



AGENDA
CITY OF GLENWOOD SPRINGS
REGULAR CITY COUNCIL MEETING
DECEMBER 7, 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. Street and Infrastructure Fund Update | Information/Discussion |
| 5:00 | 2. Citywide Transportation Program | Information/Discussion |
| 5:30 | 3. Joint Work Session with the Downtown Development Authority | Information/Discussion |

ZOOM INSTRUCTIONS

You are invited to a Zoom webinar.

When: Dec 7, 2023 06:00 PM Mountain Time (US and Canada) Topic: 2023/12/07 Regular City Council Meeting.

Please click the link below to join the webinar: <https://us02web.zoom.us/j/82450657861?pwd=VXdFS2Q0NDhTdzM0TUZNMGtkeTZlUT09>

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Dial(for higher quality, dial a number based on your current location): +1 719 359 4580 US +1 669 900 6833 US (San Jose) +1 253 205 0468 US +1 253 215 8782 US (Tacoma) +1 346 248 7799 US (Houston) +1 669 444 9171 US +1 301 715 8592 US (Washington DC) +1 305 224 1968 US +1 309 205 3325 US +1 312 626 6799 US (Chicago) +1 360 209 5623 US +1 386 347 5053 US +1 507 473 4847 US +1 564 217 2000 US +1 646 931 3860 US +1 689 278 1000 US +1 929 205 6099 US (New York) Webinar ID: 824 5065 7861 International numbers

available: <https://us02web.zoom.us/j/82450657861?pwd=VXdFS2Q0NDhTdzM0TUZNMGtkeTZlUT09>

REGULAR SESSION

- | | | |
|------|--|--------------------------|
| 6:15 | 4. Roll Call | |
| | 5. Agenda Changes & Conflicts | |
| | 6. Council Announcements | |
| | 7. Citizens Appearing Before Council (for items not on the Agenda-comments limited to 3 minutes) | |
| | 8. Consent Agenda | Discussion and/or Action |
| | A. November 16, 2023 Council Minutes | |
| | B. Ordinance 2023-18; Fixing and Certifying Mill Levy GID. Second Reading | |
| | C. Ordinance 2023-19; Fixing and Certifying Mill Levy City. Second Reading | |
| | D. Resolution 2023-44; Parks and Recreation Proposed Consolidated Fee Schedule for 2024 | |

ACTIONS AND/OR PRESENTATIONS

- | | | |
|-----|--|--------------------------|
| 9. | Child Care Facility Being Considered in the Glenwood Springs Mall | Discussion and/or Action |
| 10. | Presentation from Educational Pathway Innovation Center (EPIC) | Discussion and/or Action |
| 11. | Update on Ordinance 2023-06; Extension of Marijuana Hours from 7:00pm to 10:00pm. | Discussion and/or Action |
| 12. | Ordinance 2023-20; An Ordinance of the City Council of the City of Glenwood Springs Appropriating Funds for Fiscal Year 2024 (One Reading) | Discussion and/or Action |

- | | |
|--|--------------------------|
| 13. Ordinance 2023-21; Amend the 2023 Budget Appropriation (One Reading) | Discussion and/or Action |
| 14. Storm Water Fees | Information/Discussion |
| 15. Ordinance 2023-22; An Ordinance Amending Article 100.060 of the Glenwood Springs Municipal Code | Discussion and/or Action |
| 16. Digital Accessibility Plan Update | Information/Discussion |
| 17. Acquisition of a Property on South Grand Avenue and a Property on Blake Avenue | Information/Discussion |
| 18. Update on Case Number: 23CV030160 involving the August 10th Executive Session, the Open Records Act, and the Open Meetings Law | Information/Discussion |
| 19. Council Comments | |
| 20. Report from City Administration | |
| A. City Manager | |
| B. City Attorney | |
| C. Correspondence Incoming/Outgoing | |
| 21. Adjournment | |

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City Council
STAFF REPORT
City of Glenwood Springs
December 7, 2023

Agenda Item: Street and Infrastructure Fund Update

Action Requested: None at this time.

Department: Public Works

Presented By: Matthew Langhorst, Ryan Gordon

Strategic Goals: Preserve and Improve Infrastructure

Background Info: The City of Glenwood Springs' Street Tax Fund that provides the revenue for almost all capital street projects and maintenance materials is set to expire on December 31st, 2026. In 2017 staff commissioned a Pavement Surface Evaluation and Rating report (PASER) for all streets within the city limits. The report classifies pavement condition on a 1 to 10 scale, 1 being a failed pavement section and 10 being an excellent pavement section. The overall score in 2017 for the street system in Glenwood Springs was a 4, or the bottom of the Fair pavement section scale. In 2020, the City completed a second Pavement Condition Index (PCI) report while collecting roadway and right of way data for the new asset management software. A PCI analysis bases roadway condition on a 1 to 100 scale, thus a 40 would be equivalent to the 4 from the PASER analysis. The company collecting the data was not asked to create a report from this data, but the overall score for the city had slightly improved from a 40 to a 55 with the work that the city had completed in the 2.5 years between reviews. From the years 2020 to the end of 2023 the city has spent quite a bit of time working on the completely failed streets within the city limits that also coincide with needed water and sewer infrastructure repairs. This way, the Street Tax revenue can be combined with the water and wastewater funds to help complete a roadway project and provide needed life safety water flows to fire hydrants in areas where it was not sufficient in the past. The cost being passed on to the water and wastewater department is not a sustainable model for that fund, and the high inflation rate for construction that we are seeing in the valley is not sustainable for the 0.5% sales tax that the city collects to pay for this fund. The Colorado Department of Transportation (CDOT) construction cost index report, which is published quarterly, showed an inflation rate from the fourth quarter of 2020 to the fourth quarter of 2021 at a 17.45% increase and from 2021 to 2022 an increase of 31.49%. The index is showing a 13% decrease in costs through the third quarter of 2023 from the 2022 costs, but that is still a significant increase overall in the last 3 years. Construction costs within the valley generally exceed inflation rates seen nationally and state wide, thus the projects that we are bidding are coming in at 1.5 to 2 times the estimated cost and budget. You can see financially that unless the revenue being brought in with the 0.5% sales tax is increasing at the same rate as inflation or above, the fund cannot keep up with construction cost increases, and we get less and less done each year as a result. We are using a 7% inflation rate for construction in our calculations, which we will review with council at the work session, as a reasonable inflation number for the valley year over year and a 4% revenue increase each year on sales tax receipts. Staff has examined a 0.5% Street and Infrastructure Fund extension, a repeal and replace option that increases the existing tax to .75%, and a repeal and replace option that would add .5% to the current tax resulting in a total tax of 1.0%. These will all be reviewed with council at the work session on screens in Council Chambers. The 2017 PASER report is attached to this agenda item for your reference.

Issues: We need to decide how much tax to ask for, for how long, and whether or not to ask for the ability to use debt financing along with the tax revenue.

Fiscal Impact: None at this time.

Legal Review: None at this time.

Staff Recommendation: Robust discussion



Pavement Condition Survey and Three-Year Pavement Preservation Plan for the City of Glenwood Springs Draft Report

Prepared For:

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December 2017

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EXECUTIVE SUMMARY

The City of Glenwood Springs (City) hired Applied Pavement Technology, Inc. (APTech) to assess the City's pavement condition and develop a report for the City's paved roadway network. This project included visual assessments of the roadway using the Pavement Surface Evaluation and Rating (PASER) methodology, and developing a proposed pavement preservation plan for a period of 3 years considering 3 possible budget amounts. This report presents APTech's findings.

There are approximately 43 centerline-miles, or 103 lane-miles, of publicly-owned roadways (including parking lanes) in the City's pavement network. Of the total pavement area (6.5 million ft²), less than 1 percent is portland cement concrete (PCC) pavement and less than 4 percent is gravel (GR); the remainder consists of asphalt concrete (AC)-surfaced roadways. Figure ES-1 shows the network distribution by surface type.

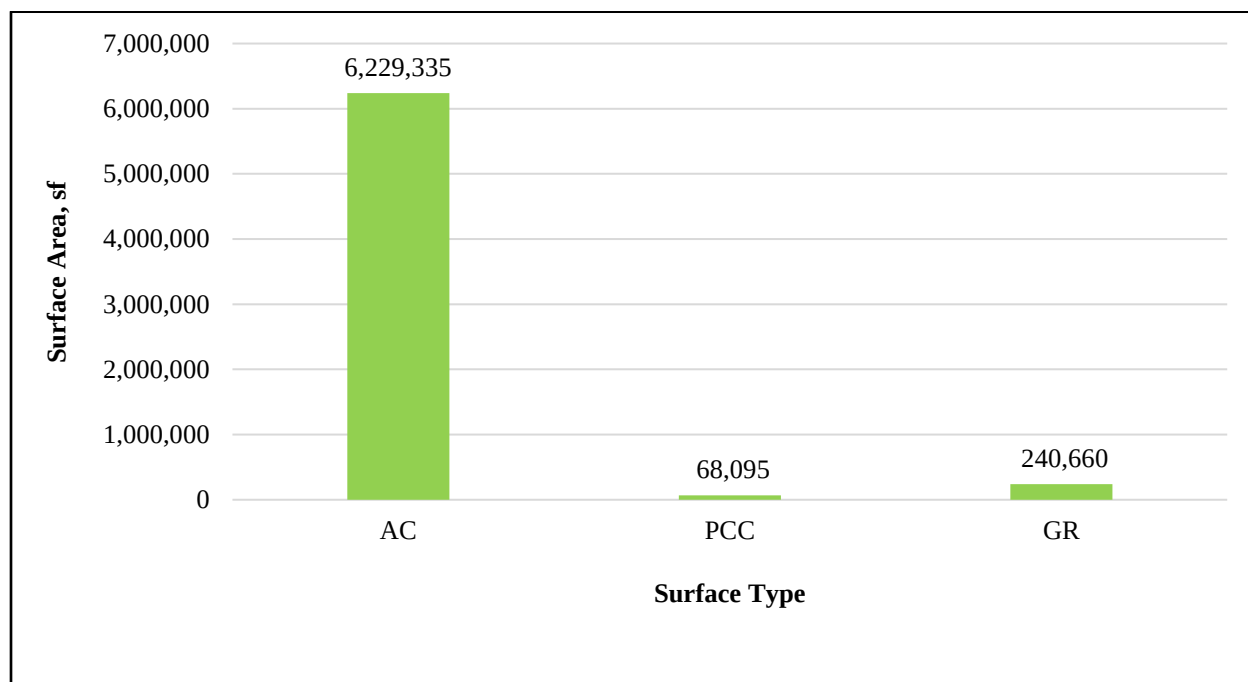


Figure ES-1. Glenwood Springs pavement inventory by surface type.

In July 2017, APTech rated the pavement conditions using the PASER procedure. The PASER procedure uses a single numerical value to represent overall pavement condition and is consistent, objective, and repeatable. The PASER scale ranges from 0 (representing a pavement in failed condition) to a value of 10 (representing a pavement with no visible distress). Typically, pavements with a PASER rating above 5 and no load-related distresses will benefit from preventive maintenance actions, such as crack sealing, surface treatments, and patching. Pavements with a PASER rating of 3 and 4 are more likely to require major rehabilitation, such as extensive repairs and/or an overlay. Often, when the PASER rating falls to 2 or below, reconstruction is the most viable alternative due to the substantial damage to the pavement structure. Table ES-1 illustrates the relationship between PASER ratings and different categories.

Table ES-1. PASER condition ranges.

PASER Rating	PASER Category	Simplified PASER Category
10	Excellent	Good
9	Excellent	
8	Very Good	
7	Good	
6	Good	Fair
5	Fair	
4	Fair	
3	Poor	Poor
2	Very Poor	
1	Failed	

The PASER rating data was entered by street segment into a database for analysis. Overall, City-maintained pavements have an area-weighted PASER rating of 4. Figure ES-2 shows the 2017 pavement area breakdown by condition category. Approximately a quarter of the pavement area has a PASER value greater than 6, meaning relatively inexpensive treatments can be used to extend the life of these pavements. More expensive strategies (rehabilitation and reconstruction) are appropriate for the City's remaining pavements.

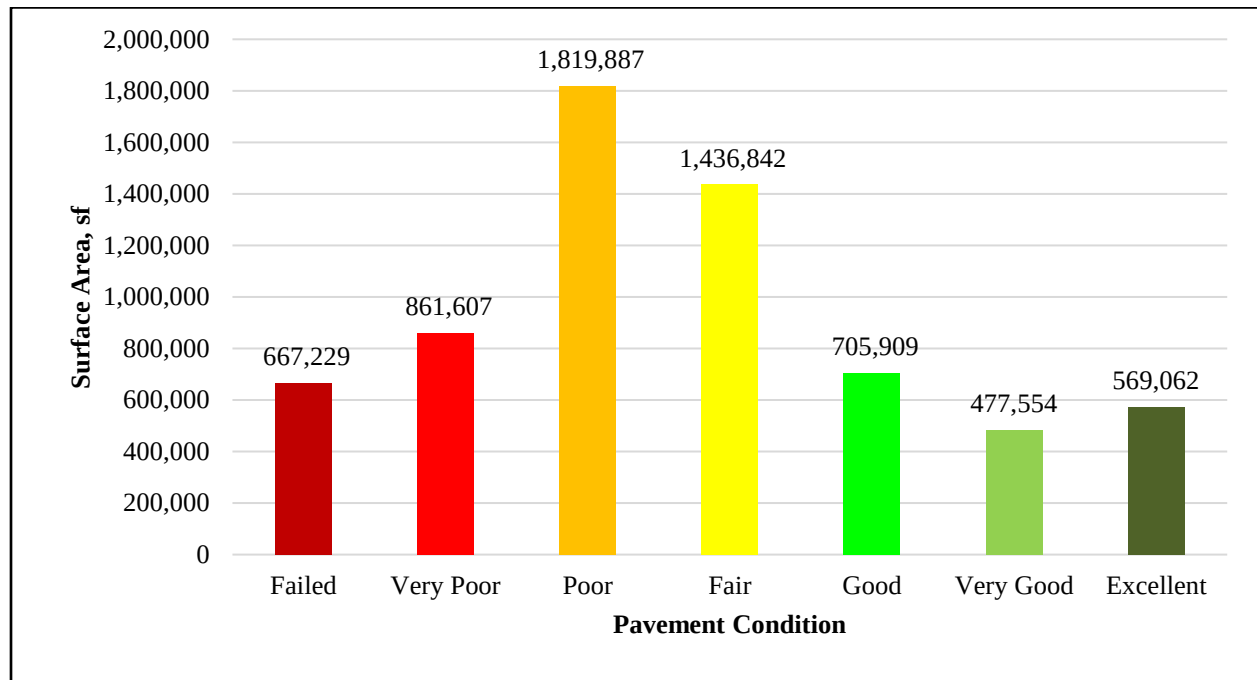


Figure ES-2. Pavement area by condition.

During preliminary discussions the City described their typical treatment strategies and expressed interest in greater use of preservation-focused treatments where appropriate. APTEch suggested additional maintenance and rehabilitation options, developed treatment protocols to

determine treatment application to maximize benefits, estimated treatment costs, and performed an analysis of various funding levels.

For this analysis pavement repairs were categorized as follows:

- Major rehabilitation – treatments, such as a structural overlay or reconstruction, applied to the entire pavement to correct or improve existing structural requirements.
- Preventive maintenance – localized repair of distressed areas or sealing of a pavement surface in good condition, including such activities as crack sealing, surface treatments, and patching.

While maintenance and rehabilitation (M&R) needs were identified based on the current pavement condition and the type of facility, projects were ultimately selected based on the available funding in any given year. Three-year pavement preservation plans were developed for the City based on the following funding levels:

- \$1.0 million per year.
- \$2.5 million per year.
- \$4.0 million per year.

The predicted area-weighted network conditions (PASER rating value) under these scenarios are summarized in figure ES-3.

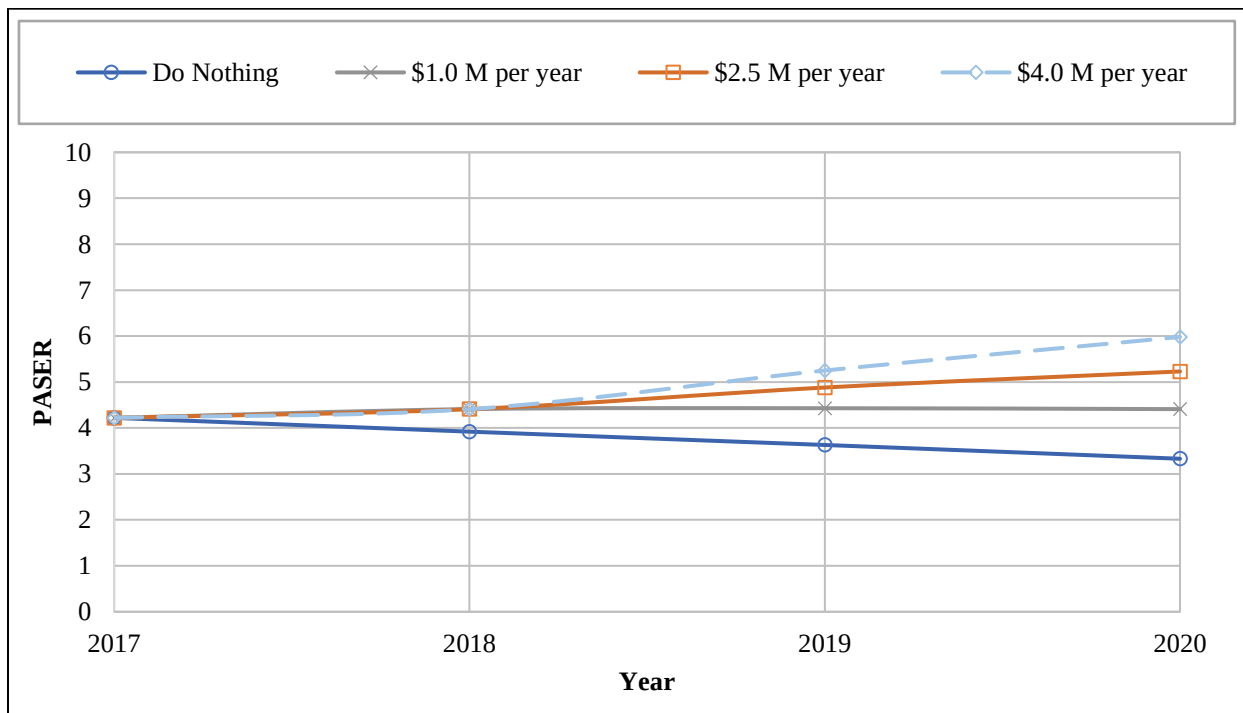


Figure ES-3. Estimated future area-weighted network conditions under analyzed budget scenarios.

For each of the scenarios considered, a 3-year analysis period (2017 through 2020) was used. As may be seen, at the current funding level of about \$1.0 Million per year the network stays at about the same condition. At annual budgets of \$2.5 and \$4 Million there is noticeable

improvement in the projected network condition over time. If no rehabilitation or maintenance projects are funded the network PASER value is projected to drop to 3 by the end of 2020.

Figure ES-2 shows that over half of the City's pavement network is Poor or below. Looking into the future, as pavements deteriorate the rate of decline tends to increase. This means that as the network declines over time it will do so at an advancing rate, and the funds required to maintain or improve conditions will increase. While this analysis indicates that a budget level of \$1.0 Million will maintain current conditions in the short term, this will not be possible over the long term. It is recommended that the City work to improve the average network condition by increasing funding to bring the average condition up to a PASER rating of 6 or above. This is a much more sustainable level, allowing greater use of preservation treatments that will maintain conditions at a lower annual cost in the long run.

PAVEMENT CONDITION SURVEY AND THREE-YEAR PAVEMENT PRESERVATION PLAN FOR THE CITY OF GLENWOOD SPRINGS, COLORADO

Project Background

The City of Glenwood Springs (City) covers approximately 6 square miles in Garfield County, Colorado. The City desired to develop a 3-year pavement preservation plan for street maintenance and improvements, and to investigate the impact of different budget levels on the projected network condition. To achieve this, the City sought a consultant who could evaluate the roadway network and assist with the development of a work plan.

At the request of the City, Applied Pavement Technology, Inc. (APTech) evaluated all City streets as provided in the City geographic information system (GIS) file. APTech evaluated pavement conditions in accordance with the PASER methodology and used that information to develop projected work needs and potential work plans given three different funding level scenarios.

This report documents the work effort and summarizes the results.

Scope of Work

The work was completed in four project tasks. They are described as follows:

Task 1 – Project Coordination: This task included the management and coordination of the project. The project began with an in-person kickoff meeting at which key staff were introduced, roles and responsibilities were reviewed, the project schedule was discussed, and project milestones were confirmed. The data collection process was discussed. City objectives and expected outcomes were reviewed and clarified.

During this meeting, APTech gathered information about treatment strategies used by the City and associated unit cost information. Following this meeting, both the City and APTech further investigated treatment unit costs from local construction projects, Colorado DOT, and other nearby communities to make the best possible estimate of treatment unit costs for use in analyses. Estimates of unit costs were assumed to include the cost of materials and work only, and exclude other costs (i.e. maintenance of traffic, striping, etc.). However, since costs came from multiple sources and were not generated by APTech directly we cannot be certain of this. It was assumed unit costs covered the treatment cost only.

Task 2 – Data Collection: Data collection was performed in accordance with the PASER survey procedure developed by the University of Wisconsin-Madison. While the PASER procedure is a windshield survey method, APTech also verified conditions by stopping and walking areas if there were questions (i.e. unique distress types or quantities, obscured surface, etc.). Two-lane roads were surveyed in one direction, and four- or more lane roads were surveyed in two directions.

Condition surveys for the City network were completed within one working week in July, 2018 including peer reviews for quality control. Surveys were conducted from intersection to intersection and GPS-enabled tablet computers were used to record condition data. All data collected was geo-referenced, allowing conditions to be reported as a GIS shape file and/or as a Google Earth KMZ file.

Task 3 – Data Review and Work Needs Planning: Once condition data was collected and treatment unit costs were available, APTech summarized and reviewed the data to develop a statement of work needs based on a three year projection (2018-2020) under three different budget scenarios: an approach based on current annual funding levels of approximately \$1.0 Million, an approach with expanded annual funding of approximately \$2.5 Million, and an approach with further expanded annual funding of approximately \$4.0 Million.

Development of work plans results in a non-unique solution. There are generally a number of roads with the same rating, and deciding which to treat and when to treat it involves consideration of many factors. APTech generated a draft submission for City review and discussed the philosophy used to make recommendations for treatment. The City's input was considered in compiling the final recommendations. Condition data, including indications of load- and environmental-induced distress, were considered in the development of options for appropriate treatment given current conditions. A well-balanced mix of fixes makes the most efficient use of City resources and maintains the City network in the best attainable condition.

APTech produced draft maps of the proposed work by year for the three different funding scenarios and used them in review discussions with the City; the maps were then edited for the final deliverables.

Task 4 – Finalize and Submit Deliverables: Once the City and APTech reached final agreement on multi-year work plans, APTech produced this project report to transmit project deliverables. The project report includes an Executive Summary that presents pavement condition by pavement type, and discusses the impacts of different budget scenarios on the resulting network condition, comparing the impacts of the three different budget levels.

The body of the project report describes the work process, summarizes current conditions, and presents tabulated work plans for 3 years under different budget environments. The report concludes with a detailed discussion of the impact of different budget levels on planned work and resulting network condition. Maps showing planned work and resulting network condition graphically, and a spreadsheet showing pavement condition for each street segment, are provided.

PAVEMENT CONDITION ASSESSMENT PROCEDURE

Network Definition

The City's pavement network was defined based on a GIS shape file provided by the City. Approximately 43 centerline-miles (over 6.5 million ft²) of pavement, which consists of 493 pavement sections, were evaluated as part of the PASER evaluation. The pavement sections were divided into three pavement types: asphalt concrete (AC), portland cement concrete (PCC), and gravel (GR). Five pavement sections were identified as bridges. They were not inspected and are not included in the various analyses conducted for this project, but these sections were inventoried in the database. Figure 1 shows the distribution of pavement area by pavement type.

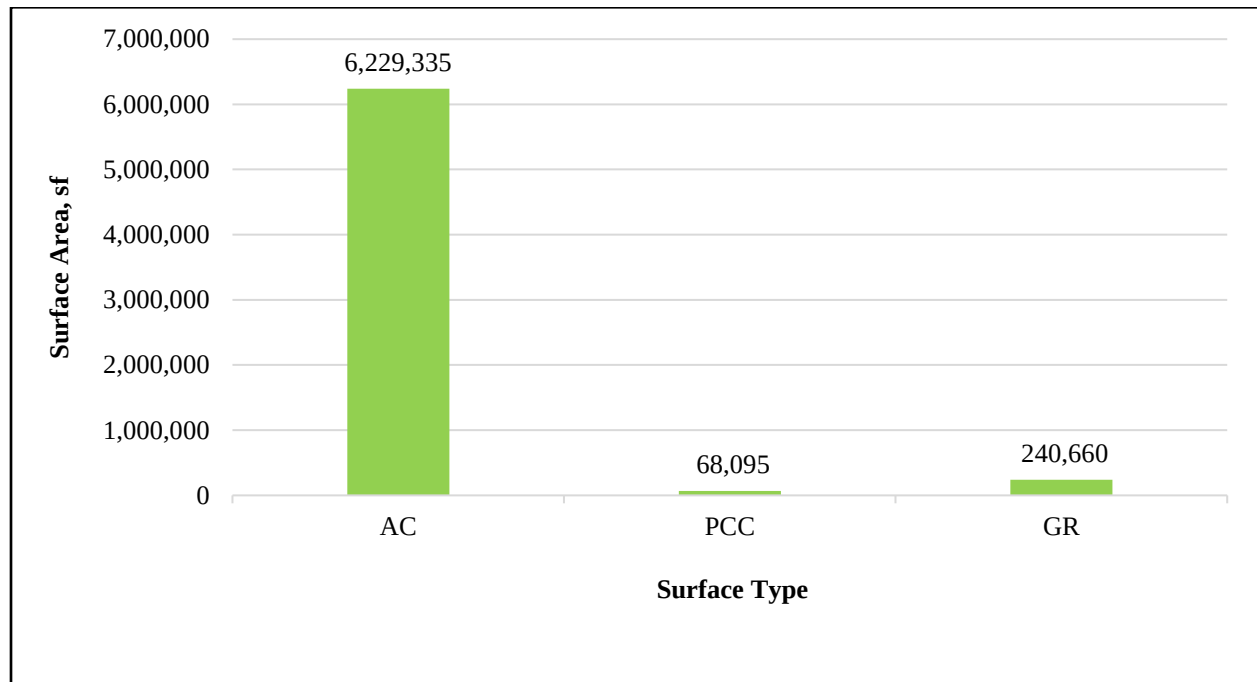


Figure 1. Pavement inventory by surface type.

Pavement Condition Assessment Procedure

Between July 24th and 28th, 2017 APTech employees visually evaluated the condition of the City roadways using the PASER methodology. The PASER methodology was developed by the University of Wisconsin-Madison Transportation Information Center. This method involves performing a windshield survey and rating the pavement surface on a scale from 1-10. In applying the PASER procedure, pavements are rated based on general conditions and typical distresses present without detailed measurement of quantities. The use of PASER is typically less expensive and provides the planning agency with a basic idea of the condition of the roadway surface.

PASER ratings were typically assigned from block-to-block along each roadway. In cases where visibility of the opposite direction was limited or conditions varied by direction, data was collected in each direction. APTech raters recorded data on hand-held tablet computers operating proprietary Distress Data Collection (DDC) tool software, which allowed surveyors to

interact with geo-located polygon shapes that represent the roadway segments they are actively driving over. Figures 2 and 3 provide examples of the configuration of the software. Figure 2 shows an example of the attributes entered during a survey for the point selected. The blue circle is the GPS reference of the location of the surveyors. The pane to the right provides options for any edits necessary or to add new data points. Figure 3 shows an example of the input screen used to enter data for each PASER evaluation and the existence or absence of the roadway assets selected for this project.

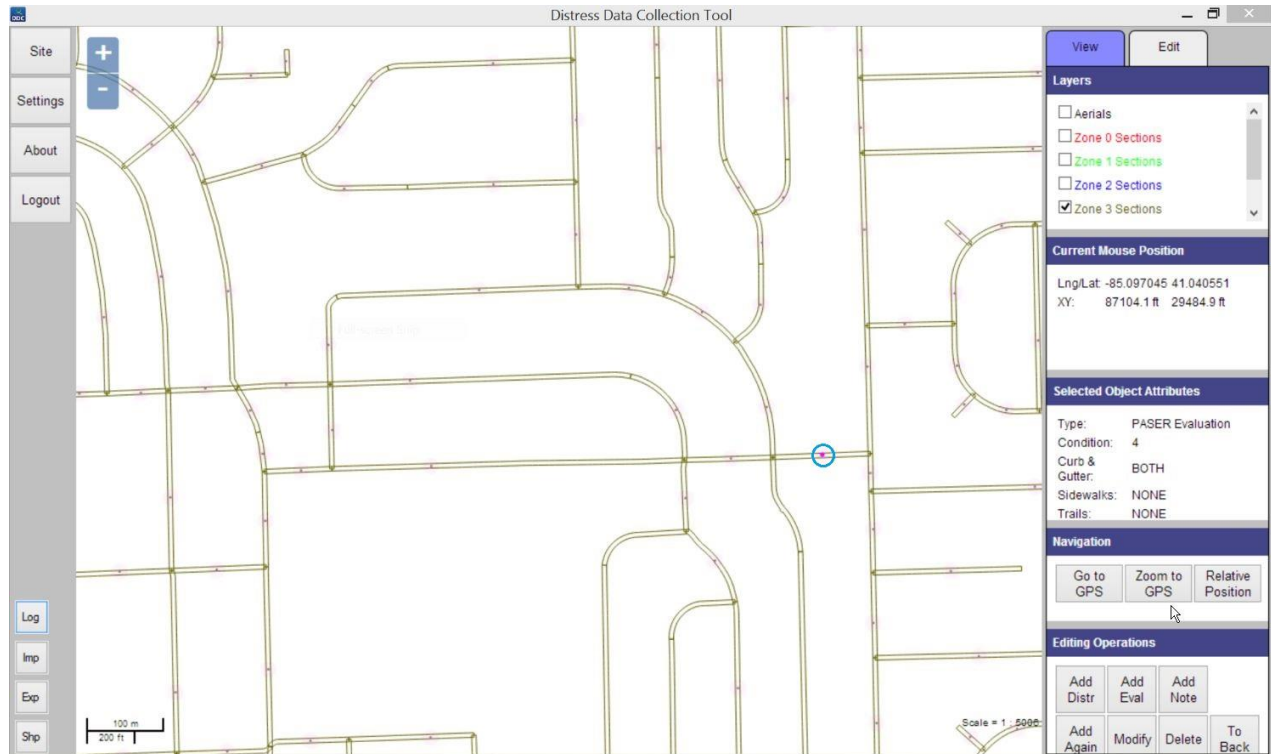


Figure 2. DDC tool interface.

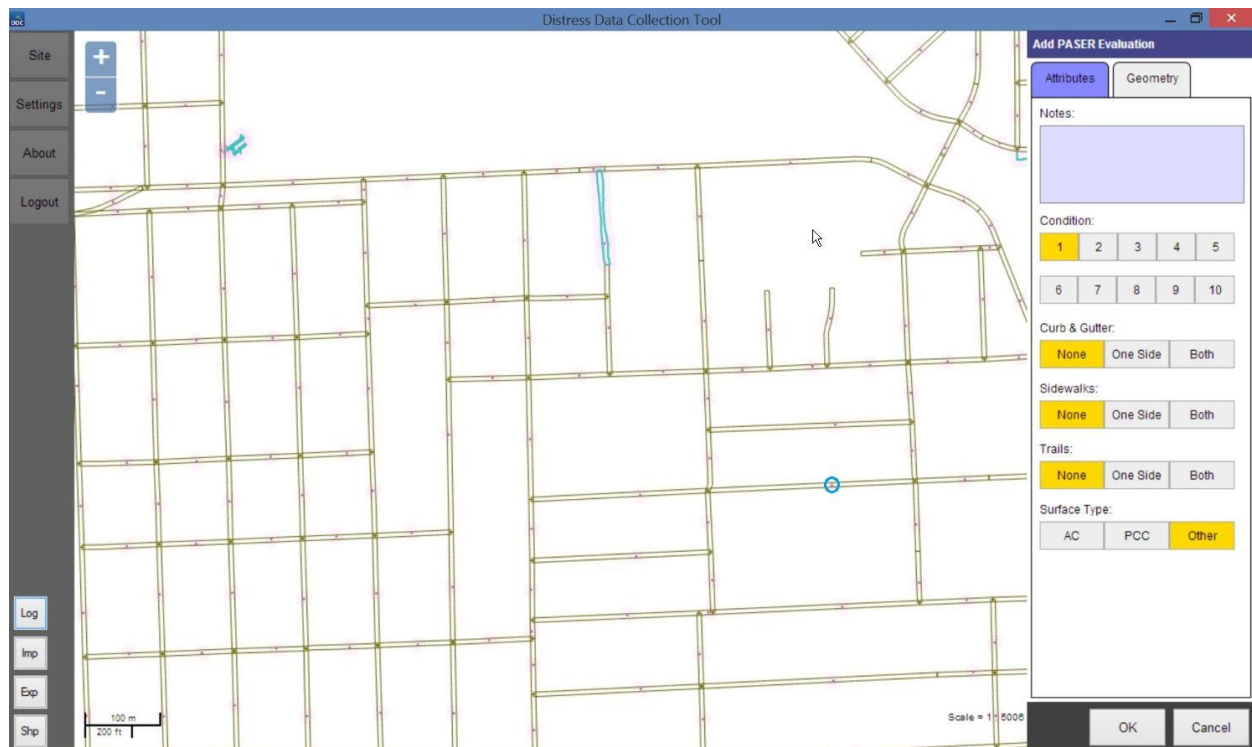


Figure 3. DDC attributes input screen.

A PASER score is determined based upon visual evaluation of pavement surface conditions. Surface defects, surface deformation, cracking, patching, and potholes reflect the pavement's structural and environmental deterioration at the time of inspection. The PASER score is a number from 1 to 10 based on the presence of these conditions, with 1 representing a pavement in failed condition (severely deteriorated) and 10 representing a pavement in excellent condition (virtually no distresses). Table 1 summarizes the condition scale used in the PASER rating procedure and tables 2 and 3 summarize the distress descriptions for each rating for asphalt concrete and portland cement concrete pavements, respectively.

Table 1. PASER condition range classifications

PASER Rating	PASER Category	Simplified PASER Category
10	Excellent	Good
9	Excellent	
8	Very Good	
7	Good	
6	Good	Fair
5	Fair	
4	Fair	
3	Poor	Poor
2	Very Poor	
1	Failed	

Every City street section was evaluated over its entire length (no sampling). As requested by the City, parking lane conditions were taken into account in the inspection. Gravel and bridge segments were excluded from the evaluation. A PASER rating of 1 was assigned to the gravel roadway segments and a value of 0 assigned to the bridge segments.

The PASER ratings by street section are summarized in Appendix A.

Table 2. PASER AC distress descriptions by rating.

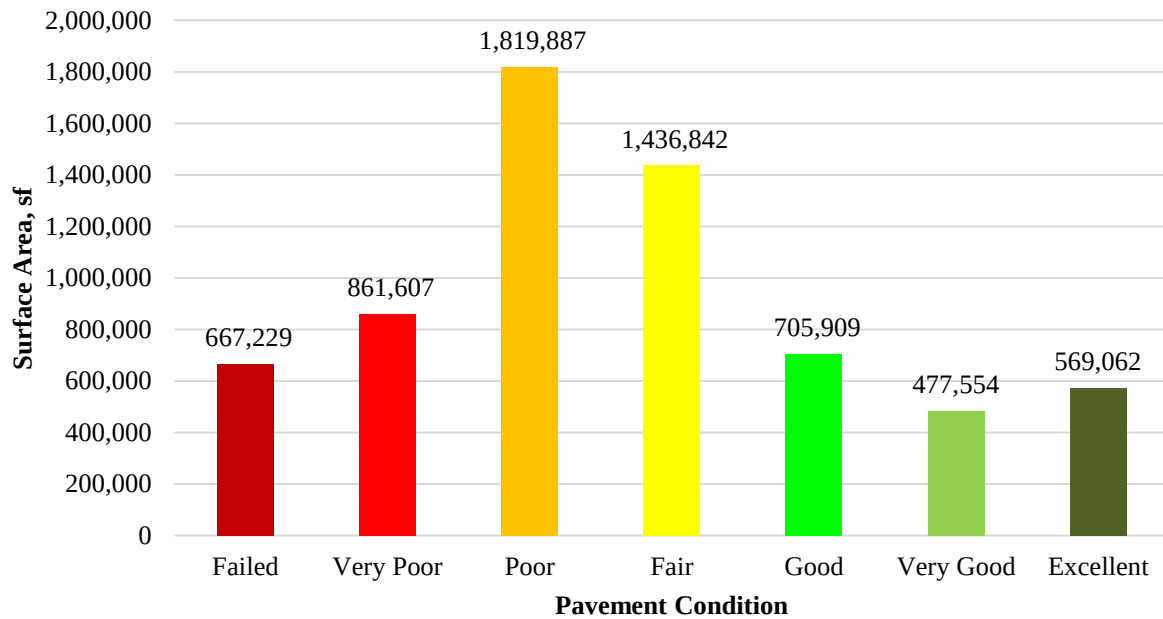
PASER Rating	Visible Distress
10	None (new construction).
9	None (recent overlay, like new).
8	Recent sealcoat or new cold mix. No longitudinal cracks (except reflection of paving joints). Occasional transverse cracks, widely spaced (40' or greater). All cracks sealed or tight (open less than 1/4").
7	Very slight or no raveling, surface shows some traffic wear. Longitudinal cracks (open 1/4") due to reflection or paving joints. Transverse cracks (open 1/4") spaced 10' or more apart, little or slight crack raveling. No patching or very few patches in excellent condition.
6	Slight raveling (loss of fines) and traffic wear. Longitudinal cracks (open 1/4" – 1/2"), some spaced less than 10'. First sign of block cracking. Slight to moderate flushing or polishing. Occasional patching in good condition.
5	Moderate to severe raveling (loss of fine and coarse aggregate). Longitudinal and transverse cracks (open 1/2") show first signs of slight raveling and secondary cracks. First signs of longitudinal cracks near pavement edge. Block cracking up to 50% of surface. Extensive to severe flushing or polishing. Some patching or edge wedging in good condition.
4	Severe surface raveling. Multiple longitudinal and transverse cracking with slight raveling. Longitudinal cracking in wheel path. Block cracking (over 50% of surface). Patching in fair condition. Slight rutting or distortions (1/2" deep or less).
3	Closely spaced longitudinal and transverse cracks often showing raveling and crack erosion. Severe block cracking. Some alligator cracking (less than 25% of surface). Patches in fair to poor condition. Moderate rutting or distortion (1" or 2" deep). Occasional potholes.
2	Alligator cracking (over 25% of surface). Severe distortions (over 2" deep) Extensive patching in poor condition. Potholes.
1	Severe distress with extensive loss of surface integrity.

Table 3. PASER PCC distress descriptions by rating.

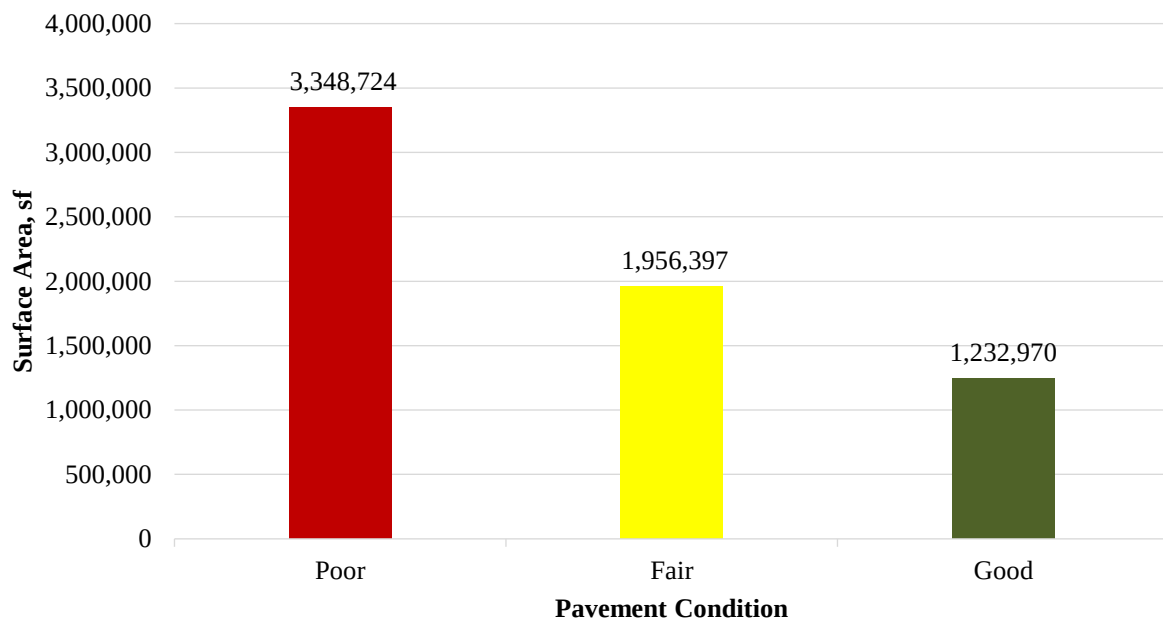
PASER Rating	Visible Distress
10	None (new pavement)
9	Recent concrete overlay or joint rehabilitation – like new. Traffic wear in wheelpath. Slight map cracking or pop-outs.
8	Recent asphalt overlay. Pop-outs, map cracking, or minor surface defects. Slight surface scaling. Partial loss of joint sealant. Isolated meander cracks, tight or well sealed. Isolated cracks at manholes, tight or well sealed.
7	More extensive surface scaling. Some open joints. Isolated transverse or longitudinal cracks, tight or well sealed. Some manhole displacement and cracking. First utility patch, in good condition. First noticeable settlement or heave area.
6	Moderate scaling in several locations. A few isolated surface spalls. Shallow reinforcement causing cracks. Several corner cracks, tight or well sealed. Open (1/4" wide) longitudinal or transverse joints and more frequent transverse cracks (some open 1/4")
5	Moderate to severe polishing or scaling over 25% of the surface. High reinforcing steel causing surface spalling. Some joints and cracks have begun spalling. First signs of joint or crack faulting (1/4"). Multiple corner cracks with broken pieces. Moderate settlement or frost heave areas. Patching showing distress.
4	Severe polishing, scaling, map cracking or spalling, over 50% of the area. Joints and cracks show moderate to severe spalling. Pumping and faulting of joints (1/2") with fair ride. Several slabs have multiple transverse or meander cracks with moderate spalling. Spalled area broken into several pieces. Corner cracks with missing pieces or patches. Pavement blowups.
3	Most joints and cracks are open, with multiple parallel cracks, severe spalling or faulting. D-cracking is evident. Severe faulting (1") giving poor ride. Extensive patching in fair to poor condition. Many transverse and meander cracks, open and severely spalled.
2	Extensive slab cracking, severely spalled and patched. Joints failed. Patching in very poor condition. Severe and extensive settlements or frost heaves.
1	Restricted speed. Extensive potholes. Almost total loss of pavement integrity.

Pavement Condition Analysis Results

The area-weighted PASER rating of the City-maintained roadways is 4 (5 for portland cement pavements and 4 for asphalt concrete pavements). Nonetheless, the conditions vary throughout the network. Figure 4 shows the 2017 projected pavement area breakdown associated with each condition category while figure (b) shows the simplified PASER categories as suggested in table 1. Figures 5 and 6 represent similar information split up by pavement type (AC and PCC). Maps showing the color-coded conditions for all City streets are provided in Appendix B.



(a)



(b)

Figure 4. Pavement area by condition for: (a) PASER categories and (b) Simplified PASER categories.

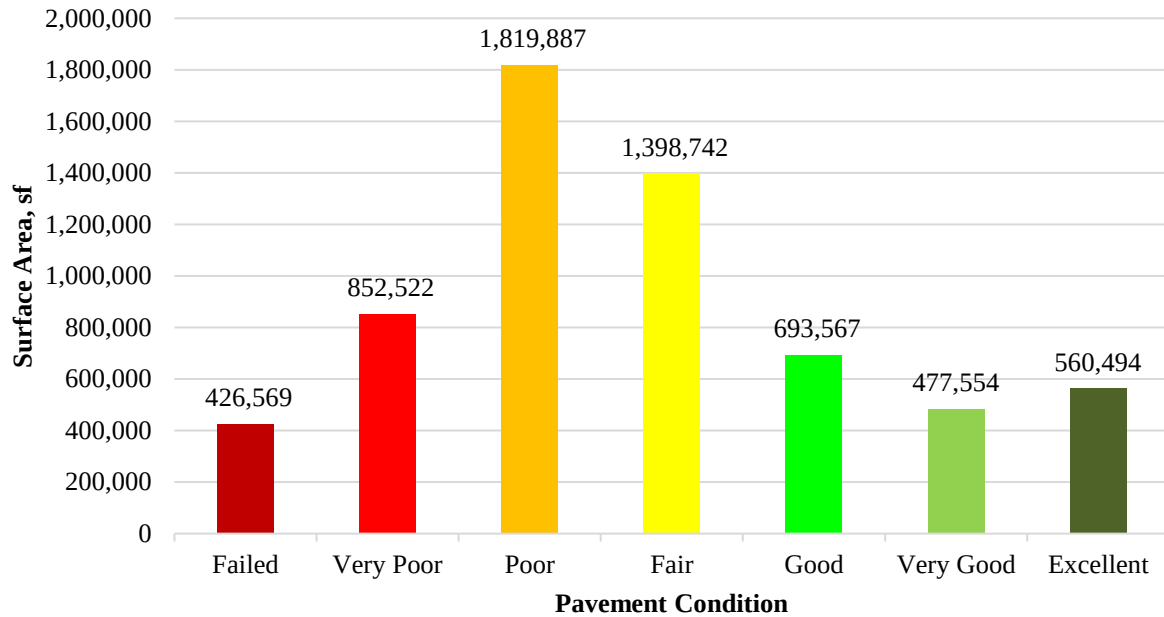


Figure 5. AC Pavement area by condition for PASER categories.

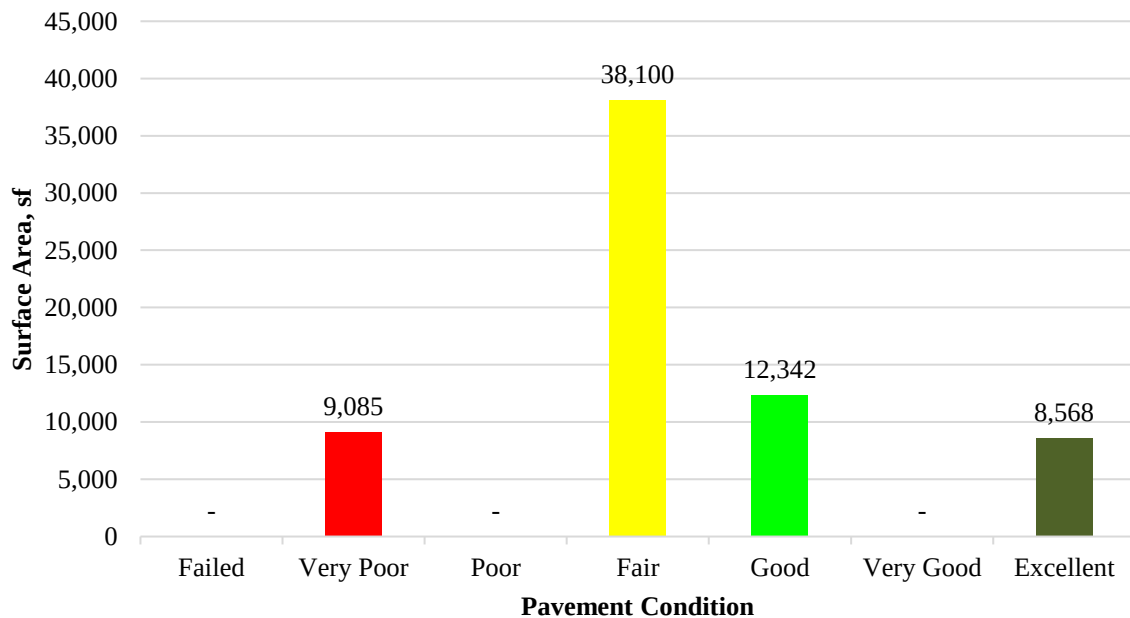


Figure 6. PCC Pavement area by condition for PASER categories.

