'	Intolerant	Moderately Tolerant	Moderate	Summer Fall	Orange Pink	No	Scent deters deer. Very attractive to hummingbirds and pollinators.	Blooms all summer. Deadhead for a fall repeat bloom. Native to NM and AZ, so will be good for years with drought stress. Highly fragrant and beautiful blooms.

Xeric Species for Water Smart Landscaping

Suggested for Streets & Sidewalk Areas Drought Tolerant (Xeric Species) ***	Native Species*	Evergreen	Groundcover	Hydrozone	Group	Botanic Name	Common Name	Mature Height	Mature Spread	Shade Tolerance	Salt Tolerance	Growth Rate	Bloom Season	Inflorescence Color (conspicuous)	Conspicuous Fruit/Seed	Wildlife	Notes
☒	☒	☒	☒	1	Perennial	<i>Arenia "Wallow Tolerancea Mountain"</i>	Desert Moss	1"	14"	Intermediate			Spring	white	No	deer resistant	Walkable groundcover for pathways, but needs good drainage.
☐	☒	☒	☐	1	Perennial	<i>Asclepias tuberosa</i>	Butterfly Milkweed	18"	18"	Intolerant	Intolerant		Summer	orange	Yes, Brown	Nectar & pollen for hummingbird, bee, butterfly; host plant for monarch larva	Attracts aphids; you can leave them for ladybugs, spray the insects and foliage with soapy water, or remove them by blasting the plant with a Tolerant pressure stream of water.
☐	☒	☒	☐	1	Perennial	<i>Campanula rotundifolia</i>	Harebell, bluebell	12"	6"	Intermediate			Summer	Lavender/blue	No	nectar & pollen for bee, butterfly	The characteristics of this perennial vary depending on habitat conditions.
☐	☒	☒	☐	1	Perennial	<i>Dalea purpurea</i>	Purple Prairie Clover	24"	18"	Intolerant			Summer	purple	No	nectar & pollen for bee, butterfly	
☒	☒	☒	☒	1	Perennial	<i>Erigeron divergens</i>	Spreading Daisy, Spreading Fleabane	2"	16"	Intolerant			SpringSummer	white	No	nectar & pollen for bee, butterfly	
☒	☒	☒	☒	1	Perennial	<i>Eriogonum umbellatum</i>	Sulfer Flower Buckwheat	14"	24"	Intolerant	Tolerant	Slow	Summer	Yellow	No	bee, butterfly, deer resistant	
☒	☒	☒	☒	1	Perennial	<i>Eriogonum umbellatum</i>	Sulphur Flow Toleranceer Buckwheat	10"	12"	Intolerant	Tolerant		Summer	Yellow	No	nectar & pollen for butterfly	Check variety. It may be a flowering Plant herb forming a small clump with flowers to 10 centimeters tall, or a sprawling shrub approaching two meters Tolerant and wide.
☒	☒	☒	☐	1	Perennial	<i>Helianthus pumilus</i>	Bush Flower	20"	18"	Intolerant	Moderately Tolerant		SummerFall	Yellow		nectar & pollen for bee, butterfly; seed for birds	
☐	☒	☒	☐	1	Perennial	<i>Liatris punctata</i>	Blazing Star	24"	12"	Intolerant	Intolerant		SummerFall	pink/purple	No	nectar & pollen for bee, butterfly	
☐	☒	☒	☐	1	Perennial	<i>Mentzelia decapetala</i>	Ten Petal Blazing Star	28"	18"	Intolerant	Low Tolerance		Summer	white	No	nectar & pollen for moths	
☐	☒	☒	☐	1	Perennial	<i>Mirabilis multiflora</i>	Colorado Four O'Clock	18"	48"	Intolerant	Low Tolerance		Summer	magenta	No	nectar for hawk moth; nectar for hummingbird	
☒	☒	☒	☐	1	Perennial	<i>Oenothera caespitosa</i>	White-tufted Evening Primrose	6"	12"	Intolerant	Moderately Tolerant		Summer	white	No	Nectar and host plant for hawk moth	Great for urban landscaping.
☒	☒	☒	☒	1	Perennial	<i>Paxistima canbyi</i>	Mountain Lover	12"	20"	Intolerant			SP	purple		deer resistant	
☒	☒	☒	☐	1	Perennial	<i>Penstemon secundiflorus</i>	Sidebells Penstemon	20"	12"	Intolerant			SpringSummer	lav/pink		nectar & pollen for bee, butterfly; nectar for hummingbird	
☒	☒	☐	☒	1	Perennial	<i>Pterocephalus depressus</i>	Moroccan Pincushion Flower	3"	15"	Intermediate			SpringSummer	Pink		Attracts butterflies, bees, and birds; deer resistant	Great for rock gardens, raised beds, or xeric spaces. Requires little to no maintenance.
☒	☒	☒	☐	1	Perennial	<i>Sphaeralcea coccinea</i>	Scarlet Globemallow	10"	10"	Intolerant	Moderately Tolerant	Rapid	Summer	red/orange		nectar & pollen for bee	
☒	☒	☐	☒	1	Perennial	<i>Tanacetum densum</i> spp. <i>Amani</i>	Partridge feather	6"	24"	Intolerant			Summer	Yellow		deer resistant	silver foliage
☒	☒	☐	☒	1	Perennial	<i>Veronica x "P018S"</i>	Snowmass Blue Eyed Veronica	2"	18"	Intolerant			SpringSummer	blue/white		bee, butterfly, deer resistant	
☒	☒	☐	☐	2	Perennial	<i>Achillea 'Moonshine'</i>	Moonshine Yarrow	18"	24"	Intolerant	Tolerant		Summer	Yellow		Attracts pollinators, deer and rabbit resistant	Extended bloom time, good for dried and cut flowers. Silver-gren leaves and stems.

Xeric Species for Water Smart Landscaping

Suggested for Streets Sidewalk Areas Drought Tolerant (Xeric Species) ***	Native Species*	Evergreen	Groundcover	Hydrozone	Group	Botanic Name	Common Name	Mature Height	Mature Spread	Shade Tolerance	Salt Tolerance	Growth Rate	Bloom Season	Inflorescence Color (conspicuous)	Conspicuous Fruit/Seed	Wildlife	Notes	
☐	☒	☒	☐	☐	2	Perennial	<i>Achillea millefolium</i>	Common Yarrow	18"	18"	Intermediate	Low Tolerance	Moderate	Spring	white	Unimportant	Nectar & pollen for bee, butterfly	Considered a desirable member of natural communities, but its creeping habit and ability to establish seedling can make it difficult to manage in landscaped areas.
☒	☒	☒	☐	☒	2	Perennial	<i>Antennaria parvifolia</i>	Smalleaf Pussytoes	2"	6"	Intolerant	Low Tolerance		Spring Summer	cream/pink	No	nectar & pollen for bee, painted lady butterfly	
☒	☒	☐	☐	☐	2	Perennial	<i>Aquilegia coerulea</i>	Rocky Mountain Columbine	18"	15"	Intermediate	Moderately Tolerant		Spring	blue/white	No	Attracts humming birds, deer & rabbit resistant	Many other flowering plants in this family are great for our region too (<i>Aquilegia</i>). Good For Cut flowers, Multiplies / Naturalizes.
☒	☒	☒	☐	☐	2	Perennial	<i>Artemisia frigida</i>	Fringed Sagebrush	12"		Intermediate	Moderately Tolerant		Summer	White	No	Deer, elk, pronghorn, bighorn sheep, and sagegrouse browse the foliage. Voles feed on roots and rhizomes. Pollen for bee; seed for birds.	One the most widely distributed of all the species of Artemisia. It is found throughout the northern hemisphere from boreal regions near the Arctic Circle to the cool season grasslands of Asia and North America.
☒	☒	☒	☐	☐	2	Perennial	<i>Artemisia ludoviciana</i>	White Sagebrush	18"	18"	Intolerant	Moderately Tolerant		Early Spring	Yellow	No	Deer, elk, pronghorn, bighorn sheep, and sagegrouse browse the foliage. Voles feed on roots and rhizomes. Pollen for bee; seed for birds.	Prefers dry areas with sandy or rocky soils, and is frequently found near oaks and conifers.
☒	☒	☐	☐	☐	2	Perennial	<i>Berlandiera lyrata</i>	Chocolate Flower	18"	18"	Intolerant	Moderately Tolerant		Summer	Yellow	No	nectar & pollen for bee, butterfly	Its mounded, coarse, graygreen foliage has a chocolate aroma. flowers open in the morning and droop in the heat of day.
☒	☒	☒	☐	☒	2	Perennial	<i>Callirhoe involucrata</i>	Wine Cups	4"x10"		Intolerant	Low Tolerance		SpringSum mer	magenta	No	nectar & pollen for bee, butterfly	
☒	☒	☒	☐	☐	2	Perennial	<i>Gaillardia aristata</i>	Blanket Flower	12"	12"	Intolerant	Tolerant		SummerFall	Yellow/red	No	nectar & pollen for bee, butterfly	Reseeds readily and is easy to grow; good drainage is the only requirement. Rich soils will produce large, floppy plants with few flowers. Commonly used in roadside & meadow plantings.
☐	☒	☒	☐	☐	2	Perennial	<i>Linum lewisii</i>	Lewis Flax	18"	12"	Intolerant	Low Tolerance		SpringSum mer	blue	No	nectar & pollen for bee, butterfly, o	
☒	☒	☐	☐	☐	2	Perennial	<i>Nepeta mussinii</i>	Catmint	12"	18"	Intolerant	Moderately Tolerant		Spring Summer	purple	No	pollen for bee	Spreads fast! Can become difficult to manage.
☒	☒	☒	☐	☐	2	Perennial	<i>Penstemon strictus</i>	Rocky Mountain Penstemon	30"	24"	Intermediate			Summer	blue/purple		nectar & pollen for bee, butterfly; nectar for hummingbird	
☒	☒	☒	☐	☐	2	Perennial	<i>Penstemon virens</i>	Blue Mist Penstemon	12"	12"	Intermediate			SpringSum mer	blue/purple		nectar & pollen for bee, butterfly; nectar for hummingbird	
☐	☒	☒	☐	☐	2	Perennial	<i>Ratibida columnifera</i>	Prairie Coneflower	18"	12"	Intolerant	Low Tolerance	Moderate	SummerFall	Yellow		nectar & pollen for bee, butterfly; seed for birds	
☐	☒	☒	☐	☐	2	Perennial	<i>Rudbeckia hirta</i>	Blackeyed Susan	24"	7"	Intolerant	Intolerant	Rapid	Summer	Yellow		nectar & pollen for bee, butterfly; seed for birds	

Xeric Species for Water Smart Landscaping

Suggested for Streets & Sidewalk Areas Drought Tolerant (Xeric Species) ***	Native Species*	Evergreen	Groundcover	Hydrozone	Group	Botanic Name	Common Name	Mature Height	Mature Spread	Shade Tolerance	Salt Tolerance	Growth Rate	Bloom Season	Inflorescence Color (conspicuous)	Conspicuous Fruit/Seed	Wildlife	Notes
☐	☐	☒	☐	☐	3	Perennial	<i>Asclepias speciosa</i>	30"	12"	Intolerant	Intolerant		Summer	pink, white	Yes, Black	Nectar & pollen for hummingbird, bee, butterfly; host plant for monarch larva	Root cuttings can be taken in fall or early spring. Seeds may be sown outside in late fall or the follow Tolerancing spring.
☐	☐	☒	☐	☐	3	Perennial	<i>Salvia azurea</i>	36"	36"	Intolerant	Intolerant	Rapid	Summer	blue/purple		nectar for hummingbird, butterfly	
☐	☐	☒	☐	☐	3	Perennial	<i>Solidago canadensis</i>	30"	18"	Intermediate	Intolerant	Rapid	Summer	Yellow		nectar & pollen for bee, butterfly	
☒	☒	☒	☐	☐	2	Perennial	<i>Monarda fistulosa</i>	24"	24"	Intermediate	Intolerant	Moderate	Summer	pink, fushia, red	No	nectar & pollen for bee, butterfly; nectar for hummingbird	Hardy pollinator plant, brilliant blooms and pleasantly fragrant. Prone to mildew in soils that aren't well aerated
☐	☒	☒	☐	☐	1	Shrub	<i>Amorpha canescens</i>	3	4	Tolerant	Low Tolerance		Jul – Aug	Purple	Yes	nectar & pollen for bee	Silvergray foliage, fine texture
☐	☒	☒	☐	☐	1	Shrub	<i>Artemisia cana</i>	5	3	Intolerant	Low Tolerance		AugSept	Yellow	No, brown	Deer, elk, pronghorn, bighorn sheep, and sagegrouse browse the foliage. Voles feed on roots and rhizomes. Pollen for bee; seed for birds.	Stiff, upright branches, slender gray leaves, native of Colorado mountain meadows
☒	☒	☒	☐	☐	1	Shrub	<i>Artemisia tridentata</i>	10	6	Intolerant	Moderately Tolerant		AugSept	Yellow	Yes, brown	Deer, elk, pronghorn, bighorn sheep, and sagegrouse browse the foliage. Voles feed on roots and rhizomes. Pollen for bee; seed for birds.	Silver, aromatic foliage; bark shreds with age, native
☒	☒	☒	☐	☐	1	Shrub	<i>Atriplex canescens</i>	5x		Intolerant	Tolerant		Late Spring	Yellow	Yes, four winged fruit on female plants,	Important as wildlife cover and food plants. Fruitmammals, Fruitbirds, Nectarbees, Nectarinsects.	Gray green leaves, upright spreading form, tolerates alkaline, salty, and dry soil. Can be difficult to eradicate, but is excellent for erosion control. Survives well on dry, rocky limestone soils
☐	☒	☒	☐	☐	1	Shrub	<i>Berberis repens</i>	12"		Tolerant	Low Tolerance		Summer	Yellow	No	nectar & pollen for bee, butterfly	Spreading, can be used as groundcover
☒	☒	☐	☐	☐	1	Shrub	<i>Caragana arborescens</i>	12	10	Intermediate	Moderately Tolerant		MayJun	Yellow	Yes, Brown	Provides cover for wildlife.	Upright, olivegreen branches, bears small spines, produces pea-like pods, tolerant of poor soil, Tolerant wind, and extreme cold. Can be invasive if not controlled in landscape setting.
☒	☒	☒	☐	☐	1	Shrub	<i>Caryopteris x clandonensis</i>	4	4	Intermediate			JulSep	Blueviolet to purple	Yes, Tan	Deer resistant. Attracts birds, bees, and hummingbirds.	Mounded shrub with dark glossy foliage, upright branches. Needs Good drainage. Great for windy areas and dry sites.
☐	☒	☒	☐	☐	1	Shrub	<i>Cercocarpus ledifolius</i>	20	12	Intermediate	Intolerant		Apr – May	Creamy Yellow	No	Forage and cover for deer, pronghorn, small wildlife and birds.	Large shrub or small upright tree, evergreen foliage, seeds with twisted, feathery tails; foothills native
☐	☒	☒	☐	☐	1	Shrub	<i>Cercocarpus montanus</i>	5'	4'	Intermediate	Intolerant		Apr – May	White	No	Forage and cover for deer, pronghorn, small wildlife and birds.	Large shrub or small upright tree, evergreen foliage, seeds
☒	☒	☐	☐	☐	1	Shrub	<i>Chamaebatiaria millefolium</i>	5	6	Intolerant	Intolerant		Jun – Jul	White	No	Forage and cover for deer, small wildlife and birds.	Fernlike gray green leaves, finetextured and aromatic, rounded form

Xeric Species for Water Smart Landscaping

Suggested for Streets & Sidewalk Areas Drought Tolerant (Xeric Species) ***	Native Species*	Evergreen	Groundcover	Hydrozone	Group	Botanic Name	Common Name	Mature Height	Mature Spread	Shade Tolerance	Salt Tolerance	Growth Rate	Bloom Season	Inflorescence Color (conspicuous)	Conspicuous Fruit/Seed	Wildlife	Notes
☒	☒	☒	☐	☐	1 Shrub	<i>Chrysothamnus spp.</i>	Rabbitbrush	6	6	Intolerant	Moderately Tolerant		Aug Sep	Yellow	No	Forage and cover for deer, small wildlife and birds.	Open, rounded form, green to white stems, silvery green leaves, reseeds. Size greatly depends on variety.
☒	☒	☐	☐	☐	1 Shrub	<i>Cowania mexicana</i>	Cliff rose	6'	6'	Intolerant			Apr – May	Creamy white or Yellow	No	Cover for birds and small mammals.	Upright semievergreen woody shrub, graygreen leaves, feathery seed tails. Likes calcerous soil.
☒	☒	☐	☐	☐	1 Shrub	<i>Elaeagnus umbellata</i>	Autumn olive	15	15	Intolerant	Intolerant		Apr – May	Silvery	Yes, Red	Forage for mammals and birds, cover for small mammals and birds.	Large spreading shrub, green leaves with silvery undersides, May may sucker and spread
☒	☒	☐	☐	☐	1 Shrub	<i>Ephedra equisetina</i>	Bluestem joint fir	4'	5'	Intermediate							Upright leafless stems are bluegreen year round, red berries midsummer on female plants
☒	☒	☒	☐	☐	1 Shrub	<i>Ericameria nauseosa</i>	Rubber Rabbitbrush	4'	3'	Intolerant			Fall	Yellow	No	seed for birds; nectar & pollen for bee, butterfly	
☒	☒	☒	☐	☐	1 Shrub	<i>Fallugia paradoxa</i>	Apache Plume	5'	5'	Intolerant	Moderately Tolerant		Summer	white, pink, purple	No	nectar & pollen for bee	Small leaves, finetextured, whitish stems, rosecolored featherytailed seeds, some suckering
☐	☒	☒	☐	☐	1 Shrub	<i>Fendlera rupicola</i>	Cliff fendlerbush	5	5	Intolerant	Intolerant		Jun	White	No		Glossy foliage, new reddish bark turns gray with age, upright irregular growth, fragrant flowers
☐	☒	☒	☐	☐	1 Shrub	<i>Holodiscus dumosus</i>	Rock spirea	4	4	Intolerant	Intolerant		MayJun	White	No		Upright spreading habit, finetextured foliage turns red in fall, rust colored seedheads in fall
☒	☒	☐	☐	☐	1 Shrub	<i>Perovskia atriplicifolia</i>	Russian Sage	20"	20"	Intolerant	Moderately Tolerant		S/F	purple/blue		bees	Good drainage and aeration is important. Leave the old stems on through winter and cut them down to about a foot in the spring.
☐	☒	☐	☒	☐	1 Shrub	<i>Pinus mugo</i>	Mugo pine	Many		Intermediate	Moderately Tolerant	Slow			Pine cones	Cover for mammals and birds	Many forms and growth habits. Check Variety.
☒	☒	☐	☐	☐	1 Shrub	<i>Rhus trilobata</i>	Skunkbush Sumac	4'	3'	Intolerant			SP	Yellow		seed for birds	
☒	☒	☐	☐	☐	1 Shrub	<i>Rhus trilobata</i> <i>Threelaf sumac</i>	Smooth sumac	6	6				May	Yellow	Yes Red		Dense rounded shrub, threelobed leaves turn orange to red in fall
☒	☒	☐	☐	☐	1 Shrub	<i>Rhus trilobata</i> 'GroLow'	Fragrant Sumac, GrowLow	4'	3'	Intolerant			SP	Yellow		seed for birds	Spreading, can be used as groundcover
☒	☒	☐	☐	☐	1 Shrub	<i>Ribes cereum</i>	Wax Currant	4'	3'	Intolerant			SP	pink/cream	yes	attracts wildlife	
☒	☒	☐	☐	☐	1 Shrub	<i>Rubus deliciosus</i>	Boulder raspberry	6	6				MayJun	White	Small purple fruit in late summer		Slender arching branches form vaseshaped habit
☒	☒	☐	☐	☐	1 Shrub	<i>Shepherdia argentea</i>	Silver buffaloberry	15	12				AprMay	Yellow	Yes Red berries on female plants		Dense spreading branches with spines, silverygreen leaves, yellow Tolerance ToleranceToleranceto orange
☒	☒	☐	☐	☐	1 Shrub	<i>Symphoricarpos albus</i>	Snowberry	4	4				Jun	White	Yes White berries		Arching, spreading habit with bluegreen foliage, white bluegreen foliage
☒	☒	☒	☐	☐	1 Shrub	<i>Symphoricarpos occidentalis</i>	Snowberry	4'	4'	Intermediate	Low Tolerance	Moderate	Summer	pink	White berries	nectar & pollen for bee, butterfly; fruit for birds	

Xeric Species for Water Smart Landscaping

Suggested for Streets Sidewalk Areas Drought Tolerant (Xeric Species) *** Native Species*	Evergreen	Groundcover	Hydrozone	Group	Botanic Name	Common Name	Mature Height	Mature Spread	Shade Tolerance	Salt Tolerance	Growth Rate	Bloom Season	Inflorescence Color (conspicuous)	Conspicuous Fruit/Seed	Wildlife	Notes	
☒	☒	☐	☐	☐	1	Shrub	<i>Symphoricarpos x chenaultii</i> 'Hancock'	3	6			Jun	Pink	Yes Red berries		Spreading growth habit with bluegreen fine textured foliage	
☒	☒	☐	☐	☐	1	Shrub	<i>Syringa vulgaris</i>	15	12			Apr – May	Purple			Upright vaseshaped form, heartshaped bluegreen leaves	
☒	☒	☐	☐	☐	1	Shrub	<i>Viburnum lantana</i>	12	10			May	White	Yes Red fruit turns black in fall		Broad rounded form, dark green, leathery foliage with deep set veins, burgundy red fall color	
☐	☒	☒	☐	☐	2	Shrub	<i>Acer glabrum</i>	20'	15'	Intermediate	Intolerant	Rapid	Late Spring	green	Winged Samaras	Regular source of cover for wildlife.	Multistemmed, fragrant flowers, orangered fall foliage. Longlived and shade tolerant.
☒	☒	☒	☐	☐	2	Shrub	<i>Buddleia alternifolia</i>	10	8	Intermediate		MayJun	Violet	No	Pollinator friendly, good wildlife forage.	Arching form, silvergray foliage, fine texture, flowers on old wood, attracts butterflies, extremely hardy. Great for hedging.	
☒	☒	☐	☐	☐	2	Shrub	<i>Hippophae rhamnoides</i>	18	12	Intolerant	Moderately Tolerant	Mar Apr	Yellow	Yes, Orange	Forage and cover for a variety of mammals and birds.	Upright, spreading shrub with slender thorns, narrow silvery leaves, orange fruit on females persists into winter	
☒	☒	☒	☐	☐	2	Shrub	<i>Rhus glabra</i>	6'	4'	Intermediate	Moderately Tolerant	Moderate	Summer	green/Yellow	Brown berries	seed for birds	Rounded, suckering shrub, red fall color
☒	☒	☐	☐	☐	2	Shrub	<i>Ribes aureum</i>	5'	4'	Intolerant		SP	Yellow	yes	nectar for hummingbird; fruit for birds		
☐	☒	☒	☐	☐	2	Shrub	<i>Rosa woodsii</i>	3'	4'	Intermediate	Low Tolerance	Rapid	SpringSum mer	pink/red	Red berries	nectar & pollen for bee; fruit for birds	Thorns
☒	☐	☒	☐	☐	3	Shrub	<i>Amelanchier alnifolia</i>	12'	6'	Intermediate	Low Tolerance		Spring	white	yes, red	Food and cover for birds	
☐	☐	☒	☐	☐	3	Shrub	<i>Betula occidentalis</i>	30'	25'	Intermediate	Intolerant	Moderate	Mid Spring	Yellow	No	Forage for mule deer, moose; cover for various wildlife, important habitat for birds.	Cinnamonbrown bark, multistemmed, yellow fall foliage. Good for use in rain garden, or planted along a waterway.
☒	☒	☒	☐	☐	3	Shrub	<i>Potentilla fruticosa</i>	3	3	Intermediate	Tolerant		Jun First Frost	Yellow/White/Pi nk	Deer resistant	Compact, speading and upright forms, varied foliage color, full sun for best flowering. Can flow Toleranceer all spring, summer and fall.	
☒	☐	☒	☐	☐	3	Shrub	<i>Prunus besseyi</i>	4'	4'	Intolerant	Low Tolerance	Moderate	Apr – May	White	Yes purplish black fruit	nectar & pollen for bee; fruit for birds	Upright rounded form, gray green leaves, red fall color
☐	☒	☐	☒	☒	1	Succulan t	<i>Delosperma spp.</i>	2"	14"	Intermediate			SPSF	pink/fushia/ora nge	No	bee, butterfly	Comes in many varieties. Most are great for xeriscaping and all are quite lovely.
☐	☒	☒	☒	☒	1	Succulan t	<i>Rhodiola integrifolia</i>	6"	12"	Intolerant	Moderately Tolerant		SpringSum mer	Orange/red		bee, butterfly, deer resistant	Bright green foliage
☐	☒	☒	☒	☒	1	Succulan t	<i>Rhodiola rhodantha</i>	6"	12"	Intolerant	Moderately Tolerant		SpringSum mer	Orange/red		bee, butterfly, deer resistant	Bright green foliage
☒	☒	☐	☒	☒	1	Succulan t	<i>Sedum sediforme</i>	6"	12"	Intolerant	Moderately Tolerant		SpringSum mer	Yellow		bee, butterfly, deer resistant	blue/green foliage

Xeric Species for Water Smart Landscaping

Suggested for Streets & Sidewalk Areas Drought Tolerant (Xeric Species) ***	Native Species*	Evergreen	Groundcover	Hydrozone	Group	Botanic Name	Common Name	Mature Height	Mature Spread	Shade Tolerance	Salt Tolerance	Growth Rate	Bloom Season	Inflorescence Color (conspicuous)	Conspicuous Fruit/Seed	Wildlife	Notes	
☐	☒	☒	☒	☐	1	Tree	<i>Abies concolor</i>	White Fir	50'	30'	Intermediate	Intolerant	Slow	Late Spring	Red	Unimportant, brown	Deer, elk, bear, and mountain beaver habitat. Many bird species, including bald eagle, northern spotted owl, brown creeper, and redbreasted nuthatches are associated with white fir habitat types.	Specimen tree, exceptional foliage. Underutilized.
☒	☒	☒	☐	☐	1	Tree	<i>Acer negundo</i> "sensation"	Sensation Box Elder	30'	25'	Tolerant	Moderately Tolerant	Rapid	Summer	Yellow/Green	Winged Samaras	Seeds are winter forage for birds and small mammals, deer browse young plants.	Red expanding leaves in spring, brilliant red in fall. useful for quick growth in naturalized riparian plantings, but they are shortlived and diseaseprone.
☐	☒	☐	☐	☐	1	Tree	<i>Acer tataricum</i>	Tatarian Maple 'Hot Wings'	18'	18'	Intermediate	Low Tolerance		Early Spring	white	Winged Samaras	Food and cover for birds	Showy flowers, yellow and orange red fall foliage, scarlet red samaras
☐	☒	☒	☐	☐	1	Tree	<i>Celtis occidentalis</i>	Northern Hackberry	50'	50'	Tolerant	Low Tolerance		Mid Spring	Green	Yes, Brown	Forage and cover for deer, small wildlife and birds.	Yellow fall foliage, fruit a purpyred, slow grower, long lived.
☐	☒	☐	☐	☐	1	Tree	<i>Crataegus ambigua</i>	Russian Hawthorn	15'	20'	Intermediate	Low Tolerance		Apr – May	White	Yes Red	Forage and cover.	yellow foliage, peeling bark. Occasional thinning required in spring and every summer trim back any suckers that may occur at base.
☐	☒	☐	☐	☐	1	Tree	<i>Crataegus crusgalli</i> 'Inermis'	Thornless Cockspur	20'	20'	Intolerant	Low Tolerance		Apr – May	White	Yes Red	Forage and cover.	Fragrant white flowers in spring, dark red fruits, golden foliage
☒	☒	☒	☐	☐	1	Tree	<i>Gleditsia triacanthos inermis</i> 'Imperial'	Imperial Honeylocust	30'	40'	Intolerant	Moderately Tolerant		Late spring	Yellow	Yes, Green	Forage and cover for a variety of mammals and birds.	Fine textured foliage , fall color: soft yellow Tolerance, seedless
☒	☒	☒	☐	☐	1	Tree	<i>Gleditsia triacanthos inermis</i> 'Shademaster'	Shademaster Honeylocust	40'	40'	Intolerant	Moderately Tolerant		Late spring	Yellow	Yes, Green	Forage for larger mammals.	Fine textured foliage , yellow fall color, seedless
☒	☒	☒	☐	☐	1	Tree	<i>Gleditsia triacanthos inermis</i> 'Skyline'	Skyline Honeylocust	40'	40'	Intolerant	Moderately Tolerant		Late spring	Yellow	Yes, Green	Forage for larger mammals.	Fine textured foliage , yellow fall color, seedless
☐	☒	☐	☐	☐	1	Tree	<i>Gymnocladus dioicus</i>	Kentucky Coffeetree	50'	40'	Intolerant	Moderately Tolerant		Early Summer	White	Yes, Brown Pods		Drought, pollution, fragrant female flowers, yellow foliage
☐	☒	☐	☐	☐	1	Tree	<i>Gymnocladus dioicus</i> 'Espresso'	Seedless Kentucky Coffeetree	50'	50"	Intolerant	Moderately Tolerant		Early Summer	White	Yes, Brown Pods		Large, bipinnate leaves, yellow color, seedless
☐	☒	☒	☒	☐	1	Tree	<i>Juniperus monosperma</i>	One Seed Juniper	30'	12'	Intolerant	Intolerant				Yes, Purple		Upright, rounded habit, scalelike leaves, Tolerant habitat value
☐	☒	☒	☒	☐	1	Tree	<i>Juniperus osteosperma</i>	Utah Juniper	20'	15'	Intolerant	Low Tolerance				Yes, Blue		Small tree, foliage & fruit important wildlife forage
☐	☒	☒	☒	☐	1	Tree	<i>Juniperus scopulorum</i>	Rocky Mountain Juniper	20'	15'	Intolerant	Moderately Tolerant				Yes, Blue		Pyramidal to upright, exfoliating bark, Tolerant habitat value
☐	☒	☒	☒	☐	1	Tree	<i>Pinus aristata</i>	Bristlecone Pine	30'	20'	Intolerant	Intolerant						Rounded to pyramidal, needles dotted w/ white resin
☐	☒	☒	☒	☐	1	Tree	<i>Pinus edulis</i>	Pinyon Pine	20'	20'	Intolerant	Moderately Tolerant						Broadly rounded, edible fruit/ nut
☐	☒	☒	☒	☐	1	Tree	<i>Pinus flexilis</i>	Limber Pine	40'x		Intolerant	Intolerant						Pyramidal form with smooth greenishgrey bark
☐	☒	☒	☒	☐	1	Tree	<i>Pinus ponderosa</i>	Ponderosa Pine	80'	30'	Intolerant	Moderately Tolerant	Moderate	Mid Spring	No	No		Open form, pyramidal, red to brown plated bark
☐	☒	☐	☐	☐	1	Tree	<i>Quercus macrocarpa</i>	Bur Oak	50'	40'	Intermediate	Low Tolerance	Slow			Acorns		Stately tree, golden fall color, acorn important wildlife forage

Xeric Species for Water Smart Landscaping

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☐	☒	☐	☐	1	Tree	<i>Quercus muehlenbergii</i>	Chinkapin Oak	45'	45'	Intolerant	Intolerant	Moderate			Acorns		Sharply toothed leaves. Fall foliage a deep yellow. Tolerance orange, acorn important wildlife forage
☐	☒	☒	☐	2	Tree	<i>Acer grandidentatum</i>	Bigtooth Maple	30'	25'	Intermediate	Low Tolerance		Mar-Apr	white	Winged Samaras	Food and cover for birds	Shade tolerant, blazing autumn foliage, adaptable
☐	☒	☐	☐	2	Tree	<i>Aesculus glabra</i>	Ohio Buckeye	30'	30'	Tolerant	Intolerant	Moderate	Mid Spring	Green	Yes, brown	Squirrels love the fruits (nuts)	Falling fruit would also be a problem along streets. It is suited for naturalized or park plantings.
☒	☒	☐	☐	2	Tree	<i>Amelanchier x grandiflora</i> 'Autumn Brilliance'	Autumn Brilliance Serviceberry	25'	20'	Intermediate	Moderately Tolerant	Slow	Spring	white	yes, red	Food and cover for birds, berries provide forage for multiple species.	Clusters of white flowers in spring, nice orange fall color. Needs very little pruning, has strong structure.
☐	☒	☒	☐	2	Tree	<i>Catalpa speciosa</i>	Northern Catalpa	50'	40'	Intolerant	Low Tolerance		Early Summer	White	Yes; Long, Narrow, Brown Pods	Special value to honeybees.	Fragrant white flowers, large heart shape leaves. Catalpas are major litter producers, shedding flowers, small branches, large leaves and seedpods. Brittle branches break easily in wind storms. Best for naturalized and park areas.
☐	☒	☐	☐	2	Tree	<i>Corylus columa</i>	Turkish Filbert, Turkish Hazelnut	45'	40'	Intermediate			March	Yellow	Yes	Forage and cover for deer, small wildlife and birds.	Pyramidal form, thrives in poor soil, Moderately Tolerant drought tolerant. Litter from nuts make it better suited for naturalized or park areas.
☐	☒	☒	☐	2	Tree	<i>Crataegus douglassii</i>	Douglas Hawthorn	25'	25'	Intolerant	Low Tolerance		Apr – May	White	Yes, Black	Important forage for grouse, ungulates, and waterfowl.	Showy white flowers, orangered fall foliage
☐	☒	☐	☒	2	Tree	<i>Juniperus chinensis</i>	Chinese Juniper	15'	6'	Intolerant	Moderately Tolerant		Spring	White	No		Ornamental upright juniper, topiary, fast grower
☐	☒	☐	☐	2	Tree	<i>Koeleruteria paniculata</i>	Goldenrain Tree	30'	30'	Intolerant	Low Tolerance		Late Spring	Yellow	Yes, Brown		Striking yellow flowers, ornamental fruit, orange yellow foliage
☒	☐	☐	☐	2	Tree	<i>Malus spp.</i>	Crabapple	20'	20'				Spring	Pink, White	Yes	Forage for all wildlife.	Notable flowers, edible fruit and desirable fall color. This is not the most recommended tree to plant due to bear attraction , but is approved for planting due to Tolerant demand.
☐	☒	☒	☒	2	Tree	<i>Picea pungens</i>	Colorado Blue Spruce	60'	30'	Intermediate	Low Tolerance						Green to silvery blue, pyramidal, overused in the landscape
☐	☐	☐	☒	2	Tree	<i>Pinus bungeana</i>	Lacebark Pine	40'	25'								Specimen tree w/ glossy needles and showy exfoliating bark
☐	☒	☐	☒	2	Tree	<i>Pinus nigra</i>	Austrian Pine	40'	40'	Intolerant	Moderately Tolerant	Moderate	Late Spring	No	No	Provides forage for mule deer and cover for birds.	Fast growing, adaptable. Tolerant of harsh urban conditions
☐	☒	☒	☒	2	Tree	<i>Pinus strobiformis</i>	Southwestern White Pine	50'	30'	Intolerant	Low Tolerance	Rapid	Mid Spring	No	No		Fine textured tree with ornamental bluegreen needles
☒	☒	☒	☐	2	Tree	<i>Prunus virginiana</i>	Chokecherry	25'	20'	Intolerant	Moderately Tolerant	Rapid	Spring	White	Yes, black	Tolerant value for forage and habitat.	Good for watershed protection, improving species diversity, and rehabilitation of disturbed sites.
☐	☒	☐	☐	2	Tree	<i>Pyrus ussuriensis</i>	Ussurian Pear	25'	25'	Intolerant	Low Tolerance	Slow	Mid Spring	White	Green		Profuse white flowers, fall foliage ranges from brilliant yellow. Tolerances and oranges to a deep burgundy.

Xeric Species for Water Smart Landscaping

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☒	☒	☐	☐	2	Tree	<i>Sorbus intermedia</i>	Swedish Whitebeam	35'	25'	Intermediate	Low Tolerance			White	Orange/Red		White blossoms late spring, fall foliage apricot orange
☒	☒	☐	☐	2	Tree	<i>Syringa reticulata</i>	Peking Tree Lilac	20'	15'	Low Tolerance	Moderately Tolerant						Fine textured tree, fragrant large white flowers, exfoliating bark
☒	☒	☐	☐	2	Tree	<i>Tilia cordata</i>	Littleleaf Linden	30'	30'	Intermediate	Intolerant	Moderate					Fragrant flowers, dangling, rounded fruits, yellow foliage
☐	☒	☐	☐	2	Tree	<i>Ulmus americana</i>	Washington Elm	60'	45'	Intermediate	Low Tolerance	Rapid					Vase shape, yellow foliage. Resistant to Dutch Elm Disease
☐	☒	☐	☐	2	Tree	<i>Ulmus japonica x U. wilsoniana</i>	Accolade Elm	50'	35'	Intermediate	Moderately Tolerant					Safehaven for migrant birds	Dark green foliage, yellow color. Resistant to Dutch Elm Disease
☐	☒	☐	☐	2	Tree	<i>Ulmus pumila x U. japonica x U. wilsoniana</i>	Triumph Elm 'Morton Glossy'	55'	45'	Intermediate	Tolerant					Safehaven for migrant birds	Glossy green foliage. Resistant to Dutch Elm Disease
☐	☒	☒	☒	2	Tree	<i>Pinus contorta var. latifolia</i>	Rocky Mountain Lodgepole Pine	45' - 150'	40' - 50'	Intolerant	Moderately Tolerant	Rapid	Mid Spring		Cone	Provides food, cover & habitat for big game animals and smaller mammals.	Suceptible to bark beetles. Average lifespan is 150 - 200, but they can sometimes live up to 400 years old.
☐	☒	☐	☒	2	Tree	<i>Pinus sylvestris</i>	Scots Pine, Scotch Pine	40'	30'	Intolerant	Moderately Tolerant	Rapid	Mid Spring		Cone	Provides food and cover for many forms of wildlife.	Bright orange exfoliating bark, bluegreen needles
☒	☐	☐	☐	3	Tree	<i>Acer ginnalla</i>	Amur Maple	15'	20'	Intermediate	Moderately Tolerant	Rapid	Early Spring	white	Winged Samaras	Food and cover for birds	Fragrant flowers, fiery red fall color, red winged seeds, drought. Shrubby form, multistemmed, good for hedging.
☐	☐	☐	☐	3	Tree	<i>Acer platanoides</i> 'Emerald Queen'	Emerald Queen Norway Maple	40'	40'	Intermediate	Moderately Tolerant	Rapid	Early Spring	green	Winged Samaras	Food and cover for birds	Yellow showy flowers in spring
☒	☐	☐	☐	3	Tree	<i>Acer platanoides</i> 'Royal Red'	Royal Red Norway Maple	30'	30'	Intermediate	Moderately Tolerant	Rapid	Early Spring	green	Winged Samaras	Food and cover for birds	Leaves are a glossy deep maroon, nice ornamental tree
☐	☒	☐	☐	3	Tree	<i>Acer saccharinum</i>	Silver Maple	15'	20'	Intermediate	Low Tolerance	Rapid	Early Spring	Yellow	Brown	Buds are forage for squirrels, provides nesting for ducks and other birds. Attracts beavers.	Silver bark when young, leaves are green on top and silver/white on the underside. Very rapid growth. Not recommended for streets due to structural insecurity.
☐	☐	☒	☐	3	Tree	<i>Betula papyrifera</i>	Paper Birch	50'	25'	Intolerant	Moderately Tolerant	Moderate	Mid Spring	Yellow	No	Young stands provide cover for deer and moose and cavitynesting birds including woodpeckers, chickadees, nuthatches, and swallow Tolerances.	Specimen tree w/ gleaming white peeling bark, golden fall foliage. Paper birch is useful for longterm revegetation and soil stabilization of severely disturbed sites. Good for use in rain garden, or planted along a waterway.
☒	☐	☐	☐	3	Tree	<i>Cornus mas</i>	Cornelian Cherry	15'	15'	Intermediate	Low Tolerance		Mid Spring	Yellow	Yes Red	Forage and cover for deer, small wildlife and birds.	Early spring yellow flowers, fall foliage is purplered. Winter hardy and good for hedges.
☐	☐	☒	☐	3	Tree	<i>Populus angustifolia</i>	Narrowleaf Cottonwood	50'	30'	Intolerant	Moderately Tolerant	Rapid	Spring	Green	White	Narrowleaf cottonwood and other Populus species in Colorado provide habitat for over 200 wildlife species, including but not limited to the greater peewee, sharpshinned hawk, bald eagle, pronghorn, elk, deer and beaver.	Best growing along the river with optimal growing conditions. Well adapted to disturbed sites.

Xeric Species for Water Smart Landscaping

Suggested for Streets & Sidewalk Areas	Drought Tolerant (Xeric Species) ***	Native Species*	Evergreen	Groundcover	Hydrozone	Group	Botanic Name	Common Name	Mature Height	Mature Spread	Shade Tolerance	Salt Tolerance	Growth Rate	Bloom Season	Inflorescence Color (conspicuous)	Conspicuous Fruit/Seed	Wildlife	Notes
☐	☐	☒	☐	☐	3	Tree	<i>Populus tremuloides</i>	Quaking Aspen	40'	50'	Intolerant	Moderately Tolerant	Rapid	Mid Spring			Provides important breeding, foraging, and resting habitat for a variety of birds and mammals. The browse value is Toleranter than many other winter browsing options.	Does not have longevity below 6,500'. Pests love this tree. New trees are frequently produced from root system, so it can be difficult to manage.
☒	☐	☐	☐	☐	3	Tree	<i>Prunus armeniaca 'Pioneer'</i>	Chinese Apricot 'Pioneer'	15'	15'	Intermediate	Low Tolerance		Mid Spring		Yes Gold	Toxic to dogs, cats, and horses.	Late bloomer, fragrant pink flowers, good fall foliage. Cold hardy and frost resistant.
☒	☒	☐	☐	☐	3	Tree	<i>Prunus maacki</i>	Amur Chokecherry	30'	25'	Intolerant	Moderately Tolerant	Moderate	Spring	White	Yes, black		Fragrant white flowers, yellow foliage, black fruit, peeling bark
☐	☐	☒	☒	☐	3	Tree	<i>Pseudotsuga menziesii</i>	Douglas Fir	60'	25'	Intermediate	Low Tolerance	Moderate				Important source of forage for small mammals	Shade tolerant, needles and seeds valuable forage for wildlife.
☐	☐	☒	☐	☐	3	Tree	<i>Quercus gambelii</i>	Gambel Oak	20'	12'	Intolerant	Intolerant	Slow			Acorns	Ecologically important for providing forage and cover for many animal and bird species.	Usually multistemmed tree, good wildlife forage
☐	☒	☐	☐	☐	3	Tree	<i>Quercus rubra</i>	Northern Red Oak	50'	50'	Low Tolerance	Moderately Tolerant	Moderate			Acorns	Forage for squirrels, blue jays, turkeys, deer, raccoons, and black bears.	Sharply lobed leaves with intensely bright red fall color. Tolerates pollution and compacted soil very well. Grows more than 2 ft per year for first ten years. Hardy to 6,000ft.
☒	☐	☒	☐	☐	3	Tree	<i>Quercus undulata</i>	Wavyleaf oak	10'	10'	Tolerant	Tolerant	Slow			Acorns		Small tree/shrub, bluishgreen leaves with wavy margins
☐	☐	☒	☐	☐	3	Tree	<i>Salix amygdaloides</i>	Peach Leaf Willow Tolerance	50'	35'	Intolerant	Intolerant	Rapid				Particularly important for moose, elk, and other ungulates.	Upright & irregular, needs adequate space. Can be small and shrubby or very large depending on space and water availability.
☒	☐	☐	☐	☐	3	Tree	<i>Sorbus aucuparia</i>	European Mountain Ash	35'	15'	Intermediate	Low Tolerance	Rapid					Symmetrical & tidy habit, bright red fruit. Susceptible to fireblight
☒	☐	☐	☐	☐	3	Tree	<i>Tilia americana</i>	American Linden or American Basswood	40'	30'	Tolerant	Low Tolerance	Moderate					Fragrant flowers, dangling, rounded fruits, yellow foliage
☒	☐	☒	☐	☐	3	Tree	<i>Ulmus davidiana var. japonica</i>	Prospector Elm	50'	30'	Intermediate	Moderately Tolerant	Rapid				Safehaven for migrant birds	Dark green foliage, yellow color. Resistant to Dutch Elm Disease
☐	☐	☐	☐	☐	3	Tree	<i>Platanus x acerifolia</i>	London Planetree	75' - 100'	60' - 70'	Intermediate	Moderately Tolerant	Moderate			Fuzzy, bristly, and spherical		
☒	☐	☐	☐	☐	4	Tree	<i>Prunus nigra 'Princess Kay'</i>	Princess Kay Plum	20'	20'	Intolerant	Intolerant	Moderate	Mid Spring	Red			Fast growing, double white blossoms, red fall foliage
☒	☐	☐	☐	☐	4	Tree	<i>Prunus padus</i>	Mayday Tree/Bird Cherry	30'	25'	Intolerant	Moderately Tolerant	Moderate	Spring	White	Yes, black		Fragrant white flowers, bitter black fruit, yellow foliage
☐	☒	☐	☐	☐	3	Trees	<i>Cotinus coggygria</i>	Smoketree	10'-15'	12'	Low Tolerance		Moderate	Jun - Sept	Pink	Yes kidney-shaped fruit clusters	The leaves of the smoketree are browsed by deer and other big game.	Good choice for a shrub border or other grouping, adaptable to many soils.

* Regarding "native" plants and trees: This indicates that the species is native to Colorado. Planting native species anywhere and everywhere in a given region can be problematic. Example 1: An aspen planted on a dry site where little supplemental moisture is available will die. Example 2: Planting of pinyon on naturally wet sites or sites where we water heavily will also lead to plant death. The focus in using native trees should be on trees that are native to the region and that are welladapted to the specific site where they will be planted.

Xeric Species for Water Smart Landscaping



Suggested for Streets & Sidewalk Areas Drought Tolerant (Xeric Species) ***	Native Species*	Evergreen	Groundcover	Hydrozone	Group	Botanic Name	Common Name	Mature Height	Mature Spread	Shade Tolerance	Salt Tolerance	Growth Rate	Bloom Season	Inflorescence Color (conspicuous)	Conspicuous Fruit/Seed	Wildlife	Notes
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****Regarding "fire tolerance":** There is no such thing as a fire proof tree. Trees with this box checked indicate that the tree can adapt or recover more easily from surrounding fire and smoke damage.

*****Regarding Xeric Species:** Even species with Low Tolerance water needs will establish better and grow more quickly when given regular irrigation during the first 2 years of growth. As they begin to reach maturity, watering frequency can be reduced to a good deep soaking every 10 to 14 days during the heat of summer.

Hydrozones:

- 1... **(Drought Tolerant)**... Requires very little water
- 2... **(Moderately Drought Tolerant)**... Requires little water
- 3... **(Low Drought Tolerance)**... Requires moderate water
- 4... **(No Drought Tolerance)**... Requires regular water



City Council
STAFF REPORT
City of Glenwood Springs
January 19, 2023

Agenda Item:	Resolution 2023-05; Department of Local Affairs Housing Incentives Grant
Action Requested:	Resolution to approve the City of Glenwood Springs grant application to the Department of Local Affairs for the Innovative Housing Incentives Grant to fund Habitat for Humanity project.
Department:	Economic and Community Development
Presented By:	Hannah Klausman
Strategic Goals:	Preserve and Improve Infrastructure Protect and Preserve our Quality of Life
Background Info:	The City of Glenwood Springs has been invited to apply for the highly competitive Innovative Affordable Housing Strategies Grant that will help fund the City Council approved Habitat for Humanity project. The grant application requires a Council resolution.
Issues:	None at this time.
Fiscal Impact:	If awarded, the grant would reimburse system improvement and building permit fees waived by City Council in the estimated amount of \$425,000. We have matched the grant with a \$1,425,000 land donation.
Legal Review:	Legal has drafted the Resolution.
Staff Recommendation:	Staff recommends approval of the Resolution.

RESOLUTION 2023 - 05

A RESOLUTION OF THE CITY COUNCIL OF GLENWOOD SPRINGS, COLORADO, SUPPORTING AN AFFORDABLE HOUSING DEVELOPMENT INCENTIVES GRANT PROGRAM APPLICATION TO THE DEPARTMENT OF LOCAL AFFAIRS AND THE ACCEPTANCE AND APPROPRIATION OF ANY GRANT FUNDS AWARDED

WHEREAS, the City of Glenwood Springs is a political subdivision of the State of Colorado, and therefore an eligible applicant for a grant administered by the Colorado Department of Local Affairs (“DOLA”); and

WHEREAS, on December 1, 2022, City Council approved a memorandum of understanding (“MOU”) with Habitat for Humanity to construct up to 22 affordable housing units on City owned parcels with sale prices affordable to families earning up to 100% of the area median income with the majority at sales prices affordable to families earning 80% of the area median income; and

WHEREAS, the City of Glenwood Springs intends to submit a \$661,258 Affordable Housing Development Incentives Grant Program (“IHOI”) application to DOLA to refund, partially or in full, system improvement and building permit fees in order to achieve deeper levels of project affordability; and

WHEREAS, the City will provide matching funds for the grant application of \$1,425,000 in the form of a land donation; and

WHEREAS, the City Council strongly supports the need to build affordable housing in Glenwood Springs.

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 by the City.

Section 2. The City strongly supports the DOLA IHOI Grant application and has appropriated \$1,425,000 in the form of a land donation for the project.

Section 3. The City Council of the City of Glenwood Springs will authorize the expenditure of funds necessary to meet the terms and obligations of any grant awarded pursuant to a Grant Agreement with DOLA.

Section 4. If a grant is awarded, the City Council of the City of Glenwood Springs hereby authorizes the Mayor or Mayor Pro Tem to sign a Grant Agreement with DOLA.

INTRODUCED, READ, AND PASSED THIS 19TH DAY OF JANUARY 2023.

CITY OF GLENWOOD SPRINGS, COLORADO

Jonathan Godes, Mayor

ATTEST:

Ryan Muse, City Clerk



City Council
STAFF REPORT
City of Glenwood Springs
January 19, 2023

Agenda Item:	Resolution 2023-06; Police Department Fees
Action Requested:	Review and adoption of updated administrative fee schedule to bring the Police department's fees more in line with the amounts currently being charged by other agencies.
Department:	Police Department
Presented By:	Joseph Deras
Strategic Goals:	Provide Efficient and Responsive City Government Ensure Public Safety Protect and Preserve our Quality of Life
Background Info:	Fees charged by the City for services provided by the Police Department need to be modified to meet the current economic environment.
Issues:	The police department's administrative fee schedule has fallen behind other regional agencies and have not remained consistent with changing market conditions. Items of note are general VIN inspections. We handle a large volume of these requests. In addition, staff are finding that most agencies in the region only offer this service on a limited basis. They refer their residents to GSPD for this service. We are absorbing requests from residents of other communities increasing our workload. A Certified VIN inspection is labor intensive and requires our staff to attain a certification to perform this service. We are NOT proposing any change to the fees associated with this service. We continue to be challenged by frivolous body worn camera (BWC) footage requests. Since the inception of SB 217 in 2020 we are mandated to provide copies of BWC footage upon request. The legislation provides for fees to be collected to include labor and resources necessary to redact protected information and to produce a final product to the consumer. Our current practice, adopted by Council, is to require a deposit of \$50.00 per request. This deposit will change to \$250.00 to offset the frivolous requests we manage. We have found that requests are made, <u>significant</u> staff time and resources are involved to complete the request and the parties do not return or respond to our outreach to deliver the materials. These fees are applied to total cost upon completion of the request. Department staff reviews all raw footage involved in each request. Staff determines the amount of time required to produce the recording. We recently reviewed a typical request which involved two officers. We have determined the appropriate fee of \$280. per half hour of footage (per officer) are the average costs involved. The minimum traffic fine is described to be \$15.00 which is antiquated and has not been revised in many years and may be in error. For years our assessed (minimum) fees listed for traffic citations are set at that rate and have been set at \$50. for an extended period. This does not raise any fees/fines; this is essentially cleaning up language and a formal adoption to this \$50.00 rate is required.
Fiscal Impact:	The purpose of these changes is not to increase revenue, but staff expects it will add roughly \$50,000 to the General Fund.
Legal Review:	NA
Staff Recommendation:	Approval of fee changes.

2023 POLICE DEPARTMENT FEES

	CURRENT	NEW
Admin Services		
VIN (Regular)	\$15	\$30
Certified VIN	\$50	No change
Fingerprints	\$20	\$30
Dog License	\$5	\$10
Bike License	FREE	FREE
Records/ Reports		
Police Report	\$15.00 + .25 p/page	\$20 + 0.75 per page
Clearance Letter	\$10	\$20
BWC Footage		
BWC (deposit collected before any redaction)		\$280 per 1/2 hr of footage
Impound Fees		
Vehicle Impound (Set by tow companies)	\$150	No change
Vehicle Storage	\$10	No change
Citation Fees		
Fine minimum	\$15	\$50
Fine maximum	TBD - Court	TBD - Court
Speeding 10-19 above limit	\$100	\$150
Speeding 20-24 above limit	\$100	\$250
Parking Fees		
General violations	\$20	\$40
Parking w/in 15' of a fire hydrant	\$20	\$50
Disabled parking space	\$100	\$125

RESOLUTION 2023-06

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY
OF GLENWOOD SPRINGS, COLORADO, SETTING 2023
POLICE FINES AND FEES**

WHEREAS, City Council sets fees for the Glenwood Springs Police Department; and

WHEREAS, the City has not changed those fees in several years; and

WHEREAS, City staff recommends that the City update the fees for Administrative Services, Records and Reports, Body Worn Camera footage, Impound Fees, Citation Fees and Parking Fees as set forth on Exhibit A hereto; and

WHEREAS, City staff recommends, and City Council agrees, that imposing the additional fees described on Exhibit A takes into account the needs of the community and the City; and

WHEREAS, City Council wishes to implement updated fees for 2023 finding that they are necessary and appropriate.

**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 by the City Council of the City of Glenwood Springs.

Section 2. The City Council of the City of Glenwood Springs hereby adopts the Police Fee Schedule as set forth on **Exhibit A** attached hereto and incorporated herein, effective January 31st, 2023.

INTRODUCED, READ, AND PASSED THIS 19th DAY OF JANUARY 2023.

CITY OF GLENWOOD SPRINGS, COLORADO

Jonathan Godes, Mayor

ATTEST:

Ryan Muse, City Clerk



City Council
STAFF REPORT
City of Glenwood Springs
January 19, 2023

Agenda Item:	Resolution 2023-07; Engineering Fee Increase for Grading Permits, Right of Way Permits and Inspections
Action Requested:	Approval of an increase to fees for engineering review of private projects and public right of way permits.
Department:	Engineering
Presented By:	Terri Partch
Strategic Goals:	Provide Efficient and Responsive City Government
Background Info:	The engineering staff is proposing fee increases for private development projects that require multiple reviews or inspections for grading permits or public right of way permits. The fee increases are proposed to encourage private developers and engineers to refine their designs before sending them to city staff for review. We hope that this will reduce the amount of resubmittals for development projects and reduce the timeline of approval for developers. This will not affect fees charged under the building permit. All staff time, including engineering staff, is included in the building permit fee.
Issues:	None at this time.
Fiscal Impact:	A small increase to general fund revenues is possible.
Legal Review:	NA
Staff Recommendation:	Approve the proposed Engineering Fee increases.

1.09.03 PERMIT FEES

Permit fees are due prior to the release of the permit; no work shall be allowed prior to the approval and release of the permit. Permit Fees shall be as follows:

2. **Fees for City Funded and Contracted Projects:** Contractors are responsible for all permitting necessary through the Engineering Department for the completion of city projects. These permits will be subject to the base permit fee only to cover the permit processing.
3. **Fees for Nonprofit (501c3) related Projects or Events:** Permit fees can only be waived with a request and approval from City Council. In the event the fees are waived, the City Manager's office covers any waived permit costs.
4. **Review Fee Rate Calculation:**
 - a. Permits are assessed a fifty-dollar (\$50) base fee for the processing of the permit and associated documents. This fee is purely for the administrative time necessary for the management of the permit review process.
 - b. Hourly review fees for staff time are calculated at approximately 150% of the current median hourly rate for that position.
 - i. Initial review fees are included with the application fee. These fees are calculated at a reduced hourly rate of approximately 112.5% of the current median hourly rate for that position.
 - ii. If the position is a salaried position, the hourly rate is based on the median salary for that position with an assumed forty (40) hour work week.
 - iii. These fees are intended to cover the hourly rate plus any benefit costs for the position.
 - iv. These fees are not intended to replace the funding for positions in engineering from the general fund for the management of city projects or capital improvements, but to mitigate unnecessary review time that may occur with substandard applications.
 - v. All re-review or re-inspection fees must be paid prior to review or inspections occurring.
5. **Block Party Permit fee:**
 - a. Applications for qualifying block party locations will be assessed the base fifty-dollar (\$50) fee for the review and processing of the permit and associated documents only.
 - i. Traffic Control devices can be checked out from the City Streets Department on a first come, first-serve basis and availability is not guaranteed.
 - ii. If devices are not available through the City, it shall be the applicant's responsibility to acquire appropriate/approved devices that meet the plan requirements and must be placed per the approved plan provided in the permit.
6. **Floodplain Development Permit Fees:**
 - a. Base Permit Fee: Permit applications will be assessed a fifty-dollar (\$50) fee for the processing of the permit and associated documents.

- b. Review Fee: The initial review of the permit application, which is assumed to take up two (2) hours of an assistant city engineer's time, is assessed a one-hundred and twenty dollar (\$120) fee.
- c. Re-submittal and additional review: If resubmittal or additional information is required the applicant will be assessed an hourly review fee of eighty dollars (\$80) per person, per hour spent reviewing.

7. Grading Permit Fees:

- a. Base Permit Fee (included projects up to 500 SF of disturbance): Permit applications will be assessed a fifty dollar (\$50) fee for processing of the permit and associated documents.
- b. Small projects (501 – 2500 SF of disturbance): The initial review of this permit application, which is assumed to take up to two (2) hours of an assistant city engineer's time, is assessed an additional one-hundred and twenty-dollar (\$120) fee.
- c. Medium Projects (2501 – 10000 SF of disturbance): The initial review of this permit application, which is assumed to take up to four (4) hour of an assistant city engineer's time, is assessed an additional two-hundred and forty-dollar (\$240) fee.
- d. Large Projects (Over 10000 SF of disturbance):
 - i. For projects over 10000 SF, the fee is assessed at three-hundred and sixty dollars (\$360)
plus
 - ii. an additional hour of review time at fifty dollars (\$60) per hour for every additional 5000 SF of disturbance up to 40000 SF
plus
 - iii. an additional hour of review time at fifty dollars (\$60) per hour for every additional 7500 SF of disturbance over 40000 SF
- e. Re-submittal and additional review: If resubmittal or additional information is required the applicant will be assessed an hourly review fee of eighty dollars (\$80) per person per hour spent reviewing re-submittals or additional information.

8. Right-of-Way (ROW) Permit Fees:

- a. Street Obstruction Only Fee: Permit applications will be assessed a fifty dollar (\$50) fee for review and processing of the permit and associated documents.
- b. Base ROW Cut Fee: Permit applicants will be assessed a fifty dollar (\$50) fee for review and processing of the permit and associated documents. This will apply to each permit application submitted.
 - i. Street cuts including vertical boring (potholing) of surfaces more than five (5) years old: Street cuts of surfaces more than five (5) years old shall be assessed one dollar (\$1.00) per square foot of surface cut in addition to the base fee.

- ii. Street cuts including vertical boring (potholing) of surfaces less than five (5) years old: Street cuts of surfaces less than five (5) years old shall be assessed six dollars (\$6.00) per square foot of surface cut in addition to the base fee.
- iii. Horizontal boring: Horizontal boring shall be assessed fifty cents (\$0.50) per lineal foot of bore in addition to the base fee.
- iv. Curb, gutter and sidewalk cuts: Curb, gutter and sidewalk cuts shall be assessed three dollars (\$3.00) per square foot of sidewalk or three dollars (\$3.00) per linear foot of curb and gutter in addition to the base fee.

9. Inspection fees:

- a. The base permit fee includes an initial onsite inspection through the engineering department, as necessary.
- b. Additional inspections conducted by City staff shall be billed at the applicable hourly rate for the position, with a two-hour minimum for each inspection. All inspection fees are due at the time of the acceptance or Certificate of Occupancy for the project.

10. Development Fees: Refer to the City of Glenwood Springs Community Development Department for fee information.

11. System Improvement Fees (Water and Sewer): All connections to existing water and sewer systems are subject to the payment of system improvement fees to recover a proportionate share of the actual capital costs of water and sewer facilities from the properties within the utility service area per the fees outlined in the City Code or latest ordinance.

Permit Fee Schedule						
Block Party Permit		Administrative Base Fee:				Total Fee:
		\$50				\$50
Floodplain Development Permit		Administrative Fee:	Initial Review Fee:			Total Fee:
		\$50	\$120			\$170
Grading Permit		Administrative Fee:	Initial Review Fee:			Total Fee:
	≥ 500 SF of disturbance:	\$50	\$0			\$50
	Small (501 – 2500 SF of disturbance)	\$50	\$120			\$170
	Medium (2501 – 10000 SF of disturbance)	\$50	\$240			\$290
	Large (Over 10000 SF of disturbance)	\$50	\$360	10001 – 40000 SF	\$60 per additional 5000 SF	Calculated based on disturbance area
				Over 40001 SF	\$60 per additional 7500 SF	
Right of Way Permit		Administrative Fee:	Initial Review Fee:			Total Fee:
	Obstruction Only	\$50				\$50
	Street Cut (Asphalt >5 years old)	\$50	\$1.00 per SF			Calculated based on total work completed
	Street Cut (Asphalt < 5 years old)		\$6.00 per SF			
	Street Cut (Sidewalk)		\$3.00 per SF			
	Street Cut (Curb and Gutter)		\$3.00 per LF			
	Bore		\$0.50 per LF			

Grading Permit Fee Proposal

	Admin Hour	Admin Rate	EngineerTime	Hourly Fee	Total:
Base Permit Fee (200-500 SF)	1	\$50	0	\$60	\$50
Small Project (500 - 2,500 SF)	1	\$50	2	\$60	\$170
Medium Project (2,501 - 10,000 SF)	1	\$50	4	\$60	\$290
Large Project (Over 10,000 SF)	1	\$50	6	\$60	\$410
Plus 1 hour for every additional 10,001 SF to 40,000 SF			6	\$60	\$360
Plus 1 hour for every additional 7,500 SF over 40,001 SF					

Fees are considered as if we had to bill them out. If for some reason staff does not have the time, we would refer them to another engineer and a PE bill rate average for the area is around \$180-250/hour, dependent on the specialty.

EXAMPLES:

Minimal Project (500 SF) Assumed \$5/SF valuation* \$2,500.00	City of Glenwood:		City of Aspen:		Garfield County:		Routt/Steamboat Fee:	
	Flat Fee	\$50	Base	\$56.77	Flat Fee	\$100	Admin Fee	\$65
			Parks	\$72.00			Minor Grade	\$415
			Miti fee	\$10.70				
			City Use	\$0.00				
			County Use	\$12.50				
		TOTAL:	\$50	TOTAL:	\$151.97	TOTAL:	\$100.00	
			Higher by	204%	Higher by	100%	Higher by	860%
Small Project (2500 SF) Assumed \$5/SF valuation* \$12,500.00	City of Glenwood:		City of Aspen:		Garfield County:		Routt/Steamboat Fee:	
	Flat Fee	\$170	Base	\$56.77	Flat Fee	\$100	Admin Fee	\$65
			Parks	\$72.00			Minor Grade	\$415
			Miti fee	\$224.70				
			City Use	\$0.00				
			County Use	\$6.25				
		TOTAL:	\$170	TOTAL:	\$359.72	TOTAL:	\$100.00	
			Higher by	112%	Lower By	-41%	Higher by	144%
Medium Project (7500) Assumed \$5/SF valuation* \$37,500.00	City of Glenwood:		City of Aspen:		Garfield County:		Routt/Steamboat Fee:	
	Flat Fee	\$290	Base	\$56.77	Flat Fee	\$100	Admin Fee	\$65
			Parks	\$72.00			Med. Grade	\$1,620
			Miti fee	\$37.00				
			City Use	\$0.00				
			County Use	\$93.75				
		TOTAL:	\$290	TOTAL:	\$259.52	TOTAL:	\$100.00	
			Lower By	-11%	Lower By	-66%	Higher by	481%

Large Project (30000 SF)	City of Aspen:		Garfield County:		Routt/Steamboat Fee:	
	Base Fee*	\$410	Base	\$56.77	Flat Fee	\$400
	*up to 10,000 SF		Parks	\$72.00	Admin Fee	\$65
	\$150,000.00 xtra 25000SF	\$600	Miti fee	\$1,637.20	Major Grade	\$3,700
			City Use	\$525.00		
			County Use	\$375.00		
	TOTAL:	\$1,010	TOTAL:	\$2,665.97	TOTAL:	\$400.00
						\$3,765.00
			Higher by	164%	Lower By	-60%
					Higher by	273%
	Snowmass Village		Carbondale			
	No Grading Permit - only under building permit		No Grading Permit - only under building permit			

**This is the valuation on the work being completed with the Grading Permit ONLY. Building permit valuations would be calculated separately.*

Real World Example

Bell Rippy Example: 250,034.40 SF Disturbance

Large Project (250034 SF)	City of Glenwood:		City of Aspen:		Garfield County:		Routt/Steamboat Fee:	
	Base Fee (up to	\$410	Base	\$56.77	Flat Fee	\$400	Base	\$65
			Parks	\$72.00				\$3,700
	Assumed \$5/SF valuation*		Miti fee	\$2,737.37				
	Fees for 10,001 -	\$360	City Use	\$12,076.81				
	Fees for over	1680.28	County Use	\$3,125.43				
	TOTAL:	\$2,450	TOTAL:	\$18,068.38	TOTAL:	\$400.00	TOTAL:	\$3,765.00
			Higher by	637%	Lower By	-84%	Higher by	54%

**Estimated Hourly Rates for COGS Employees
based on the midpoint salary listed in the 2022 Salary Grade Plan**

Salary Grade	Position	Low	High	Midpoint Salary	Midpoint Hourly Rate	Indirect Cost Rate	Billing Rate
	Executive & Engineering Administrative Assistant						
15		26.45	37.04	N/A	\$31.75	150.00%	\$47.62
15	Construction Inspector	26.45	37.04	N/A	\$31.75	150.00%	\$47.62
1401	Assistant City Engineer	86811	125876	106343.50	\$51.13	150.00%	\$76.69
22	City Engineer	105041	152310	128675.50	\$61.86	150.00%	\$92.79

**Estimated Hourly Rates for COGS Employees
based on the midpoint salary listed in the 2023 Salary Grade Plan**

Salary Grade	Position	Low	High	Midpoint Salary	Midpoint Hourly Rate	Indirect Cost Rate	Billing Rate
	Executive & Engineering Administrative Assistant						
15		27.78	38.89	N/A	\$33.33	150.00%	\$50.00
15	Construction Inspector	27.78	38.89	N/A	\$33.33	150.00%	\$50.00
1401	Assistant City Engineer	91151.55	132169.80	111660.68	\$53.68	150.00%	\$80.52
22	City Engineer	110293.05	159925.50	135109.28	\$64.96	150.00%	\$97.43

An indirect cost rate would cover other benefits such as 401k, health, etc. Industry standard is 2.5-3x hourly. i.e. if an hourly rate is \$30/hour, they would bill at \$90 to cover buildings for offices and maintenance of those buildings along with other benefits. Since buildings and such are already covered by the city, this indirect multiplier assumes hourly and benefits for the mid-point salary rate.

Approximate initial engineering review rate with a 25% discount:

\$60.39 112.50%



City Council STAFF REPORT City of Glenwood Springs January 19, 2023

Agenda Item: Award the Request for Proposal 2022-29P; Master Plan for South Canyon Area

Action Requested: Award of Request for Proposal

Department: Parks & Recreation

Presented By: Dan Roper

Strategic Goals: Protect and Preserve our Quality of Life

Background Info: At the request of the Parks & Recreation Commission and City Council the Parks & Recreation Director drafted a Request for Proposal (RFP) for a consulting firm to develop a Master Plan for South Canyon. The RFP was released in August 2022 and after a successful and well attended pre-bid meeting the City received five bids ranging from \$238,000 to \$95,386 . A thorough review of the bids was performed by the selection committee which was comprised of City Staff from Parks & Recreation, Community Development, and a member of the Parks & Recreation Commission. Design Workshop was chosen based on their qualifications, planning process, cost, and public outreach campaign. Their bid was third lowest out of five.

Staff is planning a presentation of the overall project to Council on February 16, 2023.

Issues: None at this time

Fiscal Impact: We have \$63,000 currently budgeted in the Capital Projects Fund and an additional \$13,521 will be appropriated if we are awarded the \$100,000 grant from the Colorado Office of Economic Development and International Trade. We should know within the next six weeks if we get the award. If we are not awarded the grant the additional \$100,000 funding will come from the Capital Projects Fund, making total City contribution to the project \$176,521, The fund balance is forecasted here:

CAPITAL PROJECTS FUND						
		2020 Actual	2021 Actual	2022 Revised Budget	2023 Budget	
Revenue		\$1,190,479	\$5,280,935	\$3,775,577	\$4,019,997	
Expenditures		(\$2,232,578)	(\$2,314,443)	(\$3,108,442)	(\$6,680,159)	
Change in Fund Balance		(\$1,851,599)	\$2,966,492	\$667,135	(\$2,660,162)	
Beginning Fund Balance		\$4,962,401	\$3,110,805	\$6,077,297	\$6,744,432	
Ending Fund Balance		\$3,110,802	\$6,077,297	\$6,744,432	\$4,084,270	
Reserves						
Parkland Fees		(\$639,490)	(\$1,136,189)	(\$1,136,189)	(\$400,000)	
Water Storage Fees		(\$2,290)	(\$2,290)	(\$2,290)	(\$2,290)	
Public Art (1% of projects)					(\$164,213)	
Springridge Capital Fees		(\$305,912)	(\$334,786)	(\$334,786)	\$0	
Glenwood Park Fees		(\$3,375)	(\$3,375)	(\$3,375)	(\$3,375)	
Contingency Reserve (FAB)		(\$2,000,000)	(\$2,000,000)	(\$2,000,000)	(\$2,500,000)	
Employee Retention Reserve		\$0	(\$45,000)	(\$45,000)	(\$45,000)	
Available Reserves		\$159,735	\$2,555,657	\$3,222,792	\$969,392	
Cash Balance as of 9/30/22	\$5,465,000					

Legal Review: Legal will review any awarded contract.

Staff Recommendation: Staff is recommending Proposal 2022-29P for the South Canyon Master Plan be awarded to Design Workshop, Inc for \$176,521.



MASTER PLAN FOR SOUTH CANYON AREA

PREPARED FOR THE CITY OF GLENWOOD

RFP #2022-29P

NOVEMBER 10, 2022

DESIGNWORKSHOP



Contents

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November 10, 2022
Ryan Muse, City Clerk
101 West 8th Street
Glenwood Springs, CO 81601

120 East Main Street
Suite 100
Aspen, CO 81611
970.925.8354

designworkshop.com

Re: RFP#2022-29P Master Plan for South Canyon Area

Dear Ryan Muse and members of the selection committee,

Our team is dedicated to community building and inspired by our passions and connections to the Roaring Fork Valley. We view the Master Plan for South Canyon as an opportunity to provide a vision for the City of Glenwood Springs, the Roaring Fork Valley, and our visitors.

As locals to the Roaring Fork Valley, we understand the importance of South Canyon's historical, environmental, and ecological attributes and aims to work closely with the City of Glenwood Springs to create a shared vision and comprehensive master plan. Several factors must be accounted for during this process including the effects of human impacts, climate change, and natural disasters. Our team understands that the City is invested in identifying the location and quality of natural resources in the South Canyon area. As central Colorado's mountain communities face a changing climate and an increasing demand for its biological resources from a growing population, it is important that the master plan recommendations are informed by these findings. In addition, a series of archaeological sites consisting of building platforms, concrete foundations and mine dumps point to broader human impacts to the South Canyon area that cannot be ignored when considering future advancement, planning and design. Even more, we must acknowledge the risks of planning in areas scarred by previous disasters, including the 1994 South Canyon Fire.

Our firm has led transformative landscape architecture, urban design, and planning in the Roaring Fork Valley for over 50 years, leaving a legacy of built work that has helped shape the character of our community and preserve its natural beauty. We bring extensive relevant project experience in open space planning and community-oriented design, in addition to local knowledge and relationships. Across the mountain west, we have completed many similar master plans, design projects, community engagement efforts, and implementation and funding identification support as evidenced by our selected project work, such as, Rocky Mountain Arsenal National Wildlife Refuge (Commerce City, CO) West Gunnison Recreation Master Plan and Park Implementation (Gunnison, CO) and Boulder Open Space and Mountain Parks Plan (Boulder, CO).

Our award-winning work in wildfire resiliency planning, comprehensive open space planning, land stewardship, and wildlife conservation gives us a diverse set of experiences and resources to apply to this project. From these diverse experiences we understand the importance not only of landscape analysis but also communication of ecological and historical data.

We are excited to partner with Biohabitats and Blue Mountain Environmental Consulting to bring experts into understanding the environmental assets, challenges, and opportunities for this area. Biohabitats will provide experience in restoration design and conversation planning. Blue Mountain Environmental Consulting will provide support in wildfire analysis, mitigation, and emergency preparedness throughout the process.

We thank you for your consideration, and we hope that our proposal materials express both our abilities to bring great value to this effort and our excitement to work with the City of Glenwood Springs on this legacy project. Please feel free to contact me at 970-399-1417 or dcallaway@designworkshop.com with questions or to request additional information.

Sincerely,



Darla Callaway
Principal-in-Charge



Design Workshop is dedicated to creating Legacy projects for our clients, society and the well-being of our planet.

Design Workshop is an international design studio, integrating landscape architecture, urban design, planning and strategic services. Whether designing a restorative private garden, developing the vision for a contemporary park or reimagining an underperforming downtown center, we go beyond the project itself to create places of timeless beauty and meaningful connections.

We are a community of designers, planners and strategists, who love what we do. We design for people - not just today but for future generations.

Our performance-based approach yields measurable results and projects that stand the test of time. In other words, we don't just hope for sustainable projects; we rely on our process to deliver them. We call this process DW Legacy Design®.

For over 50 years, "workshop" remains a hallmark of our firm, supporting collaboration and experimentation where clients and designers solve problems together.

Our Legacy

DW Legacy Design® represents our commitment to design projects that outlast us and contribute to a healthier world. Our methodology ensures every project has a balance between environmental sensitivity, community connection, artistry and economic viability. With this approach, our projects reflect the critical issues facing the built environment and deliver measurable benefits. It is the foundation of the firm's workshop culture and the defining process of our practice.

Environment

We are stewards of the environment and champions for a sustainable future.

Community

An inclusive engagement process is critical to (re) building the social fabric of the community.

Economics

Projects must be financially sustainable to last generations. We need to consider market reality and return on investment.

Art

Art is an integral part of the human experience; it challenges assumptions and provokes thought while revealing beauty and meaning.



535+
DESIGN +
PLANNING AWARDS

DW Foundation

We are dedicated to giving back to our communities. We have established the DW Foundation, which offers time and materials to select community projects.

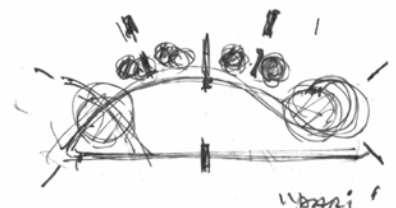
13
Precedent
DW Projects
published by
the Landscape
Architecture
Foundation

Projects in
30+
countries.

8
DESIGN STUDIOS

THE WORKSHOP

WE SKETCH.
WE MAKE MODELS.
WE BUILD PROTOTYPES.







PROJECT TEAM

Meet our Project Team

Design Workshop

**Master Planning,
Landscape Architecture**

Our award-winning work in wildfire resiliency planning, comprehensive open space planning, land stewardship, and wildlife conservation gives us a diverse set of experiences and resources to apply to this project. From these diverse experiences we understand the importance not only of landscape analysis but also communication of ecological and historical data.

As an international design and planning studio, we've learned the value of building community across cultures, geographies and economies. Whether designing a restorative private garden, reimagining an underperforming downtown center or developing the vision for a contemporary park within a fragile ecosystem, we are committed to more than design in the conventional sense. We tackle challenges beyond the project site and its mapped boundaries to create places of timeless beauty and meaningful connections.

Our work provides an armature for building communities by considering how people live, economies operate and environments function at a regional scale. Optimizing these systems requires large-scale thinking. Using open space as the primary organizational component, we examine economic and transportation networks to restore urban centers, conserve the natural environment and provide equitable access to parks and open space.

Bio Habitats

**Ecological Assessment,
Natural Resources
Consulting**

For over 30 years, Biohabitats has been working with parks and recreation properties, environmental education centers, and other institutions to incorporate environmental conservation, resilience, and sustainability initiatives into their facilities designs and landscape plans. Biohabitat's approaches each project from a whole systems framework and a living systems approach. It respects the complex networks of unique ecosystems, community structure and species interactions, while acknowledging human participation as a critical component of place. Beyond ecological conservation and restoration Biohabitats' extensive and relevant planning, design, permitting, and construction implementation experience includes projects involving ecological design, habitat enhancement and restoration, green infrastructure planning and design, integrated natural wastewater treatment, and water quality best management practices.

Blue Mountain Environmental Consulting

**Wildfire Planning, Natural
Resources Consulting**

Blue Mountain Environmental Consulting provides conservation planning, wildfire planning and environmental compliance services throughout Colorado and neighboring states. They have extensive experience with wildfire mitigation in the wildland urban interface (WUI), specifically for mining and ranching historic sites. They are familiar with county land use codes that require wildfire mitigation, and will develop a plan that will meet the requirements of land use planners.

Team Structure



Project Team



Darla Callaway
PLA, AICP, LEED® AP
BC+C
Principal-in-Charge

Design Workshop

Education

Harvard Graduate School of Design,
Advanced Management Development
Program in Real Estate

Bachelor of Landscape Architecture,
Oklahoma State University

Licensure and Certifications

Professional Landscape Architect: CO

LEED® Accredited Professional in
Building Design and Construction

American Institute of Certified
Planners (AICP)

Professional Affiliations

American Planning Association

A principal landscape architect and planner with over 12 years of experience, Darla has led some of Design Workshop's most complex urban redevelopment projects, mountain resort master plans, site design, community visioning plans and public facilitation. No matter the scale, Darla's accomplishments are centered on responsible land use and creating lasting places. Darla is an active member of Colorado's ULI Resort, Entertainment, Tourism and Leisure Product Council and has been a research contributor for the Landscape Architecture Foundation, evaluating the environmental and economic performance of landscape architecture projects in the U.S. and internationally.

Select Project Experience

Currie Barracks Neighborhood Land Use Plan – Calgary, AB
Peak One Pine Cove Campground – Frisco, CO
Ruedi Lake and Mountain Club Master Plan – Basalt, CO
Saddle Ridge Master Plan – Gypsum, CO
Schweitzer Mountain Master Plan – Sandpoint, ID
Teton Village Master Plan Update – Teton Village, CO
West Gunnison Park – Gunnison, CO
Carbondale Aquatics Facilities Master Plan – Carbondale, CO



Anna Laybourn
AICP
Principal

Design Workshop

Education

Master of Urban and Regional
Planning, Ohio State University

Bachelor of Science in Environmental
Design, University of Minnesota

Licensure and Certifications

American Institute of Certified
Planners (AICP)

The Effective Facilitator

National Charrette Institute

Professional Affiliations

American Planning Association
Colorado Board Member and Central
Mountain Area Representative

APA Small Town and Rural Area
Planner Division Vice-Chair

Anna's diverse experiences in community, regional, and land planning are united by a focus on people and planet. She leads community visioning processes enhancing downtown vitality, strengthening neighborhoods, enlivening public spaces and parks, and designing streetscapes to be more humane with improved environmental performance. She specializes in establishing innovative processes for public engagement and has a reputation for building equity for under-served populations through participatory design. Her projects have been honored by more than 40 professional awards.

Select Project Experience

Carbondale Parks, Recreation and Trails Master Plan – Carbondale, CO
Salt Lake City Public Lands Master Plan – Salt Lake City, UT
Pikes Peak Outdoors Youth Initiative – Colorado Springs, CO
Wildfire Resilience Visual Resources Library – National
Duluth Parks and Recreation Master Plan – Duluth, MN
Spokane Parks and Recreation Master Plan – Spokane, WA
Arapahoe County Open Spaces Master Plan – Arapahoe County, CO
GO Greeley Inspire Initiative – Greeley, CO
West Gunnison Park – Gunnison, CO

Project Team


Dylan Bagnasco
Project Manager

Design Workshop

Education

Master of Landscape Architecture,
University of Tennessee

Bachelor of Arts Biology and
Anthropology, Texas
Christian University

Professional Affiliations

American Society of Landscape
Architecture (ASLA)

Dylan is a project manager in the Aspen studio with a passion for ecological restoration and conservation design. He brings a holistic and comprehensive approach to projects, and enjoys being part of designs that elevate human experience and improve ecological health. He has benefited from a diversity of project work, spanning from urban masterplans and public parks to private residences and ranches. A resident of Glenwood Springs and an avid outdoorsman, Dylan is eager to support projects that will conserve natural resources and access to public lands.

Select Project Experience

Bentonville Quilt of Parks – Bentonville, AR
Atlanta Beltline Northwest Trail – Atlanta, GA
Black Bear Ranch – Glenwood Springs, CO
Darling Farm – Snowmass, CO
Springdale Commons – Austin, TX



Emily Pixberg
Landscape Designer

Design Workshop

Education

Bachelor of Landscape Architecture,
Louisiana State University

Professional Affiliations

American Society of Landscape
Architecture (ASLA)

Emily is a landscape designer who has experience working on multiple scale projects including public engagement, parks and recreation master plans, and small and large scale design projects. She brings an interest for the built environment, creating places, art and design, driving her passion for understanding community experience and spatial relationships, creating places for people that encourage positive experiences. She effectively serves teams with a high level of organizational abilities and management of schedules, budget, and communications.

Select Project Experience

RFTA First-and Last-Mile Mobility Study – Roaring Fork Valley, CO
Duluth Parks and Recreation Master Plan – Duluth, MN
Aspen Skiing Company Signage – Aspen, CO



Marianne Stuck
AICP, LEED® ND
Bilingual Engagement
Specialist

Design Workshop

Education

Master of Urban Design, University of
California Berkeley

Professional Degree in Architecture,
University of Concepcion, Chile

Certifications

American Institute of Certified
Planners (AICP)

LEED® Accredited Professional in
Neighborhood Development

With over twelve years of international design experience, Marianne has been responsible for concept development through construction documentation, in projects ranging from small public space interventions, streetscapes, planned communities and larger master plans. As a native Spanish speaker she has been involved in many projects supporting public outreach efforts with Latino communities. Her involvement with the Roaring Fork Family Resource Center has allowed her to understand the challenges of Hispanic residents in the valley.

Select Project Experience

RFTA First-and Last-Mile Mobility Study – Roaring Fork Valley, CO
Beaver Creek Boulevard Streetscape Improvements – Avon, CO
Tactical Urbanism Project – Avon, CO
Silverthorne Town Core Streetscape Improvement Plan – Silverthorne, CO
Frenchtown Great Streets – Frenchtown, MO
St. Louis Transit Oriented Development (TOD) Study – St. Louis, MO
Ward Farm Development – Springfield, MO

Project Team



Claudia Browne
Water Resources
Specialist/
Conservation Planner
Biohabitats

Education

Master of Science in Ecology,
Colorado State University

Bachelor of Science in Natural
Resources, Cornell University

Licensure and Certifications

Certified Ecologist, Ecological Society
of America

Certified Master Soil Consultant

Claudia brings over 30 years of experience in restoration design and implementation, conservation planning, water resource management, and habitat assessments and stewardship. Claudia's passion is to help create places and experiences that deepen a community's relationship to natural systems and water resources and that inspire adaptability and resiliency to climate change.

Her skills include: stakeholder and team facilitation; conceptual and schematic design collaboration, integration of living infrastructure and natural system features; ecosystem services evaluation and ecohydrologic analysis and modeling; environmental education and outreach; adaptive management and restoration plan development; and, policy analysis.

Select Project Experience

Zion East Gateway Lodge and Visitor Center: Ecological Assessment and Integrated Water Strategies – Eastern, UT
Denver Regional Conservation Assessment – Denver, CO
South Platte Corridor Vision – Adams County, CO
JE Canyon Ranch Hydrogeologic Study – Southeastern CO



Susan Sherrod
PhD, CERP
Ecologist
Biohabitats

Education

Doctor of Philosophy in Environmental,
Population, and Organismic Biology,
University of Colorado

Bachelor of Science in Biological
Sciences, Colorado State University

Licensure and Certifications

Certified Senior Ecologist

Certified Ecological Restoration
Practitioner

Professional Wetland Scientist

Susan has over 20 years of professional experience specializing in ecosystem restoration (assessment, design, procurement, installation, and crew oversight); structural and functional assessments of landscapes, streams and riparian areas, wetlands, and vegetative communities; plant community design and installation; wetland delineation; landscape and species conservation; landscape monitoring; master planning; and mine reclamation. She is familiar with a variety of ecosystems including grassland, wetland, riparian, alpine tundra, subalpine forest, Great Basin, and southwestern deserts. Additionally, Susan is a university instructor in global change ecology, biodiversity and conservation, ecosystems, urban ecology, and applications to landscape architecture.

Select Project Experience

Pecos Canyon State Park Master Plan – NM
Old Snowmass Ranch Stream Restoration Guidance – Snowmass, CO
Coyote Creek Stater Park Regulatory Clearances – Guadalupita, NM
Denver Botanic Gardens at Chatfield Farms Restoration Concept – Littleton, CO
Heron Pond and Carpio-Sanguinette Park Master Plan – Denver, CO



Leslie Brodhead
Wildfire Mitigation
Specialist

**Blue Mountain
Environmental Consulting**

Education

Bachelor of Business Administration,
The College of William and Mary

Licensure and Certifications

Certified Wildfire Mitigation Specialist,
National Fire Protection Association

Leslie has extensive experience in wildfire education and outreach. She spent 17 years working as a Park Ranger in the National Park Service (most recently with Rocky Mountain National Park) focused on environmental education. She also served as a Type 2 wildland firefighter during her time with the NPS. Her special areas of expertise including managing content for websites (including blogging), coordinating digital marketing, and providing wildfire advising to both organizations and private property owners. She assists local organizations with building a wildfire mitigation program.

Select Project Experience

Park City Community Wildfire Risk Assessment – Park City, UT
Brown Wildfire Mitigation Plan – Larimer County, CO
Boulder Wildfire Mitigation Assessment – Boulder County, CO



Matt Tobler
Natural Resource
Specialist

**Blue Mountain
Environmental Consulting**

Education

Master of Science in Rangeland
Ecosystem Science, Colorado State
University

Bachelor of Science in Resource
Management and Forestry,
SUNY College

Licensure and Certifications

Certified Wildfire Mitigation Specialist,
National Fire Protection Association

Certified Ecologist, Ecological Society
of America

Certified Forester, Society of American
Forester

Matt has more than 30 years' experience providing professional and technical guidance, regulatory compliance and management recommendations on large, complex and diverse resource management projects encompassing more than 300,000 acres of public and private land. He is adept at integrating diverse natural resource disciplines into cohesive management plans that address client goals. He is skilled in strategic planning, project management, client relations, report development and collaborative planning to lead projects from inception to completion with exceptional results. He has success in working with multidisciplinary teams, public agencies, consulting groups, advisory committees, landowners and diverse stakeholders.

Select Project Experience

Brown Wildfire Mitigation Plan – Larimer County, CO
Crystal Lakes Wildfire Mitigation –Larimer County, CO
Black Canyon Road Open Space Plan – Manitou Springs, CO
Park City Community Wildfire Risk Assessment – Park City, UT
Boulder Wildfire Mitigation Assessment – Boulder County, CO





PLANNING & DESIGN **EXPERIENCE**

Rocky Mountain Arsenal National Wildlife Refuge

Commerce City, Colorado

Design Workshop

Design Workshop worked with H-GAC and local communities to identify specific recommendations, such as pedestrian and bicycle facilities, that can help facilitate the creation of Livable Centers. Through the study process the local community identifies a vision for the study area. The studies contain a customized implementation plan to realize their specific vision. DW has completed studies in urban, suburban, and rural areas throughout the 8-county region.

Client Reference

Client reference for this project has retired

Funding Sources

Colorado State Funds

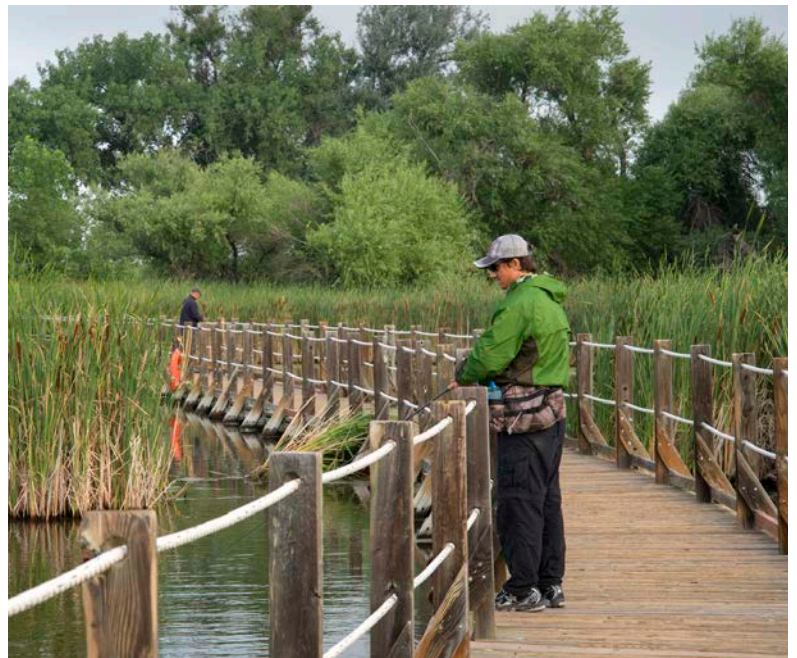
Planning Cost

\$125,434

ASLA NATIONAL
THE LANDMARK AWARD

ASLA COLORADO
HONOR AWARD





West Gunnison Recreation Master Plan & Park Implementation

Gunnison, Colorado

Design Workshop

To fulfill prime objectives of their City Strategic Plan, Gunnison purchased a 15-acre site for the creation of a park and also to develop affordable housing. Design Workshop led the creation a site plan and park design that included intensive workshops targeted to engage a diverse set of citizens (total 124 participated) including: Involvement of multiple generations; Community discussion around trade-offs; Gaining sponsorship and support from partners for implementation; and Buy-in from residents surrounding the property and from recreation groups.

The master plan was unanimously adopted by City Council and supported by the Parks and Recreation Advisory group and Planning Commission.

Design Workshop saw this effort through construction documentation and the first phase of construction is nearing completion.

Client Reference

Russ Forrest, City Manager, City of Gunnison,
rforrest@gunnisonco.gov, 970.641.8171

Funding Sources

Great Outdoors Colorado Grant, Parks and Wildlife Donation, City General Funds

Planning Cost

\$107,520

APA COLORADO
HONOR AWARD, COMMUNITY
ENGAGEMENT





41

affordable housing
units

18

market rate
homes
approved by the
City



Boulder Open Space + Mountain Parks Plan and Parks and Recreation Plan

Boulder, Colorado

Design Workshop

In 1967, Boulder residents passed the nation's first city tax that to date has helped preserve 45,000 acres of public land and open space. While property management plans guided their actions, their first master plan was created by Design Workshop through a two year process with robust public engagement. Along with nine community events, a statistically valid survey, and 10,000 comments collected on the plan, over 1,400 people who are not typically heard from during city engagement were involved including youth, Latin community, and people experiencing disabilities. The plan focuses on ecosystem health and resilience, agriculture heritage and futures, responsible recreation, stewardship, community education and inclusion, and financial sustainability.

Design Workshop is currently leading the creation of the city's Parks and Recreation Master Plan.

Client Reference

Deryn Wagner, Project Manager
City of Boulder
303.413.7636
wagnerd@bouldercolorado.gov

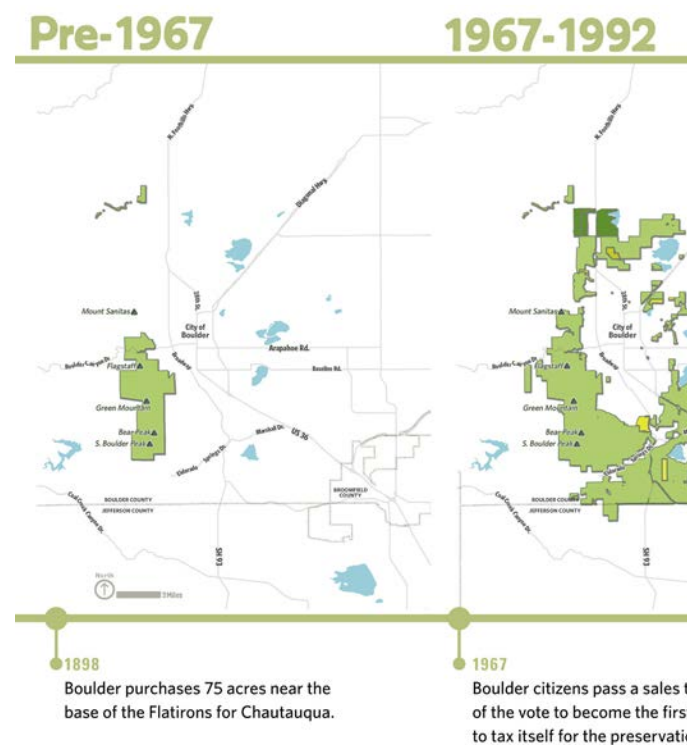
Funding Sources

Great Outdoors Colorado Grant, Parks and Wildlife Donation, City General Fund

Planning Cost

\$345,008

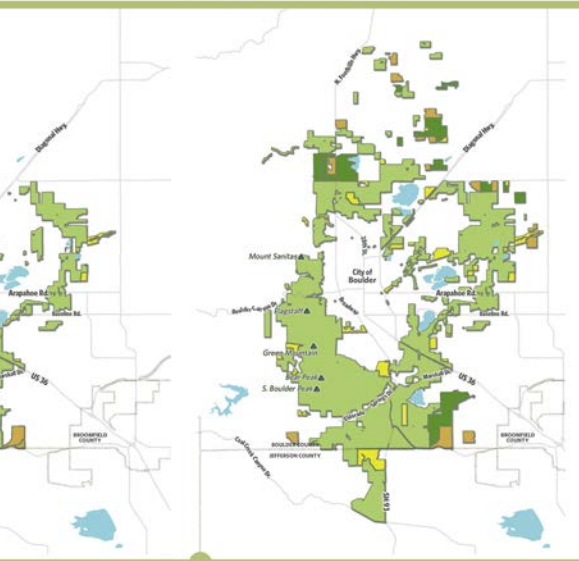
HERMES AWARD
PLATINUM AWARD FOR
COMMUNICATIONS & MARKETING



ACTIVITIES ON OSMP LANDS SURVEY RESULTS



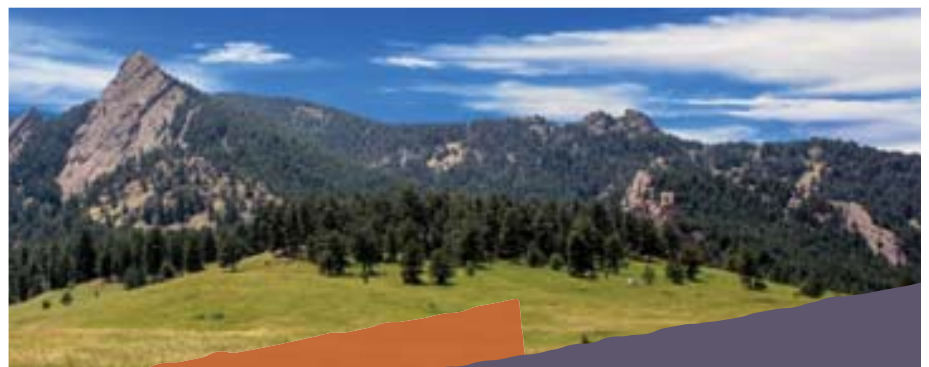
1992-2017



2017

tax with 61 percent
t city in the nation
on of open space.

More than 45,000 acres of public land have
been acquired to date.



ESPACIOS ABIERTOS Y PARQUES DE MONTAÑA

PLAN MAESTRO

Nuestras tierras. Nuestro Legado. Nuestro futuro.

Story Mill Community Park

Bozeman, Montana

Design Workshop

Design Workshop partnered with The Trust for Public Land to design a 55-acre park along the East Gallatin River and Bozeman Creek and adjoining the historic Story Mill in Bozeman, Montana, creating a community gathering area rich in wildlife habitat and active recreation opportunities. The challenge was to transform a site that was an aggregation of degraded riparian landscapes, a former trailer park, and years of construction debris into a park that offers year-round active recreation, opportunities for community events, and a destination for Bozeman residents of all ages. Community outreach, children's workshops, environmental analysis, and program analysis have been the building blocks for imagining a new landmark regional park. The park's design features an extensive play space built of natural materials that is geared towards various age groups and engages with the topography and distant views of the site. Trails lead visitors through restored wetlands and along the East Gallatin River.

The park opened to the public on July 20, 2019, with a huge community celebration and has quickly grown into a beloved gathering place for the community.