Deterioration Rates

With only one time series condition data point to work with we were not able to generate performance models. Nonetheless, experience has shown that asphalt pavements deteriorate at a rate of approximately one-third (1/3) of a PASER point per year while portland cement concrete pavements deteriorate one-quarter (1/4) of a PASER point per year. These deterioration rates were used in lieu of performance models to determine M&R needs. With subsequent updates it will be possible to identify actual deterioration rates rather than typical rates.

Maintenance and Rehabilitation Policies

Pavement maintenance includes routine maintenance actions that are applied to address a specific distress, such as crack sealing linear cracks, or patching a pothole. Typically, a slight life extension is obtained by the application of maintenance treatments. In general, pavement maintenance is divided into two approaches depending on the overall condition of the pavement being considered for maintenance: preventive and stopgap.

Preventive maintenance is the application of treatments to pavement surfaces that are generally in good condition. The goal of preventive maintenance is to preserve the pavement system by slowing the rate of deterioration through proactive application of treatments. Since preventive maintenance treatments are usually relatively low in cost, their use is a cost-effective strategy for preserving network conditions. Preventive maintenance policies are established to define the type of maintenance action needed to correct each distress type observed during the pavement evaluation.

Stopgap maintenance is recommended when rehabilitation activities are warranted but funding is insufficient to perform the needed level of work. The goal of these policies is to keep the pavement operational through the repair of distress type and severity level combinations that could create hazardous situations such as tire or vehicle damage, hydroplaning, or other safety concerns. Stopgap maintenance was not considered in any of the pavement preservation plan analyses.

Surface treatments (e.g., chip seals, slurry seals, microsurfacing) are applied to the entire surface of a structurally sound pavement section. Such treatments rejuvenate the pavement's surface, increase friction, and extend the service life of the structure.

Major rehabilitation, such as a mill and overlay or reconstruction, is recommended for a pavement when its structural capacity has been compromised. Whenever implemented, the end product is a new surface.

Tables 4 and 5 summarize the treatment policies associated with different PASER ratings for asphalt concrete and portland cement concrete surfaced roads, respectively. The treatment policy statements include assumed quantities that were used to estimate costs at given condition levels.

Table 4. Recommended treatment policies for AC-surfaced roads.

PASER Rating	Recommended Action	Treatment Policy
10	No action required	-
9	No action required	-
8	Maintain with crack sealing	Crack seal 10% of section length (longitudinal) and one transverse crack every 80 ft
7	Maintain with crack sealing	Crack seal 50% of section length (longitudinal) and one transverse crack every 40 ft
6	Localized repairs and surface treatment	Crack seal 10% of area (L&T), 2-foot-wide by street width patching (partial-depth) every 400 ft, and surface treatment (chip seal)
5	Localized repairs and surface treatment	Crack seal 15% of area (L&T), 2-foot-wide by street width patching (partial-depth) every 200 ft, and surface treatment (chip seal)
4	Mill and overlay with localized patching	Full-depth patch 10% of area, 1.5-in mill and overlay
3	Mill and overlay with localized patching	Full-depth patch 25% of area, 2-in mill and overlay
2	Reconstruction	Reconstruction (FDR or Remove and Replace)
1	Reconstruction	Reconstruction (FDR or Remove and Replace)

Table 5. Recommended treatment policies for PCC-surfaced roads.

PASER Rating	Recommended Action	Treatment Policy
10	No action required	-
9	No action required	-
8	Maintain with joint sealing	Joint sealant in 50% of the joints
7	Maintain with joint sealing	Joint sealant in 100% of the joints
6	Maintain with crack / joint sealing and localized patching	Joint sealant in 100% of the joints, crack seal 10% of length, patch 1% of the area (partial-depth)
5	Maintain with crack / joint sealing and localized patching	Joint sealant in 100% of the joints, crack seal 20% of length, patch 2% of the area (partial-depth)
4	Slab replacement and patching	Joint sealant in 100% of the joints, crack seal 20% of length, patch 5% of the area (partial-depth), replace 2% of the slabs, grind 1% of the area
3	Slab replacement and patching	Joint sealant in 100% of the joints, crack seal 20% of length, patch 5% of the area (full-depth), replace 5% of the slabs, grind 2% of the area
2	Reconstruction	Reconstruction
1	Reconstruction	Reconstruction

The cost data used for the pavement preservation plan is summarized in table 6. These costs are based on information obtained from City personnel, CDOT's bid tabs available on their website, RS MEANS, and APTech experience.

Table 6. Unit costs for recommended M&R activities.

Maintenance Item	Cost	Work Unit
<i>AC</i>		
Crack Sealing	\$1.00	ft
Partial Depth Patching	\$3.25	ft ²
Full Depth Patching	\$5.00	ft ²
Chip Seal	\$0.42	ft ²
1.5 in mill and overlay	\$1.80	ft ²
2 in mill and overlay	\$1.85	ft ²
Reconstruction	\$9.88	ft ²
<i>PCC</i>		
Joint / Crack Sealant	\$2.10	ft ²
Partial Depth Patching	\$12.00	ft ²
Full Depth Patching	\$9.70	ft ²
Slab Replacement	\$9.56	ft ²
Grinding	\$4.00	ft ²
Reconstruction	\$12.00	ft ²

Prioritization Guidelines

Prioritization is a technique used to determine which M&R activities should be performed when there is insufficient funding to perform all necessary work. A prioritization scheme is generally developed to reflect City goals. This may include a desired average condition by functional classification, and may also consider high priority routes of strategic importance.

For this analysis the priorities used for the City network were based on the functional classification of the road and the proximity between projects. An effort was also made to apply preservation treatments to roads in good condition while also addressing rehabilitation needs where required, in an effort to both preserve and improve the roadway network over time. This use of a mix of fixes has been shown to be more cost effective and represents best industry practice.

THREE-YEAR PAVEMENT PRESERVATION PLAN

As requested by the City, APTech developed three, 3-year pavement preservation plans. The first plan was based on the current funding level (\$1,000,000 per year), the second assumed a funding level of \$2,500,000 per year, and the third was based on a funding level of \$4,000,000 per year. In agreement with the City it was decided that approximately 75 percent of the funding amount would typically be applied to actual pavement items (the remaining 25 percent is absorbed by soft costs such as engineering, other improvements, etc.). Therefore, for the analysis the funding levels were reduced by 25 percent. These plans have been tailored to address the goals and priorities of the City. This makes cost-effective use of each budget while enabling local considerations to be taken into account. The details of the plans and the effect of no rehabilitation on the City's pavement network are discussed in this section.

Pavement Preservation Plans

The three M&R programs were developed by considering the City's objective of preserving its roadway network in the most cost-effective manner.

During discussions with the City it was agreed to consider the use of surface treatments, and specifically chip seals, as a preservation treatment. Surface treatments are considered to be a cost-effective technique to extend a pavement's service life. To achieve this, the treatment must be applied to the proper candidates. To ensure that surface treatments were recommended for proper candidates only asphalt concrete surfaced pavements with a PASER rating of 6 and 5 were considered candidates. Also, it was agreed that reconstruction would be excluded from the pavement preservation plans (separate dedicated funding would be used for reconstruction); candidate sections for reconstruction were listed and the cost calculated separately.

Figure 7 shows the projected change in condition for each of the budget scenarios, and compares those to the projected network decline if no M&R is done. It is worth noting that since no reconstruction projects are included in the analysis, the area-weighted average PASER rating for the network depicts the importance of M&R on the condition of the network.

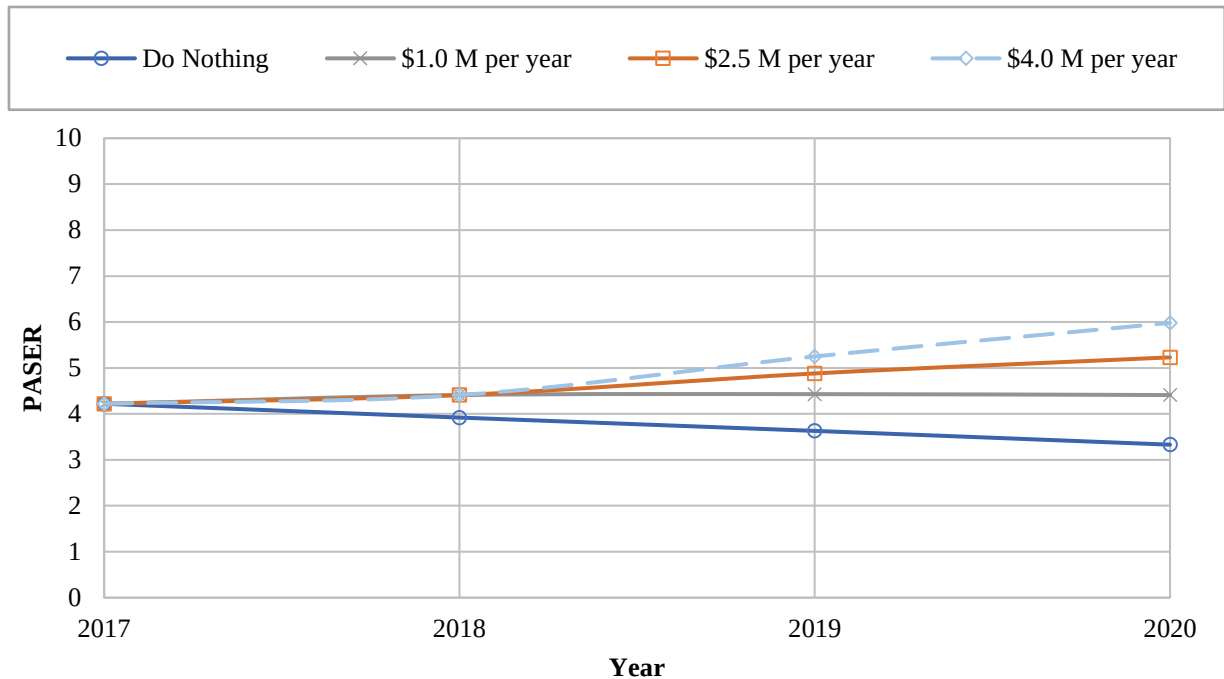


Figure 7. Change in condition for the considered budget scenarios.

Table 7 summarizes the funding for all three, 3-year M&R plans based on annual funding levels of \$1,000,000, \$2,500,000, and \$4,000,000. For each plan, the preliminary recommendations were closely evaluated and customized to better suit the City's needs. The analysis indicates that approximately \$12.7 million is needed between 2018 and 2019 to overcome the reconstruction backlog. This value will only increase over time if the work is not performed. However, if the \$2,500,000 or \$4,000,000 per year recommended work plan is implemented, the backlog will decrease proportionally to the M&R budget increment. Likewise, the area-weighted network average PASER will increase as a function of increased funding. It can also be observed that there are not enough sections that were candidates for M&R treatments in 2020 when the \$4,000,000 budget scenario was analyzed, the remaining budget would therefore become available for reconstruction. A map for each of these M&R plans is provided in Appendix E.

Table 7. Allocated funds by rehabilitation activities.

Year	Treatment Type						
	Crack/joint sealing	Crack/joint sealing and localized patching	Slab replacement and patching	Localized repairs and surface treatment	Mill and overlay with localized patching	Total (M&R)	Reconstruction (Backlog)
\$1,000,000 per year (\$875k in 2018)							
2018	\$12,997	\$19,709	\$24,136	\$555,216	\$49,532	\$661,590	\$12,746,442
2019	\$0	\$0	\$0	\$0	\$752,003	\$752,003	\$12,746,442
2020	\$8,738	\$0	\$0	\$19,419	\$727,184	\$755,342	\$29,594,726
\$2,500,000 per year (\$875k in 2018)							
2018	\$12,997	\$19,709	\$24,136	\$555,216	\$49,532	\$661,590	\$12,746,442
2019	\$0	\$0	\$0	\$0	\$1,875,514	\$1,875,514	\$12,746,442
2020	\$8,738	\$0	\$0	\$19,419	\$1,794,778	\$1,822,935	\$27,267,148
\$4,000,000 per year (\$875k in 2018)							
2018	\$12,997	\$19,709	\$24,136	\$555,216	\$49,532	\$661,590	\$12,746,442
2019	\$0	\$0	\$0	\$0	\$3,011,032	\$3,011,032	\$12,746,442
2020	\$8,738	\$0	\$0	\$19,419	\$2,908,250	\$2,936,472	\$21,015,202

SUMMARY AND RECOMMENDATIONS

APTech assessed pavement conditions for the City of Glenwood Springs' paved roadway network and developed this report. This project included recording visual assessments of the roadway using the PASER methodology, and developing a proposed pavement preservation plan for a period of 3 years that considers three budget levels.

In July 2017, APTech inspected approximately 43 centerline-miles of roadway pavement maintained by the City. The 2017 City average area-weighted PASER is 4. The following summarizes the findings from analyzing the PASER data and M&R planning scenarios:

- If no funding is provided for pavement maintenance and rehabilitation, the pavement network is expected to deteriorate from a 2017 area-weighted PASER of 4 to a PASER of 3 by 2020.
- Based on the results of the budget analysis, three maintenance and rehabilitation plans were developed. If the \$1,000,000 per year M&R plan is followed, the overall area-weighted average PASER rating is projected to be 4 in 2020. If the \$2,500,000 per year M&R plan is followed, the overall area-weighted average PASER rating is projected to be 5 in 2020. If the \$4,000,000 per year M&R plan is followed, the overall area-weighted average PASER rating is projected to be 6 in 2020.
- Addressing needs identified on the pavement maintenance and preservation plan is expected to reduce the rate of deterioration on the selected pavement sections identified and delay the need for major rehabilitation activities.
- This analysis is based on one survey. Considering the overall condition of the pavement network, it is recommended that a similar inspection of all City-owned routes occur in 2019. Conducting condition inspections will allow the next program assessment to have more accurate deterioration models included in the analysis.
- Based on the cost effectiveness and increased levels of service they can yield, it is recommended that the City include surface treatments such as chip seals, slurry seals, and/or micro surface in their future M&R plan. Similar agencies have seen success in their use after gaining familiarity with their application.

APPENDIX A – PAVEMENT CONDITIONS BY SEGMENT

Street Name	Section	Surface Type	PASER Rating	Pavement Condition
10th St	10	AC	4	Fair
10th St	20	AC	2	Very Poor
10th St	30	AC	3	Poor
10th St	40	AC	6	Good
10th St	50	AC	6	Good
10th St	60	AC	4	Fair
10th St	70	AC	5	Fair
10th St	80	AC	6	Good
W 10th St	90	OTHER	-	Gravel
W 10th St	100	AC	7	Good
W 10th St	110	AC	2	Very Poor
W 10th St	120	PCC	4	Fair
10th St	120	AC	6	Good
11th St	10	AC	6	Good
11th St	20	AC	6	Good
11th St	30	AC	6	Good
11th St	40	AC	6	Good
11th St	50	AC	5	Fair
11th St	55	AC	6	Good
W 11th St	60	AC	3	Poor
W 11th Pl	70	AC	1	Failed
W 11th St	80	AC	3	Poor
11th St	90	AC	2	Very Poor
11th St	100	AC	6	Good
11th St	110	AC	6	Good
W 12th St	10	AC	1	Failed
W 12th St	20	AC	1	Failed
13th St	10	AC	4	Fair
13th St	20	AC	6	Good
13th St	25	AC	3	Poor
13th St	30	AC	4	Fair
13th St	40	AC	4	Fair
13th St	50	AC	5	Fair
W 13th St	60	PCC	4	Fair
W 13th St	65	PCC	4	Fair
W 13th St	70	AC	5	Fair
W 13th St	80	AC	5	Fair
W 13th St	90	AC	6	Good
13th St	100	AC	4	Fair
13th St	110	AC	6	Good
13th St	120	AC	5	Fair
14th St	10	AC	6	Good

Street Name	Section	Surface Type	PASER Rating	Pavement Condition
14th St	20	AC	3	Poor
14th St	30	AC	2	Very Poor
15th St	10	AC	2	Very Poor
19th St	10	AC	2	Very Poor
W 1st St	10	AC	3	Poor
20th St	10	AC	6	Good
21st St	10	AC	2	Very Poor
21st St	20	AC	2	Very Poor
21st St	30	AC	2	Very Poor
22nd St	10	AC	4	Fair
23rd St	10	AC	4	Fair
23rd St	20	AC	2	Very Poor
23rd St	30	AC	3	Poor
24th St	10	AC	2	Very Poor
26th St	10	AC	1	Failed
26th St	20	AC	2	Very Poor
27th St	5	PCC	0	Bridge
27th St	10	PCC	4	Fair
27th St	20	PCC	5	Fair
27th St	30	AC	4	Fair
27th St	35	PCC	9	Excellent
27th St	40	AC	4	Fair
27th St	50	AC	4	Fair
27th St	60	PCC	5	Fair
29th St	10	AC	2	Very Poor
29th St	20	AC	9	Excellent
29th St	30	AC	9	Excellent
29th St	40	AC	9	Excellent
2nd St	10	AC	4	Fair
2nd St	20	AC	7	Good
32nd St	10	AC	3	Poor
32nd St	20	AC	4	Fair
32nd St	30	AC	3	Poor
33rd St	40	AC	2	Very Poor
3rd St	10	AC	5	Fair
4th St	10	AC	6	Good
4th St	20	AC	7	Good
4th St	30	AC	8	Very Good
4th St	40	AC	8	Very Good
5th St	10	AC	1	Failed
5th St	20	AC	1	Failed

Street Name	Section	Surface Type	PASER Rating	Pavement Condition
5th St	30	AC	4	Fair
6th St	10	AC	9	Excellent
6th St	20	AC	7	Good
6th St	30	AC	2	Very Poor
7th St	10	AC	1	Failed
7th St	20	AC	9	Excellent
7th St	20	AC	3	Poor
7th St	30	AC	2	Very Poor
W 7th St	40	AC	2	Very Poor
W 7th St	45	AC	8	Very Good
7th St	50	AC	2	Very Poor
8th St	10	AC	9	Excellent
8th St	20	AC	3	Poor
8th St	30	AC	3	Poor
8th St	40	AC	3	Poor
8th St	50	AC	3	Poor
8th St	60	AC	3	Poor
8th St	70	AC	3	Poor
8th St	80	AC	3	Poor
8th St	90	AC	2	Very Poor
8th St	100	AC	10	Excellent
8th St	110	AC	10	Excellent
8th St	120	AC	10	Excellent
8th St	130	AC	9	Excellent
8th St	135	AC	9	Excellent
8th St	140	AC	0	Bridge
8th St	145	AC	9	Excellent
8th St	150	AC	10	Excellent
8th St	160	AC	10	Excellent
9th St	10	AC	5	Fair
9th St	20	AC	5	Fair
9th St	30	AC	2	Very Poor
9th St	40	AC	3	Poor
9th St	50	AC	1	Failed
9th St	60	AC	3	Poor
9th St	70	AC	5	Fair
9th St	80	AC	4	Fair
9th St	90	AC	5	Fair
W 9th St	100	AC	1	Failed
9th St	110	AC	2	Very Poor
9th St	120	AC	10	Excellent
9th St.	10	AC	1	Failed

Street Name	Section	Surface Type	PASER Rating	Pavement Condition
9th St.	20	AC	2	Very Poor
9th St.	30	OTHER	-	Gravel
Airport Rd	10	AC	3	Poor
Airport Rd	20	AC	4	Fair
Airport Rd	30	AC	7	Good
Airport Rd	40	AC	2	Very Poor
Airport Rd	50	OTHER	-	Gravel
Bennett Av	10	AC	3	Poor
Bennett Av	20	AC	4	Fair
Bennett Ave	30	AC	3	Poor
Bennett Av	40	AC	4	Fair
Bennett Av	50	AC	6	Good
Bennett Av	60	AC	3	Poor
Bennett Av	70	AC	5	Fair
Bennett Av	80	AC	3	Poor
Blake Av	10	AC	2	Very Poor
Blake Av	20	AC	2	Very Poor
Blake Av	30	AC	2	Very Poor
Blake Av	40	AC	2	Very Poor
Blake Av	50	AC	7	Good
Blake Ct	60	AC	2	Very Poor
Blake Ct	70	AC	4	Fair
Blake Av	70	AC	4	Fair
Blake Av	80	AC	4	Fair
Blake Av	90	AC	3	Poor
Blake Av	100	AC	2	Very Poor
Blake Av	110	AC	8	Very Good
Blake Av	120	AC	3	Poor
Blake Av	130	AC	3	Poor
Blake Av	140	AC	7	Good
Blake Av	150	AC	3	Poor
Blake Av	160	AC	7	Good
Blake Av	170	AC	3	Poor
Blake Av	180	AC	2	Very Poor
Blake Av	190	AC	3	Poor
Blake Av	200	AC	3	Poor
Blake Av	210	AC	5	Fair
Blake Av	220	AC	8	Very Good
Blake Av	230	AC	6	Good
Bob-o-link Ln	10	AC	1	Failed
Brush Creek Ln	10	AC	1	Failed
Cardiff Bridge Rd	10	AC	0	Bridge

Street Name	Section	Surface Type	PASER Rating	Pavement Condition
Cardiff Bridge Rd	10	AC	8	Very Good
Cardinal Ln	10	AC	1	Failed
Castle Ct	10	AC	3	Poor
Cedar Crest Dr	10	PCC	7	Good
Cedar Crest Dr	20	AC	3	Poor
Cedar Crest Dr	30	AC	3	Poor
Cedar Crest Dr	40	AC	6	Good
Cemetery Rd	10	AC	3	Poor
Centennial St	10	AC	4	Fair
Centennial St	20	AC	1	Failed
Center Dr	10	AC	3	Poor
Center Dr	20	AC	3	Poor
Center Dr	30	AC	3	Poor
Center Dr	40	AC	4	Fair
Charo Rd	10	OTHER	-	Gravel
Cisar Ct	10	AC	1	Failed
Clark St	10	AC	4	Fair
Clark St	20	AC	4	Fair
Colo Ct	10	AC	8	Very Good
Colorado Av	10	AC	2	Very Poor
Colorado Av	20	AC	4	Fair
Colorado Av	30	AC	3	Poor
Colorado Av	40	AC	10	Excellent
Colorado Av	50	AC	4	Fair
Colorow Rd	10	AC	5	Fair
Columbia Ct	10	AC	4	Fair
Cooper Av	10	AC	2	Very Poor
Cooper Av	10	AC	9	Excellent
Cooper Av	20	AC	2	Very Poor
Cooper Ct	30	AC	4	Fair
Cooper Av	40	AC	5	Fair
Cooper Av	50	AC	5	Fair
Cooper Av	60	AC	3	Poor
Cooper Av	70	AC	8	Very Good
Cooper Av	70	AC	3	Poor
Cottonwood Ln	10	AC	1	Failed
Crawford Wy	10	AC	4	Fair
Crawford Wy	20	AC	6	Good
Crawford Wy	30	AC	4	Fair
Crawford Wy	40	AC	3	Poor
Crawford Wy	50	AC	3	Poor

Street Name	Section	Surface Type	PASER Rating	Pavement Condition
Crawford Wy	60	AC	5	Fair
Crestwood Dr	10	AC	3	Poor
Culver Pl	10	AC	5	Fair
Culver Pl	20	AC	5	Fair
D St	10	AC	5	Fair
Darrow St	10	OTHER	-	Gravel
Davis Dr	10	AC	2	Very Poor
Defiance Av	10	AC	7	Good
Devereux Rd	10	AC	8	Very Good
Devereux Rd	20	AC	8	Very Good
Devereux Rd	30	AC	0	Bridge
Devereux Rd	40	AC	8	Very Good
Devereux Rd	50	PCC	2	Very Poor
Devereux Rd	60	AC	8	Very Good
Devereux Rd	70	PCC	2	Very Poor
Devereux Rd	80	AC	8	Very Good
Devereux Rd	90	PCC	2	Very Poor
Devereux Rd	100	AC	8	Very Good
Donegan Rd	10	AC	7	Good
Donegan Rd	15	AC	8	Very Good
Donegan Rd	20	AC	8	Very Good
Donegan Rd	30	AC	8	Very Good
Donegan Rd	40	AC	8	Very Good
Donegan Rd	50	AC	8	Very Good
Donegan Rd	60	AC	8	Very Good
Donegan Rd	70	AC	8	Very Good
Donegan Rd	80	AC	8	Very Good
Donegan Rd	90	AC	8	Very Good
Donegan Rd	100	AC	8	Very Good
Donegan Rd	110	AC	7	Good
Echo St	10	AC	6	Good
Fairview Dr	10	AC	2	Very Poor
Fairview Dr	20	AC	6	Good
Fanning Pl	10	AC	5	Fair
Fanning Pl	20	AC	5	Fair
Garfield Ave	10	AC	6	Good
Garfield Ave	15	AC	3	Poor
Gilstrap Ct	10	AC	4	Fair
Gilstrap Ct	20	AC	5	Fair
Gilstrap Ct	30	AC	5	Fair
Gilstrap Ct	40	AC	7	Good

Street Name	Section	Surface Type	PASER Rating	Pavement Condition
Gilstrap Ct	50	AC	5	Fair
Gilstrap Ct	70	AC	7	Good
Gilstrap Ct	80	AC	5	Fair
Glen Oak Ln	10	AC	1	Failed
Glenwood Springs Elementary School	10	AC	9	Excellent
Glenwood Springs Elementary School	15	AC	8	Very Good
S Grand Av	10	AC	4	Fair
S Grand Av	20	AC	3	Poor
S Grand Av	30	AC	3	Poor
S Grand Av	40	AC	3	Poor
S Grand Av	50	AC	4	Fair
S Grand Av	60	AC	3	Poor
S Grand Av	70	AC	3	Poor
S Grand Av	80	AC	3	Poor
S Grand Av	90	AC	3	Poor
S Grand Av	100	AC	4	Fair
S Grand Av	110	AC	3	Poor
Hager Ln	10	AC	5	Fair
Hager Ln	20	AC	4	Fair
Harvard Dr	10	AC	4	Fair
Harvard Dr	20	AC	3	Poor
Harvard Dr	30	AC	3	Poor
Hill St	10	OTHER	-	Gravel
N Hyland Park Dr	10	AC	4	Fair
Hyland Park Dr	20	AC	2	Very Poor
S Hyland Park Dr	30	AC	4	Fair
S Hyland Park Dr	40	AC	4	Fair
N Hyland Park Dr	50	AC	3	Poor
N Hyland Park Dr	60	AC	3	Poor
N Hyland Park Dr	70	AC	3	Poor
Laurel St	10	AC	3	Poor
Laurel St	20	AC	5	Fair
Laurel St	30	AC	3	Poor
Lincoln Av	10	AC	3	Poor
Lincoln Av	20	AC	2	Very Poor
Lincoln Av	30	AC	9	Excellent
Lincoln Av	40	AC	5	Fair
Lincolnwood Dr	10	AC	7	Good
Lincolnwood Dr	20	AC	1	Failed
Maple St	5	AC	6	Good
Maple St	10	AC	1	Failed

Street Name	Section	Surface Type	PASER Rating	Pavement Condition
Maple St	20	AC	2	Very Poor
Maple St	30	AC	1	Failed
Maple St	40	AC	1	Failed
Maple St	50	AC	7	Good
Maple St	60	AC	1	Failed
Market Dr	10	OTHER	-	Gravel
Meadow Run	10	AC	3	Poor
Meadowlark Ln	10	AC	1	Failed
Meadows Dr	50	AC	3	Poor
Meadows Dr	60	AC	3	Poor
Meadows Dr	70	AC	4	Fair
Meadows Dr	80	AC	3	Poor
Meadows Dr	10-NE Bound	AC	3	Poor
Meadows Dr	10-SW Bound	AC	3	Poor
Meadows Dr	20-NE Bound	AC	3	Poor
Meadows Dr	20-SE Bound	AC	3	Poor
Meadows Dr	30-NE Bound	AC	5	Fair
Meadows Dr	30-SW Bound	AC	4	Fair
Meadows Dr	40-NE Bound	AC	3	Poor
Meadows Dr	40-SW Bound	AC	5	Fair
Mel Ray Rd	10	AC	5	Fair
Midland Av	10	AC	10	Excellent
Midland Av	20	AC	3	Poor
Midland Av	30	AC	10	Excellent
Midland Av	40	AC	10	Excellent
Midland Av	50	AC	10	Excellent
Midland Av	60	AC	10	Excellent
Midland Av	70	AC	10	Excellent
Midland Av	80	AC	10	Excellent
Midland Av	90	AC	3	Poor
Midland Av	100	AC	3	Poor
Midland Av	110	AC	2	Very Poor
Midland Av	120	PCC	4	Fair
Midland Av	130	AC	3	Poor
Midland Av	140	PCC	4	Fair
Midland Av	150	AC	2	Very Poor
Midland Av	150	AC	2	Very Poor
Midland Av	155	AC	2	Very Poor
Midland Av	160	AC	3	Poor
Midland Av	165	AC	3	Poor
Midland Av	170	AC	3	Poor
Midland Av	180	AC	3	Poor

Street Name	Section	Surface Type	PASER Rating	Pavement Condition
Midland Av	190	AC	3	Poor
Midland Av	200	AC	3	Poor
Midland Av	210	AC	0	Bridge
Midland Av	220	AC	3	Poor
Midland Av	230	AC	3	Poor
Midland Av	240	PCC	5	Fair
Midland Av	250	PCC	5	Fair
Midland Av	260	PCC	5	Fair
Midland Av	270	PCC	5	Fair
Minter Av	10	AC	3	Poor
Minter Av	20	AC	3	Poor
Minter Av	30	AC	3	Poor
Minter Av	40	AC	2	Very Poor
Minter Av	50	AC	2	Very Poor
Minter Av	60	AC	1	Failed
Morgan St	10	AC	4	Fair
Morgan St	20	AC	4	Fair
Mount Sopris Dr	10	AC	1	Failed
Mountain Dr	10	AC	4	Fair
Mountain Dr	20	AC	2	Very Poor
Mountain Dr	30	AC	6	Good
Mountain Dr	30	AC	3	Poor
Municipal Operations Center	10	AC	3	Poor
Oak Way	10	AC	4	Fair
S Oakhurst Ct	10	AC	5	Fair
Old Lodge Rd	10	AC	1	Failed
Olive St	10	AC	3	Poor
Oriole St	10	AC	1	Failed
Oriole St	20	AC	1	Failed
Ouray Rd	10	AC	3	Poor
Overlin Dr	10	AC	3	Poor
Overlin Dr	20	AC	5	Fair
Overlin Dr	30	AC	4	Fair
Oxford Ln	10	AC	5	Fair
Palmer Av	10	PCC	6	Good
Palmer Av	20	AC	4	Fair
Palmer Av	30	AC	4	Fair
Palmer Av	40	AC	4	Fair
Palmer Av	50	AC	4	Fair
Palmer Av	60	AC	3	Poor
Palmer Av	70	AC	3	Poor

Street Name	Section	Surface Type	PASER Rating	Pavement Condition
Park Dr	10	AC	4	Fair
Park Dr	20	AC	6	Good
Park Dr	30	AC	6	Good
Park Dr	40	AC	6	Good
Park Dr	50	AC	5	Fair
Park West Ct	10	AC	6	Good
Park West Dr	20	AC	4	Fair
Park West Dr	30	AC	2	Very Poor
Parkwood Ln	10	AC	2	Very Poor
Pine St	10	AC	3	Poor
Pine St	20	AC	1	Failed
Pine St	30	AC	3	Poor
Pine St	40	AC	1	Failed
Pinyon St	10	AC	1	Failed
Pitkin Av	10	AC	3	Poor
Pitkin Av	20	AC	2	Very Poor
Pitkin Av	30	AC	3	Poor
Pitkin Av	40	AC	3	Poor
Pitkin Av	50	AC	3	Poor
Pitkin Av	60	AC	2	Very Poor
Polo Ci	10	AC	6	Good
Polo Rd	20	AC	7	Good
Polo Rd	30	AC	7	Good
Polo Rd	40	AC	6	Good
Polo Rd	50	AC	7	Good
Polo Rd	60	AC	1	Failed
Polo Rd	70	AC	5	Fair
Princeton Ci	10	AC	3	Poor
Ptarmigan Ln	10	AC	1	Failed
Ptarmigan Ln	20	AC	1	Failed
Ptarmigan Ln	30	AC	2	Very Poor
Ptarmigan Ln	40	AC	1	Failed
Red Bluff Ln	10	AC	1	Failed
Red Mountain Dr	10	AC	6	Good
Red Mountain Dr	20	AC	1	Failed
Red Mountain Dr	30	AC	3	Poor
Red Mountain Dr	40	AC	3	Poor
Red Mtn Dr	10	AC	1	Failed
Red Mtn Dr	20	AC	1	Failed
Red Valley Dr	10	AC	3	Poor
Red Valley Dr	20	OTHER	-	Gravel

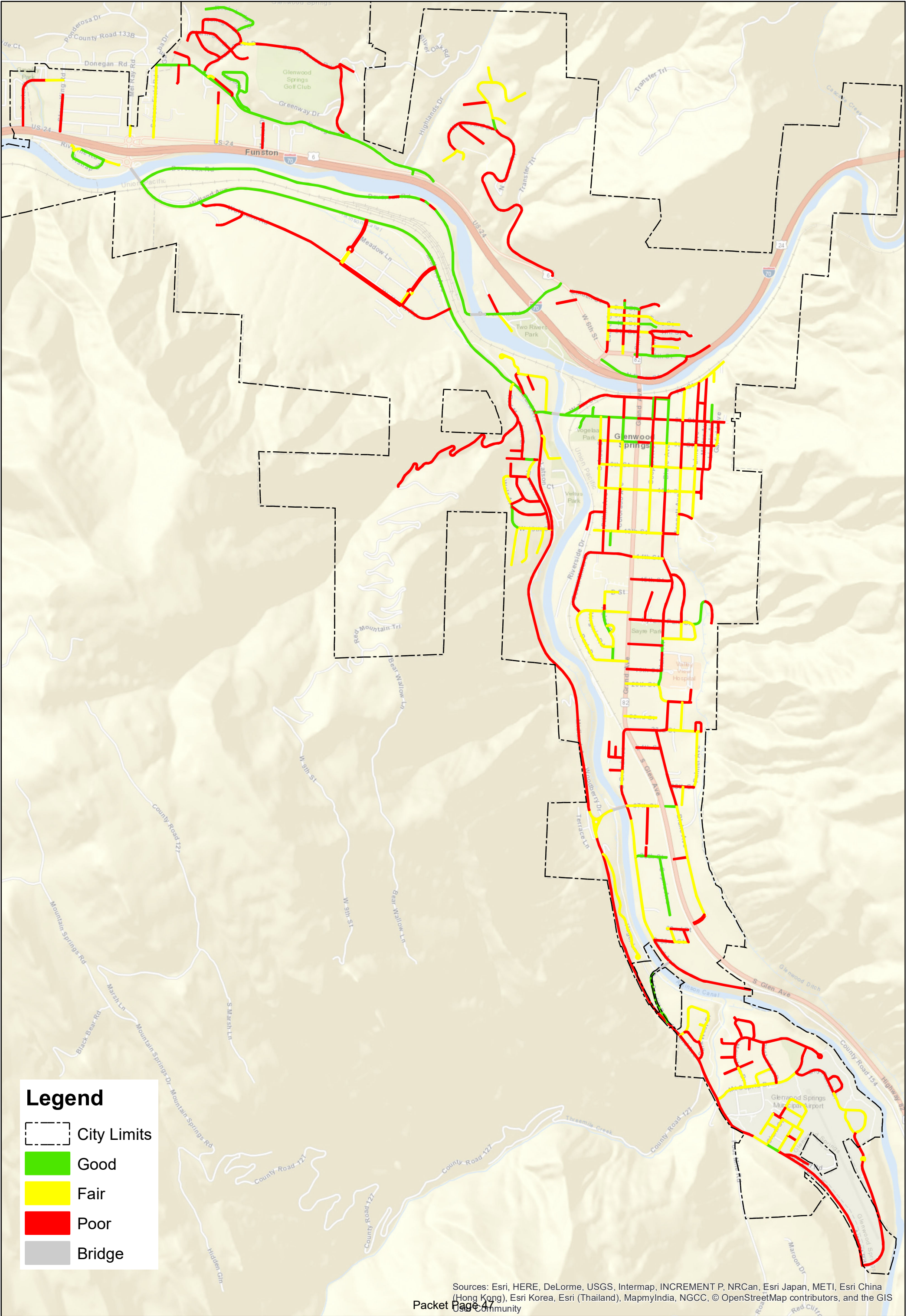
Street Name	Section	Surface Type	PASER Rating	Pavement Condition
Rey Dr	10	AC	5	Fair
Rey Dr	20	AC	3	Poor
S River St	10	AC	6	Good
S River St	20	AC	6	Good
S River St	30	AC	3	Poor
S River St	40	AC	6	Good
N River Av	50	AC	10	Excellent
River Av	60	AC	3	Poor
Riverside Dr	10	AC	3	Poor
Riverside Dr	20	OTHER	-	Gravel
Riverview Av	10	AC	5	Fair
Riverview Dr	20	AC	1	Failed
Riverview Dr	30	AC	1	Failed
Riverview Dr	40	AC	1	Failed
Riverview Dr	50	AC	4	Fair
Roaring Fork Dr	10	AC	2	Very Poor
Roaring Fork Marketplace	10-NE Bound	AC	3	Poor
Roaring Fork Marketplace	10-SW Bound	AC	3	Poor
Roaring Fork School District Shop	10	AC	2	Very Poor
Roaring Fork School District Shop	20	AC	2	Very Poor
Rock Ledge Dr	10	AC	8	Very Good
Salina St	10	AC	2	Very Poor
School St	10	AC	5	Fair
School St	20	AC	4	Fair
School St	30	AC	3	Poor
Shepards Ln	10	AC	4	Fair
Sky Ranch Dr	10	AC	4	Fair
Sky Ranch Dr	20	AC	3	Poor
Sky Ranch Dr	30	AC	3	Poor
Sky Ranch Dr	40	AC	5	Fair
Sky Ranch Dr	50	AC	4	Fair
Sky Ranch Dr	60	AC	3	Poor
Sky Ranch Dr	70	AC	4	Fair
Soccer Field Rd	10	AC	4	Fair
Soccer Field Rd	20	AC	4	Fair
Soccer Field Rd	30	AC	5	Fair
Soccer Field Rd	40	AC	4	Fair
Sopris Av	10	AC	9	Excellent
Spring St	10	AC	1	Failed
Stockton Rd	10	AC	3	Poor
Stockton Rd	20	AC	4	Fair

Street Name	Section	Surface Type	PASER Rating	Pavement Condition
Stockton Rd	30	AC	4	Fair
Stoneridge Ct	140	AC	3	Poor
Storm King Rd	10	AC	3	Poor
Sunny Acres Rd	10	AC	3	Poor
Sunny Acres Rd	20	AC	2	Very Poor
Sunny Acres Rd	30	AC	9	Excellent
Sunny Hills Ln	10	OTHER	-	Gravel
Tanager Dr	10	AC	1	Failed
Tanager Dr	20	AC	3	Poor
Tanager Dr	30	AC	3	Poor
Teeters Ln	10	AC	4	Fair
Traver Tr	10	AC	5	Fair
Traver Tr	20	AC	3	Poor
Traver Tr	30	AC	5	Fair
Traver Tr	40	AC	6	Good
Traver Tr	50	AC	7	Good
Valley View Rd	10	AC	2	Very Poor
Valley View Rd	20	AC	2	Very Poor
Veltus Park Rd	30	AC	4	Fair
Virginia Rd	10	AC	6	Good
Vista Dr	10	AC	9	Excellent
Vista Dr	20	AC	9	Excellent
Walz Av	10	AC	1	Failed
Walz Av	20	AC	6	Good
Walz Av	30	AC	5	Fair
Walz Av	40	AC	8	Very Good
Walz Av	50	AC	8	Very Good
Westlook Dr	10	AC	5	Fair
White Horse Pl	10	AC	6	Good
Williams St	10	AC	4	Fair
Winters Ln	10	AC	3	Poor
Wulfsohn Rd	20	AC	3	Poor
Wulfsohn Rd	30	AC	3	Poor
Wulfsohn Rd	40	AC	3	Poor
Wulfsohn Rd	50	AC	7	Good
Wulfsohn Rd	10 NW Bound	AC	2	Very Poor
Wulfsohn Rd	10-SE Bound	AC	3	Poor
Yale Ci	10	AC	4	Fair

**APPENDIX B – CURRENT CONDITION SIMPLIFIED PASER
CATEGORY MAP**

Glenwood Springs Pavement Condition Map

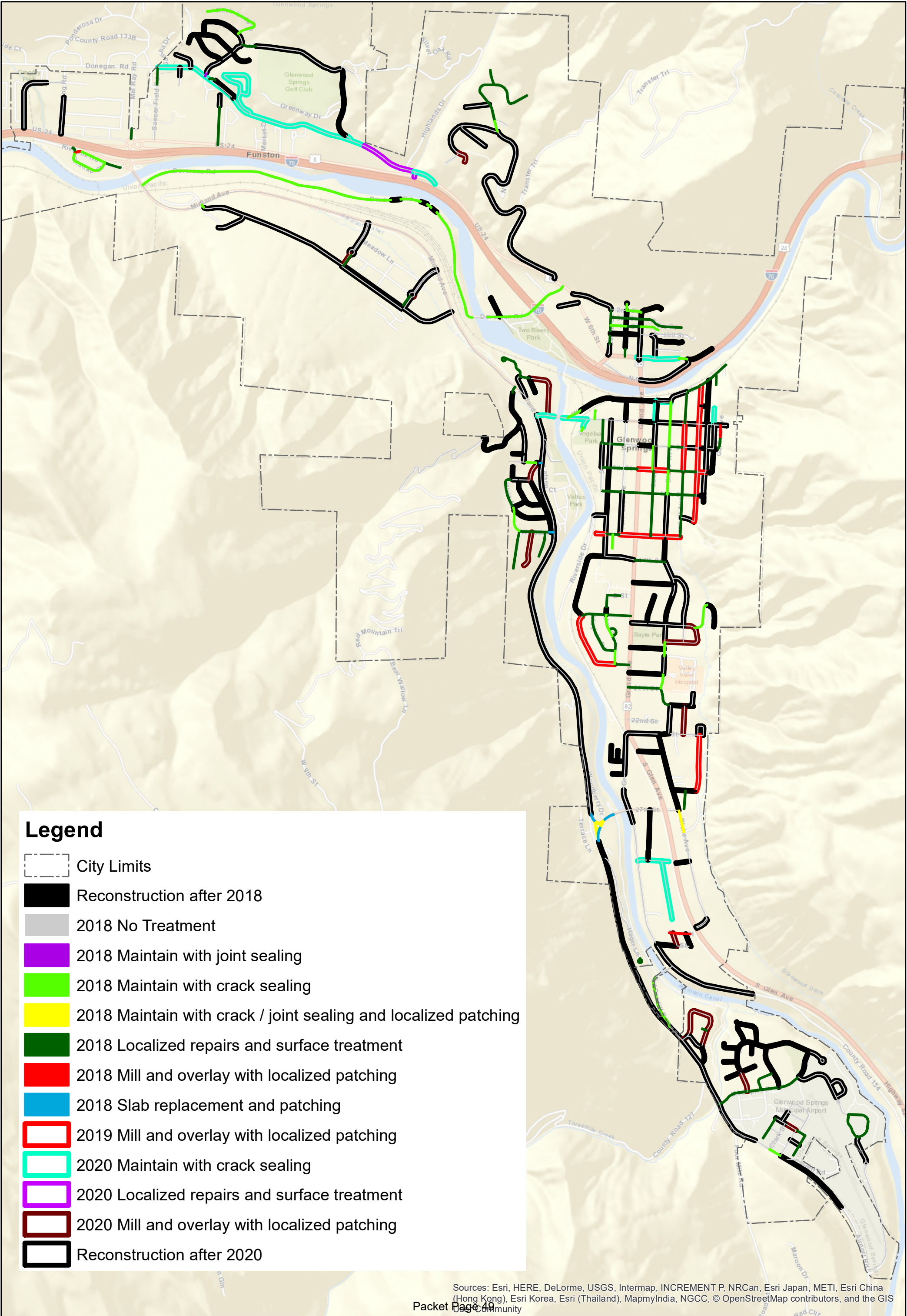
2017 PASER Survey



APPENDIX C – THREE-YEAR PAVEMENT PRESERVATION PLAN MAP

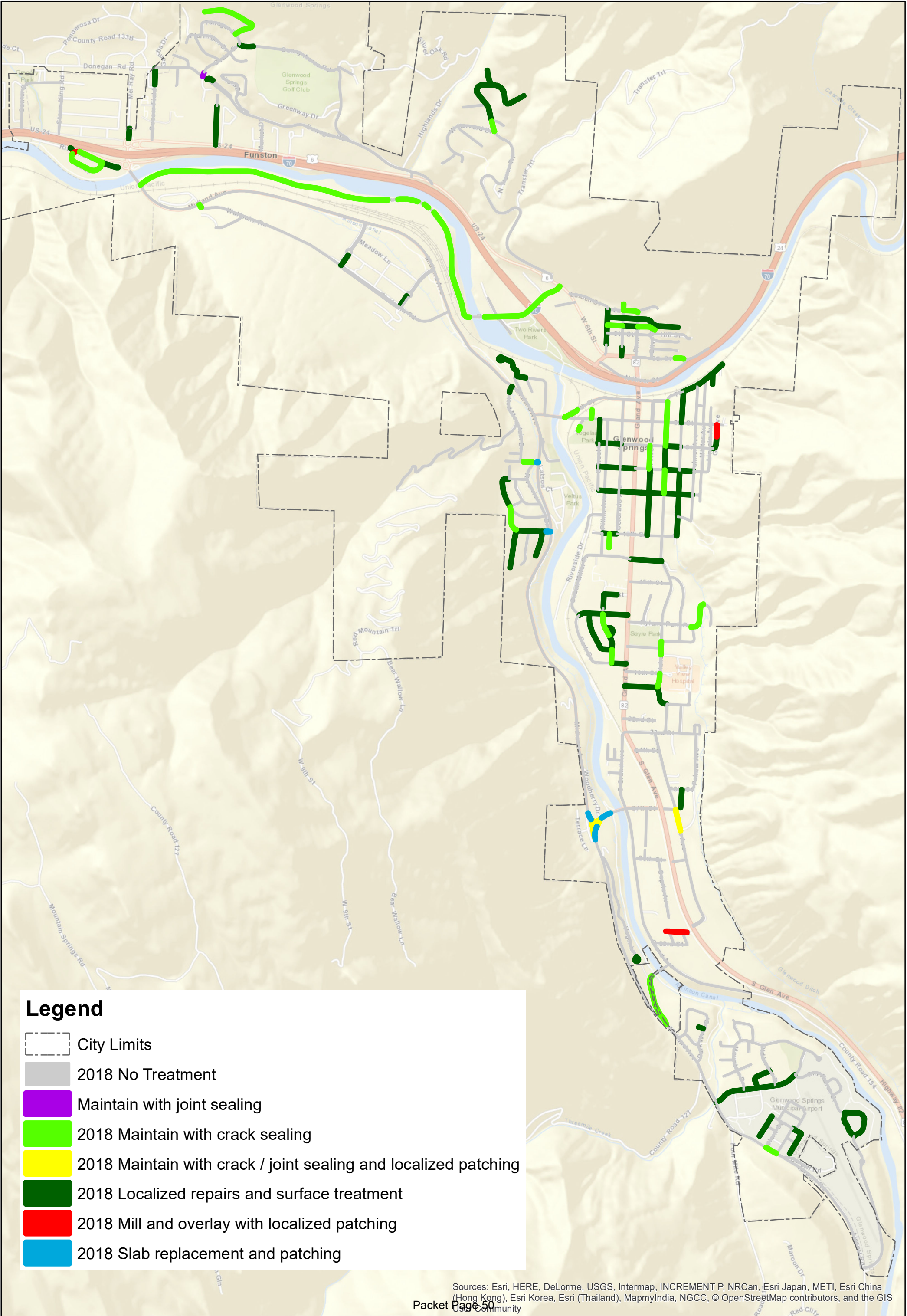
Glenwood Springs Pavement Preservation Plan