Client Reference

Mitch Overton, Director of Parks & Recreation
City of Bozeman, moverton@bozeman.net,
406.582.3222

Funding Sources

Bond Program approved by Bozeman voters, Donors,
Various Grants

Planning Cost

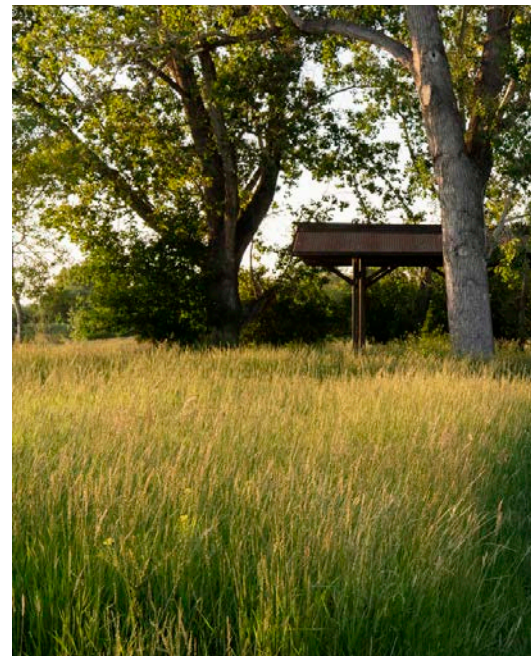
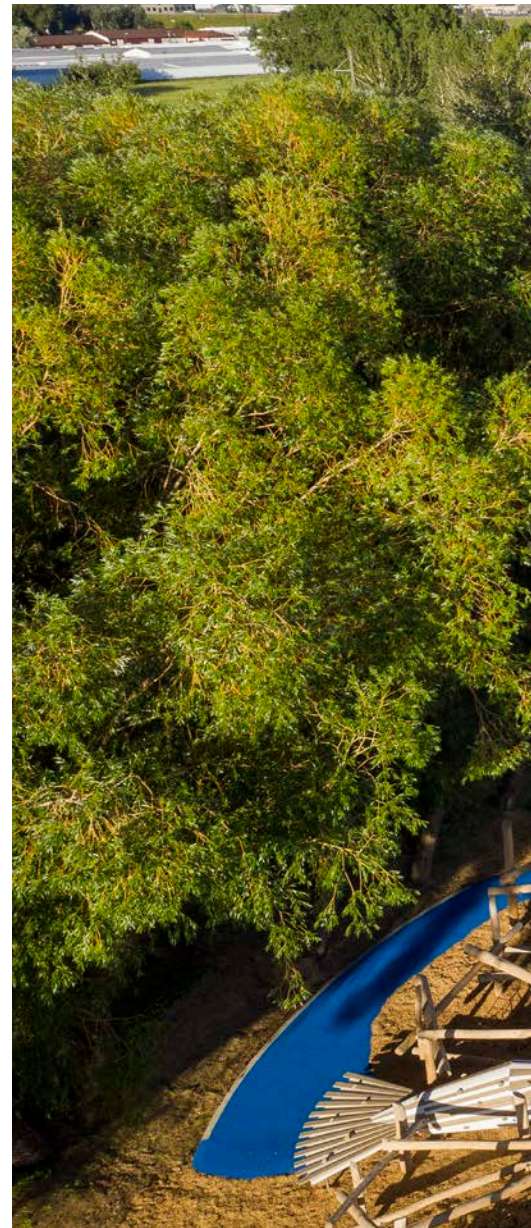
\$631,505

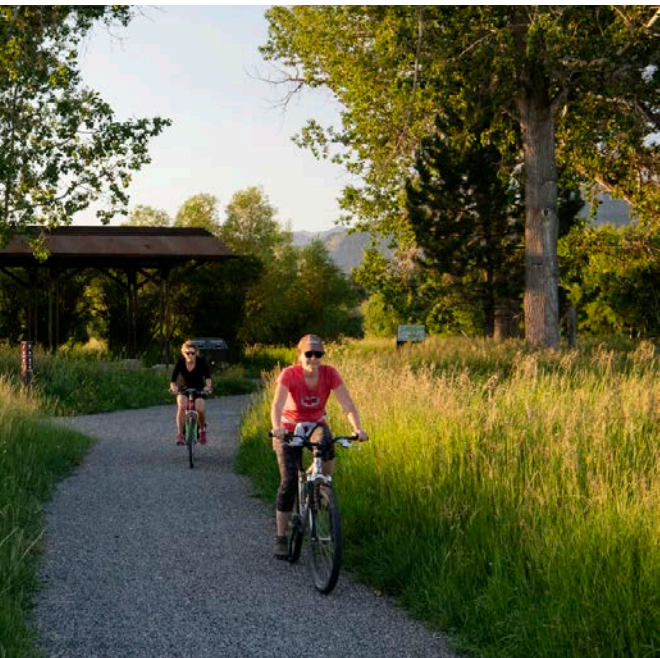
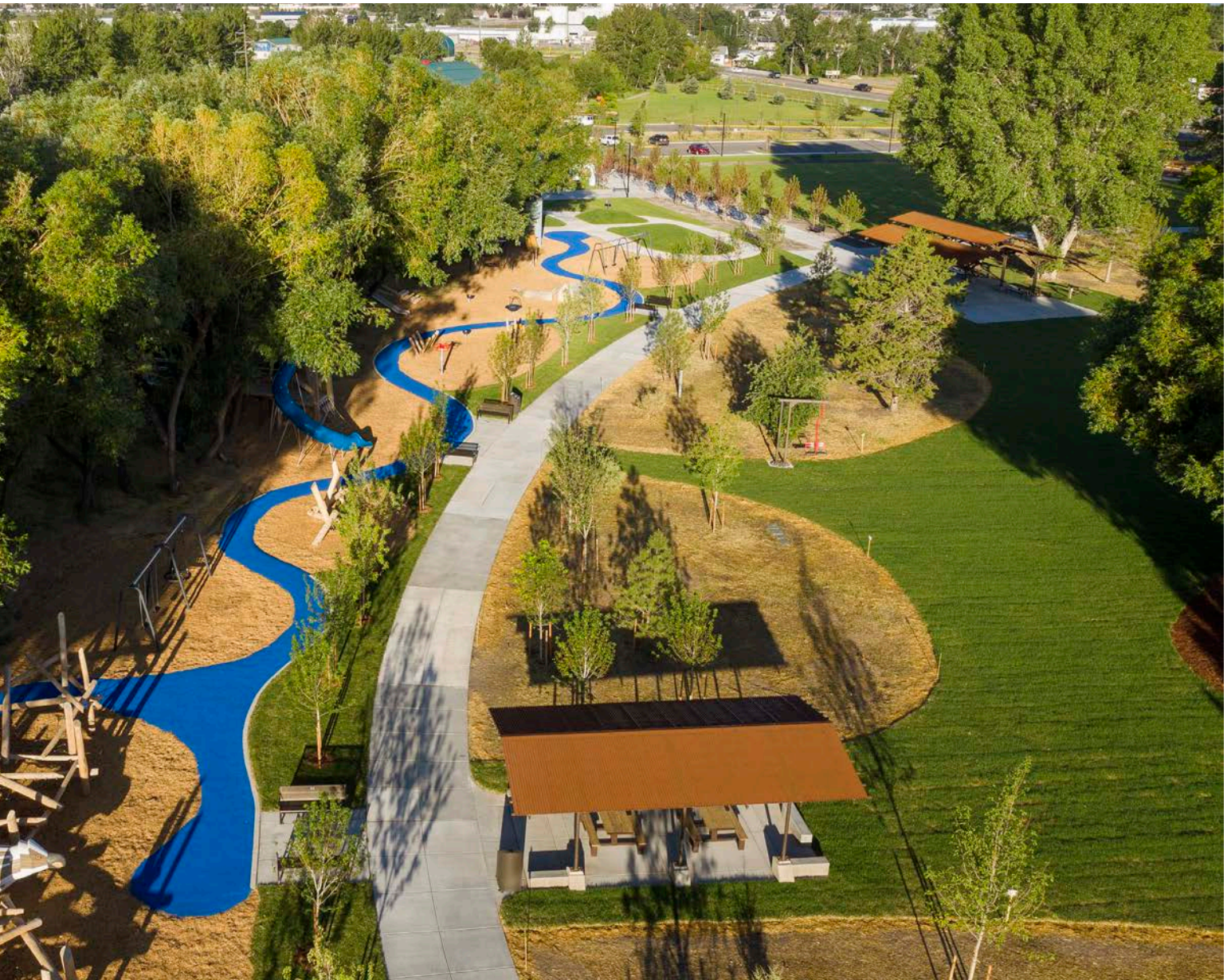
Construction Cost

\$6,466,090

ASLA IDAHO/MONTANA
PRESIDENT'S AWARD OF EXCELLENCE

ASLA COLORADO
AWARD OF EXCELLENCE IN DESIGN





IVGID Community Services Master Plan

Incline Village, Nevada

Design Workshop

The Design Workshop team was hired to lead Incline Village General Improvement District through a master plan process to update the Incline Village Recreation Facilities Master Plan. The plan analyzed the recreation and administration infrastructure needs of the District, study community needs and recreation trends, and recommends future recreational improvements. These recommendations provide specifics on improvement priorities and answer how, when and where the improvements will be made. The Master Plan was built upon a series of studies that have already been completed, including the Incline Beaches Opportunities Study, the Tennis Center Facilities Assessment study, and the Diamond Peak Master Plan. The master plan update summarized big ideas the District aspires to provide within a 5-7 year planning window, as well as provides direction for the Board of Trustees and staff to take action immediately and direct a strategic course including funding new projects.

Client Reference

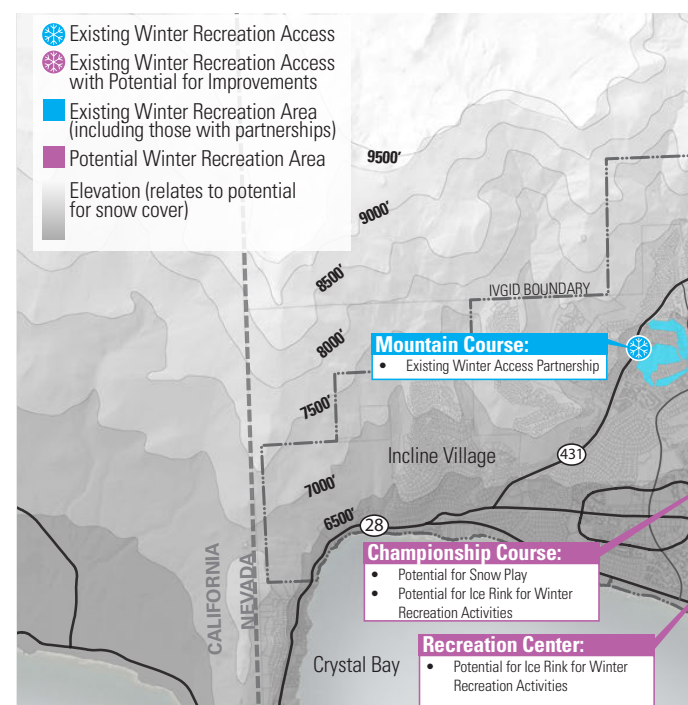
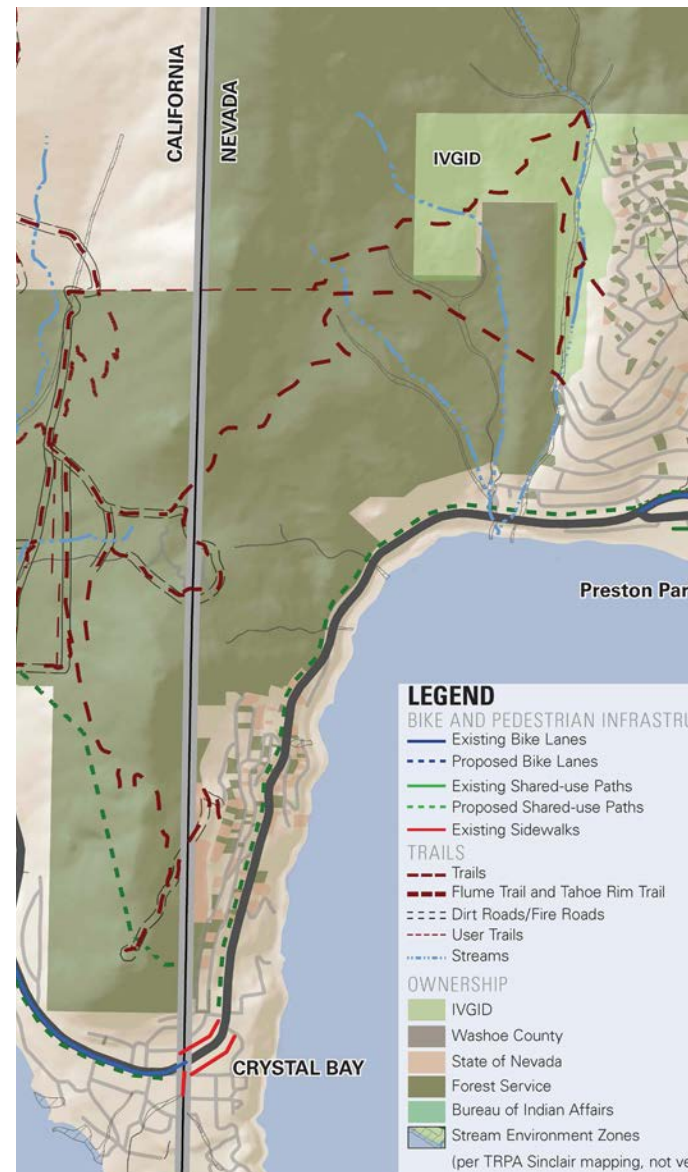
Indra Winquest, Director of Parks & Recreation,
IVGID, ISW@ivgid.org, 775.832.1323

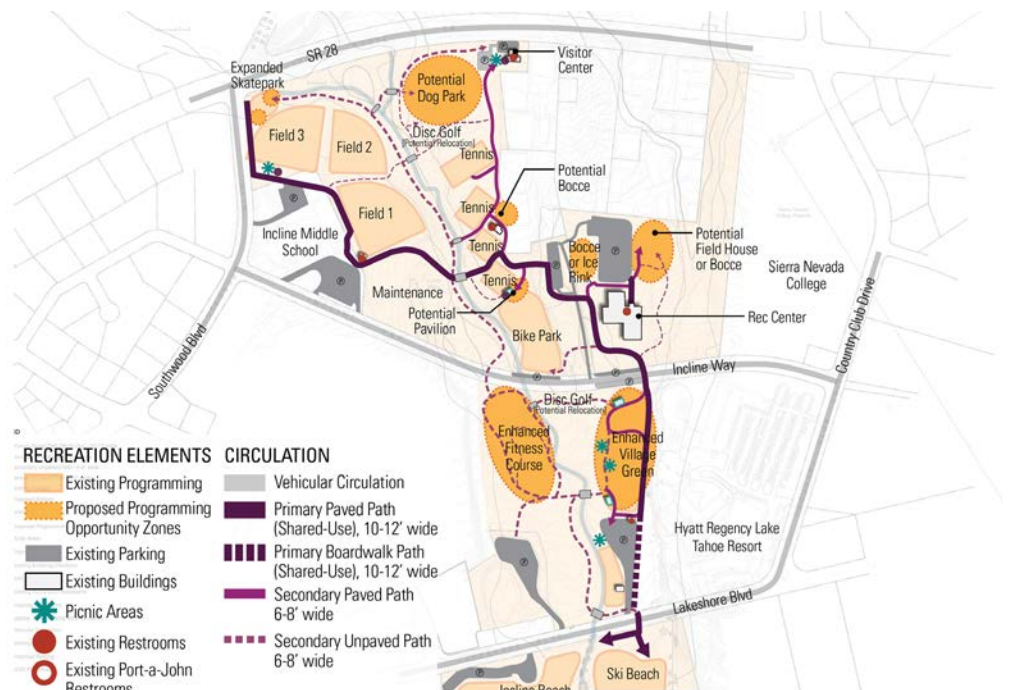
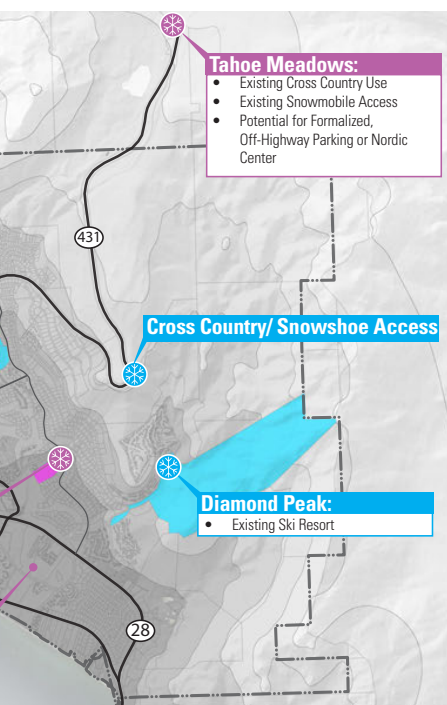
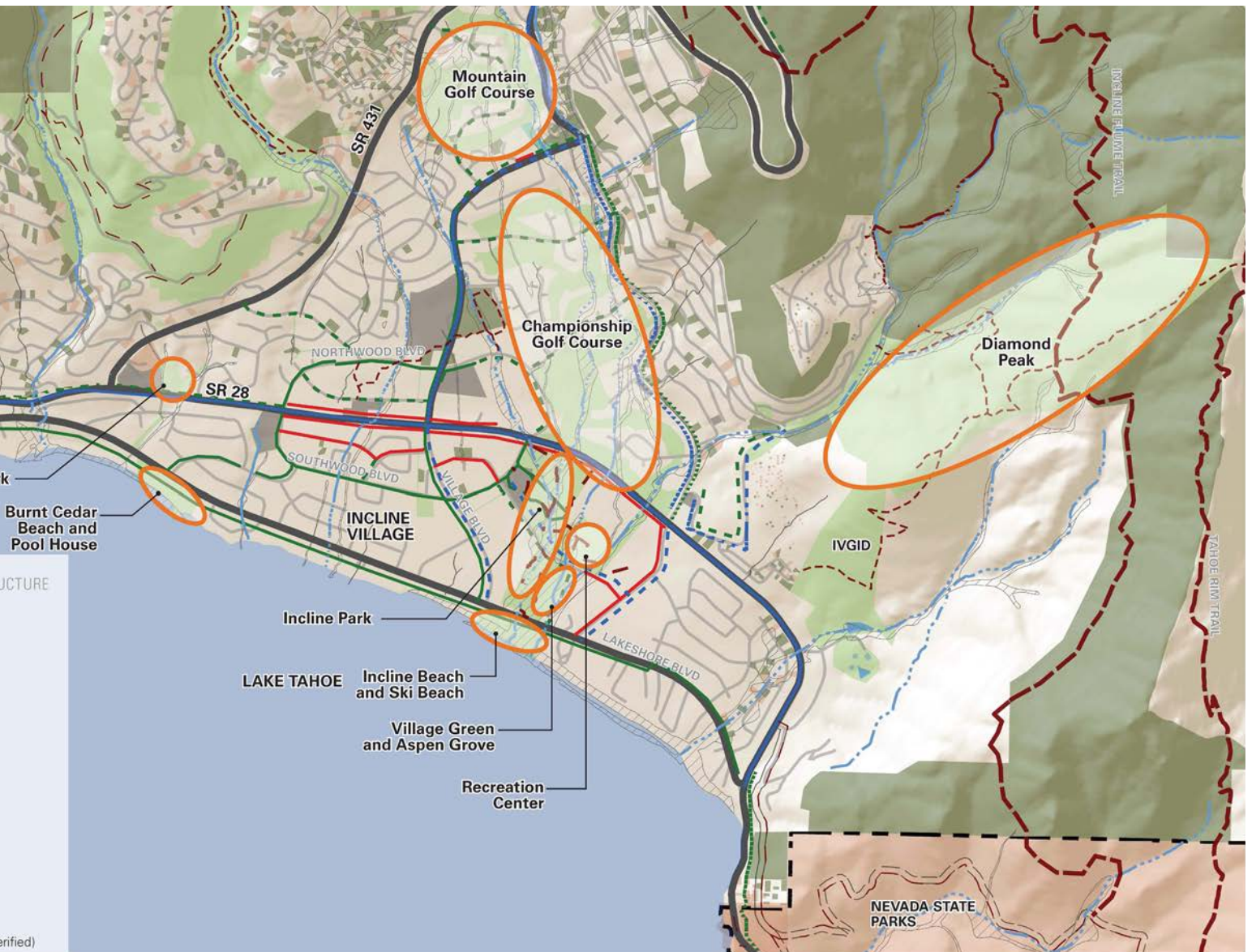
Funding Sources

Incline Village General Improvement District Fund

Planning Cost

\$302,800





Mariposa Recreation and Resiliency Plan

Mariposa County, California

Design Workshop

The Design Workshop team led Mariposa County through a master plan process to create the first official countywide parks and recreation master plan. The Plan enhances the quality of recreation while increasing the ability of the community and natural systems to prepare, recover, adapt, and grow from disruptive experiences. The Plan is grounded in a baseline analysis of the existing parks and recreation opportunities within the County and an assessment of the community's needs and trends impacting recreation. The proposed recommendations reflect Mariposa's unique population and situation as a recreation provider in a rural area. The Plan is a 20 year visionary document that sets the direction for Mariposa County as both a resiliency leader and a great place to live and recreate.

Client Reference

Mikey Goralnik, Community Design & Development Planner at Mariposa County,
mgoralnik@mariposacounty.org, 209-742-1222

Funding Sources

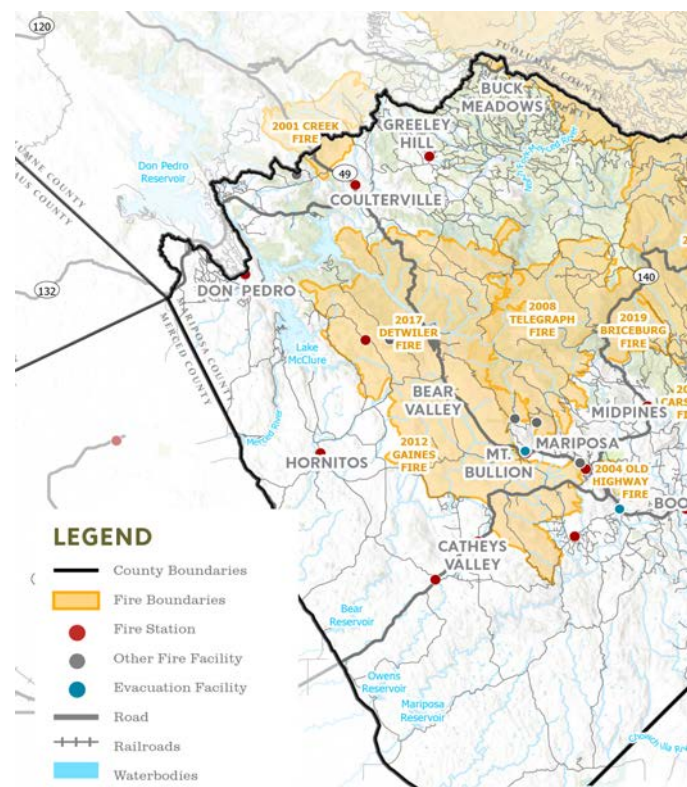
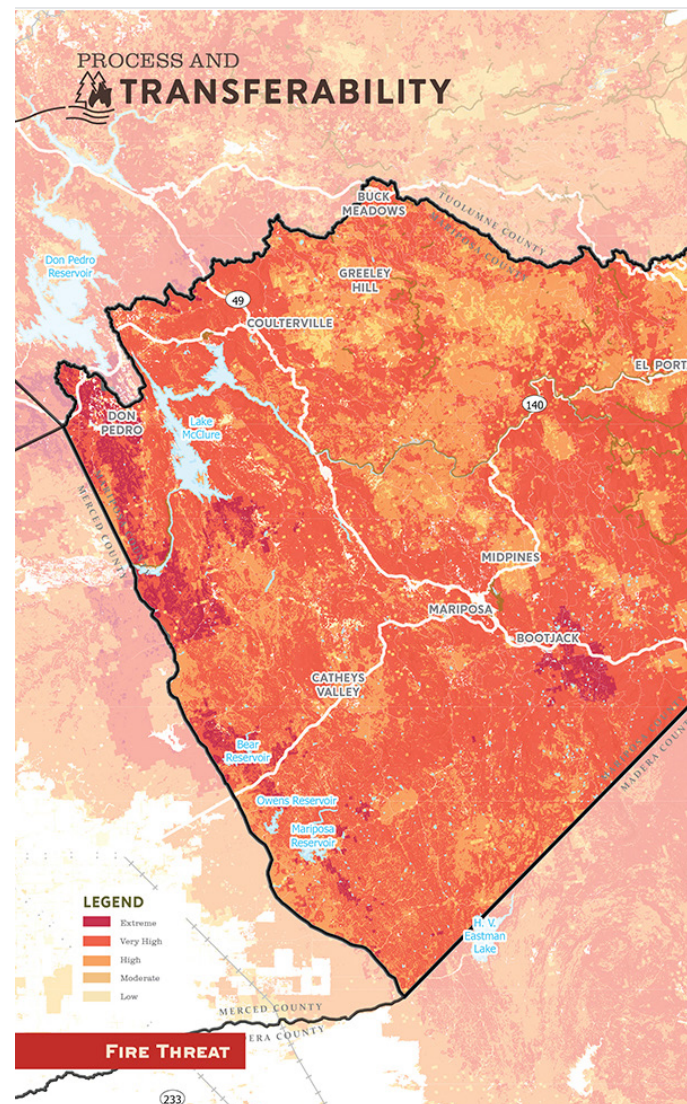
Mariposa County Fund

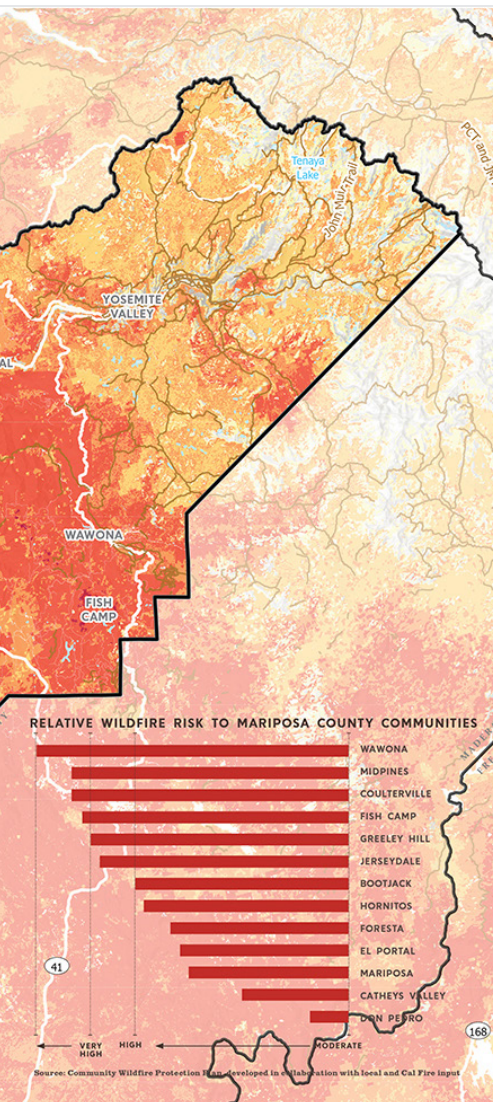
Planning Cost

\$149,995

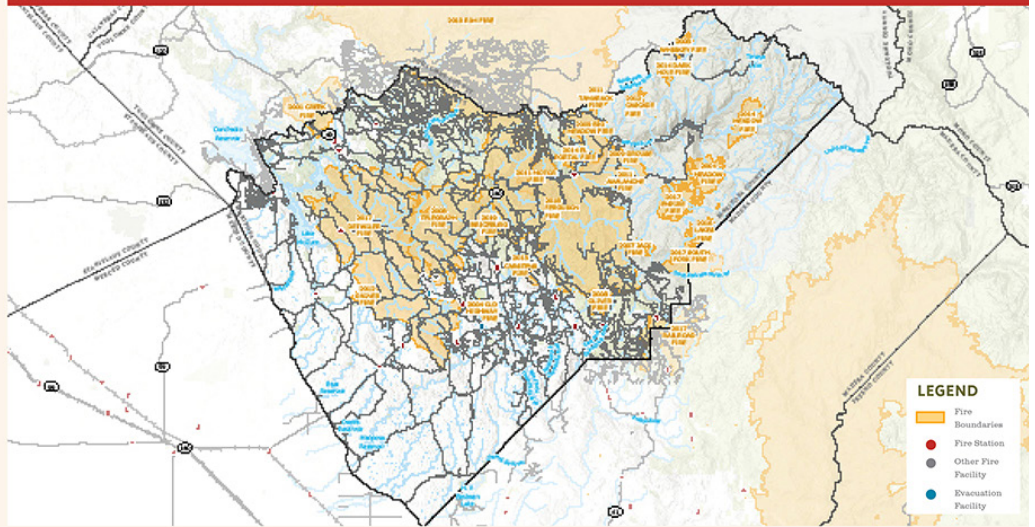
**ASLA NATIONAL
HONOR AWARD IN ANALYSIS AND
PLANNING**

**APA CALIFORNIA
BEST PRACTICES AWARD**

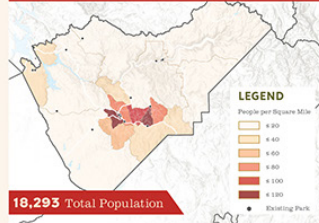




FIRE HISTORY



POPULATION DENSITY



Houston Arboretum & Nature Center

Houston, Texas

Design Workshop

Houston and the adjacent Gulf Coast area were hit with two extreme weather events over 36 months. In 2008, the area was struck by Hurricane Ike, and in 2011, Texas recorded its worst drought on record. The 155-acre Houston Arboretum and Nature Center (HANC) was hit hard and lost many mature trees. The Design Workshop team discovered that the underlying soil was much more conducive to supporting native prairie than woodland, so the new master plan called for restoring indigenous grasses more tolerant of weather extremes. HANC is now a resilient landscape, a refuge for native plants and animals, and a model for other regions facing similar environmental threats.

Client Reference

Debbie Markey, Executive Director, Houston Arboretum and Nature Center, dmarkey@houstonarboretum.org, 713.366.0371

Funding Sources

Privately funded through a Capital Improvement Campaign, Houston Funds, Various Grants

Planning Cost

\$513,000

Construction Cost

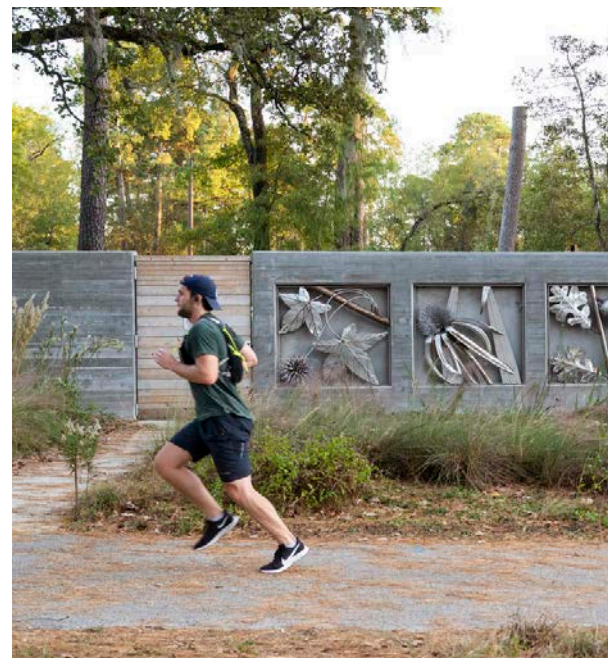
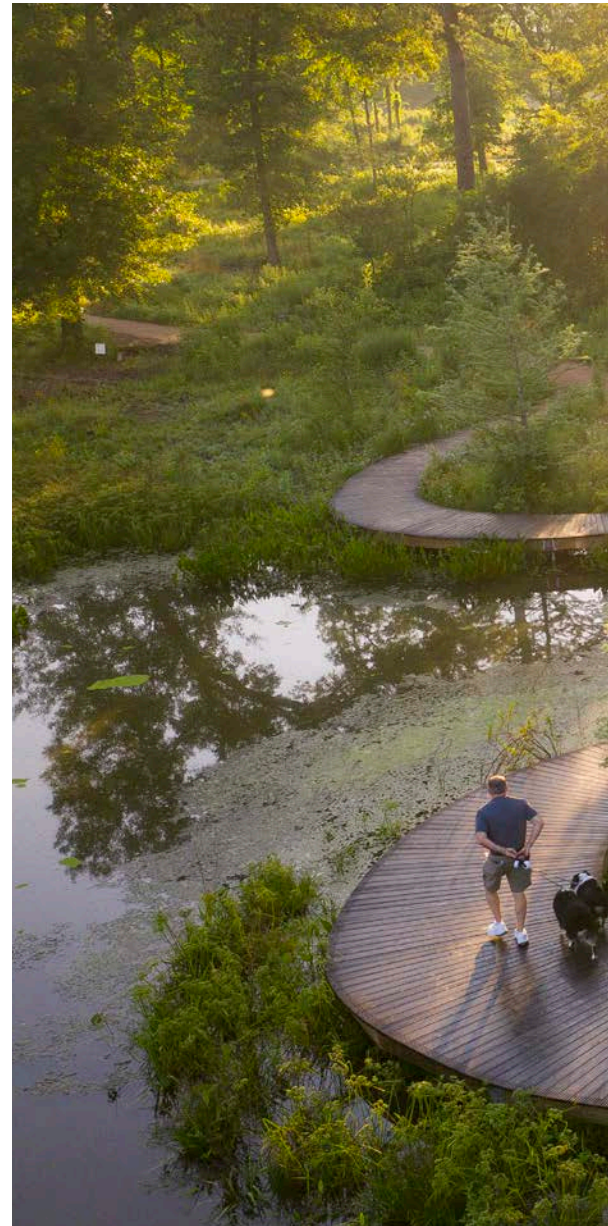
\$13,000,000 Construction

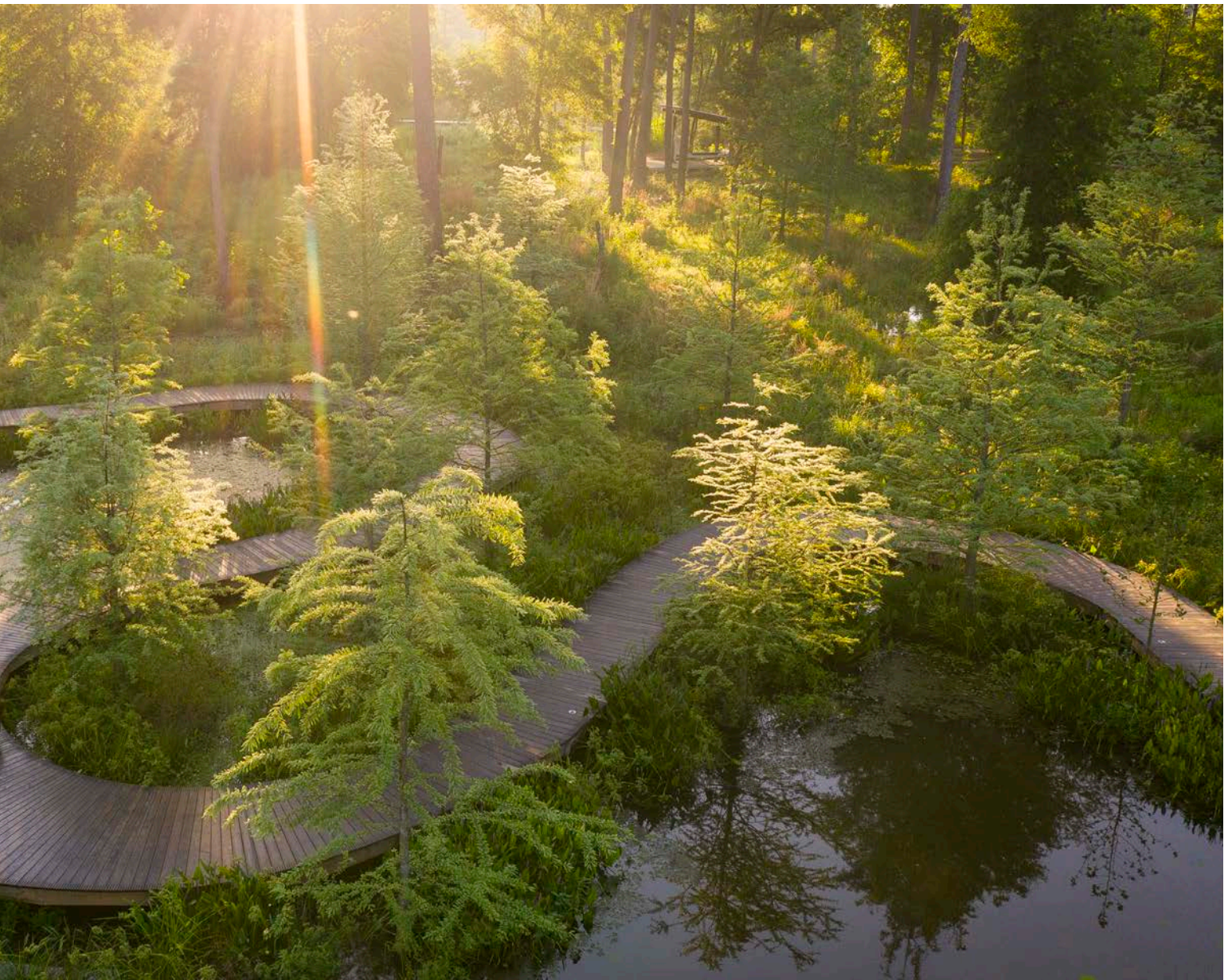
ASLA NATIONAL
HONOR AWARD FOR PLANNING & ANALYSIS

ULI HOUSTON
DEVELOPMENT OF DISTINCTION AWARD, FINALIST

ASLA TEXAS
AWARD OF EXCELLENCE IN DESIGN

APA TEXAS
PROJECT PLANNING AWARD





Spokane Parks and Natural Lands Master Plan

Spokane, Washington

Design Workshop

With a park system conceptualized by the Olmsted Brothers over a 100 years ago, Spokane's Parks and Recreation Department has grown to include 4,100 acres including 87 neighborhood parks, urban forest and trail network. The City's master plan is now more than ten years old and lacks guidance for holistic maintenance, investment and funding. Design Workshop was selected to lead this effort starting with a robust study to analyze the park system through an equity lens. Included in the evaluation was determining gaps in the existing system, historic investments, diverse community desires, and park conditions. Overlaying demographic socioeconomic and health disparities information provided a holistic look at areas of need. The assessment and public engagement process closely examine equity and inclusivity for play and preservation with defensible logic for prioritization of investments and changes to programs and maintenance standards. Implementation of recommendations for greater equity is wide-reaching such as: municipal code revisions, existing park redesign and input processes, partnerships with homelessness services providers, and parks staffing policies.

Client Reference

Nick Hamad, Park Planning and Development Manager, City of Spokane, nhamad@spokanecity.org, 509.363.5452

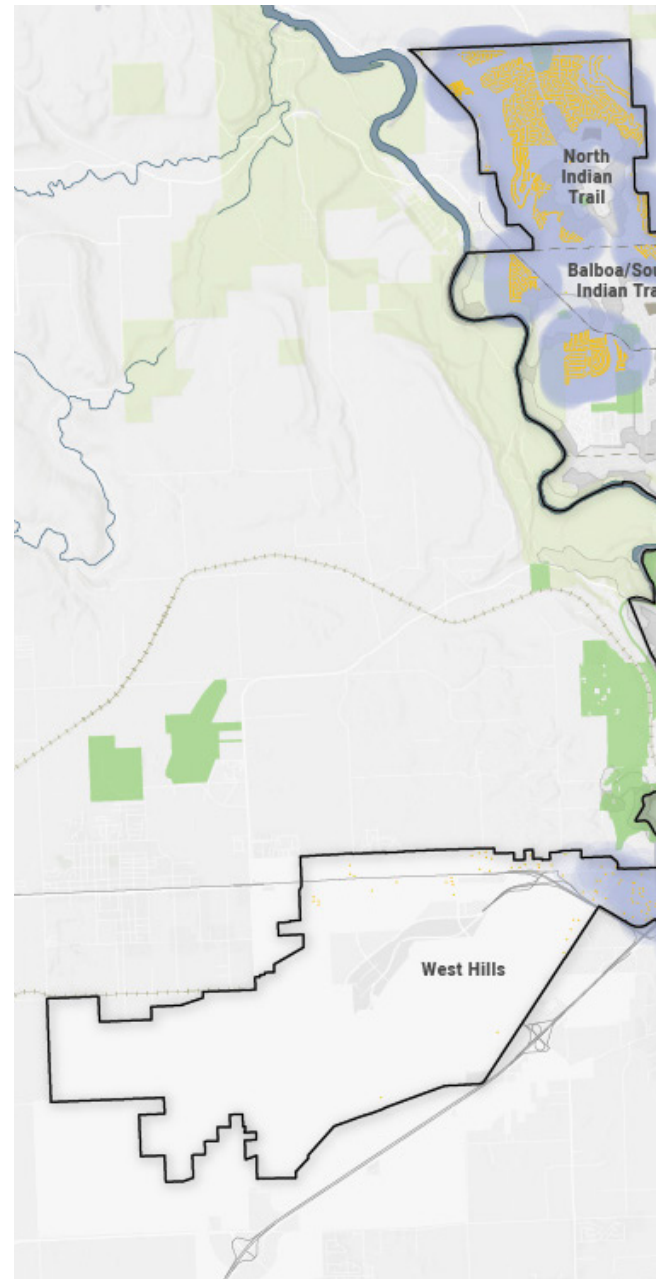
Funding Sources

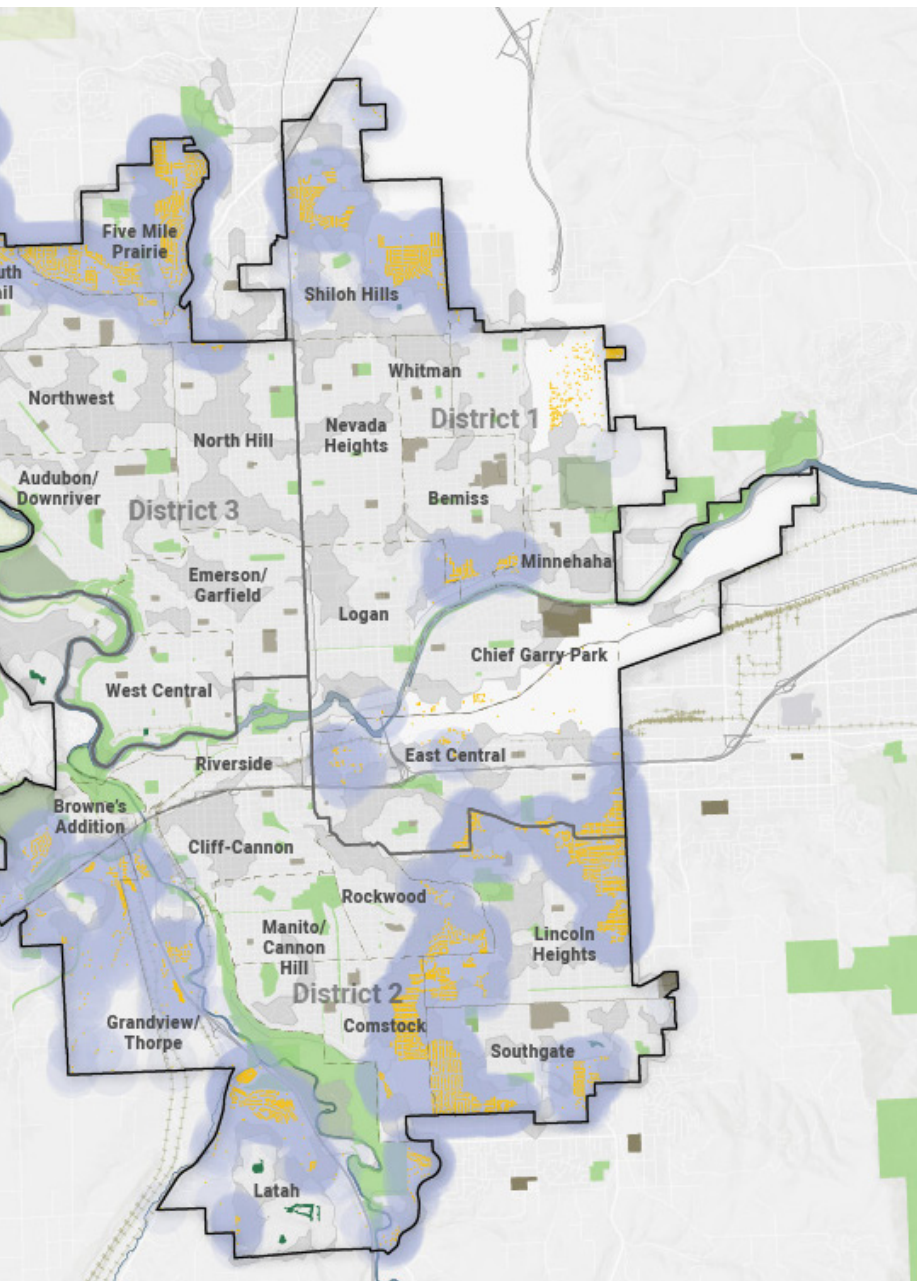
State Grants, City General Fund, Parks Foundation, Currently seeking a voter approved bond

Planning Cost

\$348,530

APA WASHINGTON
AWARD OF EXCELLENCE IN PLANNING





LEGEND

- Park Gaps
- Homes Located Outside 10-Minute Park Walk
- 10-Minute Walkshed
- 5-Minute Walkshed
- Public Schools
- Spokane Parks and Natural Lands
- State Parks
- Private Unit Development Parks
- Golf Courses
- Spokane City Limits
- Spokane Districts
- Spokane Neighborhoods
- Highways
- Railroads
- Water Bodies

0 0.5 1 2 Miles





Peak One and Pine Cove Recreation Master Plan Update

Frisco, Colorado

Design Workshop

A renovation to the Peak One and Pine Cove Campgrounds was proposed by the United States Forest Service to create a space where all camping levels of experience could experience the beauty of Summit County, Colorado.

The basis for the renovation process applied the ideology of stewardship and conservation of the existing land that is paramount to the USFS. This allowed the project team to mold the planning process around what was already successful for current site users, while focusing in on specific areas. For example, the team

developed a vignette for the "Outdoor Living Room": a template for each individual campsite that addressed the specific program needs for each site, as well as ADA accessibility. Taking such a template and tailoring each site to the land produced a plan that fit into the existing landscape, instead of forcing itself upon it. Thus, providing a refreshing experience for all who wish to explore the site, no matter age, ability or outdoor experience level.

Client Reference

Cory B. Richardson, Recreation Staff Officer,
US Forest Service, cory.richardson2@usda.gov,
970.262.3446

Funding Sources

Federal Funding

Planning Cost

\$35,894

Aquatics Facility Master Plan

Carbondale, Colorado

Reinvisioning a beloved community pool

Located in the heart of downtown Carbondale on Main Street, the John M Fleet Pool has long been overdue for an update. Due to its small size the pool is frequently overcrowded, deterring some that would like to enjoy the amenity. As a result of it's design and layout of the facility, maintenance and providing a safe environment for patrons has been a struggle.

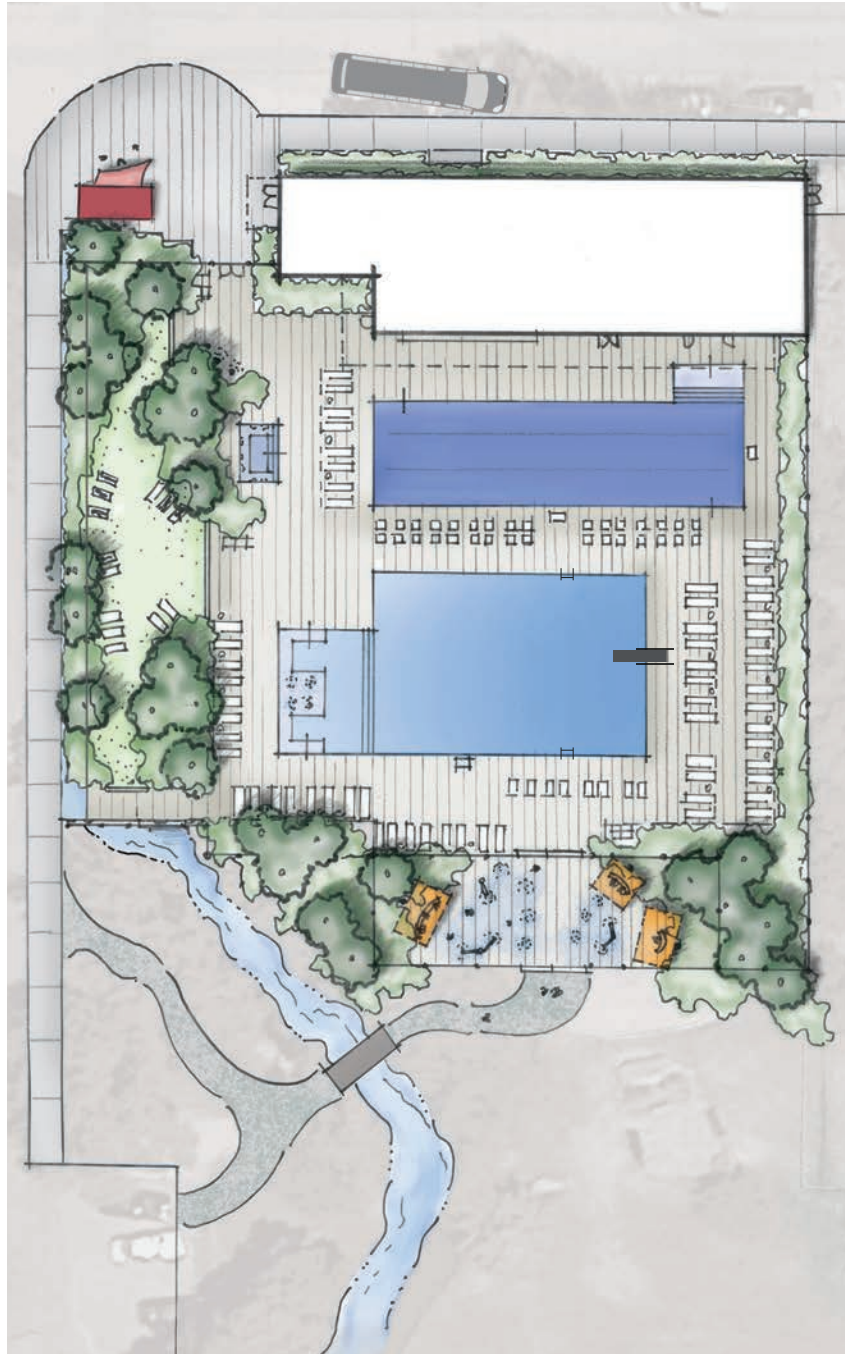
Collaborating closely with the town of Carbondale and the local community, combined with thorough research and analysis, Design Workshop helped Carbondale reinvision what the loved community pool could be for the town. Instead of having just a kiddie pool and a main pool. The new plan includes three separate pools to allow multiple uses and activities to take place at the same time. Additionally, a splash pad has been added to the south adjacent to Sopris Park, allowing for extended seasonal usage. To the west, of the pool is a family lawn play area. At the northern end of the site, is a new two-story building. This two-story building would serve dual purpose with the main floor being for the John M. Fleet Pool, and the second floor being open to be designed in another function such as affordable housing, community center, a studio space, etc. The Aquatics Facility Master Plan has been adopted by the Town of Carbondale.

Client

Town of Carbondale

Services Provided

Mater Planning, Community Engagement, Research and Analysis



Reference

Eric Brendlinger, Parks and Recreation Director,
Town of Carbondale, 970-319-2494,
ebrendlinger@carbondaleco.net

**TRANSFORMATIVE PROJECT #7:
REVIVE OUR RIVER**


Salt Lake City Public Lands Plan

Salt Lake City, Utah

Design Workshop

As the City's first public lands master plan in nearly 30 years, this was the opportunity for citizens to chart a future for their 83 parks, 70-miles of trails, 1,700-acres of natural lands, 108 holes of golf, and 86,500 urban trees. Salt Lake City's Nature is a sanctuary for diverse people. Over one-in-five Salt Lake City residents identify as Hispanic or Latino, Utah has the third highest share of Native Hawaiian or Other Pacific Islander population in the nation, and over 120 languages are spoken. Reimagine Nature delivers a transformative vision for the next 20 years and is informed by over 12,000 community members. Community input expressed a heightened awareness that

many complex factors impact planning for public lands: homelessness, climate resiliency, racial justice, urban tree health, food deserts, ecological balance and population increases. These topics have broad implications for the city and could have been dismissed as outside the parks department's influence. Instead, the master plan became a champion for these topics, forming solutions to improve the city's equity, livability and stewardship through five tangible goals and ten transformative projects. Design Workshop's leadership in crafting this plan included using compelling graphic design and story-telling, data-driven assessment and performance metrics, compelling a legion of local ambassadors and an action plan that speak both to technocrats and community members.

Client Reference

Nancy Monteith, Landscape Architect and Park Planner, Salt Lake City Corporation, nancy.monteith@slcgov.com, 801.535.6234

Funding Sources

City General Fund, Development Impact Fees, Various Grants, Currently seeking a voter supported bond

Planning Cost

\$286,985

**APA UTAH
HIGH
ACHIEVEMENT
AWARD FOR
PUBLIC
ENGAGEMENT**

**ASLA NATIONAL
HONOR
AWARD FOR
ANALYSIS AND
PLANNING**



Spooner Frontcountry Improvements

Lake Tahoe, Nevada

Design Workshop

Located on the ridgeline above Lake Tahoe, Spooner Lake State Park serves mainly as a backcountry trailhead to thousands of users each year with access to dozens of miles of trails. Nevada State Parks engaged Design Workshop to develop a plan that improves the day user experience while better utilizing the park's frontcountry. Public outreach with online survey showed there is a desire to expand day use opportunities with fishing, hiking, biking, picnicking, and group events.

Multiple design plans were developed for review and input from State Parks staff

showing opportunities for public access, revenue generating event spaces, picnic areas, lake access, improved parking, interpretive trails, wayfinding, and trail hierarchy. In addition, an assessment of the existing buildings was conducted with recommendations for a new visitor's center, new group pavilion, restrooms and renovations to the existing entry station. Phase 1 construction of the new visitor center and amphitheater is underway with planned completion in 2022. Recently completed Phase 2 Construction Documentation.

Client Reference

Kevin Sellstrom, Project Manager,
Nevada Division of State Parks,
ksellstrom@parks.nv.gov, 775.684.2790

Funding Sources

Nevada State Funds, Tahoe Fund (non-profit),
Nevada Regional Transportation Funds

Planning Cost

\$210,781



Van Sickle Bi-State Park Plan and Vision Plan

South Lake Tahoe, California & Stateline, Nevada

Design Workshop

Van Sickle Bi-State Park includes a 575-acre parcel of land deeded to the Nevada Division of State Parks and approximately 150 acres of adjacent land in California owned by the California Tahoe Conservancy. The result was the development of the country's second bi-state park. Design Workshop was instrumental to drawing together Nevada State Parks, California Tahoe Conservancy, California State Parks and numerous stakeholders to identify appropriate recreational uses and program elements for the park.

Design Workshop was retained to develop a comprehensive parks and trail master plan for the diverse group of stakeholders and users. Outreach strategies included conducting smaller work sessions with user groups including the equestrian community, mountain biking organizations and hiking clubs. Since many of these user groups would be using the trailheads and trail system, minimizing conflict and where possible separated trails was a focus of the trail master plan. The final master plan includes day use and overnight facilities for traditional camping and equestrian camping. Phase One, implemented in fall of 2014 includes parking and staging for horses, picnic and day use areas and trailhead signage and mapping. Most recently Design Workshop updated the park's vision plan that include additional day use and trails as well as a range of overnight camping opportunities.

Client Reference

Dana Dapolito,
Planning Program
Manager, Nevada
State Parks,
ddapolito@parks.
nv.gov
775.684.2740,

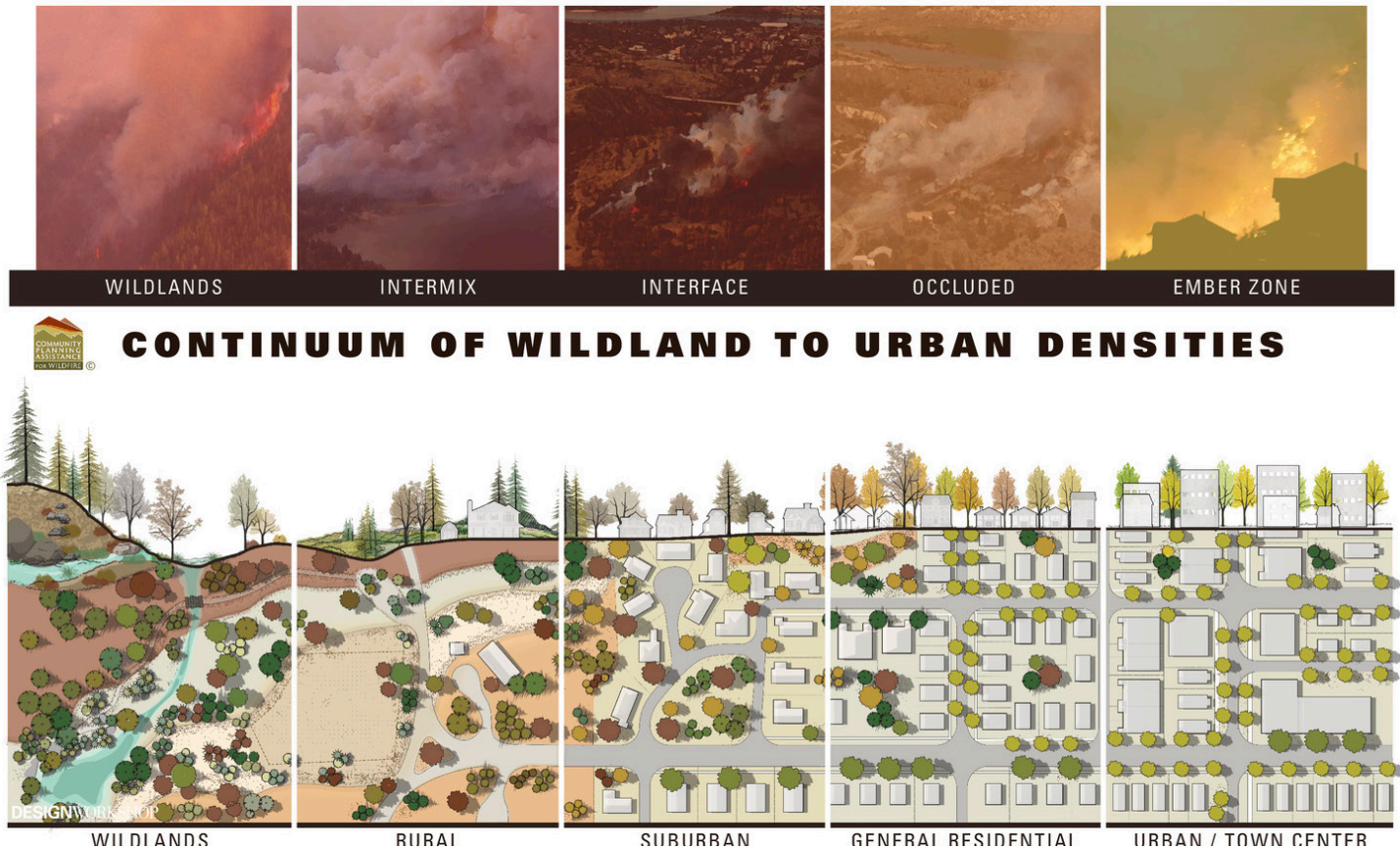
Funding Sources

Nevada and
California State
Funds

Planning Cost

\$205,525

**TAHOE REGIONAL
PLANNING
AGENCY
BEST IN THE
BASIN**



Communicating Wildfire Planning and Design Concepts

National

Design Workshop

As development increases in wildfire-prone areas across the U.S., are experiencing the effects of devastating wildfires. Communities are seeking ways to mitigate, or reduce, risk and impacts, using land use planning tools to guide development decisions results in safer places to live. Although many communities are interested in integrating wildfire into land use decisions, designers and planners may lack the technical expertise or resources. Addressing this challenge is the Community Planning Assistance for Wildfire (CPAW)

program, founded to provide free technical services to empower communities, designers and planners with effective land use solutions for at-risk areas. Multidisciplinary CPAW teams provide recommendations to improve plans, policies, and regulations. CPAW engaged Design Workshop to develop a foundational visual series to communicate and educate wildfire planning concepts with the public, elected officials, and other audiences. This new library of assets translates technical concepts related to wildfire, vulnerability, and mitigation into easily understandable visual resources and promotes increased uptake of wildfire planning mitigation techniques across multiple jurisdictions. These graphic tools have been integrated into nearly 30 land use codes throughout the country to date.

Client Reference

Molly Mowery, Executive Director, Community Wildfire Planning Center, 303.358.9589, molly@communitywildfire.org

Funding Sources

Communicating Planning Assistance for Wildfire Program

Planning Cost

\$22,088

**ASLA NATIONAL
HONOR AWARD FOR
COMMUNICATIONS**

**ASLA COLORADO
MERIT AWARD
FOR RESEARCH &
COMMUNICATION**

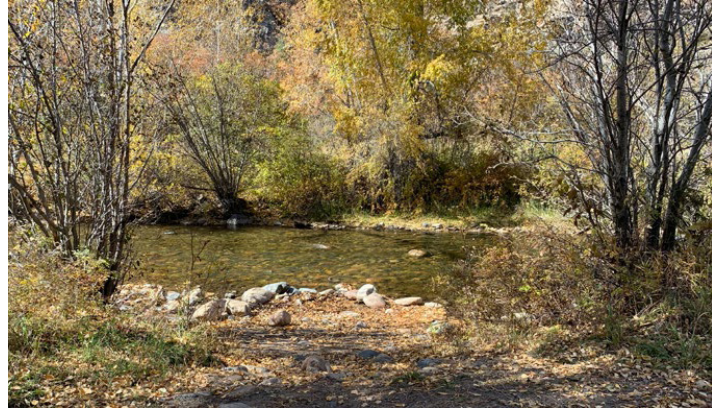
Pecos Canyon State Park Master Plan

Pecos, New Mexico

Biohabitats

Biohabitats is advising with the ecological vision for the Pecos Canyon State Park Plan. The newly created 3,000-acre state park in north central New Mexico is near the Pecos wilderness of the Sangre de Cristo Mountains, with elevations up to 8,196 feet. A short drive east from Santa Fe and north of the Village of Pecos, the park is currently under development and will offer fishing, camping, hiking, and more. Biohabitats is helping to bring this to fruition.

Collaborating with water systems and civil engineers, landscape and building architects, fluvial geomorphologists, and GIS specialists, Biohabitats has evaluated seven recreation areas along the Pecos and Mora Rivers within the park, and provided recommendations and regulatory



guidance for the planning process. The Pecos River is designated a Wild and Scenic River, which will have implications for design and permitting. Currently, the Biohabitats team is providing comments to design plan drafts.

Client Reference: Emily Stout, Architect, New Mexico State Parks, emily.stout@state.nm.us, 505.476.3382

Planning Cost: \$57,570

Coyote Creek State Park Water Systems Assessment

Guadalupita, New Mexico

Biohabitats

Coyote Creek State Park is nestled in the Sangre de Cristo Mountains along the meandering banks of the stream. Located south of Taos, the park is enclosed by a forest of spruce and pine, the small valley displays abundant wildflowers and beautiful fall foliage. The 462-acre park sits at an elevation of 7,667 feet and offers a visitor center, camping and amenities, fishing, and hiking and birding along a 2-mile trail.

Demand for outdoor recreation has driven the addition of new amenities. This includes upgrades to the existing water supply system. Biohabitats assessed the existing spring-fed system and has completed engineering design and permitting for the public water supply system, including installation of a new groundwater well and



treatment and pressurization. Biohabitats is also assisting with NEPA documentation for the NPS and mapping the site in GIS with existing overlays for new buildings, circulation, and infrastructure for the environmental clearance process with the US Fish and Wildlife Service.

Client Reference: Emily Stout, Architect, New Mexico State Parks, emily.stout@state.nm.us, 505.476.3382

Planning Cost: \$46,600

Crystal Lakes Wildfire Mitigation

Larimer County, Colorado

Blue Mountain Environmental Consulting

Larimer County hired Blue Mountain Environmental Consulting to oversee hazardous fuels treatment on open space surrounding a 100-acre subdivision in the wildland-urban interface (WUI).

The project was located in unincorporated Larimer County, approximately six miles south of the Colorado/Wyoming border. The subdivision is surrounded by approximately 400,000 acres of Arapahoe and Roosevelt National Forests. This forest is unmaintained and presents a critical fire threat. The current mortality rate of the forests surrounding the subdivision is extremely high.

Blue Mountain Environmental Consulting conducted a homeowner's association meeting and a Home Ignition Zone demonstration for homeowners. We utilized GIS



to flag boundaries and riparian areas, conducted a forest stand evaluation to identify the quantity of forest material to be removed. On various properties, we marked individual trees to create fuel breaks, while monitoring the project implementation.

Client Reference: Cheryl Poage, Director, Crystal Lakes Road and Recreation Association, cheryl@poage.com, 303.829.0126

Planning Cost: \$44,968

Black Canyon Road Open Space Plan

Manitou Springs, Colorado

Blue Mountain Environmental Consulting

The City of Manitou Springs retained Blue Mountain Environmental Consulting (BMEC) to assist in the development of the Black Canyon Road Land Stewardship Plan. The plan is a working document that establishes open space goals, existing conditions, and recommendations for short- and long-term management and monitoring.

Black Canyon Road Open Space is adjacent to Manitou Springs and allows public access for passive recreation.

The 33-acre property supports recreation, education, natural habitat, open space and historical conservation values of the local area.

Blue Mountain Environmental Consulting visited the site to document baseline conditions for the conservation

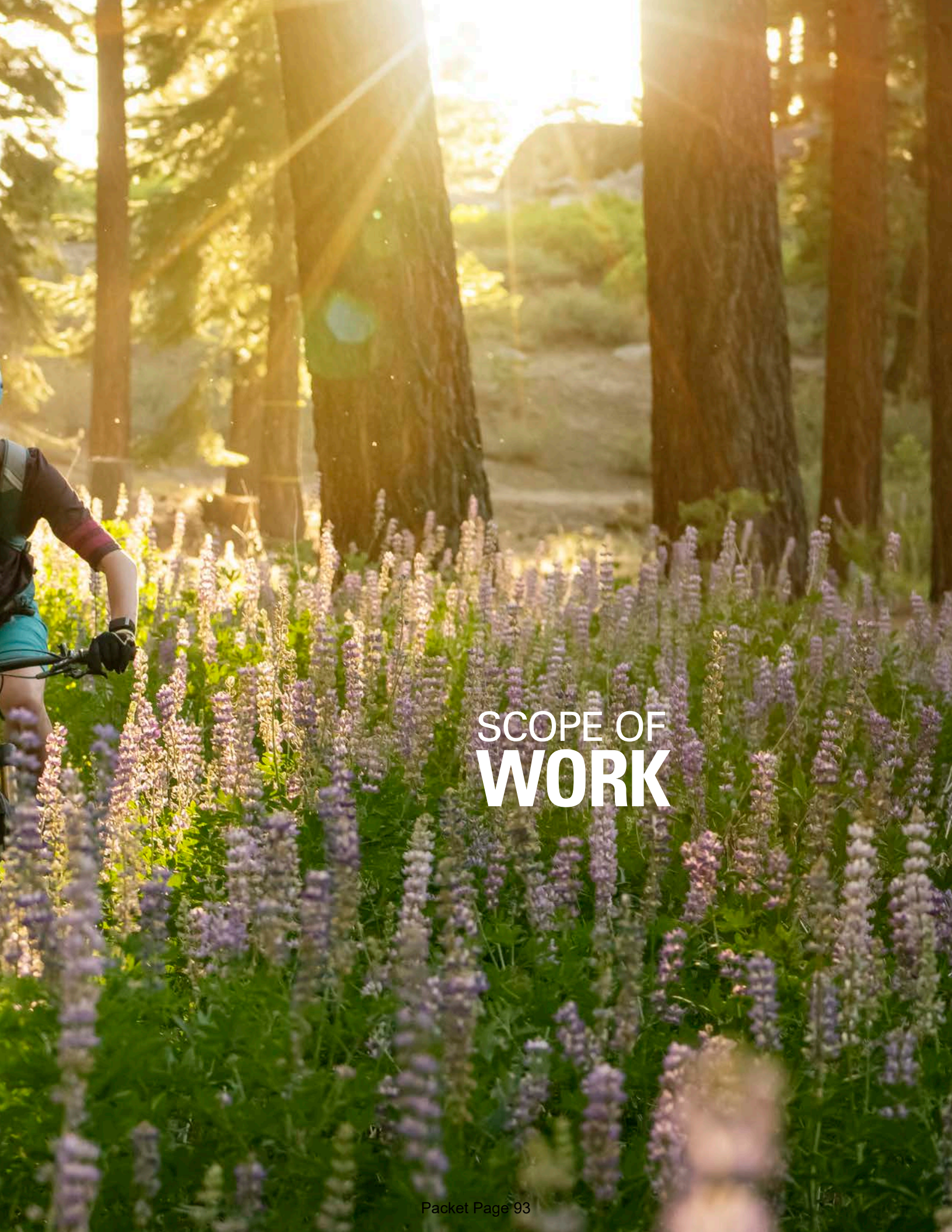


easement baseline report. Blue Mountain also participated in two Open Space Advisory Committee meetings to discuss project needs and priorities. A final Black Canyon Open Space Land Stewardship Plan was completed in February of 2017. It includes goals and objectives related to open space, recreational use, trail safety, wildfire hazard, transient populations and signage.

Client Reference: Wade Burkholder, Planner, Bloomfield Township (Former Planning Director for City of Manitou Springs), wburkholder@bloomfieldtwp.org, 248.433.7795

Planning Cost: \$11,340



A person is riding a bicycle through a field of tall purple flowers in a forest. The sun is low in the background, creating a warm, golden glow and long shadows. The person is wearing a blue shirt and a backpack. The text "SCOPE OF WORK" is overlaid in the center-right of the image.

SCOPE OF **WORK**

Project Background and Understanding

The City of Glenwood Springs is seeking a collaborator to aid in planning recreation improvements of the South Canyon area – approximately 3,000 acres at the confluence of the Colorado River and South Creek Canyon. This master plan will focus on connecting existing recreation amenities compatible with adjacent historical, residential, environmental, and infrastructural features. These include a city landfill, a shooting range, an undeveloped natural hot springs, and unmanaged open space to bring together multiple user groups.

The City, known for its destination amenities, is geographically constrained in creating new opportunities for open space and recreation, making South Canyon the ideal location to bring user groups together in a prime location. The plan will provide guidance on fire mitigation and habitat management, as well as recreation and development potential of the natural hot springs, taking community and stakeholder feedback into account.

Project Approach

Design Workshop's approach to design is a commitment to legacy. This requires careful consideration of many factors including environmental sensitivity, community support, economic viability, and artful execution. We aim to connect experiences within our profession with our community to create meaningful involvement and energize residents to aid in developing a strong and shared vision.

Design Process

The overarching goal for this project as currently envisioned by The City of Glenwood Springs is clearly understood by our project team. This is a legacy project that has the potential to greatly increase our city's outdoor recreation amenities, protect sensitive wildlife habitat, increase public safety, and preserve a historically significant landscape. Our comprehensive process of design, planning, community engagement, and strategic services is tailored to help communities achieve such goals. We intend to utilize a thorough but efficient project management approach to leverage the collective expertise of our team, our clients, and our community to discover the highest potential for South Canyon.

Community Engagement

For this project to be successful, area residents, public agencies, recreationalists, and other stakeholders must be able to productively provide their input throughout the planning process. Our team's communication strategy and ensures a wide net of outreach that is inclusive, engaging, and tailored to project needs. We will work with you at the kickoff to establish engagement targets and schedule stakeholder meetings. This will enable our team to track how engagement is meeting our targets, or when we might need to pivot. Our engagement approach will focus on understanding key issues, constraints, and opportunities through a series of small group conversations, followed by larger community-wide engagement to solicit broader feedback. This two-pronged approach will enable us to funnel direction down into a single cohesive vision that balances the needs of the city and its community.

Effective Project Management

Our team is committed to delivering great work for the City of Glenwood Springs through a collaborative and efficient process. Design Workshop's project management system provides for regular communication and quick response from the Project Manager and/or Principal-in-Charge and tight controls of project budgets and schedule. Our process enables us to fully achieve project objectives, satisfy your requirements and fulfil your expectations. Quality Control is built-in to our management processes, with editorial review of content, internal peer reviews, graphic format quality checks, and writing style standards and guides implemented at project milestones.

The Design Workshop Team is passionate about meeting individual project needs. We understand how to effectively manage projects within established budgets. Our success is evident through both client references and repeat work where clients repeatedly thank us for being responsive, flexible, and exceeding expectations.

Scope of Work

The following outlines the scope of work to meet the objectives in the Request for Proposals issued by The City of Glenwood Springs. While the narrative is organized in a linear order, many tasks will be integrated in a concurrent manner as depicted in the project schedule. Work to be performed will be in collaboration with City staff, stakeholders, and consultant teams.

Phase 1 Project Visioning & Startup

Task 1.1 Project Management Plan

To support the project kickoff and enhance day-to-day performance and project progress, an initial phase of project management organization will take place. Every phase of the project will involve management from Design Workshop's Principal-in-Charge, Darla Callaway, and Project Manager, Dylan Bagnasco. Direct communication will be provided through memorandums, regular phone calls, and emails throughout the entirety of the project. To ensure a collaborative partnership, we propose bi-weekly team meetings between Design Workshop's project manager and the City of Glenwood's project manager. Additionally, a progress report detailing all tasks completed during each billing cycle will accompany all invoices. Drafts of the following will be developed in advance of the meeting and refined throughout the meeting.

Deliverables

- Project Management Plan (PMP)
- Project Critical Success Factors (CSF): The features or results that must be accomplished for the client and essential stakeholders to consider the project a success
- Detailed Work Plan and Project Schedule: Outlook of project phases and major milestones
- Project Risk Management Plan: Documents potential risks and/or changes during the project and offers solutions
- Communication Plan – to outline the method and schedule for communication and interaction

Task 1.2 Project Kick-Off

The project will begin with a Strategic Kick Off (SKO) workshop with the consultant team and key City staff, to review the scope of work, identify stakeholder resources, and develop a preliminary understanding of the project principles, goals, and objectives. The SKO may take place in Glenwood Springs and will include a site visit.

Deliverables:

- Half day in-person kick off meeting and tour with project team
- Establishment of monthly / bi-weekly calls with Project Manager(s) (12, 1-hour meetings included), including meeting agendas, notes with action items

Phase 2 Inventory & Analysis

The City of Glenwood Springs has invested significantly in understanding South Canyon's biological and historical resources. A critical first step is preparing a synthesis of these findings and identifying the factors that will influence the master plan recommendations. Following the project launch, the team will form an understanding of existing conditions, compiling spatial data within the immediate vicinity, understanding the goals of the project, and summarizing environmental and ecological conditions and limitations.

Task 2.1 Resource Inventory

Our team will review relevant planning documents and existing environmental conditions to inform our management and any potential development recommendations, including but not limited to:

- 2021 Wright Water Engineer's South Canyon Hot Springs Water Quality Analysis
- 2020 Survey of Critical Biological Resources of South Canyon Glenwood Springs, Colorado
- 2017 History and Summary of South Canyon Coal Mine Historic Site
- 2017 Technical Report for Environmental Process Control of South Canyon Hot Spring
- The South Canyon Trails Plan prepared for Roaring Fork Mountain Bike Association
- 2021 South Canyon Public Open House
- 2022 South Canyon Planning Questionnaire Responses Summary
- Additional Reports as made available by the City

Combining the consultant team's expertise in understanding regulatory and physical land constraints, we will complete a review of existing conditions for South Canyon. This assumes that necessary spatial data exists for topography, aerial imagery, location of structures, site features and utilities.

Using the information available, we will develop planning-level base maps and create a summary of opportunities and constraints. This information could be placed on the city's website or social media to provide the community an opportunity to begin following the project.

Deliverables

- Previous plans and policies review summary memo
- Mapping and document package of environmental and ecological existing conditions

Scope of Work

- Geographically referenced inventory base mapping
- Review Memo of wildfire history of the area

Task 2.2 Analysis of Findings

The project team will build upon previous plans and studies as well as new findings to inform overall project direction. Through a combination of mapping and diagramming, a thorough understanding of site constraints and opportunities will be created. This will be a graphic and written package that sets the stage for public engagement and plan development.

Deliverables

- 24 x 36 base map/s of larger landscape context (scale TBD) showing, at a minimum:
 - o City limits
 - o Transportation infrastructure
 - o Watersheds
 - o Residential context
 - o Public and private lands
 - o Access
 - o Topography
 - o Ecological zones
- 24 x 36 base map/s of entire site (scale TBD) showing, at a minimum:
 - o Topography (LIDAR)
 - o Aerial imagery
 - o Location of existing structures & site features
 - o Location of existing Roads & Trails
 - o Location of Existing Utilities.
 - o Location of Existing program elements such as shooting range, landfill
 - o Steep Slopes
 - o Areas of high wildfire risk

- o Areas of sensitive wildlife habitat
- o Dominant vegetation
- Seasonal Use diagrams illustrating usage of:
 - o Wildlife habitat (calving areas, migration corridors, year-round usage)
 - o Gun Range
 - o Trails
 - o Archery Range
 - o Landfill
 - o Hot Springs
- Wildfire Risk Analysis
- Emergency Preparedness Analysis

Task 2.3 Stakeholder Engagement

Utilizing materials developed from previous sub-phases, Design Workshop and the consultant team will convene relevant stakeholders, including representatives from: South Canyon Neighborhood Association, Roaring Fork Mountain Bike Association, Colorado Parks & Wildlife, US Forest Service, Bureau of Land Management, Glenwood Springs Gun Club, and the Colorado Division of Reclamation, Mining and Safety. These meetings will provide invaluable input to guide project planning objectives and our team's understanding of the various use groups.

This task provides key stakeholders an opportunity to provide input on the management plan, voicing their needs and desires for the future of South Canyon. Individual interviews or stakeholder roundtables will be held using an online Zoom format for attendance and scheduling purposes. This interview format will help us to understand any issues and opportunities from the individual or organizational perspective.

Deliverables

- Agendas and meeting prep sheets including questions for facilitated discussion
- Base maps to facilitate discussion of the site
- Up to seven (7) one-hour individual or small group meetings with identified stakeholders.
- Summary of key findings

Phase 3 Alternatives & Considerations

Upon Completion of stakeholder meetings and review of previous plans, studies, and existing conditions, Design Workshop and the consultant team will proceed to develop master plan alternatives that test a range of options for future development and management of South Canyon. These diagrammatic plans will allow the team to engage the public in a more meaningful and organized way that includes solicitation of feedback on alternatives.

Task 3.1 Development of Master Plan Alternatives

The project team will study various options for development, wildfire mitigation & emergency preparedness, interpretation of historical elements, landscape management and recreational amenities, considering available data and stakeholder input. A range of possibilities will be presented to demonstrate priority projects and potential phasing strategies.

Deliverables

- Written objectives for the plan, creating a blueprint for preservation, maintenance, and development of parkland that balances preservation/ environmental protection

Scope of Work

with enhanced public access/recreational opportunities and addresses:

- o Proposed programs/projects
- o Cost estimates
- o Funding strategies and potential sources of funding
- o Timeline for implementation
- o Best practices for partnering
- o Instituting performance measurement programs
- Three graphic, diagrammatic plan alternatives (24x36) that present a range of options, with considerations for:
 - o Site Design
 - o Access
 - o Management objectives
 - o Potential phasing
 - o Cost Range
 - o Wildfire Mitigation Alternatives
 - o Emergency Preparedness Alternatives
 - o Protection/maintenance of natural areas, ecology and watershed health
 - o Bike trail system
 - o Shooting sports ranges
 - o Historical sites
 - o Hot springs
 - o Landfill
 - o Camping areas
 - o Mine reclamation and coal seam fires

Task 3.2 Community Outreach

Building off the previous phases, Design Workshop will present the public with the master plan alternatives to solicit broader input and feedback on the planning process and desired outcomes using a combination

of online and in person tools in conjunction with City staff.

Design Workshop will work with City staff to identify creative methods to engage underserved populations and non-English speakers during the community outreach phase. We will produce all public engagement materials with equity of access in mind, ensuring that public feedback captures an accurate representation of our community. This includes translation of all survey materials and other outreach information into Spanish, as well as potential for targeted engagement in person and online to areas with Spanish speaking residents. Pop up events will include materials and surveys in Spanish, as well as participation by a member of our team with Spanish fluency.

Design Workshop team members will attend Parks & Recreation Commission meetings and City of Glenwood Springs City Council meetings as needed. At least one team member will also be available for attendance at one meeting for each of the following City of Glenwood Springs commissions: Historical Preservation Commission, River Commission, Transportation Commission, and the Arts & Culture Commission, and will assist in the preparation of meeting agendas, materials, and updates, soliciting input from Council Members and Commissioners. Portions of this project phase may occur simultaneously with other project phases as determined by the schedules of the City Council and various commissions.

Deliverables

- Presentation materials, including physical and digital copies of the three plan alternatives as needed for meetings

- o 24x36 presentation board of each plan alternative
- o Image boards accompanying each plan to illustrative potential alternatives and solicit feedback
- Attendance during 1-2 Parks & Recreation Commission meetings as needed
- Attendance during 1-2 City of Glenwood Springs City Council meetings as needed
- Attendance at 1 meeting for each of the following City of Glenwood Springs commissions:
 - o Historical Preservation Commission
 - o River Commission
 - o Transportation Commission
 - o Arts & Culture Commission
- Facilitation of 1 pop-up event within Glenwood Springs or on site as appropriate. (English & Spanish)
 - o Image boards
 - o Plan alternatives
 - o Survey & Public comment box
- Creation and distribution of an online survey to solicit broad feedback from the public. (English & Spanish)
- Summary of Key Findings

Phase 4 Plan Development & Implementation Strategy

The South Canyon Area Parks Plan will describe and rank-order priorities for addressing protection, maintenance, and/or proposed upgrades to natural areas; ecology and watershed health; the bike trail system; the gun range; the archery range; historical sites; the hot springs; the landfill; camping areas; mine reclamation and coal

Scope of Work

seam fires, and emergency action plans and evacuation routes.

The plan will include a matrix that describes the proposed programs/projects, location, cost estimates, funding strategies and potential sources of funding, the timeline for implementation, and best practices for partnering, using volunteers to promote stewardship, adopting “green” environmental practices, outreaching to vulnerable populations, and instituting performance measurement programs.

The project team will establish a set of objectives for the plan, creating a blueprint for preservation, maintenance, and development of parkland that balances preservation/environmental protection with enhanced public access/recreational opportunities.

Task 4.1 Development of Preferred Plan

The project team will develop design of the preferred aspects of the plan alternatives into a draft master plan, taking all client, public, and stakeholder feedback into account to synthesize a draft master plan. This plan will be utilized in strategic planning efforts to identify a path forward for potential funding and implementation.

Deliverables

- Draft Master Plan - 24x36 Illustrative master plan that includes:
 - o Site Design
 - o Access
 - o Management objectives
 - o Potential phasing
 - o Wildfire Mitigation Alternatives
 - o Emergency Preparedness Alternatives
- o Protection/maintenance of natural areas, ecology and watershed health
- o Bike trail system
- o Shooting sports ranges
- o Historical sites
- o Hot springs
- o Landfill
- o Camping areas
- o Mine reclamation and coal seam fires
- Draft Performance Measurement Recommendations

Task 4.2: Project Funding & Strategic Planning

The draft plan will be used to develop high level cost estimates and phasing recommendations to provide the City with the necessary information to make decisions about the management of South Canyon. Our strategic services professionals will study comparable projects and make recommendations, with the help of our consultant team and the City staff.

Deliverables

- Comparable Projects Document, illustrating similar successful funding efforts
- High Level Cost estimates for each of the various program elements/developments
- Phasing recommendations in graphic and written format
- Recommendations for creative funding, potentially including but not limited to: grant sources, income generation, tax allocation, public fundraising efforts, lease agreements

Phase 5 Final Plan Delivery

Upon plan adoption by the City Council, a final well-advertised public hearing for feedback and comment will be held. Cost estimates and policy considerations developed within the plan will inform budgeting for maintenance and capital expenditures, as well as policy changes and approvals that may be necessary to implement the vision for South Canyon. The project team will provide relevant materials for a final public hearing to present the plan.

Task 5.1 Final Public Hearing

Deliverables

- Participation in a public hearing to solicit feedback on the final plan and strategy
- Preparation of relevant materials to be used in public hearing, including:
 - o Presentation boards of final plan
 - o Image boards

Task 5.2 Establishment of Implementation Task Force

The partnerships established for the planning project with stakeholders will be sustained to ensure timely implementation. The project team will establish a standing task force of members critical to the implementation of the plan to carry forward the work outlined within it.

Deliverables:

- Establishment of a standing task force of representatives from the project team to participate in continued meetings with the City as needed toward the goal of successful implementation of the adopted plan

A high-angle photograph of a hiking trail in a rocky, mountainous area. The trail is composed of dirt paths and wooden steps. A wooden bridge with railings crosses a small stream in the lower half of the image. Several hikers, including adults and children, are seen at various points along the trail, some ascending the steps and others crossing the bridge. The landscape is characterized by large, light-colored boulders and patches of green grass and shrubs. The text "FEE & SCHEDULE" is overlaid in large, white, sans-serif capital letters in the center-right portion of the image.

FEE & SCHEDULE

Schedule

Month	1	2	3	4	5	6	7	8
Phase 1: Project Visioning & Startup								
Task 1.1 Project Management Plan								
Task 1.2 Project Kick-Off	○							
Phase 2: Inventory & Analysis								
Task 2.1 Review of Previous Plans, Data & Studies								
Task 2.2 Resource Inventory								
Task 2.3 Analysis of Findings								
Task 2.4 Stakeholder Engagement			○	○				
Phase 3: Alternative & Considerations								
Task 3.1 Development of Master Plan Alternatives				○	○			
Task 3.2 Community Outreach				○	○			
Phase 4: Plan Development & Implementation Strategy								
Task 4.1 Development of Preferred Plan								
Task 4.2 Funding & Strategic Planning								
Phase 5: Final Plan Delivery								
Task 5.1 Final Public Hearing							○	
Task 5.2 Establishment of Implementation Task Force								

○ Meetings

Fees

Phase 1	Project Visioning & Startup	\$22,500
Phase 2	Inventory & Analysis	\$45,000
Phase 3	Alternative & Considerations	\$55,000
Phase 4	Plan Development & Implementation Strategy	\$28,000
Phase 5	Final Plan Delivery	\$14,000
Total Labor Fee		\$164,500
Estimated Reimbursable Expenses		\$12,021
Total Fee		\$176,521

Insurance

Client#: 1085130

DESIGWOR1

ACORD™**CERTIFICATE OF LIABILITY INSURANCE**

DATE (MM/DD/YYYY)

7/11/2022

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer any rights to the certificate holder in lieu of such endorsement(s).

PRODUCER USI Insurance Services, LLC P.O. Box 7050 Englewood, CO 80155 800 873-8500		CONTACT NAME: PHONE (A/C, No, Ext): 800 873-8500 FAX (A/C, No): E-MAIL ADDRESS: den.certificate@usi.com	
		INSURER(S) AFFORDING COVERAGE	
		INSURER A : Hartford Casualty Insurance Company	
		INSURER B : Hartford - WC Multiple Issuing Cos	
		INSURER C : Berkley Insurance Company	
		INSURER D :	
		INSURER E :	
		INSURER F :	

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☐ POLICY ☒ PRO-JECT ☐ LOC ☐ OTHER:	X	X	34SBEAC4649	07/13/2022	07/13/2023	EACH OCCURRENCE \$1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$1,000,000 MED EXP (Any one person) \$10,000 PERSONAL & ADV INJURY \$1,000,000 GENERAL AGGREGATE \$2,000,000 PRODUCTS - COMP/OP AGG \$2,000,000 \$
A	AUTOMOBILE LIABILITY ☐ ANY AUTO OWNED AUTOS ONLY ☒ HIRED AUTOS ONLY ☐ SCHEDULED AUTOS NON-OWNED AUTOS ONLY	X	X	34SBEAC4649	07/13/2022	07/13/2023	COMBINED SINGLE LIMIT (Ea accident) \$1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	☒ UMBRELLA LIAB ☒ OCCUR ☐ EXCESS LIAB ☐ CLAIMS-MADE ☐ DED ☒ RETENTION \$10000	X	X	34SBEAC4649	07/13/2022	07/13/2023	EACH OCCURRENCE \$4,000,000 AGGREGATE \$4,000,000 \$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? ☒ (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		X	34WEGTO3899	07/13/2022	07/13/2023	☒ PER STATUTE ☐ OTH-ER E.L. EACH ACCIDENT \$1,000,000 E.L. DISEASE - EA EMPLOYEE \$1,000,000 E.L. DISEASE - POLICY LIMIT \$1,000,000
C	Professional Liability Claims Made			AEC905666803	07/13/2022	07/13/2023	\$2,000,000 per claim \$4,000,000 annl aggr.

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

As required by written contract or written agreement, the following provisions apply subject to the policy terms, conditions, limitations and exclusions: The Certificate Holder and owner are included as Automatic Additional Insured's for ongoing and completed operations under General Liability; Designated Insured under Automobile Liability; and Additional Insureds under Umbrella / Excess Liability but only with respect to liability arising out of the Named Insured work performed on behalf of the certificate holder and owner. (See Attached Descriptions)

CERTIFICATE HOLDER

CANCELLATION

For Proposal Purposes Only 1390 Lawrence St., Suite 100 Denver, CO 80204-0000	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE 
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 ACORD 25 (2016/03) 1 of 2
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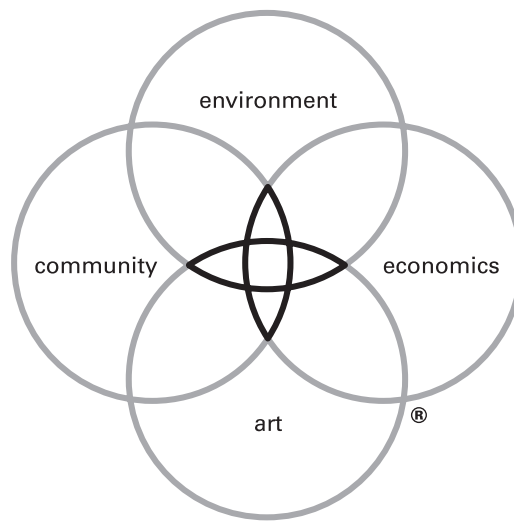
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DESCRIPTIONS (Continued from Page 1)

The General Liability, Automobile Liability, Umbrella/Excess insurance applies on a primary and non contributory basis. A Blanket Waiver of Subrogation applies for General Liability, Automobile Liability, Umbrella/Excess Liability and Workers Compensation. The Umbrella / Excess Liability policy provides excess coverage over the General Liability, Automobile Liability and Employers Liability.

Please note that Additional Insured status does not apply to Professional Liability or Workers' Compensation.



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Legacy Design is the defining element of our practice. It is our commitment to an elevated level of design inquiry to arrive at the optimal solutions for clients. The process ensures that our projects reflect the critical issues facing the built environment and that they deliver measurable benefit to clients and communities.

It is the foundation of the firm's workshop culture and guides all projects.

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www.designworkshop.com



**Request for Proposal 2022-29P
Master Plan for South Canyon Area**

Buyer:

City of Glenwood Procurement Department
101 West 8th St / Glenwood Springs, CO 81601 / ryan.muse@cogs.us



RFP 2022-29P Master Plan for South Canyon Area

Section I: Introduction

The City of Glenwood Springs uses the Rocky Mountain E-Purchasing System ("BidNet") to post solicitations and any supporting or additional information, including Addenda, Bid Sheets and awards. Proposals must be submitted prior to close on BidNet. The City of Glenwood cannot accept a response that did not come through the right channel on time. All documents and information are available at www.bidnetdirect.com/cityofglenwoodsprings. If you require additional information regarding BidNet call Vendor Support at 800-835-4603 anytime Monday-Friday from 6:00 am to 6:00 pm Mountain Time.

Project Summary:

The purpose of this Request for Proposal is to find a qualified, visionary master planning partner, with whom the City will enter into a collaborative public/private partnership, to participate in the City of Glenwood Springs' efforts to plan recreation improvements to develop creative and innovative approaches for approximately 3,000 acres of land located at the Confluence of the Colorado River and South Creek Canyon Creek.

Section II: Timeline

a. **Proposal Timeline.**

TIMELINE	DATE	TIME
Pre-Proposal Meeting	SEPTEMBER 28TH	11:00 a.m.
Questions and Clarifications Due	OCTOBER 25TH	5:00 p.m.
Question Addendum Released	OCTOBER 27TH	2:00 p.m.
Request for Proposals (RFP) Due www.bidnetdirect.com/cityofglenwoodsprings	NOVEMBER 10TH	2:00 p.m.
Target Award Date (Subject to Change)	TBA	2:00 p.m.

The highly recommended pre-proposal meeting **will begin** at City Hall, 101 8th St, Glenwood Springs, promptly at **11am**. **Please do not be late.** Following this meeting, you will be able to inspect the site to help formulate your bids.



RFP 2022-29P Master Plan for South Canyon Area

Section III: Instructions to Submitters

- a. This process is expected to be competitive with numerous vendors participating. The City of Glenwood Springs endeavors to provide a uniform distribution of information to vendors and conduct a fair selection process. We ask that you please follow these instructions carefully. Any submittal that does not meet the requirements set forth in this document and any addenda will not be presented the Selection Committee.
- b. We ask that you do not contact any member of staff directly with questions or comments about the RFP other than Ryan Muse, City Clerk. Any attempts to contact City personnel other than the City Clerk will result in disqualification. Please send questions to bidresponse@cogs.us and they will be answered as addendums on the BidNet site. Multiple people check this email address so you will probably get a faster response here than emailing the City Clerk.
- c. Questions regarding this RFP should not be submitted to BidNet, but submitted to bidresponse@cogs.us
- d. All addenda issued by The City of Glenwood Springs will be placed on the BidNet site prior to the time that proposals are received and shall be considered part of the RFP. It shall be the Bidder's responsibility to view all documents posted at BidNet. The City may issue several addenda during the process as needed for clarification.
- e. BidNet will automatically stop allowing uploads at the date and time of closing. Sometimes the process takes a few minutes so please upload your proposal well ahead of the closing time. The City cannot see who or how many responses have been submitted to BidNet prior to the closing date so we are unable to confirm receipt. However, you may assume your upload was successful if BidNet accepts the document.
- f. The City of Glenwood Springs makes no guarantee that an award will be made as a result of this RFP and reserves the right to accept or reject any or all proposals, waive any formalities or technical inconsistencies, or delete any item/requirements from this RFP or resulting contract when deemed to be in the City's best interest.
- g. The Bidder shall purchase and maintain at its own insurance which is at least as broad, and with limits at least as great as outlined in Section V: If your proposal is successful and a contract awarded, a compliant certificate of insurance will be required with all endorsements at that time.
- h. Representations made within the proposal will be binding on Bidder. Failure to comply with the requirements contained in this RFP will result in the rejection of your proposal.
- i. Bidder recognizes and understands that any costs incurred by the Bidder from submitting a response to this RFP are the responsibility of the bidder.

Section IV: Submittal Requirements

- a. Cover letter detailing interest in the project; relevant qualifications of the team's composition and contact information; information about the team's previous experience with designing open space concepts, including information about working collaboratively with a City. Please identify the team's key personnel including names and resumes or curriculum vitae.



RFP 2022-29P Master Plan for South Canyon Area

- b. References. Please provide a minimum of three references and relevant projects in the past 10 years. Examples should include information about the use mix within those projects, project cost, financing sources used and investment in public amenities. For submittals including more than a single development firm, please also include a minimum of three references for each firm.
- c. Any additional information that will demonstrate the team's qualifications and ability to successfully complete a project of this scope.
- d. Any exceptions taken to the specifications and scope of work.

Section V: Insurance Requirements

General Liability

Policy form:	Occurrence
Policy Aggregate	\$ 2,000,000
Products/completed operations aggregate	2,000,000
Each occurrence limit	1,000,000
Personal & advertising injury limit	1,000,000
Products/completed operations	
Defense in excess of limits	
Per location / per job aggregate limit	
Blanket contractual	
Independent contractors	
Primary & non-contributory	
Show Waiver of Subrogation in favor of the City	
All locations / operations (if not, show city job/location specifically)	
Name the City as "Additional Insured"	

Automobile Liability:

Combined single limit:	\$ 1,000,000
Any auto	(or Hired & Non-owned, if you own no vehicles)
Show Waiver of Subrogation in favor of the City	
Primary & non-contributory	
Auto pollution liability	(IF you carry any hazardous cargo)
(If the Vendor is providing repairs to City vehicles on the Vendor's property, the Vendor shall possess Garage Liability Insurance, covering premises, auto and completed operations)	
Name the City as "Additional Insured"	

Pollution Liability:

Policy form:	Occurrence
(if not, claims-made retro date must predate our contract or date of service)	
Per claim or occurrence limit:	\$ 1,000,000
Blanket contractual	
Primary & non-contributory	
Show Waiver of Subrogation in favor of the City	Per location / per job aggregate limit



RFP 2022-29P Master Plan for South Canyon Area

Defense in excess of limits
Designated Location or Operation must be shown as per your contract for the City
Name the City as "Additional Insured"

Umbrella:

Policy form: Occurrence - Umbrella
Each occurrence or claim limit: \$ 1,000,000
Excess commercial general liability
Excess Products/completed operations
Show Waiver of Subrogation in our favor
Excess automobile liability
Excess professional liability (if you provide professional services)
Excess pollution liability (if any pollution exposure exists)
Excess employer's liability
Blanket contractual
Per location / per job aggregate limit
Defense in excess of limits
Primary & non-contributory
All locations / operations (if not, designate specific project or location)
Name the City as Additional Insured including Products/Completed Operations

Workers' Compensation:

Workers Compensation benefits: per Colorado Statute
Employers liability – limit per accident \$ 100,000
Employers liability – limit per disease 100,000
Employers liability – disease aggregate 500,000
All owners/officers who will be on City property or job site must be covered
Show Waiver of Subrogation in favor of the City
Coverage must apply to workers in Colorado

Section VI: Selection Criteria

In evaluating Proposals, the City shall consider the qualifications of the Submitters, whether or not the Proposals comply with the prescribed requirements, and alternates and unit prices if requested in the Proposal forms. The City may consider the qualifications and experience of sub-contractors/consultants and other persons and organizations within the Proposals proposed for those portions of the work. The identity of sub-contractors/consultant and other persons and organizations must be submitted as specified in the Supplementary Conditions. The City is looking to award the project to the firm offering the best value. Price is a consideration but not the only one.

The City may conduct such investigations as it deems necessary to establish the responsibility, qualifications, and financial ability of the Proposers, proposed sub-contractors and other persons and organizations to do the Work in accordance with the Contract Documents to the City's satisfaction within the prescribed time. The City reserves the right to reject the Proposal of any firm that does not pass any such evaluation to the City's satisfaction.



RFP 2022-29P Master Plan for South Canyon Area

Section VII: RFP Terms & Conditions

Schedule

The contractor shall submit a schedule showing the order in which the contractor proposes to carry on the work including the estimated number of working days elapsed, when the critical parts are to begin, and the estimated number of calendar days required to complete the critical parts. Said schedule shall be subject to the approval of the city. Should the city be of the opinion that any schedule of operation as submitted is inadequate to secure the completion of the work in the time agreed upon or otherwise not in accordance with the specifications or the work is being inadequately or improperly prosecuted in any respect, the City may ask that the contractor submit a new schedule.

Discussions/Negotiations

The City of Glenwood Springs reserves the right to contact any Bidder for clarification of information submitted and to conduct discussions with Bidders, to accept or not accept revisions of Proposals, and to negotiate any point in the proposal or the subsequent contract at the sole discretion of the City's Chief Operating Officer.

Indemnification

If any litigation from any claims, disputes or other matters in question arising out of or relating to this agreement, or the breach thereof, the successful party in the litigation shall be entitled to reasonable legal expenses as part of any judgment.

Section VIII: Warranties, Representations and Acknowledgements of Bidder

- a. Bidder acknowledges and agrees that (1) this RFP is a solicitation for proposal and is not a contract or an offer to contract and (2) the submission of a proposal by Bidder in response to this RFP will not create a contract between the City of Glenwood and Bidder.
- b. Bidder offers and agrees to furnish to the City of Glenwood with the products and/or services described in its proposal, at the prices quoted in the proposal, and to comply with all terms, conditions, and requirements set forth in the RFP documents and contained herein.
- c. Bidder represents and warrants that (1) Bidder is a reputable company regularly engaged in providing products and/or services necessary to meet the terms, conditions, and requirements of the RFP; (2) Bidder has the necessary experience, knowledge, abilities, skills, and resources to satisfactorily perform the terms, conditions and requirements of the RFP; (3) Bidder is aware of, is fully informed about, and is in full compliance with all applicable federal, state, and local laws, rules, regulations, and ordinances; (4) Bidder understands the requirements and specifications set forth in this RFP and the terms and conditions set forth; and (5) all statements, information, and representations prepared and submitted in response to this RFP are current, complete, true, and accurate. Bidder acknowledges that the City of Glenwood will rely on such statements, information, and representations in selecting the successful Bidder. If selected by the City the Bidder will notify the City immediately of any material change in any matters with regard to which Bidder has made a statement or representation or provided information.



RFP 2022-29P Master Plan for South Canyon Area

- d. Bidder agrees to be in compliance with all federal laws and regulations pertaining to Equal Employment Opportunities and Affirmative Action.



City Council
STAFF REPORT
City of Glenwood Springs
January 19, 2023

Agenda Item:	City Manager Contract
Action Requested:	Approval of employment agreement
Department:	Attorney
Presented By:	Karl Hanlon
Strategic Goals:	Provide Efficient and Responsive City Government
Background Info:	The City has engaged KRW Associates to assist in the selection of a new City manager. This search had approximately 30 candidates. KRW recorded interviews with seven candidates, three were brought in to tour the City, interview with staff, then Council, and participate in a meet and greet event on January 5th and 6th.
Issues:	None at this time
Fiscal Impact:	Detailed in agreement
Legal Review:	Legal drafted the Employment Agreement
Staff Recommendation:	Staff supports execution of the agreement.

Glenwood Springs – Main Office

201 14th Street, Suite 200
P. O. Drawer 2030
Glenwood Springs, CO 81602

Aspen

0133 Prospector Rd.
Suite 4102J
Aspen, CO 81611

Montrose

1544 Oxbow Drive
Suite 224
Montrose, CO 81402

Office: 970.945.2261

Fax: 970.945.7336

*[*Direct Mail to Glenwood Springs](#)*

DATE: January 19, 2023
TO: City of Glenwood Springs Mayor and Council
FROM: Karp Neu Hanlon, P.C.
RE: City Manager's contract with Beverli Marshall

Attached please find the City Manager's contract with Beverli Marshall. The contract incorporates terms and conditions consistent with the direction Council has previously provided. Ms. Marshall has executed the contract indicating her acceptance of the terms and conditions. If approved by Council, Ms. Marshall would begin her duties as Glenwood Springs City Manager commencing March 20, 2023.

EMPLOYMENT AGREEMENT

THIS AGREEMENT is made and entered into between the City of Glenwood Springs, Colorado (hereinafter "Employer" or the "City"), and Beverli A. Marshall (hereinafter "Employee" or "City Manager") this ____ day of January 2023.

RECITALS

1. Employer is a Colorado home rule municipal corporation and is desirous of appointing Employee to serve as City Manager pursuant to Section 6.2 of the Glenwood Springs Municipal Charter; (the "Charter"); and
2. Employee is qualified to serve as City Manager and desires to enter into this Agreement on the terms and conditions hereinafter set forth; and
3. For and in consideration of the mutual promises and covenants contained herein, the sufficiency of which is hereby acknowledged, the parties agree as follows:

SECTION I EMPLOYMENT

A. Employer hereby agrees to employ Employee as City Manager and Employee hereby accepts and agrees to such employment, subject to the general supervision and pursuant to the orders, advice and direction of Employer.

B. Employee's employment as City Manager under this Agreement shall commence on March 20, 2023. Pursuant to Section 030.010.010 of the Glenwood Springs Municipal Code, the City Manager serves as the chief administrative officer of the City and is directly responsible to the City Council for the administration of the City. All City Council direction to the City shall be through the City Manager. The City Manager shall report to and serve at the pleasure of City Council.

C. Employee shall have the authority and responsibility to perform all duties of the City Manager subject to the requirements of the Charter, the Municipal Code, the City Personnel Manual, and such other legally permissible and proper duties and functions as may be assigned from time to time by the City Council.

D. Employee is an exempt employee without set hours of work but is expected to be available at all times and to engage in those hours of work that are necessary to fulfill the obligations of the City Manager's position.

SECTION II TERM OF EMPLOYMENT

A. The initial term of this Agreement shall be for two years from March 20, 2023, to March 19, 2025, subject to annual appropriation in the City's normal budget process at the salary stated in Section IV below. Employee's work performance shall be reviewed after 6, 12 and 18 months. At the 18-month evaluation, the City Council and Employee shall determine whether to renew this Agreement at the end of its term (March 19, 2025) for an additional two years. If the Agreement is renewed, City Council shall review Employee's work performance and salary at least annually on or before the anniversary date of this Agreement.

B. Employee agrees to remain in the exclusive employment of Employer during the initial term of this Agreement and any additional terms unless prior written permission is granted by Employer. Employee shall devote all of Employee's professional time, attention, knowledge, and skills solely to the business and interest of Employer. Employer shall be entitled to all of the benefits arising from or incident to all work, services, and advice of Employee, and Employee shall not, during the term of this Agreement, maintain other employment.

SECTION III SALARY AND BENEFITS

A. Compensation. City agrees to pay Employee for their services rendered pursuant hereto, an annual base salary of \$215,000 per calendar year, payable in installments at the same time as other employees of the City are paid. Compensation shall be reviewed annually as provided for in Section II.A above. Provided that at the Employee reviews outlined above, City Council shall consider but is not obligated to provide a salary increase for the employee.

B. Housing Allowance. Employee shall receive a \$2,000 per month housing allowance effective March 20, 2023.

C. Benefits. Employer shall provide Employee with health, retirement, paid leave and other employment benefits offered to its full-time supervisory employees as set forth in its Employee Handbook, as such handbook may be amended by City Council. The City may grant Employee discretionary benefits in addition to those offered to other employees based on mutual agreement between the City and Employee.

D. Vacation. Employee shall accrue vacation at the rate of a ten (10) year employee. Accrual will be based on accrual levels offered to other City employees with the same seniority. The Employee shall be entitled to an initial 40 hours of vacation upon commencement of employment. Maximum vacation accrual hours are subject to the limits set forth in its Employee Handbook, as such handbook may be amended by City Council.

E. Vacation and Sick Leave Payout. Upon voluntary or involuntary termination for any reason, the Employee shall be paid for then accrued and unused vacation. Sick leave shall be paid for as set forth in its Employee Handbook, as such handbook may be amended by City Council.

F. Equipment: The City agrees to budget and pay for a cell phone, laptop computer and cellular hotspot/modem for the Employee. Equipment shall be used primarily for business purposes but may be used for personal use. The Employee agrees to provide the corresponding contact number to all Council members, department heads, and Employee's office staff. The Employee agrees to provide calendar information to the Employee's office staff.

G. Reimbursement expenses: The City shall reimburse, or may pay in advance, reasonable job-related expenses Employee incurs while performing City Manager duties as budgeted.

H. Relocation expenses. Employee shall be entitled to up to \$5,000 in relocation expenses, subject to Employee's submission of receipts for such expenses within three months of the effective date of this Agreement. Reimbursement of relocation expenses may be used for relocating Employee's household, temporary housing, and similar expenses related to relocation to Glenwood Springs.

SECTION IV TERMINATION AND SEVERANCE PAY

A. For the purpose of this provision, termination shall occur whenever the majority of the City Council votes to terminate Employee at a duly authorized City Council meeting.

B. If the City at any time during the employment term reduces the salary or other financial benefits of Employee in a greater percentage than similar reductions being applied to a majority of other City employees, or in the event that the City refuses to comply with other contract provisions materially benefitting Employee, or fails to appropriate Employee's salary, or formally or informally suggest that Employee resign, Employee may, at Employee's option, be deemed to be terminated and following said termination, all severance pay provisions included herein shall apply.

C. In the event Employee is terminated by Employer prior to the end of the contract term without cause and Employee is willing and able to satisfactorily perform the duties of City Manager at the time of termination, City shall pay Employee a sum equal to four (4) times the Employee's monthly gross salary, plus all accrued and unused vacation time at the current rate of pay. In the event the Employee is terminated by Employer without cause within ninety (90) days of the regular 2023 Glenwood Springs Municipal election, and Employee is willing and able to satisfactorily perform the duties of City Manager at the time of termination, City shall pay Employee a sum equal to six (6) times the Employee's monthly gross salary, plus all accrued and unused vacation time at the current rate of pay.

D. Any severance pay to be paid under the terms of this Agreement shall be paid in monthly installments or as a lump sum, at Employee's discretion.

E. Any severance payment made under any provision of this Agreement shall be contingent on Employee's execution of a full and complete waiver and release of claims or actions arising out of Employee's employment, or termination thereof. No severance payments shall be

made under this Agreement until after expiration of any statutory period of revocation to which Employee might be entitled.

F. If Employee is terminated for cause, Employer is not obligated to pay severance under this Section. For purposes of this Agreement, the following shall constitute "cause" termination: (1) conviction associated with the commission of a crime of moral turpitude such as an act of fraud or a crime of dishonesty; (2) any felony conviction; (3) willful violation of City policy; (4) gross negligence or willful malfeasance of Employee's duties and responsibilities required under this Agreement; or (5) Employee's prolonged unexcused absence from employment (other than by reason of disability due to physical or mental illness).

G. Nothing in this Agreement shall prevent, limit, or otherwise interfere with the Employee's power to resign at any time from this position. If Employee resigns, Employer is not obligated to pay severance. In the event Employee desires to resign from the City Manager position, Employee shall give the City sixty (60) days written notice in advance, unless the City Council otherwise agrees.

SECTION V PROFESSIONAL DEVELOPMENT

Subject to such amounts as may be budgeted and appropriated by the City in its sole discretion, the City agrees to pay the dues, registration fees, travel, and subsistence expenses of Employee for professional and official memberships, travel, meetings, and occasions adequate to continue the professional development of Employee and to pursue necessary official and other functions for the City as may be determined and approved by the City.

SECTION VI RESIDENCY

Pursuant to Section 6.1 of the City Charter, Employee shall reside within a ten-mile radius of the corporate limits of the City, as they exist from time to time.

SECTION VII ADDITIONAL PROVISIONS

A. The text herein shall constitute the entire Agreement between the parties and supersedes all prior agreements.

B. The Agreement is personal to each of the parties hereto and neither party may assign nor delegate and of its rights or obligations hereunder without first obtaining written consent of the other party.

C. Any promises or covenants of the City pursuant to this Agreement requiring the payment or disbursement of any money by the City shall be subject to annual budgeting and appropriation.

D. If any provision, or any portion thereof, contained in this Agreement is held to be unconstitutional, invalid or unenforceable, the remainder of this Agreement, or portion thereof, shall be deemed severable, shall not be affected, and shall remain in full force and effect.

E. This Agreement shall be governed and construed in accordance with the laws of the State of Colorado.

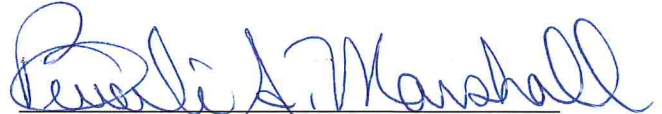
F. Any dispute between the parties arising out of this Agreement shall be resolved by the filing of an action in Garfield County, the parties waiving their right to trial by jury and to appeal the determination of the trial judge other than for judicial misconduct. The prevailing party in such action shall be entitled to an award of all costs, fees and expenses, including attorneys' fees.

IN WITNESS WHEREOF, Employer has caused this Agreement to be signed by its duly authorized officer and its seal to be affixed hereto, and Employee has executed this Agreement at Glenwood Springs, Colorado, effective the day and year first written above.

EMPLOYER:
CITY OF GLENWOOD SPRINGS,
COLORADO

EMPLOYEE:

By: _____
Jonathan Godes, Mayor


Beverli A. Marshall
Address: 80345 Torreon Way
La Quinta, CA 92253

ATTEST:

City Clerk/Deputy City Clerk

AGREEMENT FOR PROFESSIONAL SERVICES

This AGREEMENT FOR PROFESSIONAL SERVICES between the CITY OF GLENWOOD SPRINGS, a municipality under the laws of the State of Colorado ("City") and GLENWOOD SPRINGS CHAMBER RESORT ASSOCIATION, a Colorado corporation ("Chamber"), is effective January 1, 2023 no matter the date on which it was signed.

WITNESSETH:

In consideration of the mutual covenants and agreements herein contained, the parties hereto agree as follows:

1. Scope of Agreement. Chamber agrees to perform for the City Tourism Promotion Services more particularly described in the Marketing Plan attached hereto as **Exhibit "A"** and incorporated herein ("Marketing Plan").

2. Consideration. The City agrees to pay the Chamber in accordance with the proposed budget attached hereto as **Exhibit "B"** and incorporated herein.

3. Term. This Agreement shall be effective from January 1, 2023 through December 31, 2023.

4. Independent Contractor. Chamber is providing services independently and is not an employee of the City. Chamber shall not be entitled to any benefits provided to City employees. Chamber understands the difference in status between an independent contractor and an employee and acknowledges and stipulates that Chamber is neither eligible nor entitled to statutory or legal benefits or provisions of labor codes or other such similar statutes. The parties further agree that the City shall not withhold from Chamber unemployment insurance, social security or any other withholdings. Chamber agrees to be responsible for all such payments required by law.

4.1 Chamber acknowledges and agrees that it is not entitled to unemployment insurance benefits unless unemployment compensation is provided by Chamber or some other entity. Chamber also acknowledges and agrees to report all payments received from the City on its federal and state income tax returns and is obligated to pay any and all resulting federal and state income tax obligations. Chamber will indemnify the City for any such payments required but not paid.

4.2 Chamber acknowledges and agrees that it is not covered by the City's workers' compensation coverage and is not entitled to workers' compensation benefits. The City will be held harmless, and Chamber will indemnify the City for any liability arising out of or caused by Chamber's business and/or persons engaged in operations covered by this Agreement.

4.3 In making and performing this contract, Chamber acts and at all times shall act as an independent contractor and shall maintain operations that are separate and distinct from the City. Nothing contained in this Agreement shall be construed or applied as to create or imply the relationship of partners, joint adventurers, or of employer or employee between the parties hereto.

5. Definitions. For purposes of this Agreement the following definitions shall apply:

Ad Production Expense. Design and creative (photographs/videos) work for tourism-related ads or other print or electronic materials.

Associated Staff. Refers to any staff hired by the Chamber, who is expressly involved with the promotion of tourism, directed by the Director of Tourism Promotion, and paid through budgeted funds allocated through the Tourism Promotion Marketing budget.

Association Memberships. Memberships in tourism-related or industry specific organizations.

Billboard. Advertising on mass transit and billboards.

Bookkeeping Services. Covers costs of bookkeeping, for the tourism promotion fund, e.g., accounts payable/receivable; billing co-op advertising partners; providing detailed P&L statements; tracking reimbursable marketing expenses for postage and printing, any tourism promotion fund bills which have been paid by the Chamber.

Building Costs & Equipment. Includes office space for the Director of Tourism Promotion and any associated staff; telephone system, telephones and regular monthly long distance and local phone bills; desks and furniture; office equipment to include computers, fax machine, use of copier and any other equipment; ; software including database management software; virus protection; and all other software; high speed internet access; IT support on related equipment; equipment maintenance; use of common areas.

Cooperative Advertising. Joint advertising efforts between the tourism promotion department and various tourism-related businesses.

Direct Mail. Bulk direct mailing to individuals regarding specific advertising campaigns, including design, printing, postage and handling. These costs may include services provided by the Chamber or by a mail house.

Distribution. Distribution, storage and shipping of brochures to distribution outlets and costs of brochure distribution companies.

Financial Interest. Any undertaking or activity in which the Chamber will receive money from the City other than for payment of services pursuant to this Agreement.

Fulfillment. Postage costs incurred from responding to specific requests for tourism-related information.

Internet Listings, Website & Links. Infrastructure improvements, search engine optimization, marketing, promotion and sales of the Glenwood Springs visitor destination on visitglenwood.com and its' social channels.

Outside Consultants. Outside professionals retained to accomplish specific goals of the Marketing Plan.

Print Advertising. Advertising in news publications, and various industry and trade publications, such as travel guides, state guides, and travel magazines.

Promotional Items. Giveaway items such as Glenwood Springs branded merchandise.

Public Relations & Social Media. Public Relations initiatives include press releases, articles, Internet placements and media familiarization tours. Social Media initiatives include targeted online advertising and posts. Also, includes, payments to outside consultants providing public relations and social media services.

Research and Tracking. Research to gain adequate knowledge of our target audience and demographics for branding issues and determining how promotional initiatives can be best executed. Budget will also fund tracking measures of marketing, advertising, and public relations.

Special Events & Group Marketing. For events/tour groups/meetings/businesses coming to Glenwood Springs, the Chamber may provide support as appropriate and determined by the Director of Tourism Promotion.

Tourism Promotion Board. Nine member board as created and defined in the Glenwood Springs Municipal Code Article 020.020.

Trade Shows. Includes shows geared toward the travel industry. This area also includes marketing items for shows and promotional items purchased for giveaways at shows and for conventions and groups.

Travel. Covers travel expenses for the Director of Tourism Promotion and Associated Staff. Purpose is for attendance at trade shows or other out-of-town business meetings and functions. Includes transportation, lodging, meals and incidentals, does not include alcohol or personal entertainment.

TV/Radio. Television and radio advertising budget utilized for messages and promotions.

Visitor Center/Visitor Services. Includes staffing, space and furnishings, and all ancillary costs, for visitor information center, provided by the Chamber. Visitor Center shall be open year-round as follows:

November through May: Monday – Friday 9 a.m. to 5 p.m.

Saturday 10 a.m. to 2 p.m.

June through October: Monday – Friday 9 a.m. to 5 p.m.,

Saturday 10 a.m. to 2 p.m.

Sunday 10 a.m. to 2 p.m.

The GSCRA may adjust hours as necessary based on demand.

Holiday Hours (10 a.m. to 2 p.m.) – Memorial Day, Independence Day, Labor Day

Holiday closures - Thanksgiving Day, Christmas Eve, Christmas Day, New Year's Day. Special closures – Strawberry Days or other chamber Special Events.

NOTE: Special circumstances may cause closure.

6. Duties of Chamber.

6.1 Implement the Marketing Plan in cooperation with the Tourism Promotion Board and City Council.

6.2 Provide periodic updates with at least an annual presentation to the City Council regarding the status of the Marketing Plan.

6.3 Recommend and implement changes and amendments, as needed to the Marketing Plan approved by City Council or its designee.

7. Payment for Services. Invoices shall be paid within fourteen (14) days of receipt subject to the following:

- 7.1 Invoices shall be in a form approved by the Finance Director and shall have backup for all expenses listed thereon.
- 7.2 All expenditures shall be approved for payment by City Council or its designee.
- 7.3 Travel expenses for any persons other than the Director of Tourism Promotion and associated staff shall be pre-approved by the City Council or its designee. Expenses incurred for meals and mileage shall be reimbursed at the current applicable I.R.S. rate.
- 7.4 No credit card expenditures, other than the Director of Tourism Promotion and associated staff shall be reimbursed and such expenditures shall comply with the Chamber's written credit card policy adopted December 21, 2005 and attached hereto as **Exhibit "C."**
- 7.5 Separate Accounts. Any money received and disbursed pursuant to this Agreement shall be reflected in a separate account maintained by the Chamber, and shall be strictly segregated from all other monies received, handled, or disbursed by the Chamber pursuant to activities other than described herein. Such monies shall be accounted for in the same manner as used by the City for its own accounts.
- 7.6 Record Keeping and Inspections. The Chamber shall cooperate fully with the Tourism Promotion Board and City Council or its designee to maintain full and complete records of any and all activities performed pursuant to this Agreement and shall make such records available for inspection by the City upon request and during the Chamber's regular business hours. The City also reserves the right to inspect, review and audit any phase of the Chamber's performance hereunder either on a continuing or spot-check basis.

8. Disclosure of Financial Interest. Chamber shall disclose in writing to the City any Financial Interest it has in any transaction including without limitation special events, publications and activities for which City funds are used in whole or in part, including without limitation promotion, Printing, storage or Distribution.

9. City Representative; Work Product.

- 9.1 A City Council representative shall sit as an ad hoc non-voting member of both the Chamber Resort Association and the Tourism Promotion Board during the term of this Agreement.

- 9.2 All work product created pursuant to this Agreement paid for with Tourism Promotion Funds is and shall remain the property of the City, including but not limited to URL addresses, web content, contact lists and research information, printed materials, photographic and video assets, and all consultant work products, except for the domain name glenwoodchamber.com that is registered and paid for by the Chamber.

10. Indemnity, Insurance and Governmental Immunity Act.

- 10.1 Chamber hereby covenants and agrees to indemnify, save, and hold harmless the City, its officers, employees, and agents from any and all liability, loss, costs, charges, obligations, expenses, attorneys' fees, litigation, judgments, damages, claims, and demands of any kind whatsoever arising from or out of any negligent act or omission or other tortious conduct of Chamber, its officers, employees, or agents in the performance or nonperformance of its obligations under this Agreement.
- 10.2 Chamber has provided proof of general liability insurance to the City upon execution of this Agreement. City may require increased coverage based on particular project requirements.
- 10.3 Nothing herein shall be interpreted as a waiver of governmental immunity, to which the parties would otherwise be entitled under §24-10-101, et seq., C.R.S., as amended.

11. Termination. The City or the Chamber may terminate this Agreement at any time by providing a minimum thirty (30) calendar days' written notice to the other party. If the parties have mutually determined that the work has become infeasible, the parties agree to terminate the Agreement in accordance with this Section 12. In the event this Agreement is terminated, the Chamber shall be compensated for all work performed to date including a pro-rated amount for work items begun but not completed.

12. Agreement Administration and Notice. For purposes of administering this Agreement, the City Manager hereby appoints the City Finance Director to represent the City in carrying out the purposes and intent of this Agreement. Any notices required to be given pursuant to this Agreement shall be delivered as follows:

To the City: Finance Director
City of Glenwood Springs
101 West 8th Street

Glenwood Springs, CO 81601

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

To the Chamber: Lisa Langer, Director of Tourism Promotion and
Angela Anderson, President and CEO
Glenwood Springs Chamber Resort Association
P.O. Box 1238, 802 Grand Avenue
Glenwood Springs, CO 81602-1238

13. Entire Agreement. This Agreement constitutes the entire agreement between the parties. The provisions of this Agreement may be amended at any time by the mutual consent of both parties. The parties shall not be bound by any other agreements, either written or oral, except as set forth in this Agreement.

14. Governing Law. The laws of the State of Colorado shall govern the validity, performance and enforcement of this Agreement. Venue for any action instituted pursuant to this agreement shall lie in Garfield County, Colorado.

15. Authority. Each person signing this Agreement represents and warrants that said person is fully authorized to enter into and execute this Agreement and to bind the party it represents to the terms and conditions hereof.

16. Attorneys' Fees. Should this Agreement become the subject of litigation between the City and Chamber, the prevailing party shall be entitled to recovery of all actual costs in connection therewith, including but not limited to attorneys' fees and expert witness fees. All rights concerning remedies and/or attorneys' fees shall survive any termination of this Agreement.

17. Counterparts. This Agreement may be executed in counterparts, including any facsimile copies, each of which shall be deemed an original and all of which together shall constitute one and the same instrument.

18. Agreement Subject to Appropriations. It is expressly understood and agreed that the City's performance of this Agreement is subject to appropriations being made by the City Council of the City of Glenwood Springs. In the event City Council fails to make or maintain sufficient appropriations to pay any costs incurred under this Agreement, the Agreement shall be terminated immediately.

Signatures continued on following page

IN WITNESS WHEREOF, the parties hereto have hereunto set their hands
this ____ day of January, 2023.

CITY OF GLENWOOD SPRINGS

ATTEST:

By: _____
Jonathan Godes, Mayor

Ryan M. Muse, City Clerk

GLENWOOD SPRINGS CHAMBER
RESORT ASSOCIATION, INC.

By: _____
Angela Anderson, President and
Chief Executive Officer

By: _____
Nicole Christianson, Chairman

STATE OF COLORADO)
) ss.
COUNTY OF GARFIELD)

The foregoing AGREEMENT FOR PROFESSIONAL SERVICES was
acknowledged before me this ____ day of January, 2023 by Angela Anderson as
President and Chief Executive Officer and Nicole Christianson as Chairman of
Glenwood Springs Chamber Resort Association, Inc.

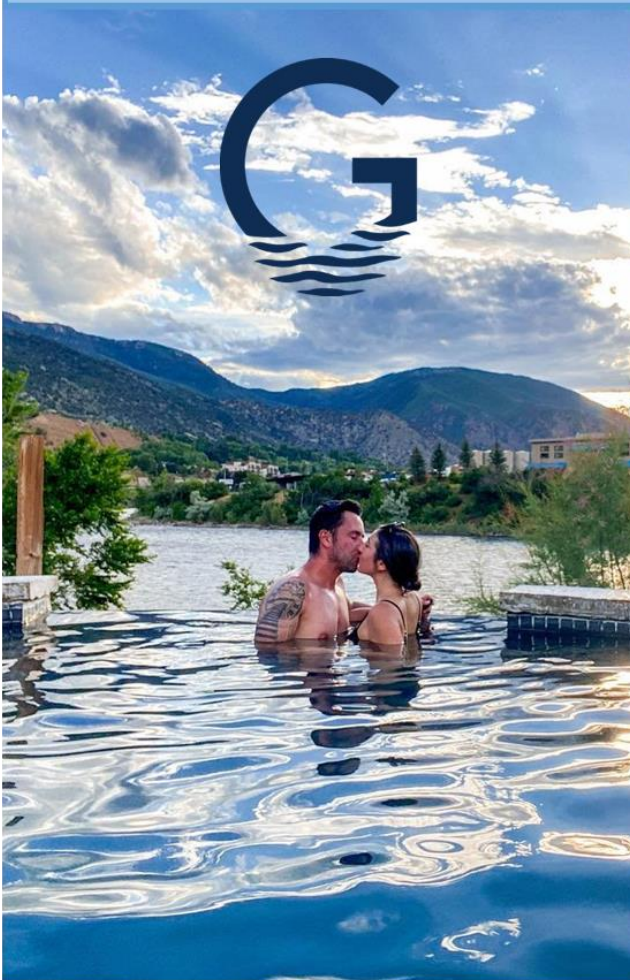
Witness my hand and official seal.

My commission expires: _____

Notary Public



2023 GLENWOOD SPRINGS MARKETING PLAN



2023 Tourism Promotion Marketing Plan
By Lisa Langer, Director of Tourism Promotion

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Note: Numbers in parenthesis correspond to related sections of the 2023 Budget

The 2023 Marketing Plan

The tourism budget for 2023 has been set at **\$1,352,748 (1)**. This is an increase of 17.8% over the base budget set for 2022. It is important to note that the tourism budget is based upon 85%* of accommodations tax receipts collected from September 1 through August 31 of the year prior to calendar year budget. **Previously, the tourism budget was 92.5% of receipts. The updated percentage was voted by the Glenwood Springs City Council on October 21, 2021.*

Non-Marketing/Advertising Expenses include visitor services at the 802 Grand Avenue Visitor Center. The amount of support for 2023 has been set at **\$100,000 plus \$50,000 for new visitor center dual-language signage, displays, technology (2)**. The base amount covers costs incurred by the GSCRA for visitor-related services including D&O insurance for the city's Tourism Promotion Board, Tourism Promotion department's brochure storage, phone lines, email, and IT hardware/support.

Support Costs for 2023 have been set at **\$203,354 (3)**. This amount includes salaries, benefits, and payroll taxes for both the Director of Tourism and Tourism Project Manager. Also included in this section are bookkeeping services, which include bi-annual audits and annual budget reviews. The combined Visitor Center and Tourism Promotion department support costs represent **26% (4)** of the total 2023 Tourism Promotion Budget.

The Working Tourism Marketing Budget for 2023 is \$999,394 (5).

The marketing budget must be somewhat pliable within the parameters of the overall budgeted amount. If opportunities outside of the typical buys arise, the Tourism Management Board may request additional funding from the Tourism Fund Reserves. Reserve Funds were drastically reduced as a result of the pandemic. The City Finance Department has indicated that if the overall budget is within the total approved budgeted amount, requests to shift dollars from one category to another is unnecessary. The following information summarizes each section of the budget and further explains proposed expenditures.

Advertising – includes Print, Online, Out-of-Home, Radio & Television, PPC, Media Creative (Graphic Design, video production, Agency-Related Fees & Commissions), social media advertising, digital, and co-ops. Budgeted at \$804,845 (6)

Xuma Communications is contracted to manage, create and place advertising in close communication with the Director of Tourism. Xuma will manage all aspects of the allocated advertising budget including creative, production and media costs.

- I. **Agency Responsibilities, Creative Development and Production**
Agency fees and production costs to be billed as a monthly retainer for \$9,000 per month.
 - Development of overall strategic and creative approach of 2023 marketing based on marketing goals and secondary research
 - Development and presentation of strategy and creative
 - Develop an overall strategy for media and final media plan
 - Develop tactical creative components to support media plan

- Production of all components (to be mutually agreed upon following approval of media plan), which may include but is not limited to:
 - Television
 - Out-of-Home
 - Online Video
 - Digital Banners
 - Print
 - Radio
- Develop tactical creative components separate from paid media
 - Production of all components (to be mutually agreed upon following approval of plan), which may include but is not limited to:
 - Collateral (including but not limited to 2023 travel guide)
 - Videos (including 6-30 second videos for social media)
 - Guerilla marketing efforts
- Ensure all materials are in-line with tourism standards and Glenwood Springs goals for 2023
- General support of account, including travel, planning sessions, meetings and additional support as required by Glenwood Springs tourism department.

II. Media Strategy. Planning, Buying, Execution, Maintenance and Reporting Media costs and planning fees not to exceed \$600,045

- Development and presentation of media objectives, and strategies by target audience and seasonality. This includes a review of all media types leading to a recommended media mix and spend level recommendation to achieve agreed upon goals
- Ensure all media strategies are in line with goals
- Strategic development of media plan
- Revisions to media plan based on client input
- Presentation of final media plan
- Media negotiations of rates, positioning, placement and value-added promotional opportunities
- Develop and establish metrics and measurement goals
- Review and analyze media spend to establish success measurements and metrics
- Optimization of all media to maximize effectiveness
- Periodic reporting on all media to ensure effectiveness and make any necessary recommendations
- Ensure that all media and promotions run as ordered; all necessary make goods are received
- Update flowcharts and budget reflecting actual media, spending and achievement of goals against spend
- Media plan and mix to be mutually agreed upon by Glenwood Springs, Thayer and Xuma Communications.

III. Fee Structure

- All agency fees are payable monthly, due in full net 30 days, billed on the last day of each month.
- Agency fees will be billed at a rate of \$160/hour.
- Contract period: January 1, 2023, through December 31, 2023
- **Total contract: \$708,045**

BlizzardPress is contracted to provide marketing services to generate online traffic. Specific tasks are designed to increase ROI within the dictated monthly budget and with the BlizzardPress team, working with the staff of Visit Glenwood Springs, the tourism department of Glenwood Springs Chamber Resort Association (GSCRA).

Visit Glenwood Springs, on behalf of the City of Glenwood Springs, is contracted with BlizzardPress to pay monthly payments of \$2,250 for a **total of \$27,000** to market www.VisitGlenwood.com.

Paid Search Advertising in Google Ads and YouTube is managed by BlizzardPress Marketing with an agreed upon \$2,500 monthly* budget (*fluctuates throughout the year) for a **total of \$30,000**. Google Ads are paid separately from BlizzardPress fees and charged directly to the tourism credit card. BlizzardPress will provide suggestions to maintain building quality links to the website and evaluate renewing and new online directories.

BlizzardPress researches and implements proven Search Engine Optimization & Marketing techniques. The owners work closely with partners to identify those services deemed as most critical to success and strategizes to develop services implementation. Please keep in mind that these services are based upon the availability of resources and budget and may be modified as we adapt to changes within the industry and budgetary constraints.

Service Definitions

- Consultation ~ Email/phone correspondence and training with Client, Webmaster and Vendors.
- Search Engine Optimization ~ SEO & Keyword research followed by website and content recommendations, on-page optimization, quarterly site audits including broken Link review/update, XML Sitemap review and submission to Google, Structured Data Review/Update.
- Local Search Citation monitoring with submission recommendations.
- Paid Advertising ~ Google Ads monthly maintenance including Ad copy, bid adjustments, ROI Reporting and performance analysis.
- Website Performance Analysis ~ Via Google Analytics, Search Console and Tag Manager will evaluate website traffic, behavior and conversions. Assessment of search engine appearance and performance of on-page optimization, website indexing and usability. Recommendations for increased performance will be provided.

**Public Relations
Budgeted at \$9,500 (7)**

Scope of Work

In the past, Visit Glenwood Springs has worked with independent contractors to provide Media Pitching, Media Hosting and Press Releases as needed. These responsibilities have been brought in-house and will be performed by the tourism promotion staff.

The budgeted amount also includes fees for CTO media receptions, posting of press releases and a limited Meltwater Media online platform, including media wires.

Responsibilities Include:

- Pitch story ideas to key writers, editors and media who specialize in travel, tourism and hospitality industries and international news media journalists.
- Serve as official Visit Glenwood Springs spokespersons
- Communicate with in-state tourism industry organizations (Colorado Tourism Office, CO Hotel & Lodging Association, Destination Colorado, Colorado Ski Country, etc.)
- Respond to media leads provided by the Colorado Tourism Office
- Assist and respond to individual media seeking onsite visits
- Create & distribute press releases as needed
- Keep an updated media list

**Vacation Planner Printing and Distribution
Budgeted at \$38,400 (8)**

Glenwood Springs' tourism promotion produces a 28-page full color travel guide for distribution and direct mail. In 2023, Xuma Communications will produce the piece. The printed piece is shipped and distributed year-round as follows:

- Brochure Express – Montrose, Delta, Grand Junction
- Colorado Activities Center – I-70, Hwys. 285 & 24, Summit County, N. & S. Front Range
- Certified Folder & Display – GJ, Durango, NE. CO Super Cities + web ads
- Vail Distribution – Eagle Airport plus 72 locations in Vail, Avon & Beaver Crk.
- Red Wheel Media – Aspen Airport plus curated locations in Aspen and Snowmass

**Hosting (Website, Video, Photos, Domains, Email, Social Media Tools, etc.
Budgeted at \$24,304 (9)**

- CrowdRiff social media photo aggregator, annual online hosting/management of photo and video library
- Website Hosting
- Website Monitoring monthly service
- Email for website leads through Twilio/Sendgrid
- Domain Renewals & Hosting through GoDaddy.com
- Constant Contact online program for email marketing/e-newsletters
- Social Media Management Tools
- Google docs storage
- Zoom account for virtual meetings

Internet Management Budgeted at \$30,000 (10)

In 2023, www.visitglenwood.com will get a redesign on the latest “mobile-first” WordPress platform. Although, the content and continued enhancement of the new site is managed in-house, in-depth design elements will continue to be updated through BlizzardPress. VisitGlenwood.com is a visitor-first, functional repository and planning website for Glenwood Springs visitor content. In 2023, we will continue to add content, blogs, video, and Google API’s. BlizzardPress will continue to consult on website usability and search engine optimization through 2022. Resort Trends will continue to provide monthly blogs and content as directed.

Direct Mail and Fulfillment Budgeted at \$7,000 (11)

There is an increase of vacation/group planning through internet and downloading of online brochures, however, many trip planners still like to have a hard copy of a destination’s brochure before visiting. This area of the 2023 budget addresses the direct fulfillment of such visitor requests. Most of the individual mailing leads are forwarded to Bulk Mail Pros, but requests are also handled in-house by visitor center staff. Visit Glenwood staff ships cases of vacation and group planners to welcome centers across Colorado and to group tour operators both domestic and international. Brochures are also provided to many groups and meetings participants who visit Glenwood Springs.

Promo Items for Media & Groups / Industry Specific Organizations & Education Budgeted at \$1,500 (12) and \$4,905 (13) respectively

Trade Show representation has been cut. Staff will continue to provide promotional items for group travel leaders, hosted meetings, visiting media and media events.

For Industry Specific Organizations & Education, Visit Glenwood will continue to pay for affiliations with the following organizations:

- Rocky Mountain Lodging (RML) – monthly Colorado occupancy reports
- Colorado Association of Destination Marketing Organizations (CADMO)
- Colorado Tourism Conference – registration for two
- DMA West
- Visit Denver (DMCVB)
- Travel Industry Alliance of Colorado (TIAC) – dues + legislative reception sponsorship
- Training specific to marketing (Heidi won tuition waiver for DMA West Tech Summit)
- Other workshops or conferences specific to tourism marketing or management

Group and International Marketing / Miscellaneous Budgeted at \$13,800 (14) and \$1,000 (15) respectively

Group and International Marketing shows:

- Go West Summit – attendance at the western states’ marketplace for international tours/travel – the 2024 early-bird summit fee will be paid in 2023
- IPW – Co-op fee for partnership participation in the CO Tourism Office booth
- CTO Familiarization Tours (FAMs) – hosting of tour operators and media

- Tour Colorado membership – this group represents its members at NTA and ABA

Miscellaneous costs include tourism marketing meetings and luncheons held by tourism department staff and office equipment/supplies not covered by GSCRA.

Travel for Conferences / Meetings

Budgeted at \$14,140 (16)

Included in this area are the following expenses/reimbursements:

- Transportation - Air, Train, Bus
- Cell Phone reimbursement - monthly reimbursement for Director of Tourism and Tourism Project Manager
- Lodging – overnight stays for meetings, conferences, sales missions, etc.
- Meals – while on tourism business, meetings, conferences, sales missions
- Mileage – reimbursement for tourism-related travel
- Other Travel – related fees including parking, tips, shuttles, cabs, bag fees, etc.

Consultants

Budgeted at \$50,000 (17)

The Colorado Tourism Office has launched a destination stewardship program to support destination strategic planning and resource management initiatives. Visit Glenwood Springs will apply for professional consultation and customized facilitation to build a localized plan. It may be necessary to request matching funds from tourism reserves and/or apply for other grants.

The Partners and History of Glenwood Springs Tourism Promotion

Vision

Be the preferred regional tourism destination.

Mission

Manage marketing and responsible promotion for the Glenwood Springs area to benefit the local economy, enhance residents' quality of life, and protect natural resources.

(Approved by the Tourism Management Board at the February 10, 2022 meeting.)

History of Glenwood Springs Tourism Promotion

Tourism Promotion Fund creation in 1985

The Tourism Promotion Fund was created by a Chamber-led initiative and approved by Glenwood Springs voters in 1985, to allow for an accommodations tax to be collected by lodges (and paid by consumers) to create a reliable, sustainable and appropriate funding mechanism for continued marketing of the primary industry in Glenwood Springs. Since that "bed tax" was instituted, the Chamber Resort Association has sought and gained voter approvals twice to not only renew the tax, but to increase it to its current level of 2.5% and to remove the sunset clause (approved 2000).

Initially this fund was administered through the City of Glenwood Springs government through a council appointed tourism commission. The commission hired an advertising agency, and the Chamber responded to visitor information requests and information, events for visitors, and public relations functions such as hosting travel writers. Another organization called Central Reservations dealt with hotel reservations. The process was fragmented and inefficient, and a more streamlined approach was undertaken in 1988.

Chamber Resort Association formed in 1988

The Glenwood Springs Chamber Resort Association (GSCRA) was incorporated in 1988 and formed by a merge with the City of Glenwood Springs tourism commission, Central Reservations and the Glenwood Springs Chamber. Since that time, the GSCRA has managed the accommodations tax-based tourism promotion fund and executed its annual tourism marketing plan and related budget. The GSCRA was formed with the input and vision of the mayor, city manager, chamber leadership, hotels, and activities businesses in the community as an economic development initiative. Community leaders recognized that tourism was the main industry in Glenwood Springs and that there should be continuous investment to sustain and grow annual tourism business.

The purpose of the Resort Association was to accomplish the following:

1. Organize area vacation products and services into one-stop-shopping for guests.
2. Combine community promotion and sales efforts for greater efficiency and more return on investment.
3. Create a broader funding base to generate more money for tourism promotion.
4. Insure the stability of funding through the creation of a mandatory funding structure.
5. Allocate these funds by a single budgetary process to maximize the return to area businesses.

Tourism Management Board Roles

The Glenwood Springs Tourism Management Board is a committee of the City of Glenwood Springs Municipal Government, tasked to govern the Tourism Fund. In accordance with Resolution 2021-31, the Tourism Fund is derived from an 85% portion of accommodations tax receipts from September 1 through August 31 of the year prior to budget. Under current city legislation, the total collected accommodations tax funds are to be appropriated with 85 percent toward destination marketing services and programs and 15 percent toward support of tourism-related events or impacts as determined by the city council. The resolution also requires a marketing reserve fund balance at a desired level of 15 percent of prior year's collections (September 1 through August 31). As a committee of the City of Glenwood Springs, the Tourism Management Board must follow open meetings laws in noticing meetings with more than two members in attendance.

The Tourism Management Board determines policy, reviews the budget and expenditures, sets goals and establishes the overall focus to maximize return on investments with Glenwood Springs' tourism marketing dollars. Accountability, oversight, and override authority is provided by the Glenwood Springs City Council. The over-arching goal of the Glenwood Springs Tourism Management Board and its role in the stewardship of the Tourism Fund is to grow tourism business for the economic benefit of Glenwood Springs.

The nine-member Glenwood Springs Tourism Management Board is comprised of community and tourism stakeholders, appointed by the City of Glenwood Springs Council. Each Board member serves a three-year term that can be renewed for a total of two consecutive terms. A board member may be reappointed after one year hiatus per City Council. The Board generally meets quarterly, the second Thursday of February, May, August and November, from 2:00 PM to 4:00 PM at Glenwood Springs City Hall. As the selected organization for the destination marketing contract, GSCRA is required to have a presence at each monthly meeting and other meetings as necessary. In close collaboration with the Tourism Management Board, the GSCRA Tourism Department develops, executes and reports on the annual marketing plan and budget and is accountable to the Glenwood Springs Tourism Management Board and City Council.

2023 Tourism Management Board members/affiliations (New Members Join in February)

- Patrick Drake, Chair ~ Blue Sky Adventures – *Citizen/Resident*
- Taylor Thulson, Vice Chair ~ Hotel Colorado – *Lodging*
- Sharon Brady, Treasurer ~ Cooper Wine & Spirits – *Citizen/Resident*
- Suzanne Emery ~ Terrapin Hospitality – *Lodging*
- Heather Montrose-Cowan ~ Defiance Rafting – *Citizen/Resident*
- Loretta Ayala ~ Glenwood Hot Springs Resort – *Tourism*
- Justine Smith ~ Rocky Mountaineer – *Tourism*
- Brandon Cambron ~ The Pullman – *Restaurant*
- Mike Mercatoris ~ Grind – *GSCRA Board Representative*

Powers and Duties of the Tourism Management Board (GSMC 020.020.030[M]):

(1) To investigate, study and report to the City Council: a. All matters concerning tourism marketing and promotion that pertain to the benefit of Glenwood Springs and the area within the 81601-postal zip code, and b. Other matters concerning the subject of tourism marketing and promotion which may be pertinent to the benefit of the city and the area within the 81601-postal zip code.

(2) To coordinate with City Staff, Community Organizations, Community Businesses, and other Boards and Commissions, when applicable to efficiently market and promote tourism to the benefit of Glenwood Springs and the area within the 81601-postal zip code.

(3) To, at its discretion, and in addition to initiatives that directly market and promote features and attractions within the City and the area within the 81601-postal zip code, market and promote the geographical proximity of Glenwood Springs to other features and attractions outside of the 81601-postal zip code in ways that could reasonably be expected to benefit the City.

(4) To establish rules of procedure and order for the Board to follow.

(5) To review tourism marketing plans; to set tourism marketing goals, to determine the methods to accomplish and measure success in accomplishing those goals; to determine the appropriate staff and marketing contractor(s)/vendor(s) resources needed; to recommend to the City Council an annual tourism marketing budget; to recommend, to the City Council, award of contract(s) for the best candidate for contract staff and marketing contractor(s)/vendor(s), deemed necessary, based upon an approved Request for Proposal, Request for Qualification or other process; and to provide oversight of performance of contract staff and marketing vendor(s)/contractor(s) contract terms to ensure the efficient and effective implementation of the marketing goals and to report performance to City Council.

(6) To meet with the City Council on an annual basis, or as often as requested by the City Council, to identify marketing priorities of the city.

Tourism Management Board: *Amended by City Council May 20, 2021*

- a. Two (2) representatives from tourism-related businesses located within the city;
- b. Two (2) representatives from lodging businesses located within the city;
- c. One (1) representative from restaurant or retail businesses located within city;
- d. One (1) representative from the Glenwood Springs Chamber Resort Association; and
- e. Three (3) citizens, who are residents of the city that may have a financial interest in a tourism-related business.

Tourism Department Staff Roles and Responsibilities:

The Director of Tourism serves on the staff of the Glenwood Springs Chamber Resort Association. Through a collaborative approach, he/she works closely with the Glenwood Springs Tourism Management Board to produce and execute an annual marketing plan and corresponding budget to implement the Visit Glenwood Springs' (tourism department) and Board's strategies. Responsibilities include regular reporting on marketing initiatives, advertising placements and budget expenditures to provide transparency and board/community accountability.

The Director of Tourism:

Creates and manages the annual Tourism Fund budget and related marketing plan, with approval by the chamber and tourism boards and the City Council. Manages monthly Tourism Management Board meetings and scheduling. Monthly payables are generated by the Director of Tourism with oversight by GSCRA's contracted bookkeeper, tourism management board treasurer and the City Finance Director. Regular reporting to City Council is encouraged.

- Generates ideas for new marketing campaigns and collaborates with tourism partners to participate in promotional offerings.
- Works with contracted agencies/vendors to create ads and sales collateral, place media buys and provide digital marketing strategies and solutions.
- Speaks on behalf of Visit Glenwood Springs' tourism community
- Oversees the duties of the Tourism Project Manager.
- Handles day-to-day operations and decision-making including managing public relations and overseeing website, social media, and content creation, coordinating with professional group tour operators and meeting planners.
- Attends appropriate travel and tourism tradeshow, sales missions, and conferences.
- Assists with management of the Glenwood Springs Visitor Center.

The Tourism Project Manager:

Serves on the staff of the Glenwood Springs Chamber Resort Association under the management of the Director of Tourism, duties include:

- Website development and content management of VisitGlenwood.com
- Social media management including Facebook, Twitter, Instagram, Google+, etc.
- Leads data management, culmination, dissemination for mail-house fulfillment
- Act as content curator for photo, video and branding assets
- Create Constant Contact template and maintain data base for email marketing
- Generate ideas/content for new e-news blasts, social and website marketing
- Monitor and report on Google Analytics & social media engagement
- Coordination of website marketing/SEO/Pay-per-click through contractor
- Attendance at monthly tourism management board meetings (transcribe minutes)
- Assistance for groups - responding to group and wedding leads
- Group tour and meetings follow-up (touching base after shows and/or meetings)
- Attendance at appropriate travel industry tradeshow, training, and conferences

		2023 TPF BUDGET - DRAFT	2022	2023
1	CODE	2023 TPF REVENUE (85% of accommodations tax receipts 9/1/2021-8/31/2022)	1,147,762	1,352,748
2	56413	NON-MARKETING/ADVERTISING EXPENSES (VC & TP Dept. Overhead)	100,000	150,000
		\$50K - displays/dual-language signage/technology in NEW visitor center		
3		2023 BUDGET FOR SUPPORT COSTS (Salaries, Taxes, Benefits, Accting)	190,740	203,354
4		2023 SUPPORT COSTS IN RELATION TO TOTAL TPF BUDGET	26.5%	26.0%
5		2023 WORKING TOURISM MARKETING BUDGET	857,022	999,394
6	56416	Advertising - Includes Print, Online, Out-of-Home, Radio & Television, Media Creative, Graphic Design, photos, video production, agency- related Fees/Commissions, discretionary social ad & content creation	716,088	804,845
7	56414	Public Relations	10,500	9,500
8	56415	Vacation Planner Printing/Distribution	36,400	38,400
9	56417	Hosting - Website, Video, Photos, Domains, Email, Social	23,564	24,304
10	56418	Internet Management	20,000	30,000
11	56419	Direct Mail and Fulfillment	9,000	7,000
12	56420	Trade Shows / Swag for Media & Groups	2,500	1,500
13	56421	Industry Specific Organizations & Education	5,300	4,905
14	56424	Group and International Marketing	16,800	13,800
15	56422	Miscellaneous	1,380	1,000
16	56423	Travel for Shows / Conferences / Meetings	15,490	14,140
17	56429	Consultants	0.00	50,000.00
		Destinaton Stewardship Strategic Planning / Professional Facilitation		
		<i>Will request TPF Reserves for match & apply for grants</i>		
18		Contingency for Emergencies (Fires, Pandemics, I-70 disasters)	0.00	0.00
		<i>Will ask for TPF Reserves in case of emergencies</i>		
19		2023 TOTAL TOURISM MARKETING EXPENSE	857,022	999,394

2023 DRAFT BUDGET

Account	Account Description	2020 Actual	2021 Actual	2022 Revised Budget	2023 Request	Description
05 TOURISM PROMOTION - 111 TOURISM PROMOTION FUND						
05111-56410	MKTG DIRECTOR SALARY	\$87,780	\$87,780	\$93,000	\$98,580	
05111-56411	MARKETING ASSTISTANT	\$59,850	\$55,000	\$57,200	\$60,632	
05111-56412	PAYROLL TAXES-BENEFITS	\$29,526	\$28,556	\$30,040	\$31,842	
05111-56413	VISITOR SERVICES	\$115,000	\$75,000	\$100,000	\$150,000	This line item increased by a non-recurring \$50,000 contribution to the construction of a welcome center at 802 Grand.
05111-56414	PUBLIC RELATIONS	\$18,611	\$2,999	\$10,500	\$9,500	
05111-56415	BROCHURE PRINTING & DIST	\$36,456	\$0	\$36,400	\$38,400	
05111-56416	PRINT & OTHER ADVERTISING	\$629,758	\$614,442	\$716,088	\$804,845	
05111-56417	HOSTING	\$23,050	\$24,443	\$23,564	\$24,304	
05111-56418	CONNECTIVITY SERVICES LISTINGS	\$20,154	\$23,585	\$20,000	\$30,000	
05111-56419	DIRECT MAIL/FULLFILLMENT	\$6,025	\$6,394	\$9,000	\$7,000	
05111-56420	TRADE SHOWS	\$5,634	\$2,500	\$2,500	\$1,500	
05111-56421	ASSOCIATION MEMBERSHIPS	\$4,240	\$4,060	\$5,300	\$4,905	
05111-56422	MISC. ADS AND PROMO	\$3,535	\$708	\$1,380	\$1,000	
05111-56423	TRAVEL	\$9,065	\$4,748	\$15,490	\$14,140	
05111-56424	SPECIAL EVENTS & MARKETING	\$5,495	\$1,947	\$16,800	\$0	
05111-56425	BOOKKEEPING SERVICES	\$10,400	\$10,400	\$10,500	\$12,300	
05111-56426	TRANSFER TO OTHER FUNDS	\$0	\$0	\$50,000	\$50,000	This \$50,000 is part of the FAB grant funds and is transferred to the General Fund to assist with the costs of major events including the 4th of July and New Year's.
					\$119,201	7.5% of revenues to General Fund to address the impacts of Tourism.
	TOTAL TRANSFER TO OTHER FUNDS	\$0	\$0	\$50,000	\$169,201	
05111-56427	INTERFUND COST OF SERVICE	\$11,199	\$11,423	\$11,651	\$12,234	
05111-56428	OTHER EXPENSE	\$1,544	\$2,438	\$100,000	\$0	
05111-56429	CONSULTANTS	\$0	\$0	\$5,000	\$50,000	Destination Stewardship Strategic Planning and professional Facilitation. May have some grant funding.
05111-56430	COMMUNITY PROMOTION	\$50,000	\$55,323	\$51,699	\$69,201	Tourism Fund revenue is split to allocate 85% of revenue to the Tourism Management Fund. The remaining 15% is split equally between the Financial Advisory Board (FAB) grant process and a reserve in the General Fund to offset the impact of tourism on the City. This line item represents the FAB grant amount (\$119,201) less \$50,000 transferred to the General Fund for events. The 7.5% to offset tourism impact can be found an allocated General Fund Reserve.
TOTAL 111 - TOURISM PROMOTION FUND		\$1,127,323	\$1,011,745	\$1,366,112	\$1,589,584	
		\$1,127,323	\$1,011,745	\$1,366,112	\$1,589,584	

EXHIBIT C

CORPORATE CREDIT CARD USE/REIMBURSEMENT

It is the policy of the Chamber to limit the issuance of credit cards to the CEO and others as approved. Individuals receiving a credit card will sign a Credit Card Issuance Form. All corporate credit card purchases must be pre-approved by the CEO or finance department, and a purchase log must be completed and submitted with the receipt within five (5) days. Under no circumstances may corporate cards be used for individual purchases. In the event the card is used for a personal item, payment in full must be made at the time of the initial billing, or else the total will be deducted from the employee's next paycheck(s).

Reimbursed expenses are those necessary and reasonable to effectively carry out the employee's work and appropriately represent the Glenwood Springs Chamber Resort Association in the manner in which the expenditure is related. Employees who use cash or personal credit cards for business-related purchases must fill out an expense report and include receipts for reimbursement. The CEO must approve and sign all expense reports before reimbursement is made. In the case of CEO purchases, a board member must approve expenditures before a reimbursement check is issued.



City Council
STAFF REPORT
City of Glenwood Springs
January 19, 2023

Agenda Item: January 5, 2023 Council Minutes

Action Requested: January 5, 2023 City Council Minutes

Department: City Clerk

Presented By:

Strategic Goals: Provide Efficient and Responsive City Government

Background Info:

Issues:

Fiscal Impact:

Legal Review:

Staff Recommendation:



MINUTES
CITY OF GLENWOOD SPRINGS
REGULAR CITY COUNCIL MEETING
JANUARY 5, 2023
4:00 PM

Note: Official meeting minutes are located on the City website via YouTube video at the following link: <https://www.youtube.com/user/GlenwoodSprings1885/videos>. The times in agenda items indicate approximately where the item can be found on the YouTube video timeline.

REGULAR SESSION

Item 2. Roll Call

Present: Mayor Godes, Mayor Pro-Tem Willman, Councilor Dehm, Councilor Kaup, Councilor Stepp, Councilor Wussow, and Councilor Hershey. Also present were; Steve Boyd, Acting City Manager; Yvette Gustad, Finance Director; Matt Langhorst, Director of Public Works; Terri Partch, City Engineer; and Karl Hanlon, City Attorney.

Item 3. Executive Session on Personnel Matters Regarding Employee Policies

Councilor Hershey moved, seconded by Councilor Willman, to go into an executive session pursuant to CRS 24-6-402(4)(f)(I) regarding personnel matters which no employee has requested be in an open meeting more specifically regarding employee policies.

Motion passed unanimously.

Item 4. :17 Council Announcements

Comments were made by Mayor Pro-Tem Willman.

Comments were made by Councilor Wussow.

Comments were made by Mayor Godes.

Item 5. :19 Agenda changes and conflicts

None

Item 6. :20 Citizens Appearing Before Council (for items not on the agenda-comments limited to 3 minutes)

Citizen comments were made.

Item 7. :22 Consent Agenda

Councilor Hershey moved, seconded by Councilor Kaup, to approve the Consent Agenda.

Motion passed unanimously.

Item 08. :23 YouthZone Presentation

YouthZone Executive Director, Jami Hayes presented.

Comments were made by Councilor Hershey, Executive Director of YouthZone Jaime Hays, Councilor Wussow, Councilor Stepp, Councilor Kaup, Mayor Pro-Tem Willman.

Item 9. :34 Detoxification Center

Comments were made by Mayor Godes, Councilor Wussow, Councilor Stepp, and Mayor Pro-Tem Willman.

Item 10. :14 Ordinance 2022-31; Code Amendments to Section 070.040.050 Landscaping, Screening and Fencing and Section 070.070.030 All Other Terms Defined as related to landscaping standards; Second Reading

Hannah Klausman, Acting Director of Economic and Community Development presented.

Comments were made by Mayor Pro-Tem Willman, Acting Director of Economic and Community Development Klausman, and Councilor Stepp.

:41 Councilor Dehm moved, seconded by Councilor Wussow to approve Ordinance 2022-31; Code Amendments to Section 070.040.050 Landscaping, Screening and Fencing and Section 070.070.030 All Other Terms Defined as related to landscaping standards based on the findings 1-5.

Motion passed unanimously.

Item 11. :42 27th Street Underpass Funding Update

Dan Blankenship, RFTA CEO presented.

Comments were made by Councilor Stepp, City Engineer Terry Partch, RFTA Project Manager Ben Ludlow, Mayor Godes, RFTA CEO Dan Blankenship, and Councilor Hershey.

:58 Mayor Godes opened the item for public comment.

No public comment was made.

:58 Councilor Hershey moved, seconded by Councilor Kaup, to approve the 27th Street Underpass Funding.

Comments were made by Mayor Pro-Tem Willman, Councilor Wussow, Councilor Kaup, Councilor Stepp, Councilor Hershey, Councilor Dehm, Mayor Godes, and Acting City Manager Steve Boyd.

Ayes: Wussow, Dehm, Stepp, Kaup, Hershey, Godes

Nays: Willman

Motion Passes 6-1

Comments were made by RFTA CEO Dan Blankenship.

Item 12. 1:11 Ordinance 2023-01; Code Amendment to Municipal Code Section 070.045 Community Housing Standards and Guidelines including but not limited to Inclusionary Zoning standards

Watkins Fulk-Gray, Senior Planner presented.

Comments were made by Councilor Dehm, Mayor Pro-Tem Willman, Senior Planner Watkins Fulk-Gray, Councilor Wussow, Councilor Stepp, Councilor Kaup, Acting Director of Economic and Community Development Hannah Klausman, and Mayor Godes.

1:29 Mayor Godes opened the item for public comment

No public comment was made.

1:29 Mayor Godes closed the item for public comment.

1:29 Councilor Wussow moved, seconded by Councilor Hershey, to take the planning and zoning recommendation on Ordinance 2023-01; Code Amendment to Municipal Code Section 070.045 Community Housing Standards and Guidelines including but not limited to Inclusionary Zoning standards with the condition that we do not touch the inclusionary housing limit on the on the for sale units and increase the for rent units to 20% at 10 units unless the developer wants to build the units to be a condominium which would then go to 10%. To clarify, 10% applies to for sale and 20% applies to for rent and can drop to 10% if they build a condominium.

Comments were made by Mayor Godes.

Comments were made by Councilor Wussow, Mayor Godes, Mayor Pro-Tem Willman, Councilor Stepp, Councilor Dehm, and Councilor Kaup.

Ayes: Wussow, Hershey

Nays: Willman, Dehm, Stepp, Kaup, Godes

Motion Fails 5-2

1:45 Councilor Kaup, seconded by Councilor Dehm, moved to approve the staff recommendation to change the inclusionary zoning from 10% required for affordability to 20%

and changing the applicability from 10 units to 5 units and include the findings as written in page 5 of the staff report.

Comments were made by Mayor Pro-Tem Willman.

Ayes: Dehm, Stepp, Kaup, Godes

Nays: Willman, Wussow, Hershey

Motion Passes 4-3

Item 13. 1:46 Council Comments

Comments were made by Councilor Dehm.

Comments were made by Councilor Stepp.

Comments were made by Mayor Godes.

Comments were made by Councilor Wussow.

Item 14. 1:49 Report from City Administration

Comments were made by City Attorney Karl Hanlon.

Item 15. 1:50 Adjournment

1:50 Councilor Dehm moved, seconded by Mayor Pro-Tem Willman, to adjourn.

Motion passed unanimously.



City Council
STAFF REPORT
City of Glenwood Springs
January 19, 2023

Agenda Item: Planning and Zoning Commission Appointments

Action Requested: Planning and Zoning Commission Appointments

Department: Economic and Community Development

Presented By: Hannah Klausman

Strategic Goals: Provide Efficient and Responsive City Government

Background Info: **Interviews**

Interviews were not scheduled as these applicants are currently serving on the Planning and Zoning Commission and are reapplying for their seats.

Upcoming Vacancies

Two regular seats with terms from February 2023 through February 2026. These vacancies need to be filled this month.

Applicants

- Mitchell Weimer, a city resident, was appointed to the Planning and Zoning Commission in February 2022 as an alternate. In October 2022 he was appointed to a regular seat. Mitchell is reapplying for a regular seat.
- Carolyn Cipperly, a city resident, was appointed to the Planning and Zoning Commission in February 2020 to a regular seat. Carolyn is reapplying for a regular seat.

Composition of the Planning and Zoning Commission

Seven (7) citizens who are residents of the city.

Issues: N/A

Fiscal Impact: N/A

Legal Review: N/A

Staff Recommendation: Staff defers to City Council.

[View results](#)

Respondent

16

Anonymous

09:07

Time to complete

Planning and Zoning Commission Application

Thank you for your interest and time commitment in serving your community. Please complete all questions on this application.

Please note that appointments can be for either a regular seat or an alternate seat.

Composition of the Planning and Zoning Commission:

(as defined in Title 020 of the Glenwood Springs Municipal Code)

a. Seven (7) citizens who are residents of the City.

Personal Information

1. Membership Qualifications *

Are you a resident of Glenwood Springs within city limits? You must be a resident within city limits to qualify.

☒ Yes

☐ No

2. Name *

Carolyn Cipperly

3. Home Address *

1010 Blake Ave

4. Mailing Address *

1010 Blake Ave
Glenwood Springs CO 81601

5. Home Phone *

970-948-1937

6. Work Phone *

970-945-4448

7. Mobile Phone *

970-948-1937

8. Email Address *

carolynvt@hotmail.com

9. Occupation *

designer / archivist

Personal and Professional Interests

10. Why are you interested in serving on the Planning and Zoning Commission?

*

To help guide my community's development and create well planned buildings and public spaces

11. What do you view as your role if selected as a member to the Planning and Zoning Commission? *

Commissioner with specialty in design and building function

12. What experience have you had in the land use approval process? *

4 years on P&Z and several project applications for residential and commercial buildings in Aspen, Vail, Carbondale and GWS- including ADUs

13. Do you have any particular areas of interest or a particular perspective relating to land use development in Glenwood Springs? *

Sustainability and social equity, Historic Preservation

14. Can you describe an experience making a decision that made people unhappy? *

Yes, definitely

15. Can you separate yourself from personal opinions and represent the City's goals, policies, plans, and the Glenwood Springs Municipal Code in an equitable fashion? *

Yes I can and do

16. The Planning and Zoning Commission members generally attend two meetings a month and can have extensive packet materials to review in preparation for meetings. Do you have any existing time commitments that will hamper your ability to serve? *

Yes but the coordination of these other commitments has worked out OK for the past 4 years. I prioritize my attendance as can be seen by my records of being at meetings more than other Commissioners

17. Are you aware of and understand the quasi-judicial function of the Planning and Zoning Commission? *

Yes

18. What experience do you have working with people on a board, commission, or committee? *

P&Z, HPC, KDNK, Glenwood Springs Historical Society, Defiance Radio, Katrina Byars Commissioner

19. Please enter today's date. *

12/13/2022



20. Have you served on the Planning and Zoning Commission before? *

☐ No

☒ Yes

Reappointment Applicants

21. Why do you think you should be reappointed? *

A diverse Commission served the City residents best- I am female, single and have no kids, have lots of experience in design and contracting, and am not a realtor / developer. I am not afraid to ask questions or for clarification

22. Have you served two full successive terms on the Planning and Zoning Commission? *

NO

Powers and Duties of the Planning and Zoning Commission

(as defined in Title 020 of the Glenwood Springs Municipal Code)

f. Powers and Duties

The powers and duties of the Planning and Zoning Commission shall be:

- (1) To develop and recommend a master plan subject to the approval of the City Council and its environ in accordance with the provisions of this Code and the laws of the State.
- (2) To recommend to the City Council boundaries of zone districts and regulations to be enforced therein, in accordance with the provisions of this Code and the laws of the State.
- (3) To review proposals relating to subdivision, development and use of land and make decisions or recommendations on such proposals, in accordance with the procedures and provisions set forth in this Code.
- (4) To hear and decide appeals wherein there is a question of interpretation of the zone district map, the master plan or related documents and similar questions as they may arise in the administration of this Code.
- (5) The Planning and Zoning Commission shall have the duty and power to act on appeals with regard to matters arising from enforcement of provisions of Title 070 of this Code, including:
 - a. Review of administrative decisions. To hear and decide appeals where it is alleged there is error in any action, including any order, interpretation, requirement, decision or determination made by an administrative official of the city in the enforcement of Title 070 of this Code.
 - b. Variances. To hear and decide requests for variances from the zoning provisions and sign regulation provisions where there are unique, unnecessary and unreasonable hardships in the way of carrying out the strict letter of said provisions; and to hear and decide requests for variances to allow deviations from restrictions upon the construction and placement of buildings and other structures on site. Examples of such variances include, but are not limited to, modifications of minimum area requirements, building coverage and setback restrictions. Variances from permitted and special review uses in zone district text shall not be considered.
- (6) To perform such other functions as required by the provisions of Title 070.
- (7) To service as the Building Board of Appeals.

Appointment, Removal, Term and Vacancies of Boards and Commissions

(a) Appointment and term of members. Except as otherwise provided, all appointments to the boards and commissions shall be by the City Council for terms of three (3) years each, and each member shall serve until his/her successor is appointed and takes office; provided, however, that the initial terms of office may be shortened by the City Council so as to provide overlapping terms of office. Appointments shall expire the day before the first regular meeting of the City Council in each month according to the following schedule:

February:

Planning and Zoning Commission;

(b) Alternate members. The City Council at its discretion may appoint up to three (3) persons as alternate members for each board or commission. If a regular member of a board or commission is to be absent from a meeting, the presiding officer for the meeting may select an alternate member to fill such absence and to attend and serve at the meeting. The alternate member may exercise all powers at the meeting which the absent regular member could exercise, and the alternate's powers and privileges shall terminate at the end of the meeting attended. The presiding officer may at his/her discretion select the same alternate to serve at successive meetings in the absence of any member.

(c) Limit to term of members. No board member shall serve more than two (2) successive terms on the same board or commission.

(d) Removal of members. All appointed members of a board or commission shall be subject to removal, at any time, by the City Council. In the event an appointed member of a board or commission ceases to qualify for membership, his or her appointment is immediately terminated.

(e) Vacancies. The City Council shall fill all vacancies on boards and commissions by appointment for the unexpired term.

(Code 1971 §§ 2-63, 2-64, 2-67; 6-95 § 1; 10-07 § 2; Ord. No. 9-2018 , § 2, 4-20-2018)

Planning and Zoning Commission Application

Thank you for your interest and time commitment in serving your community. Please complete all questions on this application.

Composition of the Planning and Zoning Commission:

(as defined in Title 020 of the Glenwood Springs Municipal Code)

a. Seven (7) citizens who are residents of the City.

Personal Information

1. Membership Qualifications *

Are you a resident of Glenwood Springs within city limits? You must be a resident within city limits to qualify.

☒ Yes

☐ No

2. Name *

Mitchell Weimer

3. Home Address *

121 Polo Road

4. Mailing Address *

121 Polo Road

5. Home Phone *

202-215-1576

6. Work Phone *

202-215-1576

7. Mobile Phone *

202-215-1576

8. Email Address *

mittchell.weimer@gmail.com

9. Occupation *

Business Strategy Consultant (Director) with PricewaterhouseCoopers

Personal and Professional Interests

10. Why are you interested in serving on the Planning and Zoning Commission? *

Growth in the valley is inevitable - this is an incredible place to live, and we will only continue to attract people interested in living and working here. The GWS community has the opportunity to smartly embrace that growth, but it also has the responsibility to properly and sustainably manage it. Having lived in areas of the country where people are leaving, planning for smart growth is a wonderful challenge to face, and I would look forward to participating in that planning.

11. What do you view as your role if selected as a member to the Planning and Zoning Commission? *

I am a small-town Colorado native who left the state after college and have since lived abroad and along both coasts. I've seen wonderful things happen to communities - as well as long-term mistakes made. To the Commission's planning and advisory efforts, I offer my Colorado roots and wide perspective to guide the Council toward smart, creative, common-sense planning decisions with the aim of benefitting current and future residents and businesses. As to the more routine application reviews and hearings, my role is to understand and apply the city's plans, policies, and code in an equitable manner.

12. What experience have you had in the land use approval process? *

My first experience was while living in Jersey City, New Jersey, working with the city on approvals, variances, historical protections, and various certificates. Currently - and locally - I am working with the Town of Silt to annex and zone ~20 acres of riverfront. I've had to study Silt's Master Plan, understand their Municipal Code, the parcel's current status, and the process to submit an Annexation and Development Agreement, Planned Unit Development documents, Sketch Plan Applications, and Master Subdivision Applications - as well as coordinate with FEMA, CDOT, and others. I've also become well versed with OEDIT grants, Opportunity Zone funding, and the like. It's been a learning process, but I've enjoyed working through it, and I know it's given me a great perspective and set of experiences to bring to the Commission.

13. Do you have any particular areas of interest or a particular perspective relating to land use development in Glenwood Springs? *

Our responsibility to grow smartly means serving both current and future residents, bringing creative thinking and broad experience to the table, considering a decision's full range of implications well into the future, and partnering with the town's Council and other committees to allow GWS the energy, vibrancy, beauty, and sense of community it deserves. I'm particularly interested in helping shape our downtown core and riverfront but believe that every corner of the city deserves equal attention.

14. Can you describe an experience making a decision that made people unhappy?

*

I was an Army officer for 5 years, and have been a corporate leader/executive for almost 20. I've had to make decisions that left some people unhappy, such as policy decisions and promotions selections. And I've had to make decisions that left many people unhappy, such as headcount reductions, budget decisions, and strategic directions. The worst scenario is an unpopular decision that cannot be defended. You must apply clear, critical thinking; ground yourself in a consistent decision-making framework; and demonstrate empathy, respect, and honesty. In this way, all decisions (especially the unpopular ones) become defensible, and those who disagree can at least understand why it was made.

15. Can you separate yourself from personal opinions and represent the City's goals, policies, plans, and the Glenwood Springs Municipal Code in an equitable fashion? *

Of course. The city's goals, policies, plans, and Code are in themselves equitable. My role would be to ensure they are in turn equitably applied in the commission's decisions and planning.

16. The Planning and Zoning Commission members generally attend two meetings a month and can have extensive packet materials to review in preparation for meetings. Do you have any existing time commitments that will hamper your ability to serve? *

I do not have any existing time commitments that would hamper my ability to serve.

17. Are you aware of and understand the quasi-judicial function of the Planning and Zoning Commission? *

I understand that occasionally the commission must act in a quasi-judicial function. In this capacity, it acts more as a court, applying existing standards and ordinances to the facts presented by the parties. When in this capacity, it is even more critical to properly engage with the public, demonstrate transparency, respect, and fairness, and consistently adhere to established frameworks.

18. What experience do you have working with people on a board, commission, or committee? *

I've participated on numerous boards and committees over the years, whether a community-based committee or professional board. My common approach has been to show up prepared, be fully dedicated, recognize what I bring to the table, and strive to work in partnership with the rest of the group.

19. Please enter today's date. *

12/28/2021



20. Have you served on the Planning and Zoning Commission before? *

☒ No

☐ Yes

Powers and Duties of the Planning and Zoning Commission

(as defined in Title 020 of the Glenwood Springs Municipal Code)

f. Powers and Duties

The powers and duties of the Planning and Zoning Commission shall be:

- (1) To develop and recommend a master plan subject to the approval of the City Council and its environ in accordance with the provisions of this Code and the laws of the State.
- (2) To recommend to the City Council boundaries of zone districts and regulations to be enforced therein, in accordance with the provisions of this Code and the laws of the State.
- (3) To review proposals relating to subdivision, development and use of land and make decisions or recommendations on such proposals, in accordance with the procedures and provisions set forth in this Code.
- (4) To hear and decide appeals wherein there is a question of interpretation of the zone district map, the master plan or related documents and similar questions as they may arise in the administration of this Code.
- (5) The Planning and Zoning Commission shall have the duty and power to act on appeals with regard to matters arising from enforcement of provisions of Title 070 of this Code, including:
 - a. Review of administrative decisions. To hear and decide appeals where it is alleged there is error in any action, including any order, interpretation, requirement, decision or determination

made by an administrative official of the city in the enforcement of Title 070 of this Code.

- b. Variances. To hear and decide requests for variances from the zoning provisions and sign regulation provisions where there are unique, unnecessary and unreasonable hardships in the way of carrying out the strict letter of said provisions; and to hear and decide requests for variances to allow deviations from restrictions upon the construction and placement of buildings and other structures on site. Examples of such variances include, but are not limited to, modifications of minimum area requirements, building coverage and setback restrictions. Variances from permitted and special review uses in zone district text shall not be considered.

(6) To perform such other functions as required by the provisions of Title 070.

(7) To service as the Building Board of Appeals.

Appointment, Removal, Term and Vacancies of Boards and Commissions

(Per the Glenwood Springs, CO Municipal Code 020.020.040)

(a) Appointment and term of members. Except as otherwise provided, all appointments to the boards and commissions shall be by the City Council for terms of three (3) years each, and each member shall serve until his/her successor is appointed and takes office; provided, however, that the initial terms of office may be shortened by the City Council so as to provide overlapping terms of office. Appointments shall expire the day before the first regular meeting of the City Council in each month according to the following schedule:

February:

Planning and Zoning Commission;

(b) Alternate members. The City Council at its discretion may appoint up to three (3) persons as alternate members for each board or commission. If a regular member of a board or commission is to be absent from a meeting, the presiding officer for the meeting may select an alternate member to fill such absence and to attend and serve at the meeting. The alternate member may exercise all powers at the meeting which the absent regular member could exercise, and the alternate's powers and privileges shall terminate at the end of the meeting attended. The presiding officer may at his/her discretion select the same alternate to serve at successive meetings in the absence of any member.

(c) Limit to term of members. No board member shall serve more than two (2) successive terms on the same board or commission.

(d) Removal of members. All appointed members of a board or commission shall be subject to removal, at any time, by the City Council. In the event an appointed member of a board or commission ceases to qualify for membership, his or her appointment is immediately terminated.

(e) Vacancies. The City Council shall fill all vacancies on boards and commissions by appointment for the unexpired term.

(Code 1971 §§ 2-63, 2-64, 2-67; 6-95 § 1; 10-07 § 2; Ord. No. 9-2018 , § 2, 4-20-2018)

020.020.020 Composition of boards and commissions.

The membership of boards and commissions shall be composed of the following persons:

- (1) *Local Liquor Licensing Authority.*
 - a. The Local Liquor Licensing Authority shall consist of a Hearing Officer appointed by the City Council by resolution and may be removed with or without cause by a majority vote of the City Council.
- (2) *Airport Board.*
 - a. Five (5) citizens, at least four (4) who are residents of the City and one (1) who may reside outside of the City but within the 81601 zip code area or own real property or a business within the City.
- (3) *Building Board of Appeals.* The Planning and Zoning Commission shall act as the Building Board of Appeals whenever such a board is required by this Code, other ordinances of the City or State or Federal law.
- (4) *Finance Advisory Board:*
 - a. Seven (7) members of which at least six (6) are City residents. One (1) member shall be employed in the finance industry; one (1) member shall be employed by the tourism industry; and one (1) member may be a non-resident, but shall own or be employed by a business within the City.
- (5) *Parks and Recreation Commission.*
 - a. Seven (7) citizens, at least six (6) who are residents of the City and one (1) who may reside outside of the City but within the 81601 zip code area or own real property or a business within the City.
 - b. Reserved.
 - c. Reserved.
 - d. One (1) youth (under the age of eighteen [18] at appointment) who shall serve a one-year term from June 1 to May 31 of the following year.
- (6) *Planning and Zoning Commission.*
 - a. Seven (7) citizens who are residents of the City.
- (7) *River Commission.*
 - a. Seven (7) citizens, with one (1) alternate, at least six (6) who are residents of the City and one (1) who may reside outside of the City but within the 81601 zip code area or own real property or a business within the City.
- (8) *Victim's and Witnesses Assistance and Law Enforcement Board.*
 - a. Five (5) citizens, at least four (4) who are residents of the City and one (1) who may reside outside of the City but within the 81601 zip code area or own real property or a business within the City.
 - b. Reserved.
 - c. The Chief of Police as an advisory member, but a nonvoting member of the Board.
- (9) *Transportation Commission.*

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- a. Seven (7) citizens, at least six (6) who are residents of the City and one (1) who may reside outside of the City but within the 81601 zip code area or own real property or a business within the City.
- (10) Reserved.
- (11) *Glenwood Springs Housing Commission.*
- a. Seven (7) citizens, at least six (6) who are residents of the City and one (1) who may reside outside of the City but within the 81601 zip code area or own real property or a business within the City.
- Membership should reflect a broad representation of organizations and other entities which are related to housing, including but not limited to the financial community, the building and development community, the real estate industry, and organizations which support low-income residents of the community.
- (12) *Historic Preservation Commission.*
- a. Seven (7) citizens, at least six (6) who are residents of the City and one (1) who may reside outside of the City but within the 81601 zip code area or own real property or a business within the City.
- (13) *Tourism Promotion Board.*
- a. Two (2) representatives from the tourism related businesses located within the City;
 - b. Two (2) representatives from the lodging businesses located within the City;
 - c. One (1) representative from the restaurant or retail businesses located within the City;
 - d. One (1) representative from the Glenwood Springs Chamber Resort Association; and
 - e. Three (3) citizens, at least two (2) who are residents of the City and that shall not have a direct or indirect financial interest in a business referenced in (a), (b) or (c) above and one (1) who is a resident that may have a financial interest in a business referenced in (a), (b) or (c) above.
- (14) *Arts and Culture Board.*
- a. Eight (8) members, at least five (5) of which are residents of the City, three (3) of which may reside outside of the City, and one (1) of which being a youth representative under the age of eighteen (18) or not having completed his or her final year of high school. Those representatives residing outside of the City must reside within the 81601 postal zip code area, own real property or a business within the City, or attend school within the City.
- (15) Council and Staff Participation on Boards and Commissions:
- a. The Mayor may appoint up to two (2) members of Council to act as a liaison between Council and a Board or Commission.
 - b. The City Manager may appoint a member of staff to assist a Board or Commission as necessary to fulfill their duties as provided for in 020.020.030.

(Code 1971 §§ 2-61, 4-75, 4-230, 15-2; 26-84 § 1; 19-89 § 1; 12-90 § 1; 54-90 § 1; 29-91 § 1; 10-93 § 1; 29-93 § 1; 7-94 § 1; 23-94 § 1; 10-95 § 1; 19-95 §§ 1, 2; 40-95 § 1; 28-97 § 1; 29-97 § 1; 1-01 § 1; 61-01 § 2; 14-03 § 1; 9-04 § 1; 20-05 § 2; 7-06 § 2; 13-06, § 2; 10-07 § 2; 6-08 § 2; 12-09 § 2; 12-10 § 2; 2-12 § 2; Ord. No. 2-2016, § 2(Exh. A), 2-4-2016; Ord. No. 16-2017, § 3, 8-17-2017; Ord. No. 2-2018, § 2, 1-18-2018; Ord. No. 6-2018, § 2, 3-1-2018; Ord. No. 21-2018, § 2, 9-20-2018; Ord. No. 2-2021, § 2(Exh. A), 4-15-2021)

020.020.030 Powers and duties of boards and commissions.

(a) *Local Liquor Licensing Authority.*

- (1) *Powers and duties of local liquor licensing authority.* The Local Liquor Licensing Authority shall have the powers granted to local licensing authorities pursuant to C.R.S. Title 12, Articles 46, 47, and 48, as amended.
- (2) *Temporary permits.* The City Clerk is hereby delegated the authority to issue temporary fermented malt beverage permits to license transferees, as authorized by C.R.S. § 12-46-106.5, as amended, and temporary permits for any class of liquor license as authorized by C.R.S. § 12-47-106.5, as amended. Each temporary permit shall authorize the transferee to continue selling fermented malt beverages and other licensed beverages in accordance with state law during the period in which an application to transfer is pending. The City Clerk may issue the temporary permit if: (a) the premises shall have been previously licensed by the State and the license is valid at the time the application for transfer is filed; (b) the application appears to be in order, an application for transfer of the appropriate license has been filed, all fees have been paid, the initial background check has been successfully completed, and the fingerprint cards have been completed; and (c) the application for the temporary permit is filed no later than thirty (30) days after the filing of the application for transfer and associated fees paid. No temporary permit issued by the City Clerk shall be for a period greater than one hundred twenty (120) days from the date of its issuance.
- (3) *Wine tastings.* The Local Liquor Licensing Authority is authorized to issue annual wine tasting permits pursuant to C.R.S. § 12-47-301 with the following conditions: (a) All requirements of C.R.S. § 12-47-301 have been met; and (b) Payment of an annual application fee of one hundred dollars (\$100.00); and (c) No more than one hundred four (104) wine tastings may be held during the term of any permit issued pursuant to this section; and (d) Permit holders shall notify the City Clerk and Police Department at least seven (7) days prior to any wine tasting.
- (4) *Rules, policies and procedures.* The Local Liquor Licensing Authority shall adopt rules, policies and procedures for the implementation of its duties and powers as those have been granted pursuant to C.R.S. Title 12, Articles 46, 47, and 48, as amended.
- (5) *Report to city council.* The Local Liquor Licensing Authority shall be required to report on all actions taken with respect to the issuance of or control over liquor licenses within the City to the City Council. Reports shall be made in a timely fashion to the City Council.
- (6) *Appeal to city council.* Any decision of the Local Liquor Licensing Authority may be appealed to the City Council within ten (10) calendar days, or at the next regularly scheduled meeting. City Council shall have the authority to sustain, modify or overturn the decision of the Local Liquor Licensing Authority. In any event, the City Council shall direct the Local Liquor Licensing Authority to take a particular action. The Local Liquor Licensing Authority shall conform to the written direction of the City Council within ten (10) calendar days from the date of the written directive.
- (7) *Appeal to district court.* Any person applying to the District Court for review of a decision of the Local Liquor Licensing Authority shall apply for review within thirty (30) days of the decision of the Local Liquor Licensing Authority. The thirty-day period shall be inclusive of the appeal process to City Council as outlined in Subparagraph (5) above.

- (b) *Powers and Duties of Airport Board.* The powers and duties of the Airport Board shall be to investigate, study and report to the City Council all matters concerning the airport facilities of the City and other matters concerning the subject of aviation which may be pertinent to the City as shall be requested of the Airport Board by the City Council; and such Board may investigate, study and report to the City Council on such other matters concerning the Municipal Airport as the Board may deem for the best interests of the City.

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- (c) *Powers and Duties of Building Board of Appeals.* The powers and duties of the Building Board of Appeals shall be to hear appeals in accordance with the International Building Code, International Residential Code, International Fire Code, and the other adopted codes from the International Code Council, as adopted or amended by Title 060 of this Code. Such power shall not include matters of interpretation arising under the Code.
- (d) *Powers and Duties of Finance Advisory Board.* The Finance Advisory Board shall advise and assist the City Manager and Finance Director in the preparation of the City budget, the establishment of accounting systems for the City, the planning of expenses, the projection of revenues and the analysis of the other fiscal matters presented to the Board by the City Council. The Finance Advisory Board shall also be responsible for making recommendations to City Council regarding grants from the City's various grant programs as Council may establish from time to time. No decision of the Finance Advisory Board shall be binding upon the City or anyone acting on its behalf.
- (e) *Powers and duties of Parks and Recreation Commission.* The powers and duties of the Parks and Recreation Commission shall be:
- (1) To investigate, study and report to the City Council all matters concerning City parks and recreation within the City and other matters concerning the subject of parks and recreation which may be pertinent to the City and requested of such Commission by the City Council.
 - (2) To investigate, study and report to the City Council on such other matters concerning parks and recreation within the City as the Commission may deem in the best interests of the City.
 - (3) To provide technical assistance, advice and planning support to the Parks and Recreation Director and City Council regarding tree planting and maintenance needs in the City.
 - (4) To provide recommendations from time to time regarding the administration and implementation of Article 090.050 of this Code.
 - (5) To investigate, study and report to City Council all matters concerning the burial and internment facilities of the City and other such matters as may be requested by City Council from time to time.
 - (6) To investigate, study and report to City Council on such other matters concerning burial and internment facilities and such other similar matters as the Commission may deem in the best interests of the City.
 - (7) To investigate, study and report to City Council any and all matters concerning the use and operation of the City's Community Center.
 - (8) To coordinate with other City boards and commissions on any aspect of the Community Center that may relate to the powers and duties of such other boards and commissions.
 - (9) To investigate, study and report to City Council on grants, donations and other forms of funding to assist in the operation of the Community Center, and to otherwise advise City Council on budgetary needs related to the operation of the Community Center.
- (f) *Powers and duties of Planning and Zoning Commission.* The powers and duties of the Planning and Zoning Commission shall be:
- (1) To develop and recommend a master plan subject to the approval of the City Council and its environ in accordance with the provisions of this Code and the laws of the State.
 - (2) To recommend to the City Council boundaries of zone districts and regulations to be enforced therein, in accordance with the provisions of this Code and the laws of the State.

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- (3) To review proposals relating to subdivision, development and use of land and make decisions or recommendations on such proposals, in accordance with the procedures and provisions set forth in this Code.
 - (4) To hear and decide appeals wherein there is a question of interpretation of the zone district map, the master plan or related documents and similar questions as they may arise in the administration of this Code.
 - (5) The Planning and Zoning Commission shall have the duty and power to act on appeals with regard to matters arising from enforcement of provisions of Title 070 of this Code, including:
 - a. *Review of administrative decisions.* To hear and decide appeals where it is alleged there is error in any action, including any order, interpretation, requirement, decision or determination made by an administrative official of the city in the enforcement of Title 070 of this Code.
 - b. *Variances.* To hear and decide requests for variances from the zoning provisions and sign regulation provisions where there are unique, unnecessary and unreasonable hardships in the way of carrying out the strict letter of said provisions; and to hear and decide requests for variances to allow deviations from restrictions upon the construction and placement of buildings and other structures on site. Examples of such variances include, but are not limited to, modifications of minimum area requirements, building coverage and setback restrictions. Variances from permitted and special review uses in zone district text shall not be considered.
 - (6) To perform such other functions as required by the provisions of Title 070.
 - (7) To service as the Building Board of Appeals.
 - (g) *Powers and duties of River Commission.* The powers and duties of the River Commission shall be:
 - (1) To investigate, study, and report to the City Council any and all matters concerning the use, enjoyment, conservation of the, rivers and streams in the City and its environs and the open space adjacent thereto, including water quality issues, the protection of valuable riparian ecosystems, and water rights matters.
 - (2) To advise the City Council on public access to and use of rivers and streams in the City and the adjacent environs and maintain and update a map related thereto as necessary.
 - (3) To advise the City Council on the use of municipally owned property adjacent to the rivers and City construction projects in the rivers or adjacent open space.
 - (4) To promote and celebrate riverfront cleanup efforts and public awareness of non-point source water pollution.
 - (5) To investigate, study and report to the City Council on grants, donations and other forms of funding to assist in the acquisition and improvement of the rivers and adjacent open space, and to otherwise advise the City Council on budgetary needs related to preservation of open space and river improvement.
 - (6) To appoint subcommittees as necessary to carry out the foregoing functions.
 - (7) To coordinate with the Parks and Recreation Commission, Roaring Fork Conservancy, Middle Colorado Watershed Council, and other organizations, stakeholders groups, and property owners as is necessary to carry out the foregoing functions.
 - (8) At the request of City Council hold an annual work session with the City Council to review the actions taken by the River Commission regarding the foregoing functions and discuss future plans.
 - (h) *Powers and duties of the Victim's and Witnesses Assistance and Law Enforcement Board.*

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- (1) The Board shall designate one (1) of its members as chairman, shall establish rules of procedure and order and shall hold meetings as it might deem necessary.
 - (2) A surcharge equal to twenty-five (25) percent of the fine imposed for violation of all municipal ordinances, including ordinance violations under the Model Traffic Code, is hereby levied on each Municipal Court action resulting in a conviction, plea of guilty or no contest or in a deferred judgment and sentence, which municipal ordinance violation is charged pursuant to City ordinances. All calculated surcharge amounts resulting in dollars and cents shall be rounded to the nearest whole dollar. In the event a portion of the fine is suspended, the surcharge levied shall be computed based upon the original fine, regardless of whether a portion of said fine has been suspended. Said surcharges shall be paid to the Clerk of the Court by the defendant, and said Clerk shall deposit the money so received in the fund hereinafter created.
 - (3) The Victim's and Witnesses Assistance and Law Enforcement Fund, hereinafter referred to as the "Fund," consist of all monies paid as a surcharge as provided in Subsection (2) above. All monies deposited in the Fund shall be deposited in an interest-bearing account, and all interest earned by monies in the Fund shall be credited to the Fund. The City Manager, by and through the Finance Director, shall be responsible for establishing a separate fund for purposes of accounting for the revenues and expenditures. At the conclusion of each fiscal year, all monies remaining in the Fund shall remain in the Fund for allocation as hereinafter set forth.
 - (4) The Board shall disburse monies from the Fund in the following manner:
 - a. First, to the payment of all reasonable and necessary expenses and costs incurred by the Board in the performance of its duties, including but not limited to professional fees, office supplies and meeting expenses.
 - b. Second, not less than fifty (50) percent of the monies remaining in the Fund after the deduction of reasonable expenses and costs shall be allocated for the purchase of victims (and witnesses) services and reimbursements, as hereinafter set forth. No funds shall be paid except in those specific instances where a police report has been filed by the Police Department for an alleged violation of a municipal ordinance, regardless of whether the perpetrator has been identified, arrested or prosecuted.
 - c. Third, any remaining monies may be allocated to the Police Department for the following purposes, including, but not limited to: equipment purchases, training programs for personnel and the employment of additional personnel. Such funds shall not be used by the Police Department for defraying the costs of routine and ongoing operating expenses. No disbursement within this category of expenditure shall be made without the approval of the City Council following a written recommendation by the Board.
 - (5) Disbursement of funds by the Board on behalf of the victim's and witnesses assistance services may be used for the following purposes:
 - a. Provision of services for early crisis intervention;
 - b. Assistance in prompt return of victims' property;
 - c. Assistance to victims and witnesses in arranging transportation to and from court;
 - d. Provision of translator services;
 - e. Protection from threats of harm and other forms of intimidation;
 - f. Reasonable medical and hospital expenses and expenses incurred for dentures, eyeglasses, hearing aids or other prosthetic or medically necessary devices; and

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- g. Losses resulting from property damage, including repair or replacement of property damaged as a result of crime or payment of the deductible amount on a residential insurance policy in an amount not to exceed five hundred dollars (\$500.00). Victims' recovery due to property damage shall not exceed five hundred dollars (\$500.00) for any crime, but in no case shall a loss be compensable if the aggregate property damages are less than twenty-five dollars (\$25.00).
 - (6) The Board is authorized to accept and evaluate all applications for disbursement of funds, whether emanating from victims, witnesses or law enforcement agencies. Applications for disbursement shall be made upon forms prescribed by the Board, and made available by the Municipal Court and the Police Department. The Board shall establish its own criteria for evaluating applications for disbursement, and nothing herein contained shall obligate the Board to make disbursement of any funds available to it. Upon a finding by the Board that a disbursement shall be made from the Fund, the Board shall submit a written request for payment to the Finance Department, which shall then remit payment in accordance with the request.
 - (7) The Board is required to submit minutes of its meetings to the City Council at the next regular Council meeting following the Board's meeting.
 - (i) *Powers and duties of Transportation Commission.* The powers and duties of the Transportation Commission shall be:
 - (1) To investigate, study and report to the City Council any and all matters concerning transportation issues which directly affect the City.
 - (2) To investigate, study and report to the City Council on other intergovernmental committees, boards or commissions working on transportation issues in the Tri-County (Pitkin, Garfield and Eagle) area.
 - (3) To meet with the City Council on an annual basis to identify which transportation issues require priority attention.
 - (4) To investigate, study and report to the City Council on grants, donations and other forms of funding to assist in meeting the transportation needs of the City.
 - (5) To perform functions concerning oversight of transportation issues or functions as delegated by the City Council.
 - (6) To appoint subcommittees as necessary to carry out the foregoing functions subject to the approval of the City Council.
 - (j) Reserved.
 - (k) *Powers and duties of Glenwood Springs Housing Commission.* The powers and duties of the Housing Commission shall be:
 - (1) To investigate, study and report to the City Council any and all matters concerning housing issues which directly affect the City, including the preparation of a Comprehensive Housing Affordability Strategy (CHAS).
 - (2) To assist City Council in defining the nature and scope of housing opportunities in the City.
 - (3) To meet with the City Council on an annual basis to identify which housing issues require priority attention.
 - (4) To investigate, study and report to the City Council on grants, donations and other forms of funding to assist in meeting the housing needs of the City.
 - (5) To perform functions concerning oversight of housing issues or functions as delegated by the City Council, including monitoring the implementation of activities as described in the CHAS.

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- (6) To appoint subcommittees as necessary to carry out the foregoing functions subject to the approval of the City Council.
- (l) *Powers and duties of Historic Preservation Commission.* The powers and duties of the Historic Preservation Commission shall be:
- (1) To recommend to City Council methods for the protection and preservation of the City's historic and cultural heritage, including, but not limited to, the designation of historic landmarks and districts by appropriate regulations.
 - (2) To recommend to City Council methods for enhancing property values and the stabilization of historic neighborhoods.
 - (3) To recommend to City Council methods for increasing economic and financial benefits, including, but not limited to, City attractions.
 - (4) To provide educational opportunities to increase public appreciation of the City's unique heritage.
 - (5) To do any other tasks related to the historic preservation of resources in the community of Glenwood Springs.
- (m) *Powers and duties of Tourism Promotion Board.* The powers and duties of the Tourism Promotion Board shall be:
- (1) To investigate, study and report to the City Council:
 - a. All matters concerning tourism marketing and promotion that pertain to the benefit of Glenwood Springs and the area within the 81601 postal zip code; and
 - b. Other matters concerning the subject of tourism marketing and promotion which may be pertinent to the benefit of the City and the area within the 81601 postal zip code.
 - (2) To coordinate with City staff, community organizations, community businesses, and other boards and commissions, when applicable to efficiently market and promote tourism to the benefit of Glenwood Springs and the area within the 81601 postal zip code.
 - (3) To, at its discretion, and in addition to initiatives that directly market and promote features and attractions within the City and the area within the 81601 postal zip code, market and promote the geographical proximity of Glenwood Springs to other features and attractions outside of the 81601 postal zip code in ways that could reasonably be expected to benefit the City.
 - (4) To establish rules of procedure and order for the Board to follow.
 - (5) To review tourism marketing plans; to set tourism marketing goals, to determine the methods to accomplish and measure success in accomplishing those goals; to determine the appropriate staff and marketing contractor(s)/vendor(s) resources needed; to recommend to the City Council an annual tourism marketing budget; to recommend, to the City Council, award of contract(s) for the best candidate for contract staff and marketing contractor(s)/vendor(s), deemed necessary, based upon an approved Request for Proposal, Request for Qualification or other process; and to provide oversight of performance of contract staff and marketing vendor(s)/contractor(s) contract terms to ensure the efficient and effective implementation of the marketing goals and to report problems with performance to City Council.
 - (6) To meet with the City Council on an annual basis, or as often as requested by the City Council, to identify marketing priorities of the City.
 - (7) To complete all other duties as may be directed by City Council.
- (n) *Powers and duties of Arts and Culture Board.* The powers and duties of the Arts and Culture Board shall be:
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- (1) To promote awareness, access, and appreciation of the fine, performing, and practical arts for City residents and visitors.
 - (2) To advise the City Council in connection with all matters relating to the artistic and cultural development of the City.
 - (3) To provide opportunities for cultural and art experience and education for children and adults.
 - (4) To promote increased interaction and collaboration among artists, art-related organizations, and opportunities for growth and exposure.
 - (5) To promote knowledge and appreciation for cultural forms of artistic expression.
 - (6) To make recommendations to the City Council with respect to fundraising and annual budget appropriations for the arts.
 - (7) To advise and consult with local arts groups as requested by such groups or by the City Council.

(Code 1971 §§ 2-64.1, 2-2, 2-65[a], [b], 2-65.1, 4-78, 4-232, 4-155, 15-2; 26-84 § 3; 19-89 § 3; 12-90 § 1; 54-90 § 3; 39-91 § 3; 10-93 § 2; 29-93 § 3; 7-94 § 3; 17-94 § 1; 23-94 § 3; 10-95 § 3; 11-95; 19-95 § 3; 46-95 § 1; 55-95 § 1; 28-97 § 3; 29-97 § 5; 32-97 § 1; 42-00 § 1; 61-01 § 3, 4, 5; 61-02 § 4; 9-04 § 1; 20-04, § 1; 33-05, § 2; 7-06 § 3; 13-06, § 2; 6-08 § 2; 12-10 § 2; 2-12 § 2; Ord. No. 16-2017, § 4, 8-17-2017; Ord. No. 2-2018, § 3, 1-18-2018; Ord. No. 6-2018, § 3, 3-1-2018; Ord. No. 21-2018, § 3, 9-20-2018; Ord. No. 2-2021, § 2(Exh. A), 4-15-2021)

020.020.040 Appointment, removal, term and vacancies of boards and commissions.

- (a) *Appointment and term of members.* Except as otherwise provided, all appointments to the boards and commissions shall be by the City Council for terms of three (3) years each, and each member shall serve until his/her successor is appointed and takes office; provided, however, that the initial terms of office may be shortened by the City Council so as to provide overlapping terms of office. Appointments shall expire the day before the first regular meeting of the City Council in each month according to the following schedule:

- (1) February:
 - Planning and Zoning Commission;
 - Finance Advisory Board;
 - Tourism Promotion Board;
 - Building Board of Appeals.
- (2) March:
 - Transportation Commission;
 - Arts and Culture Board;
 - Parks and Recreation Commission;
 - Airport Board;
 - River Commission.
- (3) April:
 - Local Liquor Licensing Authority;
 - Victim's Witnesses Assistance and Law Enforcement Board;
 - Historic Preservation Commission;

Glenwood Springs Housing Commission.

- (b) *Alternate members.* The City Council at its discretion may appoint up to three (3) persons as alternate members for each board or commission. If a regular member of a board or commission is to be absent from a meeting, the presiding officer for the meeting may select an alternate member to fill such absence and to attend and serve at the meeting. The alternate member may exercise all powers at the meeting which the absent regular member could exercise, and the alternate's powers and privileges shall terminate at the end of the meeting attended. The presiding officer may at his/her discretion select the same alternate to serve at successive meetings in the absence of any member.
- (c) *Limit to term of members.* No board member shall serve more than two (2) successive terms on the same board or commission.
- (d) *Removal of members.* All appointed members of a board or commission shall be subject to removal, at any time, by the City Council. In the event an appointed member of a board or commission ceases to qualify for membership, his or her appointment is immediately terminated.
- (e) *Vacancies.* The City Council shall fill all vacancies on boards and commissions by appointment for the unexpired term.

(Code 1971 §§ 2-63, 2-64, 2-67; 6-95 § 1; 10-07 § 2; Ord. No. 9-2018 , § 2, 4-20-2018; Ord. No. 29-2020 , § 2, 1-7-2021)



City Council
STAFF REPORT
City of Glenwood Springs
January 19, 2023

Agenda Item: Tourism Management Board Appointments

Action Requested: Tourism Management Board Appointments

Department: City Administration

Presented By: Sara Weigel

Strategic Goals: Generate Sustainable Economic Development

Background Info: **Mayor Pro Tem Willman and Councilor Stepp Recommendation**

- Reappoint Suzanne Emery to the Lodging Seat with a term to expire February 2026 and;
- Appoint Justin Bishop to the Restaurant Seat with a term to expire February 2025

Vacancies

- Suzanne Emery's current term for the Lodging Seat expires February 2023
- Brandon Cambron recently resigned from the Restaurant Seat. This seat's term expires February 2025

Applicants

- Suzanne Emery, a lodging representative from a business within the city, has served on the Tourism Management Board since March 2021. Suzanne reapplied for her seat and was deemed eligible for reappointment.
- Justin Bishop, a restaurant representative from a business within the city, was interviewed by Mayor Pro Tem Willman and Councilor Stepp on January 12, 2023 and was deemed eligible for appointment.

Composition of the Tourism Management Board

- Two (2) representatives from tourism-related businesses located within the city;
- Two (2) representatives from lodging businesses located within the city;
- One (1) representative from restaurant or retail businesses located within city;
- One (1) representative from the Glenwood Springs Chamber Resort Association; and
- Three (3) citizens, who are residents of the city, that may have a financial interest in a tourism-related business.

Issues: None

Fiscal Impact: None

Legal Review: None

Staff Recommendation: Staff defers to City Council.

[View results](#)

Respondent

14

Anonymous

21:34

Time to complete

Tourism Management Board Application

Thank you for your interest and time commitment in serving your community. Please complete all questions on this application.

Composition of the Tourism Management Board

(as defined in Title 020 of the Glenwood Springs Municipal Code)

- a. Two (2) representatives from tourism-related businesses located within the city;
- b. Two (2) representatives from lodging businesses located within the city;
- c. One (1) representative from restaurant or retail businesses located within city;
- d. One (1) representative from the Glenwood Springs Chamber Resort Association; and
- e. Three (3) citizens, who are residents of the city, that may have a financial interest in a tourism-related business.

Personal Information

1. Membership Qualifications *

You must qualify as one of the options below to serve on the Tourism Promotion Board.
Please select the option that applies to you.

- ☐ Two (2) representatives from tourism-related businesses located within the City
- ☐ Two (2) representatives from lodging businesses located within the City
- ☒ One (1) representative from restaurant businesses located within the City
- ☐ One (1) representative from the Chamber Resort Association
- ☐ Three (3) citizens who are residents of the City, that may have a financial interest in a tourism-related business.

2. Please explain here how you are qualified: *

I am the owner of Bluebird Cafe in downtown Glenwood

3. Name *

Justin Bishop

4. Home Address *

2203 Bennett Ave Glenwood spring Co 81601

5. Mailing Address *

2203 Bennett Ave Glenwood spring Co 81601

6. Home Phone *

9704565695

7. Work Phone *

9703842024

8. Mobile Phone *

9704565695

9. Email Address *

bluebirdbishop@gmail.com

10. Occupation *

owner of Bluebird cafe

Personal and Professional Interests

11. Why are you interested in serving on the Tourism Management Board? *

As a small business owner I will like to have not only my small business voice heard but all of Glenwood spring small business voice heard.

12. What do you view as your role if selected as a member to the Tourism Management Board? *

My role will be to be a representative of business large and small.

13. Do you have marketing, advertising, or public relations experience or skills?

*

I like to think that i do. In my journey to become a owner of a cafe I have learned to have many hats .

14. Do you have tourism industry experience or skills? *

As a owner of a cafe in downtown i have leaded to know what events will be going on in and around town and how to get to them all.

15. Can you describe an experience making a decision based on public opinion?

*

in my line of work making decisions on items we sale (vegan) where it is safe to host a PRIDE even and how we will manage safety for all in and out of the cafe.

16. Can you separate yourself from your personal opinions and represent the City's goals, policies, plans and the Glenwood Springs Municipal Code in an equitable fashion? *

yes i can

17. Do you have any existing time commitments that will hamper your ability to serve? *

no

18. What experience do you have working with people on a board, commission, or committee? *

PTA at my kids school
at the cafe we all make decisions as a team no ones voice is bigger then the other

19. Please select today's date. *

12/13/2022



20. Have you served on the Tourism Management Board before? *

☒ No

☐ Yes

Powers and Duties of the Tourism Management Board

(as defined in Title 020 of the Glenwood Springs Municipal Code);

(m) Tourism Management Board. The powers and duties of the Tourism Management Board shall be:

- (1) To investigate, study and report to the City Council:
 - a. All matters concerning tourism marketing and promotion that pertain to the benefit of Glenwood Springs and the area within the 81601 postal zip code, and
 - b. Other matters concerning the subject of tourism marketing and promotion which may be pertinent to the benefit of the City and the area within the 81601 postal zip code.
- (2) To coordinate with City Staff, Community Organizations, Community Businesses, and other Boards and commissions, when applicable to efficiently market and promote tourism to the benefit of Glenwood Springs and the area within the 81601 postal zip code.
- (3) To, at its discretion, and in addition to initiatives that directly market and promote features and attractions within the City and the area within the 81601 postal zip code, market and promote the geographical proximity of Glenwood Springs to other features and attractions outside of the 81601 postal zip code in ways that could reasonably be expected to benefit the City.
- (4) To establish rules of procedure and order for the Board to follow.
- (5) To review tourism marketing plans; to set tourism marketing goals, to determine the methods to accomplish and measure success in accomplishing those goals; to determine the appropriate staff and marketing contractor(s)/vendor(s) resources needed; to recommend to the City Council an annual tourism marketing budget; to recommend, to the City Council, award of contract(s) for the best candidate for contract staff and marketing contractor(s)/vendor(s) ,deemed necessary, based upon an approved Request for Proposal, Request for Qualification or other process; and to provide oversight of performance of contract staff and marketing vendor(s)/contractor(s) contract terms to ensure the efficient and effective implementation of the marketing goals and to report problems with performance to City Council.
- (6) To meet with the City Council on an annual basis, or as often as requested by the City Council, to identify marketing priorities of the City.
- (7) To complete all other duties as may be directed by City Council.

Appointment, Removal, Term and Vacancies of Boards and Commissions

(Per the Glenwood Springs, CO Municipal Code 020.020.040)

(a) Appointment and term of members. Except as otherwise provided, all appointments to the boards and commissions shall be by the City Council for terms of three (3) years each, and each member shall serve until his/her successor is appointed and takes office; provided, however, that the initial terms of office may be shortened by the City Council so as to provide overlapping terms of office. Appointments shall expire the day before the first regular meeting of the City Council in each month according to the following schedule:

(1) February:

Tourism Management Board

(b) Alternate members. The City Council at its discretion may appoint up to three (3) persons as alternate members for each board or commission. If a regular member of a board or commission is to be absent from a meeting, the presiding officer for the meeting may select an alternate member to fill such absence and to attend and serve at the meeting. The alternate member may exercise all powers at the meeting which the absent regular member could exercise, and the alternate's powers and privileges shall terminate at the end of the meeting attended. The presiding officer may at his/her discretion select the same alternate to serve at successive meetings in the absence of any member.

(c) Limit to term of members. No board member shall serve more than two (2) successive terms on the same board or commission.

(d) Removal of members. All appointed members of a board or commission shall be subject to removal, at any time, by the City Council. In the event an appointed member of a board or commission ceases to qualify for membership, his or her appointment is immediately terminated.

(e) Vacancies. The City Council shall fill all vacancies on boards and commissions by appointment for the unexpired term.

(Code 1971 §§ 2-63, 2-64, 2-67; 6-95 § 1; 10-07 § 2; Ord. No. 9-2018 , § 2, 4-20-2018)

[View results](#)

Respondent

15

Anonymous

18:39

Time to complete

Tourism Management Board Application

Thank you for your interest and time commitment in serving your community. Please complete all questions on this application.

Composition of the Tourism Management Board

(as defined in Title 020 of the Glenwood Springs Municipal Code)

- a. Two (2) representatives from tourism-related businesses located within the city;
- b. Two (2) representatives from lodging businesses located within the city;
- c. One (1) representative from restaurant or retail businesses located within city;
- d. One (1) representative from the Glenwood Springs Chamber Resort Association; and
- e. Three (3) citizens, who are residents of the city, that may have a financial interest in a tourism-related business.

Personal Information

1. Membership Qualifications *

You must qualify as one of the options below to serve on the Tourism Promotion Board.
Please select the option that applies to you.