\$1.0 Million per Year; 3 Year Combined



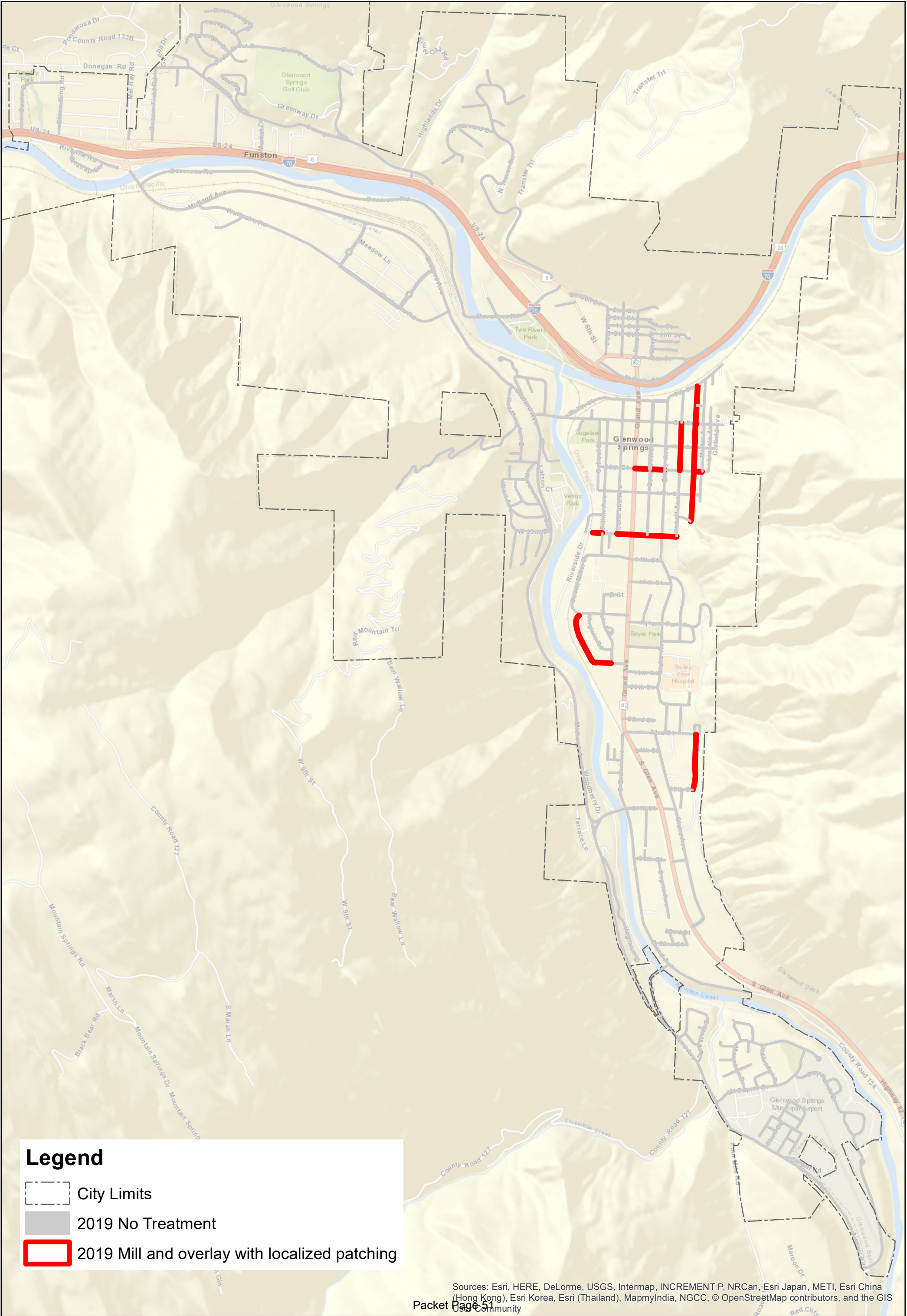
Glenwood Springs Pavement Preservation Plan

\$1.0 Million per Year; 2018 Work Plan



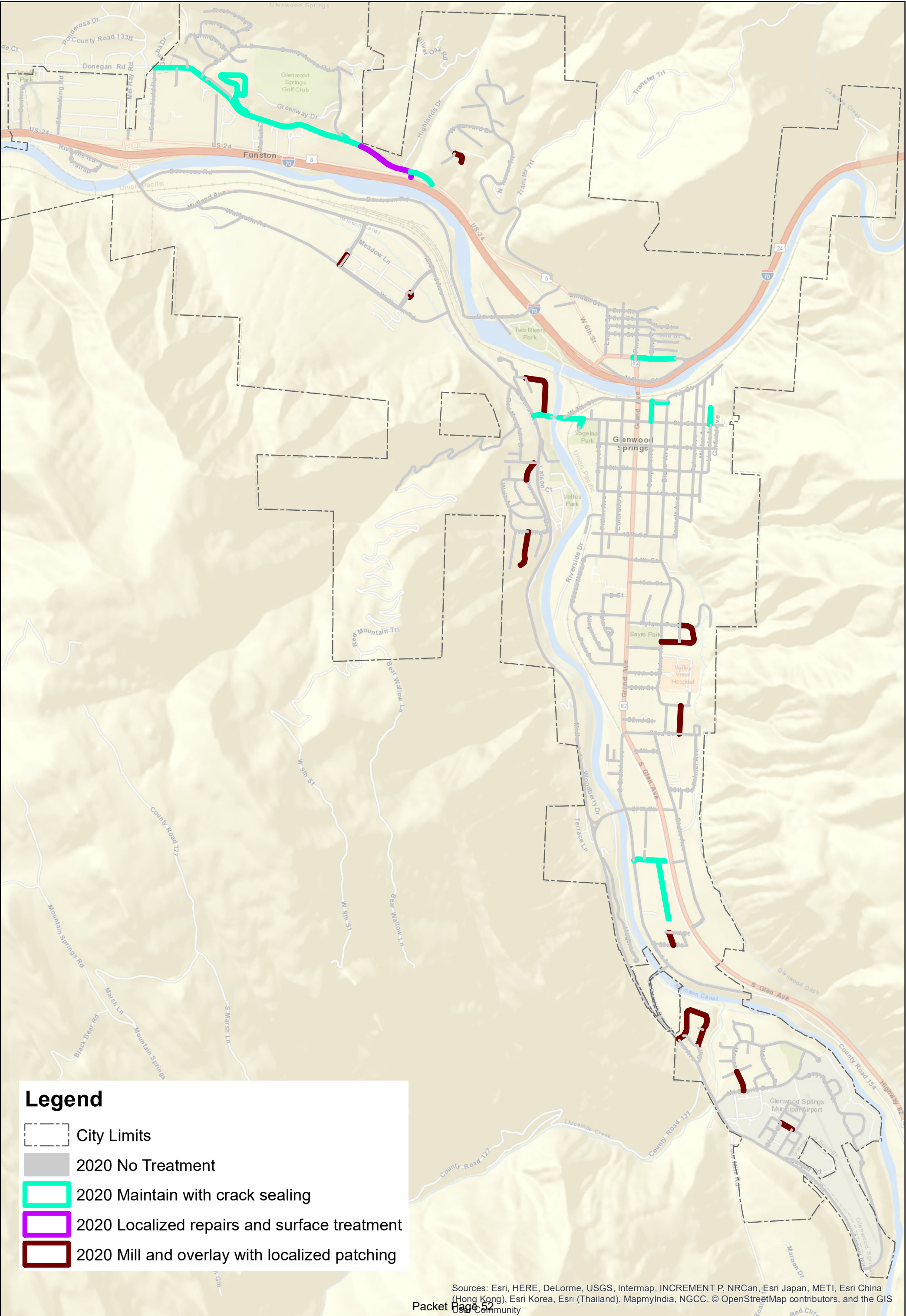
Glenwood Springs Pavement Preservation Plan

\$1.0 Million per Year; 2019 Work Plan



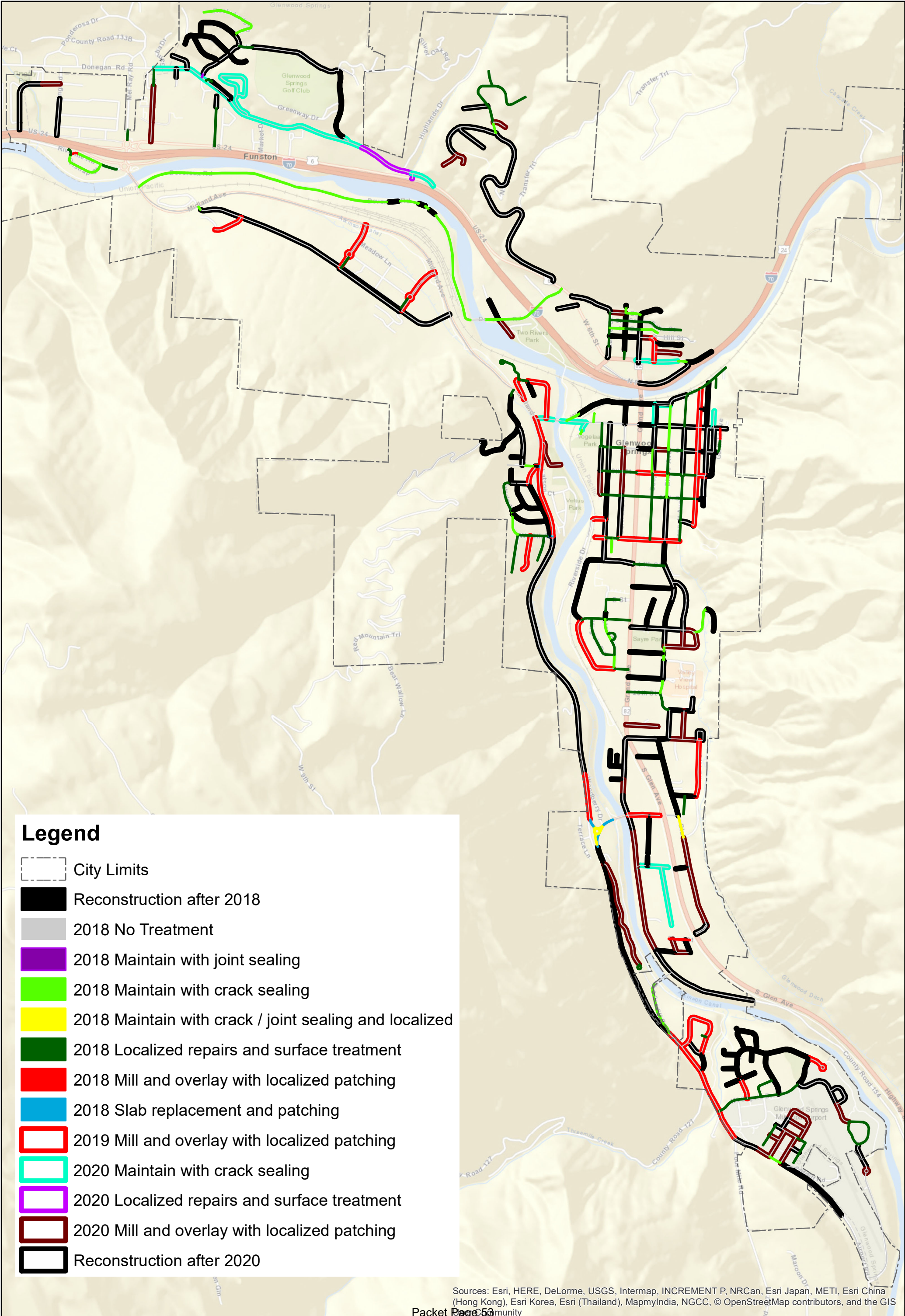
Glenwood Springs Pavement Preservation Plan

\$1.0 Million per Year; 2020 Work Plan



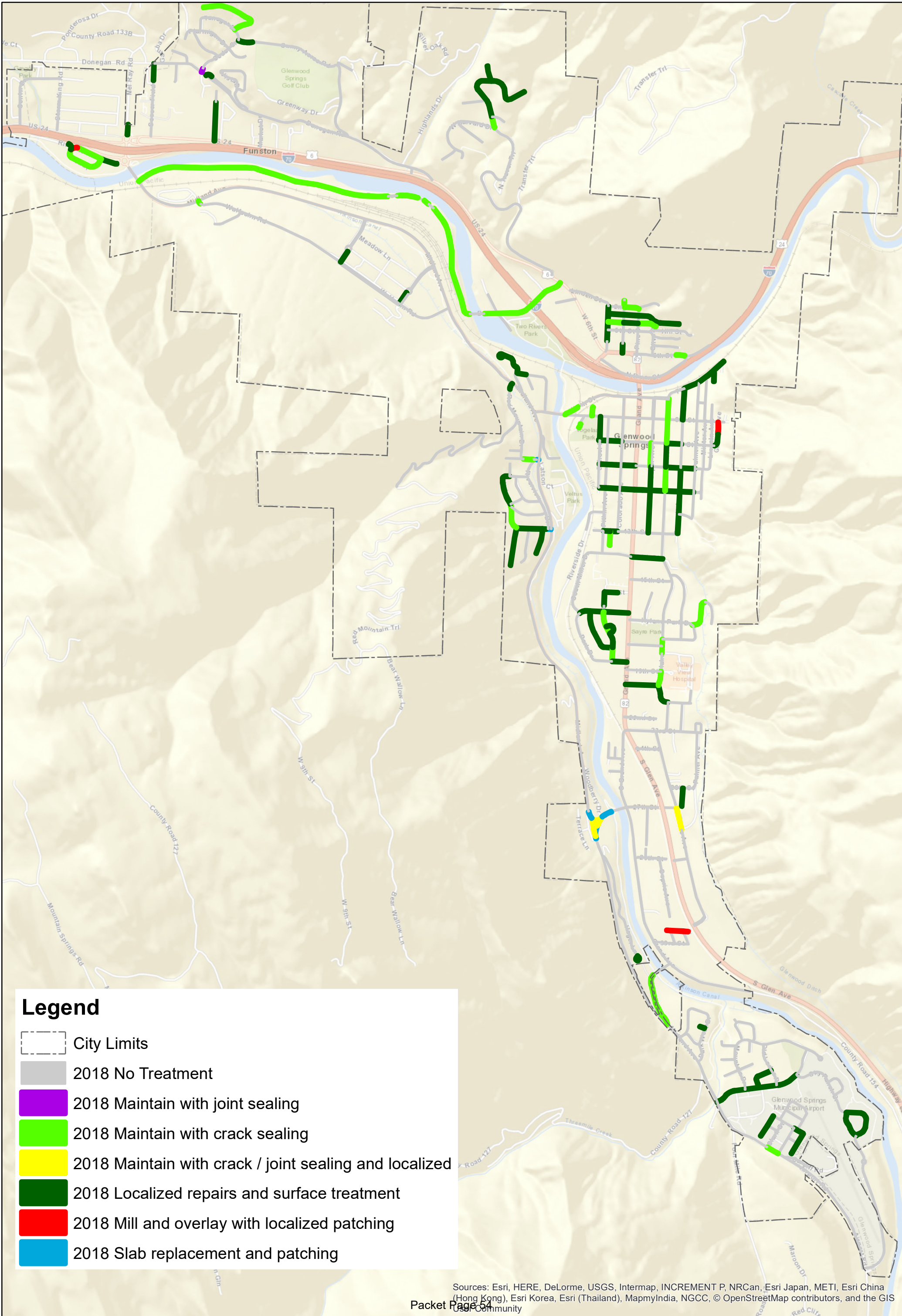
Glenwood Springs Pavement Preservation Plan

\$2.5 Million per Year; 3 Year Combined



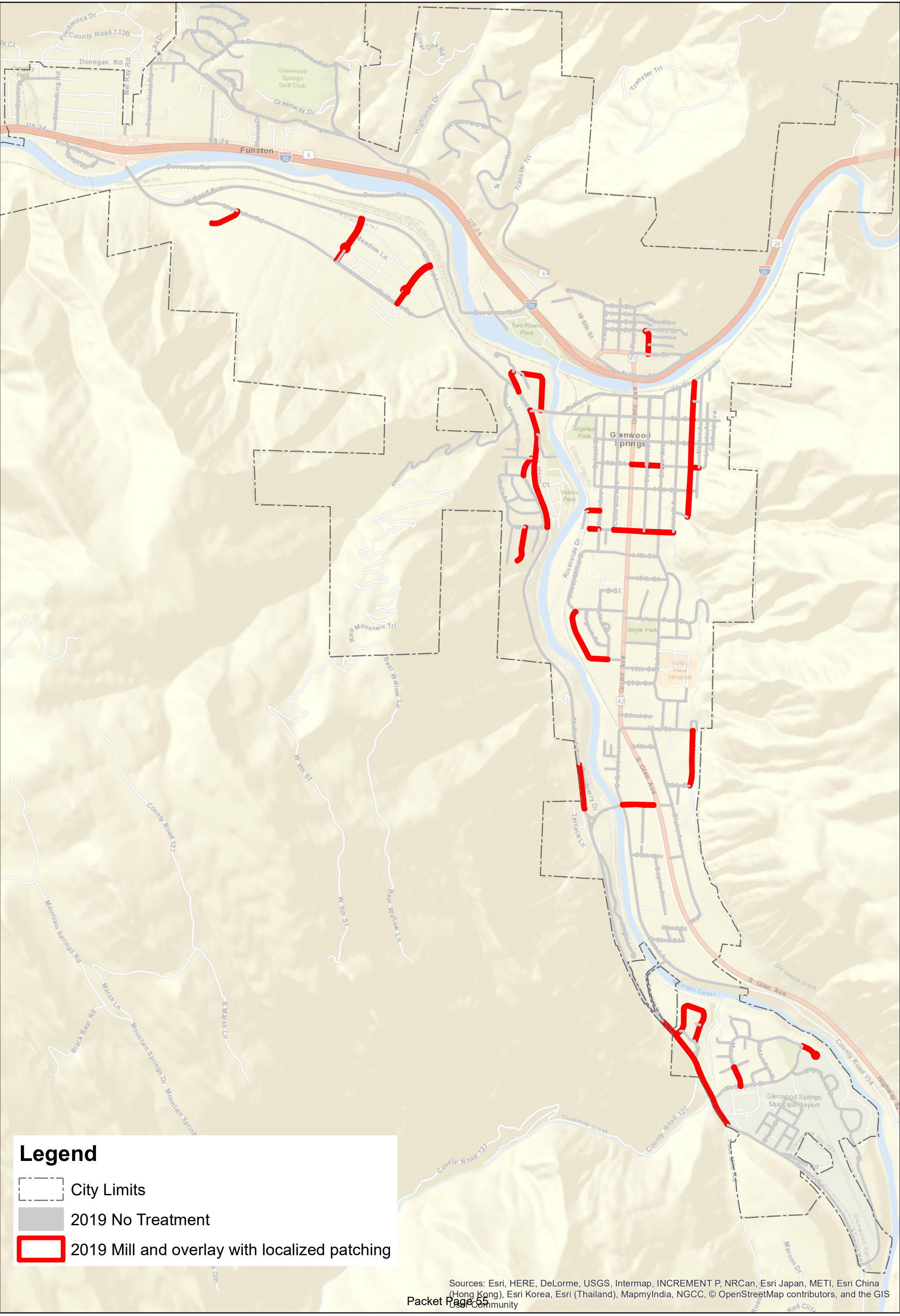
Glenwood Springs Pavement Preservation Plan

\$2.5 Million per Year; 2018 Work Plan



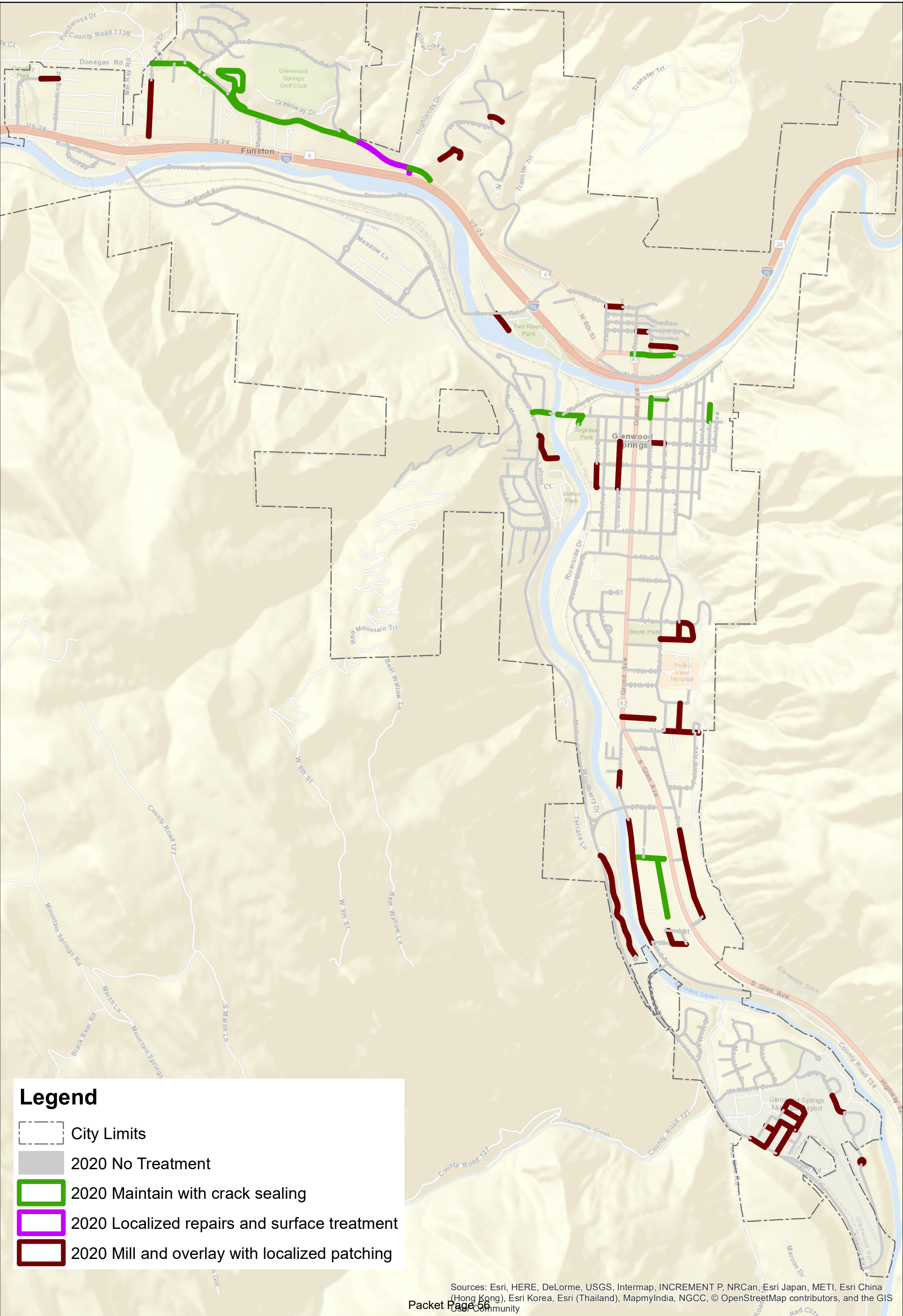
Glenwood Springs Pavement Preservation Plan

\$2.5 Million per Year; 2019 Work Plan



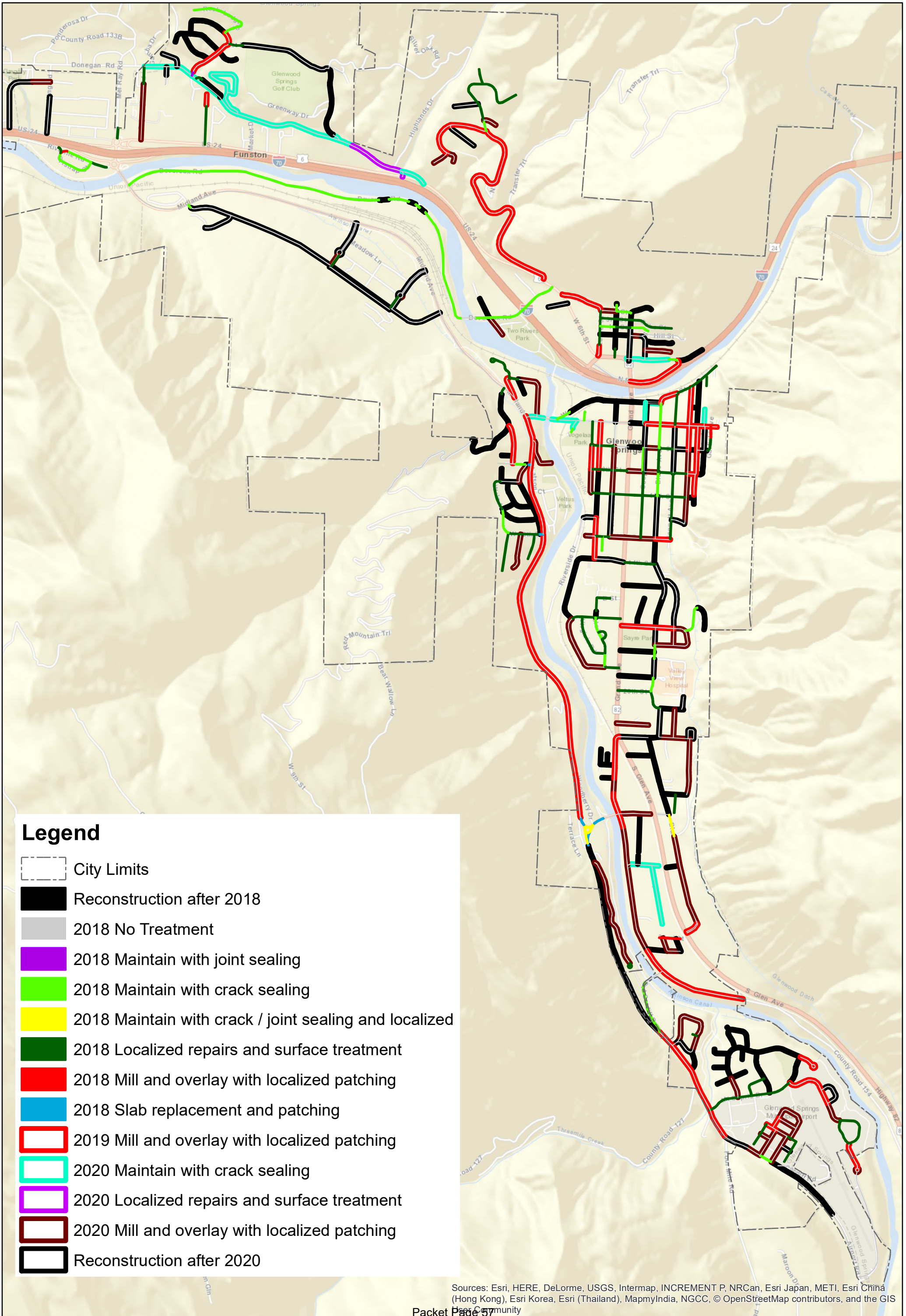
Glenwood Springs Pavement Preservation Plan

\$2.5 Million per Year; 2020 Work Plan



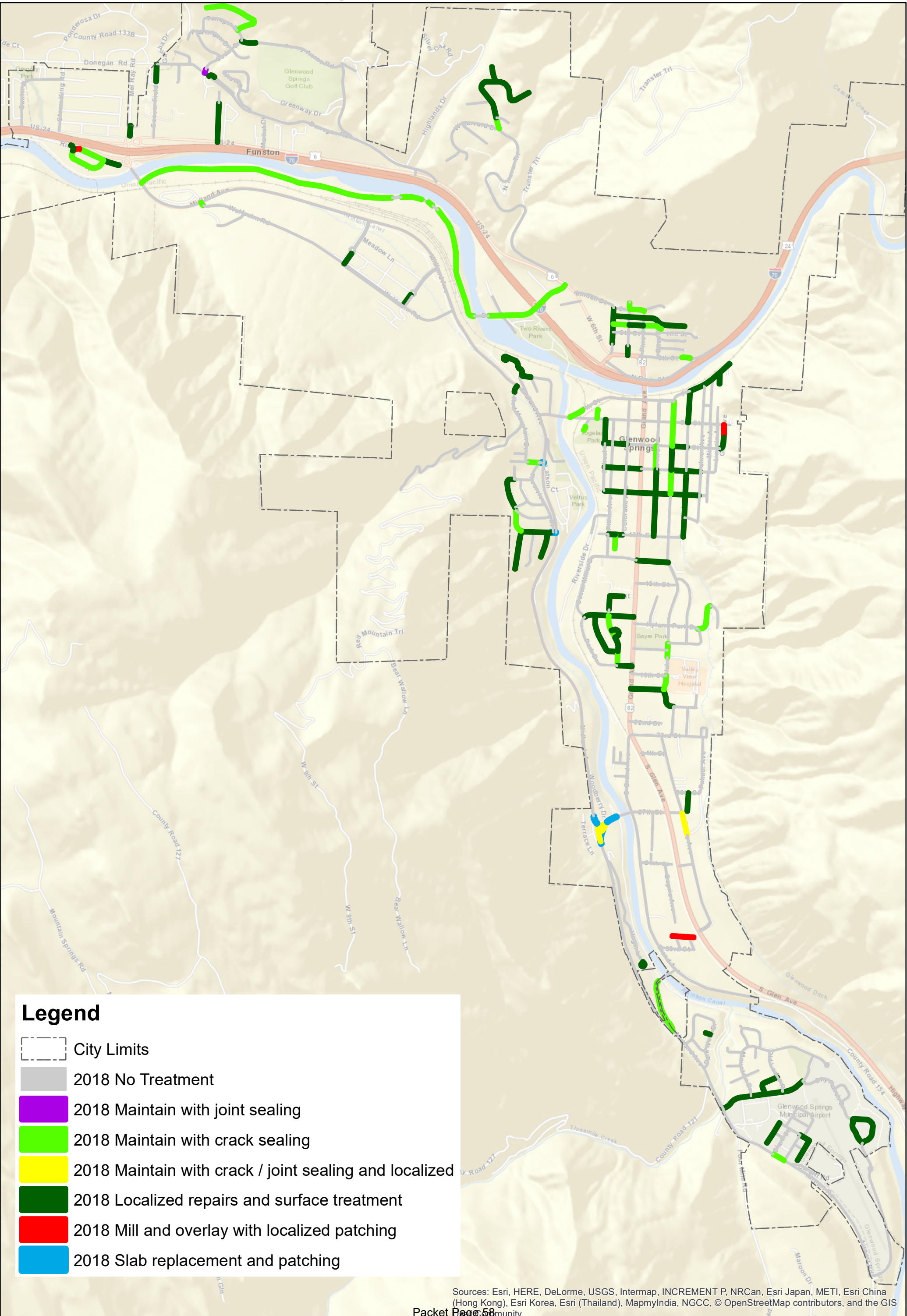
Glenwood Springs Pavement Preservation Plan

\$4.0 Million per Year; 3 Year Combined



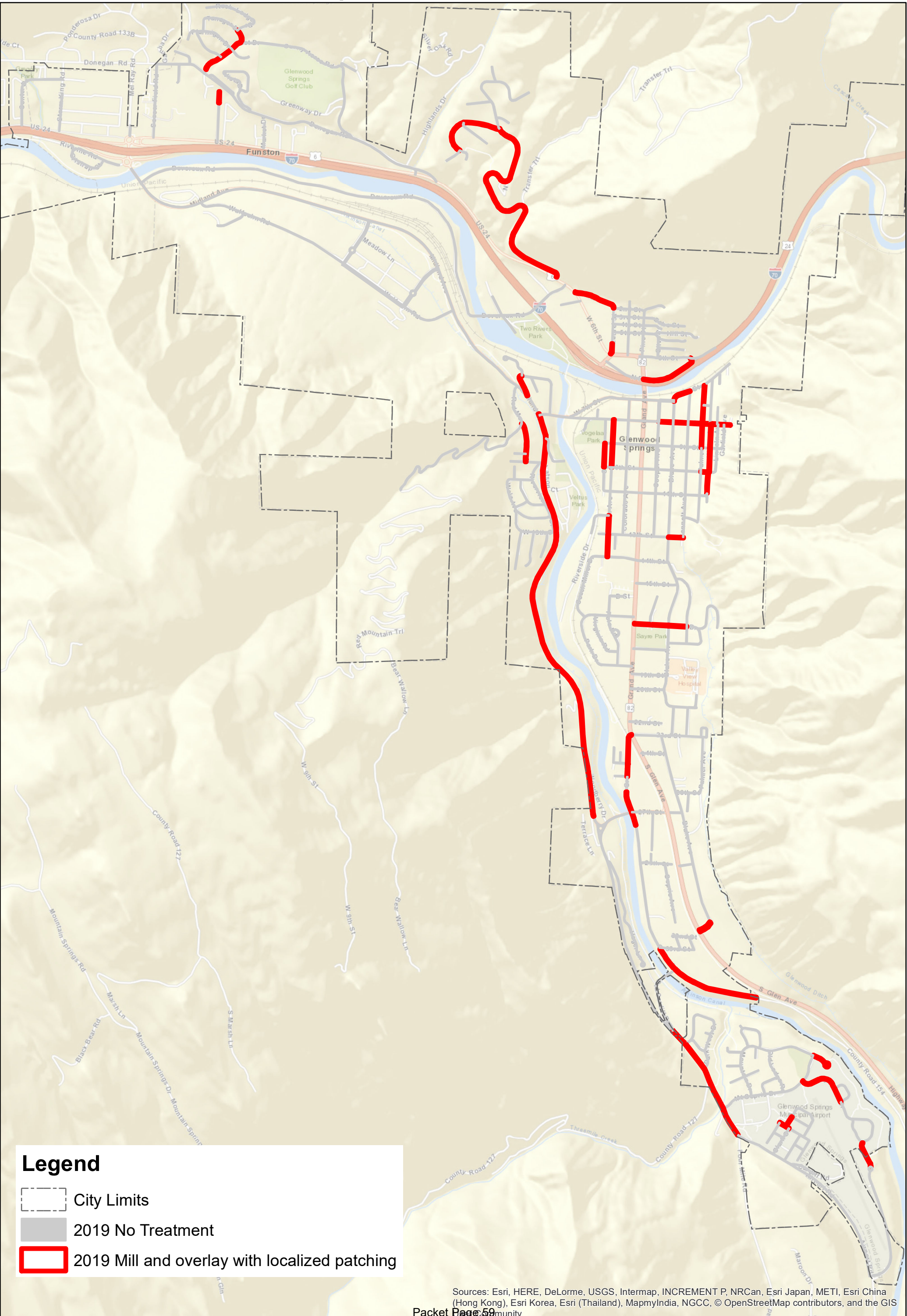
Glenwood Springs Pavement Preservation Plan

\$4.0 Million per Year; 2018 Work Plan



Glenwood Springs Pavement Preservation Plan

\$4.0 Million per Year; 2019 Work Plan



Legend

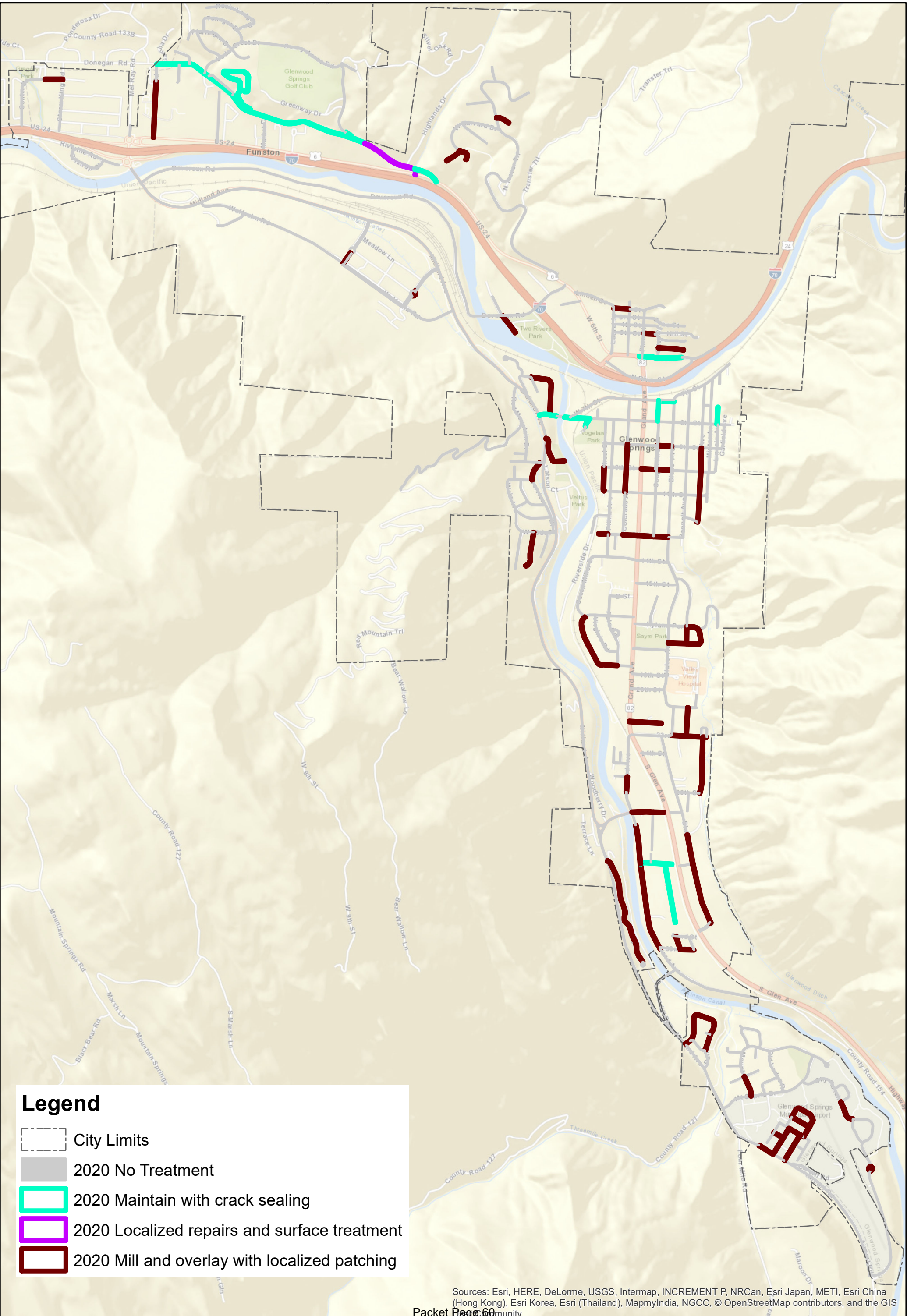
City Limits

2019 No Treatment

2019 Mill and overlay with localized patching

Glenwood Springs Pavement Preservation Plan

\$4.0 Million per Year; 2020 Work Plan





City of Glenwood Springs

101 West 8th Street, Glenwood Springs, CO 81601

Ryan Gordon, City Engineer
970-384-6413 (o)
ryan.gordon@cogs.us

12/7/2023

City Council
101 West 8th Street
Glenwood Springs, CO 81601

Subject: Transportation Workshop

Dear City Council,

The Transportation Ecosystem encompasses a wide range of elements ranging from public transit to traffic demand management to biking and pedestrian infrastructure to vehicular travel to parking. We want to focus on a few aspects of the ecosystem that have potential near-term budget implications.

Public Transit Options

The City currently has two transit options:

1. Traveler Program: This program provides curb-to-curb transportation to individuals who are unable to access other modes of transportation. Users of this service must have a physical, cognitive or visual disability that are ADA eligible and have applied for the service. This service is contracted through RFTA. We are not proposing any changes or modifications the Traveler Program.
2. Ride Glenwood Springs (RGS): The RGS bus service is a local bus route that travels on the existing RFTA bus routes. Fares have been \$0 since 2021 and is contracted through RFTA, however COGS owns the buses. COGS is currently reviewing RGS with Mead and Hunt – a transportation consultant – to consider alternatives. This work has been partially funded through a CDOT grant.

We feel that the RGS has not reached its full potential and does not fully function as a community transit option as the routes do not penetrate through the neighborhoods within the City. We have been exploring options to expand, modify or change where and how RGS functions to improve transit options.

1. Expand RGS service: We have considered changing the current route and expanding into the neighborhoods. This could be continuing operating a single route which would

maintain the current number of buses but would likely result in a less efficient transit system (i.e. increase the wait times) or creating new routes which would likely require additional buses and drivers but would result in a more efficient bus system.

2. Add additional Options: We are exploring options such as on-demand rideshare program that could take the place of RGS or overlap RGS to provide a more complete transit system. We have also contemplated a “Downtown” bus circulator that would travel through the hotel/restaurant/tourist amenities.

Both options will have a budgetary implication that we want to discuss. Also, we are expecting additional information from our consultant within the next 6 weeks that will help to shape our next steps moving forward.

Bikeshare

Currently the City does not have a bikeshare program or any other alternative transportation options. The Engineering Department has been in discussions with WE-cycle - which is an organization that has operated a bikeshare program in the Roaring Fork Valley since 2013 – about expanding to Glenwood. WE-cycle started in Aspen and has progressively moving down valley. WE-cycle expanded to Carbondale in 2023 and has seen tremendous use. WE-cycle came in front of Council in 2022 and presented their plans to expand to Glenwood and a non-binding MOU was developed and adopted by Council.

WE-cycle is currently planning to expand to Glenwood in spring of 2025. 2024 would be used to plan, design, secure easements (if necessary) and provide the bikeshare infrastructure necessary to launch the program.

We will provide additional detail and information at the work session. We look forward to having a robust discussion to review our concepts and receive feedback from council on priorities and preferences.

Sincerely,

Ryan Gordon, City Engineer
City of Glenwood Springs
970-384-6413 (o)
ryan.gordon@cogs.us

Hardcopy

**2023 SERVICE OPERATING AGREEMENT (SOA)
FOR
REGIONAL BIKESHARE SERVICES
BETWEEN WE-CYCLE
AND
THE ROARING FORK TRANSPORTATION AUTHORITY**

THIS 2023 SERVICE OPERATING AGREEMENT (“SOA”) FOR REGIONAL BIKESHARE SERVICES BETWEEN WE-CYCLE (“WE-cycle”) AND THE ROARING FORK TRANSPORTATION AUTHORITY (“RFTA”) is entered into effective as of January 1, 2023, between WE-cycle, a 501 (c)(3), Colorado, nonprofit corporation and RFTA, a Colorado Regional Transportation Authority created pursuant to Title 43, Article 4, Part 6, Colorado Revised Statutes.

RECITALS

WHEREAS, pursuant to title 43, article 4, part 6, Colorado Revised Statutes, as amended, Colorado counties and municipalities are authorized to establish, by contract, regional transportation authorities, which are authorized to finance, construct, operate and maintain regional transportation systems; and

WHEREAS, pursuant to Title 29, Article 1, Part 2, C.R.S., as amended, and article XIV, section 18 of the Colorado Constitution, governments may contract with one another to provide any function, service or facility lawfully authorized to each of the contracting units and any such contract may provide for the joint exercise of the function, service or facility, including the establishment of a separate legal entity to do so; and

WHEREAS, Section 602 (b) of the RFTA Intergovernmental Agreement (“RFTA IGA”) pursuant to which RFTA was created states that “the Authority may enter into contracts with any Member or other person or entity for the provision of transit services in the manner and subject to the terms of such contracts;” and

WHEREAS, Section 602 (c) of the RFTA IGA states that “the Authority shall provide regional transportation planning services needed to plan and direct Authorized Transportation Projects; and

WHEREAS, a goal of RFTA, as described in its Destination 2040 Plan, is to develop, implement, and provide expanded regional bikeshare services in communities throughout the State Highway 82 corridor, funding for which was approved by voters within its member jurisdictions at the General Election held on November 8, 2018; and

WHEREAS, in furtherance of this goal, in 2021, RFTA, its member jurisdictions, and WE-cycle, undertook the development of the Roaring Fork Valley Regional Bikeshare Plan; and

WHEREAS, the RFTA Board of Directors (“RFTA Board”) received regular updates regarding the progress of the Roaring Fork Valley Regional Bikeshare Plan, which involved

substantial community outreach, as well as input from a Technical Advisory Committee comprised of staff representing RFTA's member jurisdictions; and

WHEREAS, the RFTA Board has determined that an expanded regional bikeshare system as described in the Roaring Fork Valley Regional Bikeshare Plan is likely to produce benefits for regional First and Last Mile Mobility in the RFTA service area and is consistent with the 2019 RFTA Strategic Plan; and

WHEREAS, the Roaring Fork Valley Regional Bikeshare Plan (incorporated herein by reference) took approximately one year to complete and was adopted by the RFTA Board at its regularly scheduled meeting on May 12, 2022 pursuant to RFTA Resolution No 2022-11; and

WHEREAS, the Roaring Fork Valley Regional Bikeshare Plan is intended to serve as a flexible roadmap to assist RFTA, WE-cycle, and the participating jurisdictions with the phased implementation and operation of regional bikeshare services, recognizing that the details associated with implementation and operation may vary from the plan from year-to-year for a wide variety of reasons, not the least of which is available revenue; and

WHEREAS, RFTA and the participating jurisdictions are governmental entities that must appropriate funding for the implementation and operation of regional bikeshare services from year-to-year, and such funding may vary from the amounts and phasing contemplated by the Roaring Fork Valley Regional Bikeshare Plan; and

WHEREAS, in the Roaring Fork Valley Regional Bikeshare Plan the preferred governance structure for implementing and providing regional bikeshare services should be by means of a Multi-Party Memorandum of Understanding ("MOU") between RFTA and the participating jurisdictions; and

WHEREAS, WE-cycle is an established nonprofit bikeshare provider that since 2013 has been operating bikeshare systems on a seasonal basis in the City of Aspen, the Town of Basalt, the unincorporated El Jebel area of Eagle County, and the Town of Snowmass Village ("**Existing WE-cycle Bikeshare Communities**"); and

WHEREAS, the Destination 2040 Plan, as well as the Roaring Fork Valley Regional Bikeshare Plan, envisions that WE-cycle should be the lead planner and provider of not only the existing bikeshare services, but also the expanded regional bikeshare services, pursuant to a 2023 - 2028 service operating agreement between WE-cycle and RFTA ("SOA"); and

WHEREAS, it is intended that the SOA and MOU exhibits will be updated each year the SOA and MOU are in effect during the annual budget cycles of RFTA, WE-cycle, and the participating jurisdictions, to set forth the Annual Scope of Work and planned regional bikeshare expenditures for the following year as set forth on Exhibit 1B; and

WHEREAS, RFTA and WE-cycle desire to enter into this SOA, in furtherance of contributions from the participating jurisdictions pursuant and subject to an executed MOU, substantially in the form attached hereto (Attachment A) and incorporated herein by this reference, in order to facilitate WE-cycle's ability to deliver and operate expanded bikeshare services pursuant to the 2023 – 2028 Regional Bikeshare Planned Scope of Work ("2023 – 2028 Scope of Work") incorporated herein and attached as Exhibit 1A.

NOW, THEREFORE, for and in consideration of the mutual covenants set forth below, RFTA and WE-cycle hereby agree as follows:

I. Annual Scope of Work. WE-cycle will take the necessary actions each year this SOA is in effect to provide expanded regional bikeshare services pursuant to the Annual Scope of Work as set forth on Exhibit 1B:

A. General Responsibilities of WE-cycle.

1. Plan for the implementation of expanded regional bikeshare service, acquire, install, and utilize capital equipment to be purchased and owned by RFTA and licensed to WE-cycle, for operation of regional bikeshare services within participating jurisdictions pursuant to the Scope of Work.
2. Satisfy and comply with any applicable legal requirements for operating a regional bikeshare system, including obtaining any required permits for the installation of bikeshare equipment within communities served by WE-cycle, and operate regional bikeshare services in a safe, efficient, economical, and courteous manner.
3. Properly maintain all bicycles, stations, and other equipment used in bikeshare services to the manufacturer's recommended standards. WE-cycle will maintain all bikes and other equipment, whether owned by WE-cycle or RFTA, and the expense for such maintenance to be funded by RFTA will be included in the annual budget agreed to by the parties as set forth on Exhibit 2 attached hereto and incorporated herein.
4. Provide adequate staffing to ensure day-to-day SOA administration and performance monitoring.
5. Provide monthly reports to RFTA on the fifteenth (15th) day following the month in which the regional bikeshare services are operated within each of the participating jurisdictions. The reports will provide monthly operating data as generally set forth on Exhibit 3 attached hereto and incorporated herein.

6. Certain designated expenditures agreed upon by RFTA and WE-cycle shall be reconciled against funds provided by RFTA for the purposes set forth in this SOA. Within 90 days of the end of each year in which this SOA is in effect, WE-cycle shall provide an accounting for costs incurred for the previous year by the following categories:
 - a. Indirect Regional Operation Costs
 - b. Direct Local Operation Costs
 - c. Planning Costs
 - d. Local Startup Operation Costs
 - e. Core Bikeshare Equipment Costs
 - f. Replacement and Maintenance Equipment Costs
 - g. Bikeshare Support Equipment Costs

As set forth on Exhibit 2, Pages 1 – 5, WE-cycle shall not exceed the total Indirect Regional Operation Costs budget, the Direct Local Operation Costs budget for any jurisdiction, the total Planning Costs budget, the total Local Startup Operation Costs budget, the Core Bikeshare Equipment Costs budget for any jurisdiction, the total Replacement and Maintenance Equipment Costs for any jurisdiction, or the total Bikeshare Support Equipment Costs budget for any jurisdiction without prior written authorization by RFTA. However, some shifting of surplus funds between line items primarily funded by RFTA will be allowed with prior written authorization. Any surplus revenue not utilized by WE-cycle for the purposes set forth on Exhibit 2, Pages 1 – 5, will be refunded by WE-cycle to RFTA within 30 days of the year-end reconciliation, provided that WE-cycle can retain any unspent funds up to 3% of the annual budgets for items “6” “a.,” “c.,” and “d.,” above to be utilized for, and credited against, bikeshare program expenses for the succeeding budget year. WE-cycle will retain any private sponsorship revenue, above the budgeted amount as set forth in Exhibit 2 for investment in its Innovation and Sustainability Fund.