- ☐ Two (2) representatives from tourism-related businesses located within the City
- ☒ Two (2) representatives from lodging businesses located within the City
- ☐ One (1) representative from restaurant businesses located within the City
- ☐ One (1) representative from the Chamber Resort Association
- ☐ Three (3) citizens who are residents of the City, that may have a financial interest in a tourism-related business.

2. Please explain here how you are qualified: *

I have been involved with tourism, in the Roaring Fork Valley and beyond, for over 15 years. I am currently employed as Area Director of Sales for four hotels in Glenwood Springs, Hotel Denver, Hotel Glenwood Springs, Hampton Inn and Holiday Inn Express.

3. Name *

Suzanne Emery

4. Home Address *

604 W Columbia Court
Glenwood Springs, CO 81601

5. Mailing Address *

Same

6. Home Phone *

970.390.9004 (M)

7. Work Phone *

970.945.6565 x 351

8. Mobile Phone *

970.390.9004

9. Email Address *

lovin_liif@msn.com

10. Occupation *

Area Director of Sales

Personal and Professional Interests

11. Why are you interested in serving on the Tourism Management Board? *

I believe that my experience, knowledge of tourism and passion for Glenwood Springs makes for a qualified Board Member of the Tourism Management Board

12. What do you view as your role if selected as a member to the Tourism Management Board? *

To understand, support, contribute to and oversee the efforts of Visit Glenwood to promote Glenwood Springs.

13. Do you have marketing, advertising, or public relations experience or skills? *

Yes, all of the above.

14. Do you have tourism industry experience or skills? *

Yes.

15. Can you describe an experience making a decision based on public opinion? *

When I70 closed through the Canyon in 2020 much of the public opinion, primarily based on CDOT maps, was there was no way to get to Glenwood Springs other than Independence Pass. Therefore, people did not come. The information made available to the public was not correct. I joined leaders in Glenwood Springs to counter the lie that I70 was closed between Glenwood and Rifle. I also was interviewed by a Denver TV station and I openly promoted the fact that "Glenwood Springs is open and that you can get here!".

16. Can you separate yourself from your personal opinions and represent the City's goals, policies, plans and the Glenwood Springs Municipal Code in an equitable fashion? *

Yes.

17. Do you have any existing time commitments that will hamper your ability to serve? *

I have many existing time commitments. However, I can manage my time and work around serving.

18. What experience do you have working with people on a board, commission, or committee? *

Board member City of Glenwood Springs Tourism Board
Founding member Glenwood Springs Citizens Alliance

19. Please select today's date. *

12/14/2022



20. Have you served on the Tourism Management Board before? *

☐ No

☒ Yes

Reappointment Applicants

21. Why do you think you should be reappointed? *

I am a valuable and active member of the board who seeks new ideas and best answers for the City of Glenwood Springs through the Tourism Management Board.

22. Have you served more than two full successive terms on the Tourism Management Board? *

No

Powers and Duties of the Tourism Management Board

(as defined in Title 020 of the Glenwood Springs Municipal Code);

(m) Tourism Management Board. The powers and duties of the Tourism Management Board shall be:

- (1) To investigate, study and report to the City Council:
 - a. All matters concerning tourism marketing and promotion that pertain to the benefit of Glenwood Springs and the area within the 81601 postal zip code, and
 - b. Other matters concerning the subject of tourism marketing and promotion which may be pertinent to the benefit of the City and the area within the 81601 postal zip code.
- (2) To coordinate with City Staff, Community Organizations, Community Businesses, and other Boards and commissions, when applicable to efficiently market and promote tourism to the benefit of Glenwood Springs and the area within the 81601 postal zip code.
- (3) To, at its discretion, and in addition to initiatives that directly market and promote features and attractions within the City and the area within the 81601 postal zip code, market and promote the geographical proximity of Glenwood Springs to other features and attractions outside of the 81601 postal zip code in ways that could reasonably be expected to benefit the City.
- (4) To establish rules of procedure and order for the Board to follow.
- (5) To review tourism marketing plans; to set tourism marketing goals, to determine the methods to accomplish and measure success in accomplishing those goals; to determine the appropriate staff and marketing contractor(s)/vendor(s) resources needed; to recommend to the City Council an annual tourism marketing budget; to recommend, to the City Council, award of contract(s) for the best candidate for contract staff and marketing contractor(s)/vendor(s) ,deemed necessary, based upon an approved Request for Proposal, Request for Qualification or other process; and to provide oversight of performance of contract staff and marketing vendor(s)/contractor(s) contract terms to ensure the efficient and effective implementation of the marketing goals and to report problems with performance to City Council.
- (6) To meet with the City Council on an annual basis, or as often as requested by the City Council, to identify marketing priorities of the City.
- (7) To complete all other duties as may be directed by City Council.

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(Per the Glenwood Springs, CO Municipal Code 020.020.040)

(a) Appointment and term of members. Except as otherwise provided, all appointments to the boards and commissions shall be by the City Council for terms of three (3) years each, and each member shall serve until his/her successor is appointed and takes office; provided, however, that the initial terms of office may be shortened by the City Council so as to provide overlapping terms of office. Appointments shall expire the day before the first regular meeting of the City Council in each month according to the following schedule:

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Tourism Management Board

(b) Alternate members. The City Council at its discretion may appoint up to three (3) persons as alternate members for each board or commission. If a regular member of a board or commission is to be absent from a meeting, the presiding officer for the meeting may select an alternate member to fill such absence and to attend and serve at the meeting. The alternate member may exercise all powers at the meeting which the absent regular member could exercise, and the alternate's powers and privileges shall terminate at the end of the meeting attended. The presiding officer may at his/her discretion select the same alternate to serve at successive meetings in the absence of any member.

(c) Limit to term of members. No board member shall serve more than two (2) successive terms on the same board or commission.

(d) Removal of members. All appointed members of a board or commission shall be subject to removal, at any time, by the City Council. In the event an appointed member of a board or commission ceases to qualify for membership, his or her appointment is immediately terminated.

(e) Vacancies. The City Council shall fill all vacancies on boards and commissions by appointment for the unexpired term.

(Code 1971 §§ 2-63, 2-64, 2-67; 6-95 § 1; 10-07 § 2; Ord. No. 9-2018 , § 2, 4-20-2018)

020.020.020 Composition of boards and commissions.

The membership of boards and commissions shall be composed of the following persons:

- (1) *Local Liquor Licensing Authority.*
 - a. The Local Liquor Licensing Authority shall consist of a Hearing Officer appointed by the City Council by resolution and may be removed with or without cause by a majority vote of the City Council.
- (2) *Airport Board.*
 - a. Five (5) citizens, at least four (4) who are residents of the City and one (1) who may reside outside of the City but within the 81601 zip code area or own real property or a business within the City.
- (3) *Building Board of Appeals.* The Planning and Zoning Commission shall act as the Building Board of Appeals whenever such a board is required by this Code, other ordinances of the City or State or Federal law.
- (4) *Finance Advisory Board:*
 - a. Seven (7) members of which at least six (6) are City residents. One (1) member shall be employed in the finance industry; one (1) member shall be employed by the tourism industry; and one (1) member may be a non-resident, but shall own or be employed by a business within the City.
- (5) *Parks and Recreation Commission.*
 - a. Seven (7) citizens, at least six (6) who are residents of the City and one (1) who may reside outside of the City but within the 81601 zip code area or own real property or a business within the City.
 - b. Reserved.
 - c. Reserved.
 - d. One (1) youth (under the age of eighteen [18] at appointment) who shall serve a one-year term from June 1 to May 31 of the following year.
- (6) *Planning and Zoning Commission.*
 - a. Seven (7) citizens who are residents of the City.
- (7) *River Commission.*
 - a. Seven (7) citizens, with one (1) alternate, at least six (6) who are residents of the City and one (1) who may reside outside of the City but within the 81601 zip code area or own real property or a business within the City.
- (8) *Victim's and Witnesses Assistance and Law Enforcement Board.*
 - a. Five (5) citizens, at least four (4) who are residents of the City and one (1) who may reside outside of the City but within the 81601 zip code area or own real property or a business within the City.
 - b. Reserved.
 - c. The Chief of Police as an advisory member, but a nonvoting member of the Board.
- (9) *Transportation Commission.*

-
- a. Seven (7) citizens, at least six (6) who are residents of the City and one (1) who may reside outside of the City but within the 81601 zip code area or own real property or a business within the City.
- (10) Reserved.
- (11) *Glenwood Springs Housing Commission.*
- a. Seven (7) citizens, at least six (6) who are residents of the City and one (1) who may reside outside of the City but within the 81601 zip code area or own real property or a business within the City.
- Membership should reflect a broad representation of organizations and other entities which are related to housing, including but not limited to the financial community, the building and development community, the real estate industry, and organizations which support low-income residents of the community.
- (12) *Historic Preservation Commission.*
- a. Seven (7) citizens, at least six (6) who are residents of the City and one (1) who may reside outside of the City but within the 81601 zip code area or own real property or a business within the City.
- (13) *Tourism Promotion Board.*
- a. Two (2) representatives from the tourism related businesses located within the City;
 - b. Two (2) representatives from the lodging businesses located within the City;
 - c. One (1) representative from the restaurant or retail businesses located within the City;
 - d. One (1) representative from the Glenwood Springs Chamber Resort Association; and
 - e. Three (3) citizens, at least two (2) who are residents of the City and that shall not have a direct or indirect financial interest in a business referenced in (a), (b) or (c) above and one (1) who is a resident that may have a financial interest in a business referenced in (a), (b) or (c) above.
- (14) *Arts and Culture Board.*
- a. Eight (8) members, at least five (5) of which are residents of the City, three (3) of which may reside outside of the City, and one (1) of which being a youth representative under the age of eighteen (18) or not having completed his or her final year of high school. Those representatives residing outside of the City must reside within the 81601 postal zip code area, own real property or a business within the City, or attend school within the City.
- (15) Council and Staff Participation on Boards and Commissions:
- a. The Mayor may appoint up to two (2) members of Council to act as a liaison between Council and a Board or Commission.
 - b. The City Manager may appoint a member of staff to assist a Board or Commission as necessary to fulfill their duties as provided for in 020.020.030.

(Code 1971 §§ 2-61, 4-75, 4-230, 15-2; 26-84 § 1; 19-89 § 1; 12-90 § 1; 54-90 § 1; 29-91 § 1; 10-93 § 1; 29-93 § 1; 7-94 § 1; 23-94 § 1; 10-95 § 1; 19-95 §§ 1, 2; 40-95 § 1; 28-97 § 1; 29-97 § 1; 1-01 § 1; 61-01 § 2; 14-03 § 1; 9-04 § 1; 20-05 § 2; 7-06 § 2; 13-06, § 2; 10-07 § 2; 6-08 § 2; 12-09 § 2; 12-10 § 2; 2-12 § 2; Ord. No. 2-2016, § 2(Exh. A), 2-4-2016; Ord. No. 16-2017, § 3, 8-17-2017; Ord. No. 2-2018, § 2, 1-18-2018; Ord. No. 6-2018, § 2, 3-1-2018; Ord. No. 21-2018, § 2, 9-20-2018; Ord. No. 2-2021, § 2(Exh. A), 4-15-2021)

020.020.030 Powers and duties of boards and commissions.

(a) *Local Liquor Licensing Authority.*

- (1) *Powers and duties of local liquor licensing authority.* The Local Liquor Licensing Authority shall have the powers granted to local licensing authorities pursuant to C.R.S. Title 12, Articles 46, 47, and 48, as amended.
- (2) *Temporary permits.* The City Clerk is hereby delegated the authority to issue temporary fermented malt beverage permits to license transferees, as authorized by C.R.S. § 12-46-106.5, as amended, and temporary permits for any class of liquor license as authorized by C.R.S. § 12-47-106.5, as amended. Each temporary permit shall authorize the transferee to continue selling fermented malt beverages and other licensed beverages in accordance with state law during the period in which an application to transfer is pending. The City Clerk may issue the temporary permit if: (a) the premises shall have been previously licensed by the State and the license is valid at the time the application for transfer is filed; (b) the application appears to be in order, an application for transfer of the appropriate license has been filed, all fees have been paid, the initial background check has been successfully completed, and the fingerprint cards have been completed; and (c) the application for the temporary permit is filed no later than thirty (30) days after the filing of the application for transfer and associated fees paid. No temporary permit issued by the City Clerk shall be for a period greater than one hundred twenty (120) days from the date of its issuance.
- (3) *Wine tastings.* The Local Liquor Licensing Authority is authorized to issue annual wine tasting permits pursuant to C.R.S. § 12-47-301 with the following conditions: (a) All requirements of C.R.S. § 12-47-301 have been met; and (b) Payment of an annual application fee of one hundred dollars (\$100.00); and (c) No more than one hundred four (104) wine tastings may be held during the term of any permit issued pursuant to this section; and (d) Permit holders shall notify the City Clerk and Police Department at least seven (7) days prior to any wine tasting.
- (4) *Rules, policies and procedures.* The Local Liquor Licensing Authority shall adopt rules, policies and procedures for the implementation of its duties and powers as those have been granted pursuant to C.R.S. Title 12, Articles 46, 47, and 48, as amended.
- (5) *Report to city council.* The Local Liquor Licensing Authority shall be required to report on all actions taken with respect to the issuance of or control over liquor licenses within the City to the City Council. Reports shall be made in a timely fashion to the City Council.
- (6) *Appeal to city council.* Any decision of the Local Liquor Licensing Authority may be appealed to the City Council within ten (10) calendar days, or at the next regularly scheduled meeting. City Council shall have the authority to sustain, modify or overturn the decision of the Local Liquor Licensing Authority. In any event, the City Council shall direct the Local Liquor Licensing Authority to take a particular action. The Local Liquor Licensing Authority shall conform to the written direction of the City Council within ten (10) calendar days from the date of the written directive.
- (7) *Appeal to district court.* Any person applying to the District Court for review of a decision of the Local Liquor Licensing Authority shall apply for review within thirty (30) days of the decision of the Local Liquor Licensing Authority. The thirty-day period shall be inclusive of the appeal process to City Council as outlined in Subparagraph (5) above.

- (b) *Powers and Duties of Airport Board.* The powers and duties of the Airport Board shall be to investigate, study and report to the City Council all matters concerning the airport facilities of the City and other matters concerning the subject of aviation which may be pertinent to the City as shall be requested of the Airport Board by the City Council; and such Board may investigate, study and report to the City Council on such other matters concerning the Municipal Airport as the Board may deem for the best interests of the City.

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- (c) *Powers and Duties of Building Board of Appeals.* The powers and duties of the Building Board of Appeals shall be to hear appeals in accordance with the International Building Code, International Residential Code, International Fire Code, and the other adopted codes from the International Code Council, as adopted or amended by Title 060 of this Code. Such power shall not include matters of interpretation arising under the Code.
- (d) *Powers and Duties of Finance Advisory Board.* The Finance Advisory Board shall advise and assist the City Manager and Finance Director in the preparation of the City budget, the establishment of accounting systems for the City, the planning of expenses, the projection of revenues and the analysis of the other fiscal matters presented to the Board by the City Council. The Finance Advisory Board shall also be responsible for making recommendations to City Council regarding grants from the City's various grant programs as Council may establish from time to time. No decision of the Finance Advisory Board shall be binding upon the City or anyone acting on its behalf.
- (e) *Powers and duties of Parks and Recreation Commission.* The powers and duties of the Parks and Recreation Commission shall be:
- (1) To investigate, study and report to the City Council all matters concerning City parks and recreation within the City and other matters concerning the subject of parks and recreation which may be pertinent to the City and requested of such Commission by the City Council.
 - (2) To investigate, study and report to the City Council on such other matters concerning parks and recreation within the City as the Commission may deem in the best interests of the City.
 - (3) To provide technical assistance, advice and planning support to the Parks and Recreation Director and City Council regarding tree planting and maintenance needs in the City.
 - (4) To provide recommendations from time to time regarding the administration and implementation of Article 090.050 of this Code.
 - (5) To investigate, study and report to City Council all matters concerning the burial and internment facilities of the City and other such matters as may be requested by City Council from time to time.
 - (6) To investigate, study and report to City Council on such other matters concerning burial and internment facilities and such other similar matters as the Commission may deem in the best interests of the City.
 - (7) To investigate, study and report to City Council any and all matters concerning the use and operation of the City's Community Center.
 - (8) To coordinate with other City boards and commissions on any aspect of the Community Center that may relate to the powers and duties of such other boards and commissions.
 - (9) To investigate, study and report to City Council on grants, donations and other forms of funding to assist in the operation of the Community Center, and to otherwise advise City Council on budgetary needs related to the operation of the Community Center.
- (f) *Powers and duties of Planning and Zoning Commission.* The powers and duties of the Planning and Zoning Commission shall be:
- (1) To develop and recommend a master plan subject to the approval of the City Council and its environ in accordance with the provisions of this Code and the laws of the State.
 - (2) To recommend to the City Council boundaries of zone districts and regulations to be enforced therein, in accordance with the provisions of this Code and the laws of the State.

-
- (3) To review proposals relating to subdivision, development and use of land and make decisions or recommendations on such proposals, in accordance with the procedures and provisions set forth in this Code.
 - (4) To hear and decide appeals wherein there is a question of interpretation of the zone district map, the master plan or related documents and similar questions as they may arise in the administration of this Code.
 - (5) The Planning and Zoning Commission shall have the duty and power to act on appeals with regard to matters arising from enforcement of provisions of Title 070 of this Code, including:
 - a. *Review of administrative decisions.* To hear and decide appeals where it is alleged there is error in any action, including any order, interpretation, requirement, decision or determination made by an administrative official of the city in the enforcement of Title 070 of this Code.
 - b. *Variances.* To hear and decide requests for variances from the zoning provisions and sign regulation provisions where there are unique, unnecessary and unreasonable hardships in the way of carrying out the strict letter of said provisions; and to hear and decide requests for variances to allow deviations from restrictions upon the construction and placement of buildings and other structures on site. Examples of such variances include, but are not limited to, modifications of minimum area requirements, building coverage and setback restrictions. Variances from permitted and special review uses in zone district text shall not be considered.
 - (6) To perform such other functions as required by the provisions of Title 070.
 - (7) To service as the Building Board of Appeals.
 - (g) *Powers and duties of River Commission.* The powers and duties of the River Commission shall be:
 - (1) To investigate, study, and report to the City Council any and all matters concerning the use, enjoyment, conservation of the, rivers and streams in the City and its environs and the open space adjacent thereto, including water quality issues, the protection of valuable riparian ecosystems, and water rights matters.
 - (2) To advise the City Council on public access to and use of rivers and streams in the City and the adjacent environs and maintain and update a map related thereto as necessary.
 - (3) To advise the City Council on the use of municipally owned property adjacent to the rivers and City construction projects in the rivers or adjacent open space.
 - (4) To promote and celebrate riverfront cleanup efforts and public awareness of non-point source water pollution.
 - (5) To investigate, study and report to the City Council on grants, donations and other forms of funding to assist in the acquisition and improvement of the rivers and adjacent open space, and to otherwise advise the City Council on budgetary needs related to preservation of open space and river improvement.
 - (6) To appoint subcommittees as necessary to carry out the foregoing functions.
 - (7) To coordinate with the Parks and Recreation Commission, Roaring Fork Conservancy, Middle Colorado Watershed Council, and other organizations, stakeholders groups, and property owners as is necessary to carry out the foregoing functions.
 - (8) At the request of City Council hold an annual work session with the City Council to review the actions taken by the River Commission regarding the foregoing functions and discuss future plans.
 - (h) *Powers and duties of the Victim's and Witnesses Assistance and Law Enforcement Board.*

-
- (1) The Board shall designate one (1) of its members as chairman, shall establish rules of procedure and order and shall hold meetings as it might deem necessary.
 - (2) A surcharge equal to twenty-five (25) percent of the fine imposed for violation of all municipal ordinances, including ordinance violations under the Model Traffic Code, is hereby levied on each Municipal Court action resulting in a conviction, plea of guilty or no contest or in a deferred judgment and sentence, which municipal ordinance violation is charged pursuant to City ordinances. All calculated surcharge amounts resulting in dollars and cents shall be rounded to the nearest whole dollar. In the event a portion of the fine is suspended, the surcharge levied shall be computed based upon the original fine, regardless of whether a portion of said fine has been suspended. Said surcharges shall be paid to the Clerk of the Court by the defendant, and said Clerk shall deposit the money so received in the fund hereinafter created.
 - (3) The Victim's and Witnesses Assistance and Law Enforcement Fund, hereinafter referred to as the "Fund," consist of all monies paid as a surcharge as provided in Subsection (2) above. All monies deposited in the Fund shall be deposited in an interest-bearing account, and all interest earned by monies in the Fund shall be credited to the Fund. The City Manager, by and through the Finance Director, shall be responsible for establishing a separate fund for purposes of accounting for the revenues and expenditures. At the conclusion of each fiscal year, all monies remaining in the Fund shall remain in the Fund for allocation as hereinafter set forth.
 - (4) The Board shall disburse monies from the Fund in the following manner:
 - a. First, to the payment of all reasonable and necessary expenses and costs incurred by the Board in the performance of its duties, including but not limited to professional fees, office supplies and meeting expenses.
 - b. Second, not less than fifty (50) percent of the monies remaining in the Fund after the deduction of reasonable expenses and costs shall be allocated for the purchase of victims (and witnesses) services and reimbursements, as hereinafter set forth. No funds shall be paid except in those specific instances where a police report has been filed by the Police Department for an alleged violation of a municipal ordinance, regardless of whether the perpetrator has been identified, arrested or prosecuted.
 - c. Third, any remaining monies may be allocated to the Police Department for the following purposes, including, but not limited to: equipment purchases, training programs for personnel and the employment of additional personnel. Such funds shall not be used by the Police Department for defraying the costs of routine and ongoing operating expenses. No disbursement within this category of expenditure shall be made without the approval of the City Council following a written recommendation by the Board.
 - (5) Disbursement of funds by the Board on behalf of the victim's and witnesses assistance services may be used for the following purposes:
 - a. Provision of services for early crisis intervention;
 - b. Assistance in prompt return of victims' property;
 - c. Assistance to victims and witnesses in arranging transportation to and from court;
 - d. Provision of translator services;
 - e. Protection from threats of harm and other forms of intimidation;
 - f. Reasonable medical and hospital expenses and expenses incurred for dentures, eyeglasses, hearing aids or other prosthetic or medically necessary devices; and

-
- g. Losses resulting from property damage, including repair or replacement of property damaged as a result of crime or payment of the deductible amount on a residential insurance policy in an amount not to exceed five hundred dollars (\$500.00). Victims' recovery due to property damage shall not exceed five hundred dollars (\$500.00) for any crime, but in no case shall a loss be compensable if the aggregate property damages are less than twenty-five dollars (\$25.00).
 - (6) The Board is authorized to accept and evaluate all applications for disbursement of funds, whether emanating from victims, witnesses or law enforcement agencies. Applications for disbursement shall be made upon forms prescribed by the Board, and made available by the Municipal Court and the Police Department. The Board shall establish its own criteria for evaluating applications for disbursement, and nothing herein contained shall obligate the Board to make disbursement of any funds available to it. Upon a finding by the Board that a disbursement shall be made from the Fund, the Board shall submit a written request for payment to the Finance Department, which shall then remit payment in accordance with the request.
 - (7) The Board is required to submit minutes of its meetings to the City Council at the next regular Council meeting following the Board's meeting.
 - (i) *Powers and duties of Transportation Commission.* The powers and duties of the Transportation Commission shall be:
 - (1) To investigate, study and report to the City Council any and all matters concerning transportation issues which directly affect the City.
 - (2) To investigate, study and report to the City Council on other intergovernmental committees, boards or commissions working on transportation issues in the Tri-County (Pitkin, Garfield and Eagle) area.
 - (3) To meet with the City Council on an annual basis to identify which transportation issues require priority attention.
 - (4) To investigate, study and report to the City Council on grants, donations and other forms of funding to assist in meeting the transportation needs of the City.
 - (5) To perform functions concerning oversight of transportation issues or functions as delegated by the City Council.
 - (6) To appoint subcommittees as necessary to carry out the foregoing functions subject to the approval of the City Council.
 - (j) Reserved.
 - (k) *Powers and duties of Glenwood Springs Housing Commission.* The powers and duties of the Housing Commission shall be:
 - (1) To investigate, study and report to the City Council any and all matters concerning housing issues which directly affect the City, including the preparation of a Comprehensive Housing Affordability Strategy (CHAS).
 - (2) To assist City Council in defining the nature and scope of housing opportunities in the City.
 - (3) To meet with the City Council on an annual basis to identify which housing issues require priority attention.
 - (4) To investigate, study and report to the City Council on grants, donations and other forms of funding to assist in meeting the housing needs of the City.
 - (5) To perform functions concerning oversight of housing issues or functions as delegated by the City Council, including monitoring the implementation of activities as described in the CHAS.

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- (6) To appoint subcommittees as necessary to carry out the foregoing functions subject to the approval of the City Council.
- (l) *Powers and duties of Historic Preservation Commission.* The powers and duties of the Historic Preservation Commission shall be:
- (1) To recommend to City Council methods for the protection and preservation of the City's historic and cultural heritage, including, but not limited to, the designation of historic landmarks and districts by appropriate regulations.
 - (2) To recommend to City Council methods for enhancing property values and the stabilization of historic neighborhoods.
 - (3) To recommend to City Council methods for increasing economic and financial benefits, including, but not limited to, City attractions.
 - (4) To provide educational opportunities to increase public appreciation of the City's unique heritage.
 - (5) To do any other tasks related to the historic preservation of resources in the community of Glenwood Springs.
- (m) *Powers and duties of Tourism Promotion Board.* The powers and duties of the Tourism Promotion Board shall be:
- (1) To investigate, study and report to the City Council:
 - a. All matters concerning tourism marketing and promotion that pertain to the benefit of Glenwood Springs and the area within the 81601 postal zip code; and
 - b. Other matters concerning the subject of tourism marketing and promotion which may be pertinent to the benefit of the City and the area within the 81601 postal zip code.
 - (2) To coordinate with City staff, community organizations, community businesses, and other boards and commissions, when applicable to efficiently market and promote tourism to the benefit of Glenwood Springs and the area within the 81601 postal zip code.
 - (3) To, at its discretion, and in addition to initiatives that directly market and promote features and attractions within the City and the area within the 81601 postal zip code, market and promote the geographical proximity of Glenwood Springs to other features and attractions outside of the 81601 postal zip code in ways that could reasonably be expected to benefit the City.
 - (4) To establish rules of procedure and order for the Board to follow.
 - (5) To review tourism marketing plans; to set tourism marketing goals, to determine the methods to accomplish and measure success in accomplishing those goals; to determine the appropriate staff and marketing contractor(s)/vendor(s) resources needed; to recommend to the City Council an annual tourism marketing budget; to recommend, to the City Council, award of contract(s) for the best candidate for contract staff and marketing contractor(s)/vendor(s), deemed necessary, based upon an approved Request for Proposal, Request for Qualification or other process; and to provide oversight of performance of contract staff and marketing vendor(s)/contractor(s) contract terms to ensure the efficient and effective implementation of the marketing goals and to report problems with performance to City Council.
 - (6) To meet with the City Council on an annual basis, or as often as requested by the City Council, to identify marketing priorities of the City.
 - (7) To complete all other duties as may be directed by City Council.
- (n) *Powers and duties of Arts and Culture Board.* The powers and duties of the Arts and Culture Board shall be:

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- (1) To promote awareness, access, and appreciation of the fine, performing, and practical arts for City residents and visitors.
 - (2) To advise the City Council in connection with all matters relating to the artistic and cultural development of the City.
 - (3) To provide opportunities for cultural and art experience and education for children and adults.
 - (4) To promote increased interaction and collaboration among artists, art-related organizations, and opportunities for growth and exposure.
 - (5) To promote knowledge and appreciation for cultural forms of artistic expression.
 - (6) To make recommendations to the City Council with respect to fundraising and annual budget appropriations for the arts.
 - (7) To advise and consult with local arts groups as requested by such groups or by the City Council.

(Code 1971 §§ 2-64.1, 2-2, 2-65[a], [b], 2-65.1, 4-78, 4-232, 4-155, 15-2; 26-84 § 3; 19-89 § 3; 12-90 § 1; 54-90 § 3; 39-91 § 3; 10-93 § 2; 29-93 § 3; 7-94 § 3; 17-94 § 1; 23-94 § 3; 10-95 § 3; 11-95; 19-95 § 3; 46-95 § 1; 55-95 § 1; 28-97 § 3; 29-97 § 5; 32-97 § 1; 42-00 § 1; 61-01 § 3, 4, 5; 61-02 § 4; 9-04 § 1; 20-04, § 1; 33-05, § 2; 7-06 § 3; 13-06, § 2; 6-08 § 2; 12-10 § 2; 2-12 § 2; Ord. No. 16-2017, § 4, 8-17-2017; Ord. No. 2-2018, § 3, 1-18-2018; Ord. No. 6-2018, § 3, 3-1-2018; Ord. No. 21-2018, § 3, 9-20-2018; Ord. No. 2-2021, § 2(Exh. A), 4-15-2021)

020.020.040 Appointment, removal, term and vacancies of boards and commissions.

- (a) *Appointment and term of members.* Except as otherwise provided, all appointments to the boards and commissions shall be by the City Council for terms of three (3) years each, and each member shall serve until his/her successor is appointed and takes office; provided, however, that the initial terms of office may be shortened by the City Council so as to provide overlapping terms of office. Appointments shall expire the day before the first regular meeting of the City Council in each month according to the following schedule:

- (1) February:
 - Planning and Zoning Commission;
 - Finance Advisory Board;
 - Tourism Promotion Board;
 - Building Board of Appeals.
- (2) March:
 - Transportation Commission;
 - Arts and Culture Board;
 - Parks and Recreation Commission;
 - Airport Board;
 - River Commission.
- (3) April:
 - Local Liquor Licensing Authority;
 - Victim's Witnesses Assistance and Law Enforcement Board;
 - Historic Preservation Commission;

Glenwood Springs Housing Commission.

- (b) *Alternate members.* The City Council at its discretion may appoint up to three (3) persons as alternate members for each board or commission. If a regular member of a board or commission is to be absent from a meeting, the presiding officer for the meeting may select an alternate member to fill such absence and to attend and serve at the meeting. The alternate member may exercise all powers at the meeting which the absent regular member could exercise, and the alternate's powers and privileges shall terminate at the end of the meeting attended. The presiding officer may at his/her discretion select the same alternate to serve at successive meetings in the absence of any member.
- (c) *Limit to term of members.* No board member shall serve more than two (2) successive terms on the same board or commission.
- (d) *Removal of members.* All appointed members of a board or commission shall be subject to removal, at any time, by the City Council. In the event an appointed member of a board or commission ceases to qualify for membership, his or her appointment is immediately terminated.
- (e) *Vacancies.* The City Council shall fill all vacancies on boards and commissions by appointment for the unexpired term.

(Code 1971 §§ 2-63, 2-64, 2-67; 6-95 § 1; 10-07 § 2; Ord. No. 9-2018 , § 2, 4-20-2018; Ord. No. 29-2020 , § 2, 1-7-2021)



City Council
STAFF REPORT
City of Glenwood Springs
January 19, 2023

Agenda Item: Update from Black Hills Energy

Action Requested: None

Department: City Administration

Presented By: Steve Boyd

Strategic Goals: Provide Efficient and Responsive City Government

Background Info: Jason Auslander from Black Hills Energy (BHE) will be discussing BHE customer assistance programs, energy efficiency tips and electrification, and the state Clean Heat Plan.

Issues: NA

Fiscal Impact: None

Legal Review: NA

Staff Recommendation: NA

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DATE: January 13, 2023
TO: Mayor and City Council
FROM: Karp Neu Hanlon, P.C.
RE: Fourth Amendment to Agreement for Immediate Possession and Conveyance of Property Interests

In June 2017 in preparation for the Grand Avenue Bridge project, the City entered into an Agreement for Immediate Possession and Conveyance of Property Interests with the owners of property near the 8th Street bridge (the Butler Rents property) to obtain permanent right-of-way for 8th Street and an easement for drainage and pedestrian/bike access through the Property. The original agreement contained certain development incentives to encourage the redevelopment of the property as follows:

10. In the event that the matter is resolved through negotiation, without the need for judicial proceedings of any kind, and in furtherance of the development of the residual parcel within five years, the City of Glenwood Springs will agree to the following items, in addition to paying fair market value of the property to be acquired:
 - a. Count the conveyed Property as full satisfaction of the owner's parklands dedication requirement that is associated with residential development on the Owner's residual Property and no further parklands dedication shall be required by the City of Owner; and
 - b. Approve two additional access between the residual parcel and the City's riverfront pathway of at least 30 feet in aggregate width including access that wraps around the northwest corner residual property near which the existing Church structure stands and the balance of the access as mutually agreed to best integrate the residual parcel with the City's riverfront pathway and protect the health, safety and welfare of the public; and
 - c. Contribute five (5) City of Glenwood Springs EQR taps for potable water and waste water upon the date of development. Said EQR taps can only be used on Owner's residual parcel and the ability to use those taps shall run with title to the Owner's residual parcel. Owner shall receive no credit or rebate in the event those taps are not used within the five-year period; and

- d. The City will assist the Owner in applying to enlarge current EPA planning area in order to provide federal, state and local government resources for planning and economic analysis of the future development of Owner's residual property; and
- e. A waiver of any land use application fees charged by the City for any development application or variance filed by the owner with the City within the five-year time period following the execution of this agreement; and
- f. The City recognizes that the acquisition of the Property has the potential to interfere with and/or complicate the development of the Owners' residual property. As such, the City will consider in good faith and deal fairly in accommodating the impacts of the Property acquisition and other relevant matters if/when the Owner applies for any variance of setback requirements, design, height, parking and/or other zoning variances driven by said Property acquisition. The City and Owner contemplate that any development of the property will include (but not be limited to) commercial, residential and/or mixed use of the property to the fullest extent allowed, and nothing herein shall be considered to limit these uses.

The Third Amendment to the Agreement provided that the development incentives in the Agreement can be used for 5 years and would expire on May 31, 2023. The global pandemic slowed progress on potential redevelopment of the property and the owners are requesting an additional year, until May 31, 2024, to utilize those incentives. Both Legal and Community Development have been in contact with the owners and their potential development partners. Staff is supportive of the extension and recommend Council approve the Fourth Amendment extending the deadline to use the development incentives until May 31, 2024.

**FOURTH AMENDMENT TO AGREEMENT FOR IMMEDIATE POSSESSION
AND CONVEYANCE OF PROPERTY INTERESTS**

This Fourth Amendment to Agreement for Immediate Possession and Conveyance of Property Interests ("Third Amendment") is made and entered into this ____ day of _____ 2023, by and between 406 WEST 7TH, LLC, a Colorado limited liability company (also referred to herein as "Owner"), and the CITY OF GLENWOOD SPRINGS, COLORADO (also referred to herein as the "City").

WHEREAS, on June 7, 2017, the Parties entered into an Agreement for Immediate Possession and Conveyance of Property Interests (the "Agreement"); and

WHEREAS, on July 5, 2017 the Parties entered into an Amendment to Agreement for Immediate Possession and Conveyance of Property Interests; and

WHEREAS, on November 28, 2017 the Parties entered into a Second Amendment to Agreement for Immediate Possession and Conveyance of Property Interests; and

WHEREAS, on May 17, 2018, the Parties entered into a Third Amendment to Agreement for Immediate Possession and Conveyance of Property Interests; and

WHEREAS, the Parties desire to enter into this Fourth Amendment to the Agreement on the terms and conditions stated herein.

NOW THEREFORE, for good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the Parties agree as follows:

1. The time to utilize the development credits set forth in Section 10 of the Agreement set to expire on May 31, 2023, is extended to May 31, 2024.
2. Except for the foregoing amendment, all other terms and provisions of the Agreement, as amended shall remain in full force and effect as written.

406 WEST 7TH, LLC

BY: _____
Barbara B. Wyatt, Manager

STATE OF COLORADO)
) ss.
COUNTY OF ARAPAHOE)

The foregoing instrument was acknowledged before me this ____ day of _____ 2023, by Barbara B. Wyatt, Manager of 406 West 7th, LLC.

Witness my hand and official seal.

My commission expires: _____

Notary Public

CITY OF GLENWOOD SPRINGS, COLORADO

By: _____
_____, City Manager

ATTEST:

City Clerk

Approved as to form:

KARP NEU HANLON, P.C.
For the City of Glenwood Springs, Colorado

Karl J. Hanlon, City Attorney



City Council
STAFF REPORT
City of Glenwood Springs
January 19, 2023

Agenda Item: Traffic Incident Management Plan Agreement (TIM) and Emergency Operations Update

Action Requested: Allow the Mayor to sign the Traffic Incident Management Plan

Department: Engineering

Presented By: Terri Partch, Gary Tillotson

Strategic Goals: Ensure Public Safety

Background Info: City staff have been working towards implementing three different measures to plan for emergency events and evacuations in the city. The Traffic Incident Management Plan primarily provides procedures and direction to agencies in Garfield County regarding the closure or partial closure of the highway system in the event of a large accident. However, due to the recent fires and mud flows in Glenwood Canyon and South Canyon, the plan also incorporates complete highway closures in Glenwood Canyon, South Canyon and SH 82. SH 82 was added to the plan to recognize the effects of a closure at westbound 114 in the City of Glenwood Springs. The plan allows the incident commander to direct closure of SH82 northbound in the event of a large scale emergency.

Engineering is continuing to work with CDOT and FHWA on the design and permitting of the two I-70 access control line breaks. The design and permitting are nearly complete for the Storm King access. The property transfer has fallen through for the West First Street site. Legal is working to contact the current owner to negotiate and easement so that the design can be completed. CDOT and FHWA are moving ahead on both sites for permitting. City crews still plan to construct both facilities in the spring.

The request for proposals for the Emergency Operations Plan has been written and will be released in the first week of January, and will be returned at the end of January. Generally the scope of work includes these elements:

- Existing document review.
- Identification of potential large scale police, fire and public works emergencies
- Determination of traffic management locations, training and equipment needed for evacuations
- Communication protocols and neighborhood plans
- Coordination with the hospital, school district and assisted living facilities
- Coordination with Garfield County. This plan will be the city's plan. The county has its own plan. Local jurisdictions are encouraged in their plan to have a local plan and a local emergency manager.
- Review of the TIM plan. Coordination with the county, CDOT and Colorado State Patrol to integrate the city's EOP.
- Identification of potential safe zones, areas of refuge, shelters and opportunities to shelter in place.
- Review and expand existing resource spreadsheet
- Coordination meetings with CDOT, CSP and the County Emergency Manager
- Coordination meetings with the school district, Valley View Hospital, assisted living facilities and RFTA.

Issues: The Garfield County Emergency Operations Plan requires the local jurisdictions to have an Emergency Operations Plan and a local Emergency Manager. Though this planning process, the City should identify a City Emergency Manager to lead city efforts.

Fiscal Impact: Budget for this process was going to come from unused budget in Engineering Professional Services (General Fund). When the proposal is returned, the source of funding will either need to be rolled over from 2022 or reevaluated.

Legal Review: Legal has reviewed.

Staff Recommendation: Approve the Mayor's signature of the Garfield County Traffic Incident Management Plan.



Emergency Operations Plan

2023

Volume I: Basic Plan

Copy Number I

Resolution page

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- Safety Officer
- Liaison Officers
- Agency Representatives
- Public Information Officer (PIO)/External Affairs

OPERATIONS

- Operations Section Chief
- Communications Branch
- Firefighting Branch
- Public Health and Medical Services Branch
- Search and Rescue Branch

- Oil and Hazardous Materials Branch
- Public Safety and Security Branch

PLANNING

- Planning Section Chief
- Emergency Management Branch

LOGISTICS

- Logistics Section Chief
- Transportation Branch
- Public Works and Engineering Branch
- Mass Care, Shelter and Human Services Branch
- Logistics Management and Resource Support Branch
- Agriculture and Natural Resources Branch
- Energy Branch

FINANCE AND ADMINISTRATION

- Long Term Community Recovery and Mitigation Branch

BLANK FORMS

Section IV – NOTIFICATION AND RESOURCE MANUAL (NARM)

Notification and Resource Manual

RELATED SUPPORTING PLANS (Published Separately)

1. Nuclear/Radiological Emergency Response Plans
2. Hazardous Materials – SARA Plans
3. Emergency Action Plans for Hazard Potential Category 1 and 2 Dams
4. Continuity of Government Plan/Continuity of Operations Plan
5. Hazard Mitigation Plan
6. Special Events Plans
7. Prison Plans
8. School Plans
9. Strategic National Stockpile Plan
10. Pandemic Influenza Plan
11. Regional Task Force Plan
12. Debris Management Plan
13. Volunteer Management Plan
14. Donations Management Plan
15. Animal Care and Control
16. Mass Casualty/Mass Fatality Plan

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FOREWORD

The Garfield County Emergency Operations Plan (EOP) outlines how the County Government complies with and implements the requirement of the Colorado Division Homeland Security/Emergency Management (DHS/EM) to protect the lives and property of the citizens of the county. The county EOP serves as a bridge between the Local Municipal Emergency Operations Plan and the State of Colorado Emergency Operations Plan.

EXECUTIVE SUMMARY

General: This plan prescribes emergency response procedures for Garfield County, while it reflects the structure of emergency management throughout the State of Colorado and the nation. This plan serves as an emergency management link between local municipalities and state government while incorporating the federal organizational concepts of the National Response Framework (NRF.)

All emergency response activities within the county will utilize the National Incident Management System (NIMS). This includes prescribed incident command structures that will be used by local emergency responders at the scene of emergencies, and at the county Emergency Operations Center (EOC).

This plan employs a functional, all-hazards approach that manages the assistance that the county is likely to need or provide by defining fifteen (15) Emergency Support Functions (ESFs). These functions are basically the same as those at the state and federal levels.

Organization: The plan is divided into four sections, all published separately. This allows users to separate those portions that may contain personal information (the items in Sections III and IV) or information that may need to be kept confidential.

Section I contains:

- The Basic Plan which describes procedures and principles for organizing emergency response throughout the county. It contains overarching structures and assigns responsibilities to various organizations in the county.
- A listing of Related Supporting Plans that;
 - depend on this plan for assignment of responsibilities and operational principles and may supplement this plan during specific emergencies,
 - because of regulatory requirements or the specific nature of the hazards they address, should stand alone,
 - are published separately, and incorporated into this plan by reference,
 - In some cases contain personal or sensitive information and are exempted from the provision of the Right-to-Know Law, and from release to the general public.
- Appendices that provide additional information (definitions, explanation of terms, maps, etc.) that will be helpful during emergency response.

Section II contains: ESF Appendices that describe the fifteen emergency support functions and how they will be accomplished.

Section III contains:

- Functional Checklists that provide suggested tasks for each of the principal positions in the county EOC.

- Blank Forms that will be needed for the operation of the County EOC, and for reporting damages and other operational data to state government.

Section IV contains: Garfield County Resource Management Appendix that contains access to resources, facilities, personnel, equipment and supplies that are available to the county, along with contact procedures that will be needed to procure that resource for use during an emergency. It also contains the names of persons and facilities that require special notifications.

SUMMARY OF CHANGES

CHANGE NUMBER	DATE OF CHANGE	DATE ENTERED	CHANGE MADE BY (SIGNATURE)

CERTIFICATION OF ANNUAL REVIEW

This Emergency Operations Plan has been reviewed by the Garfield County Emergency Management.

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RESOLUTION

A RESOLUTION APPROVING AND ADOPTING THE GARFIELD COUNTY EMERGENCY OPERATIONS PLAN. THIS PLAN IS DESIGNED TO COMPLY WITH ALL APPLICABLE STATE AND COUNTY LAWS AND REGULATIONS AND PROVIDES THE POLICIES AND PROCEDURES TO BE FOLLOWED IN DEALING WITH NATURAL OR HUMAN CAUSED EVENTS OR DISASTERS.

THIS PLAN SUPERSEDES ALL PREVIOUS PLANS.

RESOLUTION DATED THIS _____ DAY OF _____, 2023.

COMMISSIONER CHAIRPERSON

COMMISSIONER

COMMISSIONER

COUNTY MANAGER

(OFFICIAL SEAL OF THE COUNTY)

EMERGENCY MANAGER

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I. PURPOSE and SCOPE

- A. Purpose:** This plan is to prescribe those activities to be taken by Garfield County government and officials to coordinate emergency response activities, provide support to their citizens, and interface with the private sector, political subdivisions and the Garfield County government for the purpose of protecting lives and property in the event of a natural or human-caused event or disaster. This plan serves to satisfy the requirements of the Colorado Division of Homeland Security/Emergency Management (CDHS/EM) and Comprehensive Preparedness Guide CPG 101. This plan is designed as an “All-Hazards” plan. Its organization into Emergency Support Functions allows it to be used for disasters and emergencies of all types.
- B. Scope:** The plan will apply to all emergencies that require county-level response and multijurisdictional responses that occur within the geographic boundaries of the County, and to the use of county emergency response assets for response to emergencies in other counties and jurisdictions. The plan is applicable to all assets of county government and supporting emergency response organizations within the county.

II. SITUATION AND ASSUMPTIONS

A. Situation

1. County Location and Description:

Garfield County is located in the Northwest portion of Colorado and encompasses a land area of 2,958 square miles/ 1,893,120 acres. According to the 2020 Census of the United States, the population of the county is 60,421. Glenwood Springs is the county seat and is located in the Southeast portion of the county. About 62% of all Garfield County lands are federally owned, Bureau of Land Management: 615,973 Acres, U.S. Forest Service: 515,865 Acres and Bureau of Reclamation: 2,335 Acres. Approximately 806 square miles, (27 percent) of the county is forest, 783 square miles (26.5 percent) is agriculture, 2886 square miles (97.5 percent) is considered rural and 72.3 square miles (2.4 percent) is considered urban. There are 227 miles of state and federal highways and 1446 miles of secondary and municipal roads in the county. The County is comprised of 6 local municipalities and has 5 School Districts.

2. County Capabilities and Resources:

- a. Garfield County Emergency Communication Authority 9-1-1 Center serves as an emergency communications hub for the entire county.
- b. This plan contains a Notification and Resource Manual (NARM) which lists resources available from county, local municipal and private assets.
- c. Mutual Aid and Support: The County is a member of the Northwest All-Hazards Emergency Management Region. The county also has numerous mutual aid agreements with surrounding counties.

3. County Hazard Vulnerability:

The County is subject to a variety of hazards. According to the county Hazard Vulnerability Analysis (HVA) contained in the County Hazard Mitigation Plan, the most likely and damaging of these are:

- a. Wildland Fire
- b. Flooding
- c. Landslides

B. Assumptions:

1. A major disaster, emergency or terrorism event may cause numerous fatalities and injuries, property loss, and disruption of normal life-support systems, and will have an impact on the regional economic, physical, and social infrastructures.
2. The extent of casualties and damage will depend on factors such as the time of occurrence, severity of impact, weather conditions, population density, building construction, and the possibility of cascading events such as fires, explosions, structural collapse, contamination issues, loss of critical infrastructure and floods.
3. A major disaster or emergency will overwhelm the capabilities of the local municipal governments and/ or special districts along with their emergency response agencies.
4. The county will coordinate and support the activities of multiple political subdivisions in accordance with the provisions of the Colorado Division of Homeland Security / Emergency Management (CDHSEM). Garfield County Emergency Manager may need to respond on short notice to provide timely and effective assistance.
5. Using the tiered response system, resources and capabilities of the regional task force may be requested by the county to provide additional coordination and support, in accordance with The Counterterrorism Planning, Preparedness and Response Act of 2002.
6. Upon a determination that resource requests exceed or may exceed locally available resources, the Garfield County Emergency Manager will request assistance from the Colorado Division of Homeland Security / Emergency Management (CDHSEM).
7. The occurrence of a major disaster or emergency may result in the declaration of a disaster emergency by the Governor. Depending upon the severity of the event, the Governor may request a Declaration of Emergency or Major Disaster from the President, or a declaration of Economic Emergency from the administrator of the Small Business Administration. Elected officials may have additional resources and responsibilities based upon disaster declaration, ie. Coroner, etc.
8. The Colorado Division of Homeland Security / Emergency Management (CDHSEM) will make aid available to the county and all of its political subdivisions that have not opted out of the system. CDHS/EM will be utilized in response to emergencies and disasters that require actions beyond the capacity of the local municipality or the county in which the incident occurs.

III. CONCEPT OF OPERATIONS

A. General:

1. NIMS: All emergency response within the county will follow the National Incident Management System (NIMS) that has been specified by the U.S. Department of Homeland Security. This includes:
 - a. The designation of an Incident Commander, and, if necessary, an Incident Management structure;
 - b. The use of resource definitions specified by NIMS; and
 - c. Communication and planning protocols used in NIMS.
2. Phasing: All disasters start at the local level. Response will start there as well, and will escalate with the scope of the incident.
 - a. Initial response to disasters, emergencies and terrorism related incidents is normally handled by local responders, dispatched by county 9-1-1.
 - b. If it appears that the incident will grow beyond the capabilities of the locality, or if more than one local municipality will be involved in response, the county Emergency Manager will assist with coordination of the efforts.
 - c. If local resources become overwhelmed, the county will provide supplemental assistance.
 - d. If county resources are not adequate, the county Emergency Manager will turn to other counties, in the Northwest Region and/or the state for assistance.

B. Intergovernmental Assistance: The County Emergency Manager and elected officials will develop agreements with nearby counties as well as incorporating support from state government. Non-routine requests for out-of-county support will be processed through the County EOC or Emergency Management office.

1. CDHSEM will provide materials and equipment as well as assistance in the form of specialized incident support teams (ISTs/IMTs) as available.
2. Adjacent Counties and other governments will render assistance in accordance with the provisions of mutual aid or intergovernmental support agreements in place at the time of the emergency.
3. The provisions of the Northwest Region, the County Communications plan and the associated mutual aid agreements will also apply.
4. The County's Office of Emergency Management and other agencies will establish regular communication with state agency offices supporting the county (Colorado Departments of Agriculture and Transportation, Colorado State Patrol, etc.)
5. Requests for unmet needs will be forwarded to the state EOC through Web EOC.

C. Direction, Control, Coordination and Support

1. County Elected Officials are responsible for the protection of the lives and property of the citizens and they exercise ultimate control of emergency activities within the county.
2. The Emergency Operations Center (EOC) will be used for decision-makers to exercise direction and control of county operations, to gather information and to coordinate activities of the responders during emergency situations.
 - a. The EOC is not always activated, but will be activated as needed.
 - b. The location of the EOC is listed in the Notification and Resource Manual (Section IV of this plan).
3. The Emergency Manager may act on behalf of the County Elected Officials. The County EOC may be activated by the EM or the elected officials during an emergency.
4. The County EOC will use an operational structure that is based on the Incident Command System defined in the National Incident Management System. This mirrors the structure used at the state and outlined in the National Response Framework (NRF).

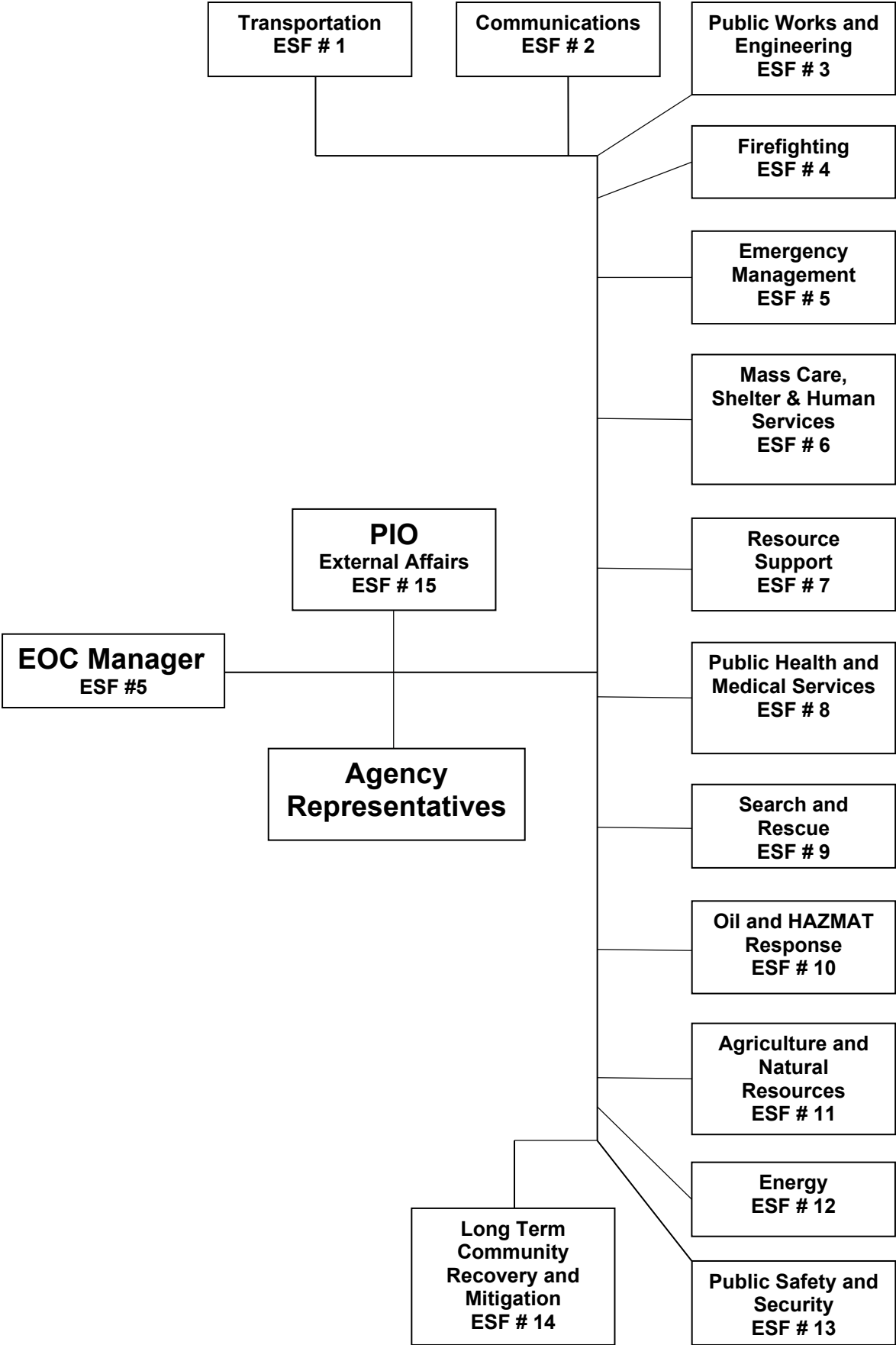


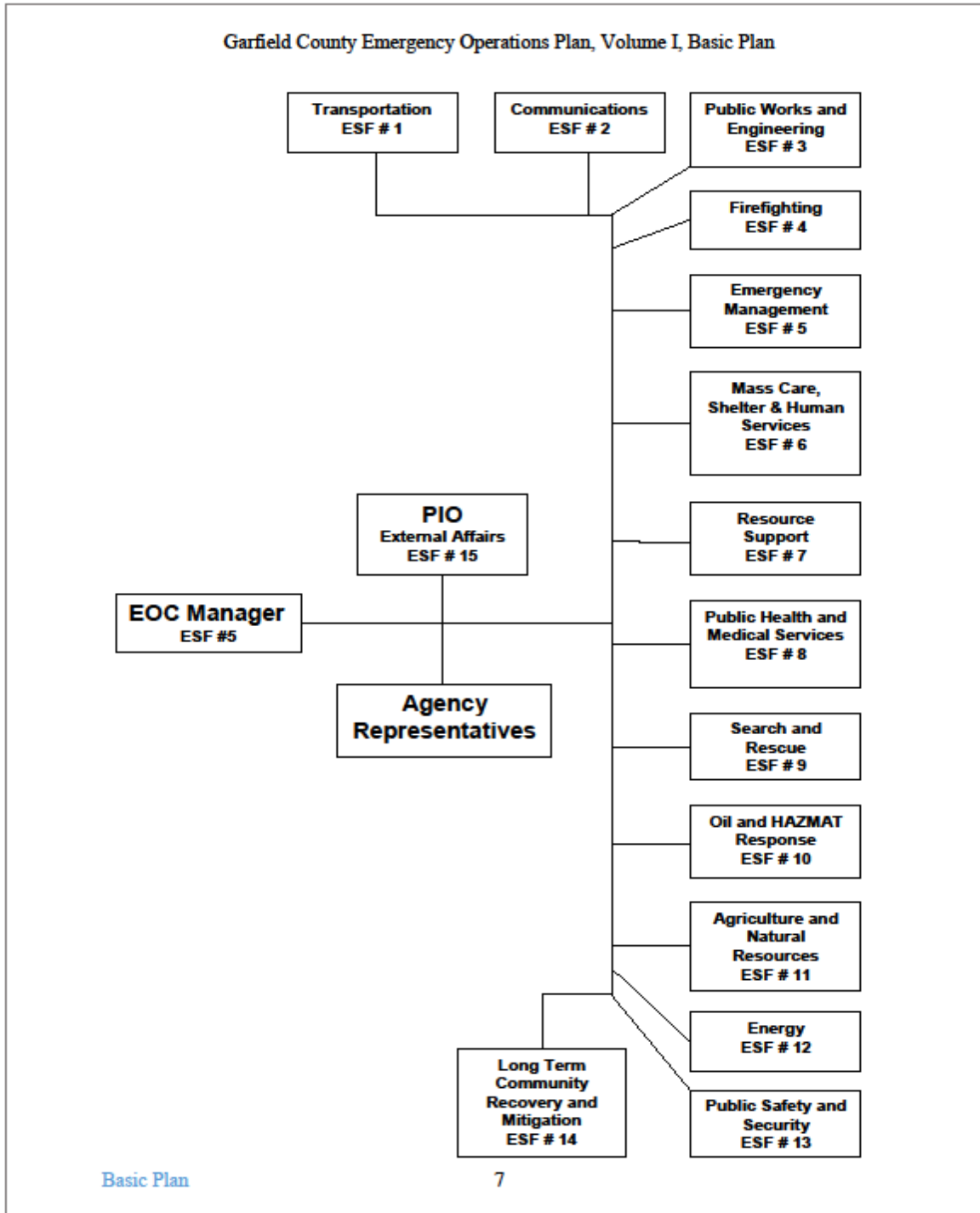
Figure 1 – EOC Incident Management Structure (ESF)

5. The initial Incident Command/Unified Command (IC/UC) at an incident site will be from the service having primary jurisdiction (fire, police, emergency medical services, etc). As an incident progresses, the primary jurisdiction may change. If the line of jurisdiction becomes unclear, a unified command should be formed.
 - a. The on-site IC will coordinate with the Emergency Manager (EM) as much as possible.
 - b. If the county EOC is operational, it will coordinate with the scene through the local EM (if available). If the local EM is unavailable, the IC/UC at the incident site will coordinate directly with the county EOC.
 - c. The EOC Manager in the EOC will NOT assume command of those resources on-scene. The EOC will support the efforts of the on-site IC/UC.

ESF	FUNCTION	PRINCIPAL DUTY
1	Transportation	Provide/control transportation resources and infrastructure.
2	Communications	Provide/maintain telecommunications and Information Technology (IT) resources.
3	Public Works & Engineering	Provide engineering and heavy equipment support.
4	Firefighting	Suppress fires and assist local firefighting efforts.
5	Emergency Management	Coordinate countywide emergency response functions; collect/share/analyze/disseminate information; track resources; arrange for the reception and distribution of goods; coordinate debris management.
6	Mass Care, Shelter, & Human Services	Coordinate shelter and feeding operations.
7	Logistics Management and Resource Support	Provide equipment and supplies.
8	Public Health & Medical Services	Coordinate medical care, public and crisis counseling and mortuary services.
9	Search & Rescue	Coordinate search and rescue missions including: urban, wilderness and underground.
10	Oil & Hazardous Materials Response	Respond/assist in incidents involving release of petroleum or other hazardous materials that may harm humans or the environment.
11	Agriculture & Natural Resources	Provide bulk food supplies; monitor animal feed and food production facilities and the health of livestock and food crops; coordinate animal safety/sheltering, protect natural, cultural and historic resources.
12	Energy	Maintain and restore the supply of energy.
13	Public Safety & Security	Provide physical security for citizens and their property: suppress criminal activity.
14	Long Term Community Recovery and Mitigation	Protect and restore human services, infrastructure and business environment in the disaster areas.
15	External Affairs	Provide information to the public through direct means and through the public media. Manage Public Inquiry and community outreach.

Table 1: Emergency Support Functions (ESF)

6. Emergency Response will be managed through the fifteen Emergency Support Functions (ESF) outlined in Table 1. The actual functions of the ESFs are detailed in Sections II and III of this plan.
7. Within the EOC, the ESFs have been assigned to the general staff sections of the incident command structure (Figure 2). This provides for better coordination and control. As situations require, direct collaboration between ESFs will be conducted.



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Department/Agency's	Emergency Support Functions (ESF)																
	P = Primary Agency U = Unified Agency S = Support Agency	#1 Transportation	#2 Communications	#3 Public Works & Engineering	#4 Fire fighting	#5 Emergency Management	#6 Mass Care, Shelter, Human Services	#7 Logistics Management & Resource Support	#8 Public Health & Medical Services	#9 Search & Rescue	#10 Oil & Hazardous Materials Response	#11 Agriculture & Natural Resources	#12 Energy	#13 Public Safety & Security	#14 Long-term Community Recovery & Mitigation	#15 External Affairs	
	BOCC	S	S	S	S	S	S	S	S	S	S	S	S	S	U	U	
	County Administration	S	S	S	S	S	S	S	S	S	S	S	S	S	U	S	
	County Assessor							S							S	S	
	County Attorney					S		S						S	S	S	
	Emergency Management	S	S	S	S	P	S	P	S	S	U	S	U	S	S	S	
	Sheriff	S			U	S		S		P	U	S	S	U	S	U	
	Building & Planning			S		S		S						S	S	S	
	Public Health & Environment					S		S	P		S	S		S	S	S	
	County Coroner					S		S	S					S	S	S	
	Public Relations	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S
	Information Systems		S			S		S						S	S	S	
	Finance					S		S							S	S	
	Human Services					S	P	S							S	S	
	Road & Bridge	P		U		S		S								S	S
	County Engineer			U		S		S								S	S
	Human Resources					S		S								S	
	RACES		S			S		S								S	
	Colorado West Mental Health					S	S	S								S	
	American Red Cross	S				S	S	S						S	S	S	
	RFTA	S				S		S								S	
	VOAD	S				S	S	S						S	S	S	
	Public Utilities					S		S					U			S	
	Local, State & Federal Agencies	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S
	Hospitals					S		S	S							S	
	Garfield County Emergency Communications Center	S	P	S	S	S	S	S	S	S	S	S	S	S	S	S	S
Private Sector Resources					S		S								S	S	
School Districts	S				S	S	S								S		
Extension Office					S		S					P			S		
Fire Districts				U	S		S	S	S	U			S	S	S	S	
Police Departments					S		S	S	S	S	S		U	S	S	S	

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8. In those cases where an ESF is not staffed, ICS doctrine dictates that responsibilities and activities of that ESF revert to the section chief. If the section chief position is not filled, the responsibilities revert to the EOC Manager.
9. The County EM will monitor local events through media outlets, internet sites, the county 9-1-1 center, reports from the National Weather Service or other sources. Based on impending events, the EOC manager will consider a partial or full activation of the EOC.
10. Other Emergency Plans may be applicable and provide detail to supplement this plan:
 - a. An incident involving hazardous substances, weapons of mass destruction or a nuclear / radiological incident may involve response prescribed by other (incident specific) plans (Regional Task Force Response Plan, Superfund Amendments And Reauthorization Act (SARA) Plan, Nuclear/Radiological Emergency Response Plan, High Hazard Dam Plan, etc.). These plans provide additional information or details, but do not supersede or replace this County EOP.
 - b. If the incident involves implementation of response plans at various levels, Garfield County and Colorado Division of Homeland Security/Emergency Management shall serve to coordinate to the maximum extent practical to ensure effective actions.
11. Integration of Response, Recovery and Mitigation Actions:
 - a. Following a disaster, immediate response operations to save lives, protect property, and meet basic human needs have precedence over recovery and mitigation. Recovery actions will be coordinated and based upon availability of resources.
 - b. Mitigation opportunities will be considered throughout disaster operations.
12. Activation of the Garfield County Emergency Operations Center (EOC):
 - a. The EOC Manager will determine which ESFs are needed in the EOC and will contact the required ESFs.
 - b. Activation of the EOC may be phased in four levels, with Level IV being normal operations, and Level I involving a maximum effort on the part of all County agencies.

PHASE	EVENT	SCOPE	EXAMPLES
LEVEL IV	Normal Operations, routine, localized events with relatively minor damages	9-1-1 center monitoring the situation, contacted EM	
LEVEL III	Threats that require situational awareness, planning or possible county-level response	County EM reports to the EOC or incident site to monitor needs for county or out-of county resources	
LEVEL II	Threats that require increased situational awareness, coordination or damage assessment	Partial mobilization of EOC Staff, & ESFs as required.	
LEVEL I	Catastrophic damage involving the entire county or neighboring counties	Full mobilization of EOC Staff with all available ESFs.	

Table 2 – Levels of EOC Activation

D. Continuity of Operations Planning (COOP): The County Continuity of Operations Plan (published as a separate, related plan) contains procedures to ensure that county government continues to provide services to the citizens.

1. Lines of succession specify replacements for principal elected officials should the incumbents be unable to perform the responsibilities of their office. The line of succession should be at least three deep, i.e. it should specify at least two replacements for principal officials.
2. **Emergency Authority:** The County Commissioners (County Executive) have authority, under emergency conditions, to:
 - a. Declare a state of emergency;
 - b. Proclaim and enforce curfews;
 - c. Shut down nonessential government operations;
 - d. Issue emergency executive orders, proclamations, and regulations that have the full force and effect of law in coordination with State authorities.
3. An Alternate EOC (AEOC) that has the basic minimum capabilities of the EOC has been designated. Its location and capabilities are specified in the Notification and Resource Manual (Section IV of this plan).
4. Vital Records Safeguarding: Each county elected official and department/ agency is responsible for identifying, selecting and protecting vital records, both paper and automated, that are essential for continued public well-being.
5. **Local Municipalities:** Each political subdivision should have a COOP Plan that specifies the Line of Succession, critical functions, vital records and the procedures for safeguarding them.

E. Political Subdivisions adopting the County Plan as their own: To satisfy the requirements of CDHSEM, each political subdivision must have an Emergency Operations Plan. CDHSEM has encouraged regionalization of local emergency management programs, including adoption of the county plan as their own.

1. Within Garfield County, the political subdivisions listed in Appendix 5 have passed resolutions that adopt the county plan as their own.
2. Accordingly, for those municipalities:
 - a. The requirement for a local Emergency Manager (EM) remains. The local EM will coordinate preparedness, especially logistical preparedness in the municipality. During time of emergency, the local EM will function as a deputy to the County EM, with primary responsibility for damage reporting and assessment in his/her area. In case of emergencies in political subdivisions other than her/his own, the local EM/deputy will assist with damage reporting and assessment in those affected parts of the county.
 - b. If there is an emergency in the affected township/city, there may be no local EOC, or the local EOC may be co-located with the County EOC. In that case, incident

coordination will rely on the County. The County Emergency Manager will determine whether to activate the County EOC in support of the local incident.

c. The political subdivision will maintain:

- 1) A Notification and Resource Manual (see Section IV of this plan) and will ensure that a current copy of the manual is available to the County EM.
- 2) Functional checklists or SOPs for local reaction to emergencies.

d. The local EM will also coordinate public disaster awareness and individual preparedness for the citizens of his/her municipality.

IV. RESPONSIBILITIES: ESF responsibilities in this plan mirror those in the National Response Framework and State Emergency Operations Plan. As listed below, they are broken into the Prevention and Preparedness Phases (before the disaster strikes) and the Response and Recovery Phases (after the disaster.)

A. ESF Responsibilities: Each ESF has been assigned at least one “Primary” and one “Support” agency. In cases where more than one agency has primary jurisdiction over functions within an ESF, a “Unified agency” is designated from among them. Where there is only one agency with primary jurisdiction, that agency is also the coordinating agency. See page 8 of this plan for primary and support designations spreadsheet.

1. Unified Agencies: The Unified Agency provides expertise and management for the designated function, especially during pre-disaster phases. It will coordinate the actions with the other unified agencies and all of the support agencies assigned to the ESF.
2. Primary Agencies: The “Primary Agency” will support the mission of the ESF and the coordinating agency by applying its authority or jurisdiction over (portions of) the ESF.
3. Support Agencies: “Support Agencies” provide support for the mission by providing resources and accomplishing tasks assigned by the primary agency.

B. Command Staff:

1. Elected Officials
 - a. Prevention and Preparedness Phases:
 - 1) Responsible for establishing a county emergency management organization;
 - 2) Provide for continuity of operations;
 - 3) Establish lines of succession for key positions;
 - 4) Prepare and maintain this EOP in consonance with the State Emergency Operations Plan;
 - 5) Establish, equip and staff an EOC.
 - b. Response and Recovery Phases:
 - 1) Issue Protective Action Recommendations (PAR) (to evacuate or to shelter in place) as needed (See the Colorado Evacuation Planning & Implementation Guidebook on the CDHSEM website)
 - 2) Issue declarations of disaster emergency if the situation warrants; and

- 3) Apply for federal post-disaster funds, as available.

2. Emergency Manager

a. Prevention and Preparedness Phases:

- 1) Prepare and maintain an EOP for the county subject to the direction of the elected officials, review and update as required
- 2) Maintain coordination with the local municipal EM and provide prompt information in emergencies, as available
- 3) Identify hazards and vulnerabilities that may affect the county or its political subdivisions in coordination with the municipal EMs;
- 4) Identify resources within the County that can be used to respond to a major emergency or disaster situation and request needed resources from CDHSEM;
- 5) Recruit, develop, train and maintain qualified personnel to staff the EOC and for other disaster needs;
- 6) Attend training and workshops provided by CDHSEM, FEMA and other sources to maintain proficiency and currency in emergency management and emergency response planning and procedures; and
- 7) Serve on the executive committee of the Northwest All Hazard Emergency Management Region.

b. Response and Recovery Phases:

- 1) Maintain emergency response checklists appropriate for the emergency needs and resources of the community;
- 2) Mobilize the EOC and act as, or designate, the EOC Manager (command function) within the EOC during an emergency;
- 3) Make recommendations to the elected officials regarding choice and timing of a Protective Action Recommendation; and
- 4) Compile cost figures for the conduct of emergency operations above normal operating costs.
- 5) Decide whether an Initial Damage Assessment is warranted and ensure that results are forwarded to CDHSEM.
- 6) Prepare for Joint Preliminary Damage Assessment teams, if needed.

3. External Affairs (ESF #15) Public Information Officer (PIO)

a. Prevention and Preparedness Phases:

- 1) Advise elected officials and the County EM about Public Information activities;
- 2) Work with local EMs to develop and maintain a list of diverse cultural sub-communities, with points of contact and of advocacy groups for special needs populations,
- 3) Develop and maintain the checklist for the Public Information function; and
- 4) Assist in the development, review and maintenance of the EOP.

b. Response and Recovery Phases:

- 1) Respond to the EOC, the field, or Joint Information Center (JIC) as needed;
- 2) Advise elected officials and the County EOC Manager/EM about Public Information activities;
- 3) Coordinate the activities of the JIC; and

- 4) Develop and release emergency public information before and during and after an emergency.
4. County Department Heads/County Agency Directors
 - a. Prevention and Preparedness Phases:
 - 1) Provide staff support and resources;
 - 2) Assist in the development and maintenance of the EOP; and
 - 3) Develop, review and approve the EOC checklists specific to their agency.
 - b. Response and Recovery Phases:
 - 1) Respond to the EOC or field location as needed; and
 - 2) Provide guidance, direction and authority to agency/department personnel who support the EOC.
5. Liaison Officers
 - a. Prevention and Preparedness Phases:
 - 1) Identify agencies and other organizations that may be needed during disaster response; and
 - 2) Prepare to integrate agency representatives into the EOC.
 - b. Response and Recovery Phases:
 - 1) Respond to the EOC or the field, as needed;
 - 2) Work with agency representatives to the EOC; and
 - 3) Establish communication with affected local municipalities and with other agencies that are affected by the emergency.
6. Agency Representative (from CDHSEM, CSP, CDOT, National Guard, School, local municipality, etc.)
 - a. Prevention and Preparedness Phases
 - 1) Work with county EM to identify resources that may be available from their organization;
 - b. Response and Recovery Phases:
 - 1) Respond to the EOC or the field, as needed;
 - 2) Serve as the liaison between their respective agency and the county EOC;
 - 3) Serve as member of ESF Branch if needed;
 - 4) Interface with their respective agency to request/coordinate resources; and
 - 5) Advise elected officials through the EOC Manager.
7. Safety Officer
 - a. Prevention and Preparedness Phases:
 - 1) Identify, monitor and assess hazardous and unsafe situations;
 - 2) Develop measures to ensure personnel safety;
 - 3) Correct unsafe acts or conditions as warranted.
 - b. Response and Recovery Phases:
 - 1) Identify, monitor and assess hazardous and unsafe situations;
 - 2) Develop measures to ensure personnel safety.
 - 3) Correct unsafe acts or conditions;
 - 4) Stop or prevent unsafe acts when immediate action is warranted
 - 5) Attend planning meetings to advise on safety matters;

- 6) Investigate accidents and prepare accident report; and
- 7) Incorporate lessons learned during emergencies or exercises into the existing plan and procedures.

C. Operations Section:

1. EOC Operations Section Chief

- a. Response and Recovery Phases:
 - 1) Serve as the coordinator of all activities within the Operations Section;
 - 2) Function as the interface between the Operations Section and Command;
 - 3) Ensure that all personnel operating within the Operations Section receive up to date information regarding the situation and the event;
 - 4) Solicit periodic update briefings from the individual staff of the Operations functions; and
 - 5) Provide periodic updates and briefings to Command.

2. Communications (ESF # 2)

- a. Prevention and Preparedness Phases:
 - 1) Develop and maintain the checklist for the Communications function;
 - 2) Assist in the development, review and maintenance of the EOP;
 - 3) Train staff members on the operation of communications systems; and
 - 4) Ensure ability to communicate among the County EOC, field operations and the local municipal EMS.
- b. Response and Recovery Phases:
 - 1) Respond to the EOC or the field, as needed;
 - 2) Assist with notification of key staff;
 - 3) Train staff members on the operation of communications systems;
 - 4) Ensure ability to communicate among the County EOC, field operations and the local municipal EMS; and
 - 5) Advise the EOC chain of command about Communications activities.

3. Firefighting (ESF # 4)

- a. Prevention and Preparedness Phases:
 - 1) Develop and maintain the checklist for the Firefighting function; and
 - 2) Assist in the development, review and maintenance of the EOP.
- b. Response and Recovery Phases:
 - 1) Respond to the EOC or the field, as needed;
 - 2) Coordinate fire services activities;
 - 3) Coordinate route alerting of the public;
 - 4) Assist, as appropriate, with evacuation of affected citizens, especially those who are institutionalized, immobilized or injured;
 - 5) Coordinate the emergency shutdown of light and power;
 - 6) Coordinate the provision of emergency lights and power generation;
 - 7) Assist schools with evacuation, as required; and
 - 8) Advise the EOC chain of command about fire and rescue activities.

4. Public Health and Medical Services (ESF # 8)

- a. Prevention and Preparedness Phases:
 - 1) Develop and maintain the checklist for the Health/Medical Services function;
 - 2) Maintain a listing of hearing and visually impaired, handicapped and other special needs residents, based upon input received from the local EMs, county service providers and other advocacy groups;
 - 3) Coordinate emergency medical activities within the County;
 - 4) In conjunction with the Colorado Department of Public Health and Environment (CDPHE) and its Strategic National Stockpile (SNS) program, plan for, staff and train workers for Points of Dispensing (SNS PODs) for the emergency distribution of vaccines and medication in case of bioterrorism or epidemic; and
 - 5) Assist in the development, review and maintenance of the EOP.
 - b. Response and Recovery Phases:
 - 1) Respond to the EOC or the field, as needed;
 - 2) Coordinate specialized transportation if evacuation or relocation becomes necessary for hospitals, nursing homes, day care and adult care facilities;
 - 3) Coordinate medical services as needed to support shelter operations;
 - 4) Assist, as appropriate, search and rescue operations;
 - 5) Execute mortuary services in accordance with the Coroner's plan
 - 6) Coordinate provision of inoculations for the prevention of disease; and
 - 7) Advise the EOC chain of command about Health/Medical Services activities.
5. Search and Rescue (SAR) (ESF # 9):
- a. Prevention and Preparedness Phases:
 - 1) Develop and maintain the checklist for the Search and Rescue (SAR) function;
 - 2) Assist in the development, review and maintenance of the EOP;
 - 3) Maintain a list of all SAR/US&R (Urban Search and Rescue) teams and resources available to the county; and
 - 4) Advise elected officials and the EOC Manager about SAR incidents and activities.
 - b. Response and Recovery Phases:
 - 1) Respond to the EOC or the field, as needed;
 - 2) Maintain a list of all SAR/US&R teams and resources available to the county;
 - 3) Coordinate search and rescue activities within the county;
 - 4) Interface with the State US&R representative;
 - 5) Contact DEP Bureau of Deep Mine Safety for assistance with Underground Search and Rescue;
 - 6) Assistance in identifying available swift water rescue teams.
 - 7) Serve as an information resource regarding SAR incidents;
 - 8) Assist, as appropriate, SAR/US&R components; and
 - 9) Advise the EOC chain of command about SAR incidents and activities.
6. Oil and Hazardous Materials (ESF # 10):
- a. Prevention and Preparedness Phases:
 - 1) Develop and maintain the checklist for the Hazardous Materials function;
 - 2) Assist in the development, review and maintenance of the EOP; and

- 3) Maintain a listing of SARA Sites within the County along with facility emergency plans based upon input received from the facilities and municipal EMs.
- b. Response and Recovery Phases:
 - 1) Respond to the EOC or the field, as needed;
 - 2) Maintain a listing of SARA Sites within the County along with facility emergency plans based upon input received from the facilities and municipal EMs;
 - 3) Coordinate hazardous materials activities within the County;
 - 4) Interface with the Colorado State Patrol Hazmat Team and local Fire department and DERA.
 - 5) Notify and Coordinate with the Environmental Protection Agency (EPA) as required;
 - 6) Serve as an information resource regarding hazardous materials incidents;
 - 7) Coordinate decontamination and monitoring of affected citizens and emergency workers after exposure to chemical or radiological hazard;
 - 8) Assist as appropriate with hazardous materials operations; and
 - 9) Advise the EOC chain of command about Hazardous Materials incidents and activities.

7. Public Safety and Security: (ESF #13)

- a. Prevention and Preparedness Phases:
 - 1) Develop and maintain the checklist for the Law Enforcement/Police Services function; and
 - 2) Assist in the development, review and maintenance of the EOP.
- b. Response and Recovery Phases:
 - 1) Respond to the EOC or the field, as needed;
 - 2) Coordinate security and law enforcement services;
 - 3) Establish security and protection of critical facilities, including the EOC;
 - 4) Coordinate traffic and access control in and around affected areas;
 - 5) Assist as appropriate with route alerting and notification of threatened populations;
 - 6) Assist as appropriate with the evacuation of affected citizens, especially those who are institutionalized, immobilized or injured;
 - 7) Coordinate the installation of emergency signs and other traffic movement devices;
 - 8) Assist as appropriate in search and rescue operations;
 - 9) As required, assist schools in evacuation or shelter in place, and
 - 10) Advise the EOC chain of command about Law Enforcement/Police Services operations.

D. Planning Section:

1. EOC Planning Section Chief

- a. Response and Recovery Phases:
 - 1) Serve as the coordinator of all activities categorized under the Planning Section;
 - 2) Function as the interface between the Planning Section and Command;
 - 3) Ensure that all personnel operating within the Planning Section receive up to date information regarding the situation and the event;
 - 4) Solicit periodic update briefings from the individual staff of the Planning function;
 - 5) Design and implement programs/procedures to increase situational awareness among all EOC workers
 - 6) Incorporate GIS to provide graphical representations of the extent of the emergency and to provide information on affected facilities;
 - 7) Assist the EOC manager with long-range planning; and
 - 8) Provide periodic updates and briefings to Command.

2. Emergency Management (ESF #5)

- a. Prevention and Preparedness Phases:
 - 1) Develop and maintain the checklist for the Emergency Management function; and
 - 2) Assist in the development, review and maintenance of the EOP.
- b. Response and Recovery Phases:
 - 1) Using whatever sources are available to collect and evaluate information regarding affected facilities and properties throughout the county;
 - 2) Consolidate damage information received from political subdivisions on the Initial Damage Report (IDR) (see Blank Forms, Section IV) and forward that information to CDHSEM;
 - 3) Provide information about the incident to elected officials, other ESFs and other agencies in the EOC;
 - 4) Determine status of resources;
 - 5) Establish information requirements and reporting schedules;
 - 6) Supervise preparation of an Incident Action Plan;
 - 7) Assemble information on alternative strategies; and
 - 8) Advise the EOC chain of command about the incident and anticipated events or consequences.

E. Logistics Section:

1. EOC Logistics Section Chief

- a. Response and Recovery Phases:

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- 1) Serve as the coordinator of all activities categorized under the Logistics Section;
- 2) Function as the interface between the Logistics Section and Command;
- 3) Ensure that all personnel operating within the Logistics Section receive up to date information regarding the situation and the event;
- 4) Solicit periodic update briefings from the individual staff of the Logistics functions; and
- 5) Provide periodic updates and briefings to Command.

2. Transportation (ESF #1)

- a. Prevention and Preparedness Phases:
 - 1) Develop and maintain the checklist for the Transportation Services function;
 - 2) Assist in the development, review and maintenance of the EOP;
 - 3) Maintain a listing of Transportation Resources and contact information including capacities in the County; and
 - 4) Develop and maintain a listing of transportation-dependent citizens in the county.
- b. Response and Recovery Phases:
 - 1) Respond to the EOC or the field, as needed;
 - 2) Maintain a listing of Transportation Resources and contact information including capacities in the County;
 - 3) Coordinate the supply of transportation resources within the County during an emergency; and
 - 4) Advise the EOC chain of command about transportation-related activities.

3. Public Works and Engineering (ESF # 3)

- a. Prevention and Preparedness Phases:
 - 1) Develop and maintain the checklist for the Public Works function;
 - 2) Assist in the development, review and maintenance of the EOP; and
 - 3) Maintain a listing of Public Works assets and resources.
- b. Response and Recovery Phases:
 - 1) Respond to the EOC or the field, as needed;
 - 2) Maintain a listing of Public Works assets and resources;
 - 3) Serve as a liaison between municipal public works and the County;
 - 4) Coordinate the assignment of Public Works resources;
 - 5) Provide information on water, sewerage, road construction and repair, engineering, building inspection and maintenance;
 - 6) Coordinate debris management; and
 - 7) Advise the EOC chain of command about Public Works and Engineering activities.

4. Mass Care, Shelter and Human Services (ESF # 6):

- a. Prevention and Preparedness Phases:
 - 1) Develop and maintain the checklist for the Mass Care, Shelter and Human Services function;
 - 2) Assist in the development, review and maintenance of the EOP; and
 - 3) Maintain a listing of Mass Care – Shelter facilities including capacities in the County.
- b. Response and Recovery Phases:

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- 1) Respond to the EOC or the field, as needed;
- 2) Monitor status of Mass Care – Shelter facilities including capacities in the County;
- 3) Coordinate with American Red Cross and other appropriate agencies;
- 4) Coordinate Mass Care – Shelter provision within the County during an emergency;
- 5) Coordinate with ESF # 1 (Transportation) and ESF # 7 (Resource Management) regarding evacuation issues; and
- 6) Advise the EOC chain of command about Mass Care, Evacuation and Shelter activities.

5. Logistics Management and Resource Support (ESF # 7)

- a. Prevention and Preparedness Phases:
 - 1) Develop and maintain the checklist for the Logistics Management and Resource Support function;
 - 2) Assist in the development, review and maintenance of the EOP;
 - 3) Maintain a listing of resources with contact information; and
 - 4) Develop procedures to rapidly order supplies and equipment, and to track their delivery and use.
- b. Response and Recovery Phases:
 - 1) Respond to the EOC or the field, as needed;
 - 2) Maintain a listing of resources with contact information;
 - 3) Coordinate the provision of materials, services and facilities in support of the emergency;
 - 4) Coordinate the establishment of and operation of Customer Support Centers to hand out emergency water and supplies to victims; and
 - 5) Advise the EOC chain of command about resource acquisition activities within the County.

6. Agriculture and Natural Resources (ESF # 11)

- a. Prevention and Preparedness Phases:
 - 1) Develop and maintain the checklist for the Agriculture and Natural Resources function;
 - 2) Assist in the development, review and maintenance of the EOP;
 - 3) Work with the County Animal Response Team and other volunteer and municipal resources to provide for the welfare of production and companion animals, and
 - 4) Maintain a listing of human and animal food and animal care and control assets within the county.
- b. Response and Recovery Phases:
 - 1) Respond to the EOC or the field, as needed;
 - 2) Maintain a listing of food and animal care and control assets within the county;
 - 3) Serve as a liaison between the County and the food community;
 - 4) Serve as a liaison between the County EM and the Extension Office;
 - 5) Coordinate the dissemination of information and supplies to the food and animal care and control community within the County;
 - 6) Coordinate the distribution of food to emergency workers and disaster victims;

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- 7) In coordination with ESF #6, provide for shelters for household pets (See PETS Act – Appendix 1) and service animals; and
- 8) Advise the EOC chain of command regarding food and animal care and control issues.

7. Energy (ESF # 12):

a. Prevention and Preparedness Phases:

- 1) Develop and maintain the checklist for the energy function;
- 2) Assist in the development, review and maintenance of the EOP; and
- 3) **Maintain a listing of energy and utility assets within the County.**

b. Response and Recovery Phases:

- 1) Respond to the EOC or the field, as needed;
- 2) Maintain a listing of energy and utility assets within the County;
- 3) **Serve as a liaison between the County and the energy suppliers;**
- 4) Coordinate the dissemination of information to the energy suppliers within the County;
- 5) Assist the County EM (EOC Manager) and elected officials in administering the **fuel set-aside program (if implemented); and**
- 6) Advise the EOC chain of command regarding energy utility issues.

F. Finance and Administration Section:

1. EOC Finance and Administration Section Chief

a. Response and Recovery Phases:

- 1) Serve as the coordinator of all activities categorized under the Finance and Administration Section;
- 2) Function as the interface between the Finance and Administration Section and Command;
- 3) Ensure that all personnel operating within the Section receive up to date information regarding the situation and the event;
- 4) Solicit periodic update briefings from the individual staff of the Finance and Administration functions; and
- 5) Provide periodic updates and briefings to Command.

2. Finance

a. Prevention and Preparedness Phases:

- 1) Develop and maintain the checklist for the Finance function; and
- 2) Assist in the development, review and maintenance of the EOP.

b. Response and Recovery Phases:

- 1) Maintain oversight of all financial, cost and reimbursement activities associated with the emergency;
- 2) **Track personnel time records and other costs incurred by the county in order to support possible claims for federal reimbursement.**
- 3) Consolidate equipment and personnel costs incurred by political subdivisions
- 4) Administer the financial aspects of the emergency / disaster according to County policies and procedures;

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- 5) Following the declaration of an emergency by the County Elected Officials, or the Governor, initiate emergency purchasing/acquisition procedures;
- 6) Serve as an interface with the Colorado Division of Homeland Security/Emergency Management (CDHSEM) and the Federal Emergency Management Agency (FEMA) regarding recovery operations; and
- 7) Advise the EOC chain of command regarding the financial aspects and implications of the event.

3. Administration

- a. Prevention and Preparedness Phases:
 - 1) Develop and maintain the checklist for the Administration function; and
 - 2) Assist in the development, review and maintenance of the EOP.
- b. Response and Recovery Phases:
 - 1) Maintain oversight of all administrative activities associated with the emergency;
 - 2) Ensure that all functional areas receive administrative support as appropriate;
 - 3) Provide support to the financial element with regard to documentation, verification and related matters; and
 - 4) Advise the EOC chain of command regarding the administrative aspects and implications of the event.

4. Long Term Community Recovery and Mitigation (ESF # 14):

- a. Prevention and Preparedness Phases:
 - 1) Develop and maintain the checklist for the recovery function;
 - 2) Identify the membership of the Long Term Recovery Committee; and
 - 3) Assist in the development, review and maintenance of the EOP.
 - 4) Identify and train members of the County Damage Assessment Team.
- b. Response and Recovery Phases:
 - 1) Respond to the EOC or the field, as needed;
 - 2) Collect, compile, and report information and data, as appropriate;
 - 3) Coordinate damage assessment activities;
 - 4) Conduct Initial Damage Assessment utilizing the county Damage Assessment Teams
 - 5) Support the State/Federal Joint Preliminary Damage Assessment teams, if needed.
 - 6) Coordinate the activation of and meetings of the County Long Term Recovery Committee;
 - 7) Activate a County Recovery Task Force, if needed
 - 8) Designate and assist with operation of Disaster Recovery Centers;
 - 9) Serve as a liaison with state disaster recovery personnel;
 - 10) Coordinate with ESF #15 to disseminate recovery information to disaster victims and the general public; and
 - 11) Advise the EOC chain of command regarding recovery programs and needs.

V. EOC ADMINISTRATION AND LOGISTICS

A. Administration: County and Municipal Reports:

1. Local municipal governments will submit situation reports, requests for assistance and damage assessment reports to the County EM.
2. The County EM will forward reports and requests for assistance to the appropriate CDHSEM area office.
3. Local and county governments will utilize pre-established bookkeeping and accounting methods to track and maintain records of expenditures and obligations.
4. Narrative and written log-type records of response actions will be kept by county and municipal emergency management agencies. The logs and records will form the basis for status reports to CDHSEM.
5. The County EM will request reports from other agencies, relief organizations and nongovernmental organizations when deemed appropriate.
6. The County EM will make reports to CDHSEM by the most practical means, generally within one hour. Reports will be constructed in accordance with CDHSEM requirements and may be placed on Web EOC.

B. Logistics: Coordination of unmet needs:

1. When local municipal resources are committed, the County Emergency Manager will coordinate assistance to satisfy unmet needs.
2. If the county requires additional assistance, it will call on mutual aid from adjacent counties, its Northwest All Hazard Emergency Management Region, or from the Colorado Division of Homeland Security/ Emergency Management (CDHSEM).
3. CDHSEM will turn to the Federal Emergency Management Agency (FEMA) for assistance in dealing with a major disaster or emergency that threatens to exceed the capabilities and resources of the State of Colorado.

VI. TRAINING AND EXERCISES

- A. Policy:** The EM is responsible for the overall preparedness of all persons and agencies involved in the county's response to emergencies. As such, the EM should conduct or administer training and should activate this plan as required to evaluate and maintain the readiness posture of county resources.

B. Exercise Requirements: Exercises will be conducted following the Homeland Security Exercise & Evaluation program (HSEEP). As a minimum:

1. The EM will activate this plan at least annually in the form of a drill;
2. An all-hazards functional exercise that involves the entire EOC staff, including volunteers and private sector representatives, will be conducted every two years;
3. The EM will participate annually in a weather service directed weather exercise, at least as a Tabletop Exercise;
4. The County will prepare a three-year exercise plan and submit it to the CDHSEM area field office; and
5. An After Action Report (AAR) will be prepared and an Improvement Plan (IP) administered for every exercise (see paragraph D below.)

C. Training Requirements Elected and appointed officials and all emergency management and response personnel will be trained to meet the minimum requirements specified through the Governor's Executive Order D 011 04, federal NIMS requirements and CDEM training and exercise directives.

1. The Emergency Management Office will keep records and ensure that needed training is available through on-line sources, community colleges or scheduled training sessions in the county.
2. The County EM will conduct quarterly trainings for local coordinators and county staff to provide program updates and coordinate county-wide response and emergency management.
3. Exercises, as indicated above, will be used as a training vehicle for public officials, county emergency staff and emergency services personnel who are assigned emergency responsibilities in this plan.
4. ESF's will be responsible for functional Appendices and charged with ensuring that personnel who implement the respective Appendices are competent.
5. Other state and federal training: The EM will participate in state and federal training programs as prescribed internally and by CDHSEM.

D. After Action Reports

1. An after action report that incorporates comments from all participants will be prepared:
 - a. After every activation of the EOC; and
 - b. After every exercise of the EOC.
2. All After Action Reports (AARs) must include an Improvement Plan Matrix and the corrective actions are to be incorporated into this plan as well as other plans and implementing instructions.

VII. PLAN DEVELOPMENT, MAINTENANCE AND DISTRIBUTION

A. Development and Maintenance Responsibilities

1. The county EM will coordinate development and maintenance of the plan. Writing, review and update of specific portions of the plan will be accomplished by those staff members/agencies with the best knowledge of the subject matter.
2. Based upon legislation, regulation or CDHSEM directive, incident-specific Appendices require an annual review. All other plan components will be reviewed and updated at least biannually.
3. Whenever portions of this plan are implemented in an emergency event or exercise, a review will be conducted to determine necessary changes.
4. Whether or not used in an actual event, a review of each section of the plan will be conducted at least biennially, and a written report will be provided to the EM indicating concurrence or recommended changes.
5. At the conclusion of each biennial review, the EM will:
 - a. If the biannual review indicates a need to change the plan, page changes will be published, approved by the county executive or county commissioners, and distributed as below.
 - b. If the biannual review indicates so many changes that a revised plan should be published, it should be approved by the county executive or county commissioners, and distributed as below.
 - c. If the biannual review indicates that no changes are necessary, document the review on the "Certificate of Biannual Review" (pg ix) and forward a copy of the certificate to the CDHSEM area office. The original of the certificate will be maintained with the "master" copy of the plan.
6. This plan will be executed upon order of the County Commissioners or their authorized representative.

B. Distribution:

1. This plan and its supporting material are controlled documents. While the basic plan is open to the public, other portions of this plan are not considered to be subject to the Right-to-Know Law and are unavailable to the general public. Distribution is based upon a regulatory or functional "need to know" basis.
2. Copies of this plan are distributed according to an approved list (Appendix 3).
3. A "Receipt Form," including the copy number, will be used to document the fact that copies of the plan and changes reach the proper users. Forms will be maintained on file by the EM.

4. Controlled copies of revisions will be distributed to all plan holders.
5. Revisions or changes are documented on the “Record of Changes”.

APPENDICES:

1. Authority and References
2. Terms and Definitions
3. Plan Distribution
4. Map of the County
5. Political Subdivisions That Have Adopted this Plan as Their Own

APPENDIX 1 AUTHORITY AND REFERENCES

A. The authority for this Plan and county emergency management programs comes from the Colorado Division of Homeland Security/Emergency Management and the Counterterrorism Planning, Preparedness and Response Act of 2002.

B. References

1. The Robert T. Stafford Disaster Relief and Assistance Act, Public Law 93 - 288, as amended, 42 U.S.C. 5121 et seq.
2. The Post-Katrina Emergency Management Reform Act of 2006 (6 U.S.C § 701 et. seq.)
3. The Colorado Division of Homeland Security & Emergency Management (C.R.S. 24-32-2105)
4. The Emergency Planning and Community Right-to-Know Act of 1986, 42 U.S.C. sec. 11001 - 11050
5. The Colorado Intergovernmental Agreement For Emergency Management C.R.S. 24-32-2105
6. Pets Evacuation and Transportation Standards Act of 2006 (PL 109-308)
7. US Small Business Administration (15 USC 633)
8. Homeland Security Presidential Directive – 5 (HSPD-5)
9. Homeland Security Presidential Directive – 8 (HSPD-8)
10. Homeland Security Exercise Evaluation Program
11. State of Colorado, All-Hazard Mitigation Plan (December 2013)
12. State of Colorado Emergency Operations Plan (April 2013)
13. Colorado Health Care Coalition Integrated Evacuation Planning Guide (December 2013)
14. Title III, Superfund Amendments and Reauthorization Act (SARA), October 17, 1986, Section 301-305, 311 and 312.
15. Garfield County, Multi-Jurisdictional Natural Hazard Mitigation Plan, RESOLUTION NO. 2012-71 (February 2012)
16. Garfield County RESOLUTION NO. 07-95 that created the County Emergency Management Office.
17. National Response Framework, Second Edition, May 2013.

Up to Date??????

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APPENDIX 2 TERMS AND DEFINITIONS

Activate – To start or place into action an activity or system.

Agency Representative – An individual assigned to an incident from an assisting or cooperating agency who has been delegated authority to make decisions on matters affecting the agency's participation in the incident. Agency representatives will report to the liaison officer or to the incident commander/EOC Manager in the absence of a Liaison Officer.

All-Hazards – The spectrum of all types of hazards including accidents; technological events; natural disasters; terrorist attacks; warfare, including chemical and biological; pandemic or other biological emergencies, nuclear or explosive events.

ARES – Amateur Radio Emergency Services - An American Radio Relay League - sponsored emergency organization of amateur radio operators that provides communications resources.

Congregate Household Pet Shelter – Any private or public facility that provides refuge to rescued household pets and the household pets of shelterees in response to a disaster or emergency.

Continuity of Operations Planning (COOP) – Planning to ensure that essential services continue during, or as soon as possible after a disaster or emergency event. In the public sector, COOP includes activities referred to as COG (Continuity of Government.)

Coordination – Arranging in order, activities of equal importance to harmonize in a common effort. (For use in context of this document: authorizing and/or providing for coordination of activities relating to emergency disaster prevention, preparedness, response and recovery by State, local governments and Federal agencies.)

County Damage Assessment – (Also called Initial Damage Assessment) A damage assessment, conducted by the county damage assessment team(s), that uses developed procedures to assign a damage category to emergency-caused damages.

County Recovery Task Force – A type of Local Recovery Task Force (LTRC) formed from local volunteer assets to coordinate and administer voluntary contributions to short-term and long-term recover

Critical Incident Stress Management (CISM) – A system developed and published by the International Critical Incident Stress Foundation to head off the psychological effects of certain types of particularly traumatic incidents on emergency

responders. The system involves trained teams of practitioners who conduct peer debriefings for affected responders. Teams in Colorado are independent, and are managed and dispatched locally, or through the Department of Health, Bureau of Emergency Medical Services.

Deploy – To move to the assigned location in order to start operations.

Natural Disaster – Any tornado, storm, flood, high water, wind driven water, earthquake, landslide, mudslide, snowstorm, drought, fire, explosion or other catastrophe which results in substantial damage to property, hardship, suffering or possible loss of life.

Human-Caused Disaster – Any industrial, nuclear or transportation accident, explosion, conflagration, power failure, natural resource shortage or other condition, including enemy action, weapons of mass destruction or overt paramilitary actions, or other acts such as sabotage resulting from human-made causes. This includes oil spills and other injurious environmental contamination which threatens or causes substantial damage to property, human suffering, hardship or loss of life.

Disaster Emergency – Those conditions which upon investigation may be found, actually or likely to affect seriously the safety, health or welfare of a substantial number of citizens of the county or preclude the operation or use of essential public facilities. A disaster should be of such magnitude or severity as to render essential state supplementation of county efforts or resources.

Emergency Alert System (EAS) Announcements - Official announcements made at the county or state level for the specific purpose of providing information, instructions or directions to the residents of the county. Announcements are made over the legally designated EAS network. EAS announcement does not preclude appropriate use of newspapers, radio and television for public information statements.

Emergency Management – The judicious planning, assignment and coordination of all available resources in an integrated program of prevention, mitigation, preparedness, response and recovery for emergencies of all kinds, whether from enemy attack, human-made or natural sources.

Emergency Services – The preparation for and the carrying out of functions, other than those for which military forces are primarily responsible, to prevent, minimize and provide emergency repair of injury and damage resulting from disaster, together with all other activities necessary or incidental to the preparation for and carrying out of those functions. The functions include, without limitation, firefighting services, police services, medical and health services, rescue, engineering, disaster warning services, communications, radiological, shelter, chemical and other special weapons defense, evacuation of persons from stricken areas, emergency welfare services, emergency transportation, emergency resources management, existing or properly assigned

functions of plant protection, temporary restoration of public utility services and other functions related to civilian protection.

Explosive Ordinance Disposal (EOD) – A specialized component of the U. S. military tasked with the retrieval and disposal of military ordnance. EOD Teams are available to assist civilian authorities in life threatening situations dealing with other explosive devices.

Governor's Proclamation of "Disaster Emergency" – A proclamation by the Governor upon finding that a disaster has occurred or that the occurrence or the threat of a disaster is imminent. This proclamation authorizes municipalities (including counties) to exercise certain powers without regard to time-consuming procedures and formalities prescribed by law (excepting mandatory constitutional requirements).

Hazardous Materials (HAZMAT) – Any substance or material in a quantity or form that may be harmful or injurious to humans, domestic animals, wildlife, economic crops or property when released into the environment. Hazardous materials may be chemical, biological, radiological, or explosive.

Hazards Vulnerability Analysis (HVA) – A compilation of natural and man-made hazards and their predictability, frequency, duration, intensity and risk to population and property.

Household Pet – A domesticated animal, such as a cat, dog, bird, rabbit, rodent or turtle that is traditionally kept in a home for pleasure rather than for commercial purposes; can travel on commercial carriers and be housed in temporary facilities. Household pets do not include reptiles (except turtles), amphibians, fish, insects/arachnids, farm animals (including horses), and animals kept for racing purposes.

Initial Damage Assessment – (Also called County Damage Assessment) A damage assessment, conducted by the county damage assessment team(s) that uses developed procedures to assign a damage category to emergency-caused damages.

Initial Damage Report – Reports compiled during the response phase of an emergency that list numbers of damaged facilities, and other essential information. The IDR information is originated at the local level, compiled at the county and forwarded on to CDEM. IDR data should be submitted as soon as possible since it is used to determine operational needs and to identify the location and scope of damages for more formal damage assessments that come in the recovery phase of the emergency.

Joint Preliminary Damage Assessment – A damage assessment conducted by county, state and federal personnel to verify that sufficient damage has occurred to justify a Presidential Declaration of Major Disaster or Emergency.

Liaison Officer – The Liaison Officer is the IC/UC point of contact for representatives of other governmental agencies, non-governmental organizations and/or the private sector (with no jurisdiction or legal authority) to gain input on the agency's policies, resource availability and other incident-related matters.

Local Disaster Emergency (When declared by the County Commissioners) – The condition declared by the local governing body when, in their judgment, the threat or actual occurrence of a disaster requires coordinated local government action to prevent or alleviate the damage, loss, hardship or suffering threatened or caused. A local emergency arising wholly or substantially out of a resource shortage may be declared only by the Governor, upon petition of the local governing body.