B. Responsibilities of RFTA

1. Provide funding to WE-cycle as set forth in Exhibit 2, Pages 1 - 5.
2. Endeavor to support WE-cycle regional bikeshare expansion planning efforts in participating jurisdictions as necessary.
3. Endeavor to cross-promote bikeshare through RFTA’s marketing and communications to encourage its use as a first and last mile connection to RFTA service.

4. Endeavor to coordinate with WE-cycle, as necessary and appropriate, on initiatives, policies, and development referrals that could enhance alignment and impact of bikeshare's service offering as a seamlessly integrated first and last mile connection to RFTA service.
5. Endeavor to regularly discuss and consider other opportunities for collaboration that align with RFTA and WE-cycle's shared first and last mile mobility and climate action goals as they might arise and as staff capacity and resources allow.

II. Insurance Requirements and Hold Harmless.

- A. RFTA and the Parties to that Memorandum of Understanding Regarding Roaring Fork Transportation Authority 2023 – 2028 Regional Bike Service (Attachment A) shall be named as additional insureds on WE-cycle's general liability and comprehensive automobile liability policies of insurance for the term of this Agreement. By January 15th of each year this SOA is in effect, WE-cycle, shall furnish RFTA and the Parties with certificates of insurance for such coverages, to which RFTA and the Parties shall be endorsed as additional insureds. Such certificates of insurance shall provide that in the event such insurance coverages are cancelled, terminated, revoked and/or not renewed, that RFTA and the Parties will be provided with at least ten (10) days prior written notice of such action.
- B. To the extent allowed by law, WE-cycle and RFTA agree to hold the other harmless from any and all third-party claims arising from its own tortuous, negligent or unintentional acts or omissions committed pursuant to its performance under this SOA. WE-cycle and RFTA similarly agree to jointly investigate and defend against a third-party claim as asserted against them, or any of them, arising from the implementation of this SOA and the operation of the transit system as described herein.
- C. WE-cycle understands and agrees that RFTA relies on and does not waive or intend to waive by any provision of this Agreement the monetary limitation or any other rights, immunities, and protection provided by the Colorado Governmental Immunity Act § 24-10-101, *et seq.*, C.R.S., as from time to time amended, or otherwise available to RFTA and its respective officers, agents, or employees.
- D. WE-cycle will be responsible for insuring all assets, inclusive of equipment and parts. By January 15th of each year this SOA is in effect, WE-cycle, shall furnish RFTA and the Parties to that Memorandum of Understanding Regarding Roaring Fork Transportation Authority 2023 – 2028 Regional Bike Service (Attachment A) with certificates of insurance for such coverage, to which RFTA and the Parties shall be endorsed as additional insureds. Such certificates of insurance shall provide that in the event such insurance coverage is cancelled, terminated, revoked and/or not renewed, that RFTA and the Parties will be provided with at

least ten (10) days prior written notice of such action. In the event of any losses involving insured assets, the parties will convene and by mutual agreement determine how to pay for deductibles and replacement of the assets.

III. Payments to WE-cycle for the Annual Scope of Work:

- A. Total Indirect Regional Operation Costs and Local Direct Operation Costs, Planning Costs, and Local Startup Operation Costs incurred for the Annual Scope of Work on Exhibit 1B will be remitted to WE-cycle by RFTA as set forth on Exhibit 2, Page 5, Chart 16, Column “B,” Line “i,” in twelve equal installments as reflected on Column “B,” Line “j,” commencing on January 15 of each year this SOA is in effect. Installment payments by RFTA to WE-cycle will be net of WE-cycle sponsorship revenue that will be retained by WE-cycle.
- B. Total Core Bikeshare Equipment Costs, as set forth on Exhibit 2, Page 4, Chart 12, Column “H,” Line “a,” will be remitted by RFTA to WE-cycle within 15 days of when invoiced by WE-cycle in advance of its need to pay for it. Any required deposits for Core Bikeshare Equipment ordered by WE-cycle for participating jurisdictions will be handled separately and not be included in this SOA. However, as soon as practicable prior to the date WE-cycle shall order Core Bikeshare Equipment for participating jurisdictions, WE-cycle will present RFTA with the equipment purchase agreement and a budget request for prior approval by RFTA. The budget request must be approved by the RFTA Board and adopted in a Supplemental Budget Resolution, before RFTA can remit such funds to WE-cycle for any deposit required for any year this SOA is in effect. All equipment and assets funded by RFTA will be titled in the name of RFTA and licensed per this SOA for WE-cycle’s use for the term of this SOA and any subsequent Agreements.
- C. Total Bikeshare Support Equipment Costs and Replacement and Maintenance Equipment Costs, and as set forth on Exhibit 2, Page 4, Chart 12, Column “H,” Lines “b, and c,” will be remitted by RFTA to WE-cycle within 15 days of when invoiced by WE-cycle. All equipment and assets funded by RFTA will be titled in the name of RFTA and licensed per this SOA for WE-cycle’s use for the term of this SOA and any subsequent Agreements.

IV. Customer Support and Complaints. WE-cycle shall maintain an effective customer support and complaint and suggestion response process. Upon request, WE-cycle shall provide RFTA with copies of customer complaints and responses made to complainants.

V. Notice of Accidents and Legal Action. WE-cycle shall notify RFTA of any bodily injury accidents concerning the regional bikeshare service provided pursuant to this SOA as promptly as practicable. WE-cycle shall give RFTA prompt notice of any suit or action filed

and prompt notice of any claim made against WE-cycle arising out of the performance of this SOA.

VI. Term. This SOA shall commence effective as of January 1, 2023, regardless of when executed by the parties, and terminate on December 31, 2023; thereafter, this SOA may automatically renew for up to four (4) additional years as agreed upon in writing by RFTA and WE-cycle, subject to annual updates of SOA Exhibits 1B and 2 Pages 1 - 5, and appropriation of annual funding by the RFTA Board of Directors. Additionally, either party may terminate this SOA for cause upon ninety (90) days written notice and only after entering into the Conflict Resolution process set forth in IX. O., below. RFTA and WE-cycle agree that they will not terminate this SOA for convenience in the midst of an operating season.

VII. Review Services and/or Equipment. The parties agree to meet, as necessary while this SOA is in effect to discuss any issues of concern that arise or any anticipated material deviations from the Scope of Services, as set forth in Exhibit 1B.

VIII. Ownership of Assets Acquired with RFTA Funding Pursuant to this SOA. For the sum of \$10 per year, RFTA hereby grants WE-cycle a license, per this SOA, for any Core Bikeshare Components defined as bikes (pedal bikes and e-bikes, stations, plates, docks, kiosks, solar panels, map panels) and Bikeshare Support Equipment (balancing vehicles and trailers) acquired with RFTA funding pursuant to this SOA for use by WE-cycle for the provision of regional bikeshare services. RFTA will retain ownership of the said Core Bikeshare Components which shall be returned to RFTA at the end of the term of the SOA, unless the SOA is renewed, at the sole discretion of RFTA. An inventory of the Core Bikeshare Components owned by RFTA is attached as Exhibit 4. Exhibit 4 includes the Core Bikeshare Components that RFTA paid for in 2021 and 2022 and it will be promptly updated and incorporated herein as new assets are purchased with RFTA funding under this SOA. RFTA also reserves the right to request that all equipment and unused parts be returned to RFTA if this SOA is terminated for cause or not renewed for a subsequent year.

IX. Miscellaneous Provisions.

- A. Amendment. This SOA may only be amended by a written agreement duly signed by the parties hereto.
- B. Successors. This SOA shall be binding upon and shall inure to the benefit of any successors to or assigns of the parties.
- C. Severability. Should any part, term, portion or provision of this SOA be finally decided to be in conflict with any law of the United States or of the State of Colorado, or otherwise be unenforceable or ineffectual, the validity of the remaining parts, terms, portions, or provisions shall be deemed severable and shall not be affected thereby, provided such remaining portions or provisions can be construed in substance to constitute the SOA that the parties intended to enter into in the first instance.

D. Adoption. This SOA shall be effective on January 1st of each year (2023 – 2028) contingent upon the approval of the Board of Directors of WE-cycle and approval of the Annual Scope of Work set forth on Exhibit 1B and funding set forth in Exhibit 2, Pages 1 - 5, by the RFTA Board, and execution by the RFTA CEO and WE-cycle Executive Director. The implementation of this SOA is expressly conditioned upon and subject to the execution of the MOU by and among the participating jurisdictions substantially in the form attached hereto (Attachment A), which MOU, when fully executed by all of the participating jurisdictions, shall then be attached hereto and incorporated herein.

E. Notices. All notices, demands, statements, and requests required or permitted to be given under this SOA shall be served in writing and shall be deemed to have been properly given or served in any event upon actual receipt, three (3) working days following the depositing of the same in the United States mail, addressed to a party, first class, postage prepaid, by registered or certified mail, return receipt requested, at the address set forth below or at such other address as may be designated in accordance herewith:

WE-cycle: WE-cycle
129 Emma Road, Unit A1
Basalt, CO 81621
ATTN: Executive Director

RFTA: The Roaring Fork Transportation Authority
2307 Wulfsohn Road
Glenwood Springs, CO 81601
ATTN: Chief Executive Officer

F. Conformance with Laws. Each party hereto agrees to abide by and to conform to all applicable laws of the federal government, the state, and any body corporate and politic having any jurisdiction over the subject matter of this SOA. Nothing in this section contained, however, shall require any party hereto to comply with any law, the validity or applicability of which shall be contested in good faith and by appropriate legal proceedings.

G. Execution of Documents; Counterparts. This SOA may be executed in counterparts, each of which shall be regarded for all purposes as one original. Each party agrees that it will execute any and all deeds, instruments, documents, and resolutions or ordinances necessary to give effect to the terms of this SOA.

H. Waiver. No waiver by either party of any term or condition of this SOA shall be deemed or construed as any waiver of any other term or condition, nor shall a waiver of any breach be deemed to constitute a waiver of any subsequent breach, whether the same or of a different provision of this SOA. Nothing in this SOA shall be construed as a waiver of any defense or limitation available to either party

through the Colorado Governmental Immunity Act (Colorado Revised Statutes § 24-10-101, *et.seq.*, as amended).

- I. Enforcement. Every obligation assumed by or imposed upon either party by this SOA shall be enforceable by the other party by appropriate action, suit, or proceeding at law or equity.
- J. Captions. The captions of the paragraphs of this SOA are for convenience only and shall not be deemed to be relevant in resolving any question or interpretation or construction of any section of this SOA.
- K. TABOR Compliance. Notwithstanding anything to the contrary contained in this SOA, RFTA shall not have any obligations under this SOA, nor shall any payments be made in respect of any period after any December 31 of each calendar year during the term of this SOA, without an appropriation therefore by the Board of Directors of RFTA in accordance with a budget adopted by the RFTA Board of Directors, in compliance with the provisions of the Local Government Budget law (C.R.S. §29-1-101 *et seq.*), and the TABOR Amendment (Colorado Constitution, Article X, Sec. 20).
- L. Execution. This SOA, including all Exhibits, constitutes the entire integrated and merged agreement among the WE-cycle and RFTA and incorporates all prior written or oral understandings with regard to the subject matter hereof and may be amended, supplemented or modified only by a written instrument duly executed by the parties.
- M. Authorization. Each party hereto warrants that the execution and performance of this SOA has been duly authorized by members of each entity's governing body at a duly constituted meeting.
- N. Non-Waiver. One or more waivers by any party of any provision, term, condition or covenant herein shall not be construed by any other party as a waiver of any subsequent breach by any other party.
- O. Conflict Resolution. In the event of a conflict between the parties arising from the implementation or interpretation of this SOA, it is agreed that any party herein may call a formal meeting of the parties to attempt to resolve said conflict. Said meeting shall be called by providing ten (10) days advance written notice to the other, after which the parties will work in good faith to meet at such time and place as is mutually convenient.

IN WITNESS WHEREOF WE-cycle and The Roaring Fork Transportation Authority have caused this SOA to be executed effective as January 1, 2023.

WE-cycle:

BY: Mirte Mallory 1.30.23

Mirte Mallory, Executive Director

Roaring Fork Transportation Authority:

BY: Dan Blankenship Digitally signed by Dan Blankenship
Date: 2023.01.30 11:37:05 -07'00'

Dan Blankenship, Chief Executive Officer

EXHIBIT 1A, Page 1

2023-2028 REGIONAL BIKESHARE PLANNED SCOPE OF WORK

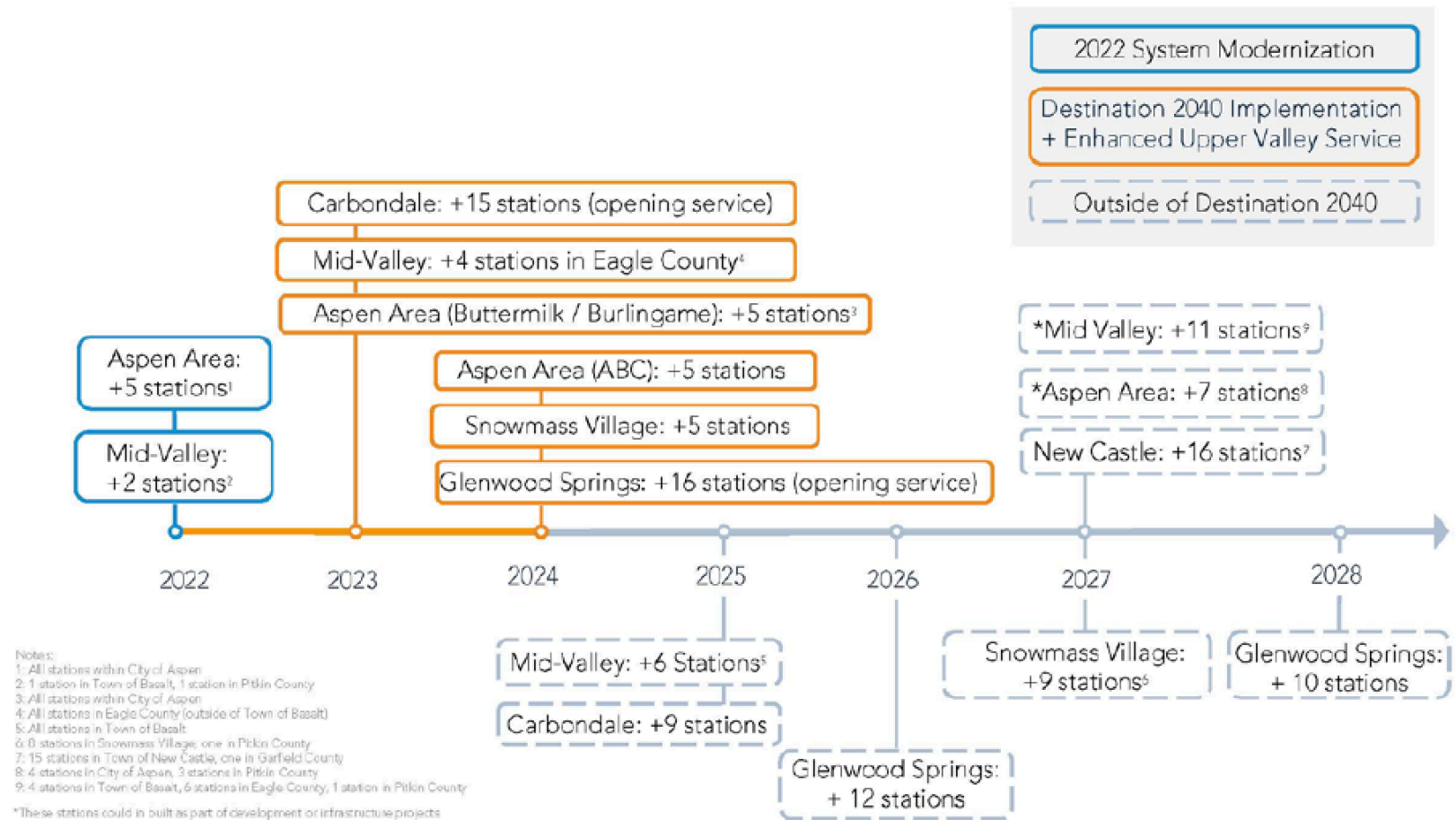


Figure 27. Schedule for potential regional bikeshare expansion.

EXHIBIT 1A, Page 2

REGIONAL BIKESHARE PLAN

Table B1. Potential Phasing Schedule for System Expansion

Phase	System	Community	Year	Phase	Regular Kiosks	E-Charging Kiosks	Stations	New Map Panels	Replacement Map Panels	Regular Docks	E-Charging Docks	Docks	Station Plates	Regular Bikes	E-Bikes	Bikes	Dock-to-Bike Ratio
Existing System and Modernization	Aspen Area	Aspen	2021	Existing	21	1	22	0	0	244	11	255	70	119	13	132	1.9
	Aspen Area	Aspen	2022	Phase 2	0	5	5	0	6	0	71	71	19	0	13	13	5.5
	Snowmass	Snowmass	2021	Existing	2	0	2	0	0	30	0	30	8	15	0	15	2.0
	Mid-Valley	Basalt	2021	Existing	14	1	15	0	0	121	11	132	37	49	13	62	2.1
	Mid-Valley	Eagle Co. (Mid-Valley)	2021	Existing	8	0	8	0	0	70	0	70	20	28	0	28	2.5
	Mid-Valley	Pitkin Co. (Mid-Valley)	2021	Existing	2	0	2	0	0	17	0	17	5	7	0	7	2.4
	Mid-Valley	Basalt	2022	Phase 2	0	1	1	0	14	0	26	26	7	0	13	13	2.0
	Mid-Valley	Pitkin Co. (Mid-Valley)	2022	Phase 2	0	1	1	0	2	0	0	0	1	0	0	0	N/A
D2040 Implementation + Enhanced Upper Valley Service	Aspen Area	Aspen	2023	Phase 3	4	1	5	4	0	46	15	61	17	5	20	25	2.4
	Aspen Area	Pitkin Co. (Aspen)	2023	Phase 4	4	1	5	4	0	44	27	71	19	5	20	25	2.8
	Snowmass	Snowmass	2024	Phase 2	3	2	5	3	2	41	30	71	19	10	15	25	2.8
	Mid-Valley	Eagle Co. (Mid-Valley)	2023	Phase 3	4	0	4	4	8	42	0	42	12	15	17	32	1.3
	Carbondale	Carbondale	2023	Opening	12	3	15	12	0	112	55	167	46	50	25	75	2.2
	Glenwood Springs	Glenwood Springs	2024	Opening	14	2	16	14	0	190	46	236	63	50	30	80	3.0
Outside D2040	Aspen Area	Aspen	2027	D&I	4	0	4	4	0	36	0	36	10	10	5	15	2.4
	Aspen Area	Pitkin Co. (Aspen)	2027	D&I	3	0	3	3	0	29	0	29	8	10	5	15	1.9
	Mid-Valley	Basalt	2025	Phase 4	4	2	6	4	0	66	22	88	24	15	18	33	2.7
	Mid-Valley	Basalt	2027	D&I	4	0	4	4	0	44	0	44	12	20	0	20	2.2
	Mid-Valley	Eagle Co. (Mid-Valley)	2027	D&I	5	1	6	5	0	55	31	86	23	25	15	40	2.2
	Mid-Valley	Pitkin Co. (Mid-Valley)	2027	D&I	0	1	1	0	0	0	11	11	3	0	10	10	1.1
	Carbondale	Carbondale	2025	Phase 2	8	1	9	8	0	72	15	87	24	30	15	45	1.9
	Glenwood Springs	Glenwood Springs	2026	Phase 2	10	2	12	10	0	126	24	150	41	40	20	60	2.5
	Glenwood Springs	Glenwood Springs	2028	Phase 3	8	2	10	8	0	60	26	86	24	33	17	50	1.7
	New Castle	New Castle	2027	Opening	14	2	16	14	0	134	26	160	44	53	27	80	2.0
	Snowmass	Snowmass	2027	Phase 3	7	1	8	7	0	63	19	82	23	15	15	30	2.7
	Snowmass	Pitkin Co. (Snowmass)	2027	Phase 3	0	1	1	0	0	0	27	27	7	10	5	15	1.8
TOTAL					155	31	186	108	32	1642	493	2135	586	614	331	945	2.3
					83%	17%				77%	23%			65%	35%		

Destination 2040 Implementation

Bikeshare expansion plans were developed with the input of local jurisdictions and were used to identify what expansion could be included in the D2040 implementation and what expansion could be implemented outside of D2040. The following expansion scenario includes a phasing plan that fits the objectives of the D2040 project description and provides some service expansion in the Town of

EXHIBIT 1A, Page 3

Snowmass Village that will be funded outside of D2040. The “Destination 2040 Implementation + Enhanced Upper Valley Service” plan includes the following expansion:

- Aspen Area:
 - » City of Aspen: Phase 3 (projected for 2023) that could include 5 stations and be coordinated with Pitkin County to expand the existing service area to the Buttermilk, Burlingame, and ABC areas.
 - » Pitkin County: Phase 4 (projected for 2024) that could include 5 stations and be coordinated with the City of Aspen to expand the existing service area to the Buttermilk, Burlingame, and ABC areas.
- Snowmass Village:
 - » Phase 2 (projected for 2024) that could include a 5-station pilot in Downtown Snowmass Village and require the creation of a local operations center in the Town of Snowmass Village.
- Mid-Valley:
 - » Eagle County: Phase 3 (projected for 2023) that could include an additional 4 stations. This phase does not include any additional stations in the Town of Basalt or Pitkin County.
- Town of Carbondale:

Opening Service (projected for 2023) that could include 15 stations. With the support of RFTA and the Town of Carbondale, WE-cycle started planning for this system in 2022 with funding approved as part of the Interim Agreement and will continue in early 2023 in anticipation of opening in the spring of 2023. WE-cycle may work with a to-be-formed Carbondale Bikeshare Working Group consisting of an elected official, a jurisdiction staff member, a RFTA staff member, a member of the Bike-Pedestrian Committee, and community members at-large including at least one Spanish-Speaker.
- City of Glenwood Springs:

Opening Service (projected for 2024) that could include 16 stations. With the support of RFTA and the Town of Carbondale, WE-cycle will start planning for this system in late 2022 with funding approved as part of the interim agreement and will continue in 2023 in anticipation of opening in the spring of 2024. WE-cycle may work with a to-be-formed Glenwood Springs Bikeshare Working Group consisting of an elected official, a jurisdiction staff member, a RFTA staff member, a member of the Bike-Pedestrian or Transportation Committee, and community members at-large including at least one Spanish-Speaker.

EXHIBIT 1A, Page 4

EXHIBIT 1A, Page 4 Outside of Destination 2040

A regional system would bring first- and last-mile mobility and local circulation benefits to new communities and would enhance utility and ridership of the system in existing communities as users will be able to use bikeshare at either end of their trip. Destination 2040 will expand bikeshare service into the Lower Valley and there is room for service expansion in all communities outside of Destination 2040. Future service could also be considered in the Town of New Castle, but other first- and last-mile options may be more suitable given the densities, urban form, and availability of resources. A reasonable level of future expansion was identified from the local jurisdiction bikeshare expansion plans to forecast expected system costs. This will need to be funded outside of D2040 and the “Outside of Destination 2040” plan includes the following potential expansion:

- Aspen Area:
 - » Additional stations in the City of Aspen or Pitkin County as part of development or inclusion in infrastructure projects. Seven (7) additional stations were included to represent this potential expansion.
- Snowmass Village:
 - » Town of Snowmass Village and Pitkin County: Phase 3 (scheduled for 2027) that could include an additional 9 stations including 8 stations in the Town of Snowmass Village and 1 station at the Brush Creek Intercept Lot in Pitkin County.
- Mid-Valley:
 - » Town of Basalt: Phase 3 (projected for 2025) that could include an additional 6 stations.
 - » Additional stations in the Town of Basalt, Eagle County, and/or Pitkin County as part of development or inclusion in infrastructure projects. Eleven additional stations were included to represent this potential expansion.
- Carbondale:
 - » Phase 2 (projected for 2025) that could include an additional 9 stations.
- Glenwood Springs:
 - » Phase 2 (projected for 2026) that could include an additional 12 stations and expand into new service areas on the north and west sides of the Colorado and Roaring Fork Rivers.
 - » Phase 3 (projected for 2028) that could include an additional 10 stations and expand the service area into West Glenwood Springs.
- New Castle:
 - » Opening Service (projected for 2027) that could include 16 stations including 15 stations in the Town of New Castle and 1 station in Garfield County.

EXHIBIT 1B, Page 1

2023 REGIONAL BIKESHARE SERVICES ANNUAL SCOPE OF WORK

In 2023, WE-cycle will operate Bikeshare Services in Existing WE-cycle Bikeshare Communities, with the enhancements as described below, and offer expanded regional Bikeshare Services in Carbondale.

In addition to providing safe, reliable, and healthy bike transportation as a first- and last-mile connection to RFTA bus stops and as a car-independent mode for in- and around-town travel, WE-cycle will deliver each jurisdiction the following regional Bikeshare Services in 2023:

Aspen System

City of Aspen

- Continue operations of existing services per agreed-upon levels of service inclusive of 27 stations, 326 docking points, 119 pedal bikes, and 26 e-bikes.
- Plan, install, and operate 5 new stations, 76 new docking points, and 25 new e-bikes, intended to expand bikeshare service to the western portions of the City of Aspen inclusive of the down valley side of the Buttermilk BRT and Burlingame.

Pitkin County

- No existing service in the Aspen System.
- Plan for 2024 bikeshare service expansion to the Aspen Airport Business Center area.

Mid-Valley System

Town of Basalt

- Extend service to 9 months.
- Continue operations of existing services per agreed-upon levels of service inclusive of 16 stations, 158 docking points, 49 pedal bikes, and 20 e-bikes.

EXHIBIT 1B, Page 2

Eagle County

- Extend service to 9 months.
- Continue operations of existing services per agreed-upon levels of service inclusive of 8 stations, 70 docking points, and 28 pedal bikes.
- Plan, install, and operate 4 new stations, 56 new docking points, and 32 new e-bikes.

Pitkin County

- Extend service to 9 months.
- Continue operations of existing services per agreed-upon levels of service inclusive of 2 stations, 17 docking points, 7 pedal bikes, and 6 e-bikes.

Town of Snowmass Village

- Continue operations of existing services per agreed-upon levels of service inclusive of 2 stations, 30 docking points, and 15 pedal bikes.
- Plan for 2024 bikeshare service expansion.

Town of Carbondale

- Plan, install, and operate 17 stations, 227 docking points, 40 pedal bikes, and 40 e-bikes with the goal of providing the Town of Carbondale with an additional mode of first- and last-mile mobility to enhance the community's circulation and transportation offerings.

City of Glenwood Springs

- Collaborate with the City of Glenwood Springs in planning a bikeshare system intended to enhance the community's first-and-last mile mobility offerings. Launch will follow the completion of essential bike-pedestrian safety infrastructure and is not anticipated until 2025, at the earliest, and will be assessed on an ongoing basis.

EXHIBIT 2, Page 1
2023 Regional Bikeshare Cost-Sharing Methodology

	A	B	C	D	E	F	G	H	I	J
1	Stations	Aspen	Pitkin	Basalt	Eagle	Carbondale	Glenwood	Snowmass	Total	RFTA D2040 Indirect Operation Cost Contribution
a	Number	32	2	17	12	17	0	2	82	N/A
b	Percent of Total (Used to Allocate RFTA, WE-cycle, EOTC Indirect Operation Costs to Local Jurisdictions)	39%	2%	21%	15%	21%	0%	2%	100%	\$ 561,059

2	Chart of Available RFTA/WE-cycle/EOTC Regional Revenue Sources	2023
a	WE-cycle Sponsorship Revenue	\$ 191,580
b	Elected Officials Transportation Committee (EOTC)	\$ 103,000
c	Existing RFTA WE-cycle Funding Commitment	\$ 195,700
d	FY 2023 Destination 2040 Operations	\$ 637,601
e	Accumulated 2020/2021/2022 Destination 2040 Funding Designated for Operations	\$ 1,265,495
f	RFTA FLMM Reserve Funding	\$ -
g	Other	\$ -
h	Subtotal of Available RFTA, WE-cycle, and EOTC Regional Indirect Operating Revenue Sources	\$ 2,393,376
i	Destination 2040 Capital (Less 2021/2022 Expenditures)	\$ 1,174,698
j	Total Available 2023 RFTA/WE-cycle/EOTC Regional Funding Sources	\$ 3,568,074

2023 Local Jurisdiction Bikeshare Budgets

	A	B	C	D	E	F	G	H	I	J
							Local Ops/Total 30%			
3	Aspen Bikeshare System	RFTA Indirect Operation Share	RFTA Existing WE-cycle Funding Commitment	Net RFTA Share	Net WE-cycle Indirect Operation Share	Net EOTC Indirect Operation Share	Direct Local Operation / CBE / R&ME	Total	Percent of Total Regional Operations Costs	Variance to Station %
a	Operations	\$ 218,950	\$ 76,371	\$ 295,321	\$ 74,763	\$ 40,195	\$ 175,621	\$ 585,900	40%	1%
b	Planning	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
d	Startup Operations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
c	Core Bikeshare Equipment (CBE)	\$ -	\$ -	\$ 181,888	\$ -	\$ -	\$ 45,472	\$ 227,360		
e	Bikeshare Support Equipment (BSE)	\$ -	\$ -	\$ 117,000	\$ -	\$ -	\$ -	\$ 117,000		
f	Replacement and Maintenance Equipment (R&ME)	\$ -	\$ -	\$ 35,822	\$ -	\$ -	\$ 8,955	\$ 44,777		
g	Total Aspen	\$ 218,950	\$ 76,371	\$ 630,030	\$ 74,763	\$ 40,195	\$ 230,048*	\$ 975,037		

*Not exceed without prior written authorization

EXHIBIT 2, Page 2

							G			
A		B	C	D	E	F	Local Ops/Total 32%	H	I	J
		RFTA Indirect Operation Share	RFTA Existing WE-cycle Funding Commitment	Net RFTA Share	Net WE-cycle Indirect Operation Share	Net EOTC Indirect Operation Share	Direct Local Operation / CBE / R&ME	Total	Percent of Total Regional Operations Costs	Variance to Station %
4	Pitkin County Bikeshare System									
a	Operations	\$ 13,684	\$ 4,773	\$ 18,458	\$ 4,673	\$ 2,512	\$ 12,028	\$ 37,670	3%	0%
b	Planning	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
c	Startup Operations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
d	Core Bikeshare Equipment (CBE)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
e	Bikeshare Support Equipment (BSE)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
f	Replacement and Maintenance Equipment (R&ME)	\$ -	\$ -	\$ 2,436	\$ -	\$ -	\$ 609	\$ 3,045		
g	Total Pitkin County	\$ 13,684	\$ 4,773	\$ 20,894	\$ 4,673	\$ 2,512	\$ 12,637*	\$ 40,715		

*Not exceed without prior written authorization

							G			
A		B	C	D	E	F	Local Ops/Total 26%	H	I	J
		RFTA Indirect Operation Share	RFTA Existing WE-cycle Funding Commitment	Net RFTA Share	Net WE-cycle Indirect Operation Share	Net EOTC Indirect Operation Share	Direct Local Operation / CBE / R&ME	Total	Percent of Total Regional Operations Costs	Variance to Station %
5	Basalt Bikeshare System									
a	Operations	\$ 116,317	\$ 40,572	\$ 156,889	\$ 39,718	\$ 21,354	\$ 76,584	\$ 294,545	20%	0%
b	Planning	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
c	Startup Operations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
d	Core Bikeshare Equipment (CBE)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
e	Bikeshare Support Equipment (BSE)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
f	Replacement and Maintenance Equipment (R&ME)	\$ -	\$ -	\$ 20,904	\$ -	\$ -	\$ 5,226	\$ 26,130		
g	Total Basalt	\$ 116,317	\$ 40,572	\$ 177,793	\$ 39,718	\$ 21,354	\$ 81,810*	\$ 320,675		

*Not exceed without prior written authorization

							G								
A		B		C		D		E		F		Local Ops/Total 22%	H	I	J
		RFTA Indirect Operation Share	RFTA Existing WE-cycle Funding Commitment	Net RFTA Share	Net WE-cycle Indirect Operation Share	Net EOTC Indirect Operation Share	Direct Local Operation / CBE / R&ME	Total	Total Regional Operations Costs	Variance to Station %					
6	Eagle County Bikeshare System														
a	Operations	\$ 82,106	\$ 28,639	\$ 110,745	\$ 28,036	\$ 15,073	\$ 43,080	\$ 196,934	14%	-1%					
b	Planning	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -							
c	Startup Operations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -							
d	Core Bikeshare Equipment (CBE)	\$ -	\$ -	\$ 143,931	\$ -	\$ -	\$ 35,983	\$ 179,914							
e	Bikeshare Support Equipment (BSE)	\$ -	\$ -	\$ 7,000	\$ -	\$ -	\$ -	\$ 7,000							
f	Replacement and Maintenance Equipment (R&ME)	\$ -	\$ -	\$ 18,212	\$ -	\$ -	\$ 4,553	\$ 22,765							
g	Total Eagle County	\$ 82,106	\$ 28,639	\$ 279,888	\$ 28,036	\$ 15,073	\$ 83,616*	\$ 406,613							

*Not exceed without prior written authorization

EXHIBIT 2, Page 3

7	A	B	C	D	E	F	G	H	I	J
							Local Ops/Total 28%			
	Carbondale Bikeshare System	RFTA Indirect Operation Share	RFTA Existing WE-cycle Funding Commitment	Net RFTA Share	Net WE-cycle Indirect Operation Share	Net EOTC Indirect Operation Share	Direct Local Operation / CBE / R&ME	Total	Percent of Total Regional Operations Costs	Variance to Station %
a	Operations	\$ 116,317	\$ 40,572	\$ 156,889	\$ 39,718	\$ 21,354	\$ 83,120	\$ 301,081	21%	0%
b	Planning	\$ -	\$ -	\$ 11,000	\$ -	\$ -	\$ -	\$ 11,000		
c	Startup Operations	\$ -	\$ -	\$ 91,000	\$ -	\$ -	\$ -	\$ 91,000		
d	Core Bikeshare Equipment (CBE)	\$ -	\$ -	\$ 492,294	\$ -	\$ -	\$ 123,074	\$ 615,368		
e	Bikeshare Support Equipment (BSE)	\$ -	\$ -	\$ 75,764	\$ -	\$ -	\$ -	\$ 75,764		
f	Replacement and Maintenance Equipment (R&ME)	\$ -	\$ -	\$ 17,977	\$ -	\$ -	\$ 4,494	\$ 22,471		
g	Total Carbondale	\$ 116,317	\$ 40,572	\$ 844,924	\$ 39,718	\$ 21,354	\$ 210,688*	\$ 1,116,684		

*Not exceed without prior written authorization

8	A	B	C	D	E	F	G	H	I	J
							Local Ops/Total 0%			
	Glenwood Springs Bikeshare System	RFTA Indirect Operation Share	RFTA Existing WE-cycle Funding Commitment	Net RFTA Share	Net WE-cycle Indirect Operation Share	Net EOTC Indirect Operation Share	Direct Local Operation / CBE / R&ME	Total	Percent of Total Regional Operations Costs	Variance to Station %
a	Operations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	0%
b	Planning	\$ -	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ 60,000		
c	Startup Operations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
d	Core Bikeshare Equipment (CBE)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
e	Bikeshare Support Equipment (BSE)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
f	Replacement and Maintenance Equipment (R&ME)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
g	Total Glenwood Springs	\$ -	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ 60,000		

9	A	B	C	D	E	F	G	H	I	J
							Local Ops/Total 35%			
	Snowmass Village Bikeshare System	RFTA Indirect Operation Share	RFTA Existing WE-cycle Funding Commitment	Net RFTA Share	Net WE-cycle Indirect Operation Share	Net EOTC Indirect Operation Share	Direct Local Operation / CBE / R&ME	Total	Percent of Total Regional Operations Costs	Variance to Station %
a	Operations	\$ 13,684	\$ 4,773	\$ 18,458	\$ 4,673	\$ 2,512	\$ 13,626	\$ 39,268	3%	0%
b	Planning	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ 30,000		
c	Startup Operations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
d	Core Bikeshare Equipment (CBE)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
e	Bikeshare Support Equipment (BSE)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
f	Replacement and Maintenance Equipment (R&ME)	\$ -	\$ -	\$ 2,870	\$ -	\$ -	\$ 717	\$ 3,587		
g	Total Snowmass Village	\$ 13,684	\$ 4,773	\$ 51,327	\$ 4,673	\$ 2,512	\$ 14,343*	\$ 72,855		

*Not exceed without prior written authorization

EXHIBIT 2, Page 4

2023 Consolidated Bikeshare Operations and Capital Financing Plan with RFTA, WE-cycle, EOTC, and Local Sources of Revenue

		A	B	C	D	E	F	G Local Ops/Total 28%	H	I	J
			RFTA Indirect Operation Share	RFTA Existing WE-cycle Funding Commitment	Net RFTA Share	Net WE-cycle Indirect Operation Share	Net EOTC Indirect Operation Share	Direct Local Operation	Total	Percent of Total Regional Operations Costs	Variance to Station %
10	2023 Total Bikeshare Operatations Funding - All Sources										
a	Total 2023 Bikeshare Operations Funding		\$ 561,059	\$ 195,700	\$ 756,759	\$ 191,580	\$ 103,000	\$ 404,059	\$ 1,455,398	100%	0%
b	Total 2023 Bikeshare Planning Funding				\$ 101,000	\$ -	\$ -	\$ -	\$ 101,000		
c	Total 2023 Bikeshare Startup Operations		\$ -		\$ 91,000				\$ 91,000		
d	Total Bikeshare Operating Funding - All Sources		\$ 561,059	\$ 195,700	\$ 948,759	\$ 191,580	\$ 103,000	\$ 404,059	\$ 1,647,398		

		A	B	C	D	E
			RFTA	Beginning 2023	Expended 2023	Remainder
11	2023 RFTA Destination 2040 Sources of Operating Revenue					
a	2023 Destination 2040 Operations Funding		N/A	\$ 637,601	\$ (637,601)	\$ -
b	RFTA Existing WE-cycle Funding Commitment		N/A	\$ 195,700	\$ (195,700)	\$ -
c	2020/2021 Destination 2040 Unspent Operations Funding		N/A	\$ 1,265,495	\$ (115,458)	\$ 1,150,037
d	Total Destination 2040 Operating Funding		N/A	\$ 2,098,796	\$ (948,759)	\$ 1,150,037

		A	B	C	D	E	F	G Local Cap/Total 17%	H
			RFTA Capital	RFTA Incr/Decr	Net RFTA Share	WE-cycle	EOTC	Local Capital	Total
12	2023 Bikeshare Capital Funding - All Sources								
a	Total 2023 Core Bikeshare Equipment Funding		\$ 818,114	\$ -	\$ 818,114	\$ -	\$ -	\$ 204,528	\$ 1,022,642
b	Total 2023 Bikeshare Support Equipment Funding		\$ 199,764	\$ -	\$ 199,764	\$ -	\$ -	\$ -	\$ 199,764
c	Total 2023 Bikeshare Replacement and Maintenance Equipment Funding - All Sources		\$ 98,220	\$ -	\$ 98,220	\$ -	\$ -	\$ 24,555	\$ 122,775
d	Total 2023 Bikeshare Capital Funding		\$ 1,116,098	\$ -	\$ 1,116,098	\$ -	\$ -	\$ 229,083	\$ 1,345,181

		A	B	C	D	E
				Beginning 2023	Expended 2023	Remainder
13	2023 RFTA Destination 2040 Sources of Capital Revenue					
a	2023 Destination 2040 Capital Funding		N/A	\$ 1,174,698	\$ (1,116,098)	\$ 58,600

2023 Summary Bikeshare Operations and Capital Financing Plan

		A	B	C	D	E	F	G	H
			RFTA	RFTA Existing WE-cycle Funding Commitment	Net RFTA Share	WE-cycle	EOTC	Local	Total
14	Total 2023 Bikeshare Operations and Capital Funding								
a	Total 2023 Bikeshare Indirect and Direct Operations Funding		\$ 561,059	\$ 195,700	\$ 756,759	\$ 191,580	\$ 103,000	\$ 404,059	\$ 1,455,398
b	Total 2023 Bikeshare Planning Funding		\$ 101,000	\$ -	\$ 101,000	\$ -	\$ -	\$ -	\$ 101,000
c	Total 2023 Bikeshare Startup Operations		\$ 91,000	\$ -	\$ 91,000	\$ -	\$ -	\$ -	\$ 91,000
d	Total 2023 Core Bikeshare Equipment Funding		\$ 818,114	\$ -	\$ 818,114	\$ -	\$ -	\$ 204,528	\$ 1,022,642
e	Total 2023 Bikeshare Support Equipment Funding		\$ 199,764	\$ -	\$ 199,764	\$ -	\$ -	\$ -	\$ 199,764
f	Total 2023 Bikeshare Replacement and Maintenance Equipment Funding		\$ 98,220	\$ -	\$ 98,220	\$ -	\$ -	\$ 24,555	\$ 122,775
g	Total 2023 Bikeshare Funding - All Sources		\$ 1,869,157	\$ 195,700	\$ 2,064,857	\$ 191,580	\$ 103,000	\$ 633,142	\$ 2,992,579
h	Percentage Shares of Total Regional Bikeshare Operations Costs		N/A	N/A	52%	13%	7%	28%	100%
i	Percentage Shares of Total Regional Bikeshare Costs		N/A	N/A	69%	6%	3%	21%	100%
Check Totals			\$ 1,869,157	\$ 195,700	\$ 2,064,857	\$ 191,580	\$ 103,000	\$ 633,142	\$ 2,992,579
Variance			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

EXHIBIT 2, Page 5

	A	B
15	2023 Bikeshare Services Funding Commitments Requested	
	Entity	\$ Commitments
a	Aspen	\$ 230,048
b	Pitkin	\$ 12,637
c	Basalt	\$ 81,810
d	Eagle County	\$ 83,616
e	Carbondale	\$ 210,688
f	Glenwood Springs	\$ -
g	Snowmass Village	\$ 14,343
h	EOTC	\$ 103,000
i	WE-cycle	\$ 191,580
j	RFTA	\$ 2,064,857
k	Total Commitments	\$ 2,992,579

	A	B
16	2023 SOA Installment Revenue Remitted to WE-cycle	
	2023 Sources of Indirect-Direct Operating/Planning/Bikeshare Startup Operations Revenue	Amount
a	RFTA D2040	\$ 561,059
b	RFTA Existing	\$ 195,700
c	RFTA Planning	\$ 101,000
d	RFTA Bikeshare Startup Operations	\$ 91,000
e	Subtotal RFTA 2023 Funding	\$ 948,759
f	WE-cycle (will retain \$191,580)	\$ -
g	EOTC	\$ 103,000
h	Local	\$ 404,059
i	Total 2023 SOA Installment Revenue	\$ 1,455,818
j	Twelve Monthly Installments of:	\$ 121,318

EXHIBIT 3, Page 1

Monthly Reports

WE-cycle will deliver monthly Level of Service Reports to the RFTA CEO, CFAO, COO, and the designated contacts of the jurisdictional parties to the MOU (Attachment A) on the 15th of every month for the preceding month's service.

System Basics	Month				
	Aspen	Mid-Valley	Snowmass Village	Carbondale	System-Wide
Number of Stations					
Number of Docks					
Daily Average - Total Bikes in Service					
Daily Average - Pedal Bikes in Service					
Daily Average - E-Bikes in Service					
Ridership					
Total Rides, Month					
Total Rides, Year to Date					
Average Rides Per Day					
Total Rides, % Change from Same Month Prior Year					
Total Pedal Bike Rides					
Total E-bike Rides					
Unique Riders, Month					
Unique Riders, YTD					
Average Ride Duration, Minutes					
Busiest Day, Trips - Date					
Average Ride Distance, Miles					
Estimated Total Distance Traveled, Miles					
% of Trips in 30-Min Free Ride Period					
Estimated Carbon Offset by Rides, Lbs CO2					
Operations					
Total Bike Repairs Completed					
Number of Bikes Rebalanced					
Local Operations Staff Hours (in field)					
Station Batteries Exchanged					
Bike & Dock Unavailability					
Average Bike Unavailability, Minutes per Station per Day					
Average Dock Unavailability, Minutes per Station per Day					
Station with Most Frequent Availability Shortages					
Safety					
Rider Accidents Reported					
Instances of Equipment Damage					
Staff Injuries Reported					
Customer Support - Calls					
Numbers and Extensions	Voice Mails	Calls	Common Reasons for Call		
1 - Sign up & Account Support					
2 - Bike Support					
3 - Sponsorship and Other					
704 - Movimiento en Bici					
Totals					
Daily Average					
Customer Support - Website Submissions					
Selected Field	# of Submissions		Common Reasons for Submission		
Feedback for the Team					
Report a Problem					
Problems with my WE-cycle Account					
Suggest a Station Location					
Other					

EXHIBIT 3, Page 2

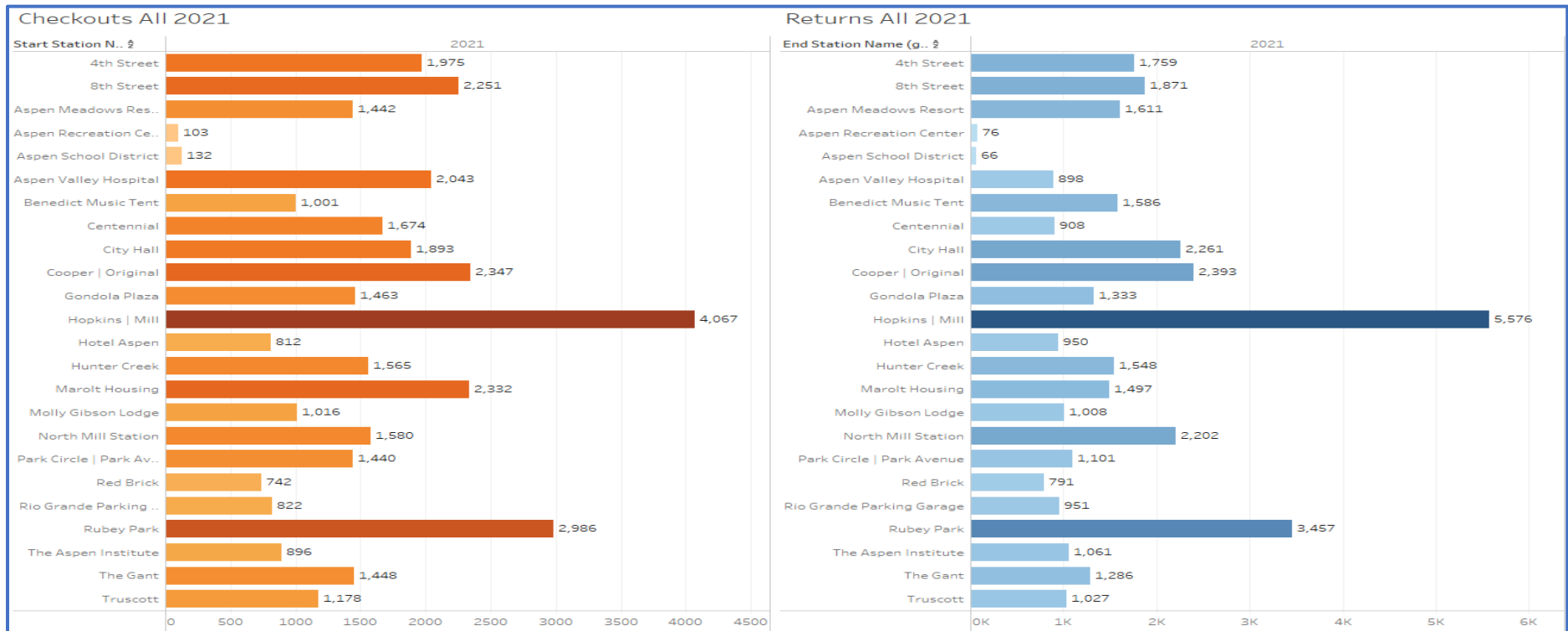
Regional Bikeshare Monthly Metrics Report

EXHIBIT 3, Page 3

STATION USAGE

Charts with each station's number of checkouts and returns, broken down by service area - Aspen, Mid-Valley, Snowmass Village.

Example below:



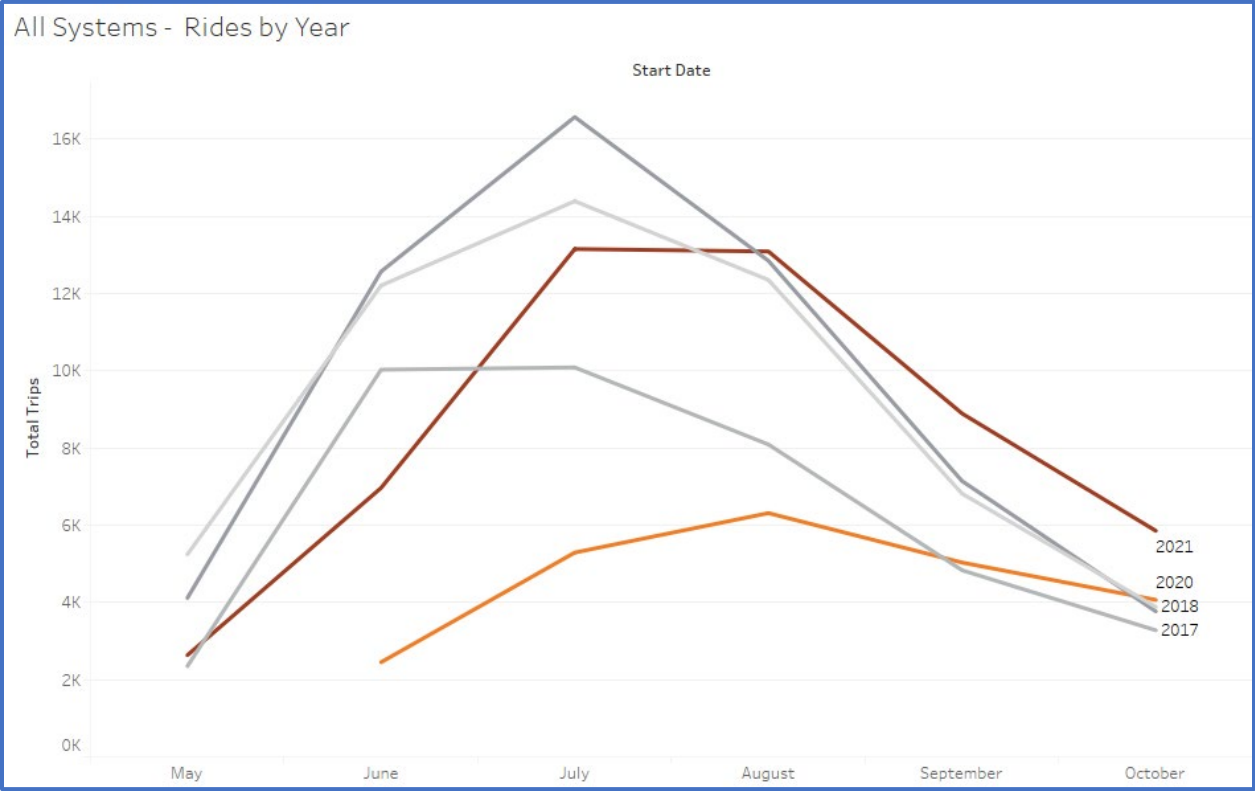
Station Notes:

EXHIBIT 3, Page 4

RIDERSHIP TRENDS AND OBSERVATIONS

Charts with monthly ridership by service area and regionally as well as year over year comparisons.

Example below:



Ridership Notes:

SERVICE EXPECTATIONS

All service expectations are detailed below. Any exception to service levels, below or above these expectations, will be noted.

S.E.1 - System Offering

Description: Each system has a contracted size and scope of service as outlined below:

- Aspen - X stations, X pedal bikes, X e-bikes
- Basalt - X stations, X bikes, X e-bikes
- Snowmass Village - X stations, X bikes

Monthly Exceptions: None

S.E.2 - Bicycle Availability and Routine Maintenance

Description: No less than 90% of bikes will be available for use at any given time. Bike inspections, including routine maintenance and cleaning, will be performed on all bikes at the more frequent of 100 miles of ridership or 15 hours of ride time.

Monthly Exceptions: None

S.E.3 - Bicycle Repairs

Description: Any bike requiring repairs will be removed from service immediately upon discovery. Bikes will be repaired and re-deployed as soon as possible, but no later than 2 weeks from the initial notice of the bike issue. Any bike frame needing to be decommissioned due to severe damage will be noted in the monthly report.

Monthly Exceptions: None

S.E.4 - Station Maintenance and Repairs

Description: Preventative maintenance and detailed cleaning will be performed on a monthly basis for all stations. Following notification of station defects, repairs will be completed in the following manner:

EXHIBIT 3, Page 6

- Defects impacting the usability of the entire station will be addressed as soon as staff are notified, with notice posted to riders as soon as possible if resolution is not immediately possible.
- Defective individual docking points will be covered and made inaccessible to riders the same day that notice is received. Repairs will be completed within one week of discovery.

Monthly Exceptions: None

S.E.5 - Website and Mobile Application Functionality

Description: Functionality issues with the website and/or mobile application will be addressed immediately upon notice. If there is an impact to riders, they will be notified through social media and/or email communications.

Monthly Exceptions: None

S.E.6 - Rider Safety

Description: Incident reports will be created for all reported rider incidents and will be available for review, upon request. In the event of an emergency or 911 reported incident, WE-cycle will notify the RFTA CEO within 24 hours by calling 970-319-8560 and e-mailing dblankenship@rfta.com.

Monthly Exceptions: None

S.E.7 - Sustainability

Description: All stations are 100% solar powered. All rebalancing and maintenance will be done with electric vehicles and electric bikes.

Monthly Exceptions: None

S.E.8 - Equity

Description: Provide bilingual (English and Spanish) communication, customer support, materials, and outreach/programming.

EXHIBIT 3, Page 7

Monthly Exceptions: None

S.E.9 - Customer Support

Description: WE-cycle will provide customer support 7-days a week from 9am-5pm. All customer support inquiries will be responded to as soon as possible, but no later than 24 hours after the request is received.

Customer Support - Calls				
Numbers and Extensions	Calls	Voicemails	Common Reasons for Call	
1 - Sign up & Account Support				
2 - Bike Support				
3 - Sponsorship and Other				
704 - Movimiento en Bici				
Totals				
Customer Support - Website Submissions				
Selected Field	# of Submissions		Common Reasons for Submission	
Feedback for the Team				
Report a Problem				
Problems with my WE-cycle account				
Suggest a Station Location				
Other				

Exhibit 4

2022 RFTA Owned - Core Bikeshare Component Assets									
NOTE: DRAFT - to be updated regularly upon receipt of equipment									
	Cost	Aspen	Aspen Total	Basalt	Basalt Total	Pitkin County	Pitkin County Total	Total Units	Total Value
E-STATION EQUIPMENT									
E-Kiosk (without credit card reader and screen)	\$9,201			1	\$9,201	1	\$9,201	2	\$18,402
E-Docking Point	\$950			13	\$12,350	13	\$12,350	26	\$24,700
Plate: 4-dock	\$995			4	\$3,980	3	\$2,985	7	\$6,965
Total					\$25,531		\$24,536		\$50,067
BIKES									
E-FIT	\$2,295	13	\$29,835	13	\$29,835			26	\$59,670
OPERATING EQUIPMENT									
Aluma Trailer	\$3,570	1	\$3,570					1	\$3,570
TOTAL			\$33,405		\$55,366		\$24,536		\$113,307

ATTACHMENT A

Memorandum of Understanding Regarding Roaring Fork Transportation Authority

**MEMORANDUM OF UNDERSTANDING
REGARDING
ROARING FORK TRANSPORTATION AUTHORITY
2023 - 2028 REGIONAL BIKESHARE SERVICES**

This Memorandum of Understanding (“MOU”) is entered into between the following entities:

**The City of Aspen, Colorado
The Town of Basalt, Colorado
The Town of Carbondale, Colorado
The County of Eagle, Colorado
The City of Glenwood Springs, Colorado
The County of Pitkin, Colorado
The Roaring Fork Transportation Authority, (RFTA)
The Town of Snowmass Village, Colorado**

(collectively, the "Parties") in order to set forth the terms and conditions of their cooperative provision, administration, and funding of regional “Bikeshare Services” for calendar years 2023 - 2028. This MOU is effective as of January 1, 2023, regardless of the dates on which it is signed.

RECITALS

WHEREAS, pursuant to title 43, article 4, part 6, Colorado Revised Statutes, as amended, Colorado counties and municipalities are authorized to establish, by contract, regional transportation authorities, which are authorized to finance, construct, operate and maintain regional transportation systems; and

WHEREAS, pursuant to Title 29, Article 1, Part 2, C.R.S., as amended, and article XIV, Section 18 of the Colorado Constitution, governments may contract with one another to provide any function, service or facility lawfully authorized to each of the contracting units and any such contract may provide for the joint exercise of the function, service or facility, including the establishment of a separate legal entity to do so; and

WHEREAS, Section 602 (b) of the RFTA IGA states that “the Authority may enter into contracts with any Member or other person or entity for the provision of transit services in the manner and subject to the terms of such contracts; and

WHEREAS, Section 602 (c) of the RFTA IGA states that “the Authority shall provide regional transportation planning services needed to plan and direct Authorized Transportation Projects; and

WHEREAS, it was envisioned in RFTA’s Destination 2040 Plan, which served as the basis for RFTA’s regional 2.65 mill property tax measure 7A that was approved by voters on November 8, 2018, that RFTA would develop, implement, and provide expanded regional Bikeshare Services in communities throughout the State Highway 82 corridor; and

WHEREAS, the Destination 2040 Plan approved by voters in November 2018 designated \$1.271 million in capital funding and \$583,000 in annual operating funding (increasing by 3% per year) for the expansion of regional Bikeshare Services in Aspen, Basalt/El Jebel, Carbondale, and Glenwood Springs; and

WHEREAS, in the 2019 RFTA Strategic Plan, the RFTA Board of Directors (the RFTA Board) established Accessibility and Mobility Strategic Outcome 2.0 that states, “RFTA will provide accessible, effective, and easy to use mobility options that connect our region for all user types;” and

WHEREAS, RFTA Smart Objective 2.4 states, “Provide increased first and last mile options for customers throughout service area;” and

WHEREAS, an expanded regional bikeshare system will help RFTA achieve Strategic Outcome 2.0 and Smart Objective 2.4; and

WHEREAS, prior to the implementation of expanded regional Bikeshare Services, RFTA determined it was advisable to develop the Roaring Fork Valley Regional Bikeshare Plan, which also includes the Towns of Snowmass Village and New Castle, in order to more fully understand regional bikeshare system requirements in terms of equipment, staffing, financing, phasing, and governance structure; and

WHEREAS, the Roaring Fork Valley Regional Bikeshare Plan (incorporated herein and made a part hereof) sets forth a multi-year phased implementation plan for the City of Aspen, Pitkin County, the Town of Basalt, the unincorporated El Jebel area of Eagle County, the Town of Carbondale, and the City of Glenwood Springs, and also includes the Towns of Snowmass Village and New Castle (which were not included in the designated Destination 2040 bikeshare expansion funding); and

WHEREAS, the total estimated cost of implementing all phases of the Roaring Fork Valley Regional Bikeshare Plan as set forth on the 2023 - 2028 Regional Bikeshare Planned Scope of Work (“2023 – 2028 Scope of Work”) incorporated herein and attached as Exhibit 1 [A](#), exceeds the funding designated in the Destination 2040 plan for regional bikeshare expansion and will require additional resources to implement; and

WHEREAS, WE-cycle is a Colorado nonprofit corporation and an established bikeshare provider that since 2013 has been operating bikeshare systems on a seasonal basis in the City of

Aspen, the Town of Basalt, the unincorporated area of Eagle County, and the Town of Snowmass Village; and

WHEREAS, the Destination 2040 Plan, as well as in the Roaring Fork Valley Regional Bikeshare Plan, envisions that WE-cycle should be the lead planner and provider of not only the existing Bikeshare Services but, also, the expanded regional Bikeshare Services, pursuant to a multi-year 2023 - 2028 Service Operating Agreement (SOA) between WE-cycle and RFTA; and

WHEREAS, pursuant to the 2023 - 2028 SOA for Regional Bikeshare Services between WE-cycle and the Roaring Fork Transportation Authority, WE-cycle has been designated as RFTA's regional Bikeshare Services lead agency, planner and provider and has agreed to operate the regional Bikeshare Services in years 2023 - 2028; and

WHEREAS, the Roaring Fork Valley Regional Bikeshare Plan is intended to serve as a flexible roadmap to assist RFTA, WE-cycle, and the participating jurisdictional partners with the phased implementation and operation of regional Bikeshare Services, recognizing that the details associated with implementation and operation may vary from the Roaring Fork Regional Bikeshare Plan from year-to-year for a wide variety of reasons, not the least of which is available revenue; and

WHEREAS, RFTA and the participating jurisdictional partners are governmental entities, that must appropriate funding for the implementation and operation of regional Bikeshare Services from year-to-year, and such funding may vary from the amounts and phasing contemplated by the Roaring Fork Valley Regional Bikeshare Plan; and

WHEREAS, in the Roaring Fork Valley Regional Bikeshare Plan the preferred governance structure for implementing and providing regional Bikeshare Services should be by means of a Multi-Party Memorandum of Understanding (MOU) between RFTA and the participating jurisdictions; and

WHEREAS, each year from 2023 - 2028, the relevant MOU and SOA Exhibits will be updated during the annual budget cycles of RFTA, WE-cycle, and the participating jurisdictions, for the upcoming year; and

WHEREAS, prior to each year of this MOU (2023 - 2028), Exhibit 1B and Exhibit 2 of this MOU, will be completed so as to set forth the Regional Bikeshare Services Annual Scope of Work and Regional Bikeshare Cost-Sharing Methodology for the RFTA Regional Bikeshare Services for the upcoming year.

NOW, THEREFORE, for and in consideration of the mutual covenants contained herein, the Parties set forth the following as a Memorandum of Understanding:

1. **Incorporation of Recitals.** The foregoing Recitals are incorporated as if set forth in full.

2. **Purpose of this MOU.** The purpose of this MOU is to define the terms and conditions by which the Parties will collectively provide, administer and fund Bikeshare Services for calendar years 2023 - 2028.

3. **Term of MOU.** This MOU shall have an Effective Date of January 1, 2023, and remain in effect through December 31, 2028, subject to annual written renewal and appropriation by the Parties to this MOU.

4. **Bikeshare Services.** Each year that this MOU remains in effect, the Parties agree that they will cooperate together to provide the Bikeshare Services described in the Regional Bikeshare Services Annual Scope of Work found on Exhibit 1B. The Parties also agree to appropriate their shares of the cost of Bikeshare Services according to the Regional Bikeshare Cost-Sharing Methodology for years 2023 - 2028 that will be set forth each year on Exhibit 2, Pages 1 - 5. In addition, the Parties agree to assist WE-cycle in planning for the operation of Bikeshare Services and siting the locations of stations within their jurisdictions and in obtaining or providing any necessary permits for that purpose that are required in their communities. Additionally, the Parties will assume any costs for station site preparation. See Exhibit 3 for a list of **Recommended** Cooperative Responsibilities and Expectations of the Parties to this MOU.

5. **Definitions.**

- A. **Indirect Regional Operation Costs:** Prior to the beginning of Bikeshare Services in any year, WE-cycle will submit to RFTA a budget for total Indirect Regional Operation Costs. RFTA, WE-cycle Sponsorship Revenue, and EOTC revenue (if appropriated each year) will be used to defray 100% of Indirect Regional Operation Costs by allocating such revenue to each of the participating communities based on the percentage that each participating community's bikeshare stations¹ represent of total regional bikeshare stations (see Exhibit 2, Pages 1 – 3, Charts 1 - 9). Each year this MOU is in effect (2023 - 2028), the total of annual Indirect Regional Operation Revenue for Bikeshare Services will be set forth on Exhibit 2, Page 5, Chart 15.
- B. **Direct Local Operation Costs:** Prior to the beginning of Bikeshare Services in any year, WE-cycle will submit budgets to RFTA and each of the participating Parties for Direct Local Operation Costs. Each year that this MOU is in effect, WE-cycle's estimated annual Direct Local Operation Cost for each of the jurisdictions that are Parties to this MOU will be found on Exhibit 2, Pages 1 - 3, Charts 3 – 9, Column G, Line a. The total local share of Direct Local Operation Costs for all jurisdictions that are Parties to this MOU is one hundred percent (100%), as reflected on Chart A, below.

¹ Unless otherwise agreed upon by the relevant parties, the stations attributed to each jurisdiction will be those that are located within either their city/town limits or their unincorporated county boundaries.

- C. **Planning Costs:** These are expenses incurred by WE-cycle for planning system startups and/or major modifications of existing systems. System Planning costs will be assigned to the jurisdictions that receive them, however, as reflected on [Chart A](#), below, RFTA's share of the Planning Costs is one hundred percent (100%).
- D. **Local Startup Operation Costs:** These are operational expenses that are required prior to the initiation of Bikeshare Services in communities that currently do not have them. The expenses are for items such as: rent, utilities, office equipment, marketing/outreach, materials and supplies, consultants, system storage/assembly etc. As reflected on [Chart A](#), below, RFTA's share of Local Startup Costs is one hundred percent (100%).
- E. **Core Bikeshare Equipment Costs:** These are expenditures for new Core Bikeshare Equipment, capital assets, defined as bikes (pedal bikes and e-bikes), stations, (plates, docks, kiosks, solar panels, map panels) that will be used in the jurisdictions of the Parties to this MOU. Each year that this MOU is in effect, the total local Core Bikeshare Equipment Cost for each of the jurisdictions that are Parties to this MOU can be found on [Exhibit 2](#), Pages 1 – 3, Charts 3 – 9, Column G, Line d. As reflected on [Chart A](#), below, Core Bikeshare Equipment Costs will be shared eighty percent (80%) by RFTA and twenty percent (20%) by the jurisdictional Parties for equipment purchased specifically for their jurisdictions.
- F. **Replacement and Maintenance Equipment Costs:** These are expenditures needed to replace Core Bikeshare Equipment used in the jurisdictions of the Parties once it has reached the end of its useful life and to maintain the Core Bikeshare Equipment on an ongoing basis. Each year that this MOU is in effect, the total Replacement and Maintenance Equipment Cost for each of the Bikeshare jurisdictions that are Parties to this MOU can be found on [Exhibit 2](#), Pages 1 – 3, Charts 3 – 9, Column G, Line f. As reflected on [Chart A](#), below, Replacement and Maintenance Equipment Costs will be shared eighty percent (80%) by RFTA and twenty percent (20%) by the jurisdictional Parties for replacement equipment and parts purchased specifically for their jurisdictions.
- G. **Bikeshare Support Equipment Costs:** These are expenditures for capital assets such as bike balancing vehicles, trailers, and other equipment required to operate and support new or expanded Bikeshare Services in specific communities. As reflected on [Chart A](#), below, RFTA's share of System Startup Costs is one hundred percent (100%).

Chart A

Total Bikeshare Services Funding Commitments Requested

Item	RFTA	Local
Operation Costs		
Regional Indirect Operation Costs Funded by RFTA, WE-cycle, and EOTC *	100%	0%
Local Direct Operation Costs Funded By Jurisdictions	0%	100%
Local Startup Operation Costs	100%	0%
System Planning	100%	0%
Capital		
Core Bikeshare Equipment	80%	20%
Bikeshare Replacement & Maintenance Equipment	80%	20%
Bikeshare Support Equipment	100%	0%

* The combination of RFTA, WE-cycle, and EOTC funding will be distributed to each participating jurisdiction based on the percentage of stations that each community's stations represent of total regional stations.

6. **RFTA First/Last Mile Mobility Reserve Supplemental Funding.** In the event that any of the Parties is unable to commit its share of the funding for Bikeshare Services, such party can apply for supplemental funding from the RFTA First/Last Mile Mobility Reserve, which requires a fifty percent (50%) local match. RFTA, however, reserves the right to approve, deny, or modify such supplemental funding requests on a case-by-case basis, depending on the circumstances.

7. **Consolidated and Summary Bikeshare Operations and Capital Financing Plans.** Each year this MOU is in effect, the Consolidated and Summary Bikeshare Operations and Capital Financing Plans, which establish RFTA, WE-cycle, EOTC, and Local Sources of Revenue, will be set forth on [Exhibit 2](#), Pages 4 - 5, Charts 10 – 16.

8. **Bikeshare Services Funding Commitments.** Each year that this MOU is in effect, the Parties agree to commit their respective funding shares as summarized on [Exhibit 2](#), Page 5, Chart 16, which will be updated on an annual basis per the established budgeting process set forth on the list of [Recommended](#) Cooperative Responsibilities and Expectations of the Parties to this MOU (Exhibit 3, Pages 1 - 2), and remit such funding to RFTA subject to the terms and conditions established in this MOU.

9. **Billing.** RFTA will invoice the Parties for their Direct Local Operation Costs commitments by January 31 of each year. The Parties will pay RFTA directly for their respective Direct Local Operation Costs funding commitments set forth on [Exhibit 2](#), Pages 1 – 3, Charts 3 - 9, either in full by February 28 or in semi-annual installments by February 28 and August 31 of each year. Budgets for Core Bikeshare Equipment Costs and Replacement and Maintenance Equipment Costs are estimates and such costs will be billed to each of the Parties when the actual

costs from equipment suppliers are known and the equipment has been delivered to WE-cycle and WE-cycle has invoiced RFTA and RFTA has paid WE-cycle in full for such equipment.

10. **Annual Reconciliation and True-up.** No later than April 15 following each year this MOU is in effect, RFTA will provide the Parties with a reconciliation statement. WE-cycle's actual total year-end Direct Local Operation Costs for the previous year will be compared with the budgeted costs. Any surplus revenue resulting from this comparison will be remitted by RFTA to the Parties by April 30 following each year this MOU is in effect.

11. **Payments to WE-cycle.** Pursuant to a separate SOA, each year this MOU is in effect, RFTA will pay WE-cycle the amounts set forth on [Exhibit 2](#), as also reflected in, and subject to, the terms of the SOA.

12. **Annual Appropriation.** This MOU is expressly contingent upon the Parties budgeting and appropriating the costs required herein. If, in any year of this MOU, any Party fails to appropriate or have available sufficient funds to pay for the costs of its financial commitments, set forth on [Exhibit 2](#), Pages 1 – 3, Charts 3 – 9 of this MOU, Bikeshare Services planned for any non-appropriating Party shall not be provided. All other provisions of this MOU, however, for the appropriating Parties, shall remain in effect.

13. **Ownership of Capital Assets.** RFTA will grant a license to WE-cycle per the SOA, for use of all equipment purchased pursuant to this MOU. RFTA will retain ownership and WE-cycle will maintain the fixed asset schedule of all Core Bikeshare Equipment and Bikeshare Support Equipment items and an inventory schedule for replacement and maintenance parts purchased pursuant to this MOU. Core Bikeshare Equipment is defined as bikes (pedal bikes and e-bikes), and stations, (plates, docks, kiosks, solar panels, map panels) and Bikeshare Support Equipment is defined as balancing vehicles and trailers, and supporting equipment. If, when this MOU terminates, or at any time during the 2023 - 2028 term of this MOU, any of the Parties elects not to participate in this MOU for the subsequent year, and at any time in the future, RFTA will reimburse such Party for the depreciated value of the capital assets acquired for their jurisdiction, using the double declining balance method of depreciation, based on the accepted useful life of individual assets. RFTA will multiply the depreciated value of individual assets by the 20% local share of such Party to determine the amount of reimbursement that will be made. At RFTA's discretion, such equipment can be used in other parts of the regional bikeshare system, sold, or otherwise disposed of.

14. **Monthly Reports.** On or before the 15th day of the month following the month in which Bikeshare Services are operated, WE-cycle will issue monthly reports to the Parties which include operating data and performance measures specific to their jurisdictions. The [monthly](#) reports will be submitted substantially in the form found on Exhibit 4.

15. **Insurance Requirements and Hold Harmless:**

- A. The Parties shall be named as an additional insured on WE-cycle's general liability and comprehensive automobile liability policies of insurance for the term of this MOU. By January 15 of each year this MOU is in effect, WE-cycle shall furnish the Parties with a certificate of insurance for such coverages, to which they shall be endorsed as an additional insured. Such certificate(s) of insurance shall provide that in the event such insurance coverages are cancelled, terminated, revoked and/or not renewed, that the Parties will be provided with at least ten (10) days prior written notice of such action.
- B. To the extent allowed by law, the Parties agree to hold each other harmless from any and all third-party claims arising from their own tortious, negligent or unintentional acts or omissions as committed pursuant to their performance of this MOU. The Parties similarly agree to jointly investigate and defend against a third-party claim as asserted against the, or any of them, arising from the implementation of this MOU and the operation of the Bikeshare Services as described herein.
- C. The Parties understand and agree that each relies on and does not waive or intend to waive by any provision of this MOU the monetary limitation or any other rights, immunities, and protection provided by the Colorado Governmental Immunity Act § 24-10-101, *et seq.*, C.R.S., as from time to time amended, or otherwise available to RFTA and its respective officers, agents, or employees.
- D. WE-cycle will provide insurance coverage for Core Bikeshare Equipment and Bikeshare Support Equipment acquired pursuant to this MOU and will also provide such coverage for equipment owned by WE-cycle.

16. **Miscellaneous Provisions.**

- A. **Amendment.** This MOU may only be amended by a written agreement duly signed by the Parties hereto, with notice to WE-cycle. Amendments to the Regional Bikeshare Services Annual Scope of Work or budget of any individual Party will not require the assent of the other participating Parties, however.
- B. **Successors.** This MOU shall be binding upon and shall inure to the benefit of any successors to or assigns of the Parties.
- C. **Severability.** Should any part, term, portion or provision of this MOU be finally decided to be in conflict with any law of the United States or of the State of Colorado, or otherwise be unenforceable or ineffectual, the validity of the remaining parts, terms, portions, or provisions shall be deemed severable and shall not be affected thereby, provided such remaining portions or provisions

can be construed in substance to constitute the MOU that the Parties intended to enter into in the first instance.

- D. **Adoption.** This MOU shall be effective with regard to each participating Party on January 1 of each year (2023 - 2028), regardless of when such Party executes the MOU or its annual renewals, so long as such Party appropriates funds for the services set forth on the Regional Bikeshare Services Annual Scope of Work (Exhibit 1B) in the amounts set forth on [Exhibit 2](#), Pages 1 – 3, Charts 3 – 9. The failure of one or more of the Parties to execute the MOU or subsequent renewals, or appropriate their requisite funding shares in any year that this MOU is in effect will not prevent the MOU and subsequent renewals from taking effect for the other participating Parties.
- E. **Notices.** All notices, demands, statements, and requests required or permitted to be given under this MOU shall be served in writing and shall be deemed to have been properly given or served in any event upon actual receipt, three (3) working days following the depositing of the same in the United States mail, addressed to a Party, first class, postage prepaid, by registered or certified mail, return receipt requested, at the address set forth below or at such other address as may be designated in accordance herewith:

ASPEN:	City of Aspen c/o City of Aspen Manager 427 Rio Grande Place Aspen, CO 81611
BASALT:	Town of Basalt c/o Town of Basalt Manager 101 Midland Avenue Basalt, CO 81621
CARBONDALE:	Town of Carbondale c/o Town of Carbondale Manager 511 Colorado Avenue Carbondale, CO 81623
EAGLE COUNTY:	County of Eagle c/o Eagle County Manager P.O Box 850 Eagle, CO 81631
GLENWOOD SPRINGS:	City of Glenwood Springs c/o City of Glenwood Springs Manager 101 W 8 th St. Glenwood Springs, CO 81601

PITKIN COUNTY:	County of Pitkin c/o Pitkin County Manager 530 East Main St. Aspen, CO 81611
RFTA:	The Roaring Fork Transportation Authority c/o Chief Executive Officer 2307 Wulfsohn Road Glenwood Springs, CO 81601
SNOWMASS VILLAGE:	Town of Snowmass Village c/o Town of Snowmass Village Manager P.O. Box 5010 Snowmass Village, CO 81615
WE-cycle	WE-cycle c/o Executive Director 129 Emma Road, Unit A1 Basalt, CO 81621

- F. **Conformance with Laws.** Each party hereto agrees to abide by and to conform to all applicable laws of the federal government, the state, and anybody corporate and politic having any jurisdiction over the subject matter of this MOU. Nothing in this section contained, however, shall require any Party hereto to comply with any law, the validity or applicability of which shall be contested in good faith and by appropriate legal proceedings.

- G. **Execution of Documents; Counterparts.** This MOU may be executed in counterparts, which shall be regarded for all purposes as one original. Each party agrees that it will execute any and all deeds, instruments, documents, and resolutions or ordinances necessary to give effect to the terms of this MOU.

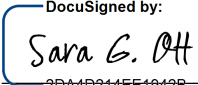
- H. **Waiver.** No waiver by either Party of any term or condition of this MOU shall be deemed or construed as any waiver of any other term or condition, nor shall a waiver of any breach be deemed to constitute a waiver of any subsequent breach, whether the same or of a different provision of this MOU. Nothing in this MOU shall be construed as a waiver of any defense or limitation available to either party through the Colorado Governmental Immunity Act (Colorado Revised Statutes § 24-10-101, *et.seq.*, as amended).

- I. **Enforcement.** Every obligation assumed by, or imposed upon, a Party by this MOU shall be enforceable by the other Parties by appropriate action, suit, or proceeding at law or equity.

- J. **Captions.** The captions of the paragraphs of this MOU are for convenience only and shall not be deemed to be relevant in resolving any question or interpretation or construction of any section of this MOU.
- K. **TABOR Compliance.** Notwithstanding anything to the contrary contained in this MOU, none of the Parties, nor RFTA shall have any obligations under this MOU, nor shall any payments be made in respect of any period after any December 31 of each calendar year during the term of this MOU, without an appropriation therefore by the Parties that is a public entity and governed by and, in compliance with the provisions of the Local Government Budget law (C.R.S. §29-1-101 *et seq.*), and the TABOR Amendment (Colorado Constitution, Article X, Sec. 20).
- L. **Execution.** This MOU, including all Exhibits, constitutes the entire integrated and merged MOU among the Parties and incorporates all prior written or oral understandings and may be amended, supplemented or modified only by a written instrument duly executed by the Parties.
- M. **Authorization.** Each Party hereto warrants that the execution and performance of this MOU has been duly authorized by members of each entity's governing body at a duly constituted meeting.
- N. **Non-Waiver.** One or more waivers by any Party of any provision, term, condition or covenant herein shall not be construed by any other Party as a waiver of any subsequent breach by any other Party.
- O. **Conflict Resolution.** In the event of a conflict between the Parties arising from the implementation or interpretation of this MOU, it is agreed that any Party herein may call a formal meeting of the Parties to attempt to resolve said conflict. Said meeting shall be called by providing ten (10) days written notice calling for enforcement of this paragraph.
- P. **Termination.** During the term of this MOU any of the participating Parties may cease to participate by not annually renewing the MOU or annually appropriating funds for the subsequent year. Withdrawal from the MOU during a year it is in effect with regard to a participating Party who seeks to withdraw prior to the end of a year (2023 - 2028) can only occur for breach of contract, and only after first participating in the Conflict Resolution process set forth in paragraph "O," above.

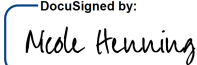
IN WITNESS WHEREOF the Parties have caused this Memorandum of Understanding to be executed effective as of the January 1, 2023.

City of Aspen:

BY:  2DA4D214EE1942B...

Sara Ott, City Manager

ATTEST:

 9825ADCD26A746D...

Nicole Henning city clerk

Town of Basalt:

BY: Bill Kane

Bill Kane, Mayor

ATTEST: Janet K. Schilling

Town of Carbondale:

BY: Ben Bohmfalk
Ben Bohmfalk, Mayor

ATTEST: Arthur B. D.



County of Eagle:

BY: Jeff Shroll

Jeff Shroll, County Manager

ATTEST:

Regina O'Brien

City of Glenwood Springs:

BY: Jon Godes

Jonathan Godes, Mayor

ATTEST: Jon Godes

County of Pitkin:

BY: Francie Jacober

Francie Jacober, Chair, Board of County Commissioners

ATTEST:

Julia Ely

Roaring Fork Transportation Authority:

BY: Dan Blankenship

Dan Blankenship, Chief Executive Officer

ATTEST:

Nicole R. Schoon

Nicole R. Schoon, Executive Assistant to the CEO

Town of Snowmass Village:

BY: _____

Clinton M Kinney, Town Manager

ATTEST:

Barbara Peckler
Barbara Peckler, Office Manager

EXHIBIT 1A, Page 1

2023-2028 REGIONAL BIKESHARE PLANNED SCOPE OF WORK (As Reflected in the Adopted Roaring Fork Valley Regional Bikesare Plan)

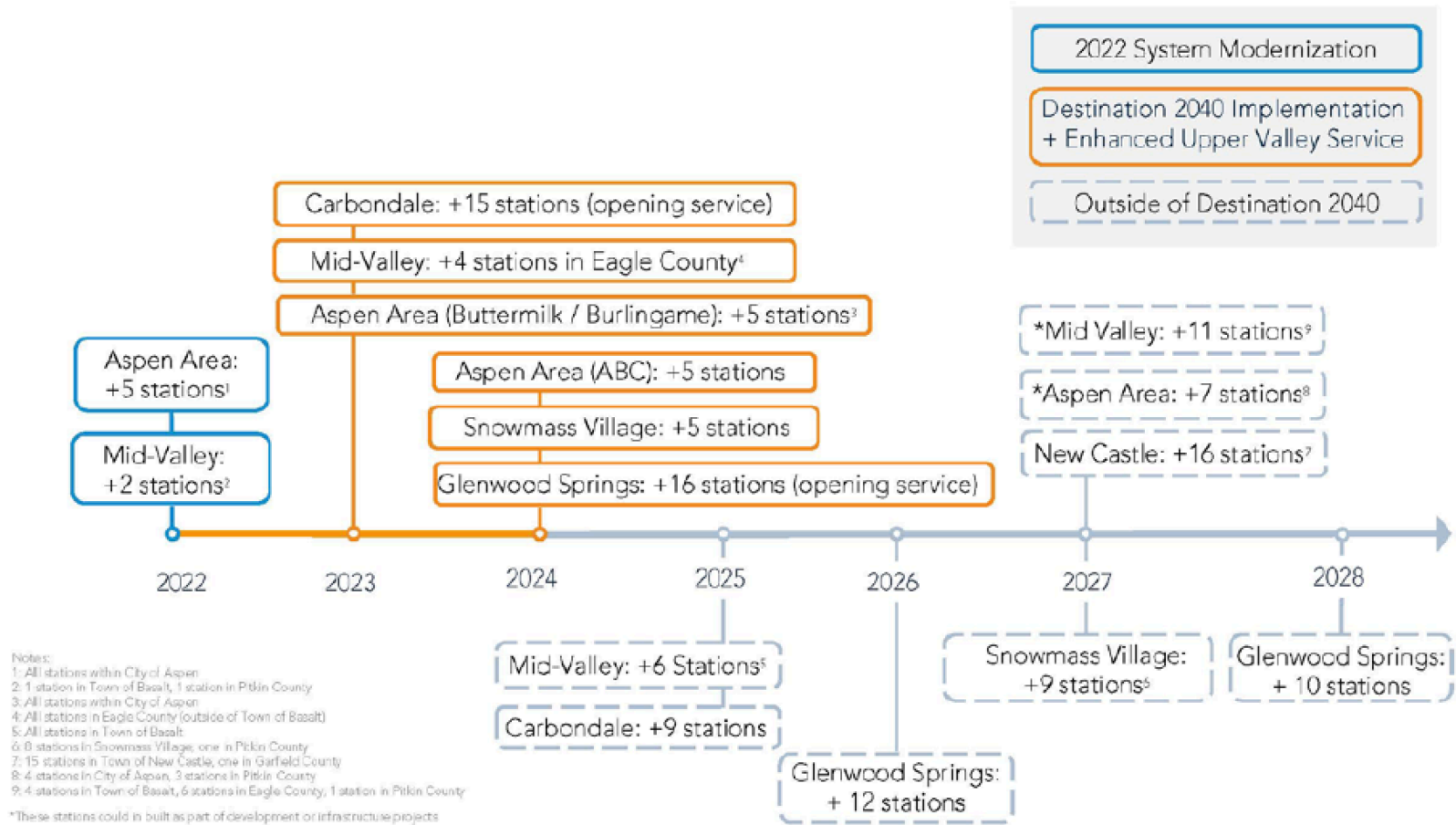


Figure 27. Schedule for potential regional bikesare expansion.

EXHIBIT 1A, Page 2

REGIONAL BIKESHARE PLAN

Table B1. Potential Phasing Schedule for System Expansion

Phase	System	Community	Year	Phase	Regular Kiosks	E-Charging Kiosks	Stations	New Map Panels	Replacement Map Panels	Regular Docks	E-Charging Docks	Docks	Station Plates	Regular Bikes	E-Bikes	Bikes	Dock-to-Bike Ratio
Existing System and Modernization	Aspen Area	Aspen	2021	Existing	21	1	22	0	0	244	11	255	70	119	13	132	1.9
	Aspen Area	Aspen	2022	Phase 2	0	5	5	0	6	0	71	71	19	0	13	13	5.5
	Snowmass	Snowmass	2021	Existing	2	0	2	0	0	30	0	30	8	15	0	15	2.0
	Mid-Valley	Basalt	2021	Existing	14	1	15	0	0	121	11	132	37	49	13	62	2.1
	Mid-Valley	Eagle Co. (Mid-Valley)	2021	Existing	8	0	8	0	0	70	0	70	20	28	0	28	2.5
	Mid-Valley	Pitkin Co. (Mid-Valley)	2021	Existing	2	0	2	0	0	17	0	17	5	7	0	7	2.4
	Mid-Valley	Basalt	2022	Phase 2	0	1	1	0	14	0	26	26	7	0	13	13	2.0
D2040 Implementation + Enhanced Upper Valley Service	Mid-Valley	Pitkin Co. (Mid-Valley)	2022	Phase 2	0	1	1	0	2	0	0	0	1	0	0	0	N/A
	Aspen Area	Aspen	2023	Phase 3	4	1	5	4	0	46	15	61	17	5	20	25	2.4
	Aspen Area	Pitkin Co. (Aspen)	2024	Phase 4	4	1	5	4	0	44	27	71	19	5	20	25	2.8
	Snowmass	Snowmass	2024	Phase 2	3	2	5	3	2	41	30	71	19	10	15	25	2.8
	Mid-Valley	Eagle Co. (Mid-Valley)	2023	Phase 3	4	0	4	4	8	42	0	42	12	15	17	32	1.3
	Carbondale	Carbondale	2023	Opening	12	3	15	12	0	112	55	167	46	50	25	75	2.2
Outside D2040	Glenwood Springs	Glenwood Springs	2024	Opening	14	2	16	14	0	190	46	236	63	50	30	80	3.0
	Aspen Area	Aspen	2027	D&I	4	0	4	4	0	36	0	36	10	10	5	15	2.4
	Aspen Area	Pitkin Co. (Aspen)	2027	D&I	3	0	3	3	0	29	0	29	8	10	5	15	1.9
	Mid-Valley	Basalt	2025	Phase 4	4	2	6	4	0	66	22	88	24	15	18	33	2.7
	Mid-Valley	Basalt	2027	D&I	4	0	4	4	0	44	0	44	12	20	0	20	2.2
	Mid-Valley	Eagle Co. (Mid-Valley)	2027	D&I	5	1	6	5	0	55	31	86	23	25	15	40	2.2
	Mid-Valley	Pitkin Co. (Mid-Valley)	2027	D&I	0	1	1	0	0	0	11	11	3	0	10	10	1.1
	Carbondale	Carbondale	2025	Phase 2	8	1	9	8	0	72	15	87	24	30	15	45	1.9
	Glenwood Springs	Glenwood Springs	2026	Phase 2	10	2	12	10	0	126	24	150	41	40	20	60	2.5
	Glenwood Springs	Glenwood Springs	2028	Phase 3	8	2	10	8	0	60	26	86	24	33	17	50	1.7
	New Castle	New Castle	2027	Opening	14	2	16	14	0	134	26	160	44	53	27	80	2.0
	Snowmass	Snowmass	2027	Phase 3	7	1	8	7	0	63	19	82	23	15	15	30	2.7
	Snowmass	Pitkin Co. (Snowmass)	2027	Phase 3	0	1	1	0	0	0	27	27	7	10	5	15	1.8
TOTAL					155	31	186	108	32	1642	493	2135	586	614	331	945	2.3
					83%	17%				77%	23%			65%	35%		

EXHIBIT 1A, Page 3

Destination 2040 Implementation

Bikeshare expansion plans were developed with the input of local jurisdictions and were used to identify what expansion could be included in the D2040 implementation and what expansion could be implemented outside of D2040. The following expansion scenario includes a phasing plan that fits the objectives of the D2040 project description and provides some service expansion in the Town of Snowmass Village that will be funded outside of D2040. The “Destination 2040 Implementation + Enhanced Upper Valley Service” plan includes the following expansion:

- Aspen Area:
 - » City of Aspen: Phase 3 (projected for 2023) that could include 5 stations and be coordinated with Pitkin County to expand the existing service area to the Buttermilk, Burlingame, and ABC areas.
 - » Pitkin County: Phase 4 (projected for 2024) that could include 5 stations and be coordinated with the City of Aspen to expand the existing service area to the Buttermilk, Burlingame, and ABC areas.
- Snowmass Village:
 - » Phase 2 (projected for 2024) that could include a 5-station pilot in Downtown Snowmass Village and require the creation of a local operations center in the Town of Snowmass Village.
- Mid-Valley:
 - » Eagle County: Phase 3 (projected for 2023) that could include an additional 4 stations. This phase does not include any additional stations in the Town of Basalt or Pitkin County.
- Town of Carbondale:
 - » Opening Service (projected for 2023) that could include 15 stations. With the support of RFTA and the Town of Carbondale, WE-cycle will start planning for this system in 2022 with funding approved as part of the Interim Agreement and continue in early 2023 in anticipation of opening in the spring of 2023. WE-cycle may work with a to-be-formed Carbondale Bikeshare Working Group consisting of an elected official, a jurisdiction staff member, a RFTA staff member, a member of the Bike-Pedestrian Committee, and community members at-large including at least one Spanish-Speaker.
- City of Glenwood Springs:
 - » Opening Service (projected for 2024) that could include 16 stations. With the support of RFTA and the Town of Carbondale, WE-cycle will start planning for this system in late 2022 with funding approved as part of the interim agreement and will continue in 2023 in anticipation of opening in the spring of 2024. WE-cycle may work with a to-be-formed Glenwood Springs Bikeshare Working Group consisting of an elected official, a jurisdiction staff member, a RFTA staff member, a member of the Bike-Pedestrian or Transportation Committee, and community members at-large including at least one Spanish-Speaker.

Outside of Destination 2040

A regional system would bring first- and last-mile mobility and local circulation benefits to new communities and would enhance utility and ridership of the system in existing communities as users will be able to use bikeshare at either end of their trip. Destination 2040 will expand bikeshare service into the Lower Valley and there is room for service expansion in all communities outside of Destination 2040.

EXHIBIT 1A, Page 4

Future service could also be considered in the Town of New Castle, but other first- and last-mile options may be more suitable given the densities, urban form, and availability of resources.

A reasonable level of future expansion was identified from the local jurisdiction bikeshare expansion plans to forecast expected system costs. This will need to be funded outside of D2040 and the “Outside of Destination 2040” plan includes the following potential expansion:

- Aspen Area:
 - » Additional stations in the City of Aspen or Pitkin County as part of development or inclusion in infrastructure projects. Seven (7) additional stations were included to represent this potential expansion.
- Snowmass Village:
 - » Town of Snowmass Village and Pitkin County: Phase 3 (scheduled for 2027) that could include an additional 9 stations including 8 stations in the Town of Snowmass Village and 1 station at the Brush Creek Intercept Lot in Pitkin County.
- Mid-Valley:
 - » Town of Basalt: Phase 3 (projected for 2025) that could include an additional 6 stations.
 - » Additional stations in the Town of Basalt, Eagle County, and/or Pitkin County as part of development or inclusion in infrastructure projects. Eleven additional stations were included to represent this potential expansion.
- Carbondale:
 - » Phase 2 (projected for 2025) that could include an additional 9 stations.
- Glenwood Springs:
 - » Phase 2 (projected for 2026) that could include an additional 12 stations and expand into new service areas on the north and west sides of the Colorado and Roaring Fork Rivers.
 - » Phase 3 (projected for 2028) that could include an additional 10 stations and expand the service area into West Glenwood Springs.
- New Castle:
 - » Opening Service (projected for 2027) that could include 16 stations including 15 stations in the Town of New Castle and 1 station in Garfield County.

2023 REGIONAL BIKESHARE SERVICES ANNUAL SCOPE OF WORK

In 2023, WE-cycle will operate Bikeshare Services in Existing WE-cycle Bikeshare Communities, with the enhancements as described below, and offer expanded regional Bikeshare Services in Carbondale.

In addition to providing safe, reliable, and healthy bike transportation as a first- and last-mile connection to RFTA bus stops and as a car-independent mode for in- and around-town travel, WE-cycle will deliver each jurisdiction the following regional Bikeshare Services in 2023:

Aspen System

City of Aspen

- Continue operations of existing services per agreed-upon levels of service inclusive of 27 stations, 326 docking points, 119 pedal bikes, and 26 e-bikes.
- Plan, install, and operate 5 new stations, 76 new docking points, and 25 new e-bikes, intended to expand bikeshare service to the western portions of the City of Aspen inclusive of the down valley side of the Buttermilk BRT and Burlingame.

Pitkin County

- No existing service in the Aspen System.
- Plan for 2024 bikeshare service expansion to the Aspen Airport Business Center area.

Mid-Valley System

Town of Basalt

- Extend service to 9 months.
- Continue operations of existing services per agreed-upon levels of service inclusive of 16 stations, 158 docking points, 49 pedal bikes, and 20 e-bikes.

Eagle County

- Extend service to 9 months.
- Continue operations of existing services per agreed-upon levels of service inclusive of 8 stations, 70 docking points, and 28 pedal bikes.
- Plan, install, and operate 4 new stations, 56 new docking points, and 32 new e-bikes.

Pitkin County

- Extend service to 9 months.
- Continue operations of existing services per agreed-upon levels of service inclusive of 2 stations, 17 docking points, 7 pedal bikes, and 6 e-bikes.

EXHIBIT 1B, Page 2

Town of Snowmass Village

- Continue operations of existing services per agreed-upon levels of service inclusive of 2 stations, 30 docking points, and 15 pedal bikes.
- Plan for 2024 bikeshare service expansion.

Town of Carbondale

- Plan, install, and operate 17 stations, 227 docking points, 40 pedal bikes, and 40 e-bikes with the goal of providing the Town of Carbondale with an additional mode of first- and last-mile mobility to enhance the community's circulation and transportation offerings.

City of Glenwood Springs

- Collaborate with the City of Glenwood Springs in planning a bikeshare system intended to enhance the community's first- and-last mile mobility offerings. Launch will follow the completion of essential bike-pedestrian safety infrastructure and is not anticipated until 2025, at the earliest, and will be assessed on an ongoing basis.