Local Recovery Task Force (County Recovery Task Force) – A group established to oversee the recovery and reconstruction process and serve as an advisory committee to local government officials responsible for recovery activities. The Local/County Recovery Task Force should have representatives from all facets of the community (school, faith-based, business, volunteer, etc.)

Long Term Recovery Committee (LTRC) – A group of volunteer organizations established to provide recovery assistance to victims of a disaster or emergency beyond those services available from government sources. The LTRC should work in coordination with county and local government in order to ensure maximum utility from all available resources.

Mass Care Centers – Fixed facilities suitable for providing emergency lodging for victims of disaster left temporarily homeless. Mass Care centers are capable of providing all essential social services. Feeding may be done within a mass care center (in suitable dining facilities) or nearby.

Municipality – As defined in the Colorado Constitution, "Colorado has 61 cities and 35 towns that are home rule municipalities, C.R.S. Title 31, Article 1, Section 202

Notification – The act of making known or informing. For use in the context of this document: to transmit emergency information and instructions: (1) to Emergency Management Agencies, staff and associated organizations; (2) over the Emergency Alert System or by other means to the general public.

Operational – Capable of accepting mission assignments at an indicated location with partial staff and resources.

Political Subdivision – Any county, city, township or incorporated town within the State, as well as school districts, and water, sewer and other authorities that have governmental or taxing authority.

Point of Dispensing (Pharmaceutical POD or SNS POD) – A facility established for the mass dispensing of pharmaceuticals. Operation of SNS PODs is described in the Strategic National Stockpile (SNS) plan.

Point of Distribution (Commodities POD) – A facility where disaster victims can come to receive emergency food, water and ice and perhaps tarps or cleaning supplies. These are normally located in an open parking lot providing drive-through service and a very limited variety of essential goods.

Presidential Declaration of “Emergency” – “Emergency” means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

IMPORTANT NOTE – Before federal assistance can be rendered, the Governor must first determine that the situation is of such severity and magnitude that effective response is beyond the capabilities of the State and affected county and local governments and that Federal assistance is necessary.

Presidential Declaration of “Major Disaster” – “Major Disaster” means any natural catastrophe (including any hurricane, tornado, storm, high water, wind driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance to supplement the efforts and available resources of States, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.

Preliminary Damage Assessment – See Joint Preliminary Damage Assessment (above)

Protective Action – Any action taken to eliminate or avoid a hazard or eliminate, avoid or reduce its risks.

Public Information Statements – Public announcements made by local or county official spokespersons via newspapers, radio or television to explain government actions being taken to protect the public in the event of any public emergency.

Public Inquiry – (Formerly known as Rumor Control) A place where the general public can call for information during an emergency. The public inquiry center is normally only

activated during an emergency. Operators track calls, locate previously unknown pockets of damage and identify misperceptions that the PIO should try to dispel.

RACES – (Radio Amateur Civil Emergency Service) A part of the amateur radio service established under Federal Communication Commission rules and regulations to establish and maintain leadership and organizational infrastructure necessary to provide amateur radio communications in support of emergency management entities throughout the United States or its territories. RACES can be used during any disaster or emergency when normal governmental communications have sustained damage, or when additional communication is desired.

Reentry – The return to the normal community dwelling and operating sites by families, individuals, governments, and businesses once the evacuated area has been declared safe for occupancy.

Route Alerting – Route alerting is a supplement to siren systems accomplished by pre-designated teams traveling in vehicles along pre-assigned routes delivering an alert/warning message.

Service Animal – Any guide dog, signal dog or other animal individually trained to provide assistance to an individual with a disability, including, but not limited to, guiding individuals with impaired vision, alerting individuals with impaired hearing to intruders or sounds, providing minimal protection or rescue work, pulling a wheelchair or fetching dropped items.

Special Needs Population – Populations whose members may have additional needs before, during, and after an incident in functional areas, including but not limited to, maintaining independence, communication, transportation, supervision, and medical care. Individuals in need of additional response assistance may include those who have disabilities; who live in institutionalized settings; who are elderly; who are children; who are from diverse cultures; who have limited English proficiency or are non-English speaking; or who are transportation disadvantaged.

Standby – To be ready to perform but waiting at home or other location for further instructions.

Strategic National Stockpile (SNS) – A program headed by the federal Centers for Disease Control that maintains large stocks of medications for distribution to the public during emergencies. The SNS relies on the state and county governments to have plans and play a major part in the distribution of the medications. This is done through a series of Pharmaceutical PODs (Points of Dispensing) that are located throughout the county.

Support – To act in a secondary or subordinate role to a primary activity by providing a means of maintenance or subsistence to keep the activity from failing under stress.

(For use in context to this document: providing "unmet" needs, unforeseen requirements for supplies, equipment, services, training, etc.)

Unmet Needs – Capabilities and/or resources required to support emergency operations but neither available nor provided for at the respective levels of government.

Urban Search and Rescue (US&R) – A specific type of search and rescue that deal with urban settings, especially with collapsed building rescue. Some counties have components of a team that are sponsored and certified by USAR. Additionally, there are a series of US&R components in the Northwest Region.

Volunteer Emergency Communications – Any or all of those volunteer organizations such as RACES, ARES, CAP, and Coast Guard Auxiliary which may provide emergency telecommunications services to responders or victims within the county.

Weather Warning – Previously expected severe weather is occurring or is about to occur.

Weather Watch – Indicates that conditions and ingredients exist to trigger severe weather.

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APPENDIX 3 PLAN DISTRIBUTION

- A. Because of the sensitivity of some portions of this plan, and in order to ensure that plan revisions are posted to every copy, copies of this plan will be numbered and distributed on a need-to-know basis.
- B. Numbered copies of this plan will be distributed to the following agencies. A “master distribution list” (Enclosure 1) with the numbers of each copy, and the format (printed or electronic) is maintained by the county EM.
- Board of County Commissioners
 - Emergency Management
 - Sheriff’s Office
 - County Agricultural Extension Office
 - County Assessor’s Office
 - County Attorney
 - County Building and Planning
 - County Coroner
 - County Engineer
 - County Human Services
 - County Manager
 - County Public Health and Environment
 - County Road and Bridge
 - Adjoining Counties
 - American Red Cross
 - Economic Development Office
 - Garfield County Emergency Communications Authority
 - Hospitals
 - Mental Health
 - Parks & Recreation
 - Prison
 - Procurement
 - RFTA
 - School Districts
 - Treasurer
 - Northwest All Hazard Emergency Management Region
 - CDEM Field Office
 - Local Municipal Governments/EMs (Towns, Cities, etc.)
 - Fire Departments / Fire Protection Districts
 - Other interested parties (oil and gas, large employers, etc.)
- C. Each recipient will sign a receipt form (Enclosure 1), and the signed receipt will be maintained by the county EM, along with the distribution list.

Garfield County Emergency Operations Plan Distribution List

[illegible]

Enclosure 1 to Appendix 3 to Garfield County Emergency Operations Plan

RECEIPT FORM

TO: Garfield County Emergency Management Office
107 8th Street
Glenwood Springs, CO 81601

SUBJECT: Garfield County Emergency Operations Plan

1. This will certify that I have received the following document(s):

The Garfield County Emergency Operations Plan, dated 2015.

Or: (Line through the line that does not apply)

CHANGE # _____ to the Garfield County Emergency Operations Plan, Dated _____

Date Received: _____

Number of Copies: _____

Copy Number(s): _____

Hard Copy or Compact Disk (Circle one)

Received by: _____

Title: _____

Organization: _____

Phone Number: _____

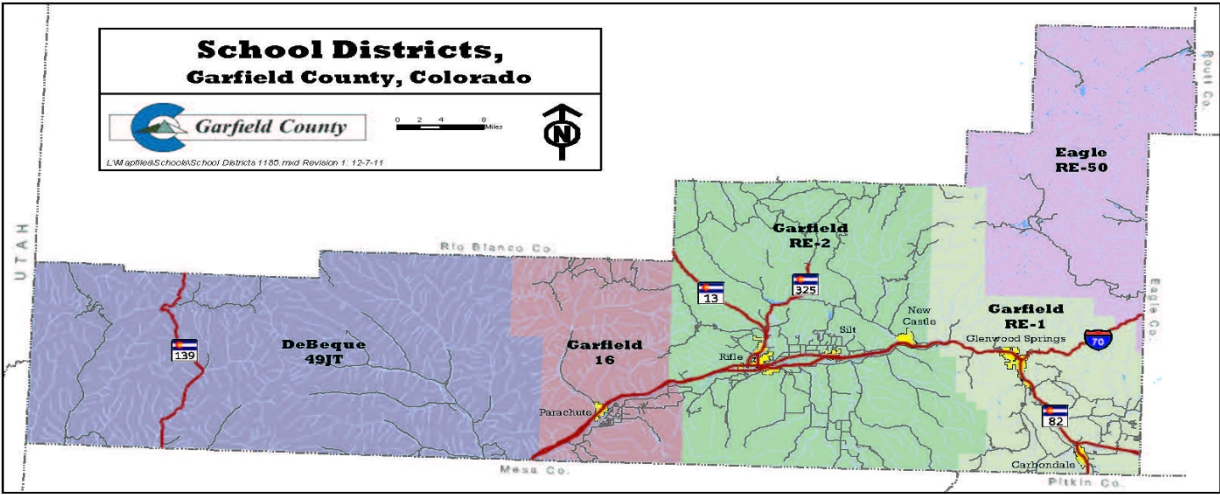
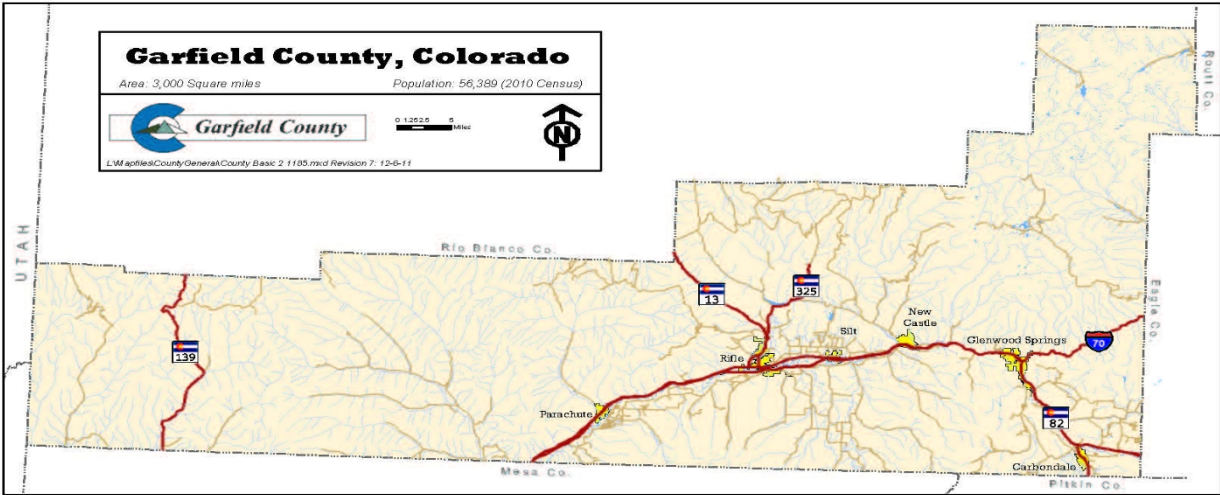
2. I understand that these documents might contain information that is personal or sensitive in nature, and I will not release any parts of the plan to persons or agencies that do not need it to perform emergency response functions outlined in the plan.

Signature

Enclosure 2 to Appendix 3 to Garfield County Emergency Operations Plan

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APPENDIX 4
MAP OF THE GARFIELD COUNTY



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APPENDIX 5

POLITICAL SUBDIVISIONS THAT HAVE ADOPTED THIS PLAN AS THEIR OWN

The following political subdivisions have adopted this County plan as the plan for themselves. As such they will follow the procedures outlined in this plan, especially Paragraph III.E. Copies of any municipal resolutions adopting the plan are enclosed.

- A. Town of
- B. The City of
- C.



Request for Proposal 2022-09P

**Glenwood Springs Emergency Operations / Traffic Emergency
Management Plan**

Glenwood Springs, CO

Buyer:

City of Glenwood Procurement Department

101 West 8th St / Glenwood Springs, CO 81601 / ryan.muse@cogs.us



Glenwood Springs Traffic Emergency Management Plan

Section I: Introduction

The City of Glenwood Springs uses the Rocky Mountain E-Purchasing System ("BidNet") to post solicitations and any supporting or additional information, including Addenda, Bid Sheet, and awards. Proposals must be submitted prior to close on BidNet. All documents and information are available at www.bidnetdirect.com/cityofglenwoodsprings. If you require additional information regarding BidNet call Vendor Support at 800-835-4603 anytime Monday-Friday from 6:00 am to 6:00 pm Mountain Time.

Bids may ONLY be submitted electronically to BidNet: www.bidnetdirect.com/cityofglenwoodsprings no later than the required time and date. If your bid is being submitted electronically and if the bid security is in the form of certified funds, those funds MUST be received prior to the bid opening date and time.

Project Description

The City of Glenwood Springs, Colorado is undertaking a project to develop a Emergency Operations / Traffic Emergency Management Plan. The primary purpose is to guide the city in the management of traffic, evacuation of the city or portions of the city and coordination and communication with local agencies, the hospital and schools in the event of wildland fire or police events. The City would also like the consultant to review the Garfield County Emergency Operations Plan and ensure that the City's Emergency Operations Plan/ Traffic Emergency Management Plan addresses all of the areas where the County needs assistance from the City.

The study area will be the Glenwood Springs Rural Fire Protection District boundary. Please see the attached map.

Section II: Timeline

a. Proposal Timeline.

TIMELINE	DATE	TIME
Optional Zoom Meeting	APRIL 6	11:00 a.m.
Question Submittal Due Date	APRIL 13	2:00 p.m.
Addendum and Submittal Sheet Posted to BidNet	APRIL 20	2:00 p.m.
Request for Proposal Due http://www.bidnetdirect.com/cityofglenwoodsprings	MAY 2	2:00 p.m.
Candidate Interview (if necessary – save the date)	TBD	TBD
Target Award Date (Subject to Change)	MAY 20	2:00 p.m.



Glenwood Springs Traffic Emergency Management Plan

Section III: Instructions to Submitters

- a. The City of Glenwood Springs endeavors to provide a uniform distribution of information to vendors and conduct a fair selection process. We ask that you please follow these instructions carefully. Any submittal that does not meet the requirements set forth in this document and any addenda will not be considered by the Selection Committee.
- b. Please upload your submittal to BidNet in one single PDF file.
- c. The following items must be submitted with your submittal:
 - 1) Cover Sheet
 - 2) Qualifications and experience of the firm and project team
 - 3) Understanding of the project scope
 - 4) Bid Schedule with a breakdown of each task
 - 5) Estimated timeframe of each task
 - 6) Subconsultants identification and qualifications
 - 7) Any exceptions taken to the Specifications and Scope of Work
- d. Questions regarding this RFP should be submitted to BidNet. All such addenda issued by The City of Glenwood Springs prior to the time that proposals are received shall be considered part of the RFP. It shall be the Bidder's responsibility to view all documents posted at BidNet.
- e. Once you've uploaded your response to BidNet per the instructions in this document the RFP will be governed by the established timeline. The City of Glenwood cannot see who or how many responses have been submitted to BidNet prior to the closing date so we are unable to confirm receipt. However, you may assume your upload was successful if BidNet accepts the document.
- f. The Bidder shall purchase and maintain at its own expense, insurance which is at least as broad, and with limits at least as great as outlined in Section IV: If your proposal is successful and a contract awarded, a compliant certificate of insurance will be required with all endorsements at that time.
- g. The City of Glenwood Springs makes no guarantee that an award will be made as a result of this RFP and reserves the right to accept or reject any or all proposals, waive any formalities or technical inconsistencies, or delete any item/requirements from this RFP or resulting contract when deemed to be in the City's best interest.
- h. Representations made within the proposal will be binding on Bidder. Failure to comply with the requirements contained in this RFP will result in the rejection of your proposal.
- i. Bidder recognizes and understands that any costs incurred by the Bidder from submitting a response to this RFP are the responsibility of the bidder.

Section IV: Overview of Project



Glenwood Springs Traffic Emergency Management Plan

Glenwood Springs is located 5,761 feet above sea level in a T-shaped valley approximately 157 miles from Denver on the western slope of Colorado's Rocky Mountains. Glenwood Springs is within the confluence of the Colorado and Roaring Fork Rivers. In addition to the bifurcation of the City by these two major rivers, the City is further bifurcated in two directions by the major transportation corridors of SH 82 and Interstate 70. Established in 1885, Glenwood Springs boasts world-class outdoor experiences and amenities for residents and visitors alike, including river rafting and fly fishing, skiing, road and mountain bicycling, a historic Downtown shopping district and our famous hot springs. It is also a stop for Amtrak, which tourists from Colorado's front range and beyond use to access Glenwood Spring's attractions. Glenwood has an area of 5.8 square miles and a population of 9,963.

The City of Glenwood Springs has a significant fire history. The table below shows recent fires between 1994-2000.

Year	Size in acres	Name	Notes
1994	2115	Storm King/South Canyon	14 fire fighters lost
2002	12,209	Coal Seam	29 structures were destroyed.
2003	50	Dry Park	
2013	390	Red Canyon Fire	
2018	44	Oak Meadows Fire	
2019	20	Sunrise Court Fire	
2020	0.63	Oak Meadows	
2020	32,431	Grizzly Creek	3 structures destroyed, $\frac{3}{4}$ of the City watershed destroyed
2020	40	Red Canyon Fire	
2020	40	MM 11 South Canyon Fire	
2020	2	Three Mile Fire	1 structure lost

A number of the fires above resulted in pre-evacuation notices or evacuations. Given the drying climate and some of the issues that arose with the pre-evacuation notice and or evacuation,



Glenwood Springs Traffic Emergency Management Plan

Glenwood's citizens have become increasingly concerned that the city is unprepared for large fire events.

The city has taken these steps to address the concerns:

- Planned for and designed a second bridge connection to evacuate the city's southern corridor. The city is currently acquiring right of way for the project and is seeking construction funding.
- Planned for and designed two I-70 access line breaks to facilitate evacuations out of Glenwood's north neighborhoods via SH6. The city is awaiting approval of the project from FHWA and will construct the access line breaks in the Spring of 2023.
- Worked with Colorado Department of Transportation and Colorado state Patrol to develop a Traffic Incident Management Plan (TIM) plan. This plan will allow the city through the event incident command to hold traffic on SH 82 and I-70 out of Glenwood in the event of an evacuation.

Based on this information, the City of Glenwood Springs is seeking proposals from qualified consultants to assist the city and its partners in developing a plan to address large scale fire and police events that require controlling access and or evacuating areas of town.

Section V: SCOPE OF WORK

Task A: Project Initiation and Management

An in-person kick-off meeting with staff from the City of Glenwood Springs and the selected consultant will be held at the beginning of the project to establish and agree upon communication protocols, roles & responsibilities, expectations, and to review available background information relevant to the project. The City Engineer and the Assistant City Engineer will serve as joint Project Managers, with participation from City police, fire, public works, and the city's public information officer. City staff will clarify the expected deliverables, progress reports, and invoicing procedures.

Deliverables:

- Kick-off meeting
- Communication protocol
- Schedule of project meetings
- Invoicing protocol - Monthly invoices accompanied by progress reports that summarize task progress and deliverables
- Review of background information and data including the following:
 - Garfield County Traffic Incident Management Plan
 - Community Wildfire Protection Plan



Glenwood Springs Traffic Emergency Management Plan

- South Bridge Cost Benefit Analysis – South Corridor Evacuation Modeling
- Preliminary Traffic Modeling of the PM Peak Flow with Exit 114 Closure
- Staff Internal Intersection Control Preliminary Planning
- Garfield County 2023 Emergency Operations Plan

Task B: Plan Development

The city would like to include the following elements:

- Identification of potential significant fire, police and public works emergencies in coordination with city police, fire, public works and engineering.
- Determination of traffic management locations and needs for evacuations and police events within the Glenwood Springs Rural Fire Protection District.
- Training and equipment needed for intersection management and communication.
- Evaluation of vehicular storage and staging areas. Management of those areas.
- Communication needs and protocols. Develop neighborhood plans if needed.
- Coordination with the hospital, assisted living facilities and the school district to determine if the agencies have existing emergency plans for the evacuation of their facilities or shelter in place plans. Work to understand their plans and determine whether city assistance will be needed to implement their plans.
- Coordination with Garfield County to determine what plans the county has, where there may be overlap between existing county plans and the city's planning efforts and then to determine how the city should interact and support those plans.
- Review of the Garfield County Traffic Incident Management Plan. Coordination with the Colorado Department of Transportation (CDOT), Garfield County Emergency Management and the Colorado State Patrol (CSP) to integrate the city's emergency operations plan.
- Identification of potential safe zones, areas of refuge, shelters and opportunities to shelter in place.
- In coordination with city staff, review and expand existing resource spreadsheet to include other city staff resources and outside vendors.
- Develop ideas or methods to help the city keep the plan and Incident Resource Spreadsheet current.

Deliverables:

- Preliminary plan based on all of the above information and coordination.

Task C: Public outreach.



Glenwood Springs Traffic Emergency Management Plan

The consultant and City Project Managers shall co-lead meetings and help prepare all materials, meeting notes, and follow up. A specific outreach plan and meeting schedule will be agreed to during the initial project meeting based on the selected consultant's project plan. Please plan for these meetings at a minimum:

- Two coordination meetings with CDOT, CSP and the County Emergency Manager
- Two coordination meetings with each of these agencies:
 - Roaring Fork School District
 - Valley View Hospital
 - Assisted living facilities (as a group)
 - Roaring Fork Transit Authority

Deliverables:

- Co-lead stakeholder meetings, including all presentation materials. Number of meetings required to be in-person TBD in final scope negotiations.
- Provide meeting summaries to the Project Manager.
- Prepare technical memorandum summarizing outreach activities for inclusion in Final Report.

Task D: Budgeting

The consultant shall determine a preliminary budget for implementation of the services.

Deliverables:

- Estimated budget for proposed services by task.

Task E: Final Report and Recommendations

The consultant shall prepare a final report that summarizes all project activities in Tasks A-C and present a set of recommendations for implementing the plan. The Consultant shall provide a draft final report for review by the City and make revisions based on the City's feedback.

Deliverables:

- Final report (electronic and hardcopy versions)
- Electronic format of all project deliverables, including data and support files

Section VI: Proposal Format and Contents

To be considered, Consultants shall submit a complete response to this Request for Proposal (RFP) using the format outlined below. Proposals by a joint team or prime/subconsultant team shall list the full names and addresses of all team members and the proposed relationship / role of each. Proposals shall not exceed 15 pages and shall not include company brochures.



Glenwood Springs Traffic Emergency Management Plan

Letter of Transmittal

The prospective Consultant's proposal shall include a brief letter of transmittal signed by an individual or individuals authorized to bind the prospective Consultant contractually.

Qualifications and Experience of the Firm, Including Subconsultants

The Consultant shall provide information on their business, applicable certificates of recognition and other pertinent information that demonstrates their qualifications to perform the contract. Information on education, training, certification, awards, etc. for individual employees of the Consultant or subconsultant may be supplied. The firm should have a minimum of three years of experience in emergency management planning. Provide information regarding at least three similar projects within the last five years with a client contact that is familiar with the Consultant's work.

Qualifications and Experience of the Project Team, Including Subconsultants

The consultant shall designate a project team comprised of experienced professional and technical staff to perform the work competently and efficiently with either their own personnel or subconsultants. The proposal shall identify the project team composition, project leadership, reporting responsibilities and address how subconsultants will fit into the management structure. Resumes of key team members, limited to two pages per person, shall be included in the proposal. The resumes should indicate employer names for experience gained under another employer. The team members should have at least three years of experience in their fields of expertise.

In specific the City seeks these areas of expertise and understanding:

1. Experience in emergency management planning
2. Experience with traffic management
3. Experience with public process and input

Understanding of the Project Scope

The Consultant shall demonstrate an understanding of the generalized scope of services for the work. The Consultant shall set forth how they propose to accomplish this work. The Consultant must describe the firm's proposed solutions for completing the work. The Consultant shall submit the anticipated timeframe to complete the tasks identified.

Section VII: RFP Terms & Conditions

Discussions/Negotiations

The City of Glenwood Springs reserves the right to contact any Bidder for clarification of information submitted; The City reserves the right to conduct discussions with Bidders, to accept or not accept revisions of Proposals, and to negotiate any point in the proposal or the subsequent contract at the sole discretion of the Director of Purchasing & Contracts.

Indemnification



Glenwood Springs Traffic Emergency Management Plan

If any litigation from any claims, disputes or other matters in question arising out of or relating to this agreement, or the breach thereof, the successful party in the litigation shall be entitled to reasonable legal expenses as part of any judgment.

Workers Without Authorization

By submitting a proposal, a Bidder certifies pursuant to C.R.S. § 8-17.5-102(1) that, at the time of proposal submission, it does not knowingly employ or contract with an illegal alien and that the contractor has participated or attempted to participate in the Basic Pilot Program that is administered by the United States Department of Homeland Security in order to verify that it does not employ any workers without authorization.

Section VIII: Warranties, Representations and Acknowledgements of Bidder and City

- a. By submitting a proposal, Bidder acknowledges and agrees that (1) this RFP is a solicitation for proposal and is not a contract or an offer to contract and (2) the submission of a proposal by Bidder in response to this RFP will not create a contract between the City of Glenwood and Bidder.
- b. By submitting a proposal, Bidder offers and agrees to furnish to the City of Glenwood with the products and/or services described in its proposal, at the prices quoted in the proposal, and to comply with all terms, conditions, and requirements set forth in the RFP documents and contained herein.
- c. By submitting a proposal, Bidder represents and warrants that (1) Bidder is a reputable company regularly engaged in providing products and/or services necessary to meet the terms, conditions, and requirements of the RFP; (2) Bidder has the necessary experience, knowledge, abilities, skills, and resources to satisfactorily perform the
- d. Terms, conditions and requirements of the RFP; (3) Bidder is aware of, is fully informed about, and is in full compliance with all applicable federal, state, and local laws, rules, regulations, and ordinances; (4) Bidder understands the requirements and specifications set forth in this RFP and the terms and conditions set forth; and (5) all statements, information, and representations prepared and submitted in response to this RFP are current, complete, true, and accurate. Bidder acknowledges that the City of Glenwood will rely on such statements, information, and representations in selecting the successful Bidder. If selected by the City as the successful Bidder, Bidder will notify the City immediately of any material change in any matters with regard to which Bidder has made a statement or representation or provided information.
- e. By submitting a proposal, Bidder agrees to be in compliance with all federal laws and regulations pertaining to Equal Employment Opportunities and Affirmative Action.



Garfield County

Traffic Incident Management Plan



COLORADO
Department of Transportation



Prepared for:
Colorado Department of Transportation
425 C Corporate Circle
Golden, CO 80401

Prepared by:
EST
1873 S. Bellaire St., Suite 1101
Denver, CO 80222

October 2022

DISCLAIMER

This response manual is intended for internal use only and does not enlarge an agency's civil or criminal liability in any way. It should not be construed as the creation of a recommended or higher standard of safety or care in an evidentiary sense, with respect to third party claims.

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LIST OF ACRONYMS

The use of acronyms should be avoided during incidents requiring the participation of multiple agencies or organizations. The use of plain language facilitates interoperability across agencies/organizations, jurisdictions, and disciplines. Plain language also ensures information dissemination is timely, clear, acknowledged, and understood by all intended recipients. [1] Acronyms are used frequently throughout the incident response and transportation industries, common acronyms or acronyms specific to traffic incident management are listed below, for clarity.

AAR	After Action Report
ATM	Active Traffic Management
CCTV	Closed Circuit Television
CAIC	Colorado Avalanche Information Center
CDOT	Colorado Department of Transportation
CMV	Commercial Motor Vehicle
CCN	Conference Communication Network
CRS	Colorado Revised Statute
CSP	Colorado State Patrol
CTMC	Colorado Transportation Management Center
DTR	Digital Trunk Radio
EJMT	Eisenhower Johnson Memorial Tunnel
EMS	Emergency Medical Services
EOC	Emergency Operations Center
FHWA	Federal Highway Administration
HLT	Hanging Lake Tunnel (Traffic Management Center)
IC	Incident Commander
ICS	Incident Command System
ICP	Incident Command Post
ISM	Incident Site Management
ITS	Intelligent Transportation Systems

JIC	Joint Information Center
JOC	Joint Operation Center
LZ	Landing Zone
MAC	Mutual Aid Channel
MHz	Megahertz
MM	Mile Marker
MP	Mile Post
MUTCD	Manual on Uniform Traffic Control Devices (2009 Edition)
NW-NET	Northwest NET
NIMS	National Incident Management System
NUG	National Unified Goal
PIO	Public Information Officer
RWIS	Road Weather Information Systems
SH	State Highway
TIM	Traffic Incident Management
TIMP	Traffic Incident Management Plan
TIMT	Traffic Incident Management Team
TMC	Traffic Management Center
TOC	Traffic Operation Center
UC	Unified Command
VMS	Variable Message Sign
WebEOC	Web Emergency Operations Center

UNIFIED TERMINOLOGY

The following terms are defined for use by the Colorado Department of Transportation (CDOT) personnel, incident commanders, persons on scene, communication operators and public information officers, for Traffic Incident Management in Garfield County. Use of these terms is recommended for all voice communications during traffic incidents (public information officers and variable message sign operators are expected to follow their own practices/procedures when communicating to the public).

Accident Alert: Severe weather conditions hinder Colorado State Patrol and local police jurisdictions' response to the large volume of motor vehicle crashes. Accident Alert is initiated on a jurisdiction and geographical basis.

Alternate Route: Any route that provides a viable travel-way to get from one side of a closure to the other side.

After Action Review (Incident Debrief) Meeting: A formal process of reviewing selected incidents.

After Action Report (AAR): A report prepared for Major incidents and by request. This document summarizes response activities of the incident and can define a plan of action for implementing improvements.

Blockage: One or more lanes of the road are blocked by vehicles, debris and/or road damage but responsible authorities have not enacted a closure. A blockage is a temporary condition that will end by removal of the obstacle or will become a closure as defined herein.

Conference Communication Network (CCN): CCN is a communication tool to be used to facilitate scheduled conversations between multiple agencies to disseminate information and discuss solutions during an incident. This system will be used to link the Incident Commander or Unified Command with all responding agencies, as appropriate during complex incidents.

Closure Point: The physical location at which the closure occurs, usually the incident site or the closest upstream interchange. Point(s) of closure may be at a single location or separated by a roadway segment such as a mountain pass or tunnel.

Commercial Motor Vehicle (CMV): The federal definition of Commercial Motor Vehicle (CFR 49 390.5) includes vehicles used on a highway in interstate commerce to transport passengers or property when the vehicle has a weight of over 10,001 pounds, transports more than 8 passengers for compensation, more than 15 passengers not for compensation, or Hazardous Materials placarded loads. For this TIMP, the term CMV is also used to encompass large non-commercial vehicles such as motor homes, 5th wheel recreational vehicles, and non-commercial busses.

Controlled Release: When reopening the roadway, law enforcement or CDOT supervisor vehicles lead the stopped vehicles for a pre-determined distance at a safe speed for the conditions to keep drivers from speeding. The procedure creates a platoon of vehicles which reduces the ability for drivers to accelerate quickly or reach an unsafe speed.

Detour Route: An officially designated alternate route to travel from one side of a closure to another.

Emergency Operations Center: a central command and control facility responsible for carrying out the principles of emergency preparedness and emergency management, or disaster management functions at a strategic level in an emergency situation, and ensuring the continuity of operation of a company, political subdivision, or other organization.

First Responder: The first responding unit to arrive at an incident scene. This term has traditionally been used to describe public safety emergency responders who have duties related to preservation of life and property. As transportation agencies become more actively involved in traffic incident response and take active roles in Incident Command (as partners in Unified Command), they are becoming accepted as first responders for traffic incidents. First responder is sometimes referred to as First Person on Scene.

Incident: An emergency road user occurrence, a natural disaster, or other unplanned event that affects or impedes the normal flow of traffic.

Incident Commander (IC): A representative of the agency in charge of the incident, which may vary depending on the type of incident. The Incident Commander is in charge of managing the incident, informing respective dispatch of the incident details, implementing closures and releases, directing additional emergency personnel, approving media releases, and conducting the After Action Review.

Incident Command Post (ICP): A vehicle or facility that signifies the location of the tactical-level, on-scene incident command and management organization.

Incident Command System (ICS): A systematic tool used for the command, control, and coordination of emergency response. ICS allows agencies to work together using common terminology and operating procedures controlling personnel, facilities, equipment, and communications at a single incident scene. It facilitates a consistent response to any highway incident by employing a common organizational structure that can be expanded and contracted in a logical manner based on the level of response required.

Lane Closure: Closing of a traffic lane by CDOT or an agency official with statutory authority to close the road (see Appendix A) while allowing vehicles to proceed past the closure point in open lane or on the shoulder if directed to do so by a responsible authority.

National Incident Management System (NIMS): A system mandated by Homeland Security Presidential Directive 5 that provides a consistent nationwide approach for governments, the private-sector, and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity.

National Unified Goal (NUG): A unified national policy for traffic incident management developed by major national organizations representing traffic incident responders, under the leadership of the National Traffic Incident Management Coalition.

Public Information Officer (PIO): A designated communication professional responsible for communicating incident information with the media and public.

Ready Op: A communications platform that CDOT uses for planning, response, command and control, communications, and event management. Ready Op allows administrators to develop, post and maintain a roster of individuals and organizations with contact information, planned roles, and tasks. Using Ready Op, users can communicate instantly with any individual or group by email and text message.

Road Closure: Closure of all lanes in one direction by CDOT or an agency official with the statutory authority to close the road (see Appendix A) to ensure no vehicles other than authorized responders may proceed past the closure point.

Safety closures: (pre-emptive) closures are normally associated with compromised roadway conditions due to weather, reduced visibility, road conditions, congestion, air quality (primarily carbon monoxide in tunnels) or other conditions which may affect safety. This can also include the absence of parking, services, or facilities downstream.

Secondary Incidents: Incidents beginning with the time of detection of the primary incident where a collision occurs either within the incident scene or within the queue, including the opposite direction, resulting from the original incident.

Staged Closure: Road closure and entrance ramps at one or more interchanges along an interstate highway or at an intersection on a non-interstate roadway upstream of a closure point. Staged closures are implemented by CDOT, or in coordination with CDOT by an agency official with statutory authority to close the road.

Staged Release: This method is a planned and orchestrated way to clear traffic within the closed corridor. This procedure increases safety to the traveling public, reduces congestion, and spreads out the influx of traffic upon re-opening the highway.

Total Closure: Closure of all lanes in both directions by the CDOT incident commander or an agency official with the statutory authority to close the road (see Appendix A) to ensure no vehicles other than responders may proceed past the closure point. Closure points may be at a single location or separated by a roadway segment.

Traffic Incident Management Team (TIMT): a collaborative forum for members from public and private agencies to facilitate continuous dialogue about TIM best practices. They do this through collaboratively collecting data, creating, and hosting mutually beneficial trainings, funding TIM programs, and sharing resources. These well-rounded, multi-disciplinary teams bring together their diverse experience to advance and implement TIM practices within specific areas of responsibility across the state.

Traffic Operations Center (TOC, also referred to as Traffic Management Center - TMC): CDOT owns and operates a system of TOCs for traffic management and information dissemination. These centers dispatch CDOT assets, observe traffic conditions, provide traveler information, collect traffic data, and deliver system status messages. Incident notification and information is provided to CDOT personnel, agency partners, media, and the traveling public via VMS, cotrip.org, social media, and direct distribution methods. Communication will be directed to the assigned CDOT TOC for CDOT

resource requests and incident coordination. The primary TOC for this project is Hanging Lake Tunnel (HLT).

Unified Command (UC): One of two methods of performing the Command function that employs multiple ranking personnel. UC is used when a highway incident affects multiple political or legal jurisdictions and/or involves several responding agencies with contrasting functional responsibilities and missions.

EXECUTIVE SUMMARY

The Colorado Department of Transportation (CDOT) initiated the development of the Garfield County Traffic Incident Management Plan (TIMP) to support response agencies along the I-70, US 6, SH 82, SH 13, SH 133, SH 325 corridors in the county. The goal is to provide coordinated response to incidents, to include natural disaster management, consistent with the National Traffic Incident Management Coalition's National Unified Goal (NUG). The NUG consists of three major objectives and eighteen strategies. The main objectives are:

- Responder safety
- Safe, quick clearance
- Prompt, reliable, interoperable communications.

The Garfield County Incident Management Plan covers all of Garfield County and includes the following state and federal highways; I-70 from MP 65.4 - 130, US 6 from MP 65.25 - 110, SH82 from MP 0-18, and SH13 from MP 0-17, SH 325 from MP 0 - 11, and SH 133 from MP 59-71.4. It also includes all Garfield County Roads and the communities of Parachute, Rifle, Silt, New Castle, Glenwood Springs, and Carbondale. The stretch of I-70 is the primary East/West corridor in Colorado and includes Glenwood Canyon and South Canyon with no parallel alternate route. Highway 82 is the corridor to Aspen/Snowmass Village and when Independence Pass closes during the winter months, it contributes to more traffic on I-70. Highway 13, North from Rifle, serves as an alternate route when Glenwood Canyon is closed. Highway 325 North of Rifle is a road that connects to Rifle Mountain State Park. It is not an alternate route when I-70 is closed. US 6 parallels I-70 and is often used as an alternate route; however, US 6 is not continuous in Garfield County. It is non-existent through South Canyon and Glenwood Canyon.

This TIMP is the result of the cooperative efforts of representatives from The Colorado Department of Transportation, Colorado State Patrol, Colorado Motor Carriers Association, Federal Highway Administration, City of Glenwood Springs, Glenwood Springs Fire Department, Glenwood Springs Police Department, Rifle Police Department, New Castle Police Department, Carbondale Police Department, Garfield County Sheriff's Office, Garfield County Emergency Management, Carbondale Public Works, Carbondale Police Department, Colorado River Fire Rescue, and the Grand Valley Fire Protection District. The Garfield County TIMP has been developed in harmony with the core set of concepts of the National Incident Management System (NIMS). The Plan uses the NIMS framework for cross-agency cooperation and understanding to outline procedures and tools anticipated to benefit plan users in executing their specific duties. Additionally, the CDOT TIMP Template was used as a basis for developing this plan, in order to promote consistency across the state, when appropriate.

To facilitate a continuing dialog about best practices, a Traffic Incident Management Team (TIMT) is convened. The TIMT is a collaborative forum for members from public and private agencies to facilitate continuous dialogue about TIM best practices. Main goals include collaboration for data collection and analysis resulting in data driven decisions, development of Memoranda of Understanding (MOU), securing funding of TIM programs, identifying, and implementing policies, projects, and improvements to the TIMP, executing mutually beneficial trainings, determining the direction of the TIMP and sharing resources.

CDOT is establishing performance measures to help track and evaluate progress toward objectives of this TIMP. Performance measurement can be helpful in determining the value of new programs and whether the benefits of new programs justify their costs. Examples of performance measures tracked within the boundaries of this TIMP include:

- **Reduce Roadway Clearance Time** - time between first recordable awareness of the incident by a responsible agency and first confirmation that all lanes are available.
- **Reduce Incident Clearance Time** - time between first recordable awareness of an incident by a responsible agency and time at which the last responder leaves the scene.
- **Reduce the Number of Secondary Crashes** - number of crashes beginning with the time of detection of the primary incident where a collision occurs either a) within the incident scene or b) within the queue, including the opposing direction of travel, resulting from the original incident.

This document, including appendices and references, is the Traffic Incident Management Plan (TIMP) for Garfield County. Copies of the plan and additional information are available by contacting CDOT's Statewide TIMP Program Coordinator at the address below. In the continued effort to keep this manual up to date and accurate, any comments regarding corrections and necessary changes should be directed to:

Colorado Department of Transportation
Statewide TIMP Program Coordinator, Patrick Chavez
425 C Corporate Circle
Golden, CO 80401
Phone: (720) 498-1816
Email: Patrick.Chavez@state.co.us

The manual is accessible online with permission from CDOT. Contact the Colorado Traffic Management Center (CTMC) at 303-512-5830 for document access protocol.

This page lists agencies, agency leadership, and signatures that agree with the Garfield County Traffic Incident Management Plan. It will be editable and updated as needed.

SIGNATURE PAGE

Patrick Chavez	CDOT TIM Program	Date	Tracy Sakaguchi	Colorado Motor Carriers Assn.	Date
Jason Smith	CDOT R3 Director	Date	Eva Ladow	Federal Highway Administration	Date
Name	Colorado State Patrol	Date	Name	Colorado River Fire Rescue	Date
Name	City of Glenwood Springs	Date	Name	Grand Valley Fire Protection District	Date
Name	Glenwood Springs Police Department	Date	Name	Carbondale & Rural Fire Protection District	Date
Name	Glenwood Springs Fire Department	Date	Name	Agency	Date
Name	Parachute Police Department	Date	Name	Agency	Date
Name	Rifle Police Department	Date	Name	Agency	Date
Name	Silt Police Department	Date	Name	Agency	Date
Name	New Castle Police Department	Date	Name	Agency	Date
Name	Carbondale Police Department	Date	Name	Agency	Date
Name	Garfield County Sheriff's Office	Date	Name	Agency	Date
Name	Agency	Date	Name	Agency	Date
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1.0 INTRODUCTION

The topics and guidelines discussed in this document are written to align with the core principals of the National Incident Management System (NIMS) and Incident Command System (ICS). Traffic Incident Management (TIM) integrates the transportation professional into NIMS and ICS.

While maintaining or restoring traffic flow is the transportation profession's goal, traffic incident response priorities include:

1. Life Safety
2. Incident stabilization
3. Preservation of property and environment
4. Maintaining or restoring traffic flow

One of the most critical activities in planning for traffic incidents is to identify the affected jurisdictions and response agencies. Identified and documented roles and responsibilities help manage incidents that occur in the TIMP area.

1.1 Location of TIMP Area

There are several different jurisdictions and stakeholders with responsibilities in the Garfield County TIMP. The Cities and Towns of Parachute, Rifle, Silt, New Castle, Glenwood Springs, and Carbondale are included in this TIMP. The De Beque Fire Protection District, Grand Valley Fire Protection District, Colorado River Fire Protection District, Glenwood Springs Fire Department, Carbondale and Rural Fire Protection District and Gypsum Fire Protection District are operational in this area. Law enforcement is provided by the Colorado State Patrol, Garfield County Sheriff's Office, Parachute Police Department, Rifle Police Department, Silt Police Department, New Castle Police Department, Glenwood Springs Police Department, and the Carbondale Police Department. Jurisdictional boundaries are depicted in Figures 1.1, 1.2, and 1.3.

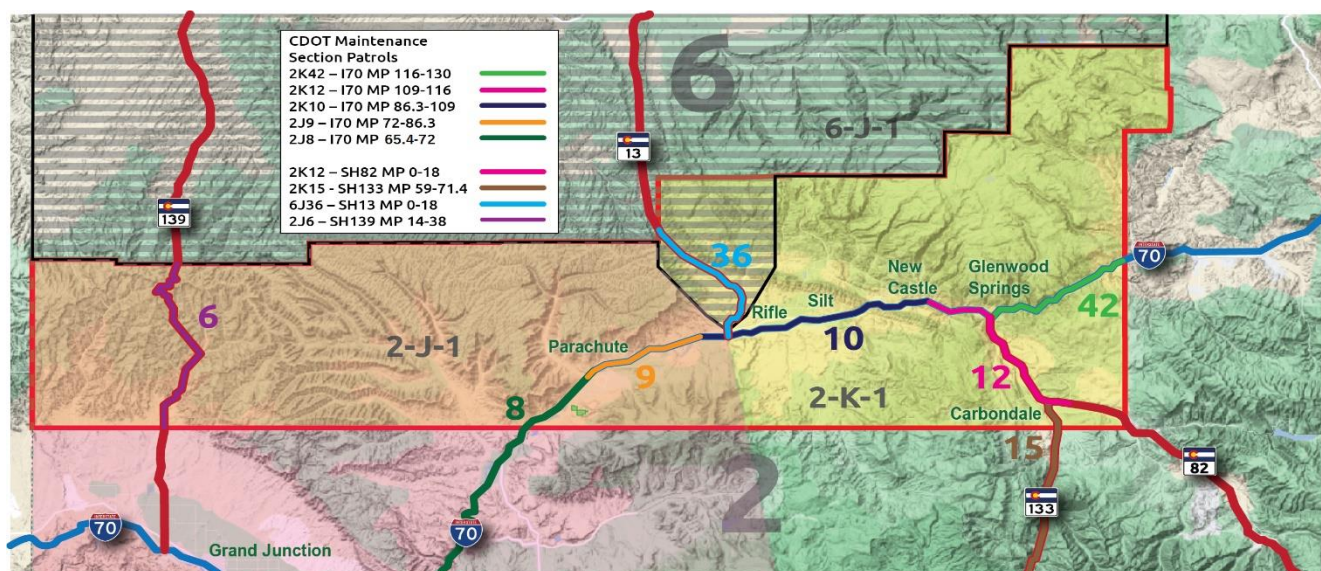


Figure 1.1 CDOT Maintenance Sections and Patrols

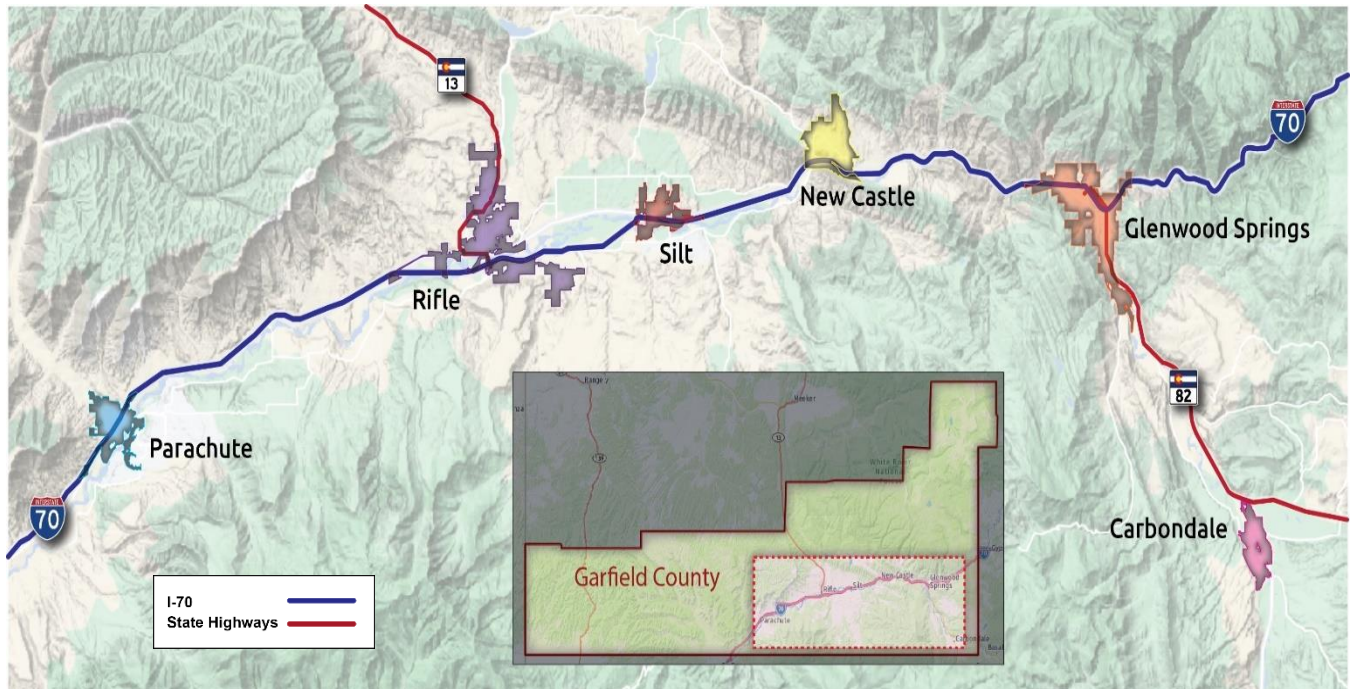


Figure 1.2: City/Town limit boundaries and Law Enforcement Jurisdictions

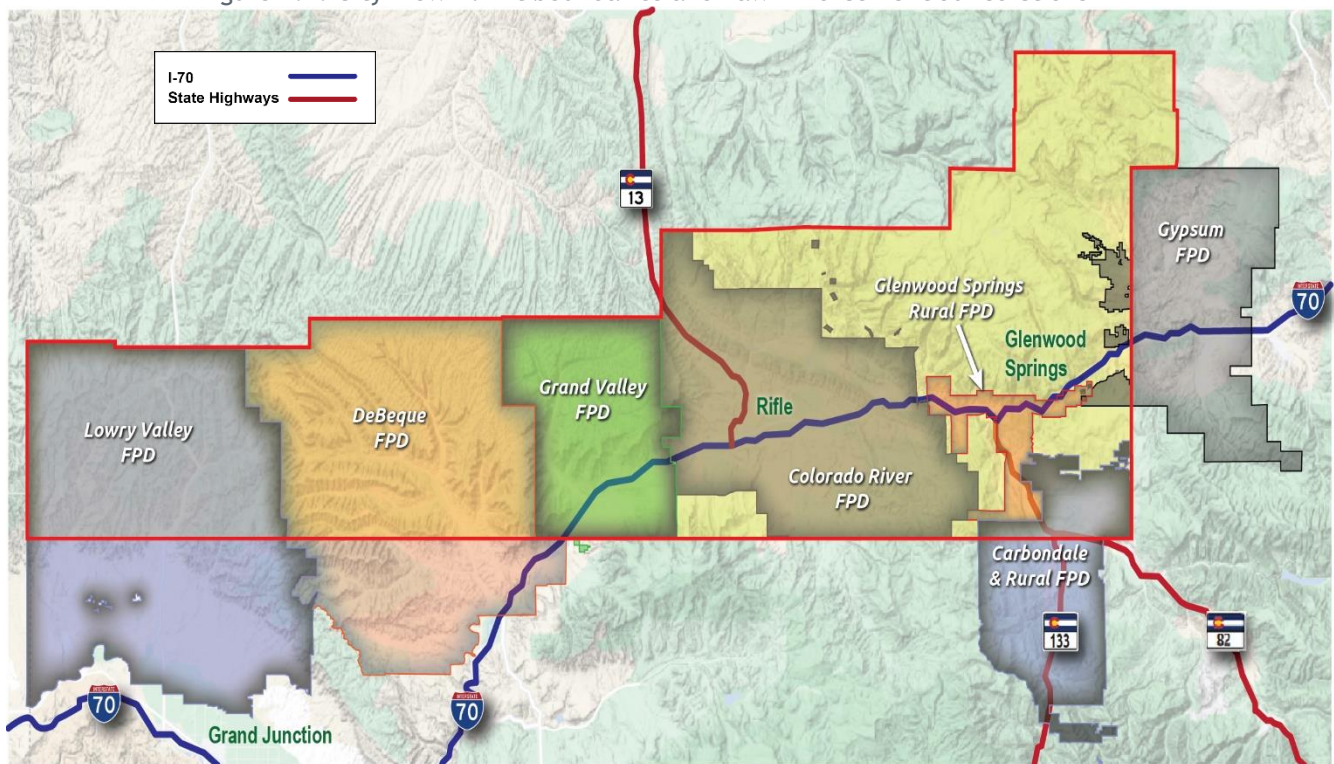


Figure 1.3: Fire Districts and Department Jurisdictions

1.2 Roles and Responsibilities

Any agency can assume the role of Incident Commander or participate in/support Unified Command, as appropriate to the incident. The table below illustrates activities and the duties and responsibilities that may be associated with each stakeholder.

Table 1.1 Duties and Responsibilities

Stakeholder	Duties and Responsibilities [2]	
Law Enforcement	• Secures incident scene • Performs first responder duties • Assists responders in accessing the incident scene • Establishes emergency access routes • Controls arrival and departure of incident responders • Polices perimeter of incident scene and impact area • Manage off highway parking areas	• Conducts crash investigation • Performs traffic control and monitors traffic conditions • Responds to and assesses incidents involving a hazardous material release • Assumes role of Incident Commander, if appropriate • Conducts criminal investigation • Supports unified command, as necessary • Search and rescue operations
Fire and Rescue	• Protects incident scene • Rescues/extricates patients • Extinguishes fires • Responds to and assesses incidents involving a hazardous materials release	• Contains or mitigates a hazardous materials release • Assumes role of Incident Commander, as necessary • Supports unified command, as necessary • Assist with traffic control as necessary
Emergency Medical Services (EMS)	• Provides medical treatment to patients at the incident scene • Determines destination and transportation requirements for injured patients	• Transports patients for additional medical treatment • Supports unified command, as necessary • Establishes emergency LZs
Emergency Management Agency	• Coordinates government response and resources • Provides technical expertise • Provides evacuation recommendations • Facilitates communication and coordination across jurisdictions	• Coordinates response from local, state, and federal agencies • Directs EOC operations • Supports unified command, as necessary • Provide community stabilization

Stakeholder	Duties and Responsibilities [2]	
Transportation agencies, including: • Highway maintenance • Service patrols • Public Works • Road & Bridge • Transportation Operation Center (TOC)	• Protects incident scene • Implements traffic control strategies and provides supporting resources • Monitors traffic operations & conditions • Disseminates motorist information • Mitigates incidental, non-hazardous material spill confined to the roadway • Assesses and directs incident clearance activities • May perform first responder duties • Clears minor incident • Implements traffic control strategies	• Performs incident detection and verification (TOC) • Updates VMS boards, cotrip.org and 511 information (TOC) • Distributes mass notifications (email, text, social media, etc.) (TOC) • Develops and operates alternate routes and emergency parking plans/areas • Assesses and performs emergency roadwork and infrastructure repair • Assumes role of Incident Commander, as necessary • Supports unified command, as necessary
Towing and Recovery	• Recovers vehicles and cargo • Removes disabled or wrecked vehicles and debris from incident scene • Traffic Control	• Mitigates non-hazardous material (cargo) spills • Supports unified command, as necessary • Assists Stranded motorists
Communication Centers Transportation Operation Center (TOC)	• Receives emergency and non-emergency calls • Dispatches response agencies to incidents • Posts messages to VMS (TOC) • Provides data on response	• Monitors and assists response agencies in communicating • Requests resources, as necessary • Initiate emergency callback systems • Provides for communication conference calls

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2.0 WORKING THE INCIDENT

2.1 Incident Classification

Incident classes (**Minor**, **Intermediate**, **Major**) have been defined by the Manual on Uniform Traffic Control Devices (MUTCD) to support communication centers in strategic mobilization of resources (people and equipment). Incident classes, “**Extended**” and “**Prolonged**” have been added to this document. Incidents are classified based on expected incident duration. For the purposes of assessing traffic impacts, the duration of an incident is defined as the time elapsed between incident detection and verification and restoration of normal traffic flow. Once vehicles and debris are safely out of the travelled way the incident is effectively over. Incident classes are defined in Table 2.1.

The first responder assesses probable incident class based on operational experience and determines the incident class. Update incident classification as necessary during incident mitigation and recovery.

Table 2.1 Incident Classification

Incident Class	Expected Duration	Typical Traffic Impact
Minor	0 to 30 minutes	Short duration lane blockages; first responders responsible for traffic control
Intermediate	30 minutes to 2 hours	Lane blockages requiring traffic control; short duration closures may be needed
Major	2 to 4 hours	Full or partial roadway closure; closure during heavy traffic demand/severe weather
Extended	4 to 72 hours	Full or partial roadway closure; may include multiple operational periods
Prolonged	Longer than 72 hours	Full or partial roadway closure; for multiple operational periods and regional effects

2.2 First Responder

The first responder at the scene shall be designated the Incident Commander until relieved. The first responder at the scene of a traffic incident relays the following traffic management information to their communication center, if not previously provided in the size-up:

Upon arrival, the first responder(s) goal is always **SAFETY**. Secure your own safety, the safety of other first responders, and the motoring public. Here are some actions for all first responders:

- ☐ Secure your own safety
- ☐ Secure the scene
- ☐ Set up temporary traffic control
- ☐ Contact your communication center
- ☐ Provide windshield report
- ☐ Identify incident classification
- ☐ Establish incident command
- ☐ Traffic queue management

2.3 Size-up

Traffic incident management guidelines provide a framework to help reduce the impacts of an incident on the travelling public while maintaining the safety of both responders and the public. The foundation of effective traffic incident management is communication, which includes incident size-up and verification of the incident. Communication centers disseminate information outward, communicating with all first responders, even those not directly involved in the incident. Response agencies can adjust other routine operations to reduce indirect impacts of the incident when fully informed of incidents nearby.

There are two parts of size-up: (1) **initial radio report** and (2) **follow-up report**. The initial radio report is intended to get immediate information to your communication center, to verify the initial report, and begin deploying resources. Once the first responder has walked around the incident scene, they are able to complete a more thorough report (360 evaluation) and follow-up with their communication center.

2.3.1 Initial Radio Report

Initial radio report, sometimes referred to as a “windshield report”, is a brief description of the scene reported before exiting the vehicle. The report should include basic information such as:

- ☐ Location
- ☐ Number and types of vehicles involved
- ☐ Injuries and extent of injuries if known
- ☐ Apparent cause of incident
- ☐ Classification of incident and expected length of closure
- ☐ Potential threats to safety (Hazardous Materials, Rockslide, Avalanche, Fire)
- ☐ Blockages and the need for lane or road closures
- ☐ Identify who is Incident Command
- ☐ Identify command channel, if needed
- ☐ Needed resources - Law Enforcement, Recovery, EMS, Transportation, Fire

2.3.2 Follow-up Report

The second part of size-up is the **follow-up report**, also called the “360 evaluation”. This report is much more in-depth; it fills in the incident details, identifies the scene strategy (life safety or vehicle hazards), identifies specific actions, or needs, whether the vehicle(s) can be moved or if vehicle(s) need to be worked in place, and tools required.

Specific details reported in the “360 evaluation” may include:

- ☐ Lane(s) impacted
- ☐ Detours or alternate routes
- ☐ Tools required
- ☐ Traffic queue management - assign first responders
- ☐ Community alert notification - VMS, Radio, Twitter
- ☐ Position and type of vehicle

- Number and/or condition of patients
- Location of Incident Command Post
- Staging area(s)
- CMV parking location
- Resources required (first responders, PIO, equipment, towing, traffic control, detours, etc.)

Size-up is a continuous process. As the scene develops, updated reports should be communicated to the communication center. Update your communication center per agency's protocol. **If there is no protocol present, updates should be given every 30-60 minutes.** As the size-up continues be sure and evaluate the need for the Conference Call Network (CCN), staged closures, queue management, and other agency/area notifications. If the closure is anticipated longer than 2 hours, ensure counties affected by an alternate route are notified. If closure is anticipated to be longer than 12 hours schedule a conference call within 60 minutes of the closure.

2.3.3 Detection and Verification

Incident detection and verification is the first phase of TIM as shown in Figure 2.1. Once an incident occurs, it may be reported by the public, motorists involved in the incident, CDOT TOC staff, or responders passing by the scene. When an incident is reported, it is essential that the communication center obtains as much detailed information as possible about the location of the incident. Frequently, the travelling public is unsure of locational details in reporting incidents. Consequently, the role of the first responder and video surveillance are critical in responding to and clearing incidents quickly. Hanging Lake Tunnel operates cameras throughout the corridor/area and may be able to verify an incident location before the first person arrives on scene.

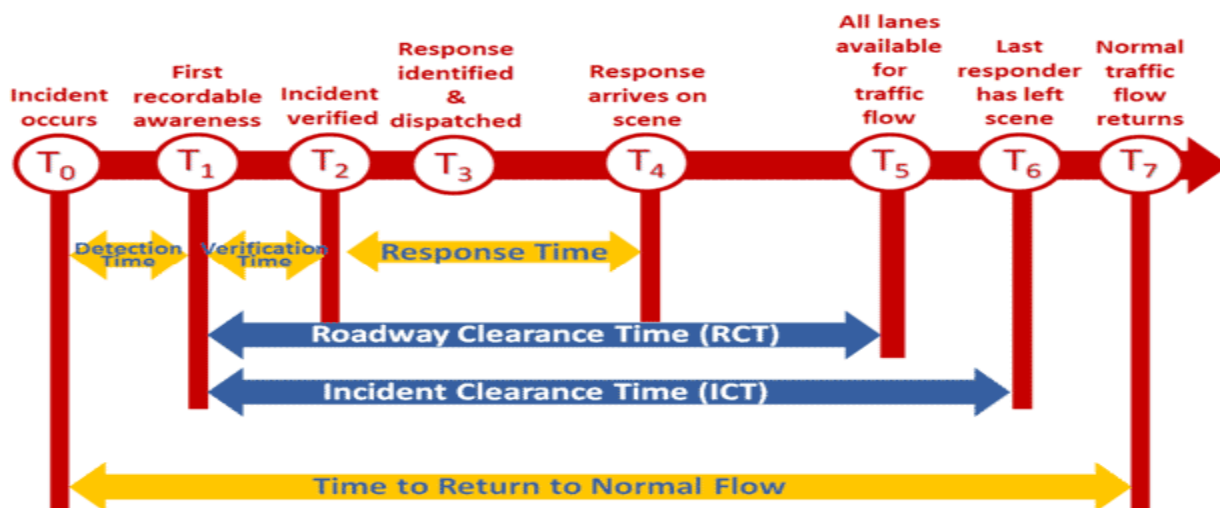


Figure 2.1 View of Incident Timeline [3]

2.4 Traffic Incident Management Area

The traffic incident management area is an area of a highway where temporary traffic controls are installed in response to a road user incident, natural disaster, hazardous material spill, or other unplanned incident. This type of temporary traffic control zone extends from the first advanced warning device (such as a sign, emergency vehicle, flare, or cone) to the last temporary traffic

control device or to a point where vehicles return to the original lane alignment and are clear of the incident. [4]

Two critical locations for traffic control exist with each incident:

- (1) The traffic incident **scene** itself where clear direction is needed to move traffic safely past the incident and to protect first responders working the incident.
- (2) The end of the **queue** of traffic that forms beginning at the incident and extends back for some distance, possibly many miles.

Chapter 6I of the 2009 Manual on Uniform Traffic Control Devices (MUTCD) specifically addresses the control of traffic incident management areas. This chapter complements NIMS and should be referenced for traffic control during traffic incidents. Specifically, the MUTCD offers detailed guidance on the use of traffic control devices in traffic incident management areas. The MUTCD may be found online at www.mutcd.fhwa.dot.gov

2.4.1 Lane Designation and Incident Area Terminology

State, regional, and local responders often use distinct terminology when communicating the location of crashes or response vehicles on roadways. Disparate terminology in communications could potentially lead to confusion on the scene, impact responder and patient safety, and adversely affect emergency response and traffic clearance times [6]. Figure 2.2 and Figure 2.3 detail the definitions that follow:

- **Lane:** Traffic incident responders use plain English where possible or identify incident location and lane designations.
 - On roadways with 3 or less lanes, they are named left, center, and right when facing in the direction of traffic flow.
 - When roadways have more than 3 lanes in any one direction, the lanes shall be identified and labeled with numbers, starting with the far-left lane. When using lane numbers, the far-left lane shall be called “Lane 1”. Each lane to the right is numbered sequentially 2 through n.
- **Shoulders:** Shoulders should be identified using “right/left” and the term “shoulder”; and direction of travel (e.g., “westbound left shoulder”).
- **Restricted Lanes:** Separated, high occupancy vehicle (HOV) or high occupancy toll (HOT), carpool, or bus only lanes that are physically separated shall be designated as HOV1 northbound (NB), HOV2, HOT1, HOT2, etc. as appropriate. Use plain language for bus lane, turn lane and/or acceleration lane.



Figure 2.2 Lane Designation Terminology

- **Direction of Travel:** First responders should also indicate the relative direction of travel (e.g., eastbound, or westbound) along with other incident location detail and any specific position assignments.
- **Ramp:** If the incident is located before the merge point it shall be considered a separate roadway and identified as such, i.e., eastbound/westbound on/off ramp.
- **Upstream/Downstream:** The term “upstream” is defined as before the incident area. The term “downstream” is defined as past or beyond the incident area when facing in the direction of traffic flow.
- **Gore Area:** The physical space that separates the interstate or highway from the on or off ramp.
- **Queue:** The traffic backup upstream of the incident.

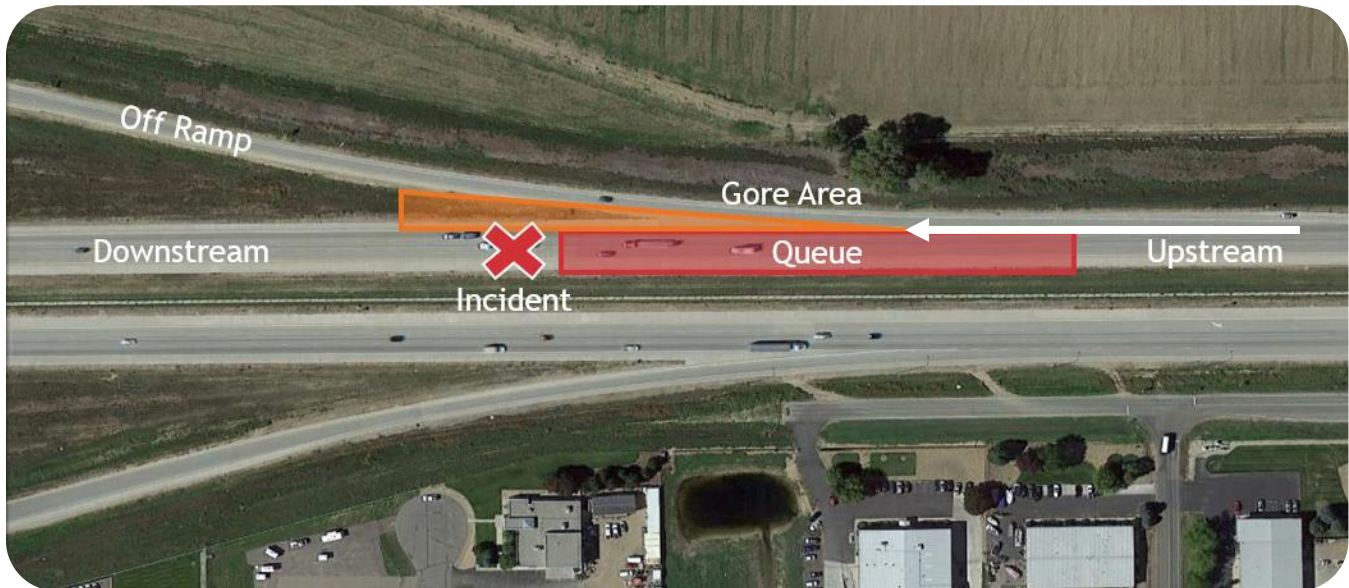


Figure 2.3 Incident Area Terminology

2.4.2 Response Vehicle Parking Guidelines

- All response vehicles should be parked on the same side of the roadway on which the incident occurred to avoid a split-scene scenario.
- Except for vehicles positioned to protect the incident scene, response vehicles should be parked on the shoulder.
- Fire-fighting vehicles should be parked directly upstream of the vehicles involved in the incident.
- Tow trucks and support vehicles should be parked where they can be accessed and moved while not interfering with lane-opening activities.
- Median parking is discouraged.
- A general model of response vehicle parking is presented in Figure 2.4. Conditions may require adjustments of the positions of response vehicles to accommodate a particular incident scene.
- Lane Plus One blocking occurs when responders block the involved lane(s) plus one additional lane to provide a protected lateral space for safety. It is used for activities related to patient loading, vehicle fires, extrication, among others. When these activities stop, the scene should be re-evaluated to determine if it is possible that the “plus one” lane can be opened before the incident is completely cleared.

In all scenarios, response vehicle parking positions should protect the incident scene and responding personnel.

- Where practical, “safe positioning” techniques should be followed including:
 - Placing fend-off vehicles at a 30-degree angle to the travelled way.
 - Positioning the front bumper of a fend-off vehicle at least two feet from the edge of an active traffic lane.

Locations for helicopter landing zones will be identified and coordinated by Emergency Medical Services (EMS), Incident Commander/Unified Command and the air ambulance service.

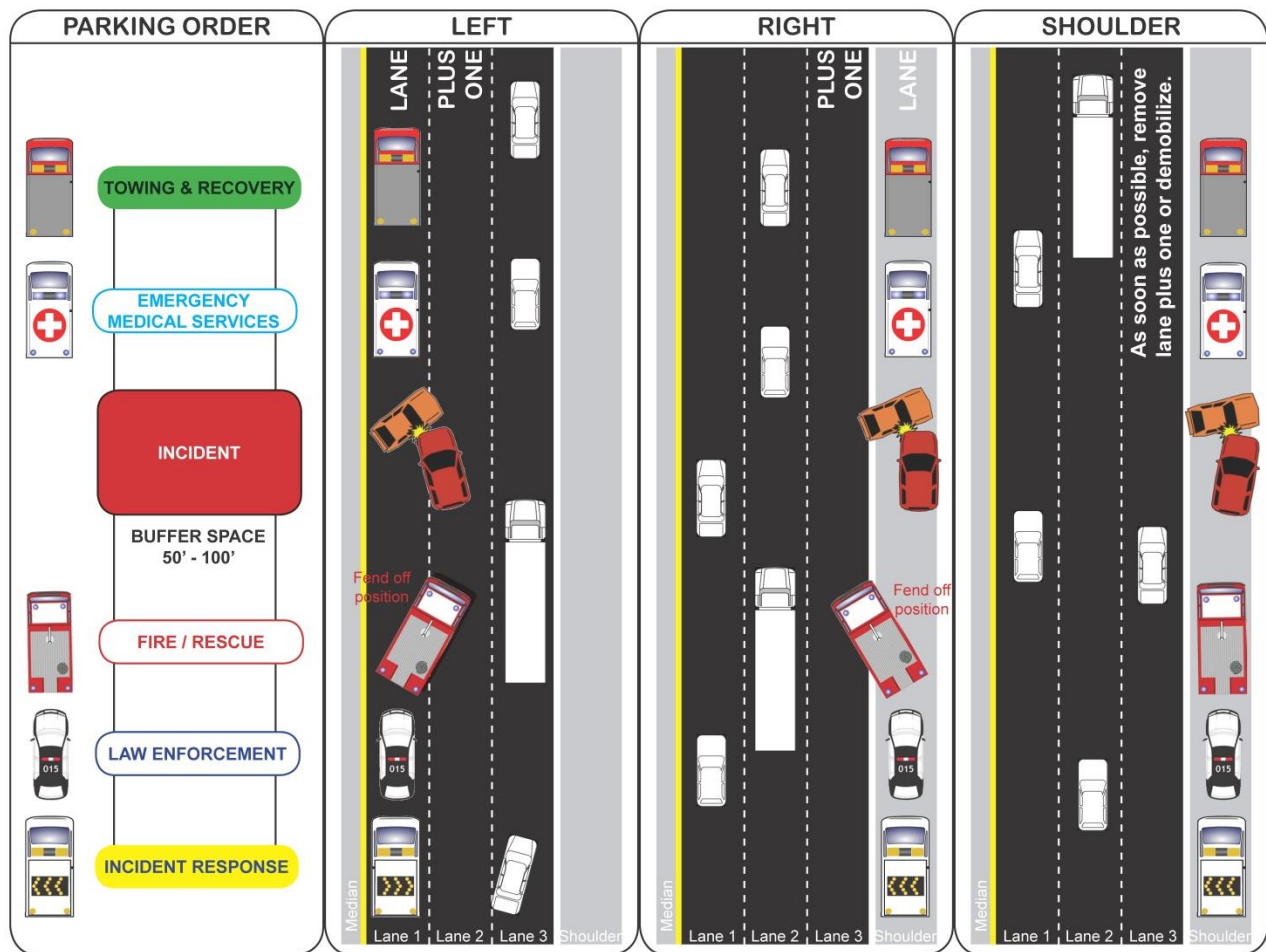


Figure 2.4 Typical Responder Vehicle Parking [7]

2.4.3 Flashing/Emergency Lights Guideline

Flashing and emergency lights are generally used to warn the public of the presence of emergency vehicles. However, the presence of multiple vehicles with activated emergency lights can also cause a distraction to motorists resulting in reduced speeds. The following are recommendations about when flashing or emergency lights should be utilized.

Flashing/emergency lights should be active when:

- Traveling through stopped traffic to the incident scene.
- Traveling on the shoulder.
- Working through traffic to remove blocking, disabled vehicles.
- Response vehicles are parked on the shoulder and adjacent traffic is traveling at speeds near or above the posted limit.
- Response vehicles are parked on the shoulder at night.

Flashing/emergency lights should NOT be active when:

- Multiple response vehicles are lined up. In this scenario, only the front and rear response vehicles should have activated overhead emergency lights.
- Both incident and response vehicles are safely outside of the traveled way. The use of hazard lights once the response vehicle has parked helps alleviate “rubbernecking” by passing motorists.

2.4.4 Quick Clearance

Quick clearance is the practice of rapidly and safely removing temporary obstructions from the roadway [8]. Vehicles are moved as soon as practical off the travelled portion of the roadway, median, ramp or frontage road to the nearest suitable cross street or location. The Colorado Revised Statutes support this effort in subsection 42-4-1602, Accident involving damage - duty (see Appendix A). These are some identified locations in which vehicles can be relocated after a quick clearance strategy is implemented.

Table 2.2 Quick Clearance Locations

I-70 Quick Clearance Locations	SH 82 Quick Clearance Locations
I-70 MP 129 Bair Ranch	SH 82 MP 3-5 Frontage Road
I-70 MP 125 Hanging Lake (No return to EB I-70)	SH 82 at Garfield County Road 114
I-70 MP 123 Shoshone (No return to EB I-70)	SH 82 at Garfield County Road 113
I-70 MP 121 Grizzley Creek	SH 82 MP 9-11 Frontage Road
I-70 MP 119 No Name	SH 82 MP 11 (EB only at scenic overlook)
I-70 MP 115 (Old Rest Area)	SH 82 at SH 133
I-70 MP 116 & 114 Glenwood Springs	
I-70 MP 111 South Canyon	SH 82 at Garfield County Road 100
I-70 MP 109 Canyon Creek	
I-70 MP 107 Riverbend CMV Parking (EB I-70 only)	
I-70 MP 105 New Castle	
I-70 MP 97 Silt	
I-70 MP 94 Mamm Creek	
I-70 MP 90 Rifle	
I-70 MP 87 West Rifle	
I-70 MP 81 Rulison	
I-70 MP 75 Parachute	
I-70 MP 72 West Parachute	

Additionally, any municipality with adequate room to store relocated vehicles should be considered. The incident commander or investigating authority will identify and communicate this information to the designated communication center and other first responders.

2.4.5 Traffic Control

The primary functions of temporary traffic control at a traffic incident management area are to inform road users of the incident and to provide guidance information on the path to follow through the

incident area. Alerting road users and establishing a well-defined path to guide road users through the incident area:

- will serve to protect the first responders
- will aid in moving road users expeditiously past or around the traffic incident
- will reduce the likelihood of secondary traffic crashes
- will preclude unnecessary use of the surrounding local road system [4]

Properly planned and executed traffic control, in accordance with the MUTCD, is an essential part of managing traffic incidents because it provides enhanced safety to the first responders. When an incident occurs, it is very important to communicate to those who are approaching the crash scene.

The first 10 minutes are critical; first responders must deploy cones, flares, or an emergency vehicle upstream from the crash/incident. They should begin requesting or designating this upstream advanced warning device while traveling to the scene. Creating a temporary traffic control zone with associated devices is crucial to moving motorists reasonably safely and expeditiously around the incident, to reduce the likelihood of secondary collisions (most typically rear-end collisions due to the impacts and reaction caused by an initial accident), and to minimize congestion throughout the road network.

First responders are responsible for initial temporary traffic control. The temporary traffic control zone extends from the first advance warning device to the point past the incident where vehicles can utilize all lanes provided by the roadway alignment. The first responder should immediately determine, through preliminary assessment, the current situation, the actions that will be required to mitigate the situation, and the resources that will be required to support those actions.

Within the first 15 minutes, first responders should determine the severity and expected duration of the incident and the appropriate temporary traffic control devices needed. Procedures common to all incidents include:

- First responders should always be aware of their visibility to oncoming traffic and secure their own safety.
- Flares can be used initially as temporary traffic control (except during high fire danger/refer to agency policy) but should be replaced with more permanent traffic control devices as soon as is practical. Traffic cones may also be used.
- Traffic diversions, tapered lane closures and upstream warning devices are needed to alert the approaching traffic.
- Utilize VMS boards along the corridor as part of this advanced warning. HLT can assist with designated messages.
- Prompt establishment, maintenance, and removal of lane diversions should be managed by appropriate agencies.
- Warnings should be implemented at the end of the queue to reduce the likelihood of secondary incidents.
- When manual traffic control is needed, it should be provided by qualified flaggers or first responders.

- When appropriate, identify separate detour routes for CMV's keeping in mind bridge weight restrictions, geometric constraints, or hazardous material restrictions.
- Maintain good public relations by keeping the public well informed. The Incident Commander/Unified Command must provide regular updates to the communication centers and PIOs of approximate closure times to inform the public on the corridor.

Given the extent of duties required of CDOT Maintenance, County Road and Bridge, City Public Works, and town traffic control units, private traffic control companies may be utilized to provide a reduction in incident response time for installing traffic control devices. Reduced response time for installing traffic control devices may increase the frequency and duration for which signed detours can be fully implemented during incidents of any magnitude, potentially reducing secondary crash occurrences.

CDOT will determine and implement the correct messages to be displayed on the VMS boards during incidents. Various signs are controlled by different CDOT traffic control centers; any CDOT TOC can and will post VMS board messages and coordinate with the other CDOT TOCs. There is a hierarchy in messages that will be displayed on the overhead and portable VMS boards; for example, if chain law is in effect, it will have precedence over road conditions or traffic control. When the overhead VMS board displays a particular message that overrides a message concerning an incident ahead, then CDOT may use portable VMS boards to warn drivers of the situation and which lanes are closed or if they need to exit. For extended or prolonged closures, portable VMS boards can be requested and placed to notify all roadway users of the staged closure, local traffic only route, and the alternate route. Typically, the message hierarchy is as follows and can change at CDOT's discretion:

1. Road closure
2. Chain law
3. Accident
4. Weather or road conditions
5. Traffic control
6. Predicted travel time

When CDOT becomes aware of a lane closure due to a crash during chain law implementation, they will post a crash/lane closure message on one panel and the chain law message on the second panel.

2.4.6 Managing the Queue

First responders arriving at a traffic incident should estimate the magnitude of the traffic incident, the expected time duration of the traffic incident, and the expected vehicle queue length based on previous experience. **First responders need to immediately set up the appropriate temporary traffic control measures** for these estimates; typically, further upstream from the current end of the queue. Often first responders can set up advanced warning devices (traffic cones, flares, other emergency vehicles) prior to arriving on scene.

Queue management is key to preventing **SECONDARY CRASHES**, and another incident needing emergency response. First responders and/or IC should always be aware of the building traffic queue and manage it appropriately. While drivers approaching the end of a short queue may see the incident,

drivers approaching the end of a long queue may be taken by surprise by a sudden slowing of traffic. It is estimated that approximately 20 percent of all incidents are secondary in nature, with most of these occurring near the end of the traffic queue. Monitoring the end of the traffic queue and moving advanced warning devices to warn approaching motorists as the queue grows is important for avoiding secondary collisions. [5] **Best Practice indicates, after the first hour, following a full road closure, every effort needs to be made to clear all stopped queue traffic at the closure point.** Motorists will start to become impatient and start to create additional hazards, (U-turns, using the grass median, pedestrians on the roadway, etc.) Priority planning to mitigate the stopped motorist at the closure point is essential. Many of the community members in the queue have medical issues, children's needs, low on fuel and restroom needs. Work to get them to safe location as soon as possible.

Section 2.4.5, Traffic Control gives additional guidance on temporary traffic control devices.[4] Care should also be given to provide planned adequate ingress and egress of emergency vehicles, through the queue.

2.4.7 Move It or Work It

In support of the quick clearance initiative, property obstructing traffic can also be physically moved off the roadway, by a law enforcement officer or person appointed by a law enforcement officer, to open the roadway or reduce travel impacts. The Colorado Revised Statutes support this effort in 42-4-1803. Abandonment of motor vehicles - public property (see Appendix A).

If the vehicle can be moved, the scene should be marked, if possible, to preserve evidence for accident reconstruction. Figure 2.5 shows the basic vehicle marking example. At a minimum, all four wheels should be marked with a "T," direction can be given by connecting the front to the "T" to the stem to create a figure "4"

When vehicles and/or property have been moved out of the traveled portion of the roadway and are not impacting traffic, final removal can be scheduled for a more appropriate, safer, and off-peak time. Benefits of waiting for a more appropriate time for removal include reducing first responder exposure, traffic congestion, and having response assets available for other incidents during peak periods. Delaying the tow or removal of vehicles and/or property should be approved by CDOT, CSP and the local agency. **Best Practice:** If vehicles and/or property are left within the right of way, they need to be identified by some type of flagging/markings to prevent repeated 911 calls into the local communication center.

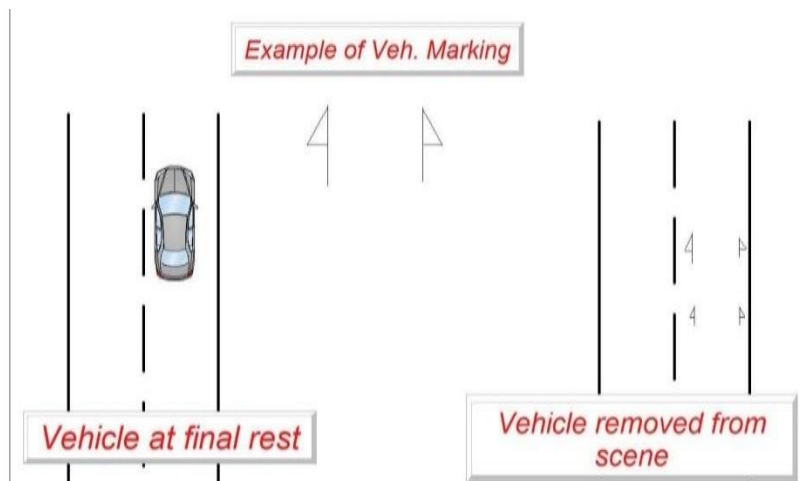


Figure 2.5 Vehicle Marking [9]

If the initial scene cannot be moved, due to Hazmat, disabled vehicles, or life safety reasons, it must be worked in place. The scene should be re-evaluated as the incident mitigation progresses to identify opportunities to move portions of the incident out of the travel way. Figure 2.6 outlines scenarios for evaluating move it or work it.

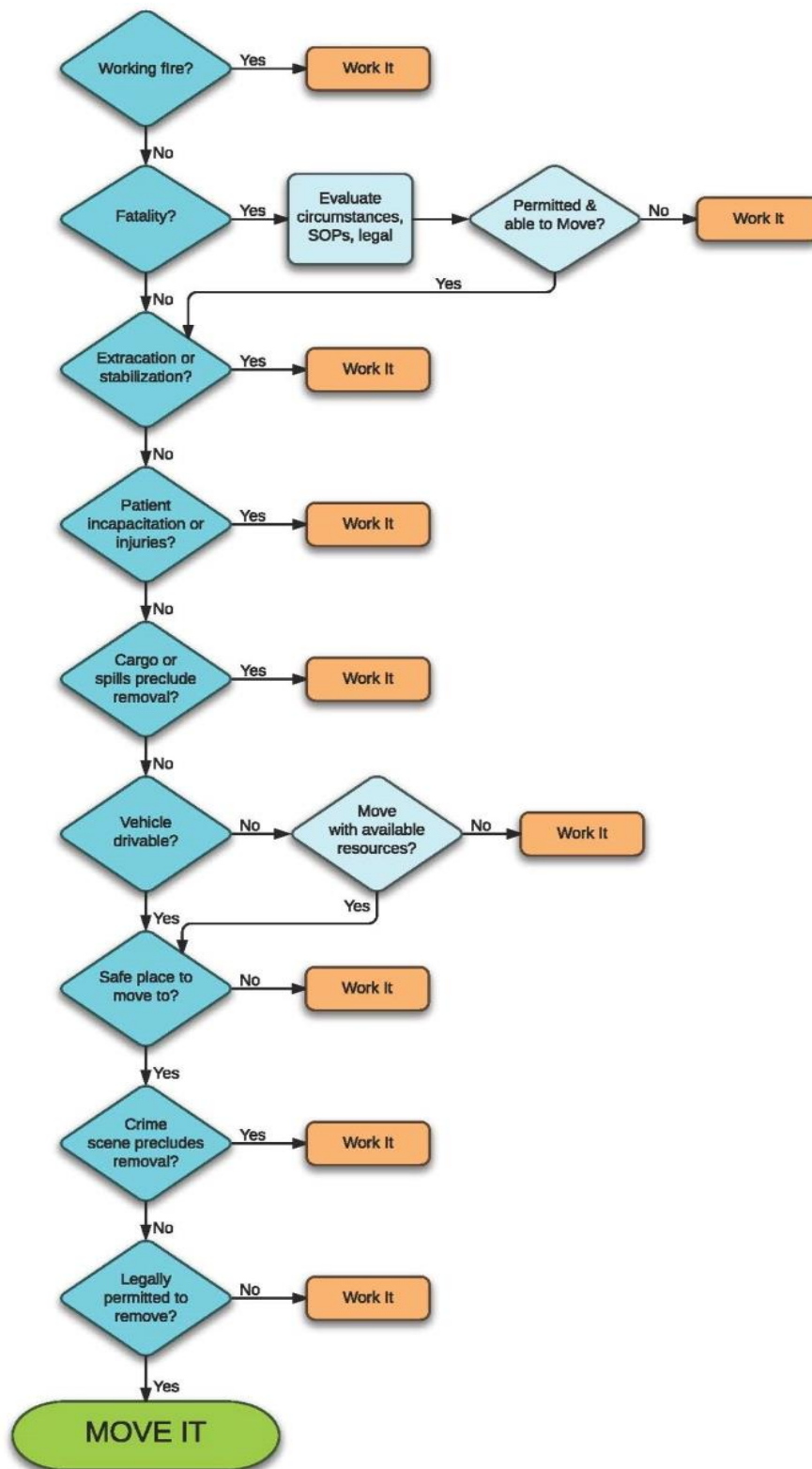


Figure 2.6 Move It or Work It Decision Workflow [10]

2.4.8 Staging Areas

The incident commander should consider the use of staging areas for responding units or damaged vehicles or property. Establishment of a staging area is situation dependent and will vary from incident to incident.

The following guidelines should be considered when setting up staging areas:

- A staging area can be located in areas of the highway near the incident, or on adjacent sites, such as parking lots or on/off ramps, generally within a half mile of the incident. The shoulder can be used if no safer location is available.
- Location should have safe, direct access to the scene, while minimizing weaving through traffic and crossing detour routes.
- When a staging area is established, the Incident Commander should notify the communication center of its exact location and the best approach. The communication center should then notify all responding agencies.
- Tow truck operators can be instructed to stage at the nearest highway entrance on/off ramp to the incident scene until they are requested to be on site by the Incident Commander or staging officer.

2.4.9 Staged Closures

The execution of the staged closure plan will depend on the type of incident, estimated duration of the incident, weather conditions, and traffic volumes on the regional and local detour routes. There is no set timeframe for when a staged closure should be implemented or terminated. The emphasis of the staged closure plan is to close the interstate or roadway at interchanges or intersections progressively upstream where an incident has occurred, which will mitigate congestion and aid in traveler safety. Information will be provided to motorists including available parking locations, alternate/detour routes, and closure details as far in advance of the closure point as possible. Information regarding possible alternate routes should be provided to travelers via social media, 511 messages, COTrip.org, VMS messages, and the local media. **To be most effective**, law enforcement is needed at the closure points. In coordination with law enforcement personnel, CDOT may initiate or approve additional staged closures at upstream interchanges for major, extended, or prolonged incidents.

Roadway users should be provided as much information about closure duration as soon as possible to ease their anxiety and allow them to make appropriate travel decisions. CDOT will determine and implement public messaging.

It may be necessary to close the interstate/roadway to mitigate impacts on traffic flow, to reduce congestion within cities or towns, and to increase the safety of motorists during poor weather and/or road conditions. The authority for emergency responders to implement a roadway closure lies in C.R.S. 42-4-106 and C.R.S. 42-4-111 (see Appendix A).

The Incident Commander/Unified Command/CDOT is responsible for lane closure or opening decisions. The following guidelines should be considered before and during lane closures and releases:

- ❑ Safety concerns
- ❑ Time of day and day of the week
- ❑ Road conditions
- ❑ Visibility
- ❑ Current and predicted weather conditions
- ❑ Congestion within cities or towns
- ❑ Traffic volumes
- ❑ Traffic impacts and congestion
- ❑ Number and types of incidents occurring
- ❑ Level of current incident
- ❑ Available staff and equipment resources
- ❑ Available local and regional detour routes

2.4.10 Emergency Safety Closure

Emergency safety closures can happen for all types of incidences and events, from wildfire, vehicle/structure fire, low visibility due to smoke or fog, strong winds, and police activity (pursuit, shooting, bomb threat, plane crash/landing). These events can happen quickly without any prior planning.

When an incident occurs in Garfield County, and neither CDOT nor CSP have arrived at the incident scene, any local law enforcement agency, EMS, or Fire official may provide an initial safety assessment of the scene and may call for an Emergency Safety Closure. CDOT and CSP have agreed to respond to this declaration as an immediate action to be taken to close a state or federal highway. This is necessary to protect the lives of everyone involved - responders and roadway users. In these types of incidences follow the described procedure and guidelines for lane closures and releases. If the closure is anticipated longer than 2 hours, ensure counties affected by an alternate route are notified. If closure is anticipated to be longer than 12 hours schedule a conference call within 60 minutes of the closure.

2.4.11 Requirements for Commercial Motor Vehicles During Closures

Consideration of available commercial motor vehicle (CMV) parking is needed in every closure, especially for long-term closures. When necessary, emergency CMV parking plans will be employed so during a closure, CMVs can park in designated areas off the interstate/roadway for safety reasons. First responders should notify HLT as soon as possible when a closure is enacted so that CMVs may be held on I-70 or diverted to different locations in Garfield County and possibly surrounding Counties that are designated for emergency parking, i.e., Riverbend, Glenwood Springs (Garfield County) and Dotsero (Eagle County), see Table 2.3 CMV Parking Locations. Emergency CMV parking can be initiated for any level of incident and for any type of closure. The need to implement any of the parking plans will depend on the incident or closure type, expected duration, weather conditions, and road conditions.

CDOT must contact the appropriate personnel to discuss, coordinate, and execute the use of any of the CMV parking plans. Commercial motor vehicle parking area guidance:

- When a staged closure is implemented, CMVs will immediately be informed via VMS messages that they are required to exit the interstate to park.
- When needed, appropriate traffic control resources will be notified to respond.
- Local delivery CMVs must exit but will be allowed to re-enter the highway to continue with their deliveries upon showing proof of the delivery manifest.
- Parked CMVs may be checked to ensure drivers are carrying the proper equipment in case the chain law is in effect (to be determined and implemented by CDOT and CSP).

When parking CMV's passed the staged closure location, law enforcement will set the placement of the first truck, then send the rest to line up behind them. This creates a safe zone for them without creating further congestion on local municipality roadways. They must proceed to the right shoulder in an orderly manner and await direction. CMV drivers will be informed not to leave until they get authorization, from a traffic control official, to proceed. This "passed the staged closure" commercial motor vehicle parking plan may also be implemented, as necessary, at other closure points on the corridor. See Figure 2.7 CMV Staged Release Diagram at Closure Point, on page 23.

Table 2.3 CMV Parking Locations

County	Description	Milepost	Westbound Capacity (# of CMV's)	Eastbound Capacity (# of CMV's)
Garfield	Rifle Rest Area	90	16	16
Garfield	Riverbend	107	25	N/A
Garfield	West Glenwood	114 (a)	13	13
Garfield	West Glenwood	114 (b)	15	15
Garfield	Rest Area (Closed)	115	N/A	13
Eagle	Dotsero	133	75 + Frontage Road	75+ Frontage Road

2.4.12 Services During Closures for an extended/prolonged closure

Services such as restrooms and food may be provided by the Red Cross, the Salvation Army, or by private vendors. The Red Cross often provides shelter for stranded motorists. These efforts will be coordinated through the Emergency Manager, Chief of Police and County or City officials when the closure is initiated. The activation of shelters should be made at the request of the appropriate jurisdictional law enforcement agency and the Emergency Manager.

2.4.13 Re-opening the roadway

An incident is not complete until “normal operation” of the highway corridor is reestablished. Once the incident is clear and vehicles/property are removed out of the travel lanes and you are ready to initiate normal traffic flow, the IC needs to prepare a plan and communicate that plan to all those participating. The communication center will also be made aware of the plan. Things to consider prior to opening the roadway are:

- ❑ Current road and weather conditions to determine if an echelon of snowplows followed by patrol cars are needed to lead out the queue of traffic to ensure the safety of the motorists.
- ❑ Status of the roadway where the incident occurred to ensure all temporary repairs are made
- ❑ All Hazardous Materials are cleaned up as well as crash debris
- ❑ Adequate personnel present to complete a release of traffic
- ❑ Condition/status of alternate routes

Once the plan is reviewed and agreed upon by all necessary first responders, action is taken. Communication is key for a successful release of traffic and reestablishing normal operational traffic flow.

2.4.14 Staged Releases

A staged release is a method of releasing traffic on the interstate in waves over a period of time instead of releasing the entire motoring public on roadway at once. High volumes of vehicles will enter the highway from various closure points in the county and adjoining counties. Utilizing a staged release will help control the volume of vehicles traveling on the interstate and decrease the backups that could be created at a full reopening.

- ❑ Determine the priority and order of each release, and who (personnel) is involved in each release of traffic.
- ❑ Verify good communication from personnel at each location and maintain proper order of the staged releases as directed by the IC.
- ❑ Ensure that VMS boards are displaying the correct chain law status, closure/ release message, travel times, or road/weather condition.
- ❑ All radio communications will refer to the “Staged Release” until all lanes and ramps are released.
- ❑ All traffic control equipment has been picked up.
- ❑ If a command channel was designated, the IC will properly terminate the incident, announce the command channel is no longer in use, and all first responders can go back to their normal operating channel.
- ❑ Make an announcement on NW-NET to all communication centers when the incident has been cleared and highway conditions are back to normal operations. Only after this can the road and ramps be declared “OPEN.”
- ❑ Request all VMS, 511, Highway Advisory Radio (HAS) be returned to appropriate messages.
- ❑ Consider media release as appropriate.
- ❑ Continue to monitor all affected areas to include local jurisdictions and mitigate any traffic issues that arise upon conclusion of the roadway being opened.

2.4.14.1 Standard Staged Release Procedure

When reopening the Interstate, the staged release should follow the procedure illustrated in Figure 2.7.

- ❑ Commercial Motor Vehicles held on the interstate, passed the closure point, should be released first. If not, they may create additional hazards for other motor vehicles.
- ❑ Open local municipality on ramps in sequence of closest to the closure point - clear the traffic congestion in the city/town.
- ❑ Release stopped traffic upstream of the closure point on the interstate.
- ❑ Continue to open subsequent closure points as traffic flow begins to normalize.
- ❑ Release any CMV's that have been parked in the Emergency CMV parking areas.

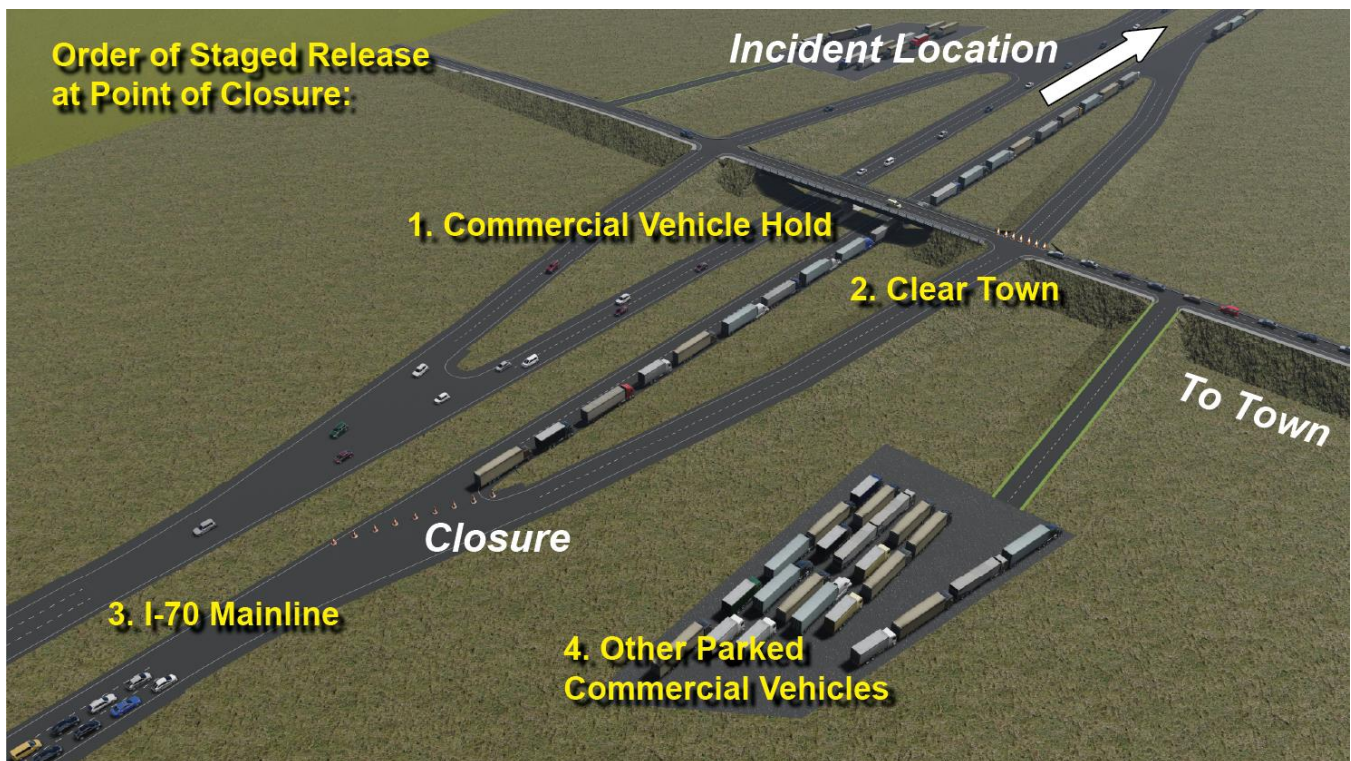


Figure 2.7 CMV Staged Release Diagram at Closure Point

Once stopped/held traffic has cleared from the interstate the road can officially be declared “Open.” It is very important that the interstate be referred to as “Closed” during the staged release process to reduce the amount of excess traffic attempting to travel into the corridor. Once the staged release is complete, the media and CDOT’s traveler resources should broadcast that the roadway has reopened for travel.

2.4.15 Requested Resources For I-70 Glenwood Canyon

To request resources for I-70 closures from the State, local and state agencies must fill out a 213RR in WebEOC. [WebEOC Login \(epa.gov\)](#) This includes personnel, equipment, and wrap-around services.

Without the 213RR in WebEOC, the resource will be considered mutual-aid, and will not be eligible for reimbursement. **IMPORTANT NOTE: Unless otherwise stated, the requesting agency is responsible for resources ordered.**

For further guidance see the State of Colorado Resource Mobilization Annex to the State Emergency Operations Plan:

<https://dhsem.colorado.gov/emergency-management/logistics/resource-mobilization>

2.4.16 Fiscal Considerations

During the initial response to a canyon closure, funding and support for the closure is the responsibility of the agencies with jurisdiction and their mutual aid partners. At the point CDOT anticipates a closure that will last more than 72 hours, the State of Colorado will share fiscal responsibility with the jurisdictional agencies for support of the closure and alternate routes. The shared fiscal responsibility will be limited to the resources listed and approved for funding in this plan.

2.5 Alternate Routes

Frontage roads and roads that parallel the incident roadway can also serve as a direct route for responders to access an incident. The use of these roads for incident response or other circumstances may offset its efficacy as a detour option.

Primary, alternate, and regional detour routes have also been identified with the following considerations:

- Proximity to closed roadway
- Direct connections to crossroads
- Pavement condition
- Roadway alignment
- Adjacent land use
- Permanent traffic control infrastructure
- Suitability for interstate truck traffic
- School zones
- Railroad crossings

2.5.1 Regional Alternate Routes:

These state highways have been identified in the regional detour/alternate route plan; see Figures C.1 & C.2 in Appendix C.

- Rifle to Silverthorne - SH 13 to US 40 to SH9 (North Detour)
- Grand Junction to Salida to Conifer to C470 - US 50 to US 285 to C470 (South Detour)
- Rifle to Wolcott - SH 13 to US 40 to SH 131
- Rifle to Empire - SH 13 to US 40 to I70

2.5.2 Trucks Carrying Hazardous Materials & Oversized/Overweight Vehicles

SH 13, SH 40, and SH 9 serves as a designated hazardous materials route; the presence of vehicles carrying hazardous materials should be taken into account when a traffic incident occurs. Once the decision to implement a road closure has been made, overhead Variable Message Sign (VMS) instructions for the drivers of trucks carrying hazardous material or oversized/overweight (OS/OW) vehicles should be posted at locations prior to the exits for the designated hazardous materials routes and OS/OW vehicles. If overhead VMS are not assets on the TIMP route, portable message signs should be used. Except for local deliveries, trucks carrying hazardous materials or OS/OW vehicles can be directed to use the designated routes to bypass any local detours implemented as part of Garfield County Traffic Incident Management. Appendix C includes the routes intended to serve as hazardous material routes as well as regional detour routes. CDOT's permit website is a great resource to evaluate hazardous materials and OS/OW routes. <http://www.coloradodot.info/business/permits/truckpermits/restrictions.html>

Hazardous Materials Alternate Route:

These are currently identified as Hazardous Materials alternate routes; see Figures C.3 & C.4 in Appendix C.