EXHIBIT 2, Page 1
2023 Regional Bikeshare Cost-Sharing Methodology

	A	B	C	D	E	F	G	H	I	J
1	Stations	Aspen	Pitkin	Basalt	Eagle	Carbondale	Glenwood	Snowmass	Total	RFTA D2040 Indirect Operation Cost Contribution
a	Number	32	2	17	12	17	0	2	82	N/A
b	Percent of Total (Used to Allocate RFTA, WE-cycle, EOTC Indirect Operation Costs to Local Jurisdictions)	39%	2%	21%	15%	21%	0%	2%	100%	\$ 561,059

2	Chart of Available RFTA/WE-cycle/EOTC Regional Revenue Sources	2023
a	WE-cycle Sponsorship Revenue	\$ 191,580
b	Elected Officials Transportation Committee (EOTC)	\$ 103,000
c	Existing RFTA WE-cycle Funding Commitment	\$ 195,700
d	FY 2023 Destination 2040 Operations	\$ 637,601
e	Accumulated 2020/2021/2022 Destination 2040 Funding Designated for Operations	\$ 1,265,495
f	RFTA FLMM Reserve Funding	\$ -
g	Other	\$ -
h	Subtotal of Available RFTA, WE-cycle, and EOTC Regional Indirect Operating Revenue Sources	\$ 2,393,376
i	Destination 2040 Capital (Less 2021/2022 Expenditures)	\$ 1,174,698
j	Total Available 2023 RFTA/WE-cycle/EOTC Regional Funding Sources	\$ 3,568,074

2023 Local Jurisdiction Bikeshare Budgets

	A	B	C	D	E	F	G Local Ops/Total 30%	H	I	J
3	Aspen Bikeshare System	RFTA Indirect Operation Share	RFTA Existing WE-cycle Funding Commitment	Net RFTA Share	Net WE-cycle Indirect Operation Share	Net EOTC Indirect Operation Share	Direct Local Operation / CBE / R&ME	Total	Percent of Total Regional Operations Costs	Variance to Station %
a	Operations	\$ 218,950	\$ 76,371	\$ 295,321	\$ 74,763	\$ 40,195	\$ 175,621	\$ 585,900	40%	1%
b	Planning	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
d	Startup Operations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
c	Core Bikeshare Equipment (CBE)	\$ -	\$ -	\$ 181,888	\$ -	\$ -	\$ 45,472	\$ 227,360		
e	Bikeshare Support Equipment (BSE)	\$ -	\$ -	\$ 117,000	\$ -	\$ -	\$ -	\$ 117,000		
f	Replacement and Maintenance Equipment (R&ME)	\$ -	\$ -	\$ 35,822	\$ -	\$ -	\$ 8,955	\$ 44,777		
g	Total Aspen	\$ 218,950	\$ 76,371	\$ 630,030	\$ 74,763	\$ 40,195	\$ 230,048*	\$ 975,037		

*Not exceed without prior written authorization

Exhibit 2, Page 2

							G			
A		B	C	D	E	F	Local Ops/Total 32%	H	I	J
			RFTA Existing WE-cycle Funding Commitment		Net WE-cycle Indirect Operation Share	Net EOTC Indirect Operation Share	Direct Local Operation / CBE / R&ME		Percent of Total Regional Operations Costs	Variance to Station %
4	Pitkin County Bikeshare System	RFTA Indirect Operation Share		Net RFTA Share				Total		
a	Operations	\$ 13,684	\$ 4,773	\$ 18,458	\$ 4,673	\$ 2,512	\$ 12,028	\$ 37,670	3%	0%
b	Planning	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
c	Startup Operations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
d	Core Bikeshare Equipment (CBE)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
e	Bikeshare Support Equipment (BSE)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
f	Replacement and Maintenance Equipment (R&ME)	\$ -	\$ -	\$ 2,436	\$ -	\$ -	\$ 609	\$ 3,045		
g	Total Pitkin County	\$ 13,684	\$ 4,773	\$ 20,894	\$ 4,673	\$ 2,512	\$ 12,637*	\$ 40,715		

*Not exceed without prior written authorization

							G			
A		B	C	D	E	F	Local Ops/Total 26%	H	I	J
5	Basalt Bikeshare System	RFTA Indirect Operation Share	RFTA Existing WE-cycle Funding Commitment	Net RFTA Share	Net WE-cycle Indirect Operation Share	Net EOTC Indirect Operation Share	Direct Local Operation / CBE / R&ME	Total	Percent of Total Regional Operations Costs	Variance to Station %
	a Operations	\$ 116,317	\$ 40,572	\$ 156,889	\$ 39,718	\$ 21,354	\$ 76,584	\$ 294,545	20%	0%
	b Planning	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
	c Startup Operations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
	d Core Bikeshare Equipment (CBE)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
	e Bikeshare Support Equipment (BSE)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
	f Replacement and Maintenance Equipment (R&ME)	\$ -	\$ -	\$ 20,904	\$ -	\$ -	\$ 5,226	\$ 26,130		
	g Total Basalt	\$ 116,317	\$ 40,572	\$ 177,793	\$ 39,718	\$ 21,354	\$ 81,810*	\$ 320,675		

*Not exceed without prior written authorization

							G			
A		B	C	D	E	F	Local Ops/Total 22%	H	I	J
6	Eagle County Bikeshare System	RFTA Indirect Operation Share	RFTA Existing WE-cycle Funding Commitment	Net RFTA Share	Net WE-cycle Indirect Operation Share	Net EOTC Indirect Operation Share	Direct Local Operation / CBE / R&ME	Total	Total Regional Operations Costs	Variance to Station %
a	Operations	\$ 82,106	\$ 28,639	\$ 110,745	\$ 28,036	\$ 15,073	\$ 43,080	\$ 196,934	14%	-1%
b	Planning	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
c	Startup Operations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
d	Core Bikeshare Equipment (CBE)	\$ -	\$ -	\$ 143,931	\$ -	\$ -	\$ 35,983	\$ 179,914		
e	Bikeshare Support Equipment (BSE)	\$ -	\$ -	\$ 7,000	\$ -	\$ -	\$ -	\$ 7,000		
f	Replacement and Maintenance Equipment (R&ME)	\$ -	\$ -	\$ 18,212	\$ -	\$ -	\$ 4,553	\$ 22,765		
g	Total Eagle County	\$ 82,106	\$ 28,639	\$ 279,888	\$ 28,036	\$ 15,073	\$ 83,616*	\$ 406,613		

*Not exceed without prior written authorization

Exhibit 2, Page 3

							G			
A		B	C	D	E	F	Local Ops/Total 28%	H	I	J
7	Carbondale Bikeshare System	RFTA Indirect Operation Share	RFTA Existing WE-cycle Funding Commitment	Net RFTA Share	Net WE-cycle Indirect Operation Share	Net EOTC Indirect Operation Share	Direct Local Operation / CBE / R&ME	Total	Percent of Total Regional Operations Costs	Variance to Station %
	a Operations	\$ 116,317	\$ 40,572	\$ 156,889	\$ 39,718	\$ 21,354	\$ 83,120	\$ 301,081	21%	0%
	b Planning	\$ -	\$ -	\$ 11,000	\$ -	\$ -	\$ -	\$ 11,000		
	c Startup Operations	\$ -	\$ -	\$ 91,000	\$ -	\$ -	\$ -	\$ 91,000		
	d Core Bikeshare Equipment (CBE)	\$ -	\$ -	\$ 492,294	\$ -	\$ -	\$ 123,074	\$ 615,368		
	e Bikeshare Support Equipment (BSE)	\$ -	\$ -	\$ 75,764	\$ -	\$ -	\$ -	\$ 75,764		
	f Replacement and Maintenance Equipment (R&ME)	\$ -	\$ -	\$ 17,977	\$ -	\$ -	\$ 4,494	\$ 22,471		
	g Total Carbondale	\$ 116,317	\$ 40,572	\$ 844,924	\$ 39,718	\$ 21,354	\$ 210,688*	\$ 1,116,684		

*Not exceed without prior written authorization

							G			
A		B	C	D	E	F	Local Ops/Total 0%	H	I	J
8	Glenwood Springs Bikeshare System	RFTA Indirect Operation Share	RFTA Existing WE-cycle Funding Commitment	Net RFTA Share	Net WE-cycle Indirect Operation Share	Net EOTC Indirect Operation Share	Direct Local Operation / CBE / R&ME	Total	Percent of Total Regional Operations Costs	Variance to Station %
	a Operations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	0%
	b Planning	\$ -	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ 60,000		
	c Startup Operations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
	d Core Bikeshare Equipment (CBE)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
	e Bikeshare Support Equipment (BSE)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
	f Replacement and Maintenance Equipment (R&ME)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
	g Total Glenwood Springs	\$ -	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ 60,000		

							G			
A		B	C	D	E	F	Local Ops/Total 35%	H	I	J
9	Snowmass Village Bikeshare System	RFTA Indirect Operation Share	RFTA Existing WE-cycle Funding Commitment	Net RFTA Share	Net WE-cycle Indirect Operation Share	Net EOTC Indirect Operation Share	Direct Local Operation / CBE / R&ME	Total	Percent of Total Regional Operations Costs	Variance to Station %
	a Operations	\$ 13,684	\$ 4,773	\$ 18,458	\$ 4,673	\$ 2,512	\$ 13,626	\$ 39,268	3%	0%
	b Planning	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ 30,000		
	c Startup Operations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
	d Core Bikeshare Equipment (CBE)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
	e Bikeshare Support Equipment (BSE)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
	f Replacement and Maintenance Equipment (R&ME)	\$ -	\$ -	\$ 2,870	\$ -	\$ -	\$ 717	\$ 3,587		
	g Total Snowmass Village	\$ 13,684	\$ 4,773	\$ 51,327	\$ 4,673	\$ 2,512	\$ 14,343*	\$ 72,855		

*Not exceed without prior written authorization

Exhibit 2, Page 4

2023 Consolidated Bikeshare Operations and Capital Financing Plan with RFTA, WE-cycle, EOTC, and Local Sources of Revenue

		A	B	C	D	E	F	G Local Ops/Total 28%	H	I	J
			RFTA Indirect Operation Share	RFTA Existing WE-cycle Funding Commitment	Net RFTA Share	Net WE-cycle Indirect Operation Share	Net EOTC Indirect Operation Share	Direct Local Operation	Total	Percent of Total Regional Operations Costs	Variance to Station %
10	2023 Total Bikeshare Operations Funding - All Sources										
a	Total 2023 Bikeshare Operations Funding		\$ 561,059	\$ 195,700	\$ 756,759	\$ 191,580	\$ 103,000	\$ 404,059	\$ 1,455,398	100%	0%
b	Total 2023 Bikeshare Planning Funding				\$ 101,000	\$ -	\$ -	\$ -	\$ 101,000		
c	Total 2023 Bikeshare Startup Operations		\$ -		\$ 91,000				\$ 91,000		
d	Total Bikeshare Operating Funding - All Sources		\$ 561,059	\$ 195,700	\$ 948,759	\$ 191,580	\$ 103,000	\$ 404,059	\$ 1,647,398		

		A	B	C	D	E
			RFTA	Beginning 2023	Expended 2023	Remainder
11	2023 RFTA Destination 2040 Sources of Operating Revenue					
a	2023 Destination 2040 Operations Funding		N/A	\$ 637,601	\$ (637,601)	\$ -
b	RFTA Existing WE-cycle Funding Commitment		N/A	\$ 195,700	\$ (195,700)	\$ -
c	2020/2021 Destination 2040 Unspent Operations Funding		N/A	\$ 1,265,495	\$ (115,458)	\$ 1,150,037
d	Total Destination 2040 Operating Funding		N/A	\$ 2,098,796	\$ (948,759)	\$ 1,150,037

		A	B	C	D	E	F	G Local Cap/Total 17%	H
			RFTA Capital	RFTA Incr/Decr	Net RFTA Share	WE-cycle	EOTC	Local Capital	Total
12	2023 Bikeshare Capital Funding - All Sources								
a	Total 2023 Core Bikeshare Equipment Funding		\$ 818,114	\$ -	\$ 818,114	\$ -	\$ -	\$ 204,528	\$ 1,022,642
b	Total 2023 Bikeshare Support Equipment Funding		\$ 199,764	\$ -	\$ 199,764	\$ -	\$ -	\$ -	\$ 199,764
c	Total 2023 Bikeshare Replacement and Maintenance Equipment Funding - All Sources		\$ 98,220	\$ -	\$ 98,220	\$ -	\$ -	\$ 24,555	\$ 122,775
d	Total 2023 Bikeshare Capital Funding		\$ 1,116,098	\$ -	\$ 1,116,098	\$ -	\$ -	\$ 229,083	\$ 1,345,181

		A	B	C	D	E
				Beginning 2023	Expended 2023	Remainder
13	2023 RFTA Destination 2040 Sources of Capital Revenue					
a	2023 Destination 2040 Capital Funding		N/A	\$ 1,174,698	\$ (1,116,098)	\$ 58,600

Exhibit 2, Page 5

2023 Summary Bikeshare Operations and Capital Financing Plan

	A	B	C	D	E	F	G	H
14	Total 2023 Bikeshare Operations and Capital Funding	RFTA	RFTA Existing WE-cycle Funding Commitment	Net RFTA Share	WE-cycle	EOTC	Local	Total
a	Total 2023 Bikeshare Indirect and Direct Operations Funding	\$ 561,059	\$ 195,700	\$ 756,759	\$ 191,580	\$ 103,000	\$ 404,059	\$ 1,455,398
b	Total 2023 Bikeshare Planning Funding	\$ 101,000	\$ -	\$ 101,000	\$ -	\$ -	\$ -	\$ 101,000
c	Total 2023 Bikeshare Startup Operations	\$ 91,000	\$ -	\$ 91,000	\$ -	\$ -	\$ -	\$ 91,000
d	Total 2023 Core Bikeshare Equipment Funding	\$ 818,114	\$ -	\$ 818,114	\$ -	\$ -	\$ 204,528	\$ 1,022,642
e	Total 2023 Bikeshare Support Equipment Funding	\$ 199,764	\$ -	\$ 199,764	\$ -	\$ -	\$ -	\$ 199,764
f	Total 2023 Bikeshare Replacement and Maintenance Equipment Funding	\$ 98,220	\$ -	\$ 98,220	\$ -	\$ -	\$ 24,555	\$ 122,775
g	Total 2023 Bikeshare Funding - All Sources	\$ 1,869,157	\$ 195,700	\$ 2,064,857	\$ 191,580	\$ 103,000	\$ 633,142	\$ 2,992,579
h	Percentage Shares of Total Regional Bikeshare Operations Costs	N/A	N/A	52%	13%	7%	28%	100%
i	Percentage Shares of Total Regional Bikeshare Costs	N/A	N/A	69%	6%	3%	21%	100%
	Check Totals	\$ 1,869,157	\$ 195,700	\$ 2,064,857	\$ 191,580	\$ 103,000	\$ 633,142	\$ 2,992,579
	Variance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

	A	B
15	2023 Sources of Indirect Operating Revenue	2023
a	WE-cycle Sponsorship Revenue	\$ 191,580
b	Elected Officials Transportation Committee (EOTC)	\$ 103,000
c	Existing RFTA WE-cycle Funding Commitment	\$ 195,700
d	FY 2023 Destination 2040 Operations	\$ 561,059
d	Accumulated 2020/2021/2022 Destination 2040 Fundign Designated for Operations	\$ 1,051,339

	A	B
16	2023 Bikeshare Services Funding Commitments Requested	
	Entity	\$ Commitments
a	Aspen	\$ 230,048
b	Pitkin	\$ 12,637
c	Basalt	\$ 81,810
d	Eagle County	\$ 83,616
e	Carbondale	\$ 210,688
f	Glenwood Springs	\$ -
g	Snowmass Village	\$ 14,343
h	EOTC	\$ 103,000
i	WE-cycle	\$ 191,580
j	RFTA	\$ 2,064,857
k	Total Commitments	\$ 2,992,579

Exhibit 3, Page 1

Recommended Cooperative Responsibilities and Expectations of the Parties of this MOU

- Jointly create a Regional Bikeshare Advisory Committee (similar to the Technical Advisory Committee on the Regional Bikeshare Plan) with staff representatives from RFTA, WE-cycle, and each participating local jurisdiction. The Committee would discuss planning level issues and challenges and make recommendations to the RFTA and WE-cycle Boards for any changes to the program.
- Designate a bikeshare point of contact who is responsible for advocating for bikeshare and facilitating bikeshare processes and permitting and coordination within the local jurisdiction.
- Coordinate all bikeshare station siting and permitting through the local jurisdiction's approvals' process.
- Make best efforts to site stations in the public right-of-way in safe, visible, and year-round locations.
- Strive to find shop/office space for WE-cycle in local jurisdiction-owned buildings and provide rent at a reduced rate or at no charge.
- Continue to lead planning efforts for bicycle infrastructure and safe route improvements to stations in the public right-of-way.
- Include WE-cycle as a regional transportation referral agency for regionally significant development and capital projects. WE-cycle and RFTA will coordinate responses and recommend where mitigation and impact fees related to bikeshare may be appropriate. However, it is recognized that RFTA (and WE-cycle) hold an advisory role on the development and capital project review process led by jurisdictions.
- A written request and statement of interest from jurisdictions must be submitted to RFTA in advance of WE-cycle initiating service expansion planning in any such jurisdiction.
- It is recommended that jurisdictions consider establishing a Bikeshare Working Group/Committee that includes an elected official, a jurisdiction staff member, a RFTA staff member, a member of the Bike-Ped Committee (or other related volunteer committee), and community members at-large including at least one Spanish-speaker. WE-cycle will lead and facilitate this group in supporting the planning, implementation, refinement of bikeshare in the particular jurisdiction.

- **Annual Planning and Budgeting.** Each year that this MOU is in effect, the Parties agree to work with WE-cycle and RFTA in a timely manner in order to jointly establish the Regional Bikeshare Services Annual Scope of Work, Exhibit 1B, and associated Regional Bikeshare Cost-Sharing Methodology, Exhibit 2, for the forthcoming year, as follows:

Planning:

- In the first quarter of each calendar year, WE-cycle will meet with each participating Party and discuss particulars for the current calendar year's Bikeshare Services and the following year's Bikeshare Services inclusive of, but not limited to, operational enhancements, station locations and sizes, capital and replacement and maintenance needs, and any anticipated budgetary adjustments. Upon the completion of this item, the following steps will take place:
 - WE-cycle, in coordination with RFTA, will provide each Party its projected costs for the following year
 - Upon reviewing and discussing anticipated budget, the Party will provide a written indication to WE-cycle and RFTA of its desired level of Bikeshare Services for which it intends to budget
 - RFTA will present the anticipated Regional Bikeshare Services Annual Scope of Work, Exhibit 1B, for the forthcoming year and associated Regional Bikeshare Cost-Sharing Methodology, Exhibit 2, to the RFTA Board of Directors for direction subject to subsequent approval of the RFTA budget
 - WE-cycle will place necessary equipment orders and RFTA will pay for the associated deposit of 50%, per the terms established in the SOA

Approval:

- By the end of October of each calendar year, each participating Party will inform RFTA of its intentions to seek approval for their funding commitments in accordance with their local budgeting process
- By or before December 15 of each calendar year, RFTA and WE-cycle will finalize Exhibit 1B and Exhibit 2 and provide them to the Parties in conjunction with the annual MOU written renewal. Signed renewals must be returned to RFTA on or before December 31

Monthly Reports

WE-cycle will deliver monthly Level of Service Reports to the RFTA CEO, CFAO, and COO and the representative of each participating local jurisdiction, on the 15th of every month for the preceding month's service.

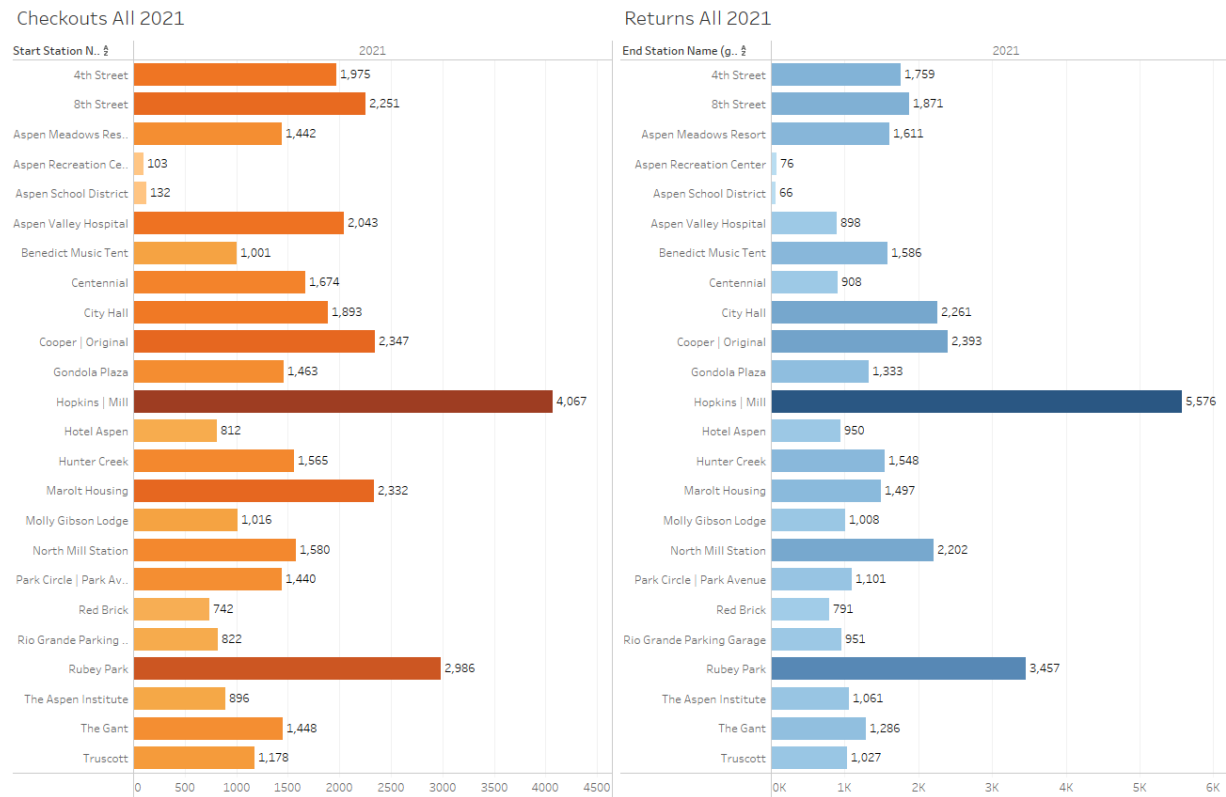
Regional Bikeshare Monthly Metrics Report

System Basics	Month / Year - Example			
	Aspen	Basalt	Snowmass	System-Wide
Number of Stations				
Number of Docks				
Daily Average - Total Bikes in Service				
Daily Average - Pedal Bikes in Service				
Daily Average - E-Bikes in Service				
Ridership				
Total Rides				
Total Pedal Bike Rides				
Total E-bike Rides				
Unique Riders				
New Rider Signups				
Average ride duration, minutes				
Busiest day, date				
Average Ride Distance, miles				
Estimated total distance traveled , miles				
% of trips in free ride period				
Estimated carbon offset by riders				
Operations				
Total Bike Repairs Completed				
Number of Bikes Rebalanced				
Rebalancing - Hours Worked by Staff				
Station Batteries Replaced				
Bike & Dock Unavailability				
Stations Full, Core Balancing Hours (8AM - 8PM)				
Stations Empty, Core Balancing Hours (8AM - 8PM)				
Stations Full, Overnight Hours (8PM - 8AM)				
Stations Empty, Overnight Hours (8PM - 8AM)				
Station with most frequent bike availability shortages				
Safety				
Rider accidents reported				
Instances of equipment damage				
Staff injuries reported				

Exhibit 4, Page 2

STATION USAGE

Charts with each station's number of checkouts and returns, broken down by service area - Aspen, Mid-Valley, Snowmass Village.
Example below:



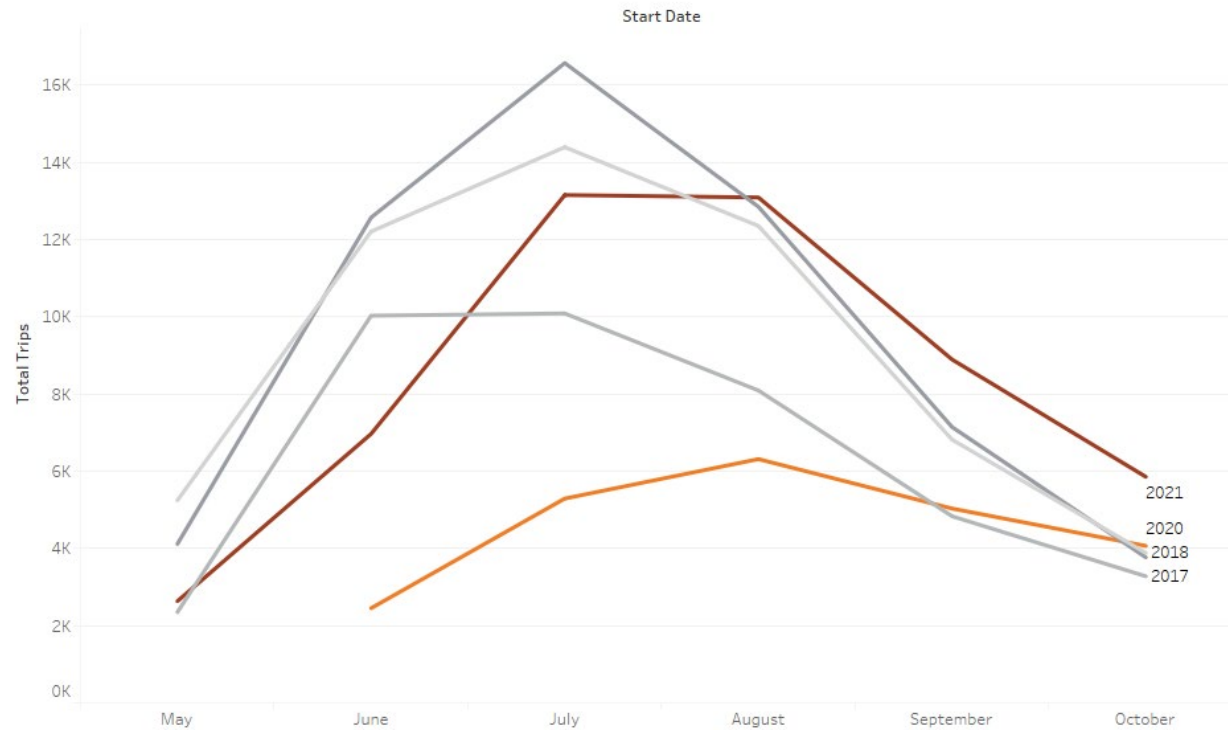
Station Notes:

RIDERSHIP TRENDS AND OBSERVATIONS

Charts with monthly ridership by service area and regionally as well as year over year comparisons.

Example below:

All Systems - Rides by Year



Ridership Notes:

SERVICE EXPECTATIONS

All service expectations are detailed below. Any exception to service levels, below or above these expectations, will be noted.

S.E.1 - System Offering

Description: Each system has a contracted size and scope of service as outlined below:

- Aspen - X stations, X pedal bikes, X e-bikes
- Basalt - X stations, X bikes, X e-bikes
- Snowmass Village - X stations, X bikes

Monthly Exceptions: None

S.E.2 - Bicycle Availability and Routine Maintenance

Description: No less than 90% of bikes will be available for use at any given time. Bike inspections, including routine maintenance and cleaning, will be performed on all bikes at the more frequent of 100 miles of ridership or 15 hours of ride time.

Monthly Exceptions: None

S.E.3 - Bicycle Repairs

Description: Any bike requiring repairs will be removed from service immediately upon discovery. Bikes will be repaired and re-deployed as soon as possible, but no later than 2 weeks from the initial notice of the bike issue. Any bike frame needing to be decommissioned due to severe damage will be noted in the monthly report.

Monthly Exceptions: None

S.E.4 - Station Maintenance and Repairs

Description: Preventative maintenance and detailed cleaning will be performed on a monthly basis for all stations. Following notification of station defects, repairs will be completed in the following manner:

Exhibit 4, Page 5

- Defects impacting the usability of the entire station will be addressed as soon as staff are notified, with notice posted to riders as soon as possible if resolution is not immediately possible.
- Defective individual docking points will be covered and made inaccessible to riders the same day that notice is received. Repairs will be completed within one week of discovery.

Monthly Exceptions: None

S.E.5 - Website and Mobile Application Functionality

Description: Functionality issues with the website and/or mobile application will be addressed immediately upon notice. If there is an impact to riders, they will be notified through social media and/or email communications.

Monthly Exceptions: None

S.E.6 - Rider Safety

Description: Incident reports will be created for all reported rider incidents and will be available for review, upon request. In the event of an emergency or 911 reported incident, WE-cycle will notify the RFTA CEO within 24 hours by calling 970-319-8560 and e-mailing dblankenship@rfta.com.

Monthly Exceptions: None

S.E.7 - Sustainability

Description: All stations are 100% solar powered. All rebalancing and maintenance will be done with electric vehicles and electric bikes.

Monthly Exceptions: None

S.E.8 - Equity

Description: Provide bilingual (English and Spanish) communication, customer support, materials, and outreach/programming.

Monthly Exceptions: None

Exhibit 4, Page 6

S.E.9 - Customer Support

Description: WE-cycle will provide customer support 7-days a week from 9am-5pm. All customer support inquiries will be responded to as soon as possible, but no later than 24 hours after the request is received.

Customer Support - Calls			
Numbers and Extensions	Calls	Voicemails	Common Reasons for Call
1 - Sign up & Account Support			
2 - Bike Support			
3 - Sponsorship and Other			
704 - Movimiento en Bici			
Totals			
Customer Support - Website Submissions			
Selected Field	# of Submissions	Common Reasons for Submission	
Feedback for the Team			
Report a Problem			
Problems with my WE-cycle account			
Suggest a Station Location			
Other			



City Council
STAFF REPORT
City of Glenwood Springs
December 7, 2023

Agenda Item:	Joint Work Session with the Downtown Development Authority
Action Requested:	General discussion on direction.
Department:	City Administration
Presented By:	Steve Boyd
Strategic Goals:	Provide Efficient and Responsive City Government Generate Sustainable Economic Development
Background Info:	At the October 17, 2023 Downtown Development Authority meeting, Council liaisons suggested a joint work session to discuss and review Confluence plans from previous years. The goal is to have an educational discussion about past planning efforts, particularly the 2017 Confluence Plan and the 2019 Area Wide Plan, as well as any future direction. Both of the plans are attached to this report for reference.
Issues:	None at this time.
Fiscal Impact:	None at this time.
Legal Review:	N/A
Staff Recommendation:	Staff and the DDA seek input from Council at this time but no formal action is required.

2017 CONFLUENCE REDEVELOPMENT PLAN

Glenwood Springs, Colorado



PROJECT PARTNERS



City of Glenwood Springs
www.ci.glenwood-springs.co.us



Glenwood Springs
Downtown Development Authority
www.glenwoodspringsdda.com



Community Builders
www.communitybuilders.org



studioINSITE
www.studio-insite.com



Van Meter Williams Pollack LLP
www.vmwp.com

ABOUT COMMUNITY BUILDERS

Community Builders (CB) is a non-profit dedicated to helping local leaders create strong and prosperous communities in the American West.

CB provides information, analysis, assistance and trainings to support the many people and organizations working to build better places by aligning their community's planning and economic goals.

The goal of the Community Builders' assistance program is to provide communities with the tools and resources to spark meaningful on-the-ground progress, while building local capacity and creating success stories that inspire and inform other places.

Information about the Community Builders' technical assistance program can be found at:

www.communitybuilders.org/how-we-help/community-assistance

USING THIS REPORT

This technical assistance report is the product of a collaborative effort between the City of Glenwood Springs, the Glenwood Springs Downtown Development Authority, Community Builders, studioINSITE, Van Meter Williams Pollack, and the community.

This report provides strategies for redevelopment of the Confluence area in Glenwood Springs, Colorado. The recommendations in this report were crafted from input from elected and appointed officials, city staff, stakeholders and community members.

Many of the actions identified in this report will necessitate further study, as well as additional collaboration amongst local partners. This report is intended to serve as a guide for moving this effort forward.

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PROJECT BACKGROUND & CONTEXT

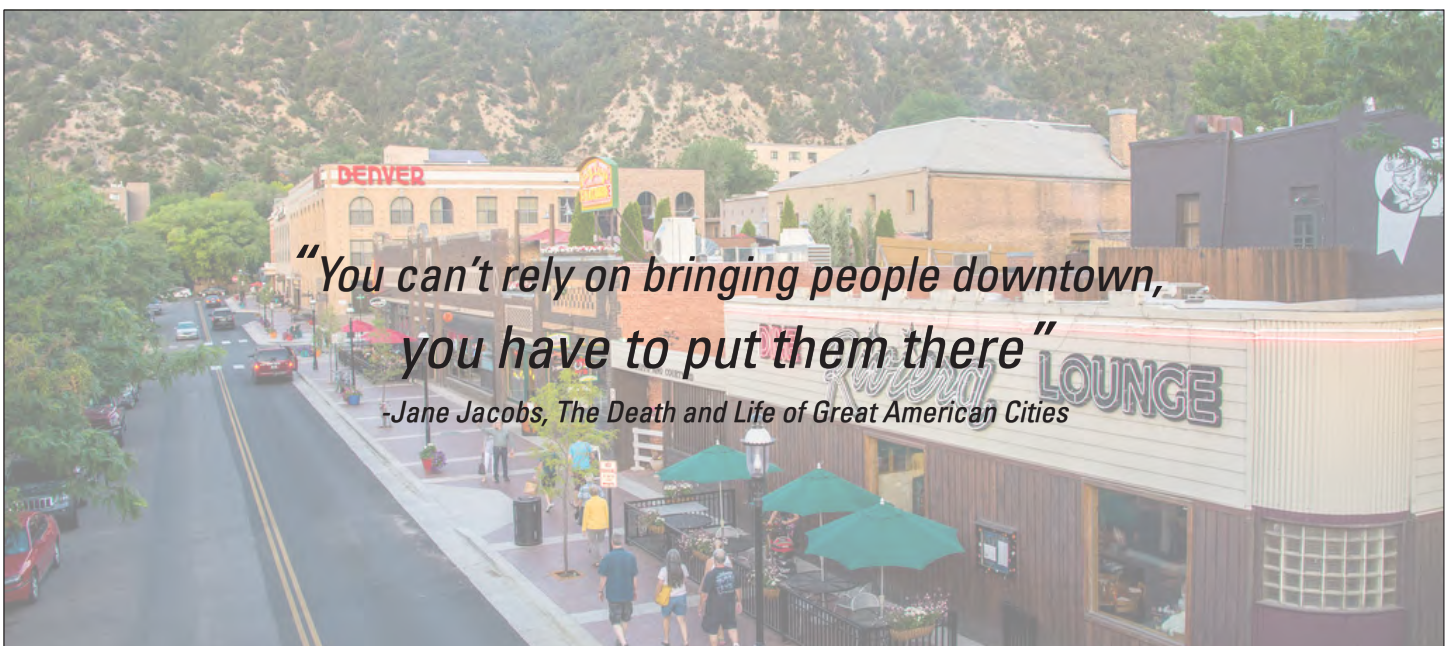
Why Redevelop the Confluence?

Infill development is a strategy for accommodating community growth while making use of existing infrastructure. The Confluence area in Glenwood Springs, Colorado is a prime location for infill development. The Confluence is located adjacent to Glenwood's historic downtown, the Roaring Fork and Colorado rivers, local and regional trail systems, and schools. The area comprises a number of underutilized properties, including the former site of the city's wastewater plant and a number of surface parking lots. Redevelopment of the Confluence presents a tremendous opportunity to further enhance and activate Glenwood's downtown, as well as further integrate two incredible natural amenities (the Roaring Fork and Colorado rivers) with the City.

The Confluence is recognized as an exceptional community asset and the redevelopment opportunities presented by this area have been the focus of a number of previous planning efforts. Recently, the Glenwood Springs Comprehensive Plan (2011) emphasized the need for future growth to be accommodated by growing inward and upward (i.e., infill and redevelopment projects). The Comprehensive Plan identifies the Confluence area as one of the primary opportunities for future growth in the city and as an opportunity to expand the downtown horizontally, enhancing the economic vitality of Glenwood's central business district.

Recognizing recent economic shifts, the City of Glenwood Springs and Downtown Development Authority (DDA) partnered with Community Builders in 2013 to revisit the concepts for the Confluence. Building on the recommendations from previous planning efforts, the Confluence Redevelopment Plan focuses on exploring a fresh approach to the implementation framework and identifying realistic strategies for moving redevelopment efforts forward. This document aims to provide realistic and actionable strategies for achieving higher and better use within the Confluence that complements and adds vitality to Glenwood's historic downtown.

Confluence Planning History



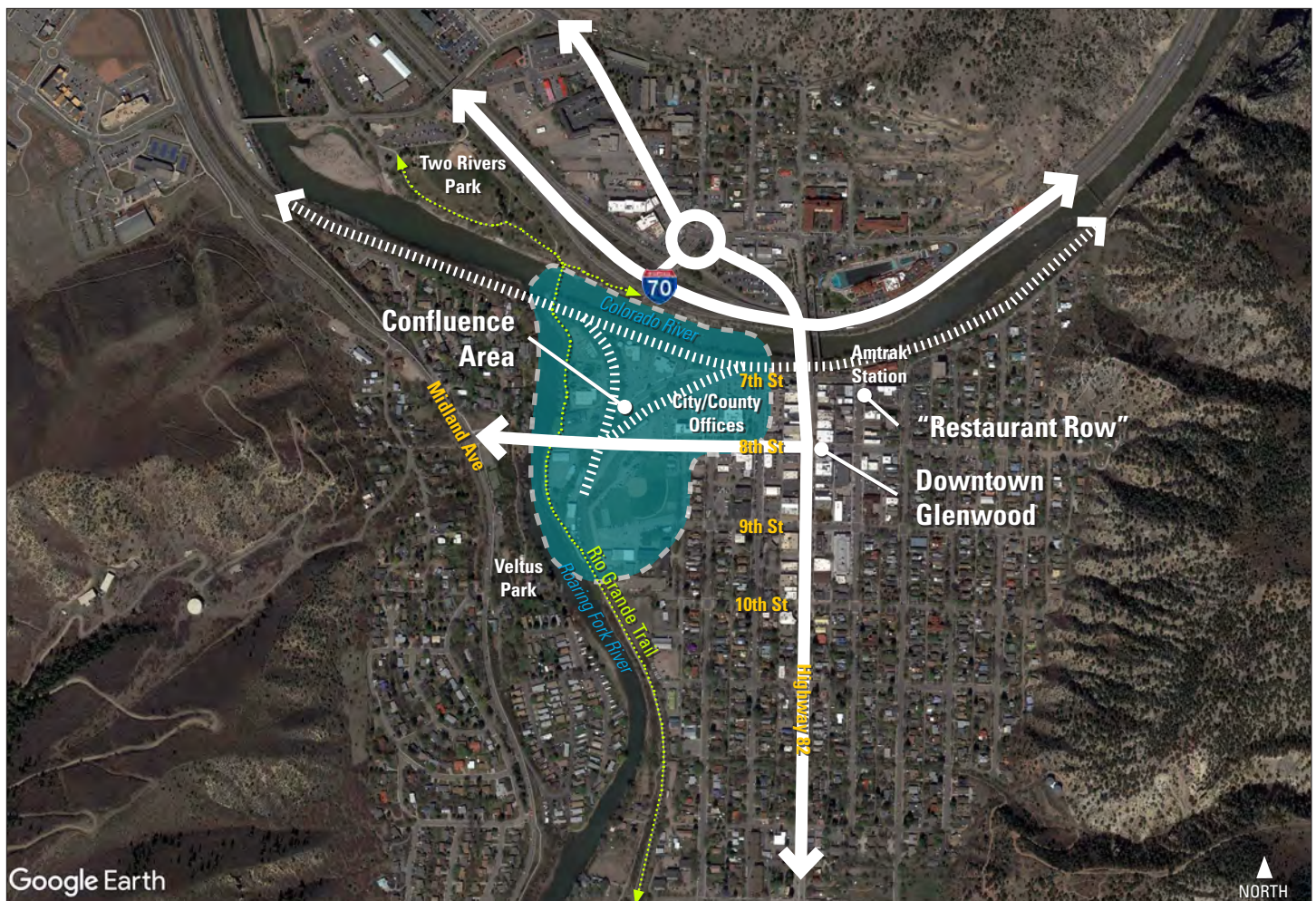
Overview of the Confluence

The Confluence is generally defined as the area bordered by the Colorado River to the north, Colorado Avenue to the east, 9th Street to the south, and the Roaring Fork River to the west. The Confluence sits adjacent to Glenwood's historic downtown and just a few blocks west of Grand Avenue (State Highway 82).

The City of Glenwood and Garfield County own a number of properties within the Confluence (refer to property ownership map in the Appendix). Public property ownership in the Confluence presents exciting opportunities for redevelopment of this part of the city.

Existing land uses within the Confluence include:

- City and county facilities
- Former site of the city's wastewater treatment plant
- Rio Grande Trail
- Vogelaar Park
- Off-street parking lots
- Two Union Pacific Railroad spurs (and related facilities) known as the east and west Wye
- Glenwood Springs Elementary School
- City's wastewater lift station
- Church
- Funeral home
- Storage buildings



Community Engagement

The community engagement process placed strong emphasis on building partnerships among stakeholders. This facilitated a shared understanding of priorities that contributed to the community goals and recommended outcomes.

A number of techniques were employed to facilitate stakeholder and community involvement in crafting a shared vision, goals, design solutions, and implementation steps:

Goal-Setting workshop

The goal-setting workshop was held to identify the public's vision and top priorities (i.e., goals) for redevelopment of the Confluence, as well as to explore the advantages and disadvantages of different redevelopment options.

Urban Design Charrette

The urban design charrette was a three-day event that engaged community members and stakeholders in exploring design concepts for redevelopment of the Confluence.

Community Feedback

Following the urban design charrette, design concepts were "shopped" around to various stakeholder groups to solicit their feedback. The feedback gathered was integrated into a final design workshop where development options were retooled and refined.

Project Advisory Team (PAT)

A Project Advisory Team (PAT) was established to guide the planning process for the Confluence Redevelopment Plan. The PAT comprised representatives from the Downtown Development Authority (DDA), the City of Glenwood Springs, City Council, the Planning and Zoning (PZ) Commission, the River Commission, the Transportation Commission, and the Roaring Fork Transportation (RFTA) Commission.

Project Advisory Team (PAT)

Angela Kincade (RFTA)

David Johnson (RFTA)

Dave Sturges (City Council)

Todd Leahy (City Council)

Kathy Trauger

(PZ / Transportation Commission)

George Wear (PZ)

Mike Blair (PZ)

Leslie Bethel (DDA)

Jodie Collins (DDA)

Jeremy Heiman (River Commission)

Andrew McGregor (City Staff)

Dean Gordon (Citizen)

Urban Design Charrette



Local youth were an important stakeholder group engaged through the Confluence planning effort. Exercises at the urban design charrette were tailored towards youth to understand their vision for future development in the area. Local youth were also given the opportunity to provided the project team with a guided tour of the Confluence.

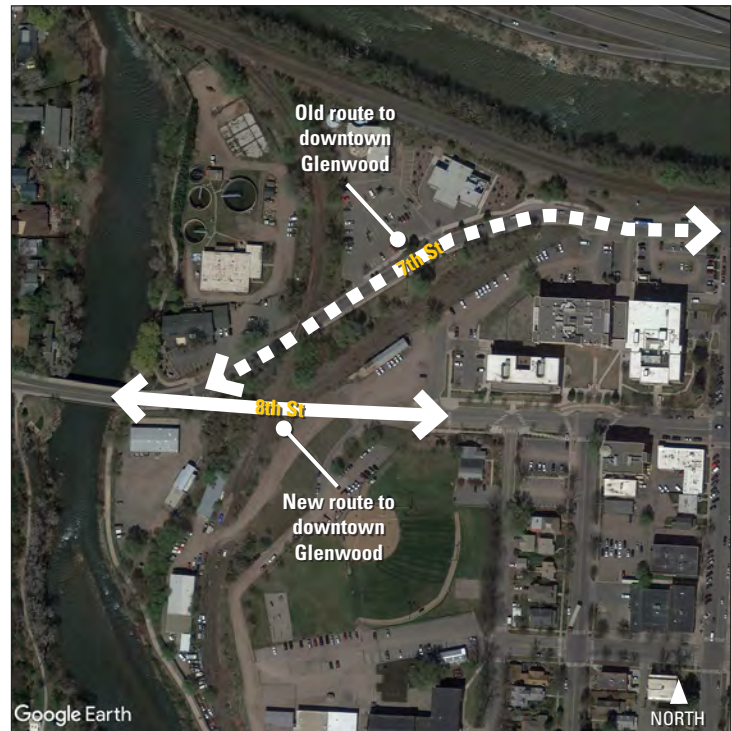
Project Put on Hold

Towards the end of 2013, this planning effort was put on hold due to negotiations between the city and project stakeholders.

During the pause, the following accomplishments were made:

- The 8th Street connection was constructed as part of the new Grand Avenue bridge project.
- Voters approved the Vogelaar Park land swap between the city and RE-1 School District.
- Voters approved the renewal of the A&I Tax, a source of funding for implementation projects.
- The city has made progress, and continues to pursue negotiations with the Roaring Fork Transit Authority (RFTA) and the Union Pacific (UP) Railroad.

8th Street Connection



The 8th Street connection was constructed in conjunction with the new Grand Avenue bridge project. This connection has served as a terrific upgrade to the accessibility of the west side of downtown Glenwood.

COMMUNITY GOALS

The following goals were crafted from community input and vetted by both the public and the Project Advisory Team (PAT). These goals are to be used as the guiding principles for future projects within the Confluence:



Connect to the River

Embrace and enhance the rivers, and improve access and recreation.



Create Connections

Improve circulation and connectivity within the area and to nearby commercial centers, parks, and neighborhoods.



Prioritize the Pedestrian

Design for complete streets to create safe, walkable and bikeable connections within and to the area.



Promote Catalytic Development

Provide a mix of uses and development types to activate the area and create economic vitality.



Authentic Design

Incorporate authentic, visually appealing design that complements the historic character of the downtown.



Create Community Spaces

Design public spaces and facilities where people can gather, relax and recreate.



Complement the Downtown

Encourage uses and amenities that support the downtown.



Expand Housing Choices

Expand and diversify local housing options.

PLACEMAKING FRAMEWORK

Placemaking is rooted in the idea that people are drawn to and form connections with unique and memorable places. The placemaking framework (page 9) describes the “big moves” for achieving the community’s goals for transforming the Confluence into a great place. The framework comprises four key strategies:

① Improve Connectivity

Improve mobility for vehicles, pedestrians and bicyclists by strengthening street and trail connections between the Confluence and downtown Glenwood.

② Redevelop Vogelaar Park

Provide additional downtown housing by transforming Vogelaar Park into a walkable mixed-income neighborhood.

Redevelopment of Vogelaar Park is aimed at achieving a number of community goals, including:

- Create Connections
- Prioritize the Pedestrian
- Promote Catalytic Development
- Complement the Downtown
- Expand Housing Choices

③ Redevelop the Riverfront

Create a destination through redevelopment of the Riverfront with a balanced mix of public spaces and development.

Redevelopment of the Riverfront is aimed at achieving a number of community goals, including:

- Connect to the River
- Promote Catalytic Development
- Complement the Downtown
- Create Community Spaces

④ Redevelop the 7th Street Corridor

Draw visitors and residents to the Confluence through redevelopment and activation of the west 7th Street and Defiance Street corridors.

Redevelopment of the 7th Street Corridor is aimed at achieving a number of community goals, including:

- Create Connections
- Prioritize the Pedestrian
- Promote Catalytic Development
- Create Community Spaces
- Complement the Downtown

Vogelaar Park



Vogelaar Park is sandwiched in between the Glenwood Springs Elementary School, 8th Street, School Street and the west leg of the Wye. Redevelopment of Vogelaar Park presents an opportunity to bring a mix of new housing options to Glenwood’s downtown area.

The Riverfront



A growing number of communities are finding ways to better integrate rivers that are within, or adjacent to, the town/city. Redevelopment of Glenwood’s riverfront serves as an opportunity to better integrate the Roaring Fork and Colorado rivers with the downtown.

7th Street Corridor



7th Street serves as the primary route from Glenwood’s “Restaurant Row” and the Amtrak Station to the Confluence. Redevelopment along 7th Street will play a key role in activating the corridor and drawing activity to the Riverfront.





STRATEGY 1: IMPROVE CONNECTIVITY

Many of the city's long-standing transportation challenges have been exacerbated by a lack of connectivity, particularly east to west, which has placed greater pressure on a small number of major arterial facilities, including Grand Avenue (State Highway 82) and Midland Avenue. Redevelopment of the Confluence provides opportunities to improve connectivity in the downtown, where the city's traffic challenges have been the most difficult over the years. It is essential that the Confluence street network be designed to mitigate those challenges, not exacerbate them.

The success of the Confluence relies on creating safe, multi-modal connections that provide access and mobility to, from and through the area. In addition to improving accessibility and mobility, multi-modal street connectivity will help to disperse downtown traffic and provide opportunities to increase the city's on-street parking supply.

Redevelopment of the Confluence will better integrate the Rio Grande Trail system into the downtown, creating opportunities to both leverage and enhance this regional asset. Better integration of the trail system will improve safety and mobility for pedestrians and bicyclists traveling between downtown and Glenwood's river frontage.

The Confluence is within a downtown setting and streets need to be designed accordingly. Street design needs to accommodate vehicles while also supporting pedestrian and bicycle activity and incorporate public transit facilities where appropriate.

Recommendations for improving connectivity include:

- Enhance 8th Street
- Enhance School Street
- Integrate Connected Street Network into Vogelaar Park Redevelopment
- Enhance 7th Street
- Construct the Defiance Avenue Connection
- Create New Rio Grande Trail Connections

Enhanced Street Network



Redevelopment of the Confluence presents a number of opportunities to improve street and trail connectivity in Glenwood's downtown. With redevelopment comes opportunities to enhance existing streetscapes. These enhancements should serve to bolster the unique character of this part of the city.

Conceptual Confluence Connectivity Diagram



With redevelopment of the Confluence come a number of opportunities to enhance the downtown street grid, as well as improve pedestrian and bicycle movement between the Rio Grande Trail and downtown Glenwood. The diagram above depicts concepts for key street and trail connections identified for the Confluence.

Enhance 8th Street

Design as a Multi-Modal Downtown Street:

8th Street's new role in the downtown street system brings with it the pressures of accommodating greater traffic volumes. It is recommended that 8th Street continue to be viewed as a downtown street and not as a suburban arterial with a sole focus on quick and efficient movement of vehicles.

Wide sidewalks, on-street parking, street trees, and pedestrian scaled street lighting are design elements that should be incorporated into the streetscape to maintain the downtown character of 8th Street.

The 4-way stop at 8th and Colorado Avenue and the traffic light at 8th and Grand Avenue control the through capacity of 8th Street. Therefore, 8th Street's lane widths do not need to be designed to accommodate continuous traffic flows. This presents an opportunity to explore a narrow lane configuration for 8th Street (west of Colorado Avenue) that slows traffic speeds and fosters a pedestrian friendly environment along the corridor.

The recommended cross section for 8th Street (west of School Street) is:

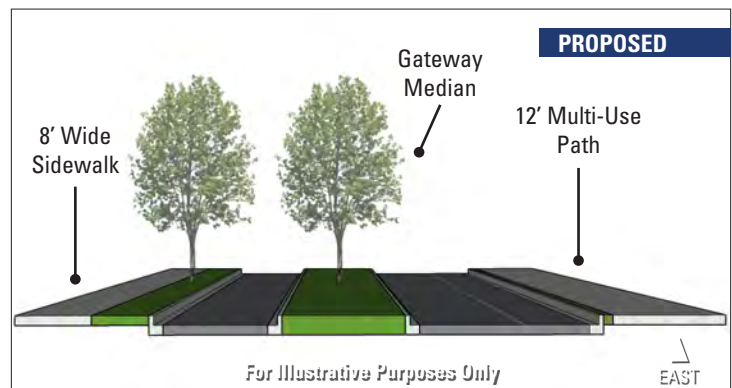
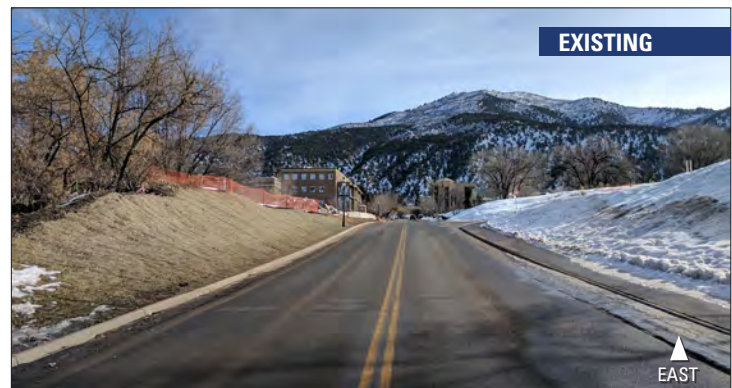
- 2 - 11' wide travel lanes
- 2 - 1.5' wide curb and gutter sections
- 1 - 16' median (includes 2 - 1.5' wide curb and gutter sections)
- 2 - varying width landscaping strips*
- *6' wide landscape strips recommended where feasible
- 1 - 7' wide parallel parking lane (where feasible)
- *With 1' wide gutter pan, parking lane width is 8'
- 1 - 12' wide multi-use path
- 1 - 8' wide sidewalk

Total width needed: 75'

Create a Western Gateway to the Downtown:

8th Street has become the primary route from Midland Avenue into the downtown and now serves as the western gateway to downtown Glenwood. It is recommended that additional streetscape elements be incorporated into 8th Street to further define it as a downtown gateway. A median with landscaping, public art and/or streetscape lighting can create a visual cue to people that they are entering the downtown. The median also serves to slow traffic speeds by narrowing the perceived width of the street. Integration of pedestrian crossings (where appropriate) with the median is recommended to provide refuge islands for pedestrians crossing the street.

Multi-Modal Downtown Street



The new 8th Street connection presents a number of opportunities to improve connectivity and enhance the aesthetics of the western entrance to the downtown. A 12' wide multi-use path is recommended along the south side of 8th Street to provide a pedestrian/bicycle connection between the Rio Grande Trail, the Confluence and downtown Glenwood.

Downtown Gateway



A median with landscaping, public art and/or streetscape lighting serves as a visual cue to people that they are entering a unique place (ex. a downtown). The median shown above serves as a gateway for downtown Golden, Colorado.

Enhance 7th Street

Create a Unique and Active 7th Street Corridor:

The Downtown Development Authority (DDA) and city are currently working on streetscape enhancements along 7th Street between Colorado Avenue and Blake Avenue. Please refer to the streetscape illustration below:



The 7th Street cross section depicted above is designed for pedestrian activity. While the cross section does include some on-street parking, the amount of space allocated to parked vehicles is limited. West of Colorado Avenue, the design of 7th Street will need to maintain a focus on pedestrians to encourage pedestrian movement between downtown and the Confluence.

Elements of the above streetscape should be continued along 7th Street and tie into the proposed public space/plaza in Riverfront North. This will create a strong visual connection between downtown and the Confluence. A unique streetscape along the entirety of 7th Street will be a key component of activating the corridor.

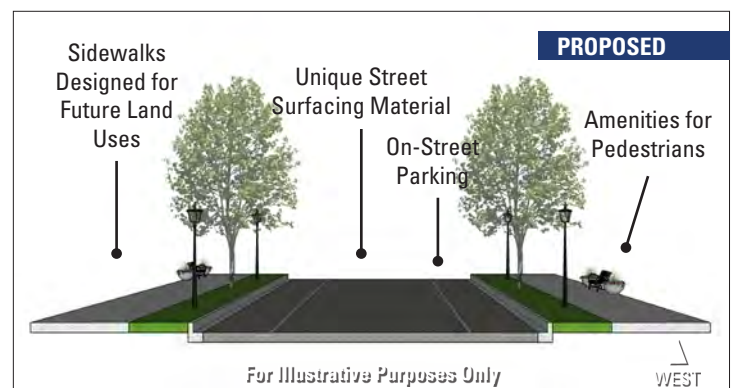
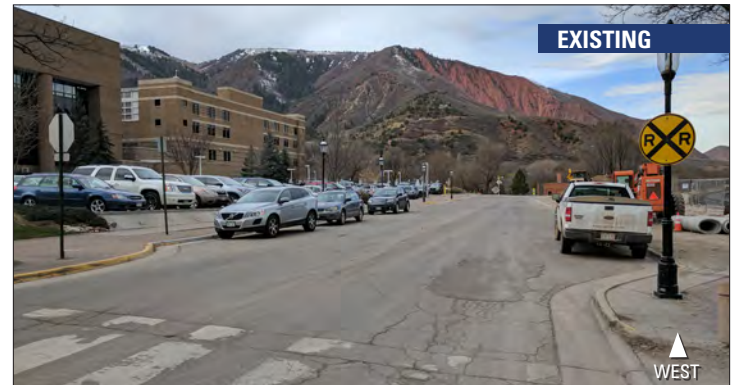
Design considerations for 7th Street, west of Colorado Avenue, include:

- Sidewalks with widths that support both pedestrian activity and future land uses
- Amenities for pedestrians, including: street trees, benches and pedestrian scaled street lighting
- Narrow travel lane widths to maintain slow traffic speeds
- On-street parking (where appropriate)

Create a Downtown-Confluence Alley Connection:

The Conceptual Connectivity Diagram (page 11) depicts the opportunity to create an alley connection between the downtown and the Confluence. This alley will further enhance connectivity in the downtown and the Confluence, as well as provide a secondary access to properties in this area. Further study is recommended.

Bring Activity to the Confluence



With the construction of the 8th Street connection, the character of 7th Street has undergone a dramatic change. Once the western access to downtown and a very busy street, 7th has become a quiet street with most traffic now on 8th Street. This transformation presents both opportunities and challenges when it comes to activating the Confluence.

Construct the Defiance Avenue Connection

Connect 8th and 7th Street:

Defiance Avenue currently serves as an access to off-street surface parking for city and county facilities. While the existing drive aisle for these parking lots does connect 8th Street and 7th Street, it is not a formal street connection.

It is recommended that a street connection between 8th Street and 7th Street be constructed, generally along the existing alignment of Defiance Avenue. This connection will enhance connectivity of the downtown street grid and bring activity to the 7th Street corridor.

Create Space for New Development Opportunities:

Careful consideration will need to be given to the alignment of the Defiance Avenue connection to ensure that adequate space for future development is provided on both the west and east side of the street.

Design as a Multi-Modal Downtown Street:

Defiance Avenue needs to function as a multi-modal downtown street that encourages pedestrian movement between 8th and 7th Street and supports future land uses along the street.

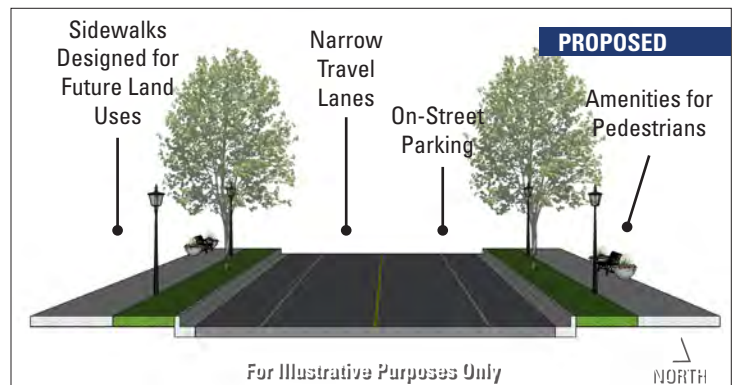
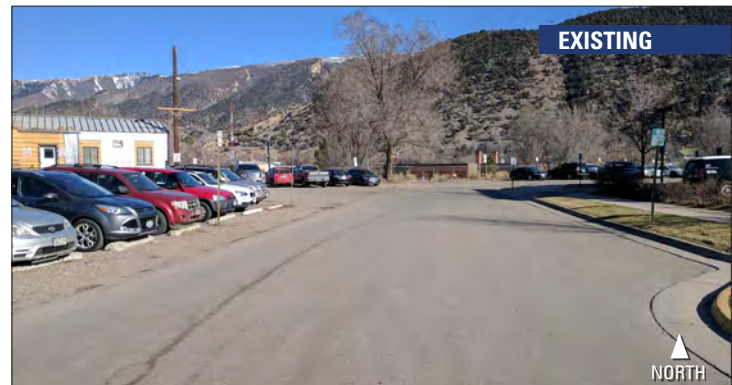
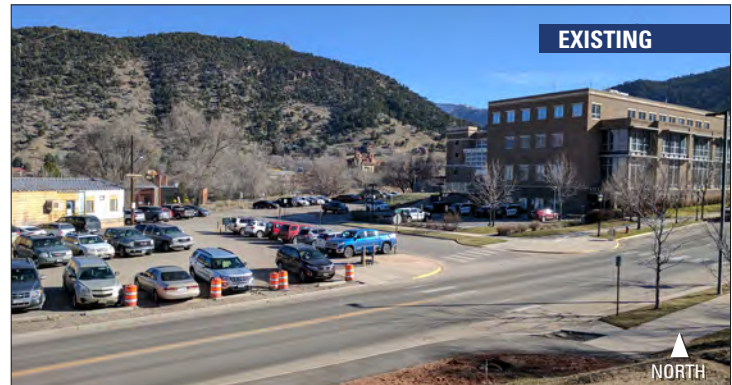
Design considerations for Defiance Avenue include:

- Sidewalks with widths that support both pedestrian activity and future land uses
- Amenities for pedestrians, including: street trees, benches and pedestrian scaled street lighting
- Narrow travel lane widths to maintain slow traffic speeds
- On-street parking

Explore Vogelaar Park Street Connection:

With redevelopment of Vogelaar Park there may be an opportunity to build a street connection between Defiance Avenue and the streets in the Vogelaar Park neighborhood. Existing grades along the south side of 8th Street do present challenges to construction of this connection. In addition, this street connection may impact redevelopment options for Vogelaar Park. Further study is recommended.

Multi-Modal Downtown Street



When connected to 7th Street, Defiance Avenue will serve as a primary route for pedestrians, bicyclists and vehicles into the Confluence and downtown Glenwood. The design considerations for the Defiance Avenue connection are intended to provide comfortable and convenient access for a variety of modes of transportation, as well as support future land uses along the street.

Enhance School Street

Provide Safer Access to Elementary School:

While School Street is configured for two-way traffic and on-street parking, its character resembles that of an alley, more so than a street. There is a discontinuous section of sidewalk in front of the Elementary School and the “alley-side” of Pitkin Avenue properties front along the east side of the street. The existing street configuration presents some challenges for the Glenwood Springs Elementary School, particularly safety of children walking to school and traffic circulation during parent pick-up and drop-off.

Redevelopment of Vogelaar Park presents an opportunity to improve the multi-modal function of School Street through the addition of a wider, continuous sidewalk along the west side of the street. The existing on-street parking along the west side of School Street should be maintained to buffer pedestrians, especially school children, from traffic.

Support Redevelopment of Vogelaar Park:

Enhancements to School Street will help to unlock the redevelopment potential of Vogelaar Park. School Street will serve as one of the primary access routes for this future neighborhood.

The recommended cross section for School Street is:

2 - 10' wide travel lanes

1 - 1.5' wide curb and gutter sections

1 - 7' parallel parking lane*

**With 1' wide gutter pan, parking lane width is 8'*

1 - 9' parallel parking lane (where feasible)*

**Parallel parking should be added to the east side of School Street, where feasible, to increase the on-street parking supply.*

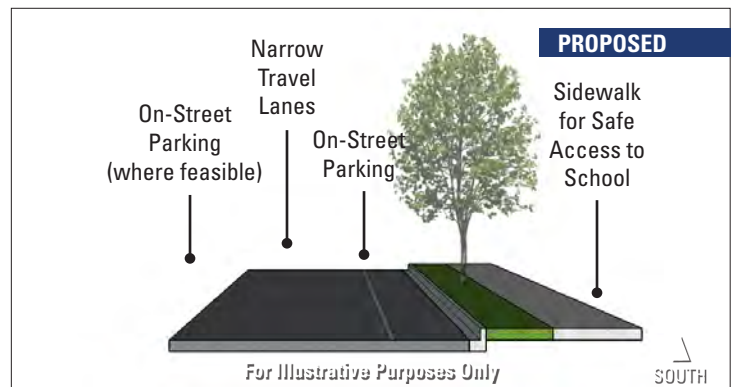
1 - 6' wide landscape strip along west side of School Street

1 - 8' wide sidewalk along west side of School Street

Total width needed: 42.5' - 51.5'

One of the constraints for the recommended School Street enhancements is the limited right-of-way (40' max.) that is currently available for the street. With redevelopment of Vogelaar Park, opportunities to provide additional right-of-way should be explored to enable construction of the recommended cross section.

Safer Route to School



The recommended School Street cross section is intended to improve safety and access for children traveling to the Glenwood Springs Elementary School. The recommended cross section also works to support future redevelopment of Vogelaar Park.

Integrate Connected Street Network into Vogelaar Park Redevelopment

Create Streets that Encourage Walking:

Vogelaar Park is envisioned as a walkable neighborhood and streets within the neighborhood should be designed to prioritize pedestrian comfort and movement.

Narrow travel lanes, on-street parking, sidewalks, and pedestrian scaled lighting are elements that should be incorporated into the street design.

Two neighborhood street concepts have been developed for Vogelaar Park. These concepts should be explored further as redevelopment for Vogelaar Park becomes better defined:

Concept A: This concept focuses on creating narrow neighborhood streets in order to maximize land available for redevelopment. Attached neighborhood sidewalks limit opportunities for landscaping between the sidewalk and the street. This helps to keep the overall street width to a minimum but limits greenery along the street corridor. Street trees could be planted along the adjacent property to enhance the aesthetics of neighborhood streets.

Given the limited landscaping along the street, space for snow storage will need to be considered.

Concept B: This concept also focuses on creating narrow neighborhood street but integrates space for landscaping and street trees by incorporating detached sidewalks. This results in a wider cross section that reduces the amount of land in the neighborhood available for development. However, the landscaping along the street improves aesthetics and provides space for snow storage.

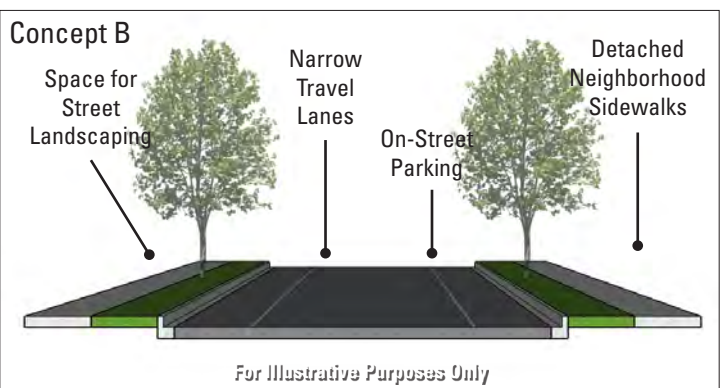
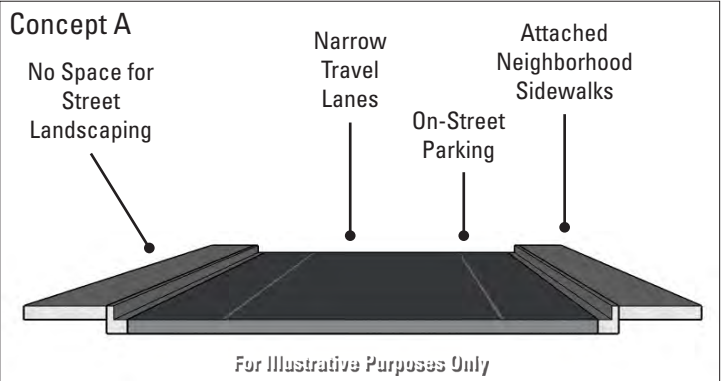
Create a Well-Connected Street System:

The neighborhood street system should be designed as a grid with a number of connections to the existing downtown street grid. This type of street system will provide residents and visitors with a number of options for moving into and out of the neighborhood.

Streets for Pedestrians



Narrow neighborhood streets provide a number of benefits, including slower traffic speeds, a more comfortable environment for pedestrians and bicyclists, less infrastructure to maintain, and more land within the neighborhood for development. The street above is a nice example of a narrow neighborhood street in the Pearl District in Denver, Colorado.



Streets within the future Vogelaar Park neighborhood should be designed to prioritize the comfort of pedestrians and bicyclists. While streets also need to accommodate vehicles, design preference should not be given to them. On-street parking is an important design element. While the street sections above depict parallel parking, diagonal parking and perpendicular parking (i.e., head in parking) should be explored. Diagonal and perpendicular on-street parking would increase on-street parking capacity but would also increase the width of the street.

Create New Rio Grande Trail Connections

Strengthen Connections between the Rio Grande Trail and Downtown Glenwood:

Improved connectivity between the Rio Grande Trail, the Confluence and the downtown will facilitate pedestrian and cyclist movement among these areas. Trail connections will foster greater activity in the Confluence and downtown.

It is recommended that the following trail connections be made:

Vogelaar Park Trail Connection: A trail connection between the Rio Grande Trail and 8th Street through the Vogelaar Park neighborhood.

8th Street Trail Connection: A trail connection between the Rio Grande Trail and the multi-use path along 8th Street.

7th Street Trail Connection: A trail connection between the Rio Grande Trail, Riverfront North and 7th Street.

Connect to Future River Activity Area:

A future river activity area has been identified on the Colorado River, just north of the 7th Street corridor. It is recommended that a trail connection between the Rio Grande Trail and this activity area be made. This connection will enable river users to access the river via the Riverfront North area, bringing additional activity to the Confluence.

Opportunities to continue this trail connection to the east and connect to the downtown should be explored.

A trail along the south bank of the Colorado River will necessitate discussions with Union Pacific Railroad.

Create Trail Connections



The Rio Grande Trail is a unique amenity paralleling the western edge of the Confluence. There are a number of locations where new trail connections should be constructed to better integrate the Rio Grande Trail with the Confluence and downtown Glenwood.



STRATEGY 2: REDEVELOP VOGELAAR PARK

Glenwood Springs is geographically constrained. There are few areas to create new neighborhoods and increase the number of housing units within existing city limits, particularly in close-in locations where demand is highest. Vogelaar Park represents one of those few areas.

Housing affordability has become a top challenge for the city. Responding to this challenge, Vogelaar Park is envisioned as a walkable, mixed-income neighborhood that will add much needed housing stock and diversity to downtown Glenwood.

Vogelaar Park is a small, roughly 6.1-acres site. Careful consideration will need to be given to a site design that uses the property in an efficient manner and achieves community goals.

Create a mixed-income neighborhood:

Redevelopment of Vogelaar Park is aimed at bringing a diverse range of housing units to downtown Glenwood. Unit diversity is essential for enabling a wider range of income levels to find a suitable home. Public ownership of Vogelaar Park presents an opportunity to reduce development costs and provide housing options at costs that may not otherwise be feasible.

Blend New Development with Existing Neighborhood:

Concerns have been raised about the integration of new development with the existing neighborhood surrounding Vogelaar Park. Development of Vogelaar Park will need to be designed to complement the character of the surrounding neighborhood.

4-stories is an appropriate maximum height for new buildings. However, the scale of buildings along the eastern and southern edges of Vogelaar Park need to be sensitive to the context of the existing neighborhood and Glenwood Springs Elementary School.

Additional Downtown Housing Options



New development along the eastern edge of Vogelaar Park will need to be designed at a scale that is complementary to the scale of the existing neighborhood along Pitkin Avenue.

Neighborhood Layout Examples:

Four example neighborhood layouts have been developed (pages 21-24) to depict redevelopment of Vogelaar Park in a manner that achieves community objectives. The layouts were created using the development typologies shown to the right. These development types were selected based on the compatibility of their scale with the community's vision for Vogelaar Park. The layouts depict **conceptual ideas**. Actual redevelopment of Vogelaar Park may differ from the concepts shown.

A number of design elements are common among the neighborhood layouts, including a street grid with multiple connections to the existing downtown grid, on-street parking, and smaller scale buildings along School Street and 9th Street.

Parking ratios were kept to a minimum in an attempt to maximize land available for development. The parking ratios used for each layout are described below:

Example A: Off-street parking for apartments, micro-units, and fourplex units has been provided at a ratio of one (1) space per unit. Off-street parking for townhomes has been provided at a ratio of two (2) spaces per unit, with the exception of townhomes along Defiance Ave that have no off-street parking.

Example B: Off-street parking for apartments (including those in the mixed-use building), micro-units and fourplex units has been provided at a ratio of one (1) space per unit. Off-street parking for townhomes has been provided at a ratio of two (2) spaces per unit. Some use of on-street parking is needed for parking for micro-units and fourplex units.

Example C: Off-street parking for apartments (including those in the mixed-use building) has been provided at a ratio of one (1) space per unit. Off-street parking for townhomes has been provided at a ratio of two (2) spaces per unit, with the exception of the townhomes along Defiance Avenue that just have one (1) garage space per unit.

Example D: Off-street parking for apartments (including those in the mixed-use building), micro-units, fourplex units has been provided at a ratio of one (1) space per unit. These spaces are located in a shared, single level parking structure (with approx. 150 spaces) beneath the neighborhood with access from 8th Street. Off-street parking for townhomes has been provided at a ratio of two (2) spaces per unit.

Adjusting these ratios up or down will impact the development potential of Vogelaar Park. Use of minimum off-street parking ratios will necessitate a neighborhood parking management plan.

Example Development Typologies

Building Elevation	Description
	Keator Grove Fourplex (Carbondale, CO) Building Dimensions (approx.): 60'(L) x 50' (W)
	Eagle Ranch Townhomes (Eagle, CO) Building Dimensions (approx.): 70'(L) x 25' (W)
	Holiday Neighborhood Townhomes (Boulder, CO) Building Dimensions (approx.): 50'(L) x 20' (W)
	Small Apartment Building (Eagle, CO) Building Dimensions (approx.): 110'(L) x 65' (W)
	Small Apartment Building (Denver, CO) Building Dimensions (approx.): 110'(L) x 65' (W)
	Highland Neighborhood Townhomes (Denver, CO) Building Dimensions (approx.): 140'(L) x 35' (W)
	Mixed-Use Building with 1st Level Parking Garage (Denver, CO) Building Dimensions (approx.): 90'(L) x 40' (W)
	Mixed-Use Building with Tuck-Under Parking (Eagle, CO) Building Dimensions (approx.): 100'(L) x 50' (W)
	Micro-Unit Building (Seattle, WA) Building Dimensions (approx.): 50'(L) x 25' (W)
	Small Duplex (Denver, CO) Building Dimensions (approx.): 30'(L) x 20' (W)

Example Vogelaar Park Neighborhood Layouts



The development typologies used to create these four example neighborhood layouts are provided on the page 19. These typologies were selected based on the appropriateness of their scale in relation to the community's vision for Vogelaar Park. The approximate dimensions of these buildings were used to determine the spatial layout for each example. It should be noted that this is a limited selection of development types and there maybe other typologies that are well suited for Vogelaar Park.



For Illustrative Purposes Only







Activate the 8th Street Corridor:

The interface between Vogelaar Park and 8th Street is an important element of the Confluence. Grades along the northern edge of Vogelaar Park (southern edge of 8th Street) present an opportunity to activate 8th Street by bringing a sub-level of new buildings down to the grade of the street.

The grade difference also presents an opportunity to reduce the off-street parking needs by constructing structured parking beneath the site. Structured parking facilities would be accessed from 8th Street. The illustration to the right depicts how this might be achieved.

Neighborhood Commercial:

Integration of a limited amount of neighborhood commercial may be appropriate with redevelopment of Vogelaar Park. The need for additional commercial space should be carefully studied to ensure that it complements development in other Confluence districts, as well as the downtown.

Explore Integration of a Transit Center:

The location for a possible transit center in Vogelaar Park is identified on the Placemaking Framework (page 9). The proximity of this site to the railroad presents the opportunity to provide a station for commuter rail, if/when a commuter train comes to the Roaring Fork Valley.

Additionally, if bus service were routed along the Rio Grande Trail corridor a transit station at this site would be well positioned for that.

Further study is recommended.

Activate 8th Street



The change in grade along the northern edge of Vogelaar Park (i.e., southern edge of 8th Street) presents the opportunity to add a sub-level to buildings. This sub-level brings the building down to the same level as 8th Street, which creates opportunities to activate 8th Street and provide underground parking for development in Vogelaar Park.

A potential drawback of omitting this sub-level is that buildings may appear to tower over 8th Street if the 1st level of buildings are at the same elevation as Vogelaar Park.

Neighborhood Commercial



A coffee shop is a good example of neighborhood serving commercial. Neighborhood commercial is intended to serve, and be supported by, residents in the surrounding neighborhood. This type of commercial is less reliant on attracting customers from outside of the neighborhood.



STRATEGY 3: REDEVELOP THE RIVERFRONT

Public river frontage in downtown Glenwood is limited due to the railroad and I-70. The Riverfront in the Confluence is one of the few places where public river access exists. The value of this space is well known and has been discussed in many of the previous Confluence planning efforts. The challenge has been identifying the uses that are appropriate for this area in terms of public space, development, amenities, etc.

The Riverfront (approx. 6 acres) comprises two distinct areas, Riverfront North (approx. 4.5 acres) and Riverfront South (approx. 1.5 acres). Riverfront North is the area north of 8th Street whereas Riverfront South is the area south of 8th Street.

Riverfront North:

Riverfront North is perhaps the most important site within the Confluence. It encompasses the confluence of the Roaring Fork and Colorado rivers, as well as the longest stretch of accessible riverfront in the downtown area.

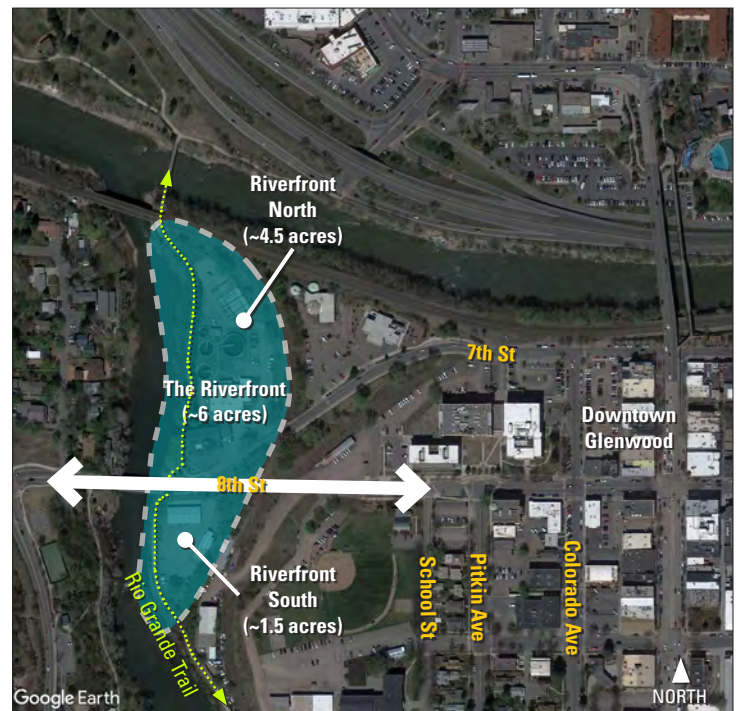
A large portion of Riverfront North is publicly owned. This presents opportunities to pursue public-private partnerships to redevelop the area. A smaller portion of Riverfront North is privately owned and is the site of a funeral home.

The community identified the following objectives for redevelopment of Riverfront North:

Create a Balance of Public Spaces and Development:

A number of concepts have been vetted for the redevelopment of Riverfront North. Some place greater emphasis on public/park space, while others focus more on development of the site. While no consensus has been reached on the details for redeveloping the site, at a high level, it needs to become an active community space that strikes a balance between natural areas, active public spaces and development that brings activity to the Confluence.

Activate the Riverfront



The International Bridge area along Gore Creek in Vail, Colorado exemplifies a river frontage that is activated through a mix of public space and development.

The diagram on page 28 depicts a conceptual idea for how a balance of park space, public space and development might be achieved. The concept depicts a central public space/plaza framed by development. A non-motorized connection beneath the west leg of the Wye connects the plaza with the 7th Street corridor. The river frontage is maintained as a green space to buffer the plaza and development areas from the Roaring Fork River.

The Solaris Plaza in Vail, Colorado is a multi-functional public space that is used for soccer games, concerts, etc. during the summer and an ice rink in the winter. The plaza and adjacent development play off of each other well and provide multiple attractions that draw people and activity to this part of Vail.

Create a Destination:

Convenience based development may struggle in Riverfront North due to limited access and visibility. It is recommended that new development focus on a creating a unique destination that will attract people despite the access and visibility challenges.

Provide Connections and Access to the River:

A connection between the Rio Grande Trail, Riverfront North and the 7th Street corridor is recommended to draw pedestrians and bicyclists into these areas. This connection will also work in the reverse by bring pedestrians and bicyclists from downtown into the Confluence.

Integration of an access trail to the future river activity area on the Colorado River would bring additional activity to Riverfront North. Providing river users with access via Riverfront North would increase activity and visual interest. Opportunities to watch people walking through this type of setting with a kayak on their shoulder or paddle board under their arm are rare.

Riverfront North offers the best public river access in the downtown area. The riverfront should be designed to provide both active and passive areas. An existing beach area could be utilized as place for residents and visitors to actively engage the river (i.e., wade in the river, fish, kayak, etc.). Passive areas should be designed to offer a more natural experience or be designated as areas protected from human activity.

A number of communities (e.g., Golden, Colorado and Salida, Colorado), have struggled with negative impacts to riparian areas in popular river access areas. Careful consideration will need to be given to where public river access is provided and strategies for keeping people out of areas that are to be protected. Planting thick and/or thorny riparian vegetation around sensitive areas can help to protect these areas from human impacts.

Activate the Riverfront



The Solaris Plaza in Vail, Colorado is a successful public space. Bordered by shops and residences, the plaza is a major activity center in the Vail Village. The photograph above depicts the plaza being used as a venue for a slack-lining event at the GoPro Mountain Games.

(Photo by Zach Mahone courtesy Vail Valley Foundation)

Create a Destination



The Surf Château bolsters the unique riverfront destination that has been developed in Buena Vista, Colorado. Located at the far south end of the Town's Main Street, this hotel serves as a popular attraction despite being located off of the beaten path. Creating a unique riverfront destination through a mix of development and park/public space is essential to the success of the Confluence.

Riverfront South:

Riverfront South is a smaller, privately held parcel (approx. 1.5 acres).

Create a Destination:

Similar to Riverfront North, convenience based development may struggle to find success in this location due to limited access and visibility. The size of the site presents a challenge as the space available for new development is limited. On-site parking will likely be necessary as no on-street parking is available in close proximity, which further constrains the land available for development.

Through the community engagement process, a variety of redevelopment options were identified for Riverfront South. However, a preferred option was not identified. Options identified by the community included:

- Housing
- Brewpub
- Park Space
- Nature Park

Redevelopment of Riverfront South will need to work towards creating a destination that activates the Riverfront.

Explore In-Stream and Riverfront Amenities along the Roaring Fork River:

Integration of in-stream and riverfront amenities would contribute to the activation of the Confluence, specifically the Riverfront. Opportunities for in-stream and riverfront amenities should be explored along the Roaring Fork River between Veltus Park and the Confluence.

One of the key's to the Wolcott Yacht Club's (Wolcott, Colorado) success is its proximity to a boat ramp on the Eagle River. The boat ramp brings fishermen, rafters and other river users to this off the beaten path business. Integration of a boat ramp with Riverfront South could help draw additional activity to this part of the Confluence.

Sensitive riparian areas and fish habitat do exist along the portion of the Roaring Fork River between Veltus Park and the Confluence. Further study into appropriate locations for in-stream and riverfront amenities will be necessary.

Create a Destination



Riverfront South is an attractive, privately held site along the Roaring Fork River. The site has limited access and visibility, which present challenges for redevelopment. Redevelopment of the site will need to center around creating a unique destination that brings activity to this part of the Riverfront.



The Wolcott Yacht Club (Wolcott, Colorado) is a business located in a remote location that has achieved success by establishing itself as a unique destination. Riverfront South businesses should consider a similar model in order to find success in the Confluence.



STRATEGY 4: REDEVELOP THE 7TH STREET CORRIDOR

Until recently, 7th Street served as the primary route from Midland Avenue into downtown Glenwood. With construction of the 8th Street connection, the character and function of 7th Street have changed significantly. Traffic volumes, as well as pedestrian and bicycle activity, have declined.

7th Street is a key connection between the downtown and Confluence. The shift in street character and function of present opportunities and challenges in regards to activation of the Confluence.

Redevelopment of the 7th Street corridor will need to occur in a manner that brings people from downtown to the Confluence and vice versa. Key considerations for achieving this outcome include:

Connect 7th Street Corridor with Riverfront North:

There is an opportunity to create both a physical and visual connection between 7th Street and Riverfront North. A slight realignment of 7th Street allows for the street to terminate at the eastern edge of the west leg of the Wye. At this point, the street could transform into a pedestrian walkway that would connect beneath the Wye to the public space/plaza in Riverfront North. Refer to the 7th Street Conceptual Diagram on page 33.

The connection beneath the west leg of the Wye will provide convenient access to the Riverfront and will strengthen the relationship between downtown Glenwood and the Confluence.

A design feature could be integrated into the Riverfront North public space/plaza that would serve as a terminating vista at the western end of 7th Street.

The connection beneath the west leg of the Wye will necessitate further study and discussion with RFTA.

Activate 7th Street



7th Street east of Colorado Avenue (i.e., Restaurant Row) is a vibrant, active corridor. However, west of Colorado Avenue activity along 7th Street drops off significantly. One of the keys to the Confluence's success is activation of the western portion of 7th Street through redevelopment of underutilized properties.

Activate the 7th Street Corridor:

Restaurant Row is a popular downtown destination located along 7th Street between Blake Avenue and Colorado Avenue. West of Colorado Avenue, a number of off-street surface parking lots line 7th Street. Consequently, pedestrian activity along this portion of 7th Street is limited.

To draw activity from Restaurant Row into the Confluence, properties along the 7th Street corridor will need to be redeveloped with uses that invigorate the corridor and give people reasons to travel to the Confluence. Careful consideration will need to be given to how this redevelopment will complement Restaurant Row, not detract from it.

A civic/event facility (e.g., a performing arts center) could bring activity to 7th Street and the Confluence as a whole. This type of facility does not currently exist in Glenwood and could serve as a major draw. Consideration should be given to a multi-functional facility that offers numerous activities throughout the year. The facility should be designed to capitalize on views of the adjacent rivers. Further study is recommended.

Defiance Avenue Connection:

A connection between 8th Street and 7th Street via Defiance Avenue is important for connectivity in the downtown area. This connection will enhance the downtown street grid and improve access to the Confluence.

This connection presents an opportunity to create sites for new development. The street will need to be aligned to provide space on both sides of the street for future development, refer to the diagram page 33.

The Defiance Avenue streetscape will play an important role in supporting future development along the connection. Streetscape design considerations are provided on page 14.

Garfield County has expressed a desire to expand its campus and properties along Defiance Avenue could be used to accommodate this expansion.

Explore Integration of Shared Parking:

Off-street parking lots along 7th Street present a challenge to activating this corridor. These parking lots accommodate parking for city and county facilities, as well as public parking for the downtown. Consolidation of these parking lots into a shared parking structure would free up these properties for redevelopment. A shared parking structure would need to be designed to accommodate these parking needs. Further study is recommended.

Explore Integration of a Civic/Event Facility



The Riverwalk Center in Breckenridge, Colorado is a multifaceted performing arts facility located along the Blue River. The Riverwalk Center serves as a focal point for many of the Town's summer activities and anchors the western end of the Breckenridge Arts District. Integration of a similar type of facility with the 7th Street corridor could serve as a major attraction within the Confluence.

Explore Shared Parking Structure



Consolidation of off-street parking lots into a shared parking structure would free up properties along 7th Street for redevelopment. A shared parking structure would need to be designed to accommodate the parking needs of the county and city facilities, as well as public parking for the Confluence and the downtown. Interestingly, the properties on the north side of the county's facilities are roughly large enough to accommodate a parking structure the same size as the Vail Village parking structure (560' (L) x 130' (W)), which has around 1,200 parking spaces.

The street front facade(s) of a parking structure will need to be designed to activate 7th Street. This could be achieved through creative architecture and/or wrapping the parking structure with spaces for shops, restaurants, a fitness center, etc.

Explore Integration of a Transit Center:

Transit centers are activity centers. Integration of a transit center with the Confluence will bring additional activity to the downtown area. A transit center will also expand options for accessing this part of Glenwood and help reduce the need to drive.

A 2013 study evaluated possible locations for a multi-modal transit center within the Confluence. The study identified two preferred concepts for a transit center. One concept identified a site along 7th Street, adjacent to the City's lift station. The second concept identified a site at the northwest corner of Defiance Street and 8th Street. The site along 8th Street was identified as most preferred due to the complexities associated with acquiring permission from the Union Pacific Railroad to operate at the 7th Street site. If the 7th Street site is not used for a transit or parking facility an alternative use could be residential with parking tucked behind (i.e., parking adjacent to the railroad). The general locations for these sites are shown on the 7th Street Conceptual Diagram on page 33.

The 8th Street site identified would work well with the conceptual street layout for the Confluence. The site could be accessed from 8th Street and/or Defiance Avenue and buses would have convenient access to 8th Street. Transit users would have convenient access to the Confluence, city and county facilities, and the downtown.

In addition to the sites identified in the 2013 study, another possible location for a transit center is the north side of the city and county facilities (page 33). A transit center in this location would offer the following benefits:

- Bring activity to the 7th Street corridor
- Provide convenient access to city and county facilities, the Confluence and the downtown
- Drop passengers off along 7th Street (a street with lower traffic volumes)
- This site presents the opportunity to combine the transit center with a shared parking structure

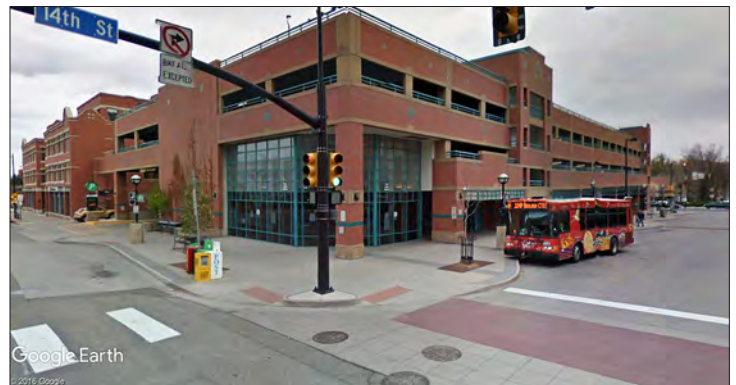
Further study and discussion between the city, Garfield County and RFTA is recommended.

Disguise Parking Structure



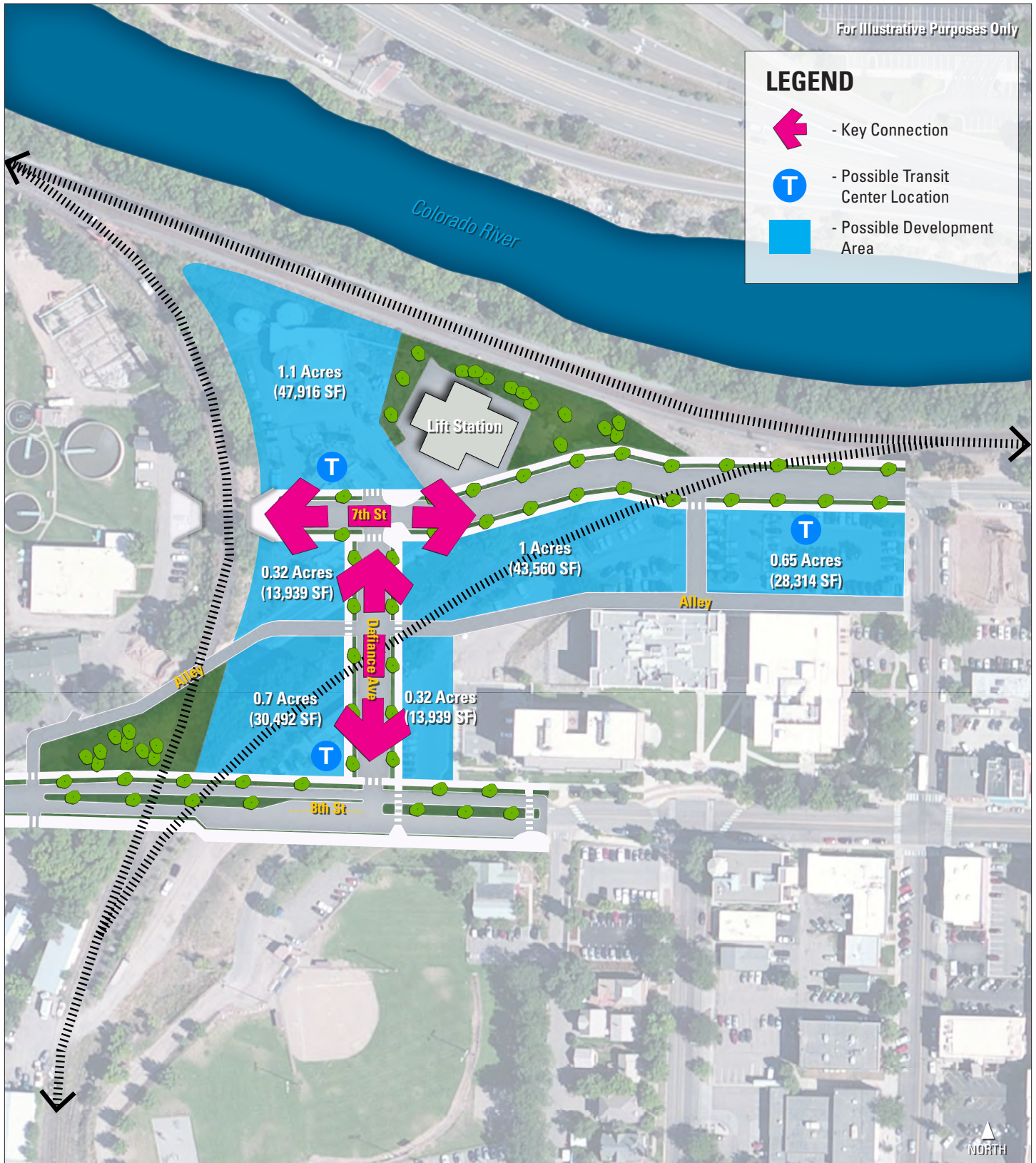
If a parking structure is constructed along the 7th Street corridor, it is recommended that the structure's street frontage be disguised either through architectural treatments or by wrapping the structure with storefronts (i.e., spaces for shops, restaurants, etc.). The downtown parking structure in Bozeman, Montana (shown above) exemplifies a parking structure "wrapped" with retail space to disguise the garage.

Explore Combining Shared Parking with Transit Center



Combining a transit center with a shared parking structure would help to maximize use of the limited amount of land available for development in the Confluence. The capacity of such a facility will need to take into consideration the parking needs of the transit center, as well as the other entities sharing the parking. The downtown transit center in Boulder, Colorado (shown above) is an example of a facility that combines a transit center with a public parking garage.

7th Street Corridor Conceptual Diagram



KEY NEXT STEPS

The community engagement process and this document serve as a foundation for making the community's vision for the Confluence real. Successful implementation will depend upon continued collaboration among city staff, elected and appointed officials, stakeholders and the community. In addition, further investigation into implementation actions may be necessary in order to better understand their specifics.

Key next steps for the city, DDA and other local partners to pursue include:

General:

- ☐ Align the city's land use policies and regulations with the recommendations in this plan.
- ☐ Complete the Brownfields Area-Wide Planning Grant effort.
- ☐ Develop and pursue strategies for acquisition of private property, where needed.
- ☐ Explore parking options for the Confluence:
 1. Engage key partners (ex. Garfield County and RFTA) in discussions about shared parking facilities.
 2. Identify sites for one or more public parking structures (ex. behind the city and county facilities and/or under Vogelaar Park).
 3. Complete a parking study for the Confluence to understand parking needs as they relate to redevelopment goals.
- ☐ Coordinate with RFTA on the potential transit center locations and Rio Grande Trail connections identified in this plan.

Strategy 1: Improve Connectivity

- ☐ Review & update Glenwood's Street Master Plan to reflect the recommendations in this plan.
- ☐ Acquire the right-of-way for the east leg of the Wye.
- ☐ Revise easement with RFTA to allow for current grade of 8th Street to be maintained.
- ☐ Explore the feasibility of connecting the alley between downtown Glenwood and the Confluence.

Strategy 2: Redevelop Vogelaar Park

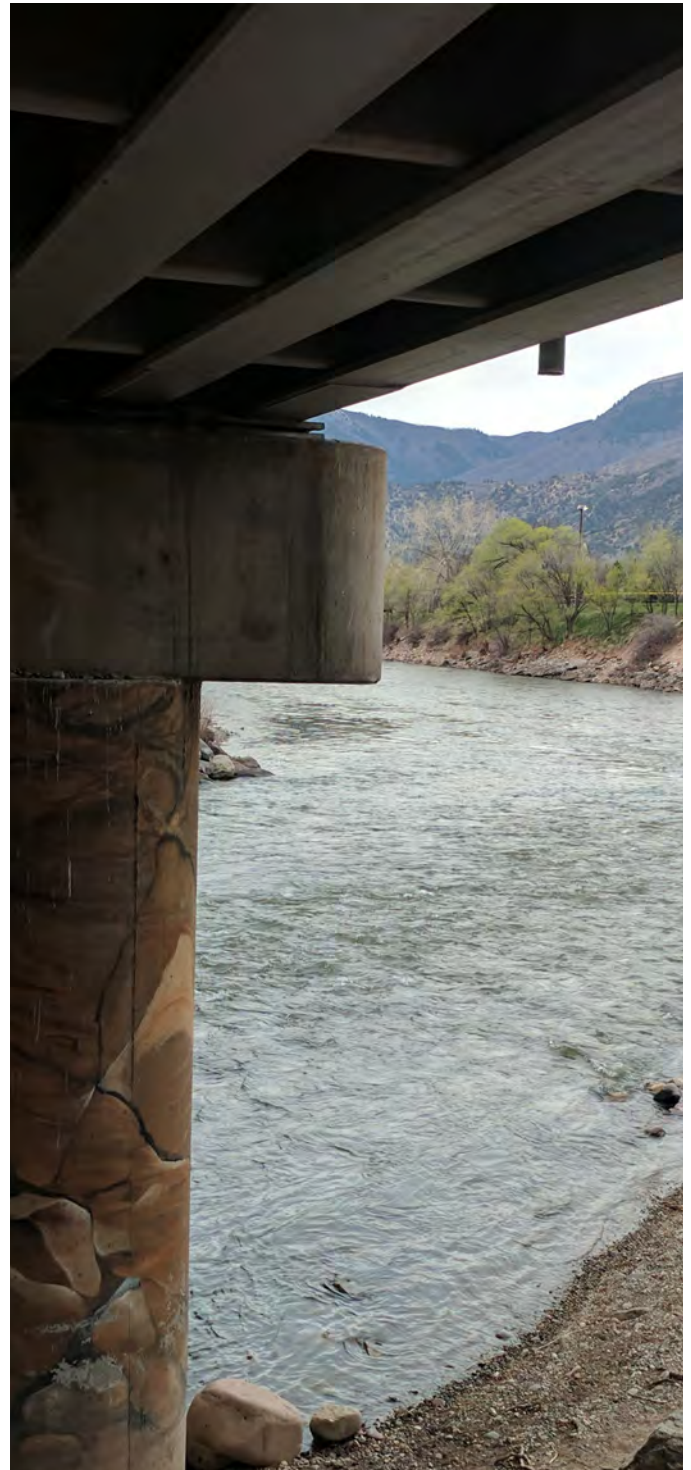
- ☐ Develop and issue a Request for Proposal (RFP) for redevelopment of Vogelaar Park. It is anticipated that this task will be addressed through the Brownfields Area-Wide Planning Grant effort.