- Rifle to Empire - SH 13 to US 40 to SH9 to I70 or SH 13 to US 40 to I70
- Hazardous Materials Route - Rifle insert

2.5.3 When to Establish a Local Detour

The establishment of local detours should be considered during Intermediate, Major, Extended, and Prolonged incidents requiring a closure of one or more lanes. The Incident Commander or Unified Command should make this decision based on the estimated incident duration, traffic demands, and the availability of resources. Before the local detour is implemented, CDOT Maintenance and/or other responding traffic control entities should be consulted to ensure that appropriate signing and barricading can be provided. Unified command will coordinate the clearance of traffic, in an affected segment, using access points such as Emergency Access Line Breaks or other emergency crossover points along the detour route.

2.5.4 How to Implement a Local Detour

Detour routes have been identified and are included in Appendix D. When the primary detour route is restricted or is undesirable, an alternate detour route may be initiated. Before a local detour plan is initiated, Incident Commander/Unified Command should verify that neither construction activities nor maintenance issues are present along the route. Local Road & Bridge and Public Works Departments should be contacted to confirm the suitability of detour routes, including snow removal schedules during the winter. Given the required setup time, signed detour routes are unlikely to provide great benefit for Intermediate incidents, especially if the route cannot be fully implemented within an hour of incident verification.

When detour signing is implemented:

- Install MUTCD compliant signs.
- Signs should be deployed from the downstream end of the alternate route.
- Fasten signs on poles or erect on portable sign structures. Standard mounting height is 7 feet, if that is not achievable, the signs should be visible above the tops of cars.
- Erect signs on the right side of the roadway at a minimum of two feet from the edge of traveled way.
- Once the incident has been cleared, remove signs immediately.

2.5.5 Traffic Signals on Local Detour Routes

Appropriately timed traffic signals along a detour route can offer the dual benefit of improving traffic flow while also relieving uniformed officers from having to direct traffic at an intersection. When a detour is implemented along a route with traffic signals, the jurisdiction maintaining those signals should be contacted to determine whether changing of signal timing is practical given the anticipated incident duration. Timing changes should provide additional green time to detour route movements without significantly increasing the delay to non-detour traffic. Along detour routes with a series of signals, the local jurisdiction should consider developing traffic incident signal timing plans that are prepared and ready for activation.

2.5.6 Established Local Primary Alternate Routes Along I-70:

These are the current identified alternate routes along I-70; see Figures D.1 - D.8 in Appendix D.

- Exit 116 Glenwood Springs to Aspen to Leadville: *No vehicles over 35' long - Closed in the Winter.* Alternate route Hwy 82.
- Exit 116 to SH 82 (Carbondale): Alternate route SH 133 to SH 92 to SH 50
- Exit 62 DeBeque to Exit 72 W. Parachute and Exit 75 Parachute: Alternate route US 6
- Exit 75 Parachute to Exit 81 Rulison: Alternate route US 6
- Exit 81 Rulison to Exit 87 W. Rifle and Exit 90 Rifle: Alternate route US 6
- Exit 87 W. Rifle to Exit 97 Silt: Alternate route US 6
- Exit 97 Silt to Exit 105 New Castle: Alternate route US 6
- Exit 105 New Castle to Exit 109 Canyon Creek: No alternate route for eastbound I-70 at Exit 109, Alternate route for westbound I-70 is US 6
- Exit 116 - Cottonwood Pass: SH82 to GCR 113 or GCR 100 to ECG 10A

2.5.7 Established Closure Points Along I-70:

The following pages contain visuals of the interchanges in Garfield County and describe their usage as a closure point, detour access, availability of services, and CMV parking. They also indicate the optimal number of traffic control personnel needed at each interchange to direct closure traffic safely.

Closure Point - I-70 MP 72 (WB & EB) - See figure 2.8. Alternate route US 6. Travel through Parachute Business.

Services: Gas, Food, Lodging



Figure 2.8 I-70 Closure Point MP 72

Closure Point - I-70 MP 75 (WB & EB) - See figure 2.9. Alternate route US 6.

Services: None



Figure 2.9 I-70 Closure Point MP 75

Closure Point - I-70 MP 81 (WB & EB) - See figure 2.10. Alternate route US 6

Services: None



Figure 2.10 I-70 Closure Point MP 81

Closure Point - I-70 MP 87 (WB & EB) - See figure 2.11. Alternate route US 6. This is the start of the Regional alternate route as well the State Hazardous Materials Route to the Highway 13 by-pass. Travel through Rifle to access I-70 or use the Highway 13 by-pass for regional alternate route. School zone along the Highway 13 bypass. All CMV's should use this closure point to alleviate traffic congestion in Rifle.

Services: Gas, Food, Lodging, Medical Center

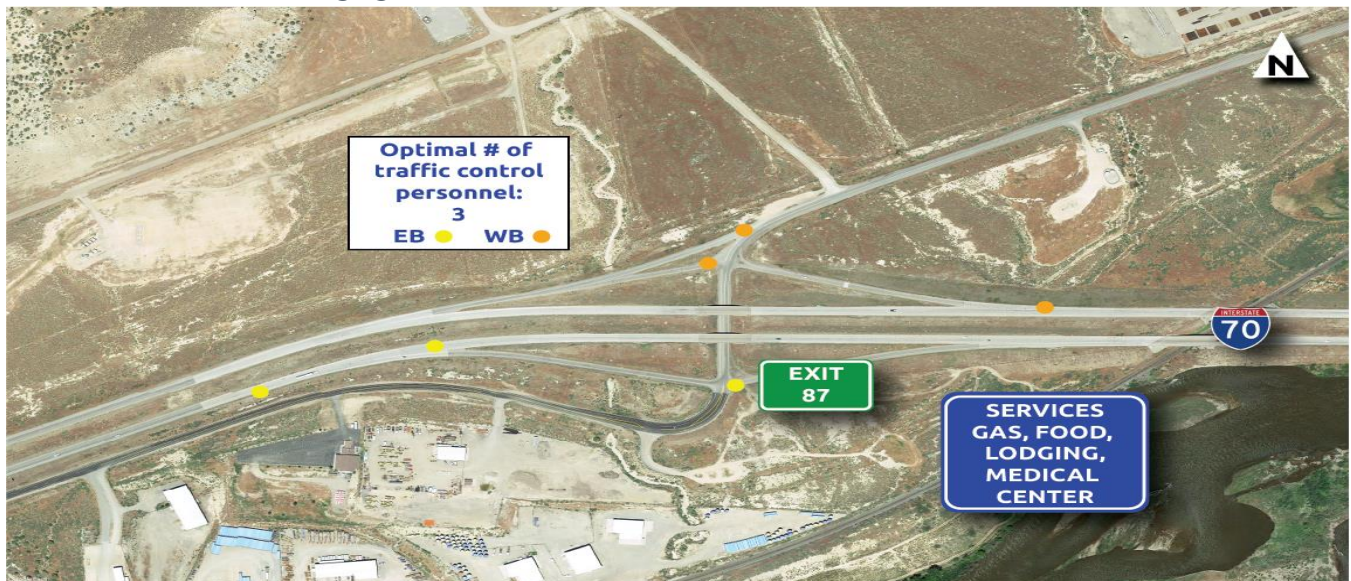


Figure 2.11 I-70 Closure Point MP 87

Closure Point - I-70 MP 90 (WB & EB) See figure 2.12. Alternate route US 6. Travel through Rifle Business area.

Services: Gas, Food, Lodging, Medical Center, Rest Area



Figure 2.12 I-70 Closure Point MP 90

Closure Point - I-70 MP 94 (WB & EB) See figure 2.13. Alternate route CR 346 or CR 352. Airport access on CR 352.

Services: No Services

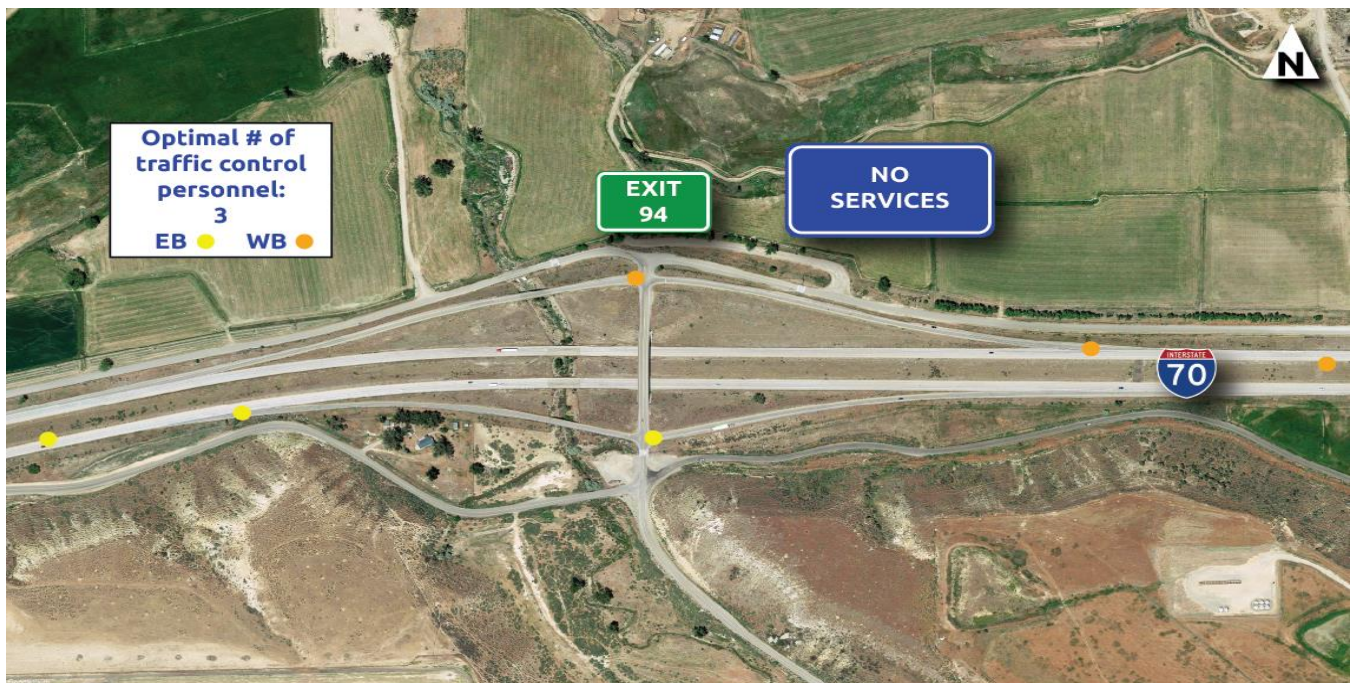


Figure 2.13 I-70 Closure Point MP 94

Closure Point - I-70 MP 97 (WB & EB) See figure 2.14. Alternate route US 6. Travel through Silt Business area.

Services: Gas, Food, Lodging



Figure 2.14 I-70 Closure Point MP 97

Closure Point - I-70 MP 105 (WB & EB) See figure 2.15. Alternate route US 6. Travel through New Castle Business area. US 6 intersection with Castle Valley Blvd (North of I-70 interchange) needs to be staffed to mitigate I-70 backups.

Services: Gas, Food, Lodging



Figure 2.15 I-70 Closure Point MP 105

Closure Point - I-70 MP 109 (WB & EB) See figure 2.16. Alternate route US 6 for westbound closures. For eastbound closure, this is a closure point with NO Alternate route. Consider a staged closure area only and use the MP 105 closure point for through traffic.

Services: None, Emergency CMV parking available at eastbound I-70 - MP 107



Figure 2.16 I-70 Closure Point MP 109



Figure 2.17 I-70 CMV Parking MP 107

Closure Point - I-70 MP 114 (WB & EB) See figure 2.18. This is a closure point with NO “immediate” alternate route for westbound traffic. Activate Dotsero emergency CMV parking and a staged closure I-70 WB at MP 133 in Eagle County. If emergency vehicle mobility becomes compromised, notify U/C for direction on staged closures along the SH 82 corridor. Long term W/B closures: Alternate route is SH 82, SH 133, SH 92 to US 50 Grand Junction. An eastbound closure for an incident between the 114 and 116 exits (Midland Ave. or US 6 are alternate routes), otherwise use Eastbound Exit 116 as primary closure point.

Services: Gas, Food, Lodging, Medical Center, Emergency CMV Parking

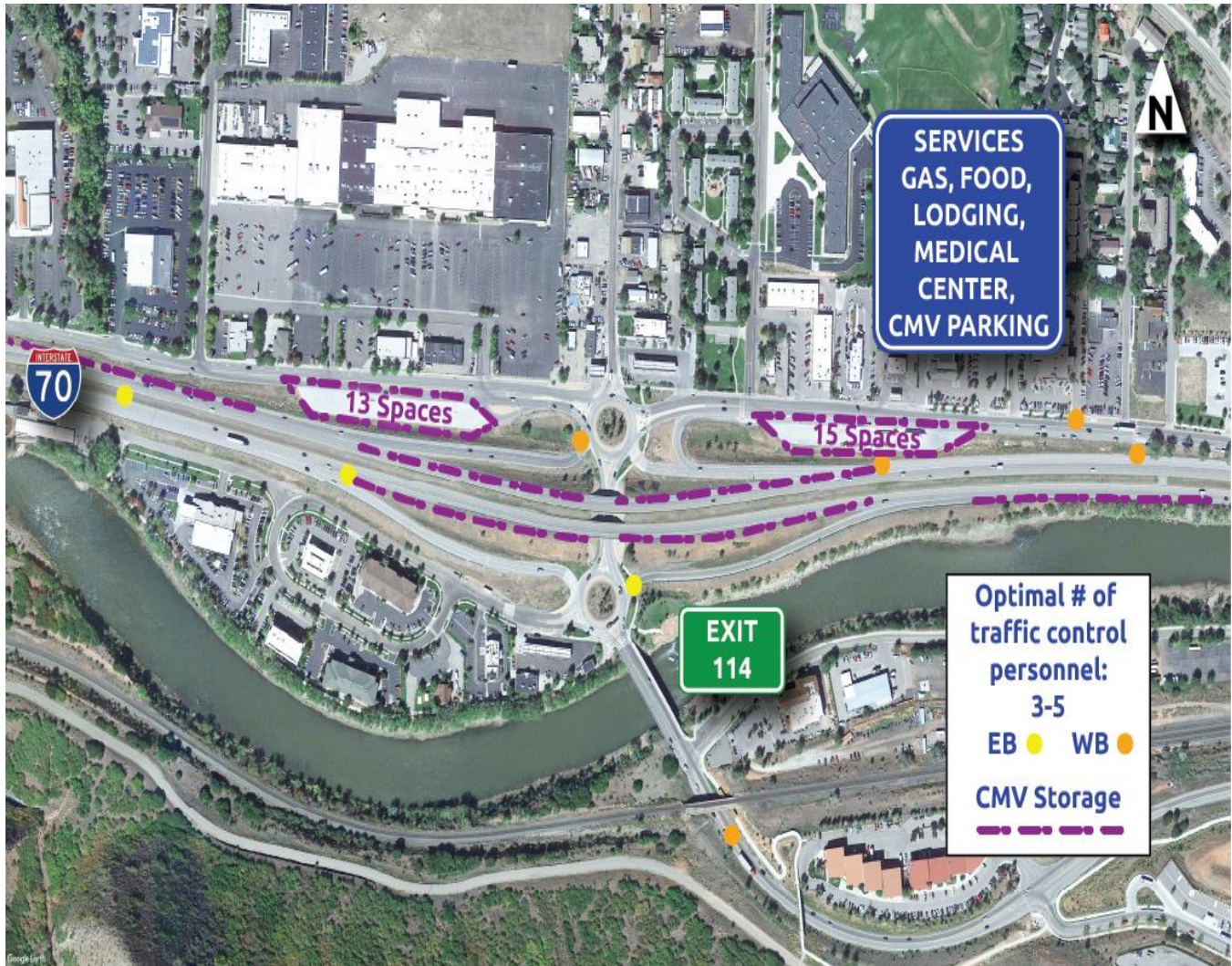


Figure 2.18 I-70 Closure Point MP 114

Closure Point - I-70 MP 116 (WB & EB) See figure 2.19. This is a closure point with NO “immediate” alternate route for eastbound traffic. Exception: during the summer (Memorial Day - Labor Day) all through traffic can use Highway 82 except vehicles over 35’ in overall length. For all long-term eastbound closures, activate emergency CMV parking along the I-70 corridor to Grand Junction and beyond. Consider staged closures along the I-70 corridor and implementing the regional alternate route. For all westbound closures, activate Dotsero emergency CMV parking and a staged closure I-70 westbound at MP 133 in Eagle County and consider regional alternate route.

Services: Gas, Food, Lodging, Medical Center, Emergency CMV Parking



Figure 2.19 I-70 Closure Point MP 116

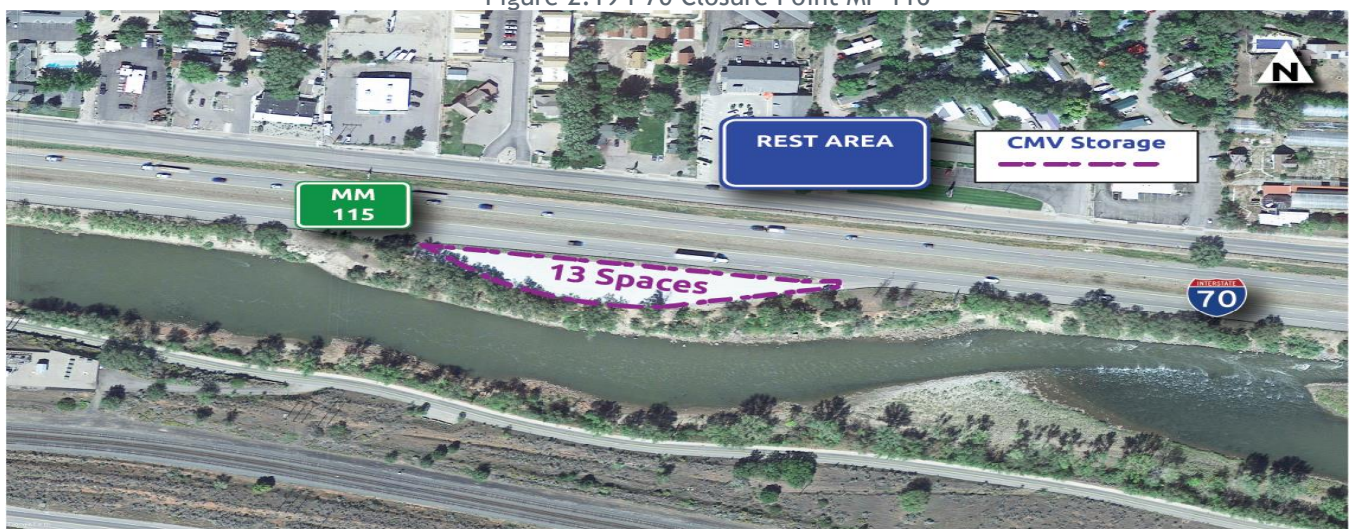


Figure 2.20 I-70 CMV Parking MP 115

Closure Point - I-70 MP 125 (WB & EB) - This is a Temporary Emergency Closure location in the Glenwood Canyon controlled by HLT. Once the emergency has been identified, additional staged closures should be considered at MP 116 and 133.

Services: Rest Area

Interchange, Rest Areas, and VMS locations in Garfield County:

Table 2.4 Interchange, Rest Areas, VMS Locations

ROADWAY - INTERCHANGE & REST AREA	MILEPOST	VARIABLE MESSAGE SIGN	MILEPOST
Interstate 70		Interstate 70	
Interchange (Exit 72) West Parachute	72		
Interchange (Exit 75) Parachute	75		
Interchange (Exit 81) Rulison	81	VMS Eastbound	86
Interchange (Exit 87) West Rifle	87		
Interchange (Exit 90) Rifle	90	VMS Westbound	92
Interchange (Exit 94) Mamm Creek	94		
Interchange (Exit 97) Silt	97	VMS Eastbound	103
Interchange (Exit 105) New Castle	105		
Interchange (Exit 109) Canyon Creek	109	VMS Eastbound	105
Interchange (Exit 111) South Canyon	111	VMS Westbound	109
Interchange (Exit 114) West Glwd Springs	114		
Interchange (Exit 116) Glenwood Springs	116	VMS Eastbound	116
Rest Area (Exit 119) No Name	119	VMS Eastbound	119
Rest Area (Exit 121) Grizzley Creek	121		
Rest Area (Exit 123) Shoshone	123		
Rest Area (Exit 125) Hanging Lake	125		
Rest Area (Exit 129) Bair Ranch	129		
State Highway 82		State Highway 82	
Interchange CR 115	3.5		
Interchange CR 109	5		
Interchange CR 114	7	VMS Eastbound	11
Interchange CR 113	9	VMS Westbound	12
State Highway 133	12	VMS Westbound	35
Interchange CR 100	15		
State Highway 13			
Interchange Hwy 325	4		

2.5.8 Established local primary alternate routes along SH 82:

These are the current identified alternate routes along SH 82; see Figures D.9 - D.11 in Appendix D.

- SH 82 from Glenwood Springs to Carbondale: Alternate Route for both directions - SH 82 (MP 5) CR 154 to CR 109 to CR 106 to Hwy 133. Access points for SH 82 at MP 5 and MP 7.
- SH 82 from MP 5-7: Alternate Route for both directions - CR 154.
- SH 82 from MP 7 (CR 114) to Carbondale: Alternate route for both directions - CR 154 to CR 109 to CR 106 to Hwy 133.
- SH 82 from Carbondale to Catherine's Store (SH 82 MP 15) or Blue Lake (Eagle County - SH 82 MP 17): Alternate Route for both direction - SH133 to Main Street to CR 100 to SH82 OR Continue on SH 82 Frontage Road to Blue Lake interchange.

COTTONWOOD PASS IS NOT A publicized LOCAL DETOUR; however, when I-70 is closed through the Glenwood Canyon this plan can be mobilized. Vehicles more than 35' are not allowed over Cottonwood Pass. For plan detail see ***"Unified Traffic Coordination Plan" for closures of Interstate 70 Through Glenwood Canyon***

- Traffic Control Check Points: (Note: Traffic control checkpoints will be staffed by Garfield and Eagle County Law Enforcement, Public Works personnel, or by a private contractor).
- Daggett Lane at Cottonwood Pass Road.
- Upper Blue Hill at Cottonwood Pass Road & Road 8360
- Lower Blue Hill at Cottonwood Pass Road & Road 8350
- Cattle Creek Road at Upper Cattle Creek Road
- Garfield County Road 113 at Eagle County Road 10A - Traffic Enforcement
- Traffic control personnel will not allow vehicles other than passenger vehicles (no trailers of any kind are allowed except local resident with proof of residency) to enter onto Cottonwood Pass during the restricted period.
- Traffic control at the Lower and Upper Blue Hill checkpoints will only allow alternating single lane traffic.
- Agencies will assess the feasibility of systems (Rapid Entry Tag, Salamander Card, Proof of Residency) if needed.

VMS Signs:

- Variable Message Sign trailers will be posted on the east side near the intersection on Valley Road and Vicksburg Lane and on the west side near the intersection of County Road 113 and Red Canyon Road.
- CMV turnaround on Cattle Creek Drive - Lat/Long 39.469988*, -107.138890*
- CMV turnaround on Valley Road at Cottonwood Pass Road

Communications:

- Cell phone tower on wheels at Lat/Long N 39° 31'47.00", W 107° 02'52.03"
- Traffic control checkpoints will be provided with radios from the Eagle County radio cache and will communicate with Eagle and Garfield County Sheriff's Office Deputies on EC-MAC 1.
- For detail plan reference ***"Unified Traffic Coordination Plan" for closures of Interstate 70 Through Glenwood Canyon***

Public information:

- CDOT will provide all public information regarding Cottonwood Pass access and restrictions. CDOT will create and distribute internal and external communications stating closure information and detours. Social media is included in this category. A graphic or map showing the detour is preferred with a focus on motorists intending to travel through Colorado or to/from Denver. If needed a JIS/JIC will be established.
- Local PIO's will obtain all road closure public information from CDOT, report any inconsistencies, and direct questions or concerns to CDOT PIOs. They will handle all internal messaging relating to their agency jurisdiction, i.e., tourism.

Portable Toilets:

- Portable toilets will be provided at traffic control check points.

Weather Considerations:

- **Lightning Safety Plan (adapted from traffic management plan for the Town of Gypsum)**
 - In the case of adverse weather conditions, necessary steps will be taken to close Cottonwood Pass immediately after determining that severe weather and lightning are imminent, including pulling out barricades and blocking vehicular traffic. There may be allowances for local traffic to continue to travel via Cottonwood Pass during this period.
 - Resources on site or county leadership can close Cottonwood Pass because of a risk of lightning.
 - Notification of the closure will go to local Emergency Management, the Eagle County Sheriff, and the Garfield County Sheriff.
 - Emergency Management will notify the Vail Communication Center of the closure and ask the communication center to share the closure notification with Garfield and Pitkin County Communication Centers. Emergency Management should also coordinate with the public information officer group to update ECEmergency.org with Cottonwood Pass closure information.
 - Once it is deemed safe to resume managing the traffic on Cottonwood Pass, notification shall be made to local Emergency Management who will make the notification to Garfield and Pitkin County Communication Centers and the PIO group that Cottonwood Pass has reopened.

2.5.9 Established Closure Points along SH82

The following pages contain visuals of the SH 82 intersections in Garfield County and describe their usage as a closure point, and alternate route. They also indicate the optimal number of traffic control personnel needed at each interchange to safely direct closure traffic.

Closure Point - SH 82 (MP 5) at CR 154 See figure 2.21. No W/B alternate route (additional traffic control needed at CR 115), E/B Alternate Route: CR 154.



Figure 2.21 SH 82 Closure Point at CR 154

Closure Point - SH 82 at CR 114 See figure 2.22. W/B Alternate Route CR 154 to SH 82 at MP 5. E/B Alternate Route: CR 154, 109,108,106 to SH 133. Additional traffic control may be required in Carbondale.



Figure 2.22 SH 82 Closure Point at CR 114

Closure Point - SH 82 at SH 133 See figure 2.23. Extended or Prolonged closure, W/B Alternate Route is SH 133 to SH 92, to US 50 to Grand Junction. Minor - Major closure, W/B Alternate Route is SH133 to CR 106,108,109,154. Additional traffic control needed at all SH 82 access points as needed. E/B Alternate Route is SH 133, Main Street, CR 100. Additional Traffic control needed at various SH 82 access points.



Figure 2.23 SH 82 Closure Point at SH 133

Closure Point - SH 82 at CR 100 See figure 2.24. W/B Alternate Route is CR 100 to SH 133. Additional traffic control needed at various SH 82 access points. E/B Alternate Route is SH 82 frontage road.



Figure 2.24 SH 82 Closure Point at CR 100

2.5.10 Rockslide/Mudslide/Flood Protocol - CDOT will be IC



Rockfall and rockslides are geological phenomena that are inherent to mountainous terrain, including the I-70 and SH82 corridor in Garfield County. Rockslides occur because of the various factors that affect slope stability, such as gravity, water, soil nutrients, erosion, snowmelt, and ground movement. Based on the number and severity of past incidents, the most critical rockslide areas in Colorado have been identified. Although these areas have a history of rockfall or rockslides, this geological event can occur in areas that have not been recognized by a previous incident. Throughout mountainous terrain, it is expected that rockfall and rockslides will occur, and it is essential to take action in minimizing the impacts.

The following protocols are guidelines to manage and mitigate these events proactively. CDOT has a statewide program that monitors, evaluates, inspects, and mitigates these identified unstable areas. CDOT has established the protocol for protecting the traveling public and CDOT workers during a rockslide event.

When an event is reported, CDOT will immediately send a first responder to assess the situation and establish Incident Command. Once on site, the first responder will report the incident details and estimated incident level to the HLT communication center. Typically, a minor rockslide will be a minor incident; however, it can quickly become intermediate or major, depending on the circumstances. Temporary lane or road closures should be implemented in compliance with the guidelines of this TIMP until the incident commander determines the need for traffic control. If the closure is longer than 2 hours, ensure counties affected by an alternate route are notified. If closure is anticipated to be longer than 12 hours schedule a conference call within 60 minutes of the closure.

Members of the CDOT Geological Unit will be notified and their assistance requested to begin a comprehensive investigation. From the findings of the investigation, the Geological Unit will recommend the appropriate methods for remediation. Mountain slopes may need to be stabilized or a controlled rockslide may be needed. Some of the methods may include a lane or road closure (short or extended period of time) and could implement detour routes. Safety of the motorists is the top priority and if the investigation indicates the potential for more rock falls or slides, then CDOT should close the roadway until the area is safe again. When an extended or prolonged closure is in place and detours are required, the CDOT Project Engineer and Incident Commander will determine the need for a traffic control company. They will be responsible to manage and set up the appropriate signage along the entire detour and at the closure point and will be required to be on site during the entire length (day and night) of the remediation process.

Special circumstances:

- Closures involving public individuals who are stranded (not able to exit either side of a roadway) should be treated as a search and rescue event and coordination with appropriate Sheriffs' Offices should occur.
- Closures involving individuals or groups that are trapped (immobilized and in the need of immediate rescue) or missing will be treated as a search and rescue event and coordination with appropriate Sheriffs' Offices must occur based on the state law - C.R.S. 24-33.5-707(10).
- In either case, a Unified Command (UC) and Joint Information Center/System (JIC/JIS) will be established.
- A UC coordination call will occur within 30 minutes of the recognition of stranded or trapped situation.
- A JIC coordination call will occur within 90 minutes of the recognition of stranded or trapped situation.

For closures anticipated to last longer than 24 hours, CDOT IC will:

- Prepare and release a State Situation Report to government stakeholders on a daily basis, unless otherwise directed by CDOT Section Leadership. Post the situation report to WebEOC and email it to the stakeholders list.
- For closures anticipated to last longer the 72 hours, CDOT IC will:
- Request the mobilization of contact traffic management resources.
- Prepare a written incident action plan, unless otherwise directed by CDOT Section Leadership.
- CSP and DHSEM will join CDOT in a Unified Command group. CDOT Section Leadership will coordinate a UC call within 12 hours of the realization that a closure may last more than 72 hours.
- Ensure an After Action review is completed within 7 days of the re-opening and an improvement plan is completed/distributed within 30 days of re-opening.

- CDOT PIO Will:
 - Facilitate a Joint Information System (JIS) or establish a Joint Information Center (JIC) if needed.
 - Facilitate and host media calls as necessary to provide up-to-date information about the closure.
 - Provide updates to the DHSEM, Governor's office, and appropriate state agencies PIOs, if they are not already included in a JIS/JIC. Updates can be provided with a previously established method of communication (e.g., Google Chat room) or by adding those agency contacts to the email distribution list for external communications and stakeholder updates.

The Incident Commander will determine when the roadway is safe to return to normal operations and will notify the HLT. UC will then use the guidelines for a staged release and the controlled release procedure.

2.4.8.1 I70 Glenwood Canyon Weather Warning and Safety Closure Protocol:

- Flash Flood Watch I-70 Protocol - CDOT will be IC
 - CDOT maintenance crews will be stationed at the four closure points along I-70 at MP 133, MP 116, MP 109, and MP 87. This allows for a quick closure of the interstate if weather worsens. There will be a single lane closure on eastbound I-70 at MP 116 which, again, allows the opportunity to quickly close the interstate as soon as a Flash Flood Warning is issued.
- Flash Flood Warning I-70 Protocol - CDOT will be IC
 - CDOT maintenance crews at the two-closure points; MP 133 and MP 116 will close the I70. Dotsero emergency truck parking will be activated with appropriate messaging. Cottonwood Pass will be closed. The CSP, CDOT, and/or Local LE will sweep I-70 between the closure points to be sure there are no motorists or members of the public in the area. Crews will continue to monitor the mudslide area. HLT MAC will be established for communications, and a Conference call will follow within 60 minutes of the closure.
- I-70 Safety Closure Protocol - CDOT will be IC
 - If there is rainfall on the Grizzly Creek burn scar above the roadway, there may be a safety closure due to the potential for mudslides and other debris flow. If the closure is over one hour, detour messaging will go out. Digital message boards will display the closure points and the recommended detour. CDOT will post messaging on both Facebook and Twitter and will send information to stakeholders if we anticipate an extended closure. The bike path and rest areas will be closed the day before the weather threat. The trigger is 30% or greater rain event forecasted or chance of flash flood watch to be issued in the next 24 hours. Garfield County Communication Center will make notifications to the user groups of the bike path and rest areas. CDOT will make notifications to river guides and outfitters.

Communications:

- For detailed communication plan refer to **“Unified Traffic Coordination Plan”** for closures of Interstate 70 Through Glenwood Canyon.

As of September 2022, CDOT and local PIOs use the GroupMe app for informal and formal Glenwood Canyon updates.

2.5.11 Avalanche Protocol - CDOT will be IC

First responders must be aware of the potential for avalanches, be prepared for mitigation activities and traffic associated with an avalanche event. An avalanche is a rapid flow of snow traveling down a slope from either natural triggers or human activity. Whenever there is snowpack on a mountain slope, there is potential danger of it avalanching and impacting the life and property below. The safety of the traveling public and CDOT staff that maintains these highways is of utmost concern. Avalanche mitigation is vital for any corridor and on the adjacent mountain passes during the fall, winter, and spring months.

Daily investigation of the avalanche potential is conducted by the Colorado Avalanche Information Center (CAIC). They track conditions and make recommendations to decrease the danger of imminent avalanches. These certified avalanche experts evaluate the stability and changing conditions of the snow-loaded slopes that have been identified as avalanche paths with the potential of impacting CDOT highways. CDOT has developed a program to address avalanche testing, control, and mitigation measures. Anytime that the CAIC deems it necessary to conduct a safety mission, the section of highway below the troublesome avalanche path must be closed to traffic. Traffic must be stopped outside the working area and away from other avalanche paths. CDOT Maintenance Staff are the only authorized personnel who can close, mitigate, and reopen the highway for avalanche control. This event will be considered an intermediate incident, and the protocols in this TIMP for communication and closures should be followed. CDOT will establish Incident Command for an avalanche incident and/or avalanche mitigation situations.

Due to the various unpredictable and changing factors associated with avalanches, there may be very short notice that a “control work mission” needs to be conducted. As soon as the decision has been made to mitigate the avalanche danger, a public announcement must be made via all appropriate methods. Traffic control guidelines should be used, and VMS should convey that the work is in progress. CDOT personnel will staff and control the points of closure. Before an avalanche control work mission begins, a visual verification is required to ensure that no persons or animals are inside the danger zone. Any abandoned or empty vehicles in or adjacent to the working area must be investigated and removed. The owner will be contacted by CSP to determine if the person(s) owning/driving the vehicle are in the backcountry. If the inquiry comes back that they are in the backcountry near the avalanche path, then the control work mission will have to be postponed.

In a situation where the avalanche must be blasted, then the highway would have to remain closed until the conditions were safe to conduct a control work mission. Prior to reopening the highway, the snowpack must be tested to verify that it will be safe for traffic to travel under the slide paths and

any snow on the highway must be removed. Testing can be conducted using several different methods, which are performed by and under strict control of CDOT Maintenance Staff.

CDOT Maintenance staff will determine when the conditions of the road and slide path are safe to reopen the highway. Only CDOT-authorized personnel can release traffic and return the highway to normal operation conditions. A successful operation will reduce the snow load and avalanche danger in the starting and storage areas. The CAIC and CDOT try to perform control work missions before the conditions reach a severe to critical category. More small missions are conducted to reduce the snow load, increase the stability, prevent major avalanche slides from happening, and, most importantly, maintain the safety of the highway travelers.



Some of the benefits of the smaller missions are:

- ☐ less time is required to set up and initiate the avalanche control
- ☐ the cleanup is minor
- ☐ the traffic delay and queue are nominal

Safe Operating Guidelines in Avalanche Paths

The following operating guidelines should be followed by incident responders working in identified avalanche paths:

- ☐ Wear the appropriate protective equipment: avalanche rescue beacons, gloves, hearing protection, proper footwear, and winter clothing.

- ❑ Close highways, keeping the public in an area that is safe from the work to be conducted and from other avalanche areas.
- ❑ Use binoculars to scan the area to be blasted and the adjacent areas to make sure there are no people or animals in the affected area.
- ❑ Ensure that only properly trained and authorized personnel are within the closed area of the highway.
- ❑ Ensure that observers are kept in a safe location with proper Personal Protective Equipment.
- ❑ Be aware of the potential hazards: avalanches, cold weather, frost bite, explosions, flying debris, and icy surfaces.

2.4.12 Wildland/Brush Fire Protocol

The Garfield County Community Wildfire Protection Plan (CWPP) [11] addresses wildfire risks, fuel hazards, structure flammability, vegetation-fuel treatments, and ways to improve fire protection response capabilities. The Garfield County CWPP is countywide, with emphasis on the protection of human welfare, communities, and other economic and ecological values. Catastrophic wildfire fires have occurred throughout the County and the threat of wildfire continues. Wildfire risks to human welfare and economic and ecological values are more serious today than in the past because homes and other infrastructures are located in close proximity to forest and rangeland vegetation-fuels.

In addition to wildfire risk, small brush fires along roadways, and vehicle fires pose a significant threat to the community and motoring public. Responding to and managing fire incidences quickly can greatly impact the need for traffic management.

The following protocols are guidelines to manage a fire/smoke incident that affect traffic. When an event is reported, first responders are notified, respond, assess the situation, and take Incident Command. The first responder will provide a “windshield report” with the incident details and estimated incident level to their communication center. Temporary lane or road closures should be implemented in compliance with the guidelines of this TIMP until the incident commander determines the need for additional traffic control. If the road closure is longer than 2 hours, ensure counties affected by an alternate route are notified. If closure is anticipated to be longer than 12 hours schedule a conference call within 60 minutes of the closure.

Responding agencies will support fire personnel in containment, zone protection, and suppression. Once Unified Command is established, and an action plan is developed other sections in the TIMP should be used i.e., Communication, Emergency Safety Closure, Traffic Control, Managing the Queue, Staging Areas, Staged Closure, etc.

If the designated authority orders a community to evacuate because of threatening wildfire, residents should leave in an orderly manner. Information regarding preferred evacuation routes and evacuation center sites will be distributed. If a community has a designated evacuation route, that is not jeopardized, that route should be used. If no designated evacuation route is available, the Incident Commander or Unified Command should determine an adequate evacuation route based on situational circumstances. Additional resources and equipment will be deployed to ensure a safe outcome.

2.5.13 Helicopter Landing Zone Safety

If first responders must land a helicopter on the interstate, the established procedures for lane closures should be followed. First responders at the scene should follow the lead of law enforcement and fire officials. The following guidelines are from the website of Careflight.org, <https://www.careflight.org/landingzone.aspx>.

Table 2.5: Landing Zone Guidelines

Landing Zone (LZ) Criteria ☐ 100' Wide X 100' Long ☐ Level with a firm surface ☐ Clear of sand, gravel, and other debris ☐ Clear of overhead obstructions, i.e., powerlines, trees, poles, buildings ☐ No vehicles or people within LZ ☐ Avoid sloped surfaces Marking the Landing Zone (LZ) ☐ Weighed construction cones ☐ Two vehicles with headlights crossed at the center of the LZ ☐ Smoke canisters during daylight hours ☐ Battery operated strobe lights ☐ Cylume Chem-lite Sticks ☐ No barrier tape, flag tape, etc.	Landing Coordinator Responsibilities ☐ Command and secure the LZ ☐ Establish radio contact with aircraft pilot ☐ Assist pilot in locating LZ ☐ Keep all bystanders 100' away from LZ ☐ Keep everyone away from tail rotor ☐ Contact pilot after landing to determine any safety issues Helicopter safety ☐ Approach and depart the aircraft from the side only ☐ Never walk around the tail rotor ☐ Shield your eyes during landing and takeoff ☐ Do not carry anything above your head ☐ Do not approach while blades are turning unless directed ☐ Approach in a calm and slow manner ☐ No smoking around the aircraft ☐ Pilot and medical crew control activity around the aircraft ☐ Secure all loose clothing items
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Additional protocols can also be located at <https://www.nwcg.gov/publications/510> pages 82-83.

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3.0 COMMUNICATION

Effective communication is critical to the success of incident response efforts. In order to facilitate communication between responding agencies and their respective communication centers, use **plain language**. This approach is consistent with NIMS and includes eliminating the use of “codes” commonly used for intra-agency communication.

3.1 Communication on Scene

3.1.1 Incident Command System

The Incident Command System (ICS) is a command-and-control protocol for use by responding agencies at the incident scene. The ICS is just one part of the broader incident management process outlined in NIMS and will be used for all incidents. Where an incident does not overlap jurisdictional or functional agency boundaries, one ranking person has management and control authority over the incident. This Incident Commander (IC) sets the response objectives and ensures that all responders are working to accomplish those objectives. The Incident Commander is also responsible for establishing an Incident Command Post (ICP) where responders arriving on scene can check in and command can be reorganized, as needed. The first responder to an incident will assume the role of Incident Commander until relieved or Unified Command (UC) is established.

3.1.2 Unified Command

Unified Command will be established when an incident affects multiple legal or political jurisdictions and/or involves several responding agencies with contrasting functional responsibilities and missions. The Unified Command structure allows multiple agencies to contribute to the process of determining strategies and objectives without a loss of individual authority or accountability. Unified Command can be as simple as ranking personnel from separate jurisdictions having a conversation.

The Unified Command will consist of the on-scene ranking officials from all agencies that have statutory authority at an incident scene including law enforcement, fire departments, emergency management, and CDOT. Once Unified Command has been established, a single Incident Command Post will be designated. Additionally, the lead agency whose functional responsibility is the prioritized mission will be the designated lead agency. Unified Command will then work to develop a written or verbal plan that provides unified tactical operations and resource assignments.

3.2 Communication Center

Communication center personnel play an important role in the incident response effort. Standardized communication procedures between the communication center and first responders in the field facilitate distribution of the appropriate information about an incident to other responding agencies.

3.2.1 Incident Detection and Verification

Incident detection and verification are the first notification steps once an incident has occurred. Detection occurs when a communication center first receives notification of an incident either from a

call to a public service answering point or from a first responder passing by. If detection of the incident originates with the first responder, then the type and exact geographic location of the incident should be verified immediately to facilitate the correct deployment of resources.

If the communication center receives the call from a Reporting Party, the communication center should collect as much critical information as possible from the reporting party:

Reporting Party Information Request Checklist:

- ☐ Location
- ☐ Injuries
- ☐ Blockages
- ☐ Number and types of vehicles involved
- ☐ Is the vehicle operable and can it be driven to a safe location?

The practice of rapidly and safely removing temporary obstructions from the roadway makes the incident safer for all first responders and the motoring public. To help with this process a “Dispatcher Crash Reference Card” has been developed, see Figure 3.1. The card and its implementation guidance are included in Appendix B.

9-1-1 PROFESSIONALS CAN SAVE RESPONDER LIVES!

When taking a report of a traffic crash, ASK:

1. Are there any injuries?

2. Are drugs or alcohol involved?

If the answer to both questions is **NO**, tell the caller to move their crash off the roadway (to the nearest off-ramp, parking lot, etc.).

Get the location of where the caller is going so you can advise the responders.

Safe, quick clearance from the roadway helps prevent secondary crashes and saves responders' lives!

C.R.S 42-4-1603



Figure 3.1 Dispatcher Crash Reference Card

When detection originates with a non-responder, the communication center notifies appropriate resources to verify the incident. The communication center can also contact HLT to verify the incident type and location with their cameras along the corridors. Once verified, the communication center may adjust the resource deployment per direction from the first responder or Incident Commander and their agency's standard procedures. In addition to direct resource deployment, the first

responder's communication center is also responsible for notifying other centers in the area of the incident status using Northwest Net, console-to-console network, phone call, or/and WebEOC, shown generally in Figure 3.2. Specific resources are requested directly from their respective communication centers. A quick reference communication card for dispatchers has been included in Appendix B. The reference card summarizes incident classifications, provides NWNET guidance and sample NWNET messaging, lists typical mutual aid channels, lists dispatch centers within the boundary of the TIMP and provides additional guidance for radio communication specific to the TIMP and traffic incidents.

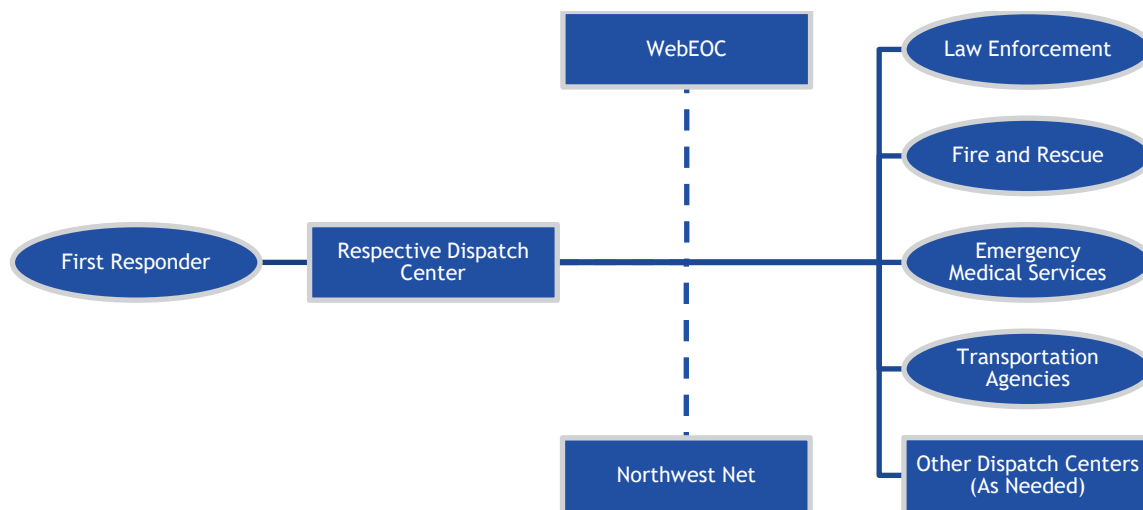


Figure 3.2 Incident Verification Communication

Upon arriving on scene and verifying the incident location and general type to dispatch, the first responder will assume the role of Incident Commander. The Incident Commander will report the establishment of command along with the location of the Incident Command Post back to the communication center. Communication personnel will notify all resources en-route to the incident that the Incident Commander has been established and of the Incident Command Post location for check in upon arrival.

The first responder (Incident Commander) will then briefly size up the incident. The following checklist should be used by both the Incident Commander and their respective communication center to confirm that critical information is not overlooked during the size-up:

Initial Radio Report Checklist

- ☐ Location
- ☐ Injuries
- ☐ Number and types of vehicles involved
- ☐ Apparent cause of incident
- ☐ Classification of incident (Minor, Intermediate, Major, Extended or Prolonged) expected closure time
- ☐ Potential threats to safety
- ☐ Presence of hazardous materials
- ☐ Blockages and the need for lane or road closures or alternate routes

- Needed resources
- Incident Command and/or Command Channel

After reporting findings of the initial size-up to communication center, the Incident Commander proceeds with a 360-evaluation described in Section 2.3.2. and functional duties until additional responders arrive on scene. At that time, command may be shifted to a higher ranking official or Unified Command may be established with a designated lead agency.

3.2.2 Interagency Communication

Timely communication between response agencies about incident status is essential to efficient clearance. As emphasized in Section 2.3 and Figure 3.3. TIMP stakeholders including the Incident Commander or Unified Command request assistance through their own communication center.

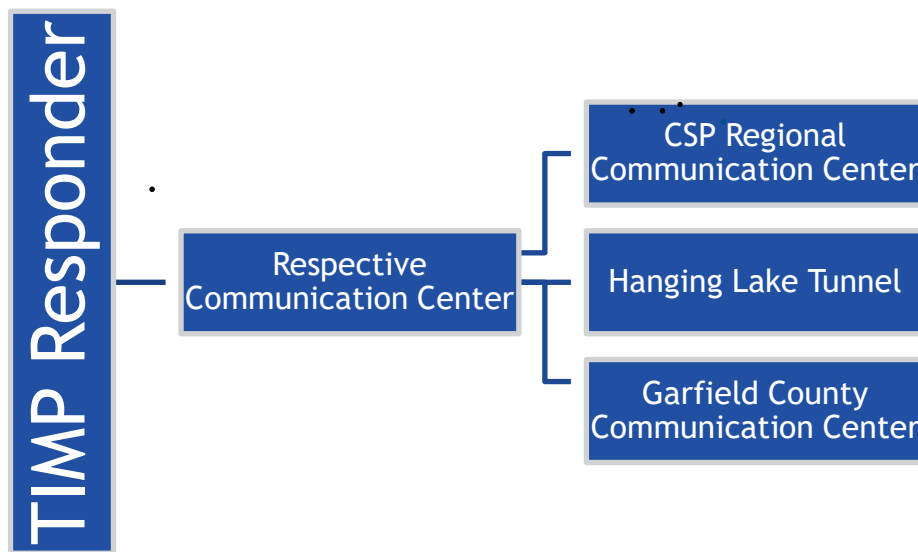


Figure 3.3 Responder to Communication Center Flow Chart

Figures 3.4 - 3.6 show which TIMP stakeholders are dispatched by each communication center.

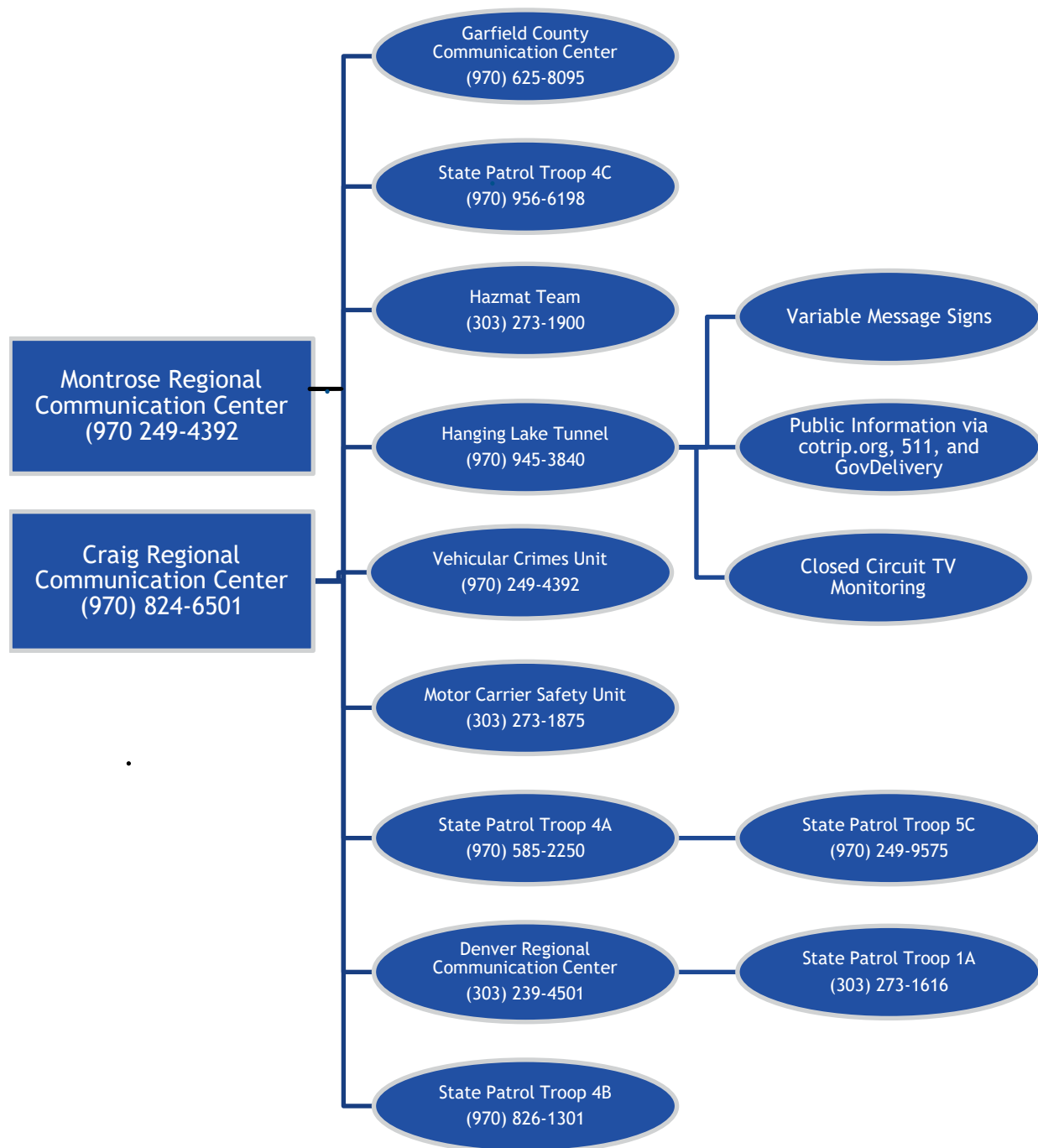


Figure 3.4 Resource Request Flow Chart through CSP Regional Communication Center

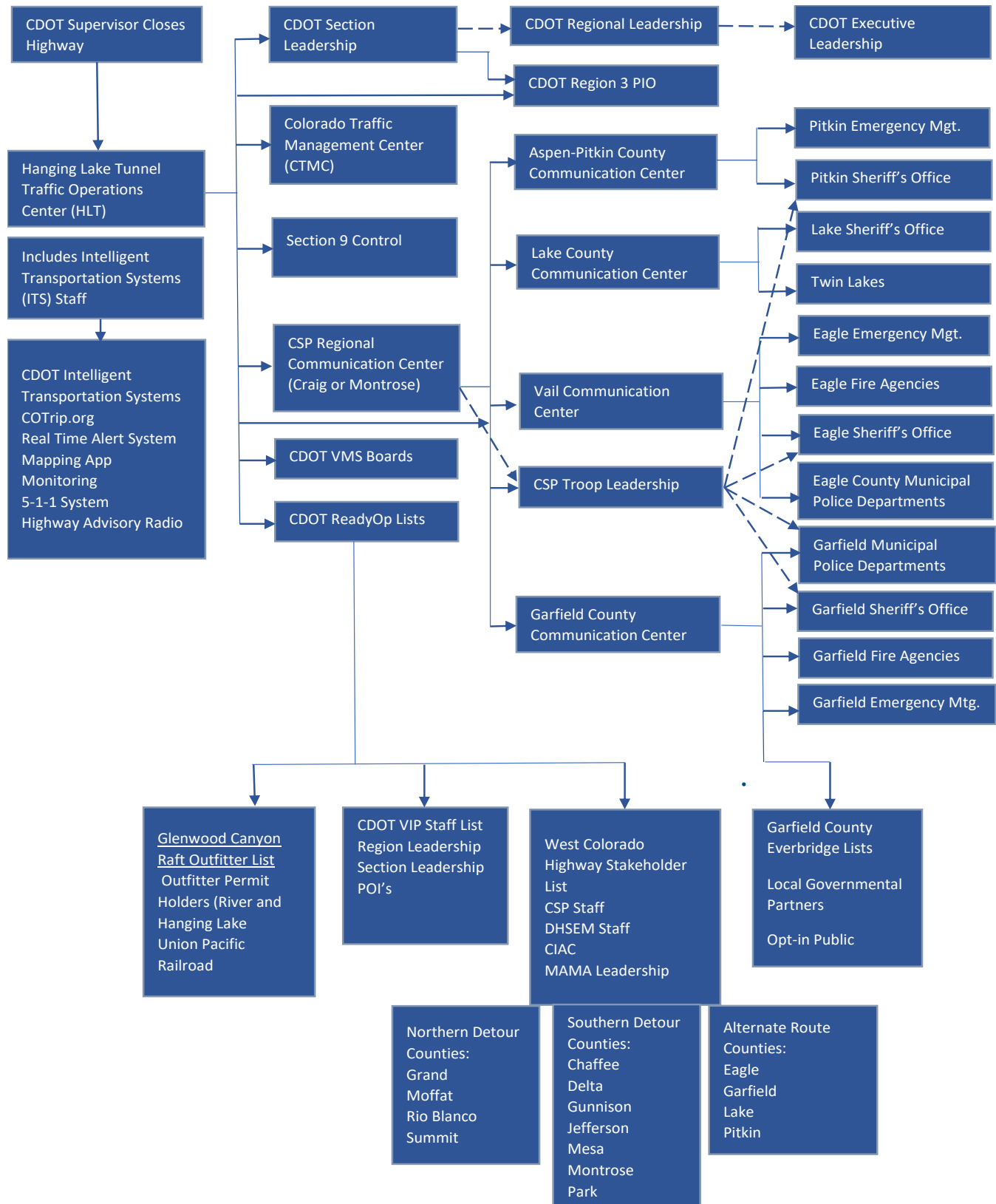


Figure 3.5 Resource Request Flow Chart through HLT TOC

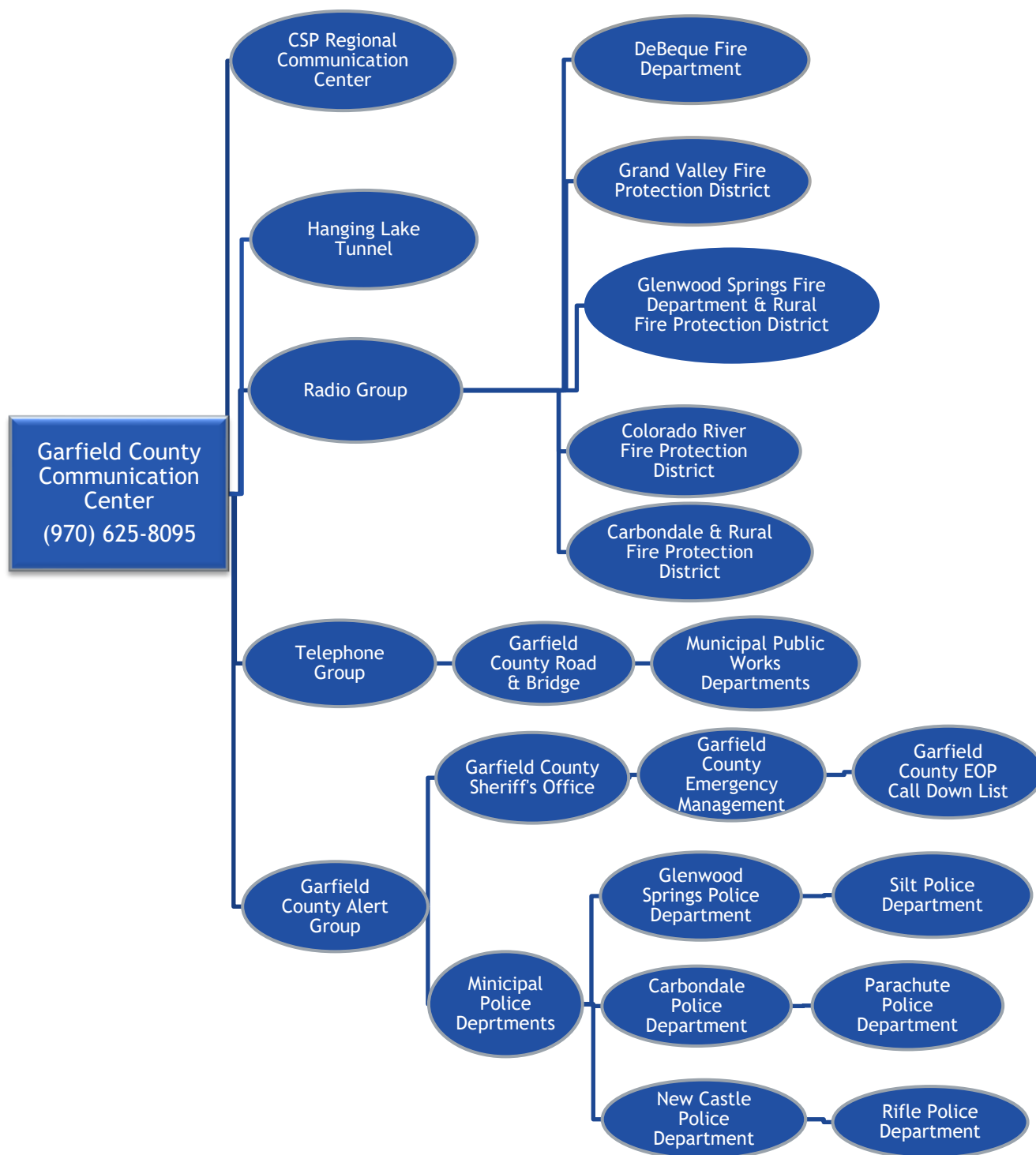


Figure 3.6 Resource Request Flow Chart through Garfield County Communication Center

3.2.3 Operational Communications

Where interoperable radio communications are needed, Unified Command will request channel assignment for the incident through their communication center. New channels and templates are frequently added and so the Radio Communication Plan included in Appendix B should be consulted to see which channels may be available. Standard Mutual Aid Channels (MACs) used in this TIM area include MAC 17, 18, 19, 20, and HLT MAC.

Table 3.1 Tactical Interoperability Communications Plan

TACTICAL INTEROPERABLE COMMUNICATIONS PLAN				
Radio Channel Utilization				
Channel	Function	Type	Assignment	Remarks
NW NET	Communications	DTR	Interoperability	Communications / announcements among Comm centers (incl. Traffic Operation Centers)
MAC 19	Incident Command	DTR	Incident Command(s) and Section Chiefs	Coordination among IC/UC and section chiefs. MAC 17, 18, 20 may also be used
HLT MAC	Incident Command (Glenwood Canyon)	DTR	All agencies first responders in Garfield and Eagle County	Incident Command for Glenwood Canyon Incident & Operations in the Glenwood Canyon
CSP Troop 4C	Operations	DTR	CSP traffic control and enforcement	Can be patched with Garfield County MAC Channel
Garfield County	Operations	DTR	Garfield County Law Enforcement Agencies	Can be patched with State DTR MAC Channels
Garfield County	Operations	DTR	Garfield County Fire and EMS Agencies	Can be patched with State DTR MAC Channels
Garfield County MAC	Operations	DTR	Garfield County Fire and EMS Agencies	Can be patched with State DTR MAC Channels
CDOT Zone 2 – King	Operations	DTR	Plow, repair operations	CDOT Maintenance in Garfield County
CDOT HLT TOC	Operations	DTR	Operations	CDOT Maintenance to hail HLT

Radio communication may be supplemented by cellular phone communication in some instances. Identifying and resolving coverage gaps along the TIMP corridor as quickly as feasible is highly recommended for improved operations. This improvement has the added benefit of potentially reducing the time between when an incident occurs and when it is detected at a communication center.

3.2.4 Hourly Activities and Communication

Table 3.2 Hourly Activities and Communication for Incidences

Hourly Activities and Communication for Incidences	
First Responder (I/C or U/C)	Communication Centers/TOC
First 30 Minutes	First 30 Minutes
Windshield Report – 360 Evaluation	Acknowledge IC
Incident Classification	Acknowledge Command Channel
Establish I/C	Notify first responders of IC and Command Channel
Establish Command Channel – if needed	Update VMS boards
Manage and coordinate traffic queue	
First Hour	First Hour
I/C-U/C transition & notify Communication Center/TOC	Acknowledge command transition & Re-Broadcast update information on NWNet
ID & communicate Staged Closures	Contact affected counties & Port or Entry Offices
ID & communicate Staging Areas/CMV Parking	Dispatch additional resources as needed
ID & communicate Alternate Routes	Road user updates on social media, COTrip, Twitter, Facebook, 5-1-1
Establish CCN Conference Call Time – if needed	Monitor and acknowledge NWNet broadcasts
Provide updates to Communication Center/TOC	Ready Op – Situation Report blast
Media and PIO updates for roadway users	Notify and update all partner agencies
Second Hour	Second Hour
Participate in CCN conference call if needed	Re-Broadcast update information on NWNet
Provide update to Communication Center/TOC	Monitor and acknowledge NWNet broadcasts
Check status of Staged Closures, Alternate Routes, Staging Areas, and CMV Parking	Update as necessary VMS, social media, COTrip, twitter, Facebook, 5-1-1
Check with local municipalities for mobility issues	Ready Op – Situation Report blast
	Complete necessary internal updates
Third and Subsequent Hours	Third and Subsequent Hours
Continue with second hour activities	Continue with second hour activities
Assess need for shelters	Communicate any concerns/issues/hazards to I/C or U/C from external partners, roadway users or community
Establish JIC if needed	Re-Broadcast termination of event on NWNet
Prepare for and complete Staged Release as necessary	Announce roadway open on all platforms after staged release is complete
Terminate I/C-U/C and Command Channel	

3.2.5 Ready-Op Messaging System

The Ready-Op Messaging System is a regional communication tool that is used by CDOT to broadcast incident information via email or text. This system provides up-to-date information to numerous agencies, jurisdictions, and internal CDOT personnel with just one action. The goal of Ready Op is to share information with all stakeholders quickly. The TOC sends a text, an email, a photograph, or a weather service briefing to stakeholders who have requested to be part of the distribution. Incident updates generally are sent on an hourly basis.

3.2.6 Conference Call Network

The Conference Call Network (CCN) is a statewide tool that can be used to aid communication during complex, multi-jurisdictional responses. **As a general guideline** if a closure is anticipated to last longer than 12 hours, CDOT will schedule a conference call within 60 minutes of the closure. When initiated by the CDOT Unified Command representative, CCN can be used to discuss details of the incident, to coordinate among all involved agencies, and to determine the appropriate actions needed to resolve the impacts of the incident. The call-in number and start time of the CCN session will be announced over Northwest Net. The call-in information is not broadcast over the radio; distribution is restricted to a predefined email list that will be distributed prior to the CNN session. The call-in information for this plan is listed below: **[update and confirm all numbers, specific to the plan]**

Table 3.3 Conference Call Network Call-In Information

Participant Passcode:	[Insert]
Dial-In Numbers:	
Local:	1-720-279-0026
Toll Free:	1-877-820-7831

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4.0 PUBLIC INFORMATION

4.1 Traffic Operations Center

Hanging Lake Tunnel updates notifications on permanent Variable Message Sign (VMS) installations, the www.cotrip.org traveler information website, CDOT's Ready Op System, text message on Real-Time Alerts System, Highway Advisory Radio, the 511-traveler information telephone service, sends GovDelivery emails to disseminate traffic information to the public, and monitors commercial mapping applications. The TOC also notifies adjacent state's TOCs.

4.2 WebEOC

WebEOC is an internet-based Emergency Operations Center operated by the State of Colorado Division of Homeland Security and Emergency Management for the sharing of incident information. While accessible by anyone with log-in credentials, WebEOC is typically monitored by Public Information Officers (PIOs) and Emergency Managers throughout the state. WebEOC postings should only be updated with the prior approval of the Incident Commander/Unified Command.

4.3 Media Coordination

Media and public coordination have become more crucial than ever to incident management. With the advent of social media and real-time traffic mapping on motorists' smartphones, it is increasingly important for public information officers (PIOs) to be proactive in getting incident and closure messages out to the media and to the public. Communications over NWNET and conference calls are internal messages for the purpose of managing the incident response. No information broadcast over NWNET should be disseminated to the public for any reason unless it was specifically approved for release by the incident commander and clearly stated as such on the broadcast. In the event of a major incident, the lead PIO should consider activation of a JIC.

Coordination with public and media information will be managed by the Incident Commander. If the road closure is longer than 72 hours, or a CDOT planned closure, all public and media information will be managed by CDOT. The PIO from the responsible agency, if one is designated for the incident, should release information only with prior approval from the I/C, U/C or the JIC. This lead PIO will be the only direct media contact and will coordinate with CDOT and responding agencies' media personnel to provide **timely and consistent** information to the public. The lead PIO may appoint a PIO from another agency to answer media questions in correlation with the lead agency responsibility (crash/police activity - Law Enforcement, Fire - Fire Department, Weather - CDOT). Any media questions about a highway road closure can be directed to a CDOT PIO. Typically, the PIOs are working off-scene by telephone, email, or text message. One or more of the CDOT Traffic Operations Centers will facilitate public information through the posting of messages on variable message signs, social media updates (Twitter), text and e-mail notices, update of the 511 system, highway advisory radio, county text messaging systems, and traveler information postings on COTrip.org.

Staging for media personnel should be considered for Major, Extended, and Prolonged incidents to minimize media on-scene. When a media staging area is developed, the lead PIO, and potential secondary PIO, will need to provide the other media personnel with timely information. Staging should

be located outside the hazard area and as close to the scene as practical, providing the opportunity for camera shots of the impacted highway. A PIO from the lead agency should be assigned to the media staging area to coordinate on-scene dissemination of incident information. The lead PIO may assign a PIO from a different agency involved with the incident to be a secondary media contact.

For specific PIO instructions as it relates to the Glenwood Canyon, refer to Rockslide/Mudslide/Flood Protocol; **I-70 Glenwood Canyon Weather Warning and Safety Closure Protocol**. As of Oct. 2021, CDOT and local PIOs use the GroupMe app for informal and formal Glenwood Canyon updates.

4.4 Public Notification Methods

In Colorado, the Intelligent Transportation Systems branch of CDOT provides travel information via the 511 system, real-time alerts through text/email messages, Highway Advisory Radio, and at COTrip.org. CDOT PIOs provide social media updates on Twitter and Facebook.

4.5 Joint Information Centers

While the PIO for each agency will communicate directly with the Incident Commander or his/ her representative in Unified Command, all communication must come back together within a joint information center (JIC). The JIC must prepare a combined message with input from all the PIOs in the JIC. That draft message is then provided to the Incident Commander for approval before it is released. All respective agency PIOs will coordinate the release of the approved message. If an agency prefers not to release the entire message, then they may release a portion thereof. All messaging released from the JIC shall be consistent. The JIC membership must be communicated from the Incident Commander / Unified Command to their comm center for further broadcasting over NW-NET to inform all agencies of who is represented on the JIC.

4.6 Incident Response Sequence for Public Information

The trigger for PIO notification is when an Incident Commander or Unified Command is established for an intermediate or higher incident with multiple agencies involved. All messages regarding an incident must be factual (type of incident, number of lanes closed, location, detours, etc.) and approved by the Incident Commander before being released.

4.7 Mobile Mapping Application Management for Glenwood Canyon Closures

4.7.1 Purpose and Responsibility

- Ensure that mobile mapping applications are directing I-70 travelers to Official Detour Routes and avoiding dangerous roads not intended for interstate travel.

4.7.2 Concept of Operations

- It is a state responsibility to identify alternate routes for detoured traffic to be primarily traveling on state-maintained highways.
- It is a shared responsibility to monitor mapping applications to ensure the applicable roadways that each agency has responsibility for are accurately identified as open or closed.

- State and local agencies can assist each other in identifying mapping application inaccuracies or concerns but the agency with responsibility for the road will have primary responsibility to work with the mapping applications to fix any errors or concerns.

4.7.3 Communications Plan

- Local agencies can communicate to HLT (alternate contact is Golden TOC, phone number (303-512-5830) to determine an appropriate course of action if inconsistencies or concerns are noted in mapping apps.
- Most travel updates will be made through the OpenTMS data feed to Waze and TomTom.
- Minor corrections can be made with the mapping applications crisis emails:
- TomTom email: 60ason.barry@tomtom.com and tim.bethke@tomtom.com
- Waze email: waze-crisis@google.com and waze-closures@google.com
- Significant inaccuracies or concerns should be addressed through the mapping application official portals.
- If other state agencies are helping with Mapping App monitoring, they contact the CTMC (303-512-5830) with any inconsistencies in mapping
- If the situation arises where CDOT needs to coordinate with local governments for the purpose of Mapping Application Management, CDOT will contact the County Emergency Management Agency.

4.7.4 Definitions

- Waze for Cities: official mapping application portal for approved government and private entities to submit information to update mapping data on Waze and Google maps.
- TomTom Road Event Reporter: official mapping application portal for approved government and private entities to submit information to update mapping data on TomTom and Apple maps.

4.7.5 Situation of Mapping Apps

- TomTom mapping application also feeds Apple maps
- Waze mapping application also feeds Google maps.
- Waze mapping protocol picks the next fastest route when a roadway is closed. The Waze algorithm does not differentiate routes based on passenger vehicles and commercial motor vehicle use.
- The Waze algorithm will only recognize permanent restrictions; temporary route restrictions may not be identified in the application.
- TomTom mapping application information and routes can be supplemented and/or modified by TomTom support personnel or by approved state/local agency personnel through the authorized mapping portal.
- CDOT OpenTMS provides automated closure data to both TomTom and Waze.

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5.0 POST INCIDENT

Debriefing of all incidents is desirable. In consideration of time commitments, a hot wash may approach of debriefing will be used for Minor and Intermediate incidents to assess incident successes and opportunities for improvement. Formal After Action Reviews will be held for all Major, Extended, and Prolonged incidents or as requested for other incidents.

5.1 Hot Wash

The hot wash is a facilitated discussion held immediately following an incident, it is intended to capture feedback about any issues, concerns, or opportunities for improvements responders may have about incident. The Incident Commander should take notes during the hot wash and include these observations in their analysis. The hot wash should be conducted immediately following the incident once responder's vehicles have been cleared from the scene and last no more than 30 minutes. The hot wash does not replace the After Action Review procedure. Hot wash forms are provided in Appendix E.

5.2 After Action Review Objectives & Debriefing

The primary aim of the After Action Review debriefing is to examine incident actions, compare them to the TIMP, identify strengths and weaknesses, and improve future responses. A secondary aim of the incident debrief is to share information with partner agencies on performance. CDOT has an extensive public information capability to address all aspects of transportation in the State of Colorado, and traffic incident management is a subset of their responsibilities. CDOT Public Information Officer (PIO) involvement in debriefings will, therefore, be determined on a case-by-case basis, with a primary emphasis on Major, Extended, and Prolonged incidents.

5.2.1 Determining the Need for an After Action Review

An After Action Review will typically be conducted after Major, Extended, and Prolonged incidents, or all closures lasting more than 72 hours. They may also be conducted for any other incident for which CDOT or another responding agency requests the multi-agency debriefing. The Incident Commander should contact the CDOT Coordinator for this TIMP to schedule the review.

Any agency that was involved in an incident may request a debrief meeting at which point they will be designated as the 'initiator.' CDOT will take this initiation request under advisement and coordinate the activity or decline the request and provide the basis for the decision. In some cases, CDOT may accept the request with the condition that the initiator lead the meeting. CDOT plans to accept and manage debrief requests as they are deemed necessary for continued improvement of the plan.

5.2.2 Appointment and Responsibilities of Review Lead

The Lead of the After Action Review debrief meeting will normally be the CDOT Coordinator for this TIMP or his/her designee.

The Lead will provide administration and in conjunction with the initiator of the review meeting, will agree on who will be invited to participate. This procedure facilitates attendance by the appropriate persons who can represent their organization, or sections thereof, best. The procedure should also ensure the process stays on topic and is manageable. No responding agency should be excluded from participation.

It is possible that people with valuable first-hand information may be overlooked or unavailable for the review. CDOT will accept written information from these individuals to supplement the After Action Report records.

5.2.3 When to Conduct an After Action Review

Once CDOT establishes the need for an After Action Review, the in person, virtual, or hybrid meeting will be scheduled as soon as possible after an incident, normally within a week. The CDOT Coordinator for this TIMP or his/her designee will be responsible for scheduling and conducting the After Action Review within that timeframe.

5.2.4 After Action Review Objectives

The objectives of the multi-agency review include:

- Reporting on the response from the participant's perspective.
- Considering the safety and effectiveness of actions taken during the response, with focus upon traffic incident management.
- Summarizing the strengths and weaknesses of the response.
- Identifying any lessons learned in order to improve future response.
- Identifying any positive points or ideas for the future that might improve the practice of traffic incident management
- Identifying any changes needed in the Traffic Incident Management Plan.

Following the After Action Review, the Lead will:

- Prepare and distribute meeting minutes, and an After Action Report.
- Provide a factual record of the event/incident, including a brief description of the incident, chronology/timeline of incident, agencies involved, etc.
- Work with the CDOT PIO to produce a statement for issue to the media on the findings of the debriefing process.
- Arrange a follow up meeting with partner agency representatives to discuss and document the changes where lessons learned resulted in changes to the CDOT plan, policies, or practices.

5.2.5 How an After Action Review will be Conducted

The Lead will keep the focus on the After Action Review objectives, listed above, and encourage open discussion to identify any critical issues that need to be addressed in an expedient manner. An open and frank discussion should be encouraged.

Recording of the incident debrief may be made to assist with production of minutes or an After Action Report should one be required. Alternatively, CDOT may take written notes, particularly of the discussion and information sharing. The Lead, or his/her designee, will produce and distribute meeting minutes to all parties, including those jurisdictions/agencies that were unable to participate in the meeting or conference call.

The Lead will facilitate the discussion, answer questions, and seek to understand the events, issues, problems, successes, and seek to identify solutions and recommendations for improvement.

Specific recommendations that require revision of the TIMP may result from this process. CDOT will assume responsibility for making necessary changes.

The Lead may include action items in the minutes distributed to all parties. In that case, the Lead is responsible for confirming that each assignment is completed.

5.2.6 After Action Report (AAR)

An After Action Report, recognizes strengths, identifies problematic issues, proposes measures to counteract the problematic elements, and documents “lessons learned.” The After Action Report is a source of response activities of the incident and can define a plan of action for implementing improvements. It is advised that the AAR Lead or his/her designee be responsible for data collection during the incident. A template of the After Action Report is included in Appendix E.

The report should include:

- Executive Summary
- Incident Overview (includes: introduction, background, type/location of incident and chronological summary)
- Discussion of response
- Analysis of Capabilities (strengths and areas of improvements)
- Interaction of Systems, Agencies, and Programs
- Issues, Challenges, and Concerns
- Training Needs
- Summary of Recommended Improvements
- Supporting Documentation (includes: maps, charts, improvement plan, lessons learned, participant feedback form and incident events summary form)

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6.0 PROGRAM MANAGEMENT

6.1 Traffic Incident Management Team (TIMT)

To facilitate a continuing dialogue about best practices, establishment of a Traffic Incident Management Team (TIMT) is planned. Leadership representatives from all participating agencies are encouraged to participate in the TIMT. The TIMT will provide a format for collaboration in data collection; development of MOUs; funding of TIM programs; measuring progress and performance; executing mutually beneficial training; creating or updating a Traffic Incident Management Plan (TIMP); determining the future direction of the TIMP; sharing resources, etc.

The TIMT will kick off with a planning meeting. At a minimum, the kickoff meeting will establish a plan for the TIMT, including meeting frequency and actions to be undertaken by the TIMT and its members. The TIMT is responsible for maintaining the corridor contact list.

6.1.1 Goals of TIMT

A **primary goal** of the TIMT will be to identify changes to this plan or other policy guidelines that have the potential to decrease incident-related impacts without sacrificing the safety of responders, patients, or the public. Other goals are:

- Explore strategies for minimizing exposure of first responders to active traffic.
- Implement strategies through training, policy guidelines, procedural changes, and TIMP updates.
- Improvements to the physical infrastructure or new programs that may help reduce incident impacts to traffic.

As specific examples, the TIMT can explore whether courtesy patrol, on-call towing, on-call traffic control contracts, or incident traffic signal coordination plans might improve clearance times to a significant degree.

6.1.2 Training

Training regarding the TIMP and its use is recommended for CDOT personnel, first responders, communication officers, public information officers, and others. The TIMT is expected to increase awareness and execution of the TIMP within the stakeholder organizations by developing training opportunities for plan participants. Tabletop and field exercises are valuable metrics of plan implementation. Exercises offer the dual benefit of assessing the plan itself and an agency's understanding of their respective duties during plan execution. TIMT sponsored exercises should attempt to involve as many stakeholders as possible and touch on each agency's respective responsibilities during an incident. Training tools and tools for exercising may also be developed in conjunction with representatives of the TIMT.

6.1.3 Enhance Communication

The TIMT will enhance team communications and public/motorist communications by building working relationships between agencies; facilitating multi-agency training; expanding contact to additional user groups; and updating practices through combined experience. Additionally, regular interaction of the TIMT agencies will foster identification of opportunities to collaborate in pursuit of mutual goals like installation of strategic communication towers, development of training tools, expansion of CDOT VMS and camera systems, etc.

6.1.4 Performance Measures

CDOT is establishing performance measures to help track and evaluate progress toward objectives of this TIMP. Performance measurement can be helpful in determining the value of new programs and whether or not the benefits of those programs justify their costs. Performance measures are anticipated, and they include:

Roadway Clearance Time - Clearance Time is measured between Incident Detection and Verification and first confirmation that all lanes are available for traffic flow.

Incident Clearance Time - Time measured between Incident Detection and Verification and the time at which the last responder has left the scene.

Secondary Crashes - Those that occur either a) within the primary incident scene or b) within the queue, including the opposite direction. Secondary Crashes are counted whenever they occur during the Incident Clearance Time interval.

Traffic flow recording devices installed along the TIMP corridor will also be used to collect data regarding the length of time between detection of an incident and the restoration of normal traffic flow along the highway. This Total Incident Time will conclude at the point in time when average highway speeds return to expected levels. Performance measures are presented graphically in Figure 6.0.

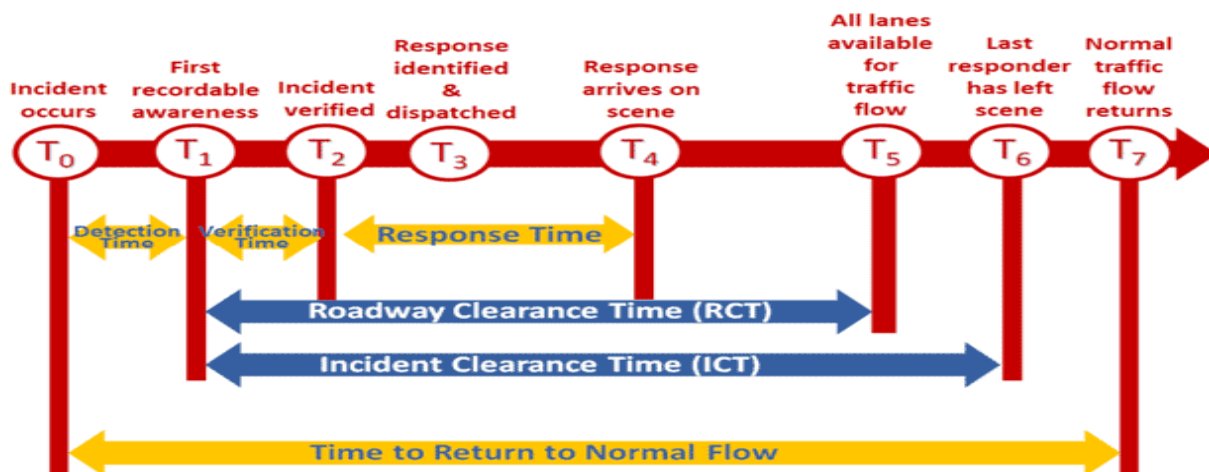


Figure: 6.0 View of Incident Timeline

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APPENDIX A – COLORADO REVISED STATUTES

TITLE 42. VEHICLES AND TRAFFIC
REGULATION OF VEHICLES AND TRAFFIC
ARTICLE 4. REGULATION OF VEHICLES AND TRAFFIC
PART 1. TRAFFIC REGULATION - GENERALLY
C.R.S. 42-4-106

[42-4-106. Who may restrict right to use highways - definitions - rules](#)

TITLE 42. VEHICLES AND TRAFFIC
REGULATION OF VEHICLES AND TRAFFIC
ARTICLE 4. REGULATION OF VEHICLES AND TRAFFIC
PART 1. TRAFFIC REGULATION - GENERALLY
C.R.S. 42-4-111

[42-4-111. Powers of local authorities](#)

TITLE 42. VEHICLES AND TRAFFIC
REGULATION OF VEHICLES AND TRAFFIC
ARTICLE 4. REGULATION OF VEHICLES AND TRAFFIC
PART 16. ACCIDENTS AND ACCIDENT REPORTS
C.R.S. 42-4-1602

[42-4-1602. Accident involving damage - duty](#)

TITLE 42. VEHICLES AND TRAFFIC
REGULATION OF VEHICLES AND TRAFFIC
ARTICLE 4. REGULATION OF VEHICLES AND TRAFFIC
PART 18. VEHICLES ABANDONED ON PUBLIC PROPERTY
C.R.S. 42-4-1803

[42-4-1803. Abandonment of motor vehicles - public property](#)

APPENDIX B – RADIO COMMUNICATION PLAN

The following are the mutual aid channels (MACs) that apply to the TIMP area. Responders will contact their communication center for talk-group assignment. Channels listed are consistent with the following Tactical Interoperable Communications (TIC) Plan:

TACTICAL INTEROPERABLE COMMUNICATIONS PLAN				
Radio Channel Utilization				
Channel	Function	Type	Assignment	Remarks
NW NET	Communications	DTR	Interoperability	Communications / announcements among Comm centers (incl. Traffic Operation Centers)
MAC 19	Incident Command	DTR	Incident Command(s) and Section Chiefs	Coordination among IC/UC and section chiefs. MAC 17, 18, 20 may also be used
HLT MAC	Incident Command (Glenwood Canyon)	DTR	All agencies first responders in Garfield and Eagle County	Incident Command for Glenwood Canyon Incident & Operations in the Glenwood Canyon
CSP Troop 4C	Operations	DTR	CSP traffic control and enforcement	Can be patched with Garfield County MAC Channel
Garfield County	Operations	DTR	Garfield County Law Enforcement Agencies	Can be patched with State DTR MAC Channels
Garfield County	Operations	DTR	Garfield County Fire and EMS Agencies	Can be patched with State DTR MAC Channels
Garfield County MAC	Operations	DTR	Garfield County Fire and EMS Agencies	Can be patched with State DTR MAC Channels
CDOT Zone 2 – King	Operations	DTR	Plow, repair operations	CDOT Maintenance in Garfield County
CDOT HLT TOC	Operations	DTR	Operations	CDOT Maintenance to hail HLT

Dispatch Crash Card Implementation

This card is being provided to all Colorado 9-1-1 centers by the Colorado Task Force on Responder Safety to keep at each calltaking/dispatch console, to remind 9-1-1 professionals that moving a crash is the **first** and **best** way to keep responders out of traffic. If the crash can be safely and legally moved, the risk to responders is drastically reduced. This practice is within the Move Your Crash law, and is also in best practices of the Traffic Incident Management System (TIMS).

Best Practices for Implementation

First, communicate with all law enforcement agencies that their 9-1-1 professionals will be using this card. It is imperative that all field officers understand the questions their calltakers will ask and the directions they will be giving to callers who report a crash, so they don't mistakenly tell the 9-1-1 professionals information contradictory to this card.



Next, provide training to all 9-1-1 calltakers and dispatchers as to the use of the card. Communicate the **WHY**: this is to save responder lives and keep them out of active traffic as much as possible. These questions should be asked of any on-scene caller involved in a motor vehicle crash.



Finally, place a copy of the card at each calltaking and/or dispatch position in the PSAP. It is also best practice to incorporate the card's use into your policies and/or procedures, requiring its use on any call reporting a crash.



Additional cards can be obtained by calling Jennifer Kirkland at 970-549-5403 or emailing jenniferk@gjcity.org.

9-1-1 PROFESSIONALS CAN SAVE RESPONDER LIVES!

When taking a report of a traffic crash, ASK:

1. Are there any injuries?

2. Are drugs or alcohol involved?

If the answer to both questions is **NO**, tell the caller to move their crash off the roadway (to the nearest off-ramp, parking lot, etc.).

Get the location of where the caller is going so you can advise the responders.

Safe, quick clearance from the roadway helps prevent secondary crashes and saves responders' lives!

C.R.S.42-4-1603



TRAFFIC INCIDENT MANAGEMENT PLAN – GARFIELD COUNTY

COMMUNICATION REFERENCE CARD

Incident Classifications

Incident Class	Duration	Typical Traffic Impact	NET Announcement
Minor	0 to 30 minutes	Short duration lane blockages; on-scene responders responsible for traffic control	No
Intermediate	30 minutes to 2 hours	Lane blockages requiring traffic control; short duration closures may be needed	Yes
Major	2 to 4 hours	Full or partial roadway closure; closure during heavy traffic demand/severe weather	Yes
Extended	4 to 72 hours	Full or partial roadway closure; may include multiple operational periods	Yes
Prolonged	Longer than 72 hours	Full or partial roadway closure; for multiple operational periods and regional effects	Yes

NW-NET

- Name for group: Garfield County
- Please acknowledge (Communication Centers), as needed
- Announce who has dispatch
- Announce detour route (Incident Command -will advise)
 - TOC will announce on Gov Delivery

Sample NW-NET messages:

Initial Incident: Attention on Garfield County (*roll call*): (*Classification-i.e. Major, Extended, Prolonged*) Incident at (*location*), please acknowledge.

Unified Command: Attention Garfield County: (*Communication Center*) has dispatch, Unified Command on MAC(*#*). Incident Command Post located at (*location*).

Incident Commander: Attention Garfield County: Incident at (*location*), (*Communication Center*) has dispatch, (*designated responding agency*) has Command. Incident Command Post located at (*location*).

Command Change: Attention Garfield County: Incident at (*location*), (*Communication Center*) has dispatch, Command has moved to (*designated responding agency*).

Incident Status Update: Attention Garfield County: Incident at (*location*), scene update: (*status of closure, IC status, etc.*).

Roadway Closed: Attention Garfield County: Incident at (*location*), (*EB, WB, etc.*) is closed-traffic is not allowed to proceed.

Detour Route: Attention Garfield County: Incident at (*location*), (*EB, WB, etc.*) traffic using detour route (*X*), see Appendix D in TIMP.

Roadway Open: Attention Garfield County: Incident at (*location*), (*EB, WB, etc.*) is now open-traffic in all lanes is restored.

Incident Clear: Attention Garfield County: Incident at (*location*), is now clear-all first responders are off-scene, incident is clear and command channel is terminated.

Communication Center Identification

- Hanging Lake Communication Center
- Craig Regional Communication Center
- Garfield County Communication Center
- Montrose Regional Communication Center
- Vail Public Safety Communication Center
- Aspen Pitkin County Communications Center
- Dispatch Center 8

DTRS MAC Channels

- MAC 17-Calling/IC
- MAC 18-Fire
- MAC 19-I/C & Law Enforcement
- MAC 20-EMS/Other
- HLT MAC - Glenwood Canyon

Radio Guidelines

- Use plain English, clear speech
- No codes
- ID location

Unified Command

- Announce who has Communications
- Garfield County
- VHF/UHF system users: switch to DTRS system

Detour Routes

- Incident Command will advise of selected detour route.
- Routes are illustrated in Appendices C & D of the Garfield County document.
- Typically, US 6 is the primary detour route for I70.
- Announce on NW-NET

APPENDIX C - REGIONAL DETOURS

North Route:

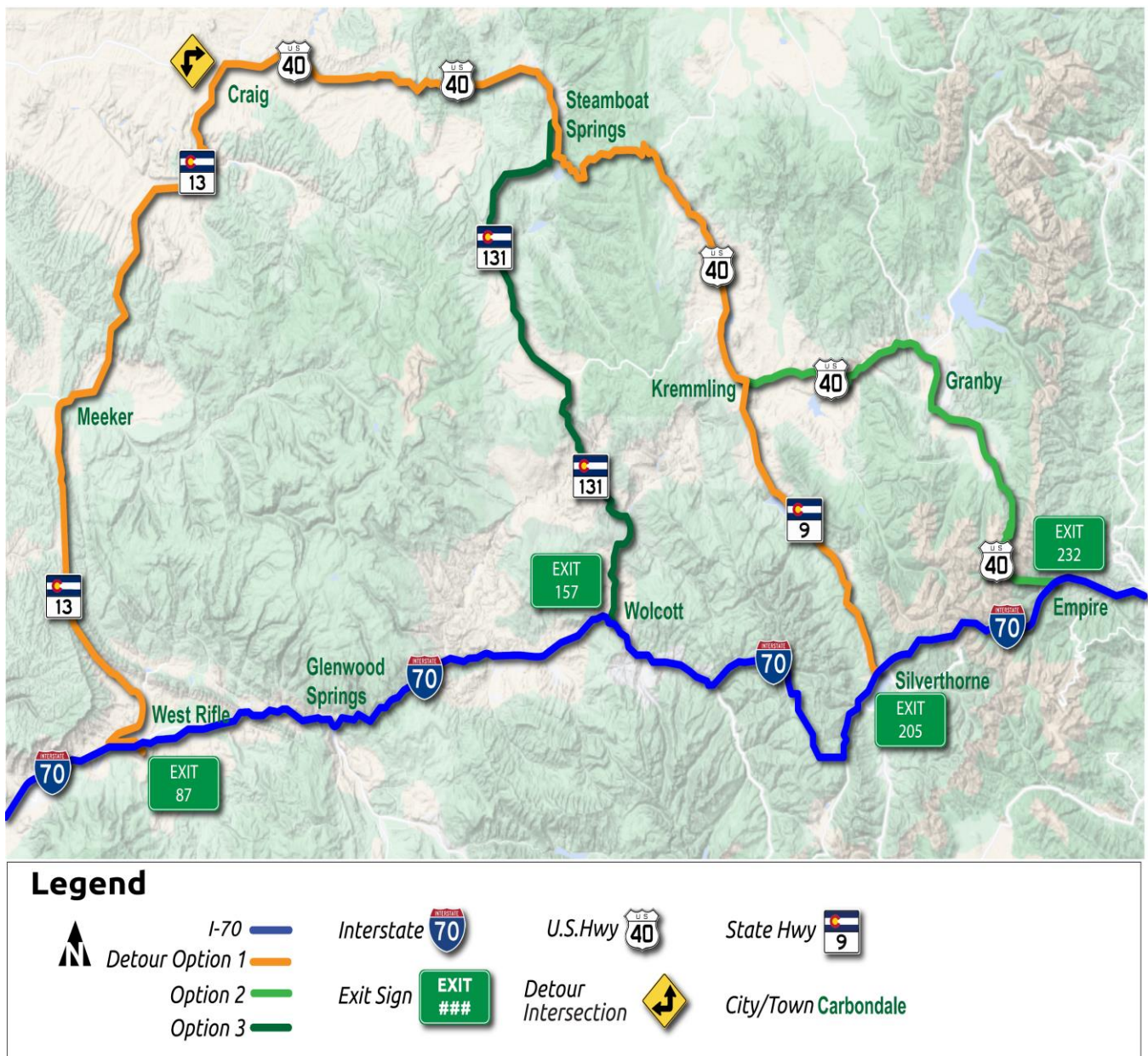


Figure C.1 I70 Alternate Route North Detour

South Route:

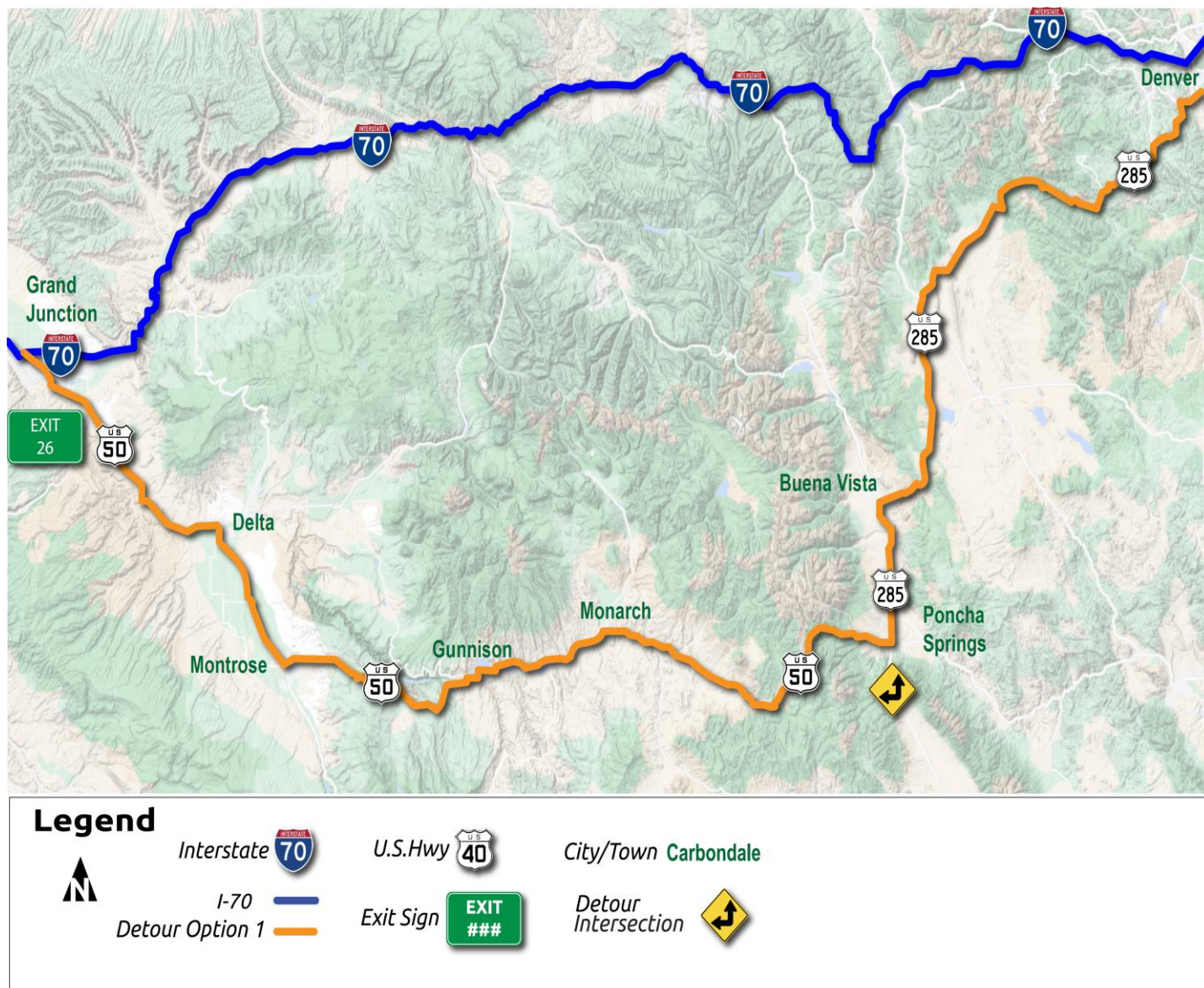


Figure C.2 I70 Alternate Route South Detour

Hazardous Materials Route:

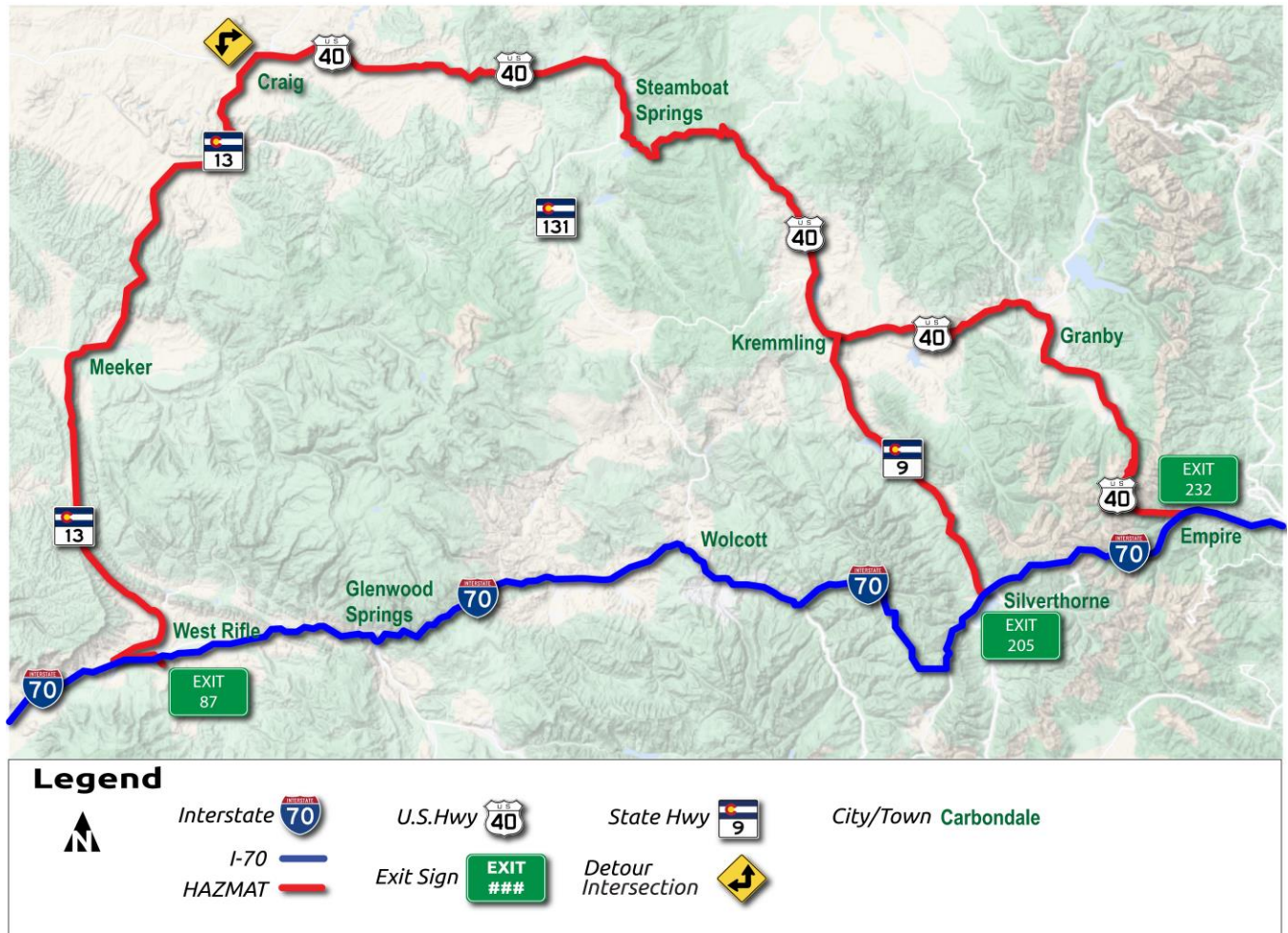


Figure C.3 I70 Hazardous Materials Alternate Route

Rifle Insert:

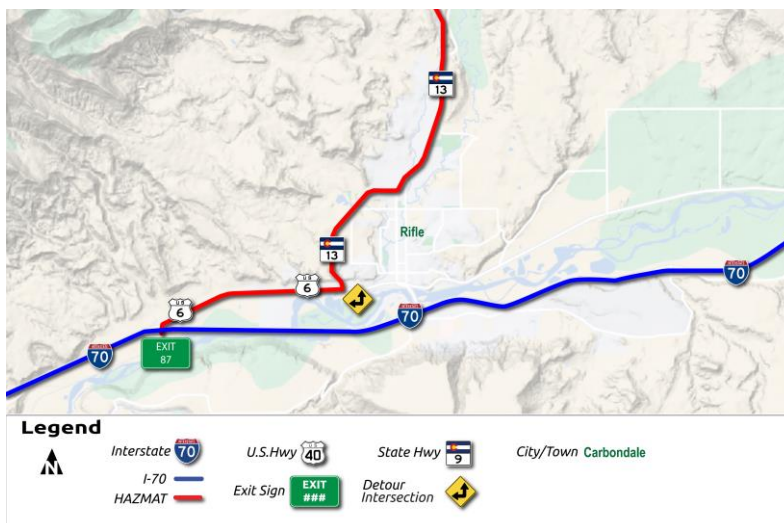


Figure C.4 I70 Hazardous Materials Alternate Route-Rifle Insert

APPENDIX C - REGIONAL DETOUR, HAZARDOUS MATERIALS
C.3

Official Detour Routes / Roads Not to be Listed / Application Check Links

- Official detour routes that should be listed as preferred routes.
- All routes are State, US, Interstate Highways maintained by CDOT or adjoining state agencies.
- Google links can be tested on a Windows, Android, or Apple device.
- **Apple links must be tested on an Apple device, otherwise they will open in Google Maps.**

Inter-state Detour to I-80 (East to West):

I-70W to I-25N Options • I-70 Exit 289 (Aurora) -> E-470N (Toll) to Exit 47 (Broomfield) -> I-25N toward Cheyenne, WY • I-70 Exit 279A (Denver) -> I-270 to Exit 0 -> I-25N toward Cheyenne, WY • I-70 Exit 271 (Denver) -> I-25N towards Cheyenne, WY
I-25N to I-80W Options • I-25N from Denver to Exit 8B (Cheyenne, WY) -> I-80W toward Laramie, WY and Rawlins, WY • I-25N from Denver to Exit 269B (Fort Collins) -> CO-14W towards Ft Collins -> US287N to Laramie, WY -> I-80
Application Test Links • Kansas City, KS to Sulphurdale, UT - Google (No Tolls) • Limon, CO to Rawlins, WY - Google (No tolls) • Kansas City, KS to Sulphurdale, UT - Apple • Limon, CO to Rawlins, WY - Apple

Inter-state Detour from I-80 (West to East):

I-80E to I-25S Options • I-80 Exit 359A (Cheyenne) -> I-25S towards Denver • I-80E Exit 313 (Laramie, WY) -> US287S toward Fort Collins -> CO-14E to I-25 -> I-25S towards Denver
I-25S to I-70E Options • I-25S from Ft Collins to Exit 228 (Broomfield) -> E-470S (Toll) to Exit 20 (Aurora) -> I-70 • I-25S from Ft Collins to Exit 217B (Denver) -> I-270E towards Aurora -> I-70 • I-25S from Ft Collins to Exit 214A (Denver) -> I-70
Application Test Links • Sulphurdale, UT to Kansas City, KS - Google (No Tolls) • Rawlins, WY to Limon, CO - Google (No tolls) • Sulphurdale, UT to Kansas City, KS - Apple • Rawlins, WY to Limon, CO - Apple

Inter-state Detour to I-40 (East to West):

I-70 to I-25 Options • I-70 Exit 359 (Limon) -> US24 towards Colorado Springs -> I-25S towards Pueblo • I-70 Exit 289 (Aurora) -> E470S (Toll) to Exit 1A (Englewood) -> I-25S towards Colorado Springs • I-70 Exit 282 (Aurora) -> I-225S to Exit 1A (Denver Tech Center) -> I-25S towards Colorado Springs • I-70 Exit 274 (Denver) -> I-25S towards Colorado Springs
I-25 to I-40 • I-25S from Colorado to Exit 226A (Albuquerque) -> I-40

Application Test Links

- [Kansas City, KS to Sulphurdale, UT - Google \(No Tolls\)](#)
- [Limon, CO to Grants NM - Google \(Default Route\)](#)
- [Limon, CO to Grants NM - Google \(Front Range\)](#)
- [Watkins, CO to Grants, NM - Google \(No Tolls\)](#)
- [Kansas City, KS to Sulphurdale, UT - Apple](#)
- [Limon, CO to Grants NM - Apple](#)
- [Watkins, CO to Grants, NM - Apple](#)

Inter-state Detour from I-40 (West to East):

I-40 to I-25

- I-40 Exit 159B (Albuquerque) -> I-25N towards Colorado

I-25 to I-70 Options

- I-25N from New Mexico to Exit 139 (Colorado Springs) -> US-24E to Limon -> I-70
- I-25N from New Mexico to Exit 194 (Englewood) -> E-470N (Toll) to Exit 20A (Aurora) -> I-70
- I-25N from New Mexico to Exit 200 (Denver Tech Center) -> I-225E to Exit 12B (Aurora) -> I-70
- I-25N from New Mexico to Exit 214A (Denver) -> I-70

Application Test Links

- [Sulphurdale, UT to Kansas City, KS - Google \(No Tolls\)](#)
- [Grants NM to Limon, CO - Google \(Default Route\)](#)
- [Grants NM to Limon, CO - Google \(Front Range\)](#)
- [Grants, NM to Watkins, CO - Google \(No Tolls\)](#)
- [Sulphurdale, UT to Kansas City, KS - Apple](#)
- [Grants NM to Limon, CO - Apple](#)
- [Grants, NM to Watkins, CO - Apple](#)

Colorado North Detour - East to West:

I-70 Exit 205 (Silverthorne) -> CO-9N to Kremmling -> US-40W to Craig -> CO-13S to Rifle -> I-70

Application Test Links

- [Denver to Glenwood Springs - Google](#)
- [Gypsum to Glenwood Springs - Google](#)
- [Gypsum to Basalt - Google](#)
- [Gypsum to Grand Junction - Google](#)
- [Buena Vista to Aspen - Google](#)
- [Denver to Glenwood Springs - Apple](#)
- [Gypsum to Glenwood Springs - Apple](#)
- [Gypsum to Basalt - Apple](#)
- [Gypsum to Grand Junction - Apple](#)
- [Buena Vista to Aspen - Apple](#)

Colorado North Detour - West to East:

I-70 Exit 90 (Rifle) -> CO-13N to Craig -> US-40E to Kremmling -> CO-9S to Silverthorne -> I-70
Application Test Links • Glenwood Springs for Denver - Google • Glenwood Springs to Gypsum - Google • Basalt to Gypsum - Google • Grand Junction to Gypsum - Google • Aspen to Buena Vista - Google • Glenwood Springs for Denver - Apple • Glenwood Springs to Gypsum - Apple • Basalt to Gypsum - Apple • Grand Junction to Gypsum - Apple • Aspen to Buena Vista - Apple

Colorado North Detour - Routes Not to be Listed or Impassable to General Public Traffic:

Cottonwood Pass (Cottonwood Pass Rd/County Rd 10A) Gypsum Creek Rd and all offshoots of Gypsum Creek Rd Crooked Creek Pass (Eagle-Thomasville Rd/Forest Rd 400) Coffee Pot Rd/Transfer Trail (Forest Rd 600) Independence Pass (Hwy 82) Hagerman Pass (Basalt to Leadville) Red Table Mountain Road (Red Creek Road/Forest Rd 425)
--

Colorado South Detour: East to West:

I-70 Exit 260 (Golden) -> C470E through Morrison to Exit 5A -> US-285S through Johnson Village to Poncha Springs -> US-50W through Montrose to Grand Junction -> I-70
Application Test Links • Denver to Grand Junction - Google • Denver to Grand Junction - Apple

Colorado South Detour - West to East

I-70 Exit 26 (Grand Junction) -> US-50E through Montrose to Poncha Springs -> US-285N through Johnson Village to Morrison -> C470N Exit 5A to Golden -> I-70
Application Test Links • Grand Junction to Denver - Google • Grand Junction to Denver - Apple

Colorado South Detour - Routes Not to be Listed or Impassable to General Public Traffic:

Cottonwood Pass (Between Buena Vista and Taylor Park) - Chaffee Co 306 / Gunnison Co 209 Kebler Pass (Between Crested Butte and Paonia) - Gunnison Co 12 Tin Cup Pass (Between St Elmo and Tn Cup) - FS 267 Ohio Pass (Between Gunnison and Kebler Pass) - Gunnison Co 730

APPENDIX D – LOCAL DETOUR ROUTES



Figure D.1 I-70 Alternate Route Aspen to Leadville

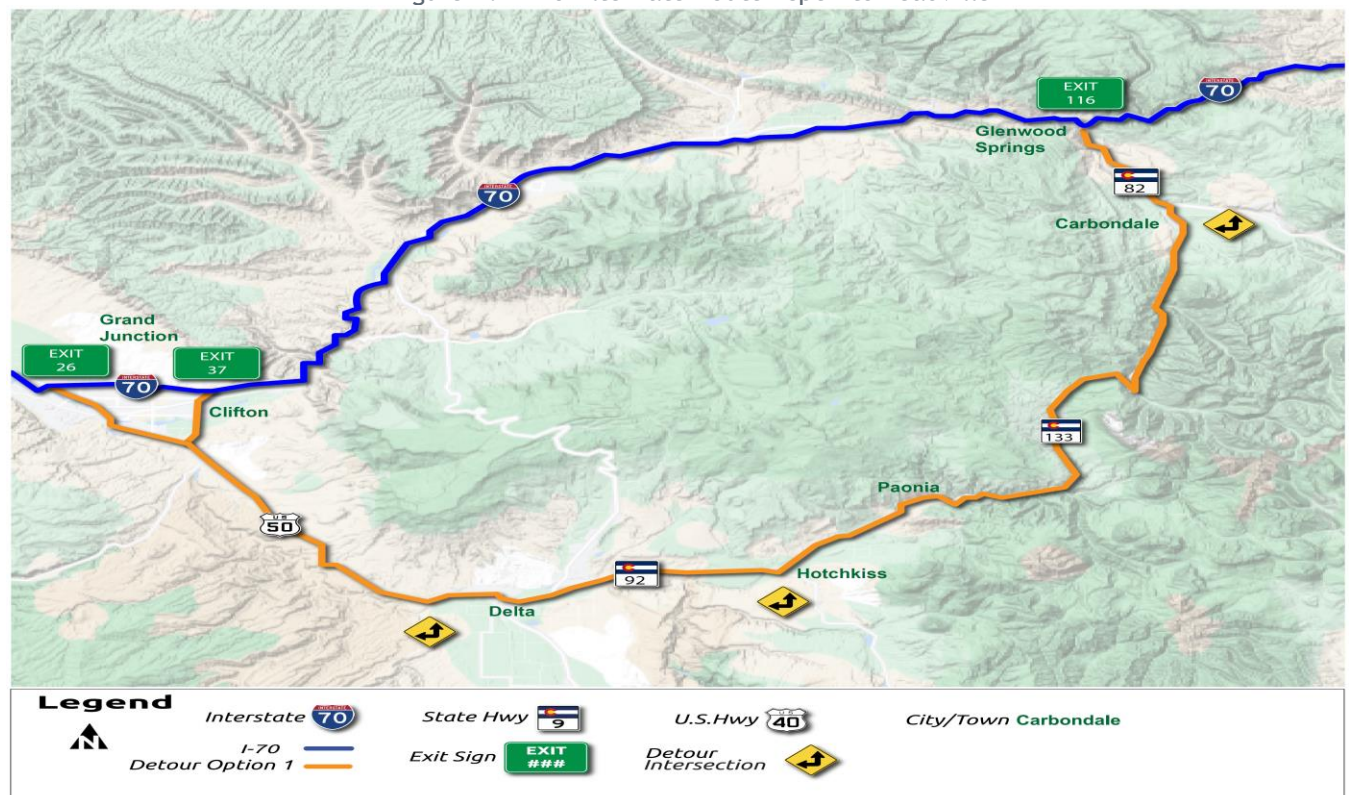


Figure D.2 I-70 Alternate Route Glenwood to Grand Junction

APPENDIX D - LOCAL DETOUR ROUTES D.1



Figure: D.3 Alternate Route MP 62-72 & 75



Figure: D.4 Alternate Route MP 75-81

APPENDIX D - LOCAL DETOUR ROUTES

D.2



Figure: D.5 Alternate Route MP 81-87 & 90

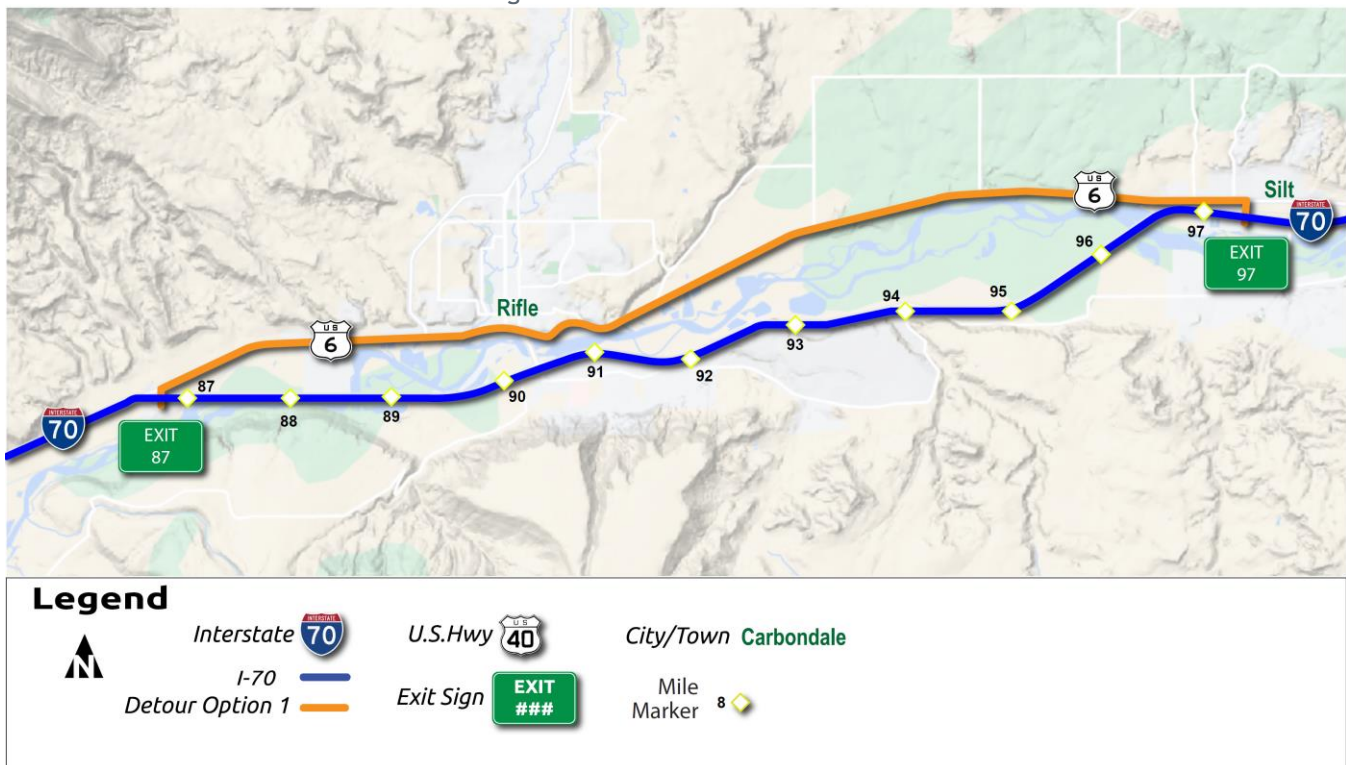


Figure: D.6 Alternate Route MP 87-97

APPENDIX D - LOCAL DETOUR ROUTES
D.3

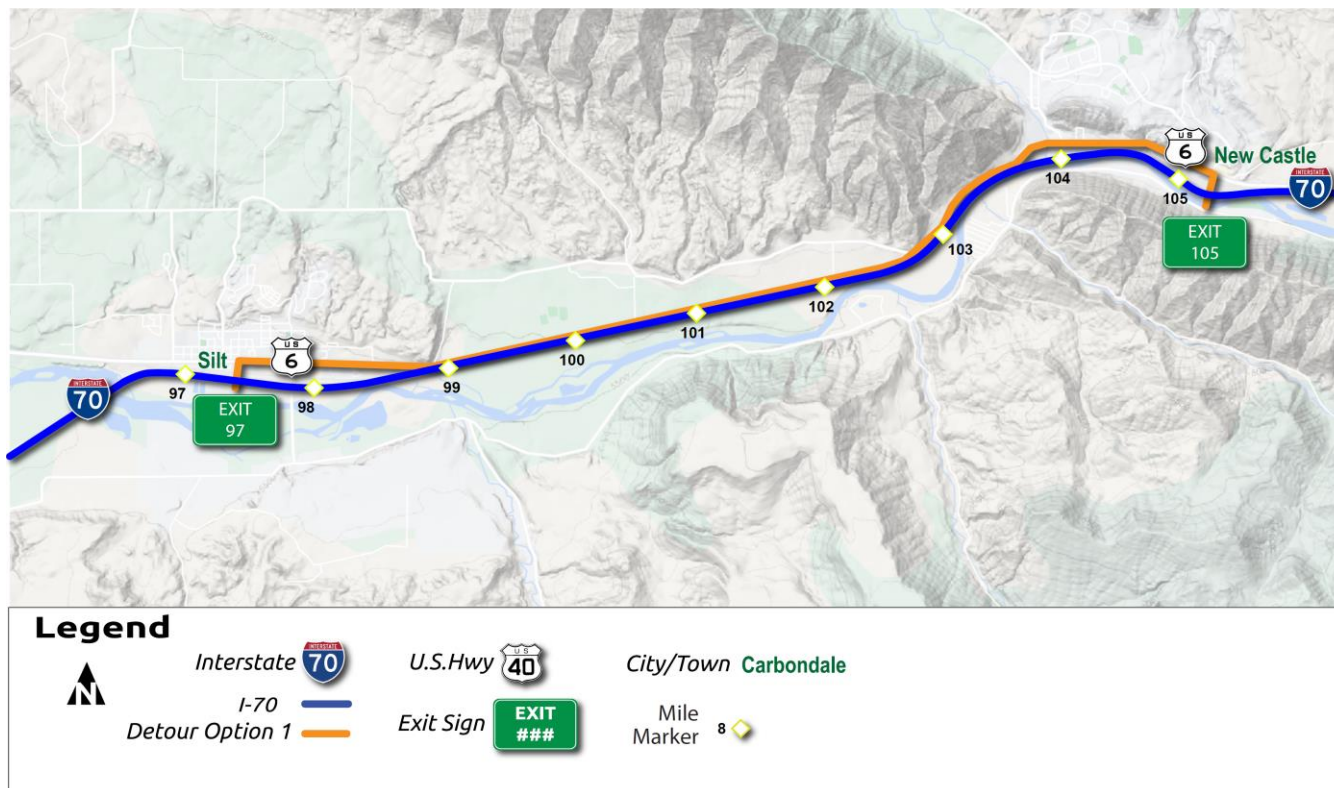


Figure: D.7 Alternate Route MP 97-105

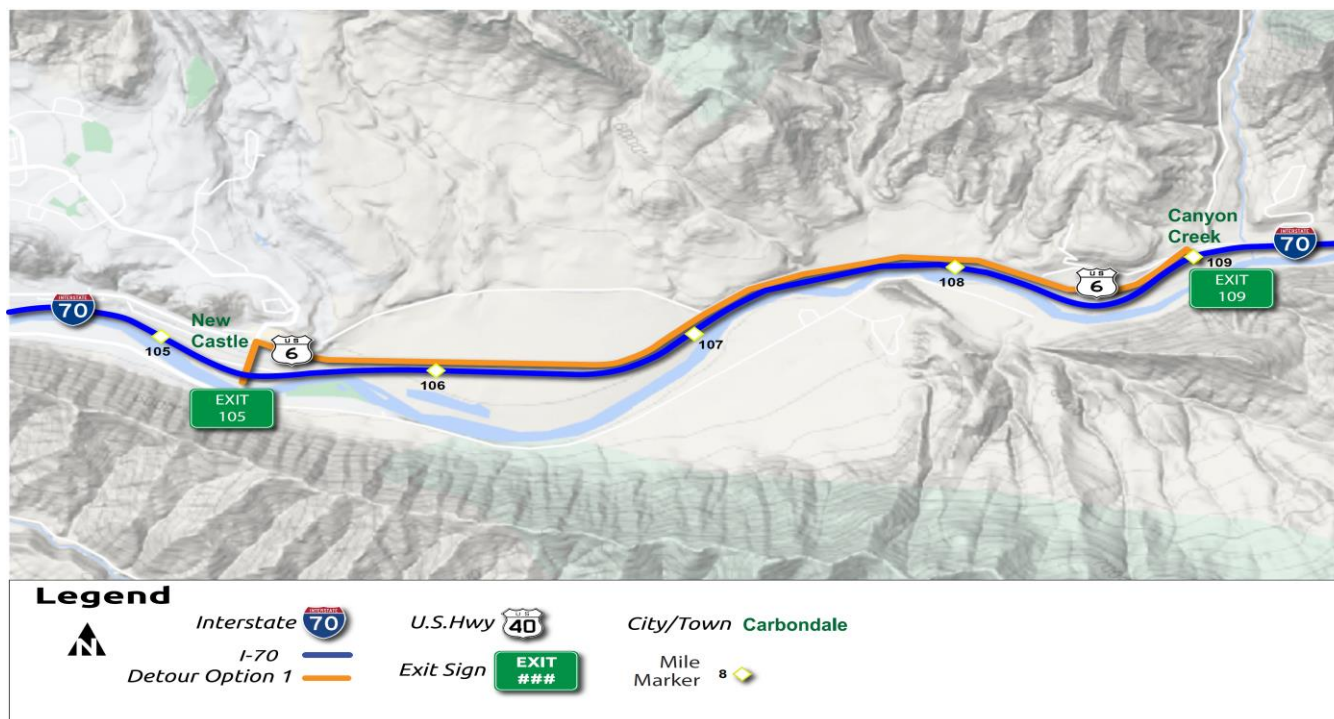


Figure: D.8 Alternate Route MP 105-109

APPENDIX D - LOCAL DETOUR ROUTES

D.4



Figure: D.9 Cottonwood Pass

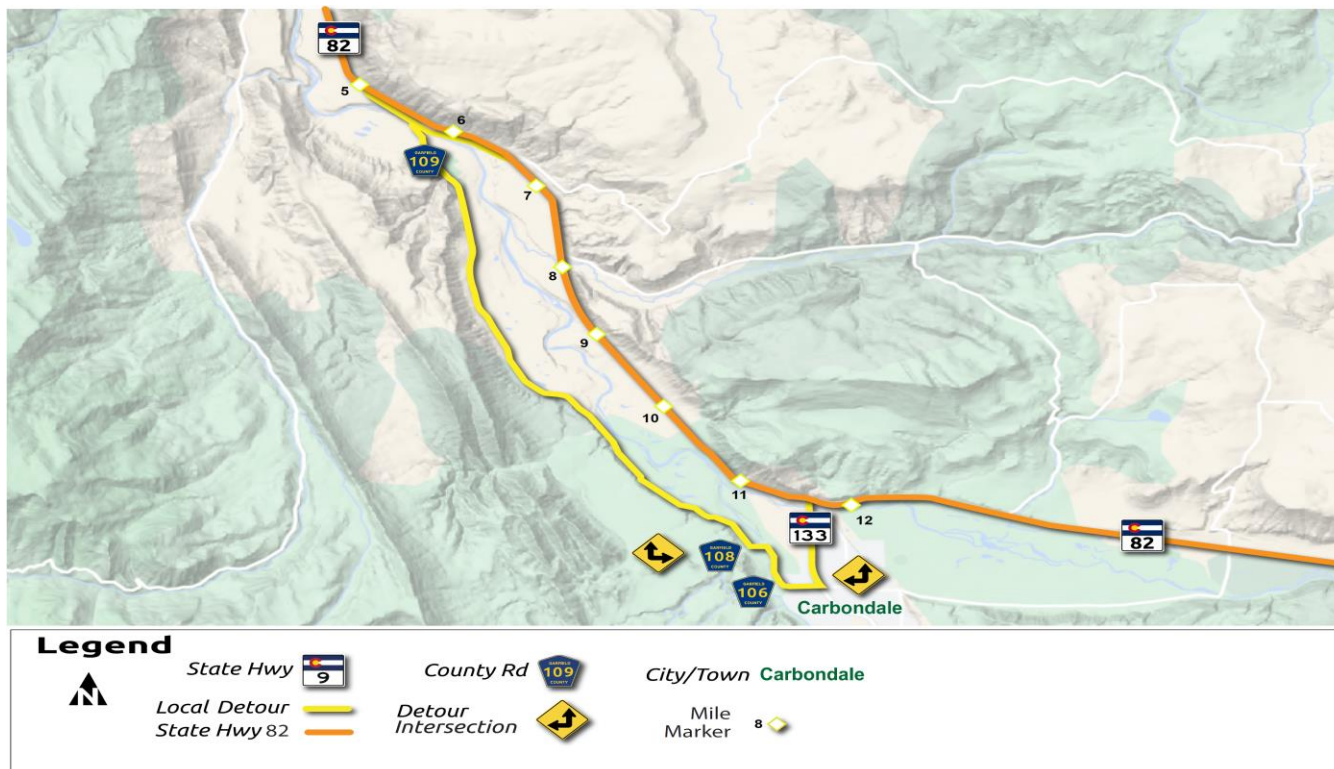


Figure: D.10 SH82 Glenwood Springs to Carbondale

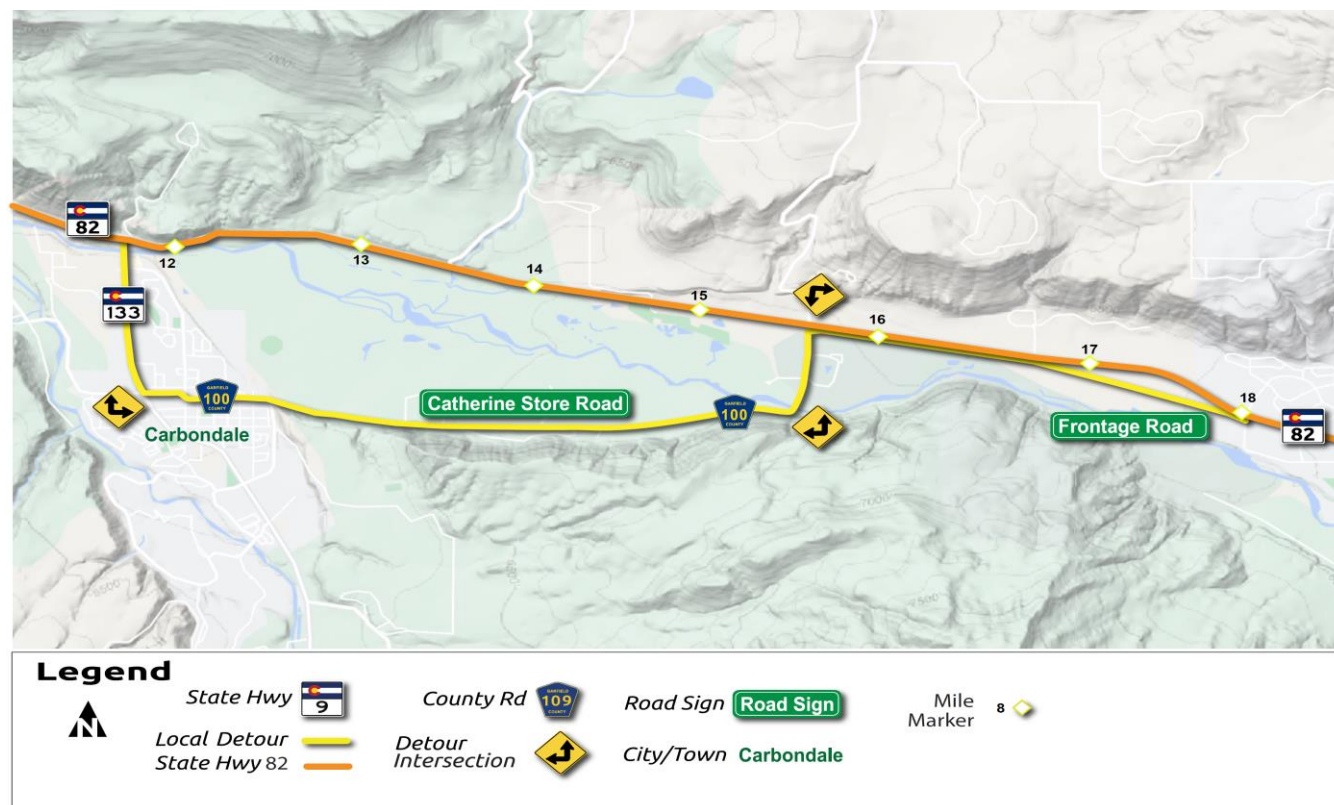


Figure: D.11 SH82 Carbondale to Catherine's Store

APPENDIX D - LOCAL DETOUR ROUTES

D.6

APPENDIX E - HOT WASH AND AFTER ACTION REPORT FORMS

Forms for the Hot Wash and After Action Report template are included. The Hot Wash does not need to have formal documentation, but a summary from on-scene personnel should be provided to the Incident Commander.

A template for the After Action Report is provided; within the After Action Report template is a form for participant feedback. The Participant Feedback Form should be distributed to on-scene personnel when an After Action Review will be conducted; the form can be sent electronically, or submitted as a hard copy. Summaries of the Participant Feedback Form will be incorporated into the After Action Report.

HOT WASH FORM

Fill out Hot Wash Form and return to the Incident Commander.

Incident Name: _____ Incident Date: _____

Participant Name: _____ Title: _____

Agency: _____ Email: _____

Role: _____ Phone: _____

List the top 3 Strengths:

1.

2.

3.

List the top 3 Areas for Improvement:

1.

2.

3.

Additional Remarks or Comments:

[Note for After Action Report/Improvement Plan (AAR/IP) Template:

- Text found in this document that is highlighted and bracketed is included to provide instruction or to indicate a location to input text.
- All text that is not highlighted is to be included in the final version of the AAR/IP.]

[FULL INCIDENT NAME]

[Incident Dates]

AFTER ACTION REPORT/ IMPROVEMENT PLAN

[Publication Date]

[On the cover page, insert additional graphics such as logos, pictures, and background colors as desired. The word “Draft” should be included before the phrase “After Action Report/Improvement Plan” on the cover page and in the header/footer of all versions except the final AAR/IP.]

Appendix from Homeland Security Incident and Evaluation Program (HSEEP)
After Action Report/Improvement Plan (AAR/IP)

[Full Incident Name]

[Incident Name Continued]

ADMINISTRATIVE HANDLING INSTRUCTIONS

The title of this document is [complete and formal title of document].

The information gathered in this AAR/IP is classified as [For Official Use Only (FOUO)] and should be handled as sensitive information not to be disclosed. This document should be safeguarded, handled, transmitted, and stored in accordance with appropriate security directives. Reproduction of this document, in whole or in part, without prior approval from [agency] is prohibited.

At a minimum, the attached materials will be disseminated only on a need-to-know basis and when unattended, will be stored in a locked container or area offering sufficient protection against theft, compromise, inadvertent access, and unauthorized disclosure.

Points of Contact: [List all points of contact.]

[Incident Commander:]

Name

Title

Agency

Street Address

City, State ZIP

xxx-xxx-xxxx (office)

xxx-xxx-xxxx (cell)

e-mail

[other:]

Name

Title

Agency

Street Address

City, State ZIP

xxx-xxx-xxxx (office)

xxx-xxx-xxxx (cell)

e-mail

Appendix from Homeland Security Incident and Evaluation Program (HSEEP)
After Action Report/Improvement Plan (AAR/IP)

[Full Incident Name]
[Incident Name Continued]

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Appendix 3: Participant Feedback Summary..... [p]

Appendix 4: Incident Events Summary Table [p]

[If an AAR contains graphics, figures, or tables, they should be numbered and listed in the Contents section (e.g. Figure 1, Table 1, etc.)]

EXECUTIVE SUMMARY

[When writing the Executive Summary, keep in mind that this section may be the only part of the AAR/IP that some people will read. Introduce this section by stating the full name of the incident and providing a brief overview of the incident. All areas will be discussed in more detail in the subsequent chapters of the AAR/IP. In addition, the Executive Summary may be used to summarize any high-level observations that cut across multiple capabilities.]

The purpose of this report is to analyze incident results, identify strengths to be maintained and built upon, identify potential areas for further improvement, and support development of corrective actions.

[In general, the major strengths and primary areas for improvement should be limited to three each to ensure the Executive Summary is high-level and concise.]

Major Strengths

The major strengths identified during this incident are as follows:

- [Describe each major strength.]
- [Additional major strength]
- [Additional major strength]

Primary Areas for Improvement

Throughout the incident, several opportunities for improvement were identified. The primary areas for improvement, including recommendations, are as follows:

- [State each primary area for improvement and its associated key recommendation(s).]
- [Additional key recommendation]
- [Additional key recommendation]

SECTION 1: INCIDENT OVERVIEW

[Information in the Incident Overview should be “structured data”—written as a list rather than in paragraph form—in order to facilitate preparation of other parts of the AAR/IP, maintain consistency within AAR/IPs, and facilitate the analysis of AAR/IPs for program reporting.]

Incident Details

Incident Name

[Insert formal name of incident, which should match the name in the header.]

Type of Incident

[Insert the type of incident.]

Incident Start Date/Time

[Insert the month, day, year and time that the incident began.]

Incident End Date/Time

[Insert the month, day, year and time that the incident ended.]

Duration

[Insert the total length of the incident, in day or hours, as appropriate.]

Location

[Insert all applicable information regarding the specific location of the incident; including any city, State, Federal region, international country, or military installation.]

Weather Conditions

[The weather conditions and road conditions occurring during the incident]

Secondary Crash Incidences

[A review of response to any secondary crashes in the queue, detour routes or local roadways along detour or adjacent to crash area].

Participating Organizations

[Insert a list of the individual participating organizations or agencies, including Federal, State, Tribal, non-governmental organizations, local and international agencies, and contract support companies as applicable.]

Number of Participants

[Insert a list of the total number of each of the following incident participants, as applicable.]

Scenario Summary

[This section should summarize the scenario or situation, key events, and the time in which these events occurred.]

SECTION 2: ANALYSIS OF CAPABILITIES

This section of the report reviews the performance of the incident capabilities, activities, and tasks. In this section, observations are organized by capability and associated activities. The capabilities of [full incident name] are listed below. Each capability is followed by related observations, which include references, analysis, and recommendations.

[The format for Chapter 2, as described above, represents the preferred order for analysis of incident observations. However, observations that are cross-cutting and do not apply to one, specific activity within the capability should be listed first, directly under the capability summary.]

Capability 1: [Capability Name]

Capability Summary: [Include a detailed overview of the capability. The exact length of this summary will depend on the scope of the incident.]

Observation 1.1: [Begin this section with a heading indicating whether the observation is a “Strength” or an “Area for Improvement.” A strength is an observed action, behavior, procedure, and/or practice that is worthy of recognition and special notice. Areas for improvement are those areas in which the evaluator observed that a necessary task was not performed or that a task was performed with notable problems. Following this heading, insert a short, complete sentence that describes the general observation.]

References: [List relevant plans, policies, procedures, laws, and/or regulations, or sections of these plans, policies, procedures, laws, and/or regulations. If no references apply to the observation, it is acceptable to simply list “N/A” or “Not Applicable.”]

1. [Name of the task and the applicable plans, policies, procedures, laws, and/or regulations and 1-2 sentences describing their relation to the task]
2. [Name of the task and the applicable plans, policies, procedures, laws, and/or regulations and 1-2 sentences describing their relation to the task]
3. [Name of the task and the applicable plans, policies, procedures, laws, and/or regulations and 1-2 sentences describing their relation to the task]

Analysis: [The analysis section should be the most detailed section of Section 2. Include a description of the behavior or actions at the core of the observation, as well as a brief description of what happened and the consequence(s) (positive or negative) of the action or behavior. If an action was performed successfully, include any relevant innovative approaches utilized by the incident participants. If an action was not performed adequately, the root-causes contributing to the shortcoming must be identified.]

Recommendations: [Insert recommendations to address identified areas for improvement, based on the judgment and experience of the evaluation team. If the observation was identified as a strength, without corresponding recommendations, insert “None.”]

1. [Complete description of recommendation]

Appendix from Homeland Security Incident and Evaluation Program (HSEEP)
After Action Report/Improvement Plan (AAR/IP)

[Full Incident Name]

[Incident Name Continued]

2. [Complete description of recommendation]
3. [Complete description of recommendation]

[Continue to add additional observations, references, analyses, and recommendations for each capability as necessary. Maintain numbering convention to allow for easy reference.]

SECTION 3: CONCLUSION

[This section is a conclusion for the entire document. It provides an overall summary to the report. It should include the demonstrated capabilities, lessons learned, major recommendations, and a summary of what steps should be taken to ensure that the concluding results will help to further refine the TIMP document, policies, procedures, and training for this type of incident.]

Appendix from Homeland Security Incident and Evaluation Program (HSEEP)
After Action Report/Improvement Plan (AAR/IP)

[Full Incident Name]
[Incident Name Continued]

APPENDIX 1: IMPROVEMENT PLAN

This improvement plan has been developed specifically for [identify the State, county, jurisdiction, etc., as applicable] as a result of [full incident name] conducted on [date of incident]. These recommendations draw on both the After Action Report and the After Action Conference. [The IP should include the key recommendations and corrective actions identified in *Chapter 2: Analysis of Capabilities.*]

Improvement Plan Matrix

Capability	Observation Title	Recommendation	Corrective Action Description	Primary Responsible Agency	Agency POC	Start Date	Completion Date
[Capability 1: Capability Name]	1. Observation 1						
	2. Observation 2						

APPENDIX 2: LESSONS LEARNED

While the After Action Report/Improvement Plan includes recommendations which support development of specific post-incident corrective actions, incidents may also reveal lessons learned which can be shared with the broader homeland security audience. The Department of Homeland Security (DHS) maintains the *Lessons Learned Information Sharing* (LLIS.gov) system as a means of sharing post-incident lessons learned with the emergency response community. This appendix provides jurisdictions and organizations with an opportunity to nominate lessons learned from incidents for sharing on *LLIS.gov*.

For reference, the following are the categories and definitions used in *LLIS.gov*:

- **Lesson Learned:** Knowledge and experience, positive or negative, derived from actual incidents, such as the 9/11 attacks and Hurricane Katrina, as well as those derived from observations and historical study of operations, training, and exercises.
- **Best Practices:** Exemplary, peer-validated techniques, procedures, good ideas, or solutions that work and are solidly grounded in actual operations, training, and exercise experience.
- **Good Stories:** Exemplary, but non-peer-validated, initiatives (implemented by various jurisdictions) that have shown success in their specific environments and that may provide useful information to other communities and organizations.
- **Practice Note:** A brief description of innovative practices, procedures, methods, programs, or tactics that an organization uses to adapt to changing conditions or to overcome an obstacle or challenge.

Incident Lessons Learned

[Insert a summary of lessons learned here. If there are not any nominations for inclusion in the DHS *LLIS.gov* system, a simple statement to that effect should be included here.]

APPENDIX 3: PARTICIPANT FEEDBACK SUMMARY

[Provided in this section is a sample Participant Feedback Form, which should be distributed to incident participants at a post-incident hot wash for Major incidents. Appendix 3 of the AAR/IP should provide a summary of the feedback received through this form.]

Participant Feedback Form

Incident Name: _____ Incident Date: _____

Participant Name: _____ Title: _____

Agency: _____ Email: _____

Role: _____ Phone: _____

Part I: Recommendations and Corrective Actions

1. Based on the incident today and the tasks identified, list the top 3 strengths and/or areas that need improvement.

2. Identify the corrective actions that should be taken to address the issues identified above. For each corrective action, indicate if it is a high, medium, or low priority.

3. Describe the corrective actions that relate to your area of responsibility. Who should be assigned responsibility for each corrective action?

4. List the applicable equipment, training, policies, plans, and procedures that should be reviewed, revised, or developed. Indicate the priority level for each.

Appendix from Homeland Security Incident and Evaluation Program (HSEEP)
After Action Report/Improvement Plan (AAR/IP)

[Full Incident Name]

[Incident Name Continued]

Part II – Participant Feedback

Please provide any recommendations on how this incident or future incidents could be improved or enhanced.

APPENDIX 4: INCIDENT EVENTS SUMMARY TABLE

[This section should summarize what actually happened during the incident in a timeline table format.]

Incident Events Summary

Date	Time	Event/Action

APPENDIX F – AGENCY CONTACT LIST

AGENCY	NAME	EMAIL ADDRESS	PHONE	CELL	DISCIPLINE
CSP	Jared Rapp	jared.rapp@state.co.us	720-963-3115	970-668-6852	Troop 4C, Captain
CSP	Dillon Guinn	dillon.guinn@state.co.us	970-824-6501	970-824-6501	Troop 4C, Corporal
CSP	Elaine Moe	elaine.moe@state.co.us	720-415-1657		CSP Dispatch Craig
CSP	Kim Zimmerman	Kim.zimmerman@state.co.us	970-249-4392		CSP Dispatch Montrose
CDOT	Todd (TJ) Blake	todd.blake@state.co.us	970-640-3452	970-683-6307	CDOT, Section 2 Deputy Superintendent
CDOT	Fred Cummings	fred.cummings@state.co.us	970-683-7583		CDOT, Section 2 Deputy Superintendent
CDOT	Michael Bosshardt	michael.bosshardt@state.co.us	970-625-2286		CDOT, TM III
CDOT	Kirk Mardesen	kirk.mardesen@state.co.us	970-945-3849		CDOT, TM III
CDOT	Don Poole	donald.poole@state.co.us	970-384-3356		CDOT, LTC Ops
CDOT	Trevor Allen	trevor.allen@state.co.us	970-945-3843	970-589-5119	CDOT, LTC Ops, HLT Operations Center
CDOT	Elise Thatcher	elise.thatcher@state.co.us		303-927-8299	CDOT, Region 3 PIO
CDOT	Marc Travis	marc.travis@state.co.us			CDOT
CDOT	Lee DeGraffenried	lee.degraffenried@state.co.us	970-623-3843		CDOT, TM III
CDOT	Stacia Sellers	stacia.sellers@state.co.us			CDOT, PIO
CDOT	Gregg Slone	gregg.slone@state.co.us	970-986-9965		CDOT, TM III
CDOT	Andrew Knapp	andrew.knapp@state.co.us			CDOT, Engineer
GVFPD	David A. Blair	firechief@gvfpd.org		970-250-9851	GVFPD, Fire Chief
GVFPD	Chris Jackson	opschief@gvfpd.org	970-210-3263	970-210-3263	GVFPD, Deputy Fire Chief
CDOT	Ryan Tyler	ryan.tyler@state.co.us		720-456-8272	CDOT, Real-time Ops Branch Manager
COGS	Bryana Starbucks	bryana.starbuck@cogs.us		970-309-7521	Glenwood Spgs PIO
GSFD	Gary Tillotson	gary.tillotson@cogs.us	(970) 384-6480	970-618-5252	Glenwood Spgs Fire Chief
GSFD	Doug Gerrald	doug.gerrald@cogs.us	(970) 384-6480	970-319-9717	Glenwood Spgs Fire Deputy Chief
GSPD	Bill Kimminau	bill.kimminau@cogs.us	970-984-6500	970-379-2463	Glenwood Spgs Police Department
GSPD	Logann Crawford	logann.crawford@cogs.us	(970) 384-6500	970-379-3705	Glenwood Spgs Police Department

[illegible]

APPENDIX G – RESPONDER CHECK LIST/FIRST RESPONDER PARKING

EMERGENCY RESPONDER CHECKLIST

**** Safety - ANSI-approved high-visibility, retro-reflective safety apparel (safety vests) needs to be worn at all times while working the incident ****

**** Be alert, minimize exposure, and face traffic ****

**** Move it or work it ****

Incident Class	Expected Duration	Typical Traffic Impact
Minor	0 to 30 minutes	Short duration lane blockages; first responders responsible for traffic control
Intermediate	30 minutes to 2 hours	Lane blockages requiring traffic control; short duration closures may be needed
Major	2 to 4 hours	Full or partial roadway closure during heavy traffic demand/severe weather
Extended	4 to 72 hours	Full or partial roadway closure; may include multiple operational periods
Prolonged	Longer than 72 hours	Full or partial roadway closure; for multiple operational periods and regional effects

Initial windshield report: Upon Arrival

- ☐ Location
- ☐ Number and types of vehicles involved
- ☐ Injuries and extent if known
- ☐ Apparent cause of incident
- ☐ Classification of incident; expected time of closure
- ☐ Potential threats to safety: Haz-Mat, rockslide, fire, avalanche
- ☐ Blockages and the need for lane or road closures
- ☐ Identify incident command
- ☐ Identity command channel, if needed
- ☐ Needed resources - Tow trucks

Considerations:

- ☐ Queue management - secondary crashes
- ☐ Incident clearance time
- ☐ CMV parking
- ☐ Emergency vehicle access routes
- ☐ Staged Closures & Staged Release
- ☐ Communication updates 30-60 minutes
- ☐ Alternate routes with messaging -VMS
- ☐ Staffing at closure points
- ☐ Notification of surrounding jurisdictions
- ☐ Clearing the queue after 60 minutes
- ☐ Specific Tow Information: Vehicle make/model, location, position (on its top), condition (damage/flat tires) weight, trailer, no keys, passengers

Initial Action Items: within the first 10 minutes

- ☐ Secure your own safety
- ☐ Secure the scene
- ☐ Set up temporary traffic control
- ☐ Contact your communication center
- ☐ Provide windshield report
- ☐ Identify incident classification
- ☐ Establish incident command
- ☐ Traffic queue management

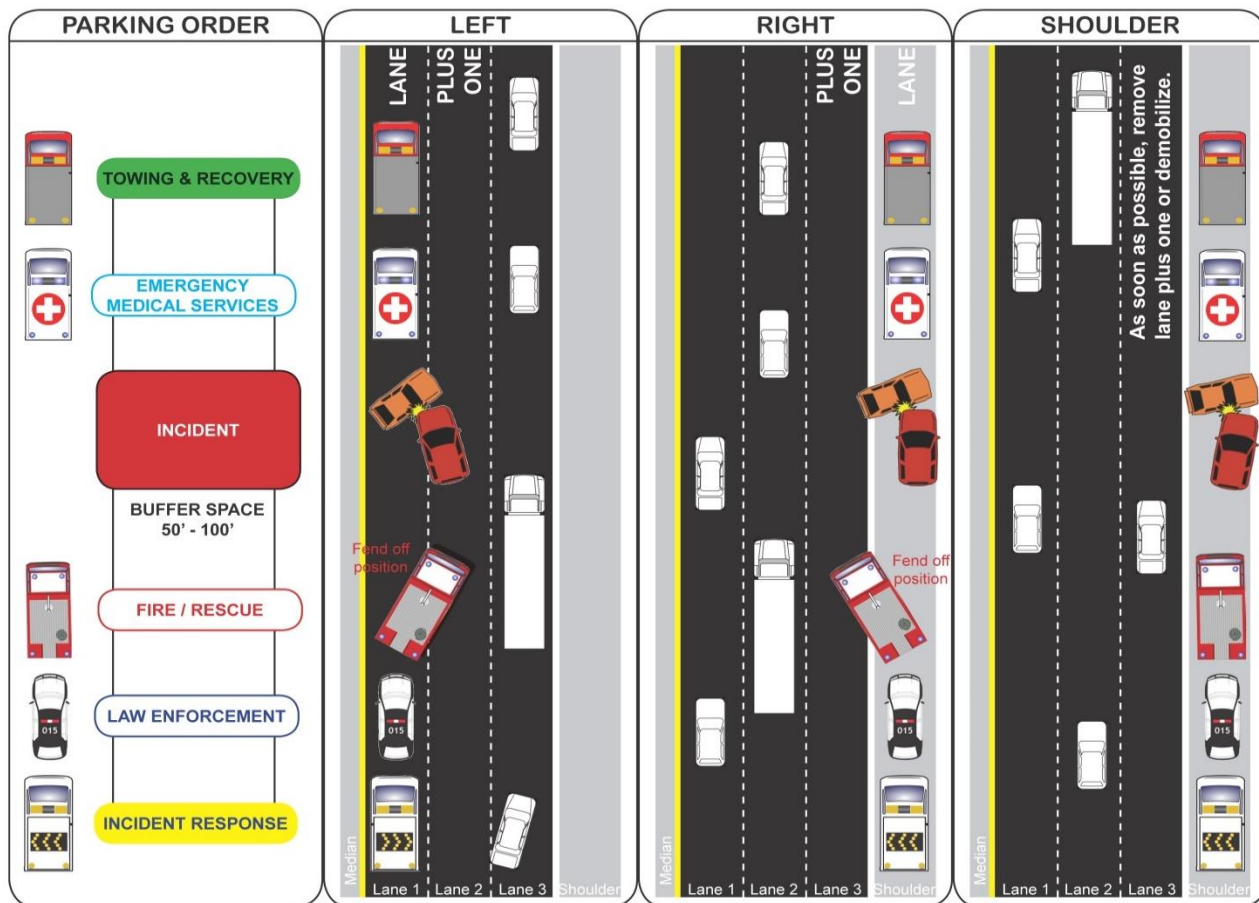
Vehicles:

- ☐ Limit number of vehicle on scene
- ☐ Park on the same side of the roadway
- ☐ Minimize emergency lighting
- ☐ Emergency vehicle staging - tow trucks

Information for Communication Centers:

- ☐ What is the exact location?
- ☐ Current road conditions
- ☐ Are there lanes blocked, how many?
- ☐ Types of vehicles involved and how many?
- ☐ Extent of injuries?
- ☐ Hazards (fire, utilities, HazMat)
- ☐ Damaged roadway items needing repair - guardrail, light poles
- ☐ Staged closure points - alternate routes
- ☐ Command Channel request
- ☐ NW-Net broadcast information

TYPICAL FIRST RESPONDER PARKING:



Towing, Recovery & Support Vehicles: Should be parked where they can be accessed and moved while not interfering with lane-opening activities.

Emergency Medical Services: Should be parked just downstream of the incident to allow for quick emergency medical care and quick departure from the scene.

Fire/Rescue: Should be parked just upstream of the incident to block the work area and create a safer work environment while providing direct access to firefighting equipment.

Law Enforcement: Should be parked upstream of the incident and visible to approaching vehicles.

Incident Response (Traffic Control): Should be parked the furthest upstream of the incident, with adequate visibility and advanced warning to oncoming traffic. This is a fluid position as the traffic queue grows. Additionally, multiple traffic control units can be added for proper queue management and scene safety.

Note: for an incident in the left lane or median, this diagram should be mirrored.

Note: This plan will not fit every situation; however, it should be used as a guideline for most incidences.



FIELD GUIDE

Garfield County Traffic Incident Management Plan



COLORADO
Department of Transportation

Prepared for:
Colorado Department of Transportation
425 C Corporate Circle
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Prepared by:



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GARFIELD COUNTY TIMP FIELD GUIDE

The Garfield County TIMP Field Guide is a condensed version of the Garfield Traffic Incident Management Plan and the result of the cooperative effort of representatives from The Colorado Department of Transportation, Colorado State Patrol, Colorado Motor Carriers Association, Federal Highway Administration, City of Glenwood Springs, Glenwood Springs Fire Department, Glenwood Springs Police Department, Rifle Police Department, New Castle Police Department, Carbondale Police Department, Garfield County Sheriff’s Office, Garfield County Emergency Management, Carbondale Public Works, Colorado River Fire Rescue, and the Grand Valley Fire Protection District.

DISCLAIMER

This response manual is intended for internal use only and does not enlarge an agency’s civil or criminal liability in any way. It should not be construed as the creation of a recommended or higher standard of safety or care in an evidentiary sense, with respect to third party claims.

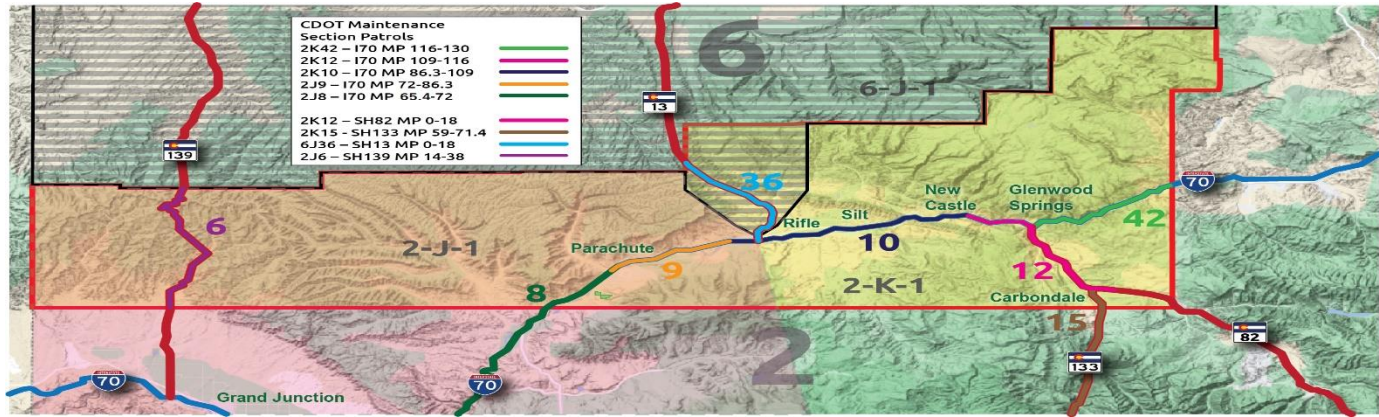
DUTIES AND RESPONSIBILITIES

Any agency can assume the role of Incident Commander or participate in/support Unified Command, as appropriate to the incident. The table below illustrates the stakeholders that may participate in traffic incident management activities and the duties and responsibilities that may be associated with each stakeholder.

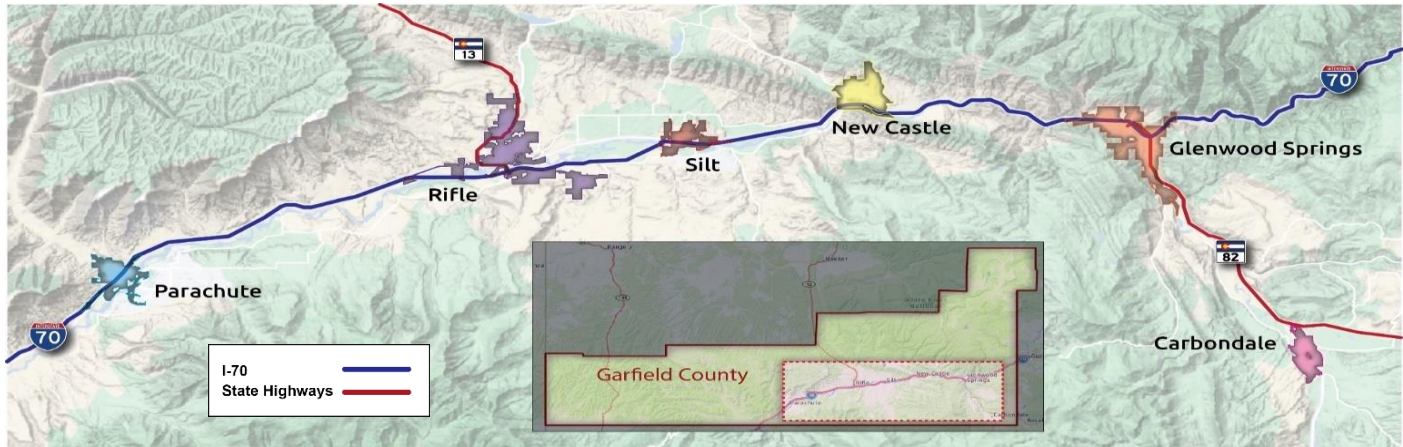
Stakeholder	Duties and Responsibilities	
Law Enforcement	• Secures incident scene • Performs first responder duties • Assists responders in accessing the incident scene • Establishes emergency access routes • Controls arrival and departure of incident responders • Polices perimeter of incident scene and impact area • Manage off highway parking areas	• Conducts crash investigation • Performs traffic control and monitors traffic conditions • Responds to and assesses incidents involving a hazardous material release • Assumes role of Incident Commander, if appropriate • Conducts criminal investigation • Supports unified command, as necessary • Search and rescue operations
Fire and Rescue	• Protects incident scene • Rescues/extricates patients • Extinguishes fires • Responds to and assesses incidents involving a hazardous materials release	• Contains or mitigates a hazardous materials release • Assumes role of Incident Commander, as necessary • Supports unified command, as necessary • Assists with traffic control as necessary
Emergency Medical Services (EMS)	• Provides medical treatment to patients at the incident scene • Determines destination and transportation requirements for injured patients	• Transports patients for additional medical treatment • Supports unified command, as necessary • Establishes emergency LZs

Stakeholder	Duties and Responsibilities	
Emergency Management Agency	• Coordinates government response and resources • Provides technical expertise • Provides evacuation recommendations • Facilitates communication and coordination across jurisdictions	• Coordinates response from local, state, and federal agencies • Directs EOC operations • Supports unified command, as necessary • Provide community stabilization
Towing and Recovery	• Recovers vehicles and cargoes • Removes disabled or wrecked vehicles and debris from incident scene • Traffic Control	• Mitigates non-hazardous material (cargo) spills • Supports unified command, as necessary • Assists stranded motorists
Communication Centers	• Receives emergency and non-emergency calls • Dispatches response agencies to incidents • Posts messages to VMS (TOC) • Provides data on response	• Monitors and assists response agencies in communicating • Requests resources, as necessary • Initiate emergency call back systems • Provides communication for conference calls
Transportation agencies, including: • Highway maintenance • Service patrols • Public Works • Road & Bridge • Transportation Operations center (TOC)	• Protects incident scene • Implements traffic control strategies and provides supporting resources • Monitors traffic operations & conditions • Disseminates motorist information • Mitigates incidental, non-hazardous material spill confined to the roadway • Assesses and directs incident clearance activities • May perform first responder duties • Clears minor incident • Implements traffic control strategies	• Performs incident detection and verification (TOC) • Updates VMS boards, cotrip.org and 511 information (TOC) • Distributes mass notifications (email, text, social media, etc.) (TOC) • Develops and operates alternate routes & emergency parking plans/areas • Assesses and performs emergency roadwork and infrastructure repair • Assumes role of Incident Commander, as necessary • Supports unified command, as necessary

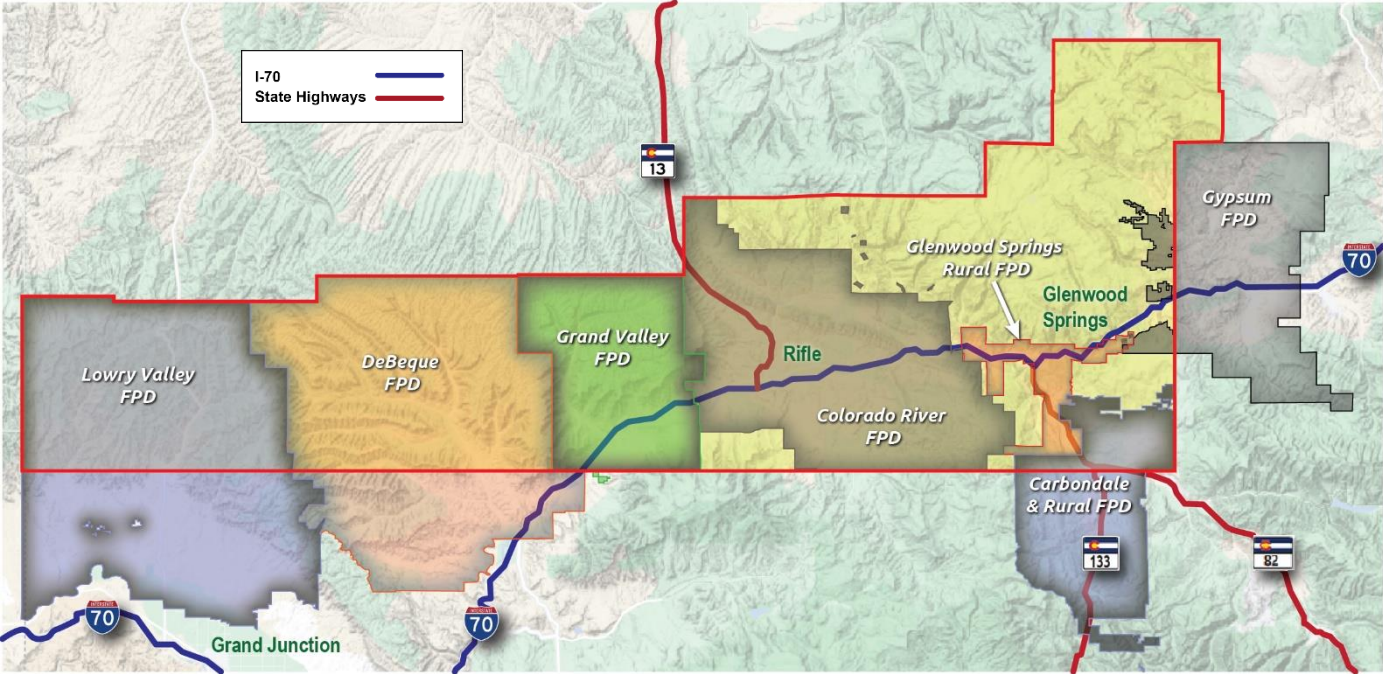
CDOT Maintenance Sections and Patrols



City/Town limit boundaries and Law Enforcement Jurisdictions



Fire Districts and Department Jurisdictions



WORKING THE INCIDENT

Incident Classifications

The first responder assesses probable incident class based on operational experience. Update incident classification as necessary during incident mitigation and recovery.

Incident Class	Expected Duration	Typical Traffic Impact
Minor	0 to 30 minutes	Short duration lane blockages; first responders responsible for traffic control
Intermediate	30 minutes to 2 hours	Lane blockages requiring traffic control; short duration closures may be needed
Major	2 to 4 hours	Full or partial roadway closure; closure during heavy traffic demand/severe weather
Extended	4 to 72 hours	Full or partial roadway closure; may include multiple operational periods
Prolonged	Longer than 72 hours	Full or partial roadway closure; for multiple operational periods and regional effects

Size-up

Initial Radio Report

Initial radio report, sometimes referred to as a “windshield report”, is a brief description of the scene reported before exiting the vehicle. The report should include basic information such as:

- ❑ Location
- ❑ Number and types of vehicles involved
- ❑ Injuries and extent of injuries if known
- ❑ Apparent cause of incident
- ❑ Classification of incident and expected length of closure
- ❑ Potential threats to safety (Hazardous Materials, Rockslide, Avalanche, Fire)
- ❑ Blockages and the need for lane or road closures
- ❑ Identify who is Incident Command
- ❑ Identify command channel, if needed
- ❑ Needed resources (Law Enforcement, recovery, EMS, Transportation)

Follow-up Report

Specific details reported in the 360-evaluation may include:

- ❑ Lane(s) impacted
- ❑ Detours or alternate routes
- ❑ Tools required
- ❑ Traffic queue management - assign first responders
- ❑ Community alert notification - VMS, Radio, Twitter
- ❑ Position and type of vehicle
- ❑ Number and/or condition of patients
- ❑ Location of Incident Command Post
- ❑ Staging area(s)
- ❑ CMV parking location
- ❑ Resources required (equipment, towing, traffic control, detours, etc.)

Size-up is a continuous process. As the scene develops, updated reports should be communicated to dispatch. Update dispatch per your agency’s protocol.

Traffic Incident Management Area

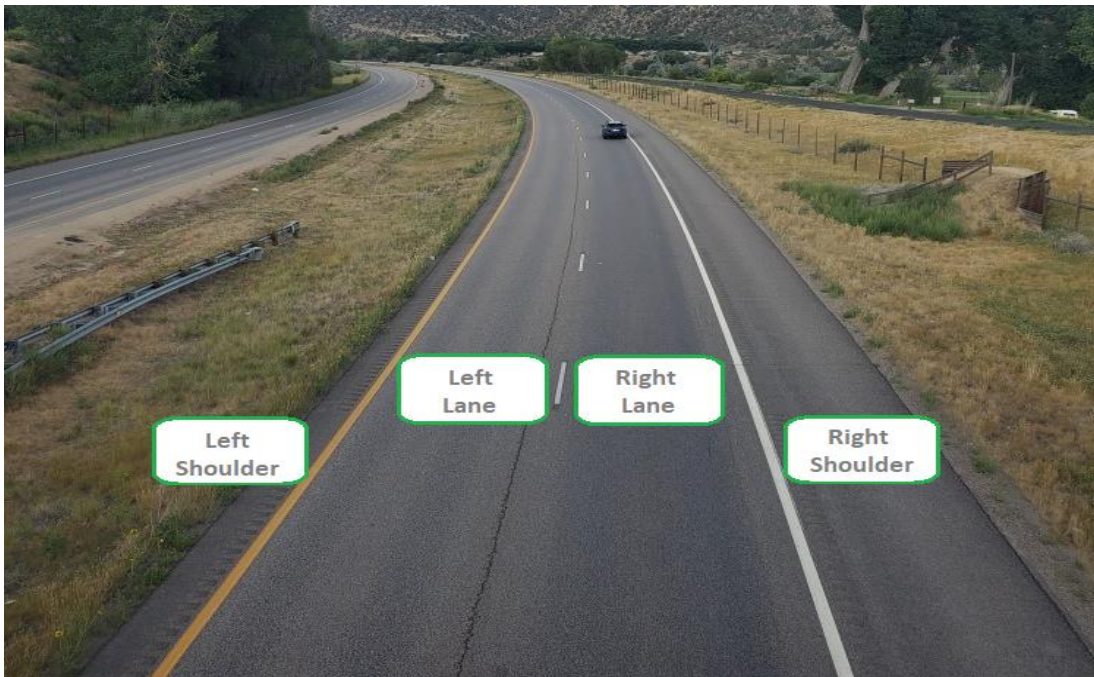
The traffic incident management area is an area of a highway where temporary traffic controls are installed in response to a road user incident, natural disaster, hazardous material spill, or other unplanned incident. Two critical locations for traffic control exist with each incident.

- The traffic incident **scene** itself where clear direction is needed to move traffic safely past the incident and to protect first responders working the incident.
- The end of the **queue** of traffic that forms beginning at the incident and extends back for some distance, possibly many miles.

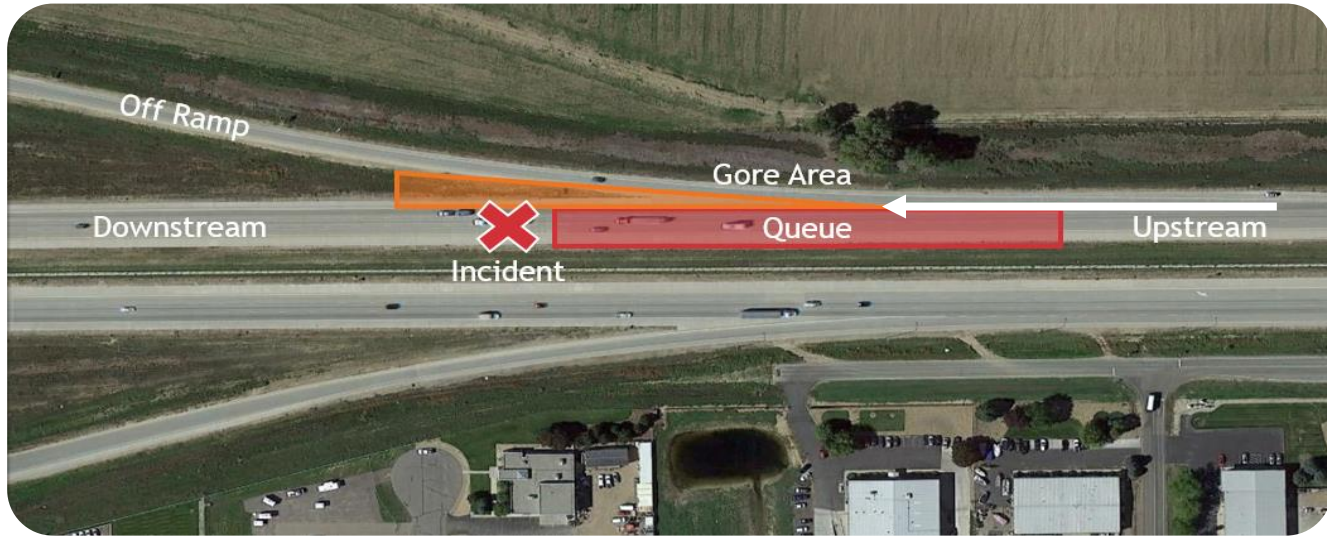
Lane Designation and Incident Area Terminology

State, regional, and local responders often use distinct terminology when communicating the location of crashes or response vehicles on roadways. Disparate terminology in communications could potentially lead to confusion on the scene, impact first responder and patient safety, and adversely affect emergency response and traffic clearance times.

- **Lane:** Traffic incident responders use plain English where possible or identify incident location and lane designations.
 - On roadways with 3 or less lanes, they are named left, center, and right when facing in the direction of traffic flow.
 - When roadways have more than 3 lanes in any one direction, the lanes shall be identified and labeled with numbers, starting with the far-left lane. When using lane numbers, the far-left lane shall be called “Lane 1”. Each lane to the right is numbered sequentially 2 through n.
- **Shoulders:** Shoulders should be identified using “right/left” and the term “shoulder”; and direction of travel (e.g., “westbound left shoulder”).
- **Restricted Lanes:** Separated, high occupancy vehicle (HOV) or high occupancy toll (HOT), carpool, or bus only lanes that are physically separated shall be designated as HOV1 northbound (NB), HOV2, HOT1, HOT2, etc. as appropriate. Use plain language for bus lane, turn lane and/or acceleration lane.



Lane Designation Terminology

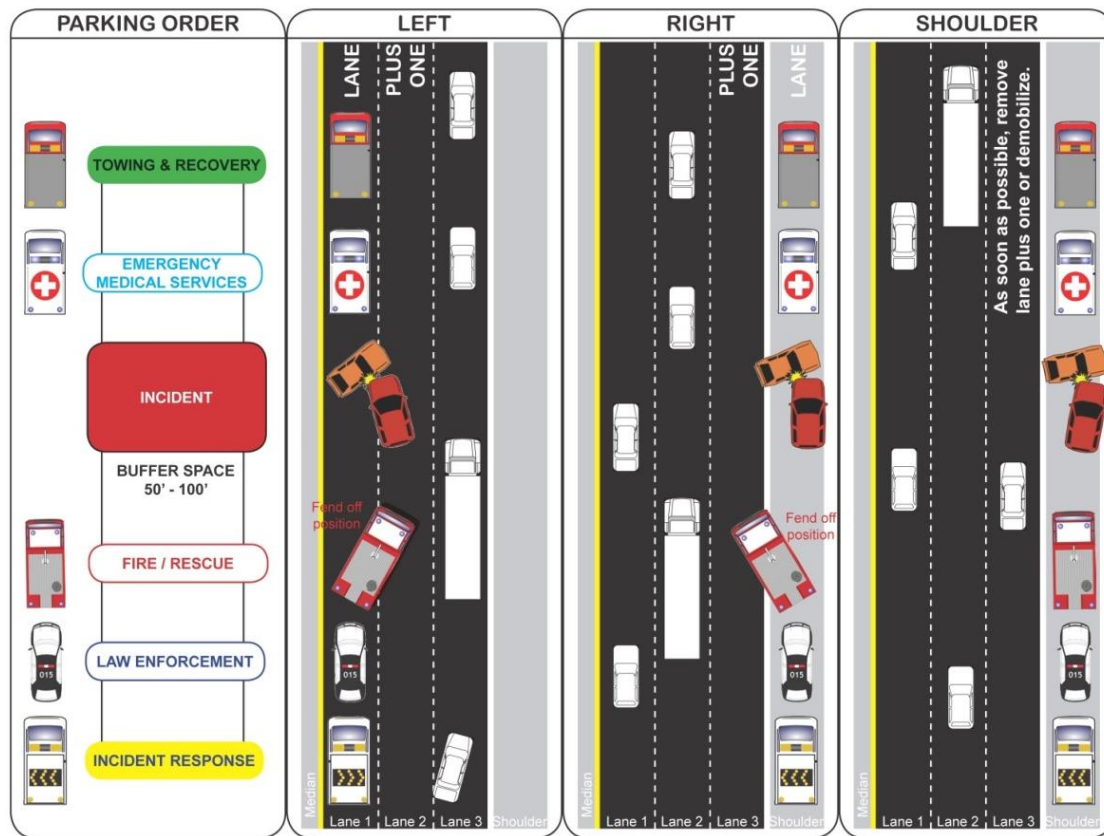


Incident Area Terminology

- **Direction of Travel:** Responders should also indicate the relative direction of travel (e.g., northbound or southbound) along with other incident location detail and any specific position assignments.
- **Ramp:** If the incident is located before the merge point it shall be considered a separate roadway and identified as such, i.e., westbound/eastbound on/off ramp.
- **Upstream/Downstream:** The term “upstream” is defined as before the incident area. The term “downstream” is defined as past or beyond the incident area when facing in the direction of traffic flow.
- **Gore:** The physical space that separates the interstate or highway and the off or on ramp.
- **Queue:** The traffic backup upstream of the incident.

Response Vehicle Parking Guidelines

- All response vehicles should be parked on the same side of the roadway on which the incident occurred to avoid a split-scene scenario.
- Except for vehicles positioned to protect the incident scene, response vehicles should be parked on the shoulder.
- Fire-fighting vehicles should be parked directly behind or in front of the vehicles involved in the incident.
- Tow trucks and support vehicles should be parked where they can be accessed and moved while not interfering with lane-opening activities.
- Median parking is discouraged.
- Conditions may require adjustments of the positions of response vehicles be adjusted to accommodate a particular incident scene.
- In all scenarios, response vehicle parking positions should protect the incident scene and responding personnel.
- Where practical, “safe positioning” techniques should be followed including:
 - Placing fend-off vehicles at a 30-degree angle to the travelled way.
 - Positioning the front bumper of a fend-off vehicle at least two feet from the edge of an active traffic lane.
- Locations for helicopter landing zones will be identified and coordinated by the Emergency Medical Services (EMS), Incident Commander/Unified Command and air ambulance service.



Typical Responder Vehicle Parking

Flashing/Emergency Lights Guideline

Flashing and emergency lights are generally used to warn the public of the presence of emergency vehicles. However, the presence of multiple vehicles with activated emergency lights can also cause a distraction to motorists resulting in reduced speeds. The following are recommendations about when flashing or emergency lights should be utilized.

Flashing/emergency lights should be active when:

- Traveling through stopped traffic to the incident scene.
- Traveling on the shoulder.
- Working through traffic to remove blocking, disabled vehicles.
- Response vehicles are parked on the shoulder and adjacent traffic is traveling at speeds near or above the posted limit.
- Response vehicles are parked on the shoulder at night.

Flashing/emergency lights should NOT be active when:

- Multiple response vehicles are lined up. In this scenario, only the front and rear response vehicles should have activated overhead flashers.
- Both incident and response vehicles are safely outside of the traveled way. The use of hazard lights once the response vehicle has parked helps alleviate “rubbernecking” by passing motorists.

Quick Clearance

Quick clearance is the practice of rapidly and safely removing temporary obstructions from the roadway. Vehicles are moved as soon as practical off the travelled portion, median, ramp or frontage road to the nearest suitable location or cross street. The Colorado Revised Statutes support this effort in subsection 42-4-1602, Accident involving damage - duty. These are some identified locations in which vehicles can be relocated after a quick clearance strategy is implemented.

I-70 Quick Clearance Locations	SH 82 Quick Clearance Locations
I-70 MP 129 Bair Ranch	SH 82 MP 3-5 Frontage Road
I-70 MP 125 Hanging Lake (No return to EB I-70)	SH 82 at Garfield County Road 114
I-70 MP 123 Shoshone (No return to EB I-70)	SH 82 at Garfield County Road 113
I-70 MP 121 Grizzley Creek	SH 82 MP 9-11 Frontage Road
I-70 MP 119 No Name	SH 82 MP 11 (EB only at scenic overlook)
I-70 MP 115 (Old Rest Area)	SH 82 at SH 133
I-70 MP 111 South Canyon	SH 82 at Garfield County Road 100
I-70 MP 109 Canyon Creek	
I-70 MP 107 Riverbend CMV Parking (EB I-70 only)	
I-70 MP 105 New Castle	
I-70 MP 97 Silt	
I-70 MP 94 Mamm Creek	
I-70 MP 90 Rifle	
I-70 MP 87 West Rifle	
I-70 MP 81 Rulison	
I-70 MP 75 Parachute	
I-70 MP 72 West Parachute	

Traffic Control

Properly planned and executed traffic control is an essential part of managing traffic incidents because it provides enhanced safety to the first responders. When an incident occurs, it is very important to communicate to those who are approaching the crash

scene. Within the first 15 minutes, first responders should determine the severity and expected duration of the incident and the appropriate temporary traffic control devices needed. Procedures common to all incidents include:

- First responders should always be aware of their visibility to oncoming traffic and secure their own safety.
- Flares can be used initially as temporary traffic control (except during high fire danger/refer to agency policy) but should be replaced with more permanent traffic control devices as soon as is practical. Traffic cones may also be used.
- Traffic diversions, tapered lane closures and upstream warning devices are needed to alert approaching traffic.
- Utilize VMS along the corridor as part of this advanced warning. HLT can assist with designated messages.
- Prompt establishment, maintenance, and removal of lane diversions should be managed by appropriate agencies.
- Warnings should be implemented at the end of the queue to reduce the likelihood of secondary incidents.
- When manual traffic control is needed, it should be provided by qualified flaggers or first responders.
- When appropriate, identify separate detour routes for CMV's keeping in mind bridge weight restrictions, geometric constraints, or hazardous material restrictions.
- Maintain good public relations by keeping the public well informed. The Incident Commander/Unified Command must provide regular updates to the communication centers and PIOs of approximate closure times to inform the public on the corridor.

Managing the Queue

Responders arriving at a traffic incident should estimate the magnitude of the traffic incident, the expected time duration of the traffic incident, the expected vehicle queue length based on previous experience, and should set up the appropriate temporary traffic controls for these estimates, typically further upstream from the current end of the queue. Care should also be given to provide planned adequate ingress and egress of emergency vehicles, through the queue. Queue management is key to preventing SECONDARY CRASHES, and another incident needing emergency response. After the first hour, following a full road closure, every effort needs to be made to clear all stopped queue traffic at the closure point or staged closure.

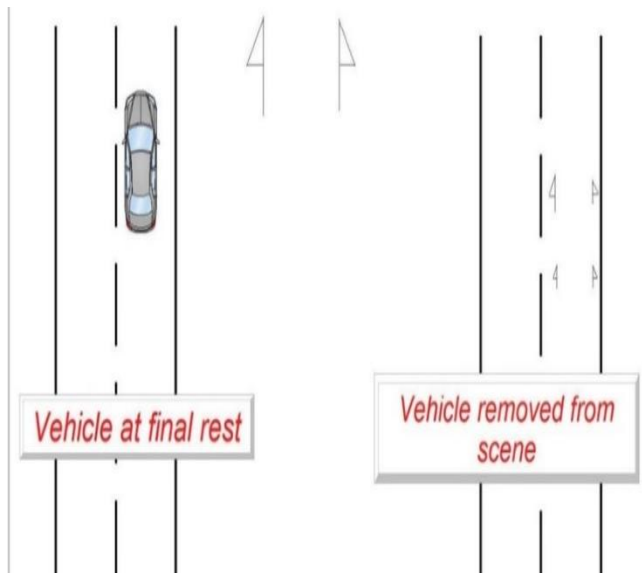
Move It or Work It

In support of the quick clearance initiative, property obstructing traffic can also be physically moved off the roadway, by a law enforcement officer or person appointed by a law enforcement officer, to open the roadway or reduce impacts to roadway.

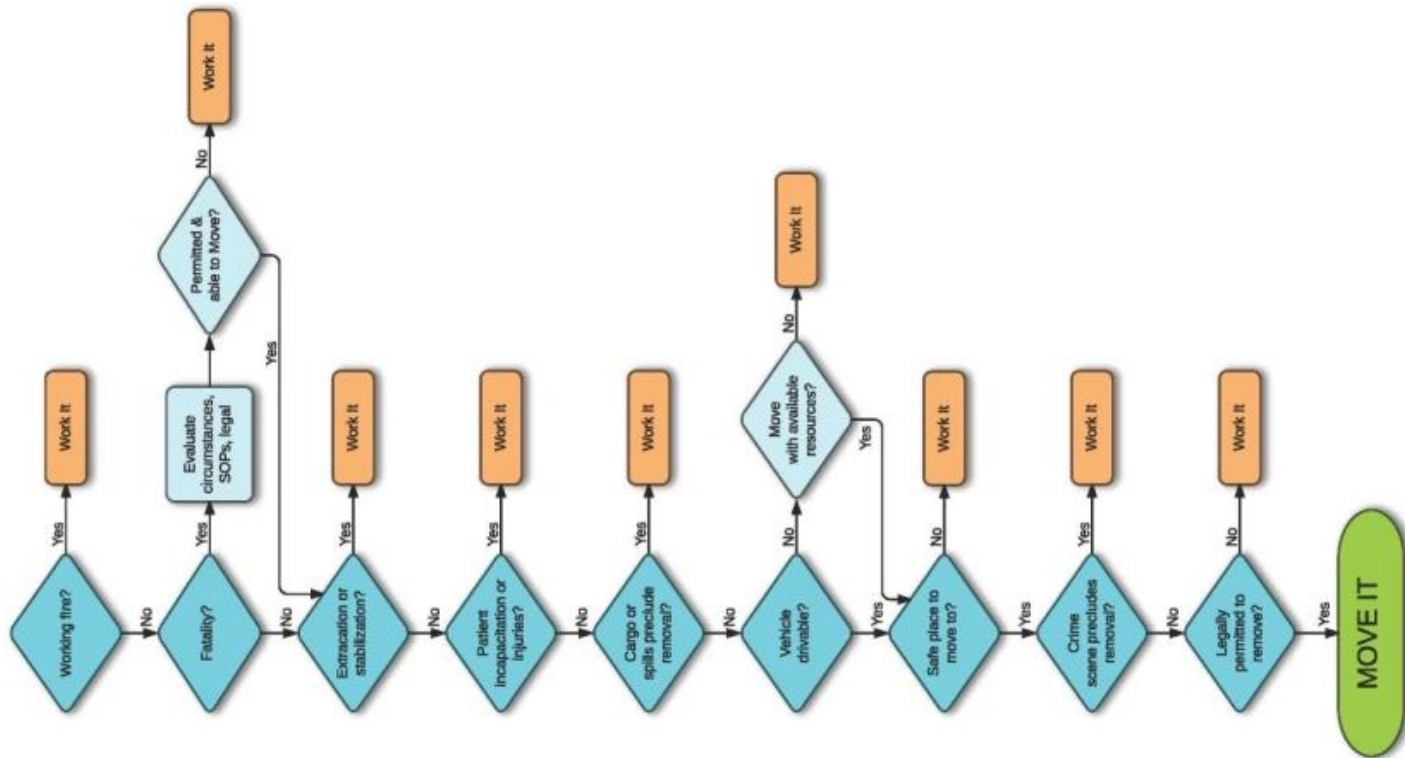
If the vehicle can be moved, the scene should be marked to preserve evidence for accident reconstruction. At a minimum, all four wheels should be marked with a “T,” direction can be given by connecting the front to the “T” to the stem to create a figure “4.”

When property has been moved out of the traveled way and is not impacting traffic, final removal can be scheduled for a more convenient, off-peak time. Benefits of waiting for a more convenient time for removal include reducing first responder exposure and having response assets available for other incidents during peak periods. Delaying the tow or removal of property should be approved by CDOT, CSP and the local agency. If vehicles and/or property are left within the right of way, they need to be identified by some type of flagging/marking to prevent constant 911 calls into the local communication center.

If the initial scene cannot be moved, due to Hazmat or life safety reasons, it must be worked in place. The scene should be re-evaluated as the incident mitigation progresses to identify opportunities to move portions of the incident out of the travel way.



Vehicle Marking Example



Move It or Work It Decision Workflow

Staging Areas

The incident commander should consider the use of staging areas for responding units or damaged vehicles or property. Establishment of a staging area is situation dependent and will vary from incident to incident.

Staged Closures

The emphasis of the staged closure plan is to close the interstate or roadway at interchanges progressively upstream where an incident has occurred, which will mitigate congestion, to reduce congestion within cities/towns, and aid in traveler safety. Information will be provided to motorists including available parking locations, alternate/detour routes, and closure details as far in advance of the closure point as possible.

Emergency Safety Closure

Emergency safety closures can happen for all types of incidences and events, from wildfire, vehicle/structure fire, low visibility due to smoke or fog, strong winds, and police activity (pursuit, shooting, bomb threat, plane crash/landing).

When an incident occurs in Garfield County, and neither CDOT nor CSP have arrived at the incident scene, any local law enforcement agency, EMS, or Fire official may provide an initial safety assessment of the scene and may call for an Emergency Safety Closure. CDOT and CSP have agreed to respond to this declaration as an immediate action to be taken to close a state or federal highway. This is necessary to protect the lives of everyone involved - responders and all roadway users.

Requirements for Commercial Motor Vehicles

First responders should notify HLT as soon as possible when a closure is enacted so that CMVs may be held on I-70 or diverted to different locations in Garfield County and possibly surrounding Counties that are designated for emergency parking, i.e., Riverbend, Glenwood Springs (Garfield County) and Dotsero (Eagle County).

For shorter duration or single point closures, it is preferred to hold/park CMVs on the right shoulder and if needed, stack in the far-right lane. CMVs may be directed to stay on the highway past the closure point and park in a designated area on the right shoulder of the closed portion of the road.

Services During Closures for Extended/Prolonged Closure

Services such as restrooms and food may be provided by the Red Cross, the Salvation Army, or by private vendors. These efforts will be coordinated through the Emergency Manager, Chief of Police and County officials when the closure is initiated.

Re-Opening the Roadway

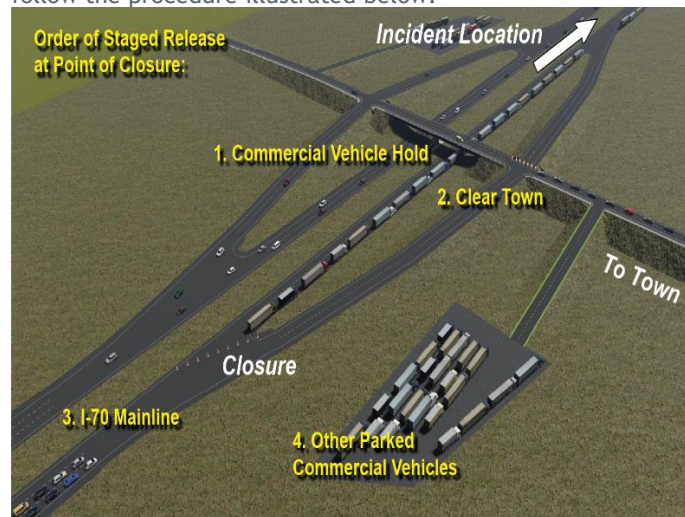
An incident is not complete until “normal operation” of the highway corridor is reestablished. Once the incident is clear and vehicles/property are removed out of the travel lanes and you are ready to initiate normal traffic flow, the IC needs to prepare a plan and communicate that plan to all those participating. The communication center will also be made aware of the plan. Communication is key for a successful release of traffic and reestablishing normal operational traffic flow.

Staged Release

Utilizing a staged release will help control the volume of vehicles traveling on the interstate and decrease the backups that could be created at a full reopening.

- Determine the priority and order of each release.
- Verify good communication from personnel at each location.
- Ensure that VMSs are displaying the correct status.
- All radio communications will refer to the “staged release” until all lanes and ramps are released.
- All traffic control equipment has been picked up.
- If a command channel was designated, the IC will properly terminate the incident.
- Make an announcement on NW-NET to all comm centers.
- Request all VMS, 511, Highway Advisory Radio (HAS) be returned to appropriate messages.
- Consider media release as appropriate.
- Continue to monitor all affected areas to include local jurisdictions and mitigate any traffic issues that arise upon conclusion of the roadway being opened.

When reopening the Interstate, the staged release should follow the procedure illustrated below.



COMMUNICATION

Incident Command System

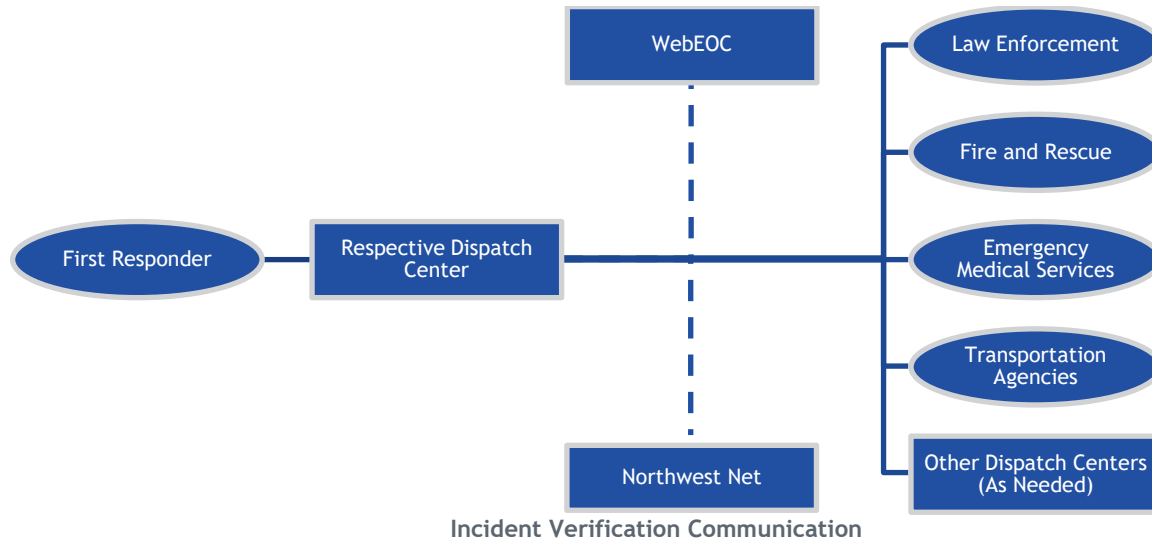
The Incident Command System (ICS) is a command-and-control protocol for use by responding agencies at the incident scene. The ICS is just one part of the broader incident management process outlined in NIMS and will be used for all incidents.

Unified Command

Unified Command will be established when an incident affects multiple legal or political jurisdictions and/or involves several responding agencies with contrasting functional responsibilities and missions. The Unified Command structure allows multiple agencies to contribute to the process of determining strategies and objectives without a loss of individual authority or accountability. Unified Command can be as simple as ranking personnel from separate jurisdictions having a conversation.

Incident Detection and Verification

Incident detection and verification are the first notification steps once an incident has occurred. To direct resource deployment, the first responder's communication center is also responsible for notifying other centers in the area of the incident status using Northwest Net, console-to-console network, phone call, or/and WebEOC, shown generally in the figure below "Incident Verification Communication". Specific resources are requested directly from their respective communication centers.



Conference Call Network

The Conference Call Network (CCN) is a statewide tool that can be used to aid communication during complex, multi-jurisdictional responses. The call-in information is not broadcast over the radio; distribution is restricted to a predefined email list that will be distributed prior to the CNN session.

Participant Passcode:	[Insert]
Dial-In Numbers:	
Local:	1-720-279-0026
Toll Free:	1-877-820-7831

TACTICAL INTEROPERABLE COMMUNICATIONS PLAN

Channel	Function	Type	Assignment	Remarks
NW NET	Communications	DTR	Interoperability	Communications / announcements among Comm centers
MAC 19	Incident Command	DTR	Incident Command(s) and Section Chiefs	Coordination among IC/UC and section chiefs. MAC 17, 18, 20 may also be used
HLT MAC	Incident Command (Glenwood Canyon)	DTR	All agencies first responders in Garfield and Eagle County	Incident Command for Glenwood Canyon Incident & Operations in the Glenwood Canyon
CSP Troop 4C	Operations	DTR	CSP traffic control and enforcement	Can be patched with Garfield County MAC Channel
Garfield County	Operations	DTR	Garfield County Law Enforcement Agencies	Can be patched with State DTR MAC Channels
Garfield County	Operations	DTR	Garfield County Fire and EMS Agencies	Can be patched with State DTR MAC Channels
Garfield County MAC	Operations	DTR	Garfield County Fire and EMS Agencies	Can be patched with State DTR MAC Channels
CDOT Zone 2 – King	Operations	DTR	Plow, repair operations	CDOT Maintenance in Garfield County
CDOT HLT TOC	Operations	DTR	Operations	CDOT Maintenance to hail HLT

First Responder (I/C or U/C)	Communication Centers/TOC
First 30 Minutes	First 30 Minutes
Windshield Report – 360 Evaluation	Acknowledge IC
Incident Classification	Acknowledge Command Channel
Establish I/C	Notify first responders of IC and Command Channel
Establish Command Channel – if needed	Update VMS boards
Manage and coordinate traffic queue	
First Hour	First Hour
I/C-U/C transition & notify Communication Center/TOC	Acknowledge command transition & Re-Broadcast update information on NWNet
ID & communicate Staged Closures	Contact affected counties & Port or Entry Offices
ID & communicate Staging Areas/CMV Parking	Dispatch additional resources as needed
ID & communicate Alternate Routes	Road user updates on social media, COTrip, Twitter, Facebook, 5-1-1
Establish CCN Conference Call Time – if needed	Monitor and acknowledge NWNet broadcasts
Provide updates to Communication Center/TOC	Ready Op – Situation Report blast
Media and PIO updates for roadway users	Notify and update all partner agencies
Second Hour	Second Hour
Participate in CCN conference call if needed	Re-Broadcast update information on NWNet
Provide update to Communication Center/TOC	Monitor and acknowledge NWNet broadcasts
Check status of Staged Closures, Alternate Routes, Staging Areas, and CMV Parking	Update as necessary VMS, social media, COTrip, twitter, Facebook, 5-1-1
Check with local municipalities for mobility issues	Ready Op – Situation Report blast
	Complete necessary internal updates
Third and Subsequent Hours	Third and Subsequent Hours
Continue with second hour activities	Continue with second hour activities
Assess need for shelters	Communicate any concerns/issues/hazards to I/C or U/C from external partners, roadway users or community
Establish JIC if needed	Re-Broadcast termination of event on NWNet
Prepare for and complete Staged Release as necessary	Announce roadway open on all platforms after staged release is complete
Terminate I/C-U/C and Command Channel	

ALTERNATE ROUTES

When to Establish a Local Detour

The establishment of local detours should be considered during Intermediate, Major, Extended, and Prolonged incidents requiring a closure of one or more lanes. The Incident Commander or Unified Command should make this decision based on the estimated incident duration, traffic demands, and the availability of resources. Before the local detour is implemented, CDOT Maintenance and/or other responding traffic control entity should be consulted to ensure that appropriate signing and barricading can be provided. Unified command will coordinate the clearance of traffic, in an affected segment, using access points such as Emergency Access Line Breaks or other emergency crossover points along the detour route.

How to Implement a Local Detour

When the primary detour route is restricted or is undesirable, an alternate detour route may be initiated. Before a local detour plan is initiated, Incident Commander/Unified Command should verify that neither construction activities nor maintenance issues are present along the route. Local public works departments should be contacted to confirm the suitability of detour routes, including snow removal schedules during the winter. Given the required setup time, signed detour routes are unlikely to provide great benefit for Intermediate incidents, especially if the route cannot be fully implemented within an hour of incident verification.

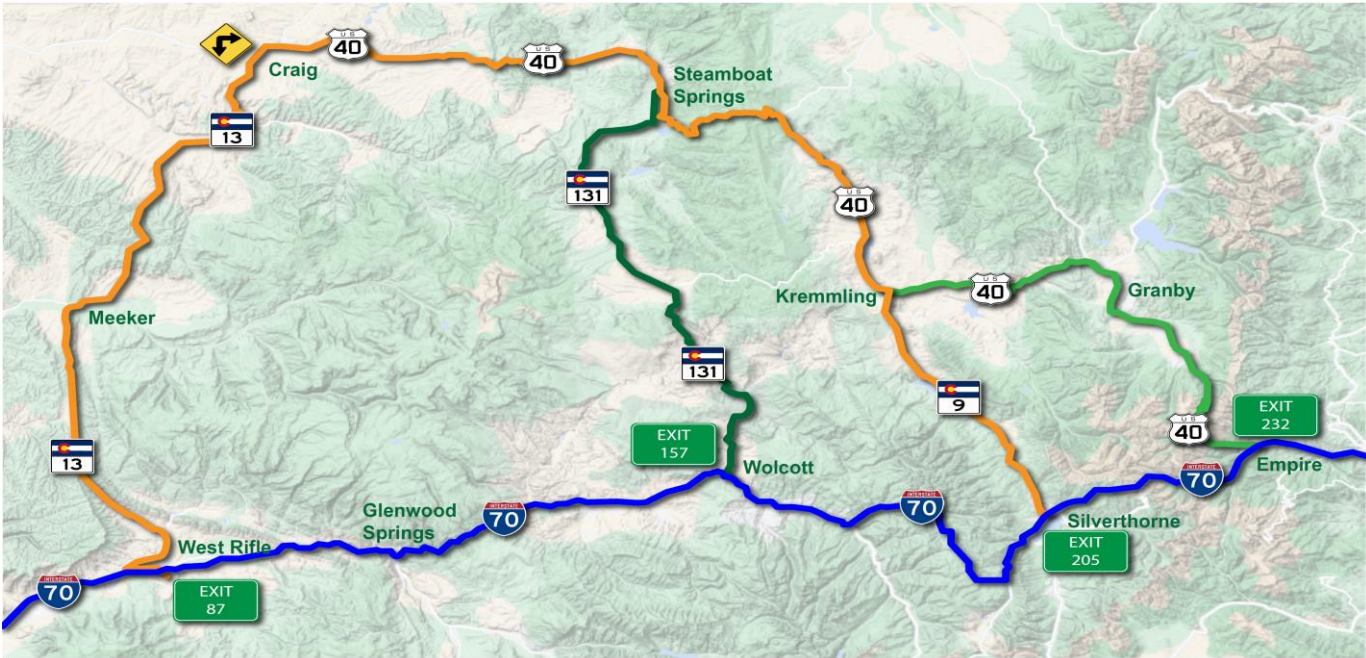
When detour signing is implemented:

- Install MUTCD compliant signs.
- Signs should be deployed from the downstream end of the alternate route.
- Fasten signs on poles or erect on portable sign structures. Standard mounting height is 7 feet, if that is not achievable, the signs should be visible above the tops of cars.
- Erect signs on the right side of the roadway at a minimum of two feet from the edge of traveled way.
- Once the incident has been cleared, remove signs immediately.