Strategy 3: Redevelop the Riverfront

- ☐ Engage key stakeholders including, the River/Parks and Recreation Commission, Colorado Parks and Wildlife, and river users in discussions about the river activity areas identified in this plan.
- ☐ Develop and issue a Request for Proposal (RFP) for redevelopment of Riverfront North, the outcome of which will be a detailed site plan that clearly defines acreages for public park space, plaza space and development areas. Consideration will need to be given to programming of public spaces to help with the activation of this part of the Confluence.

Strategy 4: Redevelop the 7th Street Corridor

- ☐ Engage property owners and stakeholders in discussions about redevelopment concepts for 7th Street. These discussions will serve to educate property owners and stakeholders about the redevelopment concepts, as well as serve as an opportunity for these groups to provide feedback.
- ☐ Engage property owners and stakeholders to identify specific uses and site design characteristics for properties along 7th Street and Defiance Avenue that achieve the objectives identified in this plan.
- ☐ Develop detailed street designs for 7th Street and Defiance Avenue that achieve the objectives identified in this plan.

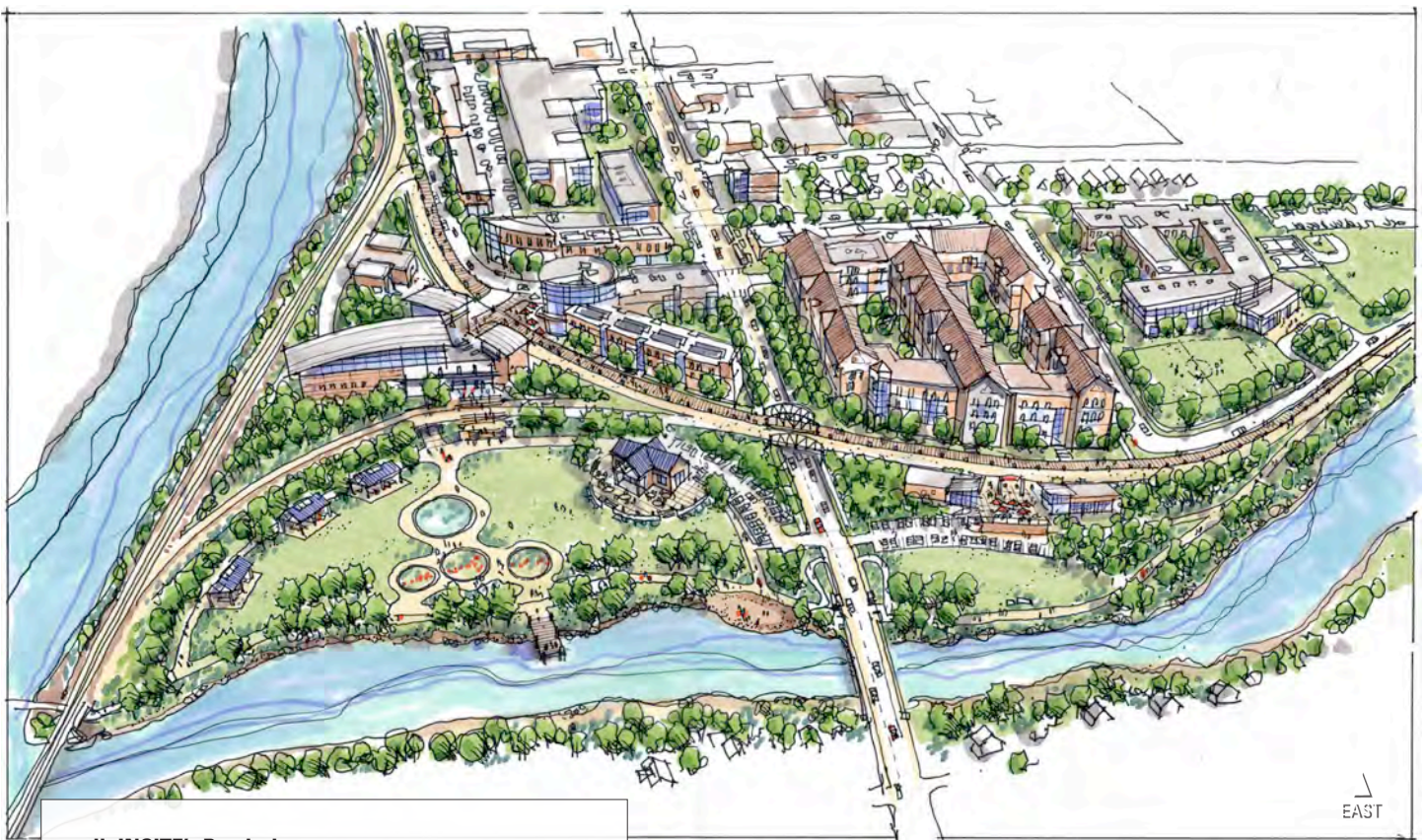


APPENDIX



CONFLUENCE RENDERINGS

The urban design charrette convened in 2013 uncovered differing community views on the amount of development desired in the Confluence, most notably in the Riverfront and Vogelaar Park areas. As such, renderings were created to demonstrate a variety of redevelopment concepts. Those renderings, and descriptions for each, are included on the following pages.



studioINSITE's Rendering:

This rendering depicts little development along the riverfront and shows its primary use as a park space, with a concessionaire or restaurant on the site. Above, an event space is shown that could feed directly into the riverfront area. The Vogelaar Park site is shown with high density housing as a large multi-family condominium or apartment building.



Van Meter Williams Pollack's Rendering #1:

This rendering depicts more development and less green space along the riverfront. The building depicted could be mixed-use, housing or a boutique hotel. The Vogelaar Park site shows a mix of housing types, with the densest housing, a multi-family condominium or apartment building, shown fronting 8th Street, and tapering off in density closer to the school with townhomes and rowhomes.



GLENWOOD SPRINGS CONFLUENCE | SITE PLAN [OPT 1]

GLENWOOD SPRINGS, CO | APRIL 2014 | SONORAN INSTITUTE: WESTERN COLORADO #1305

**VAN METER
WILLIAMS
POLLACK**



Van Meter Williams Pollack's Rendering #2:

This rendering is a blend of the previous two, showing light development and mostly park space along the riverfront, and a less dense development program for the Vogelaar Park site, including a mix of apartment, rowhome and townhome buildings.

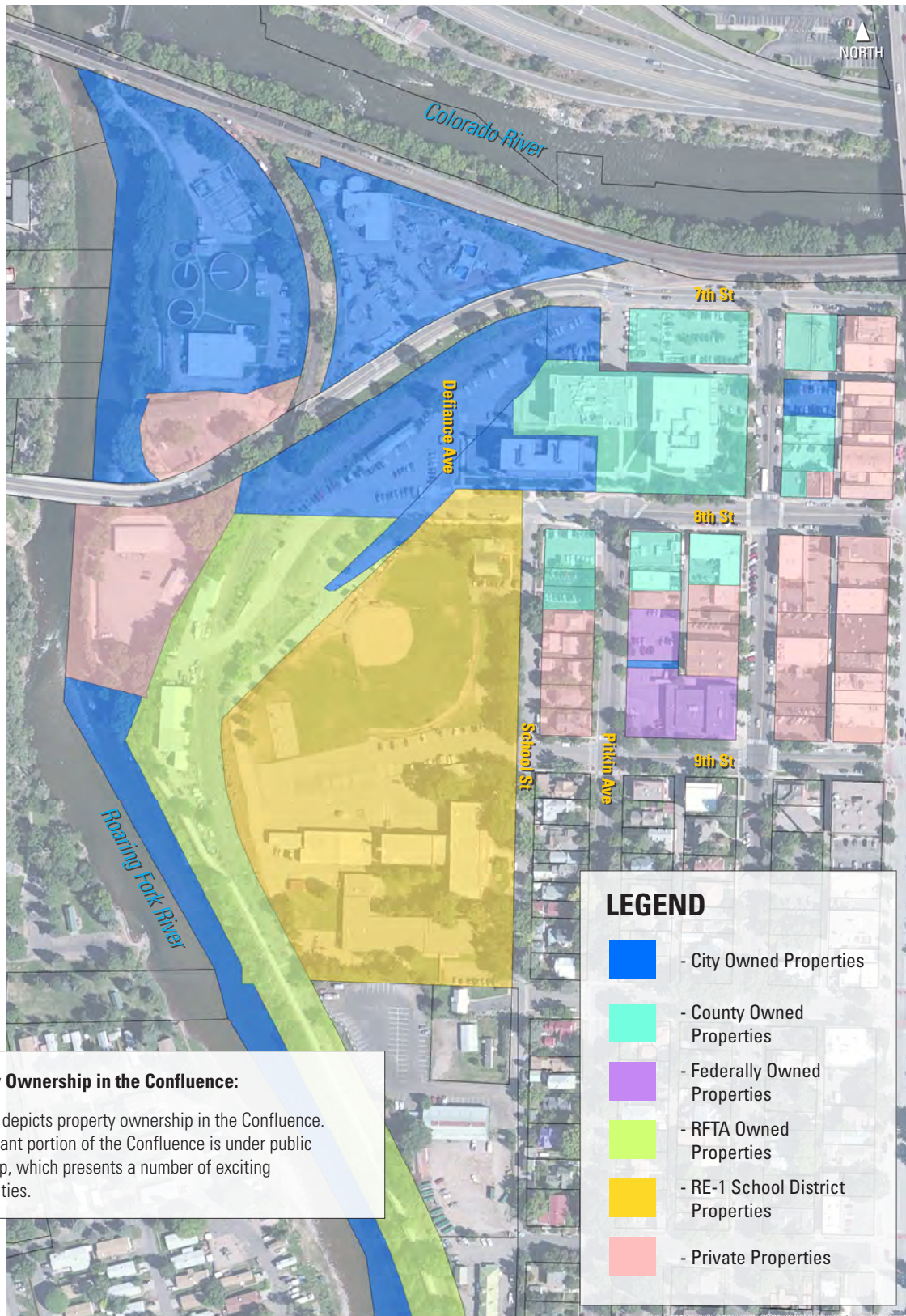


GLENWOOD SPRINGS CONFLUENCE | SITE PLAN [OPT II]

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**VAN METER
WILLIAMS
POLLACK**

Confluence Property Ownership Map







Glenwood Springs, Colorado

Moving Forward Together | U.S. EPA Brownfields Area-Wide Plan

ACKNOWLEDGEMENTS

A project of this scope and magnitude could not be realized without the support and commitment of many individuals. It is important to acknowledge the vision and leadership of those that assisted in the preparation of this plan, especially the elected officials of Glenwood Springs, as well as the City staff that supported technical work required.

All of the participants that played a valuable role in the project, including government, institutional, and community leaders, are too numerous to list.

This project was made possible by a grant provided by The United States Environmental Protection Agency through its Brownfields Program.

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- 3.2 Multi-Modal Transportation Connectivity
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EXECUTIVE SUMMARY

THE HISTORY - WHY PREPARE THIS PLAN?

This plan addresses what is likely one of the most significant changes to Glenwood Springs’ development pattern and economy in recent years. The key aspect of this effort is the fact that the City is not only responding to new opportunities but also looking at how rethinking large swaths of land can set the stage for making its downtown ever more vibrant. Community planning is more than preparing a preferred development proposal. Instead, it represents the proactive role government can take in working with property owners and developers to ensure that the redevelopment of former or under-utilized industrial/brownfield sites is undertaken in a manner that fully maximizes their potential with regards to meeting community needs and providing a greater quality-of-life. Complimenting the existing neighborhood development patterns and melding the new with the existing are two primary outcomes that will provide an overall benefit to everyone.

WHAT IS A BROWNFIELDS AREA-WIDE PLAN?

This Brownfields Area-Wide Plan (AWP) is focused on a defined area that includes brownfields properties. The planning aspects of the project are not limited solely to those properties but evaluates a larger area that may have been influenced by the presence of environmental contaminants or other environmental and physical constraints impairing the ability for redevelopment to occur.

In order to promote redevelopment activities that are context-sensitive and mesh well with their surroundings, the City took the lead in undertaking the preparation of the AWP. It advances initiatives that integrate land use, transportation, and economic development elements to create a comprehensive urban redevelopment strategy. It considers site specific redevelopment and neighborhood improvements, including broader infrastructure needs required to attract and support private investment.

THE CATALYST BROWNFIELD SITES

- The Former Wastewater Treatment Plant** – This 5-acre property was utilized as a wastewater treatment plant from 1968 until 2012. The City is in the process of demolition and abatement of this site to make it development-ready. This site and its surrounding context, including other brownfields parcels associated with former railroad related parcels, is the primary focus of the AWP reuse planning effort.
- The Active Colorado Department of Transportation (CDOT) Engineering & Maintenance Center** – In use by CDOT since the 1970s, this active facility was identified as a potential opportunity for redevelopment as a higher and better use. After meeting with CDOT officials, it appears that due to multiple service requirements needed for such as facility, the ability to relocate the complex to another location is not feasible at this time.

- The Former Holly Quarry** – Formerly owned by the Pitkin Iron Corporation, this 27-acre former limestone quarry closed in 1991 and is currently vacant and unused. The current owners have expressed an interest in determining what development potential exists on the site. Based on available information it appears that there are no known environmental issues associated with the mining operation that would impact the site’s ability to be developed for other commercial or residential uses.



Former Wastewater Treatment Plan prior to demolition.



View of the CDOT site with Two Rivers Park, the Colorado River, and Midland Avenue in the distance.

WHAT ARE THE PLAN’S LIMITATIONS?

The recommendations in this document are purely for guidance in decision-making; the plan is not the letter of the law. The decision-makers include multiple parties including but not limited to City leaders, Garfield County, and RFTA, and therefore the plan should serve as a common reference for all parties, as step-by-step decisions are made.

The reuse plans developed for the targeted reuse areas within the overall AWP study area illustrate one or more potential build-out scenarios for the properties that are the focus of redevelopment efforts. The proposed physical layouts depicted on the plans were developed in conjunction with the input from a diverse group of stakeholders, including city residents. Ultimately though, the final configurations of the development plans will change as the level of design progresses. So why is this effort important? Developing a likely build-out scenario for each targeted reuse area allows the City and other public agencies to fully understand the real physical and economic constraints and opportunities for each of the targeted reuse areas and their key sites. Most importantly it provides a tool for working with the private sector as development proposals are prepared and submitted to the City for review and approval.

This effort is not one that can lead directly to bricks and mortar building. Although it does focus on key next steps, it is a plan that organizes an overall strategy with priorities to establish a focused list of actions, especially for public infrastructure. It provides context within which decision-making can occur over time, including for opportunities or issues that might arise that could not be anticipated at the time this plan was developed. The plan also outlines the strategic next steps for the key priority projects, which may include performing the detailed design and engineering required to permit and construct physical improvements.

The plan illustrates market-supported redevelopment which is not consistent with the current zoning of some of the targeted reuse areas. The City will need to evaluate its recent comprehensive city-wide zoning update in relation to the proposed site reuse plans and determine which district designations are most appropriate, as it updates its city-wide zoning map.

Although there is a desire by many to see immediately implementable projects, an effort of such magnitude inevitably results in a series of recommendations that require further effort to advance toward true realization. In the vast majority of cases, the next steps require determining

specific details through a design and engineering process, together with a focused effort to secure financing and other resources needed for implementation. These steps will determine how a project should be realized, its functional refinements, and the exact specifications needed to advance towards construction. This AWP does not, however, go “back to the drawing board” with regard to recommending to conduct further analysis as to whether or not a specific recommendation should be pursued at all. In most cases this planning effort is the culmination of other early efforts, so the time is here to move towards implementation and realization – not to pursue more high-level planning.

THE PRIORITY ACTIONS

Due to the complex nature of all of the inter-related factors and considerations needed to develop an economically viable and physically construct-able list of improvements, it is important to have a focused set of actions needed to support moving the plan from vision to reality. The following is a list of suggested high-priority actions that can serve as a roadmap for what needs to happen first, who is needed to lead each effort, and a potential strategy for how to undertake each effort. Emphasis is placed on those aspects that will be needed by the private sector to be able to prepare an accurate and informed development plan and pro forma, and also considering public infrastructure that will be needed to attract and support private investment. All of the priority actions focus on the Confluence Area of the AWP study area.

The Priority Actions

- 1. **Brownfields Environmental Assessments & Remedial Plans** – The former railroad properties now owned by the City require environmental assessment activities. Based on the known previous railroad activities that occurred, it is suspected that there are environmental issues with the existing soils on these parcels. The City should perform a Phase I Environmental Site Assessment (ESA) and likely a Phase II ESA to support soil excavation. The site reuse plans for the Confluence Area recommend development on these parcels that would necessitate significant soil excavation and removal to accommodate underground parking which is facilitated by the topography of the site.
- 2. **Traffic Study** – Based on the scale, density, and mix of uses proposed, there is a need to perform a traffic study to determine how to best manage new traffic generation

and mitigate its impact to the downtown. This study should look at an area larger than the Confluence Area itself and include the key intersections along Grand Avenue as well as 8th Street and Midland Avenue. A major challenge for traffic flow is the bottle-neck that is created by the 8th Street bridge over the Roaring Fork River. Due to the bridge’s width, turning movements for traffic travelling east on 8th Street and desiring to turn left onto the proposed Riverside Drive (current location of the 7th Street intersection) cannot be accommodated. Therefore, left turn movements will need to be accommodated at the intersections of 8th Street and Defiance and Colorado Avenues. A traffic study will determine how to facilitate traffic flow, where turning lanes are optimal and their lengths, as well as if other traffic control devices, such as traffic signals, are warranted. In addition, a traffic model will make recommendations to ensure the safe and ample pedestrian flow is accommodated at all intersections, ensuring that automobile flow is not given sole preference in decision-making.

- 3. **Riverfront Schematic Programming & Master Plan Design** – Refining the parameters of riverfront park to ensure that private development works seamlessly with the desired park design and conditions will be critical. The development for the entire Confluence Area should be planned from the riverfront inland. The relationship of buildings especially, will be dependent upon the water line, the flood elevation, and the final elevation of the roadways, all of which will be informed by the park design. This effort should include finalizing a recreational facilities program for the park to determine what uses and facilities are most desirable in this location from the perspective of the City’s overall park system.
- 4. **Perform a Comprehensive Physical ALTA - Level Survey for the Confluence Area** – The only way all of the various design engineering elements can be advanced is with real survey information based on current conditions. This can be performed in several steps, i.e. topographic and boundary first and then underground utility work later, as necessary. So many aspects of how everything can be located is dependent upon fixed site elements, the only way to ensure that all elements work together is to start with one current and cohesive survey for the area. This includes a collecting bathymetric data along the shoreline of the river to determine how to interface park elements with the water.



View of former Holly Quarry and mountainside from The Meadows.

5. Preliminary Engineering of the Street Network – A major challenge in advancing development in the Confluence Area is the fact that so many different but interconnected elements need to be determined before any buildings can be built. This is especially true for the street network. All of the proposed streets should be taken through a preliminary engineering phase in order to establish final rights-of-way and to set grades for land development purposes, even if all of the roads are not completely engineered and constructed at the same time. Again, this is challenging because no developer will likely be willing to construct all of the public infrastructure, especially in the early phases of development, so this work will need to be led by the City in order to ensure everything works together in the best possible fashion.

6. Comprehensive Utility Plan – Underground utilities in the Confluence Area are especially challenging. As the Constraints Diagram in Chapter 2 illustrates, there is a complex web of underground utilities in this area partially as a result of the former wastewater treatment plant and the newer pumping station. A comprehensive utility plan will evaluate each utility and determine its best location, including if it can remain in its current state, or if it should be relocated. This can only be performed once street rights-of-way are finalized. The site reuse plans will also provide guidance as to the level of utility service needed to support each individual lot and building, based on the likely use and density.

7. Downtown Parking Study Update – A great deal of time and effort during this planning process was spent discussing parking needs and approaches. The reuse plans illustrate various options for how to address the need to provide off-street parking to incrementally serve new development that occurs within the Confluence Area, as well as to support the parking supply needs of existing businesses in the downtown and to serve transit ridership. A Comprehensive Downtown Park Study which updates the 2012-13 study with all of the new conditions should be undertaken. RFTA is also planning to undertake a Corridor Service Study which could include a transit center in the downtown. Parking is an important part of any consideration of transit service, especially for a transit center, so it is important that these efforts work together to ensure that maximum opportunities to link transit service with a downtown parking strategy, is achieved.

8. Land Assemblage – The reuse plans depicted in this report assume that some of the current privately-owned property in the Confluence Area are brought into the redevelopment. There are several ways this could occur. The first step is for the City to resume discussions with individual property owners about their role in the redevelopment. These discussions are not limited to the private sector, since the County owns critical parcels needed to fully achieve the vision of a continuous development connection between the core of downtown and the riverfront, via 7th Street.

9. Obtain Voter Approval for Land Transfer - The Charter of Glenwood Springs requires that publicly-owned property that has been used for a public purpose receive public approval through an election before being sold. The portions of the Confluence Area used as a public wastewater treatment facility are subject to this approval requirement. The remainder of the property has not been put to a public use by the City and is not subject to this requirement. The City should consider transferring the land that has not been put to a public use to the Downtown Development Authority or a similar organization that does not share the same requirement.

10.Zoning – The City has already completed the hard part of updating its zoning ordinance. As a next step in that process, the City will be evaluating its city-wide zoning map. All of the targeted reuse areas in the AWP study area should be carefully evaluated to determine the best district designation to promote the desired development outcome.

11.RFTA Right-of-Way – The reuse alternative considers various ways to approach the RFTA right-of-way through the Confluence Area, north of 8th Street. As a starting point, it is recommended that the City pursue discussions with RFTA to acquire the sliver portions along the river side of the right-of-way (as depicted in Chapter 2) to greatly increase the development potential of the development parcels.

12.Transit Service Improvements – Transit service is critical to the long-term success and vitality of the downtown and development within the Confluence Area. The City should work closely with RFTA on its upcoming Corridor Service Study, especially to consider the potential to include a transit center facility within the downtown, possibly

within the Confluence Area and how it relates to potential structured parking facilities.

13.Capital Improvement Programming CIP and Funding/ Financing Plan – As is depicted in Chapter 3 of this report, all of the follow-up design and engineering, as well as construction, will require significant capital expenditures. The City should prepare a comprehensive CIP that is reviewed annually, at a minimum. The CIP should program capital costs for public investments and determine what will be public and also how private investitures relate, in order to maximum the ability to leverage all expenditures as match for public funding applications. This work should be done in conjunction with the City’s public funding and advocacy team to ensure the programming of capital projects is timed with the development phasing and the ability to maximize the ability to garner public funds to undertake all of the required investments.

14.Master Developer Request for Proposals (RFP) and Developer Agreement Process – Using the AWP as basis for soliciting developer proposals will aid in determining modifications to the plan that may be required to fully respond to market conditions, understanding that the overall development goals should not be significantly compromised. Ultimately, a preferred developer could be selected as the master developer for the entire area, including the Vogelaar Park redevelopment south of 8th Street, and a formal master agreement between the City and developer could be executed. This agreement would initially define the parameters of what elements the developer will be responsible to design and construct and those that the City would do the same.

15.Project Action Team and Dedicated Project Manager – Finally, a project of this scale and magnitude requires a dedicated team to oversee and coordinate. A dedicated project manager within the City should be identified to coordinate all activities, both public and ultimately private. This person would also serve as the leader of a Project Action Team consisting of key department representatives that meet on a regular basis. In addition, it is likely that outside consultants will be needed for specialty expertise beyond the typical disciplines of design and engineering. This could include experts in public financing, negotiating developer agreements, etc.

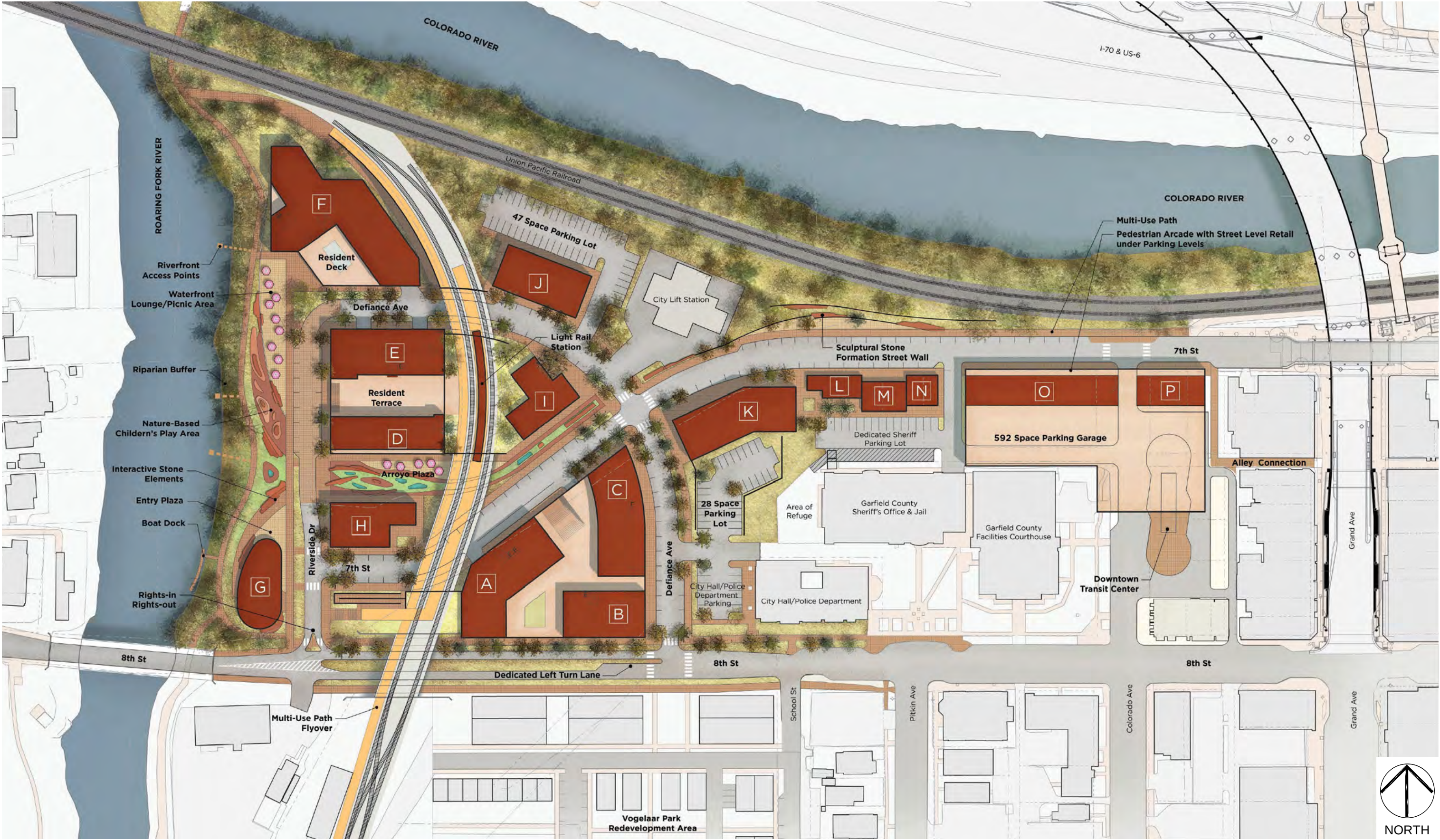
COMMUNICATION AND COORDINATION

Building on the notion of a creating a dedicated team focused on the implementation of the recommendations in this plan there are three key elements that will be important to that group’s success.

Communication - In order to fully realize this plan, it is recommended that a formal communication strategy be considered that provides regular community updates on all of the steps and projects. This includes requiring that private developers provide public engagement as a part of their development process, including more than just the meetings required for plan and permit approvals.

Coordination - It is also recommended that this project coordinates closely with all of the partners required to make the ultimate realization of the development truly great; this includes the DDA, RFTA, and Garfield County, as well as many others.

A Guiding Document - This AWP plan is purely meant to guide decision-makers in the redevelopment of the study area, it is not the letter of the law. This makes coordination and communication critical. Key stakeholders are wide-ranging, both public and private, and so it is important that this document serves as a common reference and a starting point for decision making. It will need to be regularly review and modified so the recommendations and proposed reuse strategies respond to conditions based on greater technical data and design activities.







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THE AREA-WIDE PLAN

1.1 BACKGROUND

The City of Glenwood Springs in partnership with the Downtown Development Authority (DDA), was awarded a Brownfields Area-Wide Planning (AWP) Grant by the U.S. Environmental Protection Agency in 2016. This AWP project advances recent planning efforts to address long-term redevelopment planning needs for a large area of the downtown, with special emphasis on the Confluence Area of the Colorado and Roaring Fork Rivers. This AWP effort focuses on determining the overall public infrastructure and actions needed to advance private investment and vertical construction.

1.2 TARGET REUSE PLANNING AREAS

Based on the location of the three catalyst brownfield sites, targeted reuse use planning areas were identified. The Confluence Area includes the former wastewater treatment plant as well as several other parcels, including the former railroad rights-of-way. The reuse plan alternatives in this AWP report advance the concepts developed in the 2017 Confluence Redevelopment Plan. The West 6th Street Area was identified based on its relationship between the CDOT site and the downtown, specifically the efforts to promote mixed-use infill redevelopment along the entire 6th Street Corridor as identified in the 2017 6th Street Corridor Master Plan. A cursory evaluation of the Holly Quarry was also performed, considered it mostly as an independent site from downtown and the rest of the study area.

1.3 MARKET SUMMARY – WHAT IS DRIVING REUSE OPPORTUNITIES?

The market analysis work performed as a part of the AWP planning process informed the reuse planning alternative developed for each of the targeted reuse areas. It also informed City leaders, City staff, business and property owners, and residents on economic assets, opportunities, and challenges.

This market study evaluated the retail-commercial, housing, and hospitality markets. It assessed:

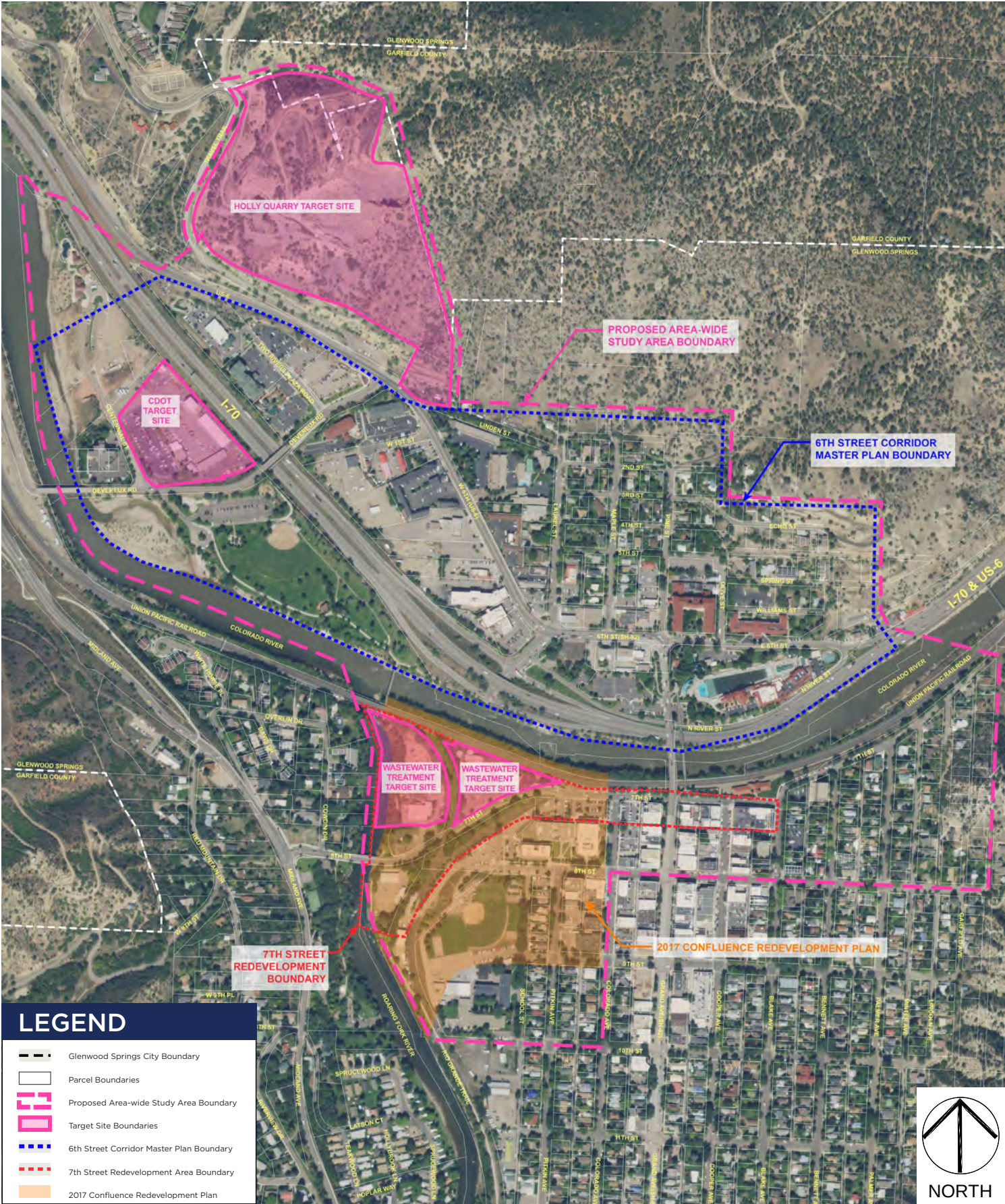
- The current baseline market conditions.
- Market assets, challenges, and opportunities.
- Market drivers.
- Market demand and supply including current unmet demand.
- Market trends and opportunities for retail, commercial, and residential development opportunities.

Note: The Regional Market includes Garfield and Eagle Counties.

KEY MARKET SECTOR CHARACTERISTICS, OPPORTUNITIES, AND CONCLUSIONS:

- A. Glenwood Springs is a hub for the Garfield/Eagle County/ Highway 82 Region.** There is an opportunity to grow businesses providing diverse goods and services. Local spending is leaving the City for: books and periodicals; music and instruments; office supplies, stationary and gifts, furniture, shoes, specialty food, vehicle dealerships, sporting goods and hobbies, and beverages. Not all of these items represent an opportunity within the AWP study but inform potential retail opportunities.
- B. Glenwood Springs captures an estimated 16% of regional household consumption spent within the region.** Regional consumers are especially coming to Glenwood Springs for: auto parts; clothing, health, and personal care; florists; groceries; restaurants; jewelry and leather goods, lawn and garden supplies, used merchandise; building materials and supplies; and home furnishings.
- C. Increased economic opportunity in Glenwood Springs is primarily driven by population growth and new destination tourism.** More residents, many of which would locate in the Confluence Area, would support Glenwood Springs businesses especially within the downtown. More residents will also enable more diverse goods and services to be provided including both necessities and lifestyle products. More choices will also improve the local shopping experience which will also bring more regional shoppers.

Study Area



Composite Plan

The Composite Plan shows AWP reuse plan components and previous redevelopment planning efforts



- D. Growing Glenwood Springs’ “economic pie” provides the City increased revenue that enables the City to further improve infrastructure and services.** With the addition of a new and complimenting business, the downtown becomes a stronger regional destination.
- E. The downtown and the 6th Street Corridor can complement each other.** There is an opportunity to serve residents and visitors with recreation, arts, evening entertainment, and family activities. Glenwood Springs can grow as a regional destination for experiential-oriented goods and services such as food, beverage, and entertainment by adding to the supply of existing attractions. This includes thinking about all segments of the market, allowing the City to continue to serve the budget-minded visitors seeking outdoor recreation and experiential-oriented goods and services.
- F. The City’s unique living experience can provide an enhanced local lifestyle that will be attractive to entrepreneurs, diverse employers, workers, and families.** The more Glenwood Springs can promote is brand as a desirable and attractive place to be, the more it will be able to sustain and support long-term economic goals

SUMMARY OF REAL ESTATE MARKET OPPORTUNITIES

The market sector opportunities and conclusions provide the basis to determine real estate market opportunities that can drive a redevelopment program. The following elements were determined to inform the development scale, type, and potential phasing over time and were used as the basis for the AWP site reuse plans.

Housing Market

The City of Glenwood Springs is the largest population center in Garfield County and is located at the crossroads of Interstate 70 and Colorado Highway 82, providing access to Aspen and U.S. Highway 24. Garfield County population is anticipated to grow by about 5% to 6% annually, representing approximately 500 more households and 1,200 additional persons per year. Glenwood Springs is anticipated to capture about 17% of the growth in the County.

Glenwood Springs’ housing vacancy has been below 4% since 2014 and below 3% since 2015. Detached single-family housing has seen a steady price increase and virtually zero vacancy. Attached ownership housing has seen steady demand with rising prices and low vacancy. Similarly, multi-

family rentals have also been experiencing rising rental rates and low vacancy.

This indicates not only a residential undersupply, but pent up demand for new units. Housing demand by residents is augmented by demand from second-home owners and those seeking vacation rent-by-owner investment opportunities.

This translates into demand for 80 to 100 units annually. Pent up demand is expected to bring absorption 25% to 50% higher than the average demand in a normalized market. Glenwood Springs could absorb an estimated 120 residential units annually for the next five years, and then settle into about 80 units annually in the long-term.

Commercial Market

Glenwood Springs serves as a commercial and retail hub for Garfield and Eagle Counties, and is a lifestyle and tourist destination for experience seekers. Businesses that provide shopping, recreational, and entertainment experiences will complement Glenwood Springs’ character.

Data related to retail market opportunities was gathered in several ways, ranging from anecdotal to quantitative. Needed goods and services stated by various residents in the Community Survey match closely with what the Capture-Leakage analysis showed to be under-served in the City, validating both methodologies. Glenwood Springs is well suited for experiential retailers such as:

Food & Beverage	Destinations	Entertainment
Specialty Food	Books	Sports & Crafts
Butcher Shops	Music	Performing Arts
Bakeries	Culinary Arts	Evenings Out
Fish and Seafood	Attractions	
Spice Shops		
Craft		

Local household-serving business categories were also evaluated, such as doctors, dentists, optometrists, lawyers, banks, and computer systems design. Sources for retail goods and household services demand were evaluated and business development opportunities were translated into demand for real estate space.

Projected Commercial Absorption in Glenwood Springs (SF)

Time Period	Years 1 to 5	Years 6+ (annually)
Regional Retail Demand in Glenwood Springs Real Estate Product Type: Retail Storefront		
Estimated Absorption(sf):	Over 5 years	Annually starting year 6
Latent Local Demand:	57,000 sf	8,000 sf
Household Growth:	84,000 sf	11,000 sf
Visitors:	54,000 sf	19,000 sf
Total Retail Absorption:	195,000 sf	
Regional Household Services Demand in Glenwood Springs Real Estate Product Type: Office Space and/or Office-Storefront		
Estimated Absorption(sf):	Over 5 years	Annually starting year 6
Latent Local Demand:	61,000 sf	na
Household Growth:	28,000 sf	6,000 sf
Visitors:	na	na
Total Household Services Absorption:	89,000 sf	6,000 sf
Total Projected Commercial Absorption in Glenwood Springs (SF)		
Absorption (SF):	284,000 sf	25,000 sf

The analysis concluded that Glenwood Springs could absorb 284,000 square feet of commercial space during the next five years, and then an additional 25,000 square feet per year in year 6 and beyond, as indicated in the following table.

Projected Commercial Absorption in Glenwood Springs (SF)

Lodging Market

The lodging market has been slowly gaining strength over the past five years with both rental rates and occupancy trending higher each year. Overall occupancy is around 65%, similar to the national average, but still leaving notable capacity to fill rooms. Average daily rates are now hovering around \$112 per room night, which is also in line with the national average.

Glenwood Springs has accommodations for business, historical-stay, and budget travelers. However, while the occupancy rates indicate surplus capacity, the research

survey shows many aging low-budget motels and expensive historic hotels. There is a lack of lodging diversity that easily integrates with Downtown and 6th Street attractions. Glenwood Springs should retain its independent and historic hotels and budget-minded accommodations. However, adding modern mid-priced lodging options, walkable from downtown and 6th Street, would fill a market niche missing in the market. Perhaps even diversifying this market niche would support multiple properties over time. The City may be more attractive for a wider variety of visitors and would bring visitor dollars right to the core commercial district.

More focused market analysis is required to estimate an exact number of new lodging rooms that are feasible. Based on accessibility to the City’s destinations, it seems likely that a mid-priced boutique hotel could be supported in the 6th Street Corridor, and that new development in the Confluence Area would support a boutique hotel as part of that project.

1.4 COMMUNITY ENGAGEMENT & GUIDING PRINCIPLES FOR REUSE PLANNING

At the commencement of this project, City leaders and stakeholders agreed that this project must be focused on action, especially in light of the fact that momentum has been created by the completion of the 2017 Confluence Redevelopment Plan and all of the recent downtown improvements completed or underway, especially the Grand Avenue bridge project, improvements to 7th Street, and demolition activities at the former wastewater treatment plant site. The AWP strives to achieve both a visionary future, firmly reinforcing the community as a diverse and vibrant, while addressing fundamental issues of available resources to achieve real results and specifically advancing the effort to get new development occurring in the Confluence Area.

Developing a successful brownfields redevelopment plan requires an understanding of physical characteristics, market factors, and buy-in from the community, including residents, business owners, and property owners. From the outset of this effort the City decided that public involvement, at all levels, should form the basis of the recommendations of the plan. Considering the magnitude of reinvestment and transformation that will occur, to ensure that there is a formation of a strategy that has specific “tangible” outcomes based on broad community desires for the future of the downtown and the redevelopment within the target reuse areas.

The planning process employed a strategy of inclusiveness, transparency, education, careful design, and a commitment to identifying real and implementable actions. Over the course of the AWP planning process started in October 2017, the project brought together public, private, and civic interests to give form to a vision and to prioritize the numerous elements needed to ultimately achieve the vision. The over-arching intent is to create a comprehensive redevelopment strategy that includes the redevelopment of catalyst brownfield sites in a manner that is fully inter-connected with the surrounding context, is complimentary between the existing downtown and the redevelopment (so they are not in essence competing with each other for market share), and compliments the overall economy of the City.

The public engagement process provided community input that informed the planning processes, especially as the plans evolved and were refined from the 2017 Confluence Redevelopment Plan starting point. In the end, the Community

Goals defined in the 2017 plan were confirmed and remain the primary guidance for reuse plan development.

Guiding Principles for Reuse Planning

In addition to the Community Goals, specific reuse planning principles were defined through the community engagement process of the AWP.

Overall Design

- A. The new development should form a logical extension of the City’s downtown street network to establish a block-like structure as the basis of a connected yet distinct neighborhood within downtown.
- B. Buildings should be grouped so they form varying types of public spaces and re-enforce the street wall and pedestrian experience along sidewalks.
- C. Landscape/urban design elements should expand the reach of the river’s edge qualities through the Confluence Area and into downtown and also beckon people along 7th Street, from the downtown to the riverfront.
- D. Locations along 7th Street that provide a clear transition threshold between the downtown core and the riverfront should occur. Based on topography, the most likely location for this to occur is the area around the Defiance Avenue intersection, where the first glimpses of the riverfront can occur.

Building Type, Scale, Form, and Massing

- E. Although a mix of uses should be promoted, the predominate use should be residential to give the area a neighborhood feeling. Residential unit types should vary as much as possible in terms of type, size, and income level to provide diversity and broad economic opportunity.
- F. Commercial and retail uses should be sensitively inter-mixed within the neighborhood, with the emphasis on the south side of 7th Street from Colorado Street to the river.
- G. Buildings should vary in height, scale, and character to avoid an overt uniformity as the resultant effect once the neighborhood has been built-out. Variation, however, should not rely on over-burdening each building’s architectural design with cliché elements such as multiple

dormers, excessive use of varying materials, etc.

- H. Buildings can be multi-story but great care should be placed on nestling buildings into the site and the landscape to visually minimize their scale. Buildings should respond to the elevations of the topography with the larger buildings in the lower areas. This will also be necessary within the flood zones which may have slightly elevated ground floor elevations to achieve flood resiliency.

Public and Open Spaces

- I. A clearly defined and purely publicly-accessible and publicly-owned band of naturalized landscape should occur along the riverfront and function as part of the City’s park system.
- J. A signature events space(s) should be provided within the core of the Confluence neighborhood that may or may not be publicly-owned but must be publicly accessible every day, all day, and year-round.
- K. Varying types of smaller scale public spaces should also occur, most likely privately-owned and with a mix of private spaces to serve the needs of local residents. Semi-private areas may or may not be accessible by the public, dependent upon defined parameters and adjacent uses and conditions.

2017
CONFLUENCE
REDEVELOPMENT PLAN

Glenwood Springs, Colorado



Community Goals from the 2017 Confluence Redevelopment Plan



Connect to the River
Embrace and enhance the rivers, and improve access and recreation.



Create Connections
Improve circulation and connectivity within the area and to nearby commercial centers, parks, and neighborhoods.



Prioritize the Pedestrian
Design for complete streets to create safe, walkable and bikeable connections within and to the area.



Promote Catalytic Development
Provide a mix of uses and development types to activate the area and create economic vitality.



Authentic Design
Incorporate authentic, visually appealing design that complements the historic character of the downtown.



Create Community Spaces
Design public spaces and facilities where people can gather, relax and recreate.



Complement the Downtown
Encourage uses and amenities that support the downtown.



Expand Housing Choices
Expand and diversify local housing options.





02

I Executive Summary

01 The Area-Wide Plan

02 Site Reuse Planning

2.1 Placemaking and Brownfields Redevelopment

2.2 The Confluence Area

2.3 The West 6th Street Corridor Area

2.4 The Former Holly Quarry

03 Public Facilities and Implementation Strategies

Appendix A Background Report

Appendix B Business Development Opportunities Report

SITE REUSE PLANNING

2.1 PLACEMAKING AND BROWNFIELDS REDEVELOPMENT

The Confluence Area Design Considerations

The proposed reuse strategy for the Confluence Area follows specific placemaking principals and speculates a potential build-out based on a physical assessment of all of the study areas, the context, and the overall intention to create a high quality-of-life mixed-use neighborhood as a seamless extension of downtown. This action, in turn, will support the broader goal of continuing to increase vibrancy in the downtown as a residential, commercial, cultural, and social hub of Glenwood Springs and the region.

The reuse plan for the entire AWP study area and especially the Confluence Area is based on a fundamental approach emphasizing the notion of the creation of new “places” versus parcel-by-parcel “developments.” The foundation of this idea is the desired outcome that both public and private activities should result in the creation of highly desirable places for people, and as they are expanded, ones that mesh seamlessly with the surrounding context. This will be especially challenging in the Confluence Area because there is a potential disconnection between the desire to achieve

significant economic impact, especially through residential density, as well as promoting commercial development. Of all of the factors, the most critical is to ensure that how development occurs is balanced with how much. Specifically, the balance between the scale, mass, height, and form of buildings and their relationship to each other, public spaces, streets, and the existing downtown, will determine how successful the future development will be viewed once completed.

The creation of successful places is a function of a thoughtfully considered mix of uses, and the location, design, and supporting infrastructure systems; working together these two elements form economically vibrant and sustainable building blocks of an overall town. As Glenwood Springs grows from within, new development should feel like an expansion of the historic, well-established and highly functional pattern of the city versus an older downtown core adjacent to a dramatically larger-scaled development with little physical, functional, or social connection to the core of downtown and the City’s traditional sense of its identity.

Great places are not easily formed. For projects such as those proposed within the AWP, they are certainly not created by policy alone, but rely on strong partnerships between many



The ability to shape development that connects the Roaring Fork Riverfront to the core