ALTERNATE ROUTES

Regional Detour Routes & Hazardous Material Routes

North Route



Legend



Detour Option 1

Option 2
Option 3

Interstate



Exit Sign



U.S.Hwy



Detour Intersection

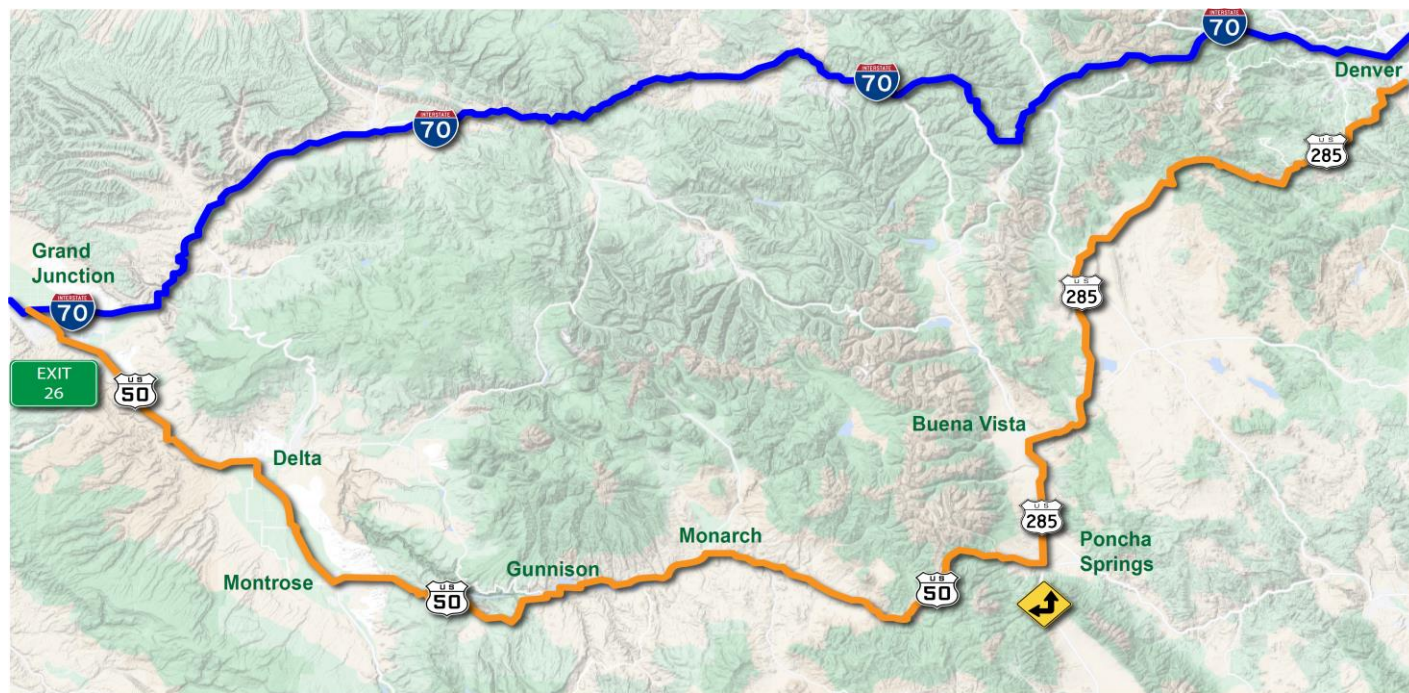


State Hwy



City/Town **Carbondale**

South Route



Legend



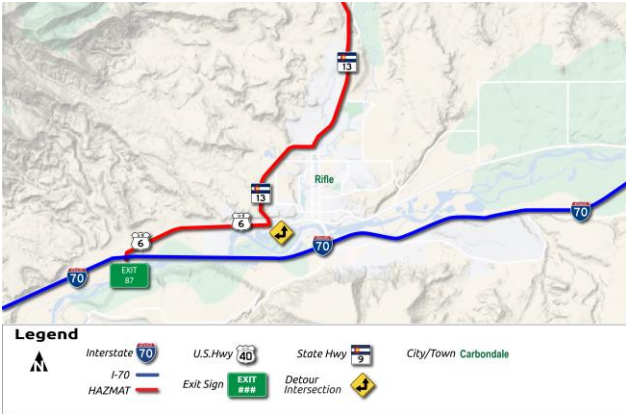
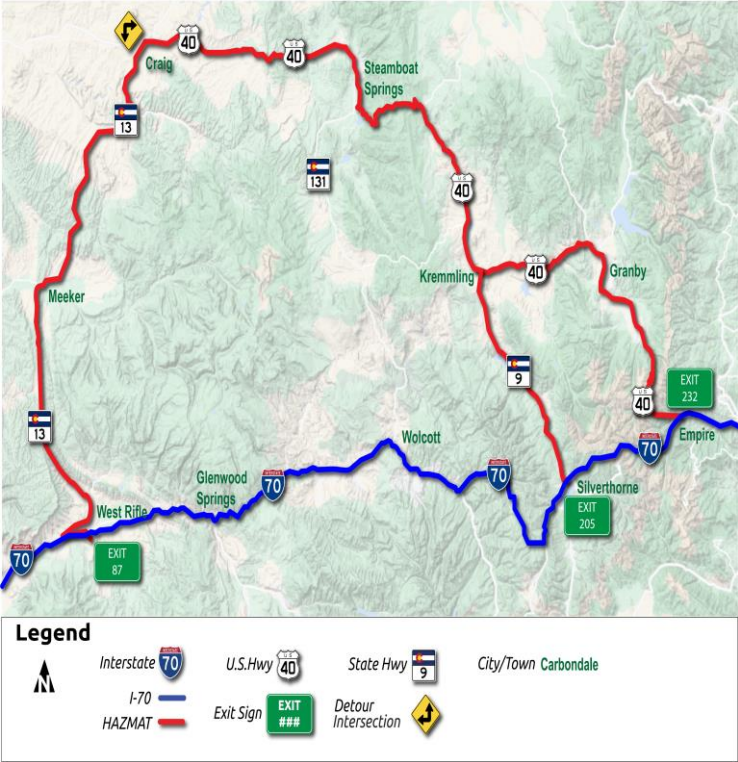
Interstate 
I-70 
Detour Option 1 

U.S.Hwy 
Exit Sign 

City/Town **Carbondale**

Detour Intersection 

Hazardous Material Route & Rifle Insert



Local Detour Routes Aspen to Leadville



Glenwood Springs to Grand Junction



Interchange, Rest Areas, VMS Locations

ROADWAY - INTERCHANGE & REST AREA	MILEPOST	VARIABLE MESSAGE SIGN	MILEPOST
Interstate 70		Interstate 70	
Interchange (Exit 72) West Parachute	72		
Interchange (Exit 75) Parachute	75		
Interchange (Exit 81) Rulison	81	VMS Eastbound	86
Interchange (Exit 87) West Rifle	87		
Interchange (Exit 90) Rifle	90	VMS Westbound	92
Interchange (Exit 94) Mamm Creek	94		
Interchange (Exit 97) Silt	97	VMS Eastbound	103
Interchange (Exit 105) New Castle	105		
Interchange (Exit 109) Canyon Creek	109	VMS Eastbound	105
Interchange (Exit 111) South Canyon	111	VMS Westbound	109
Interchange (Exit 114) West Glenwood Springs	114		
Interchange (Exit 116) Glenwood Springs	116	VMS Eastbound	116
Rest Area (Exit 119) No Name	119	VMS Eastbound	119
Rest Area (Exit 121) Grizzly Creek	121		
Rest Area (Exit 123) Shoshone	123		
Rest Area (Exit 125) Hanging Lake	125		
Rest Area (Exit 129) Bair Ranch	129		
State Highway 82		State Highway 82	
Interchange CR 115	3.5		
Interchange CR 109	5		
Interchange CR 114	7	VMS Eastbound	11
Interchange CR 113	9	VMS Westbound	12
State Highway 133	12	VMS Westbound	35
Interchange CR 100	15		
State Highway 13			
Interchange Hwy 325	4		

Established Closure Points Along I-70







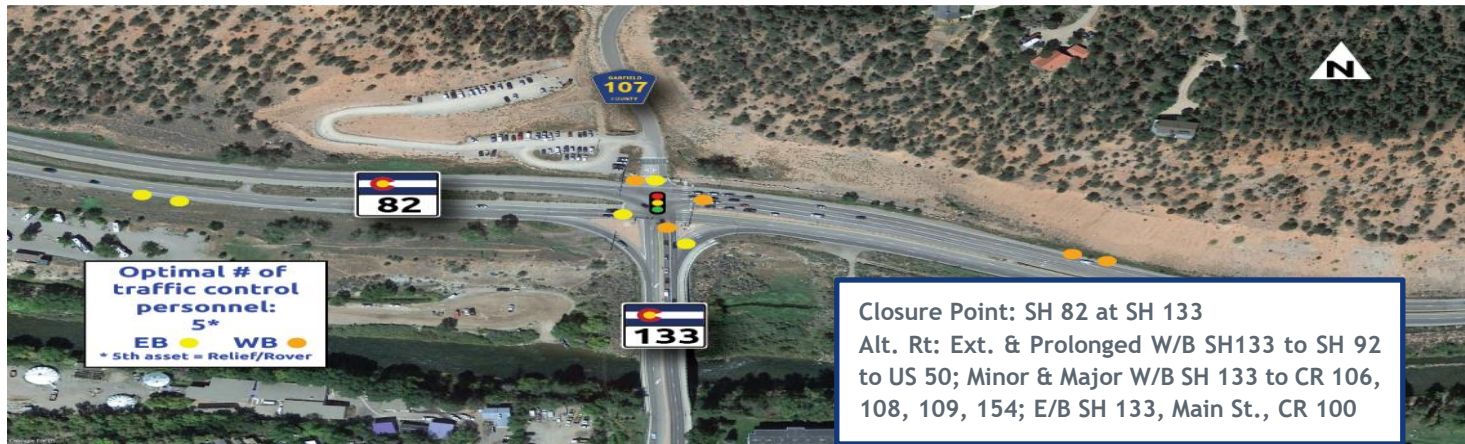






Established Closure Points Along SH 82





Post Incident

Hot Wash

The hot wash is a facilitated discussion held immediately following an incident, it is intended to capture feedback about any issues, concerns, or opportunities for improvements responders may have about incident. The Incident Commander should take notes during the hot wash and include these observations in their analysis. The hot wash should be conducted immediately following the incident once responder’s vehicles have been cleared from the scene and last no more than 30 minutes. The hot wash does not replace the After-Action Review procedure.

List the top 3 Strengths:

1.

2.

3.
- List the top 3 Areas for Improvement:

1.

2.

3.

Additional Remarks or Comments:

This document, including appendices and references, is the Traffic Incident Management Plan (TIMP) for the Denver Metropolitan Region. Copies of the plan and additional information are available by contacting CDOTs Statewide TIMP Program Coordinator at the address below. In the continued effort to keep this manual up to date and accurate, any comments regarding corrections and necessary changes should be directed to:

Colorado Department of Transportation
Statewide TIMP Program Coordinator, Patrick Chavez
425 C Corporate Circle
Golden, CO 80401
Phone: (720) 498-1816
Email: Patrick.Chavez@state.co.us



The manual is accessible online with permission from CDOT. Contact the Colorado Traffic Management Center (CTMC) at 303-512-5830 for document access protocol.



Garfield County Traffic Incident Management Plan

Date: November 04, 2022

To: Garfield County Traffic Incident Management Plan Stakeholder Group

From: Patrick Chavez, CDOT Traffic Incident Management Program Manager

Re: Garfield County Traffic Incident Management Plan & Field Guidebook

Over a period of four months, agencies and organizations of Garfield County came together to produce a Traffic Incident Management Plan (TIMP) that incorporates all of Garfield County. As discussed, traffic incidents and events (unplanned or planned), affect the normal flow of traffic, create a significant threat to all first responders and roadway users, and require teamwork from all disciplines to be successful. The quicker these incidences are clear from the roadway, the safer our communities will be.

As we continued with the collaborative process, participation grew and we at CDOT, and our consulting partner, EST, were able to capture everyone's issues and concerns that were important to you and your agency/organization. Through teamwork and cooperation, the Garfield County Traffic Incident Management Plan and Field Guidebook were developed.

These two documents will be able to provide guidance, for all response agencies/organizations, throughout Garfield County during all types of events as it relates to Traffic Incident Management (TIM). These documents are fluid and require continued review, support, and updating by the Garfield County Traffic Incident Management Team.

Below are the action items that were recorded during the process in which you may want to pursue:

- Create a Traffic Incident Management Team (TIMT)
- Establish a TIMT meeting schedule to build on the TIMP
- Consider NIMS training for those that have not been involved in Traffic Incident Management
- Establish protocol for emergency access line breaks for I-70 in Glenwood Springs
- Incorporate community evacuation plans with guidance from the TIMP
- Identify and pursue closure gates along the I-70 and/or SH 82 corridors
- Identity additional resources that could assist with closure points
- Explore residency identification systems to those interested communities
- Consider establishing or designating a county-wide Emergency Operation Center (EOC) that can be utilized during incidences
- Incorporate TIM in planned events and construction projects to help institutionalize these principles for all traffic related situations



Garfield County Traffic Incident Management Plan

CDOT and EST thanks everyone for their cooperation and participation in this development. If we could be of further assistance, please do not hesitate to contact us.

Respectfully,

Patrick Chavez
CDOT - Statewide TIMP Program Coordinator
425 C Corporate Circle
Golden, CO 80401
Patrick.Chavez@state.co.us
(720) 498-1816

Rich Duran
EST - Traffic Operations Specialist
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Richardd@estinc.com
(970) 948-7959

Saeed Sobhi
EST - Denver Regional Manager
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Denver, CO 80222
Saeeds@estinc.com
(720) 779-3600 X 22891

City Emergency

Management Efforts

Traffic Incident Management Plan

I-70 Access Line Breaks

Emergency Operations Plan – Update



Traffic Incident Management Plan

Collaborative multijurisdictional and multiagency effort lead by CDOT

(Patrick Chavez, Statewide TIM Program Coordinator)

The primary purpose of these types of operational plans are:

- To set the locations of closure points on the highways and resources needed for closure
- To reduce roadway clearance time in the event of an incident
- To reduce incident clearance time
- To reduce the number of secondary crashes



Glenwood Canyon



South Canyon



Due to the high incidence of natural disasters and restrictive access conditions in our region the Traffic Incident Management Plan includes the following:

- The Glenwood Canyon Closure Plan
- I-70 Access Line Breaks in Glenwood
- A Closure Plan for SH 82

Storm King Road Access

Storm King Road

Existing Inlet

Highway 6

Interstate 70 Westbound

Interstate 70 Eastbound

West 1st Street Access





Access Line (A-Line) Break Update

Engineering is continuing to work with CDOT and FHWA on the design and permitting of the two I-70 access control line breaks.

- The design and permitting are nearly complete for the Storm King access.
- The property transfer has fallen through for the West First Street site. Legal is working with the current property owner on easement acquisition so that the design can be completed.
- CDOT and FHWA are moving ahead on both sites for permitting.
- City crews still plan to construct both facilities in the spring

SH 82 Possible Closure Points

Closure Point - SH 82 (MP 5) at CR 154 See figure 2.21. No W/B alternate route (additional traffic control needed at CR 115), E/B Alternate Route: CR 154.



Figure 2.21 SH 82 Closure Point at CR 154

Closure Point - SH 82 at CR 114 See figure 2.22. W/B Alternate Route CR 154 to SH 82 at MP 5. E/B Alternate Route: CR 154, 109,108,106 to SH 133. Additional traffic control may be required in Carbondale.



Figure 2.22 SH 82 Closure Point at CR 114

Closure Point - SH 82 at SH 133 See figure 2.23. Extended or Prolonged closure, W/B Alternate Route is SH 133 to SH 92, to US 50 to Grand Junction. Minor - Major closure, W/B Alternate Route is SH133 to CR 106,108,109,154. Additional traffic control needed at all SH 82 access points as needed. E/B Alternate Route is SH 133, Main Street, CR 100. Additional Traffic control needed at various SH 82 access points.



Figure 2.23 SH 82 Closure Point at SH 133

Closure Point - SH 82 at CR 100 See figure 2.24. W/B Alternate Route is CR 100 to SH 133. Additional traffic control needed at various SH 82 access points. E/B Alternate Route is SH 82 frontage road.



Figure 2.24 SH 82 Closure Point at CR 100

Traffic Incident Management Plan

Questions?



Glenwood Springs Emergency Management Plan

A request for proposals will be released in the first week of January.

The scope includes these elements:

- Existing document review.
- Identification of potential large-scale police, fire and public works emergencies
- Determination of traffic management locations, training and equipment needed for evacuations
- Communication protocols and neighborhood plans
- Coordination with the hospital, school district and assisted living facilities. Evaluation of their plans, and any assistance the city may need to provide.
- Coordination with Garfield County. This plan will be the city's plan. The county has its own plan. Local jurisdictions are encouraged in their plan to have a local plan and a local emergency manager.
- Review of the TIM plan. Coordination with the county, CDOT and Colorado State Patrol to integrate the city's EOP.
- Identification of potential safe zones, areas of refuge, shelters and opportunities to shelter in place.
- Review and expand existing resource spreadsheet
- Coordination meetings with CDOT, CSP and the County Emergency Manager
- Coordination meetings with the school district, Valley View Hospital and assisted living facilities and RFTA.



City Council
STAFF REPORT
City of Glenwood Springs
January 19, 2023

Agenda Item:	Mental Health Counseling Update from Roaring Fork School District
Action Requested:	Consider a Funding Request from Roaring Fork Schools
Department:	City Administration
Presented By:	Steve Boyd
Strategic Goals:	Protect and Preserve our Quality of Life
Background Info:	The City provided \$260,000 to the Roaring Fork Schools in partnership with the Hope Center in 2022 to increase access to school-based mental health services at Glenwood schools. The request was funded from the Tobacco Tax Fund.
Issues:	NA
Fiscal Impact:	The Tobacco Tax Fund will transfer \$750,000 to the General Fund in 2023 for overdose transport, parks and downtown Enforcement, needle and paraphernalia clean up, Driving Under the Influence (DUI) enforcement and Colorado Employers Benefit Trust (CEBT) clinic's treatment and counseling. That amount is \$50,000 more than forecasted revenues leaving an estimated year-end fund balance of around \$224,000. The fund has reserves for "Youth Mental Health" and "Social Services" in the amount of \$70,000 each that could be used for this purpose. If the remaining \$120,000 was split evenly between the Tobacco and Marijuana funds, year-end reserves would be \$104,000 in Tobacco and \$190,000 in Marijuana. Staff would like to leave a minimum of \$200,000 between these two funds that Council could choose to allocate during the year in the event we have an opportunity to match or leverage an unbudgeted initiative.
Legal Review:	NA
Staff Recommendation:	Staff defers to Council.



Youth Mental Health Updates and Request for Continuation of Funding

Roaring Fork School District, City of Glenwood Springs

January, 2023



Vision

Every child in our communities has access to evidence-based prevention, intervention and treatment/response to strengthen positive youth development and mental well-being.



2022 COGS Investment in School-based Mental Health

In 2022, 100% of students in Glenwood Springs Public Schools had access to a school-based mental or behavioral health provider.

- \$260,000 from COGS*
- \$380,000 from Colorado Department of Education (School Health Professionals Grant - expires May, 2023)

Roaring Fork School District, Two Rivers Community School and Yampah Mountain High School request continuation or increase investment in school-based mental health for 2023 fiscal year.

**As part of this investment, COGS also dedicated \$75,000 to YouthZone for a youth mental health provider*

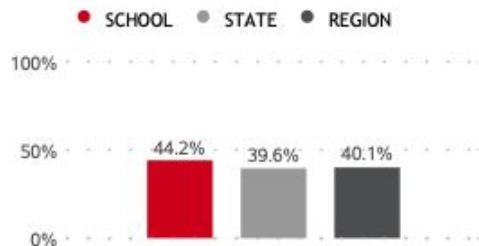
HKCS 2021 Glenwood Springs High School

MENTAL HEALTH & SUPPORTIVE RELATIONSHIPS

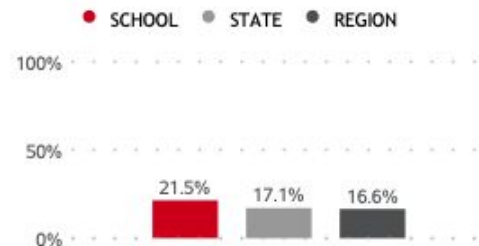
Suicide is a leading cause for death among adolescents in the U.S. as well as in Colorado. Feeling sad or hopeless for an extended period of time is used as an indicator for depression, which can increase the risk for suicide. Having a relationship with a trusted adult to go to with a problem can be protective against suicide risk. Schools can address student behavioral health needs with supportive systems that focus on prevention, early intervention, and intervention to reduce barriers to learning.

% OF STUDENTS WHO...	SCHOOL	STATE	REGION
HAVE AN ADULT TO GO TO FOR HELP WITH A SERIOUS PROBLEM	63.5%	73.5%	71.9%
COULD ASK A PARENT/GUARDIAN FOR HELP IF THEY HAD A PERSONAL PROBLEM	75.8%	82.4%	81.8%

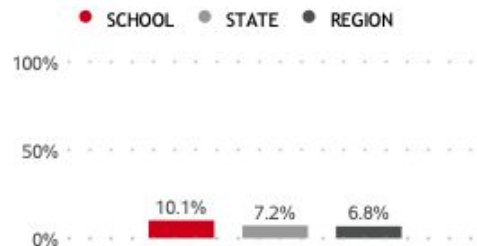
% OF STUDENTS WHO FELT SAD OR HOPELESS FOR 2+ WEEKS IN THE PAST 12 MONTHS



% OF STUDENTS WHO CONSIDERED SUICIDE IN THE PAST 12 MONTHS



% OF STUDENTS WHO ATTEMPTED SUICIDE 1+ TIMES IN THE PAST 12 MONTHS



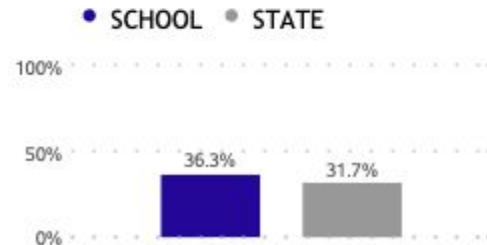
HKCS 2021 Glenwood Springs Middle School

MENTAL HEALTH & SUPPORTIVE RELATIONSHIPS

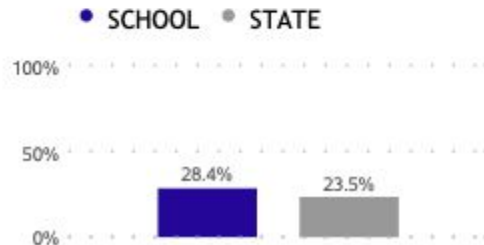
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% OF STUDENTS WHO...	SCHOOL	STATE
HAVE AN ADULT TO GO TO FOR HELP WITH A SERIOUS PROBLEM	60.9%	74.9%

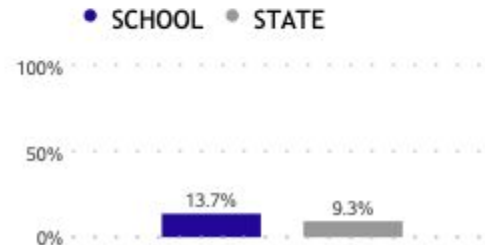
% OF STUDENTS WHO FELT SAD OR HOPELESS
FOR 2+ WEEKS IN THE PAST 12 MONTHS



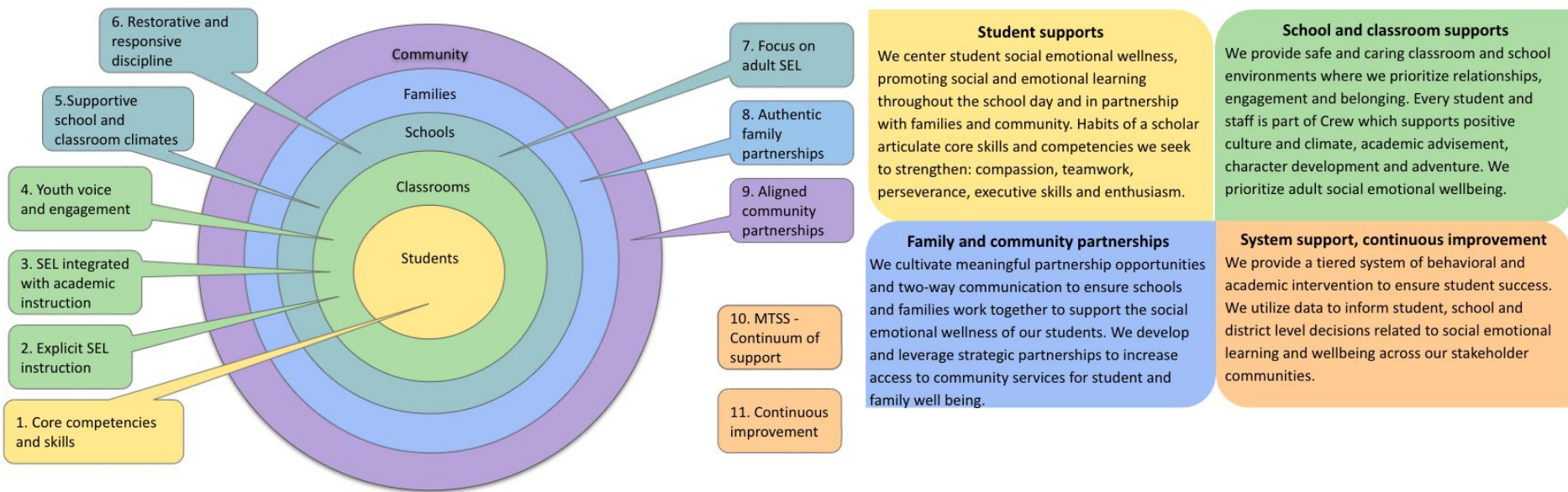
% OF STUDENTS WHO HAVE EVER
CONSIDERED SUICIDE



% OF STUDENTS WHO HAVE EVER ATTEMPTED
SUICIDE



RFSD strategies and resources to support student social emotional wellbeing



[SEL plan, 22/23](#)

Benefits from school-based mental health services

School-based mental and behavioral health providers

- Increased access
- Increased alignment
- Increase access to external mental health providers

Hope Center partnership

- Increased and higher quality provider recruitment, training, retention
- Specialized professional development and consultation
- Crisis services





Impact of COGS + CDE Funding, 2021/22 school year

9 providers in 7 schools (2 at GSHS and RVS)

Over 3000 total student interactions
including:

- Initial assessments
- Crisis assessments
- Social emotional check ins
- Group programming

Over 200 family sessions

Over 10 ongoing mental health groups including:

- Newcomer support
- Anxiety
- Grief and loss
- Well-being and identity
- Adolescent Dialectical Behavioral Therapy



Continuous improvement

1. Refining elementary school and family support services
2. Increasing professional development and family outreach
3. Refining responsive group services
4. Strengthening classroom based services and teacher skills
5. Measuring student outcomes beyond HKCS data

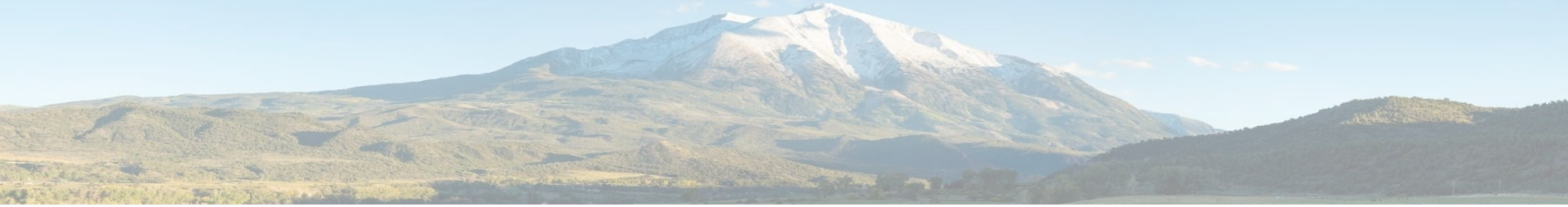


2023 Budget Request

Roaring Fork School District, Two Rivers Community School and Yampah Mountain High School request continuation or increase if possible of the COGS investment of \$260,000 for school-based mental health in the 2023 fiscal year.

Considerations:

1. RFSD will re-apply for CDE SHP grant in 2023, current funding expires in May
2. RFSD is working with Garfield Re2 and Garfield 16 to support a Garfield County investment in school-based mental health
3. RFSD is pursuing additional federal mental and behavioral grants



Questions or follow up?

Please contact Anna Cole, RFSD Chief of Student & Family Services,
acole@rfschools.com



**School-based mental health services
Request for City of Glenwood Springs funding 1.9.23**

In 2022, the City of Glenwood Springs provided \$260,000 to the Roaring Fork Schools to increase access to school-based mental health services for all students at public schools in the City of Glenwood Springs including Yampah Mountain High School, Two Rivers Community School, Glenwood Springs Elementary School and Sopris Elementary School. This investment covered more than a third of the total cost to ensure that every student in a public school in the City of Glenwood Springs had access to free, school-based mental and behavioral health services. The remainder of the cost to provide these services is funded through the Colorado Department of Education's School Health Professionals Grant through May of 2023. At the same time, the City also provided \$75,000 to YouthZone for a community mental health provider.

All of the \$260,000 from the City was used for schools to contract with the Aspen Hope Center to staff a mental and behavioral health provider at each school. These providers work closely with school teachers, administrators, counselors, social workers and family liaisons to expand the types of services students can receive at school. Aspen Hope Center providers bring mental and behavioral health expertise and experience far beyond what our schools and educators are trained to provide.

School-based mental health services provide students streamlined access to regular social emotional check-ins, individual mental health assessments, and crisis assessments for acute needs. Additionally, school-based mental health services provide group-based and family counseling. Our school-based mental health programs are not therapy - they are meant to be responsive and short-term (lasting no longer than 1-2 months). Students who require therapy, medication, or treatment are supported through school-based programs but referred out to community providers to ensure students and families build long-term relationships with clinical providers.

School-based services are meant to increase access and reduce stigma around mental health services and supports. In the City of Glenwood Springs, they are doing just that. In the 21/22 school year, the 9 school-based mental health providers funded through the City and the Colorado Department of Education provided over 3000 mental and behavioral health services. These included social-emotional check ins, initial assessments, crisis services, family, and group counseling. Additionally, school-based mental health providers served in consultatory roles to school student support teams and provided informal and formal professional development for educators.

Outcomes are significant. School-based mental health providers have stabilized schools' crisis response to suicide and threat, provided collaborative consultation for school-based mental health teams and most importantly, provided direct services to hundreds of students. With partners like the Hope Center, schools are supported by an experienced organization with the capacity to provide clinical support, expertise, and supervision for their mental health professionals - something our schools (experts in education) are not as good at. Mental and behavioral wellness for youth leads to better decision making, stronger academic outcomes, and reduced substance use and abuse. Investment in comprehensive, integrated mental and behavioral wellness has the potential to lower youth substance use rates, to interrupt pathways to substance use, and to strengthen healthy skill development. Positioning providers in the schools increases access, supports continuity of care and strengthens critical relationships between students, families, schools and community mental health providers.

In this request, Roaring Fork Schools seeks to continue or increase the \$260,000 of funding the City of Glenwood Springs provided in 2022 to support school-based mental health across Glenwood Springs public schools. The Roaring Fork Schools will be re-applying for the Colorado Department of Education's School Health Professionals Grant this winter in addition to new federal funding for school-based mental health services. We are also working with Garfield Re2 and 16 to request that Garfield County Department of Public Health begin to invest and support school-based mental health services for youth.

Investments in prevention and early intervention for mental and behavioral health have immediate and lasting impacts on youth wellbeing and resilience. As schools and a district focused on educational outcomes, we cannot do this work alone - we need additional support and expertise. We are incredibly grateful for the ongoing support of the City of Glenwood Springs and are optimistic that as this program continues to stabilize, these early investments will be sustained in the long-run by broader government and nonprofit resources.

Additional information:

- Please contact RFSD chief student and family services, Anna Cole, acole@rfschools.com.



City Council
STAFF REPORT
City of Glenwood Springs
January 19, 2023

Agenda Item: Ordinance 2023-03; Downtown Design Standard Overlay. This item is being continued to City Council's February 2, 2023 meeting.

Action Requested: Council direction on downtown design overlay in order to conduct public outreach meeting request.

Department: Economic and Community Development

Presented By: Hannah Klausman

Strategic Goals: Generate Sustainable Economic Development

Background Info: City Council held two work sessions on February 3, 2022 and May 19, 2022 to discuss Planning and Zoning Commission recommendations to implement a Downtown Commercial Overlay District to promote downtown vibrancy. Work Session staff reports are included as attachments to this report. At that time, Council requested an additional public outreach meeting in order to elicit more feedback. Staff responded that the item would need to wait until 2023 due to project workload.

Council more recently requested this item be brought back to Council for initial review and direction to be able to proceed with the public engagement meeting with Council.

The purpose for which this District is created is to enhance the pedestrian-oriented business and service character in the central core to support an active, vibrant street life. The overlay district, as previously presented, would include the following standards in addition to the base layer zoning standards:

1. When a non-residential building is proposed on a vacant lot within the downtown core, a minimum of 75% of the gross floor area on the first floor shall be uses that generate sales and/or lodging revenues for the city.
2. When a non-residential building within the downtown core is demolished, 75% of the first floor of the new building shall be uses that generate sales and/or lodging revenues for the city.
3. 100% of off-street surface parking is required to occur behind the rear wall of the primary building. Parking Structures proposed within the overlay zone are exempted from these standards and shall be processed according to the Special Use Permit process per Section 070.030.20 Table of allowed uses, and Section 070.060.050(e) Development Permits

Issues: Council had concerns at the last work session that included the following and are detailed in full in the attached May 19, 2022 Staff Report:

Boundary dimensions

Retail Percentage and Uses

Loss of Residential Units

Market Feasibility with Study

Access and Parking

Council decided not to undertake a proposed Market Study in relation to the overlay district. The market study was estimated to cost \$50,000.

All previous memos and documents from the work sessions are included as attachments to this report.

Fiscal Impact: Retail requirements have implications for sales tax generation for the City of Glenwood Springs. However, sales tax generation is not the motivation for the overlay district but rather the activation of ground floor areas in the downtown.

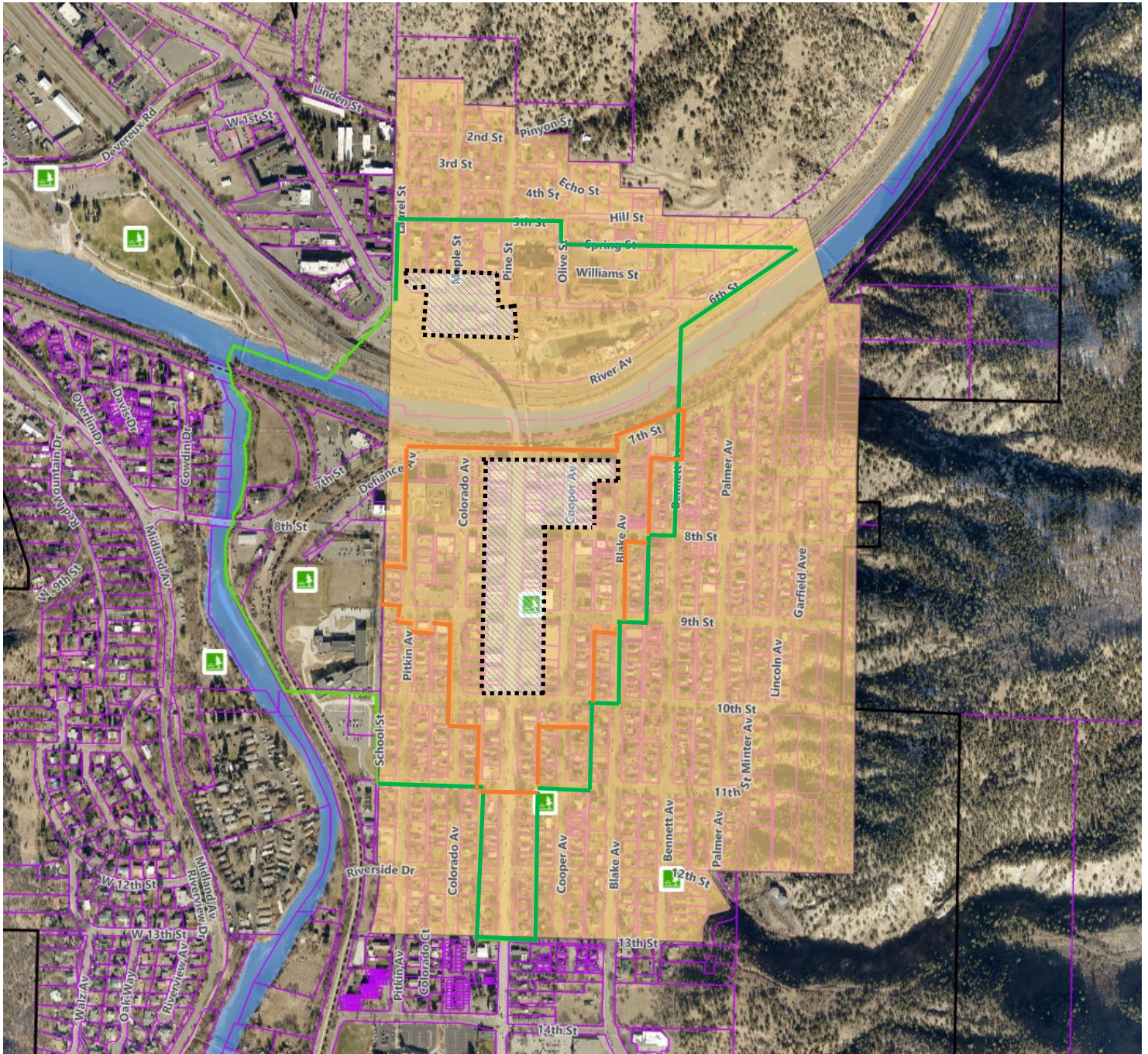
Legal Review: Legal has drafted the Ordinance that would be presented to Council for an action item at a future meeting to be determined.

Staff Recommendation: Staff has no recommendation and defers to Council direction.



City of Glenwood Springs

Downtown Boundaries



General Improvement District Boundary

Downtown Design Standards Boundary



City Downtown Core Boundary



Proposed Overlay Boundary



75% Ground Floor Requirement Scenarios

Development Scenario	Existing Condition				
	Residential Building	Non-Residential Building	Vacant Lot	Parking Structure	Park
New Residential Building	X	O	X	X	X
New Non Residential Building	X	O	O	O	O
New Park	X	If park includes buildings	If park includes buildings	If park includes buildings	N/A
New Parking Structure	EXEMPT	EXEMPT	EXEMPT	EXEMPT	EXEMPT
Change of Use, Same Building	X	X	N/A	N/A	N/A

If an existing residential building is demolished, and a new building is proposed (residential or non-residential), the standards **DO NOT** apply.

If a residential building is proposed on a vacant lot, the standards **DO NOT** apply.

If a non-residential building is proposed on a Vacant Lot, the standards **DO** apply.

If an existing non residential building is demolished, and a new building is proposed (residential or non-residential), the standards **DO** apply.

If a vacant lot is proposed to be a park with a bathroom, the standards **DO** apply.



City Council
STAFF REPORT
City of Glenwood Springs
May 19, 2022

Agenda Item: Downtown Design Standards and Retail Uses

Action Requested: Downtown Design Standards and Retail Uses

Department: Economic and Community Development

Presented By: Hannah Klausman

Strategic Goals: Protect and Preserve our Quality of Life
Generate Sustainable Economic Development

Background Info: City Council held a work session on February 3, 2022 to discuss Planning and Zoning Commission recommendations to implement a Downtown Commercial Overlay District to promote downtown vibrancy. City Council requested additional review and discussion of the item. Staff has prepared notes from the last meeting and supplemental materials to continue the conversation.

The purpose for which this District is created is to enhance the pedestrian-oriented business and service character in the central core to support an active, vibrant street life. The overlay district, as previously presented, would include the following standards in addition to the base layer zoning standards:

1. When a non-residential building is proposed on a vacant lot within the downtown core, a minimum of 75% of the gross floor area on the first floor shall be uses that generate sales and/or lodging revenues for the city.
2. When a non-residential building within the downtown core is demolished, 75% of the first floor of the new building shall be uses that generate sales and/or lodging revenues for the city.
3. 100% of off-street surface parking is required to occur behind the rear wall of the primary building.
4. Parking Structures proposed within the overlay zone are exempted from these standards and shall be processed according to the Special Use Permit process per Section 070.030.20 Table of allowed uses, and Section 070.060.050(e) Development Permits.

Issues: Council comments at the work session have been included as an attachment to this report and organized into topic areas. Those topic areas are further discussed below.

Boundary dimensions

Council expressed concerns over the boundary being too expansive as presented. Staff has brought back the second iteration of the boundary from one of Planning and Zoning's work sessions that is a smaller area centered around Grand Avenue and 6th Street commercial corridors. A map of the revised smaller boundary is attached to this report.

Retail Percentage and Uses

The intent of stating Sales Tax or Lodging Tax generating uses was utilizing a category that included the typical business types that activate streets. To better clarify intent, staff suggests specifically calling out the types of businesses using the Development Codes Table of Uses and Definitions. Staff has provided a list identifying the uses that are perceived to meet the intent of activating spaces. The list of uses is attached to this report. The list would replace language indicating that ground floor area must be "Sales and/or Lodging tax generating uses" with a specific list of uses allowed.

Staff has preliminarily put together the following list of uses, with definitions that would meet the

ground floor percentage requirements for the Overlay District:

Community and Cultural Facilities.

Uses in this category include buildings and facilities owned, operated, or occupied by a governmental or non-profit entity providing a service to the public.

Assembly. A facility intended primarily for organized services, meetings, events, or programs to benefit, educate, entertain, or promote discourse, with membership not required for participation. Examples include community centers, places of worship, meeting or lecture halls, or exhibition rooms. If an assembly use is ancillary to another principal use, and has a gross floor area of less than five thousand (5,000) square feet, it is considered part of that use and is not considered a separate principal use.

Civic Facility. Any noncommercial public facility housing uses for the purpose of promoting the general health, safety, and welfare of the citizens of Glenwood Springs. Some civic facilities are also considered government offices.

Food and Beverage Establishments.

Uses in this category include establishments that serve prepared food or beverages for consumption on or off the premises. Accessory uses may include food preparation areas, offices, and parking.

- a. *Bar, Lounge, or Tavern.*
- b. *Microbrewery, Distillery, or Winery.*
- c. *Restaurant.*

Lodging Facilities. Uses in this category include facilities where lodging, meals, and other services are provided to transient visitors and guests for a fee for a defined period of time less than thirty (30) days per instance. Accessory uses may include storage, cafeterias, limited retail, health and recreation facilities, and parking or other amenities.

- a. *Accessory Tourist Rental.*
- b. *Bed and Breakfast.*
- c. *Boarding House.*
- d. *Hotel, Motel, Hostel, or Lodge.*
- e. *Short-Term Rental.*

Recreation and Entertainment, Indoor.

Uses in this category provide recreation and entertainment activities entirely within a building. Accessory uses may include limited retail, concessions, parking, and maintenance facilities.

Indoor Recreation Facility. A commercial recreational use conducted entirely within a building, including arcade, arena, art gallery and studio, art center, assembly hall, athletic and health clubs, auditorium, bowling alley, community center, conference center, exhibit hall, gymnasium, library, movie theater, museum, performance theater, pool or billiard hall, skating rink, swimming pool, and tennis court.

Retail Sales.

Uses in this category are involved in the sale, lease, or rent of new or used products directly to the general public, but not specifically or exclusively for the purpose of resale. Accessory uses may include offices, parking, storage of goods, and assembly, repackaging, or repair of goods for on-site sale.

- d. *Grocery Store.*
- e. *Liquor Store.*
- h. *Retail, General.*

Industrial Uses.

Craft Manufacturing. An indoor facility for the assembly of hand-fabricated parts or hand-fabrication of custom or craft products using predominantly hand tools or domestic-scaled mechanical or other equipment including but not exclusive of blacksmith or metal work; makers of clocks, saddles, boats, cabinets, furniture, 3-D printing.

Staff relied on existing defined uses within the municipal code. However, council should take careful consideration to see if included categories make sense or if any use categories are missing.

Loss of Residential Units

Council members expressed concern that unintended consequences of the proposed requirements could result in the loss of residential units.

One point of clarification is that the proposed regulations only apply to NEW construction. Changes of use within existing buildings from residential to commercial and back again, would not be subject to the ground floor retail requirements. The scope of applicability is narrow enough that Staff does not believe it will result in the loss of units. In addition, with the revised and smaller overlay boundary, the residential neighborhoods that were previously included would not be part of the overlay district.

Market study

Several members of Council indicated that a market study would be beneficial for determining the amount of retail needs within Glenwood Springs. Staff contacted the company *Economics and Planning Systems* out of Denver to get a scope of work for such a market study and an estimated cost. The Market Study Scope of Work has been attached to this report. The proposed cost for services is \$50,000.

Access and Parking

Staff is working with Engineering and Public Works to review the impact of requiring parking lots to be behind primary buildings within the proposed boundary. The majority of the new reduced boundary is within the General Improvement District where parking is not a requirement, which would remain even with the overlay district. The 6th avenue proposed section would be more impacted by this requirements, however, initial staff spatial analysis shows that most of the businesses along this stretch already have parking in the rear.

Fiscal Impact:	The proposed market study estimate is \$50,000 that would need to be appropriated by Council at the time of commissioning the study.
Legal Review:	No issues.
Staff Recommendation:	Staff recommends that if Council desires to bring this item forward to an action item that specific desired uses are listed from the Table of Uses and Definitions of Title 070 Development Code to clarify intent. Staff has also included a memo from the Downtown Development Authority with their recommendation on the topic.



City Council
STAFF REPORT
City of Glenwood Springs
February 3, 2022

Agenda Item:	Downtown Design Standards and Retail Uses
Action Requested:	Staff is seeking direction from Council on the proposed code changes prior to bringing the item to a City Council public hearing.
Department:	Economic and Community Development
Strategic Goals:	Generate Sustainable Economic Development Protect and Preserve our Quality of Life
Background Info:	Planning and Zoning Commission held a work session to discuss municipal code retail standards in July 2021. The Commission discussed building design and orientation, lot coverage, parking lot design and property use. The proposed amendments to the code for section 070.040.090 Nonresidential and Mixed-Use Site and Building Design, originated from that discussion. Staff took direction from Planning and Zoning Commission at the work session and subsequent October 26, 2021, and December 14, 2021 meeting to further refine the suggested standards. Meeting minutes have been included as attachments to this report. The proposed amendments include minor edits to design standards as well as the creation of a Business District Overlay Zone that provides standards for the orientation and location of parking lots and standards for percentage of tax generating retail uses on the ground floor.
Issues:	<u>Business District Overlay Zone</u> The purpose for which this District is created is to enhance the pedestrian oriented business and service character in the central core to support an active, vibrant street life. The overlay district would include the following standards in addition to the base layer zoning standards: 1. When a non-residential building is proposed on a vacant lot within the downtown core, a minimum of 75% of the gross floor area on the first floor shall be uses that generate sales and/or lodging revenues for the city. 2. When a non-residential building within the downtown core is demolished, 75% of the first floor of the new building shall be uses that generate sales and/or lodging revenues for the city. 3. 100% of off-street surface parking is required to occur behind the rear wall of the primary building. 4. Parking Structures proposed within the overlay zone are exempted from these standards and shall be processed according to the Special Use Permit process per Section 070.030.20 Table of allowed uses, and Section 070.060.050(e) Development Permits. A development scenario graphic has been included as an attachment to this report to illustrate when overlay requirements are triggered based on existing conditions and the type of proposed development. Staff believes the most efficient way to incorporate these standards into the code is through the creation of a new overlay district. Overlay zoning is a regulatory tool that creates a special zoning district, placed over an existing base zone, which identifies special provisions in addition to those in

the underlying base zone. Staff proposes implementing a Business District Overlay Zone to encompass the desired standards.

The proposed boundaries for the overlay district follow the Downtown Design Standards Boundary which is shown on a map included as an attachment to this report.

During discussions with Planning and Zoning Commission that included expanding the overlay boundary to include additional property, the Assistant City Attorney raised a question on impacts to city owned property on 7th and 8th street known as Vogelaar Park and the old wastewater treatment area. Staff has identified Vogelaar Park as an opportunity for affordable housing and possible mixed use project and these regulations could have substantial impacts to that development.

Staff Recommendation: Staff is only seeking direction from Council on the proposal and would bring any recommendations back for an additional public hearing on March 2, 2022.

Downtown Commercial Overlay District

February 3, 2022 City Council Work Session

Councilor Comment Notes DRAFT (As taken by Staff)

Boundary

- Wants to start smaller and then expand later.
- Not sure the residential areas included in boundary need that amount of retail.
- Maybe look at slightly beyond the grand avenue corridor. Larger area encompassing neighborhoods is too expansive.
- What are the alternatives, what else could we look at? Maybe a middle version, that better aligns with the initial intent of grand avenue corridor.
- Major concern is the boundary. It is appropriate in North Glenwood where they expanded it and appropriate to include the 8th street crossing area, but expanding into the residential neighborhoods is problematic.
- Geographic area is too expansive.
- Don't include residential areas.

Retail Percentage

- Concerned about ground floor percentage.
- Mentioned only the front facing part of the building to be retail.
- Thinks some of the non-retail uses are very viable and we don't want to exclude them.

Access and Parking

- Address cost of curb cuts for parking in rear
- Address access from alley and see what that means.
- Concerned about properties that might not have alley access.
- Concerns about including from the alley behind grand and south of 9th.
- Challenging with alley access increasing, not sure if parking in back outside of the commercial area is appropriate. Alleys are in terrible shape.

Loss of Residential

- This has large impacts for the growth of our community, council is saying housing is so important, and these boundaries seem counterintuitive. Don't want to do anything that would prevent housing units.
- Idea of replacing the existing housing if any if scraped. Probably though when redeveloped it would go taller and include MORE housing than previous. The trend on development right now is

lots and lots of apartment housing. If we are so concerned with residential then we should rezone the meadows to only residential.

- We lost an opportunity in market street to have residential units above, or bank surface parking lot not having three stories above it that was housing.
- We do need housing but it is not either or.
- The DDA lot could develop right now as a three-story condo only. Do we want that?
- Mostly scrape and anything is going to go higher.
- Make sure we are not sacrificing residential, maintaining the units.
- School street to the alley behind grand that is residential and doesn't want to lose residential.
- Concern about including those areas.
- Might have negative impact on housing supply. Want to keep the neighborhood residential.
- Big concern on driving residential out.
- Suggested a requirement to have incentive for height in return for housing units.
- Concern over losing housing, or disallowing commercial to go to residential.
- Buildings going only to residential should be exempt, due to adding housing units.
- Encouraging redevelopment into denser housing and not retail.

Economics

- I see value in some implementation of this, land use and zoning can keep a community economically strong.
- Recognizes that this is a response to ANB going in downtown but cannot think of a downtown area that doesn't have banks. Do we really want to discourage that?
- Downtown has a successful mix of businesses. Trying to "fix" this will have unintended consequences. Would like further review on this matter.

Exemptions

- Public uses should be exempt from this, library, museum. Yoga/massage, should be included and taxed.
- There should be a variance process, perhaps written as overreaching but then including an easy way out of it, or exceptions. Want additional "yeah buts" regarding individual properties to further refine the boundary.

Market Study

- Wants a market study
- Did we take into consideration changes to commercial demand in our downtown core?
- Don't know about doing another study. Retail comes and goes, predicting it is hard to do.

Questions:

- 1. Mixed use, does it qualify as non-residential or not?**
- 2. What constitutes demolition?**



Regular Meeting
DECEMBER 14, 2021

MINUTES
Council Chambers, First Floor
101 W. 8TH STREET
6:00 PM

Attendance Instructions

A. This meeting is being held in person at City Hall as well as on Zoom.

Please click the link below to join the webinar:

<https://us02web.zoom.us/j/84898276149>

Zoom instructions and also available at <https://cogs.us/129/Agendas-Minutes>

1. Roll Call

Present at roll call were Commissioners:	Carolyn Cipperly, Marco Dehm, Sumner Schachter, George Shaver, Ben West
Absent at roll call were Commissioners:	Amy Connerton Amber Wissing, Joy White, Pete Waller,
Also present were:	Asst. City Manager Jenn Ooton, Asst. Community/Economic Dev. Director Hannah Klausman, Assistant City Attorney Richard Peterson-Cremer

2. Seating of Alternate Commissioner

No Alternates

3. Motion to accept the minutes from the November 16, 2021

Motion to accept minutes is called by Commissioner Cipperly and seconded by Commissioner Shaver. Motion to accept minutes passes unanimously 5-0 (Commissioner Schachter wants his name removed he was absent. Commissioner Shaver was present)

4. Chair Dehm calls for public comments for items not in the agenda.

No comments.

5. Continued Items

A. Consideration of Code Text Amendments to Municipal Code Title 070 including but not exclusive of sections 070.020, Zoning Districts, 070.030 Use Regulations, and 070.040 Development Standards regarding standards for wireless communication facilities, Residential, Nonresidential and Mixed-Use Site and Building Design, and off-street parking and loading.

ii. 070.040.090 Nonresidential Design Standards and Business Overlay District

Asst. Director Hannah Klausman explained this item is part of Planning Item 57-21. Staff has sent out public notice to all property owners within 300 feet of the proposed overlay district to allow the community to consider and comment on the proposal. No public comment had been received by the meeting. Ms. Klausman explained that the proposed amendments include minor edits to design standards as well as the creation of a Business District Overlay Zone that provides standards for the orientation and location of parking lots and standards for percentage of tax generating retail uses on the ground floor. Staff showed an updated map of the proposed overlay zone boundary. Overlay zone standards include 50% of the gross floor area on the first floor shall be uses that generate sales and/or lodging revenues for the city when a nonresidential building is proposed on a vacant lot or after a nonresidential building is demolished. In addition, 100% of off-street surface parking is required to occur behind the rear wall of the primary building.

Questions to Staff:

Why is the overlay area so small? Error correction on 50% ground floor being added to both vacant lot and demolished scenarios.

Staff responded that the overlay area was based on Planning and Zoning Commissions work session focus of the main Grand Avenue and 6th Street areas with consideration given to parking and residential areas on adjacent streets. Correction noted.

Public Comments:

Jon Zalinski, owner of downtown business, question on existing parking lots becoming violations? Concerns on ability to sell building, ability to allow flexibility on where tax generating uses occur. Suggests broader picture for investments in buildings and not pigeon hole businesses to specific configuration. Feels constricting. Suggests expanding the zone to the 7th Street corridor to 8th street Crossing area as well.

Staff clarified the intent of the overlay zone is to activate the downtown area with vibrant uses oriented towards commercial retail activities that draw in pedestrians and downtown visitors.

Motion:

Commissioner Schachter motions to approve the item. Commissioner Cipperly seconds the motion.

Commission Discussion:

Commissioners discussed at length the desired boundary for the overlay district. Commissioners wanted to simplify multiply downtown boundaries and capture a greater area to be forward thinking and less reactionary. Suggestions were reviewed to match the boundary to the GID boundary, the DDA boundary, and the Downtown Design Standards boundary.

Commissioners debated the impacts to residential areas in the overlay area and impact and what would happen to existing parking and considered rewording to apply the parking standards to nonresidential only.

Additional comments included the desire to increase the ground floor area required to be lodging or sales tax generating to 75% instead of 50%. Proposes 75%, more vibrancy.

Director Ooton mentions that the Commissioners should give thought to the impact to parking garages and that these standards would make those structures more cost prohibitive and challenging to build.

Commissioners suggested addition of exempting Parking Garages from the overlay standards since it is a Special Use Permit process anyways that requires review. Clarification from staff that a Parking Structure would be categorized as a Nonresidential building.

Motion Withdrawn by Commissioner Schachter, and Commissioner Cipperly seconds withdrawal.

Public comment reopened:

Jon Zalinski. Concern regarding shrinking available developable footprint if parking is required in the back. Think about allowing lodging use on the 2nd floor qualifying as well as ground floor. Explains that the DDA likely has a common goal of vibrancy and proposes the DDA boundary.

Legal suggest exempting the School property known as Vogelaar park from the overlay district. The City has been working on a 6F land exchange for City ownership. Commissioners choose to include the land in the boundary and allow staff to discuss with Council whether to include that property in the boundary at time of Council review.

Motion:

Commissioner Cipperly makes a motion to approve Code Amendments with Commissioner changes including amending the overlay boundary to match the downtown design standards boundary, increasing the ground floor to 75% tax and lodging tax generating uses, and exempting parking structures from the overlay standards. Commissioner Schachter seconded the motion. Motion passes unanimously with a 5-0 vote.

7. Commissioner comments

Commissioner Cipperly is glad that they are moving this ahead as a way to preserve the Glenwood character. Commissioner Shaver asked about transportation data from the previous meeting, Commissioner Schachter is pleased with the commissions processes and to not let an opportunity pass to recommend design standards even if the standard is not required. (Solstice Condos) Commissioner West thinks it is great to have the forward progress and the vision for the City to keep that vision at the forefront. Chair Dehm commended all the commissioners for playing well with others.

8. Director Comments

Jennifer Ooton Community Development Director informs that City Council is having a special meeting On January 27th and would like one member of the P&Z Commission to represent the Commission.

Hannah Klausman, Assistant Director, updated the Council on upcoming applications for January's regular meeting.

9. Meeting Adjourns at 08:10 pm.

Memorandum

Date: May 10, 2022

To: Glenwood Springs City Council & Staff

From: Glenwood Springs Downtown Development Authority Board

Subject: Requested Recommendation Regarding Downtown Commercial Overlay District

Recognizing that the City is considering establishing a Downtown Commercial Overlay District, it is the position of the Downtown Development Authority Board at this time that the proposed boundaries shown on the following page are appropriate and beneficial to the downtown. It is the Board's position that an expanded boundary beyond these parameters is unnecessary, and that such restrictions could potentially deter future redevelopment from occurring. Therefore, the DDA Board recommends that the City institute the Commercial Overlay but limit it to the boundaries shown on the following page.

The Board is supportive of the Overlay for the following reasons:

- Retail and other sales tax generating uses, such as lodging, are critical to the continued activation of these core downtown streets.
- Requiring all off-street surface parking behind the rear wall of primary buildings prohibits street frontage from being used for parking and enhances the pedestrian environment.
- Existing buildings are not required to change parking or uses unless demolished and rebuilt.

Absent a deep understanding of future retail demand, the DDA cannot endorse a boundary for the Commercial Overlay District beyond what is depicted on the following page. It is the opinion of the DDA Board that the private market should inform the redevelopment that occurs within the rest of the City's Downtown Core, and feels the existing Downtown Design Standards have been successful in ensuring quality, pedestrian-oriented development appropriate to the character of the downtown.



Map of Proposed Downtown Commercial Overlay District City of Glenwood Springs



Disclaimer: The GIS information shown is provided as a public resource for general information purposes only. The representation of locations cannot be substituted for actual legal surveys.



Real Estate and Market Demand Study

Prepared for:



Prepared by:



May 18, 2022

EPS #223050

PROPOSAL

Project Understanding & Goals

The City of Glenwood Springs is interested in retaining EPS for a study to evaluate existing economic and real estate conditions and identify opportunities for growth and diversification. EPS proposes to start the study with the existing conditions analysis focusing on the economic and demographic characteristics of the population and workforce and trends over the last 10 years. We will also analyze real estate development conditions and trends by land use category including data on the total space, geographic distributions, and performance indicators. Each sector, including retail/commercial, office, industrial, and residential, will be evaluated including their overall inventory, markets served, and performance indicators to identify the strengths, weaknesses, and unique characteristics of the components of the Glenwood Spring's economic base.

With a solid understanding of the current market, we will focus on growth potentials over the next 10 years. This analysis will take into consideration national and global changes, including the impacts of the pandemic, along with the specifics and changing dynamics of the local and regional economy. For instance, with respect to the commercial sector, the growth of online retail has decreased demand for brick-and-mortar space and changed the format of new stores and restaurants. Much of the growth in retail has been in food, beverage, and entertainment formats. Technology is also driving changes in the market at an increasing pace. Remote working, in particular, has changed the demand curve for employment space.

With respect to the residential sector, new construction is not keeping pace with demand, inflating prices and rents, and impacting the ability of the local workforce to live in the community. More workers are needing to commute in from down valley or to rent rather than buy a home. While these trends get a lot of attention, there are still large portions of the residential and commercial markets that live and work in more conventional development formats, such as single family and multifamily housing, business parks, and retail centers. This study will consider the impact of these national and local market conditions on future demand and supportable product types and mixes, in order to make an informed evaluation and not a "crystal ball prediction" of how the Glenwood Springs market can be expected to change over the next decade.

Glenwood Springs is a vibrant community with strengths in multiple markets. It is a tourist destination, an outdoor recreation gateway, and a retail trade and service center for the Roaring Fork Valley and larger western Colorado region. As a result, Glenwood has a diverse economy with a strong base in retail, accommodations, real estate, professional services, and health care. Determining how the local and regional economy may shift and identifying opportunities for development and investments to capitalize on these changes is the focus of the study.

The goals of this study are as follows:

- Document current economic, demographic, and real estate conditions by industry and by location in the local market.
- Provide the City with an understanding of its future market opportunities and needs from well documented research based on sound defensible data.
- Identify opportunities to strengthen and diversify the economy of Glenwood considering national market shifts and local conditions and forecasts.
- Identify land use types and development formats not yet present in Glenwood but likely to be in demand based on national and similar community trends.
- Provide insight into the strengths and opportunities for the major commercial and mixed use areas in the city including Downtown, 6th Street, and Confluence areas.
- Provide direction to City staff on the prioritization and use of economic development incentives to maximize economic growth and diversify the economy.

Scope of Work

EPS proposes to complete the tasks described below to respond to the City's request for a proposal.

Task 1: Project Initiation

EPS will schedule a trip to Glenwood to meet with the City's project manager and other members of the project team. Prior to this meeting, EPS would begin the research and analysis under Tasks 2 and 3 to update our familiarity with Glenwood and to inform a discussion of key issues to be addressed in the study. During this trip we would also plan to meet individually with a select group of area developers and other key stakeholders identified by the City to get local input on real estate conditions and opportunities and constraints.

Task 2: Economic and Demographic Assessment

The economic and demographic assessment will document the baseline conditions and trends over the past 10 years in Glenwood Springs including the following:

- Document and analyze employment trends and conditions including the number of jobs by industry and major employers using data from the Bureau of Labor Statistics (BLS), Bureau of Economic Analysis (BEA), and the Colorado Department of Labor QCEW data.
- Determine the strengths and weaknesses of the existing employment sectors and assess near and long term prospects for growth.
- Analyze trends in population and households, age and income distributions, and race and ethnicity. Data sources will include the U.S. Census and third-party

demographic data providers.

- Inventory the existing housing inventory and categorize by housing type and location. Analyze trends in household size, household type, units in structure, and affordability metrics such as cost burden.

Task 3: Commercial Real Estate Market

The major components of the commercial real estate market are employment-supporting land uses such as retail, office, industrial, and hotel space. Flexible and shared workspace formats are also becoming more popular nationally. Under this task, we will document development trends in the Glenwood Springs market including total inventory, new construction by year, and vacancy and rental rates.

- Compile development data from a variety of sources including building permits, assessor parcel data, the CoStar commercial property database, and local published statistics from brokerage firms.
- Document and analyze development trends and market share by land use type and area of the city and larger regional market area.
- Identify and characterize major submarkets and locations of concentration for each land use type.
- Assess the strengths and weaknesses of each market segment in terms of the City's ability to be competitive for employment, retail, and tourism development that support both economic development and quality of life.

Task 4: Retail Sales and Expenditures

The city's retail sector performance and capture will be an important area of focus. Vibrant downtowns and neighborhood commercial districts are important to quality of life and place, yet the number of potential retailers and other tenant types has diminished with the growth of online retail. In some cases, restaurants and entertainment can fulfill this role. We will need to evaluate the impact of these trends on the most important commercial areas in Glenwood Springs including downtown, Confluence, 6th Street, and West Glenwood.

- EPS will analyze and aggregate individual business sales tax data (to be obtained from the City under a confidentiality agreement) to quantify total retail sales volumes and performance by store category and by location within the city. Based on previously compiled data on the retail inventory from Task 3, we will also estimate sales per square foot by store category and location.
- We will estimate retail expenditures by store category by Glenwood Springs trade area residents based on average household income, total personal income (TPI) for the city, and the percent of TPI spent by store category.
- Using EPS' retail sales inflow-outflow model, we will compare the level and distribution of sales by local businesses with the spending patterns of area

residents. The model will distribute Glenwood retail store sales by consumer segment including sales to residents, inflow from the surrounding regional trade area, and sales to visitors.

- The sales flow model will also estimate the share of area resident expenditures made in local stores and the portion of spending that is outflow (leakage) to other locations.
- Based on the sales flow analysis, we will identify existing unmet demand by store category focusing on grocery stores and other key anchors. We will also estimate the additional sales potential associated with projected growth of households and income over the next 10 years.

Task 5: Residential Real Estate Market

EPS will characterize the City's housing sector including data on the total inventory by product type as well as the change in median and average sale prices and average rents over the last 10 years. Estimates of future demand will be made based on projected population and employment growth.

- EPS will collect and analyze secondary data on the ownership and rental housing inventory and development trends over the last 10 years.
- Working with a local realtor, we will track the annual sales volume and prices for the sales of new housing and resales from the Board of Realtors Multi-List database.
- EPS will document and evaluate sale and rental price trends and compare to wages and household incomes to gauge changes in affordability conditions.
- Based on current commuting patterns, we will estimate the current housing shortage for rental and for sale housing.

Task 6: Emerging Development Trends

After completing Tasks 2 through 5, EPS will have thoroughly documented market conditions, trends, and gaps in Glenwood Springs. Drawing from data on national and global shifts in economic and real estate demand, as well as our knowledge and experience working in other markets, we will identify other development formats that could be developed in Glenwood but are not yet supplied. Some major themes could include:

- **Retail evolution** – How will online retail continue to effect Glenwood's retail development opportunities? What new concepts could be viable?
- **Housing market expectations** – How will regional trends affect the demand for housing products?
- **Workplace trends** – How much of Glenwood's workforce is comprised of remote workers? Is the impact of the pandemic temporal or more structural affecting long term demand? Are there any industrial and R&D innovations relevant to Glenwood?

Task 7: Land Demand Forecasts

EPS will prepare space demand forecasts by major development category for a 10 and 20-year forecast period. First, we will develop 20-year population and employment projections, and estimates of visitation growth as underlying drivers. Using the analysis in the previous tasks to inform the assumptions on the land use mix, EPS will:

- Forecast housing demand based on current needs and the growth of households over the next 10 years by unit type and price point.
- Project office and industrial space including data on product type and locational preferences.
- Forecast retail space demand by type of space, location, and consumer market orientation.
- Estimate future lodging demand by number of rooms with additional data on product types and locations.

Task 8: Key Development Locations

Based on the space and land development forecasts, EPS will provide input on the supportable amount and mix of development at key development and redevelopment locations including downtown, 6th Street and Confluence. We will estimate the supportable product types and price points for each location and provide input on the need for an appropriate use of economic development incentives.

Task 9: Draft and Final Reports

EPS will prepare a draft report to document the key information and analyses and input from stakeholders described in this draft work plan. EPS will make the report reader-friendly by avoiding technical jargon and relying primarily on charts, figures, and maps. EPS will complete a final report within two weeks receipt of edits and comments on the draft report. If a second trip to present the final report is needed or desired, it will be billed as an additional cost item.

Budget and Schedule

EPS agrees to complete the above scope of work within approximately four months on a time and materials basis not to exceed \$49,650 without prior approval of the City. The approximate level of effort by staff level and task is shown in **Table 1** below.

Table 1. Level of Effort by Task and Staff Level

	Principal	Associate	Production/ Research	Total
Billing Rate	\$250	\$140	\$110	
Labor Cost				
Task 1: Project Initiation	16	16	4	\$6,680
Task 2: Economic and Demographic Assessment	8	24	8	\$6,240
Task 3: Commercial Real Estate Market	8	16	8	\$5,120
Task 4: Retail Sales and Expenditures	8	16	16	\$6,000
Task 5: Residential Real Estate Market	8	24	18	\$7,120
Task 6: Emerging Development Trends	8	16	12	\$5,560
Task 7: Land Demand Forecasts	4	12	4	\$3,120
Task 8: Key Development Locations	4	8	8	\$3,000
Task 9: Draft and Final Reports	12	12	8	\$5,560
Total Labor	76	144	84	\$48,400
<i>as % of total staff hours</i>	<i>25%</i>	<i>47%</i>	<i>28%</i>	
Direct Costs				
Travel Costs (1 two-person trips)				\$750
Economic and Real Estate Data				\$500
Total Direct Costs				\$1,250
Total Budget				\$49,650

Source: Economic & Planning Systems, Inc.



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About Economic & Planning Systems

Economic & Planning Systems, Inc. (EPS) is a land economics consulting firm experienced in the full spectrum of services related to real estate development, the financing of public infrastructure and government services, land use and conservation planning, and government organization.

EPS was founded on the principle that real estate development and land use-related public policy should be built on realistic assessment of market forces and economic trends, feasible implementation measures, and recognition of public policy objectives, including provisions for required public facilities and services.

AREAS OF EXPERTISE

- ▶ Real Estate Economics
- ▶ Public Finance
- ▶ Land Use & Transportation
- ▶ Economic Development & Revitalization
- ▶ Fiscal and Economic Impact Analysis
- ▶ Housing Policy
- ▶ Public-Private Partnership (P3)
- ▶ Parks and Open Space Economics

Clients Served

Since 1983 EPS has provided consulting services to hundreds of public- and private-sector clients in Colorado and throughout the United States. Clients include cities, counties, special districts, multi-jurisdictional authorities, property owners, developers, financial institutions, and land use attorneys.

Staff Capabilities

The professional staff includes specialists in public finance, real estate development, land use and transportation planning, government organization, and computer applications. The firm excels in preparing concise analyses that disclose risks and impacts, support decision making, and provide solutions to real estate development and land use-related problems.



RETAIL DEVELOPMENT ANALYSIS

EPS prepares retail supply and demand studies ("leakage" analysis) as well as highly-tailored strategies for retail districts. In our retail work, we strive to fully recognize the range of assets and challenges central to devising a successful retail strategy, including the location-specific attributes of the neighborhood and the dynamics of the community. Our combination of analytics and locational competitiveness assessment provides EPS clients with highly effective strategies for retail sustainability and enhancement. As a central part of its consulting practice, EPS has consulted on all aspects of retail development including retail development strategies, project feasibility analyses, financing programs, and impact analyses as described below.



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- **Project Feasibility** – EPS prepares real estate market and feasibility analysis for retail stores, shopping centers, and mixed-use retail and entertainment projects. Market research often includes household surveys of expenditure patterns and detailed analysis of sales tax data to accurately portray current inflows and outflows and specific store opportunities.
 - **Retail Development Strategies** – EPS assists cities with larger community-wide and project specific strategies to attract desirable retail tenants and retail centers based on market research, tenant contacts, financing strategies, and incentive packages.
 - **Revitalization and Redevelopment Plans** – EPS collaborates with planners and urban designers to develop overall development and revitalization plans and programs for downtowns and other existing commercial districts.
 - **Public/Private Financing** – EPS assesses the required levels of public support to attract developer interest or to complete the financing program for a proposed project. The includes identifying and forecasting potential funding sources; allocating capital costs among participating entities; and public finance negotiations.
 - **Tax Increment Financing** – EPS prepares detailed, market analysis-based tax increment forecasts and evaluation of historical assessed value growth and allocation of tax increment receipts.
 - **Developer Negotiations** – EPS conducts feasibility studies and economic analyses to support real estate and infrastructure negotiations often resulting in development agreements, owner participation agreements and participation and disposition agreements.
 - **Impact Studies** – EPS analyzes the positive and negative effects of new retail development projects including impacts on existing retailers, net sales tax revenues, and justification for retail incentives.

Project Profiles

Sixth Street Corridor Master Plan Glenwood Springs, Colorado

Located on Colorado's western slope of the Rocky Mountains, the City of Glenwood Springs is a vibrant community known to guests for its hot springs and also recognized as a regional hub for locals that supports a number of resort communities in the immediate region. As a result of a multi-million dollar Colorado Department of Transportation (CDOT) project to demolish and realign the Grand Avenue/ State Highway 82 bridge over the Colorado River, the 6th Street Commercial Corridor was expected to change dramatically. To ensure the vitality of this corridor, the City sought to create a master plan for the roughly 3/4 mile-long portion of 6th Street on the north side of the river.

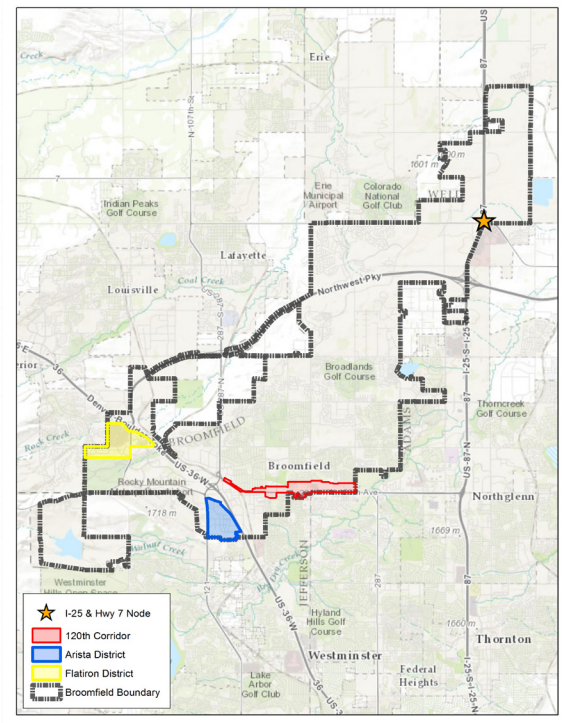


EPS provided the market and economic analysis for the Corridor Plan. The study focused on the sites that were underperforming for potential redevelopment, with an emphasis on linking redevelopment concepts with infrastructure improvements. The team addressed ways to alleviate traffic volumes on 6th Street by linking redevelopment sites with better pedestrian connections and incorporating a transit shuttle linking corridor hotels with the historic hot springs, the cavern gondola base, and a recently developed set of hot springs. EPS then completed an evaluation of alternative financing districts for generating revenues for the recommended improvements including; a general improvement district, business improvement district, special improvement district, and downtown development authority area expansion. Each mechanism is described, along with formation requirements, revenue sources and potentials, governance structure, and relative strengths and weaknesses for application to the project context.

Broomfield Retail Study Broomfield, Colorado

The City and County of Broomfield experienced robust retail development and sales increases between 1990 and 2007 including of development of Flatirons Crossing Mall, as well as numerous neighborhood and community retail centers serving residential growth. However, during and after the 2008 to 2010 recession, the retail sector dramatically slowed due to the growth of on-line sales and related declines in bricks and mortar retail sales, as well as increasing competition for major one-in the market retailers in neighboring jurisdictions. Growing the City's revenue base through retail development, recruitment, and expansion nevertheless remains an economic development priority and a focus for City Council.

The City retained EPS to evaluate retail conditions and potentials citywide with a focus on four districts including: the Flatirons District including the Mall and its surrounding ancillary retail and accommodation uses; the Arista Entertainment District including the 1stBank Event Center; the 120th Avenue Corridor; and the I-25 Corridor and State Hwy 7 interchange. The study was grounded on a comprehensive analysis of existing retail conditions, including retail buying power, existing sales performance, and retail and expenditure sales flows and estimates of capture and leakage. It also included a retail survey of 1,200 households regarding existing spending patterns and preferences for new shopping and entertainment options. Assets and barriers and development opportunities were provided for the four districts including additional retail potentials by store category and key target tenants for recruitment and attraction. The report also provided a retail development and revitalization strategies for the city as a whole and for the four focus districts.



Development and Land Demand Forecasts Bozeman, Montana

EPS was retained by the City of Bozeman to provide economic and demographic data analysis and to identify future land use needs over the next 25 years. The purpose of this analysis was to support the City's update of its comprehensive plan and to identify what land area and land characteristics are needed for the continued economic and physical growth of the city.

To provide staff and the Planning Board with the framework necessary to fully understand the factors that influence growth in the city, EPS completed a comprehensive summary of economic and demographic trends and conditions in and around the city. This information was used to provide the framework and inputs necessary to develop the final land demand forecasts.



EPS developed an employment-based land demand model to estimate the total demand for commercial and residential space. Based on anticipated employment growth in Bozeman, EPS estimated the annual demand for varying commercial space types (i.e. office, retail, and industrial) as well as the demand for residential housing types (i.e. single family, townhome, and multifamily) over the next 25 years. These estimates were used to provide policy and strategy recommendations

to the City after discussions with the City Planning Board and City staff. These recommendations were included in a final report along with an interim and final presentation to the City's Planning Board.

Downtown on the Rio Design and Action Plan Alamosa, CO

The City of Alamosa is the county seat of Alamosa County and a regional commercial hub for the greater San Luis Valley in southern Colorado. The City of Alamosa is a tourism destination due to this proximity to the Great Sand Dunes National Park and other outdoor attractions in the area. Alamosa's downtown has been the center for commerce for several decades, but has been experiencing a decline in its role a retail center as large, big-box retailers have located on the edge of the City and long-time retailers have closed in downtown. Despite the struggles of retailers, the downtown area does serve as the restaurant and services destination for many tourist and is home to Adams State University. The City of Alamosa identified improving the downtown areas a major goal within their 2017 Comprehensive Plan and commissioned a design and action plan for the downtown area to identify short and long term actions the City can take to help improve the appeal and condition of downtown.

EPS, as part of large consulting team, was engaged to develop the Downtown Design and Action Plan. EPS completed a market analysis for the Downtown area to identify supportable uses in the downtown area. The feasibility of preferred development types, specifically a hotel and multifamily residential, was tested to understand the barriers and gaps to attracting these uses downtown. EPS develop strategic plan for organization of the business community in downtown and the formation of a tax-increment district to help fund improvements identified in the plan. The City is currently working to decide between the formation of urban renewal area or downtown development authority depending on the desired involvement from area businesses and property owners. EPS provided guidance on the pros and cons of each approach and suggested a path forward for the community using urban renewal as the most appropriate tool given the lack of an existing downtown business group to lead the creation of DDA Lastly, EPS lead the development of a developer resource and opportunities toolkit and retail store-front activation toolkit for use by the City to support downtown efforts.

BUSINESS ORGANIZATION HIGH-LEVEL TAKEAWAYS

Organizational Options

- Business improvement district
- Downtown membership organization
- Creative District



Preliminary Roles

- Event coordination
- Promotion, marketing, and branding
- Downtown advocacy and community outreach/engagement



Essential Elements

- Ownership and participation from businesses and stakeholders (public-private partnership)
- Defined role
- Focus on downtown



Future/Additional Roles

- Public space management and activation
- Cleanliness, safety, maintenance and operations
- Limited capital improvements



McCaslin Parcel O Redevelopment Study Louisville, Colorado

The McCaslin Boulevard corridor in Louisville was on the first areas to attract regionally oriented retail uses along US-36 corridor in the early 1990's. As the communities along the US-36 corridor have grown and matured, other cities and towns have captured large regional retail centers including the FlatIron Crossing in Broomfield and Superior Marketplace in Superior. As a result, the McCaslin corridor's role in the region has shifted, which has led to the loss of some retailers, most notably

Sam's Club in 2009 with Kohl's also expected to leave in 2019. The McCaslin corridor and the retailers along it are a vital component of the City of Louisville's fiscal health due to the retail sales tax dollars generated there. Unfortunately, the Sam's Club vacant building has remained largely vacant since 2009 except for some transitional uses. As retail conditions and trends have shifted more locally and nationally, the City is at risk of losing additional major, regional retailers. The City of Louisville wanted to explore the potential for the introducing non-retail uses to the corridor that fit with the community needs and character and also still generate a positive fiscal impact to the City.



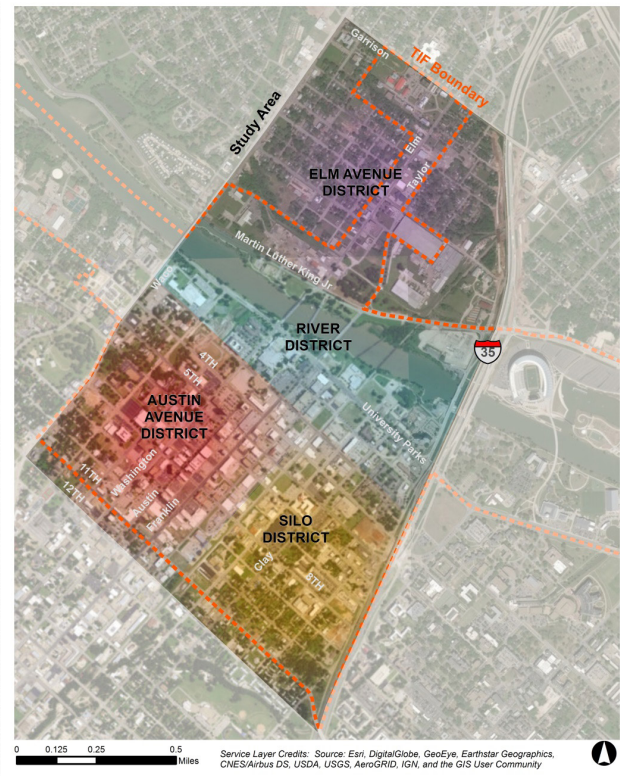
The City retained EPS and Trestle Strategy Group to evaluate retail conditions and potentials along the McCaslin corridor to understand the market realities and competitive position in the region. EPS was tasked with identifying the market demand for non-retail uses that could support the existing retail centers. A market analysis for retail, office, residential, and hotel uses was performed to identify market opportunities. Community support for new uses was gauged through outreach efforts. Potential redevelopment scenarios were developed to test the market and financial feasibility, community support, and fiscal impact of changes to existing retail centers, specifically the Sam's Club and Kohl's parcels. The analysis will result in an action strategy for the City to use to proactively address needed regulatory and development plan changes to allow for desired redevelopment and repurposing projects to move forward.

Downtown Market Study and TIF Investment Strategy Waco, Texas

Downtown Waco is the historic center of the City of Waco as well as the county seat for McLennan County. Like many cities of a similar size, the Downtown area experienced a noticeable decline when regional and community serving retail uses began to move to planned shopping centers at suburban locations in the 1960s and 1970s. The retail and commercial sectors languished in Downtown resulting in several vacant store fronts and buildings. Despite the decline in retail and office uses, Downtown remained an important government center. The City of Waco completed a number of plans for Downtown revitalization over the last 30 years

with some modest successes. Recently, the City made several investments in major civic/public space projects, downtown housing projects, and building rehabilitation and historic preservation projects. These investments have generated renewed interest and activity in Downtown and increased the amount of people living and working in the area. The Waco Downtown Tax Increment Financing (TIF) District has been the most impactful implementation tool for funding these downtown efforts. The Downtown TIF District expires 2032 and loses the increment contribution from the Waco Independent School District in 2023, which accounts for approximately 50 percent of increment generated in the district.

The City of Waco and TIF Board sought the development of a strategic plan to maximize return on investments made in Downtown over the remainder of the TIF District life. EPS was hired to complete a Market Study and TIF Investment Strategy. EPS assessed market conditions and opportunities within the TIF District boundary that includes the downtown core as well as the larger Brazos River front zone and the edge of the TIF District bordering the Baylor University campus. The market study included development potentials over a 10-year period for a full range of downtown uses by property classification including retail, entertainment, office, residential, and lodging. The intent of the market study was to compile a well-grounded assessment of development opportunities and potentials to inform the TIF Investment Strategy. The TIF strategy provided a strategic plan for use of remaining TIF resources plus the anticipated revenues to be collected over the remaining years of the TIF District. EPS developed a prioritized list of projects and investments the TIF Board and the City of Waco should implement to address market gaps and attract additional private investment.



Downtown Retail Strategy Steamboat Springs, Colorado

Steamboat Springs has one of the strongest mountain downtowns in Colorado, however there are several areas where the customer and visitor experience could be improved. EPS was hired by Main Street Steamboat Springs and the Steamboat Springs Chamber and Resort Association to prepare an assessment of downtown retail strengths and weaknesses and to develop a strategy for addressing challenges.

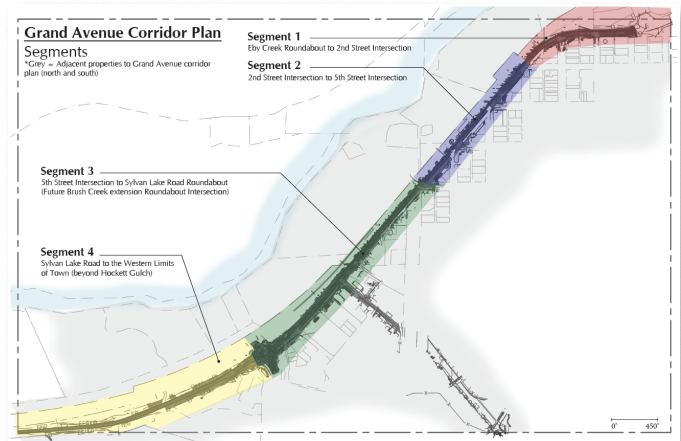


First, the evolution of retail is affecting retail development and tenanting opportunities in all market settings, from urban to resort and rural. EPS prepared a summary of the major retail trends and its evolution coming from the growth of online shopping and the proliferation of mass merchandising “big box” stores. These retail trends, coupled with interest in marketing to younger demographics, indicated that Steamboat should focus on locally produced goods and other unique items and experiences that build on the Steamboat brand and “story”.

While downtown Steamboat has the bones for a vibrant pedestrian environment with its historic building stock and street grid, there is a lack of basic pedestrian/customer amenities. Many initiatives are underway to add basic features such as benches, shade, water fountains, and public restrooms. This study highlighted the importance of these needs to Main Street Steamboat to continue to work with the City and private businesses on improving downtown amenities. There are also several buildings and sites in Downtown that could better contribute economically and aesthetically to Downtown. EPS identified key sites to pursue redevelopment or re-use, with a focus on the eastern and western gateways to downtown.

Grand Avenue Corridor Plan Eagle, Colorado

The Town of Eagle received control of a portion of Grand Avenue (Highway 6) from the Colorado Department of Transportation (CDOT) that extends from Eby Creek roundabout on the east to the western edge of the town boundary. The Town of Eagle is now responsible for the roadway improvements and maintenance, which prefaced the Grand Avenue Corridor Plan. The Corridor Plan aims to improve mobility, establish a strong sense of place and identity, and direct future development along the corridor such that it creates connectivity between major destinations and enables walkability and biking along the corridor and to the downtown commercial core.



EPS is responsible for the economic analysis of redevelopment opportunities along the corridor. This includes an in-depth market analysis of the demand and supply metrics of the Town and market area. EPS held business and property owner stakeholder groups to integrate findings with data analysis and identify opportunities to catalyze development. EPS is identifying value capture and public financing strategies for the Grand Avenue corridor and providing an evaluation matrix and revenue estimates to enable the Town to identify best-fit options to include in a final set of recommendations. EPS will workshop with Town staff to define, evaluate, and rank the options. An implementation strategy and timeline for improvements will be created by EPS to identify aggregate proceeds (sources) and total project costs (uses) that address capital improvements by phase.



Education

M.A., Urban Geography,
University of Colorado

B.A., Political Science,
University of Colorado

Employment History

21 Years with EPS

35+ Years Experience

Previous Employment

1999-present
Principal
Economic & Planning
Systems, Inc.

1997-1999
Principal, In Motion, Inc.

1993-1997
Vice President, BRW Inc.

1978-1992
Vice President, Hammer
Siler, George Associates

1976-1978
Planner, Jefferson County
Planning Department

Affiliations

American Planning
Association

Urban Land Institute

International Downtown
Association

Denver Planning Board,
1992 to 2005

ICSC Colorado Alliance



Economic & Planning Systems, Inc.

The Economics of Land Use

www.epsys.com

Daniel R. Guimond

Senior Principal

Daniel Guimond is an economist and planner with over 35 years' experience in market and financial analysis. He has specialized in retail feasibility analysis, including market studies for shopping and mixed use town centers, department stores, discounters, and grocery stores. For the public sector, he has conducted citywide and district specific retail development strategies. Dan has extensive project experience with redevelopment projects including commercial corridors, outmoded malls and centers, and infill and transit-oriented development sites.

SELECTED PROJECT MANAGEMENT EXPERIENCE

● DENVER RETAIL CONDITIONS AND OPPORTUNITIES STUDY DENVER, CO

Analysis of retail conditions and sales flows for the City and nine sub-districts identifying gaps by category and location. Also evaluated the incentives programs of peer cities and recommended an expanded tool box of business assistance and financial incentives.

● MARKET HALL FEASIBILITY STUDY | BOULDER, CO

Market analysis and development strategy for a year-round public market hall within the Civic Center Area Plan. Identified comparable markets, interviewed existing farmers market vendors, and conducted community meetings with a stakeholder advisory group. Defined a recommended project program in terms of tenant mix, types and sizes of spaces needed, lease parameters, and total square footage. Identified supportable market rents, CAM charges, and other operational characteristics for use in the financial analysis.

● UNIVERSITY HILL MARKET AND FEASIBILITY STUDY | BOULDER, CO

Completed analysis of market potentials for non-student oriented uses within the University Hill commercial district. Analyzed feasibility of market rate and affordable housing and commercial and office uses to understand barriers to development and identified financial tools to help address feasibility gaps.

● MCCASLIN CORRIDOR REDEVELOPMENT STUDY | LOUISVILLE, CO

Market and feasibility analysis for reuse or redevelopment of two large format stores in the McCaslin retail corridor.

● BROOMFIELD RETAIL STUDY | BROOMFIELD, CO

Citywide retail conditions and potentials with a focus on four key districts. Analysis included existing retail conditions, retail buying power, existing sales performance, and sales flows, captures and leakage.

● DOWNTOWN RETAIL STRATEGY | STEAMBOAT SPRINGS, CO

Market assessment of downtown retail sectors' strengths and weaknesses in light of current challenges of competition from e-commerce and big box stores. Retail/development and tenancing



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strategy to maintain unique mountain community character and appeal to new target demographic segments.

- **LOWENSTEIN THEATRE FEASIBILITY ANALYSIS | DENVER, CO**
Market analysis and public financing for infill retail project including Tattered Cover bookstore, Twist and Shout music store, and an independent cinema.
- **DENVER UNION STATION MARKET ANALYSIS AND DEVELOPER SELECTION | DENVER, CO**
Market analysis of development and tenanting options for historic terminal building and economic and financial analysis support on developer selection, evaluation and negotiation of lease terms.
- **OKLAHOMA CITY RETAIL PLAN OKLAHOMA CITY, OK**
Citywide retail development plan including analysis of citywide and subarea sales flows, identification and categorization of retail nodes, centers and corridors, performance evaluations, and development and revitalization policies and strategies.
- **MIDTOWN CORRIDOR REDEVELOPMENT STUDY | FORT COLLINS, CO**
Commercial corridor redevelopment plan including Foothills Mall redevelopment options, infill development potentials, opportunity site feasibility analysis, and public-private financing strategies and partnerships.
- **DIAGONAL PLAZA FEASIBILITY ANALYSIS BOULDER, CO**
Evaluation of the market and financial feasibility of redevelopment options for an aging community shopping center.
- **WINROCK TOWN CENTER REDEVELOPMENT ALBUQUERQUE, NM**
Market analysis, financial feasibility, public financing and fiscal impacts for the redevelopment of the former Winrock Mall as a mixed use town center.

- **TAMARAC DDR MARKET STUDY | DENVER, CO**
Identified redevelopment market potentials for the outmoded Tamarac Square Mall in south Denver. Market analysis of residential, retail and office development potentials and financial feasibility analysis of alternative supportable development programs.
- **COSTCO IMPACT ANALYSIS | OKLAHOMA CITY, OK**
Economic impact analysis of first Costco store in the city including: a profile of Costco compared to its major competitors; future sales levels; projected new sales tax inflow to Oklahoma City, estimated sales transfers from existing Oklahoma City stores, and net new sales tax revenue to the City.
- **FLATIRON MARKETPLACE REDEVELOPMENT IMPACTS | BROOMFIELD, CO**
Fiscal and land use impact analysis of proposed redevelopment of 435,000 square foot power center to a mixed use lifestyle district including 860 apartments and 30,000 square feet of restaurant and entertainment retail.
- **DOWNTOWN MARKET STUDY | PARKER, CO**
Market and feasibility analysis for four Town-owned parcels in downtown that are planned to be available for private development by the P3, the Parker URA.
- **DOWNTOWN MARKET STUDY | WACO, TX**
Market analysis for retail, office, housing, and arts and culture sectors. TIF investment strategy for investing approximately \$100 million in remaining funds in the downtown TIF District over the 2018-2033 time period.
- **MAIN STREET RETAIL STRATEGY STEAMBOAT SPRINGS, CO**
Market assessment of downtown retail sector's strengths and weaknesses in light of current challenges of competition from e-commerce and big box stores. Retail development and tenanting strategy to maintain unique mountain community character and appeal to new target demographic segments.



Sarah Dunmire

Associate

Education

Masters of Urban and Regional Planning at the University of Colorado Denver

BS in Community, Environment, and Development; Minors in Economics and Communication Arts and Sciences—The Pennsylvania State University, 2015

Employment History

7 Years Experience

4 Years with EPS

Affiliations

Urban Land Institute



Economic & Planning Systems, Inc.

The Economics of Land Use

www.epsys.com

Sarah joined EPS in 2017, bringing her academic and professional experience in planning and economics. Prior to EPS, Sarah worked in the public sector as a Regional Planner gaining experience in regional planning, growth management, and community development. Additionally, through her time as an Economic Analysis Program Assistant for Penn State Extension, Community and Economic Development she learned skills of economic development, strategic planning, and facilitation. She has a passion for community and economic development, affordable housing, and sustainability.

SELECTED PROJECT EXPERIENCE

● DOWNTOWN MARKET STUDY | PARKER, CO

Market analysis for residential, office, retail, and hospitality development in downtown. Market feasibility and potential for each development type were identified within a range of short, mid, and long time frames using both a top-down demand forecast and bottom-up financial analysis for individual projects.

● GRAND AVENUE CORRIDOR PLAN | EAGLE, CO

Currently providing an in-depth market assessment of demand and supply metrics of the Town and market area to identify redevelopment opportunities that will have traction with local market conditions. Identifying and evaluating value capture and public financing strategies relevant to the Town based on criteria matrix and revenue estimates. Creating an implementation strategy and timeline with an integrated set of sources and uses that address capital improvements by phase.

● DOWNTOWN DESIGN PLAN | ALAMOSA, CO

Real estate and economics lead on a new Downtown Plan that will define catalyst projects, and infrastructure and design strategies to energize Downtown Alamosa.

● THREE SPRINGS METROPOLITAN DISTRICT MARKET STUDY DURANGO, CO

Currently working on a market study to support metro district bonds and forecast revenue for commercial and residential developments. The study will provide an overview of current demographic and economic conditions, estimated property values, and absorption estimates.

● REDTAIL RIDGE MARKET ANALYSIS | LOUISVILLE, CO

Market analysis for 400 acre corporate business park and mixed use development on prominent site of the former StorageTek Corporation in the US-36 corridor south of Boulder.



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● **STROH AND CHAMBERS NEIGHBORHOOD CENTER MARKET ANALYSIS | PARKER, CO**

Completed a market analysis for a proposed neighborhood commercial node in south Parker. Demand for commercial space (sq. ft.) and retail sales potential were estimated based on a retail expenditure model and forecasted household growth.

● **MESA COUNTY 29 ROAD INTERCHANGE PEL MARKET AND ECONOMIC IMPACT STUDY**

Completed a Planning and Environmental Linkage Study for Mesa County and the City of Grand Junction for a proposed 29 Road interchange on I-70 for the Colorado Department of Transportation (CDOT) and Federal Highway Administration (FHWA). Analyzed the economic development benefits that could occur to the City and region if the proposed transportation project was determined to be needed and completed.

● **WEST VAIL MASTER PLAN | VAIL, CO**

Market analysis and evaluation of funding sources for to be leveraged for key infrastructure and redevelopment projects for a more vibrant neighborhood. Currently working on an economic impact analysis of existing commercial uses, market trends, needs for future commercial uses, redevelopment of commercial, strategies for public finance mechanisms, and housing analysis for affordable and workforce housing.

● **WEST CENTRAL ROUTE 66 VISITOR CENTER FEASIBILITY EVALUATION | BERNALILLO COUNTY, NM**

Evaluated the market and financial potentials for a visitor center for Bernalillo County and the City of Albuquerque. The proposed plans included a 21,000 square foot multipurpose center with a banquet/event hall, outdoor performance venue, "lowrider" museum, taproom, gift shop, and drive-in movie theater. Evaluated the reasonableness of the operating plan and provided recommendations for program refinements that could increase utilization and operating revenues.

● **MRA PLAN UPDATE | FARMINGTON, NM**

Market analysis and development potentials for 500-acre redevelopment area including and surrounding downtown with a focus on implementation steps for a recently funded Outdoor Recreation Industry initiative.

● **SA TOMORROW COMPREHENSIVE PLAN SAN ANTONIO, TX**

Completed the economic competitiveness, housing, and growth and city form policy components for the City's comprehensive plan. Developed land use framework for future growth in San Antonio, which is planned around the City's regional activity centers and multimodal transportation corridors.

● **COMPREHENSIVE PLAN UPDATE SAN MARCOS, TX**

Creating a detailed land use plan by identifying areas of change and stability through a parcel analysis focused on economic value, desired land uses, and building/community character. Areas identified will have in-depth analysis and planning in the comprehensive plan with profiles identifying character and potential opportunities.

● **MARYLAND PARKWAY TOD CORRIDOR STUDY | LAS VEGAS AND CLARK COUNTY, NV**

TOD study of the Maryland Parkway corridor in anticipation of high-frequency transit development. Work includes a market analysis of districts and transit stops with the greatest potential for TOD, identifying both the "market readiness" of areas based on a number of real estate and demographic factors, and regulatory opportunities that support development, and a value capture "toolkit" that identifies and evaluates potential value capture tools for use along the corridor.



Education

B.A. in Economics and a minor in Environmental Studies - The University of North Carolina at Chapel Hill

Employment History

2 Year with EPS



Economic & Planning Systems, Inc.

The Economics of Land Use

www.epsys.com

Adam Illig

— Research Analyst —

Adam joined EPS as a Research Analyst in 2020 bringing his academic and professional experience in real estate and economics. Prior to EPS, Adam worked as an analyst for a commercial real estate appraisal firm gaining experience in land economics and commercial real estate valuation and development. His interests include sustainability, community and economic development, affordable housing, and transit policy.

SELECTED PROJECT EXPERIENCE

- **GLENDALE 180 MARKET AND REVENUE STUDY | GLENDALE, CO**
Completed a study for the proposed 12.5-acre mixed-use development analyzing trends and conditions related to economic and demographic factors, the commercial real estate market, estimated statutory actual values, and supportable sales levels. The study established project valuation, sales levels, and anticipated development timing used to service future bond debt service.
- **PLANNING AND CODE UPDATES ECONOMIC STUDY | EL PASO, TX**
Currently assisting the City of El Paso on a unified economic analysis for the Uptown/Downtown Area Plan and the Alameda Corridor TOD Framework Vision and Plan. EPS will provide a market assessment, development feasibility component, and conduct a soft parcel analysis to identify sites with the highest potential for redevelopment.
- **ECONOMIC DEVELOPMENT PLANNING SUPPORT | BOZEMAN, MT**
Provided data and metrics for Bozeman's Economic Development Strategy (EDS), including a detailed analysis of traded and local industry sectors and targeted recommendations for economic growth. Additional data on socioeconomic and racial equity collected for Bozeman and selected peer cities.
- **SANTA FE COUNTY IMPACT FEES STUDY | NEW MEXICO**
This capital improvements plan study included an analysis of the revenue generation potential implementing impact fees to fund the identified capital and infrastructure project priorities.
- **BRIGHTON FACILITIES SPACE PLANNING | BRIGHTON, CO**
Ongoing project with the City of Brighton on recommendations for the City's real estate holdings. Project includes a detailed evaluation of key properties for utilization of City's planning and growth efforts.



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- **FOUR CORNERS MARKET AND REVENUE STUDY | ERIE, CO**

Completed a review of a request for tax increment financing submitted by multiple projects seeking assistance in the Town of Erie's downtown area. Completed an evaluation of each project's financial feasibility using both a static and time series approach. Estimated potential public revenues generated by each project. Worked closely with staff to identify a gap closure strategy that allowed the projects to move forward and provided the Town and URA a reasonable return on investment.

- **SAGE REVITALIZATION STUDY | SAN ANTONIO, TX**

In the process of developing a report and strategic plan for the San Antonio for Growth on the Eastside (SAGE), community stakeholders, City representatives, and public/private investors that will help guide sustainable and equitable growth on San Antonio's Eastside.

- **365 TOLL ROAD INVESTMENT GRADE T&R SOCIOECONOMIC PROJECTIONS | HIDALGO COUNTY, TX**

In the process of evaluating land use demand and development growth potentials for construction and operation of a new toll road crossing the US-Mexico border.

- **COLORADO HPTE FLOYD HILL PROJECT FUNDING GAP STUDY**

In the process of generating macro- and TAZ-specific socioeconomic projections for the I-70 intermountain corridor, adjusting for the impacts of COVID-19, as well as project-specific land use development research, future land use plans, and land availability.

- **LONGMONT STATION INFRASTRUCTURE MASTER PLAN | LONGMONT CO**

Currently assisting Regional Transportation District and the City of Longmont on a due diligence analysis of the Longmont Station Master Plan (IMP). Providing analysis regarding phasing considerations, land acquisitions, and value capture revenue potential.

- **DENVER UNIVERSITY LINKAGE ANALYSIS DENVER, CO**

Provided an economic analysis study to quantify the housing and employment related impacts of new campus facilities for Denver University on affordable housing demand in Denver.

- **DIAMOND HILL REDEVELOPMENT MARKET AND FEASIBILITY STUDY | DENVER, CO**

Diamond Hill is a 10.5-acre office complex located at West 26th Avenue and Alcott in the Jefferson Park neighborhood overlooking I-25 and downtown Denver. EPS is evaluating a number of redevelopment alternatives for the developer of the site including a market analysis for a range of commercial uses, including office, retail, restaurant and hospitality, and multifamily residential uses to be considered for the site. The study will determine the amount and type of space supportable by use and achievable sales prices and lease rates by use.

- **PERFORMING ARTS RFP EVALUATION ALBUQUERQUE NM**

Reviewed three development proposals for a new performing arts center, including the development program, financial proforma, and other supporting information with regard to funding and construction, utilization levels, and associated operating costs and revenues. EPS also reviewed comparable existing performing arts centers. Identified strengths and weaknesses for each proposal.

- **NAVONA MARKET STUDY | AURORA, CO**

Provided market research for the development of a mixed-use development project on a 65-acre site on the southeast Aurora. Documented current development conditions and values and to estimate potential absorption by product type. Based on this research, EPS provided input to refining the land use plan and data to support the request for public financing.

- **HOUSING AFFORDABILITY MARKET STUDY OKLAHOMA CITY, OK**

In the process of analyzing housing impediments, affordability, and overall housing market conditions for Oklahoma City.

January 19, 2023

Colorado Water Conservation Board
Attn: Chris Sturm
1313 Sherman St Room 271
Denver CO 80203



RE: Middle Colorado Watershed Council application to the CWCB for a Wildfire Ready Action Plan grant

Dear Mr. Sturm,

This letter is to express support from the City of Glenwood Springs for the Middle Colorado Watershed Council's efforts to secure grant funding to develop a Wildfire Ready Action Plan in coordination with Middle Colorado watershed stakeholders.

The Middle Colorado Watershed Council has been working on post fire restoration efforts the last two years in regard to the Grizzly Creek and Pine Gulch fires in 2020. This experience and cost have led to consideration of tackling wildfire problems before they occur. By pulling together stakeholders from the Middle Colorado River watershed, MCWC will coordinate efforts with stakeholders to now define and organize overlapping zones of pre-wildfire mitigation work and determine values at risk for wildfire and post wildfire hazards and impacts.

Initial outreach to the Bureau of Land Management (BLM), the US Forest Service (USFS) and Colorado State Forest Service, Colorado Parks and Wildlife (CPW), Natural Resources Conservation Services (NRCS), the five fire district chiefs in the vicinity, the municipalities on the river corridor, private landowners, conservancy and conservation districts and other interested parties has resulted in a coordinated desire to develop and implement a regional strategy for mapping and implementing a wildfire strategy. Working together provides a better opportunity to limit impacts of wildfire and post wildfire events on the values at risk in our area and watershed.

As one of the interested parties in this collaboration to protect our watershed from the eminent danger and impact of wildfire and the detrimental post fire flooding, erosion and debris flow, we support MCWC's efforts to pursue funding to coordinate and manage a wildfire-ready plan. Please consider their request for funding to initiate and implement this program.

Sincerely,

Jonathan Godes
Mayor, City of Glenwood Springs



City Council
STAFF REPORT
City of Glenwood Springs
January 19, 2023

Agenda Item: Adjournment

Action Requested:

Department: City Clerk

Presented By:

Strategic Goals:

Background Info:

Issues:

Fiscal Impact:

Legal Review:

Staff Recommendation: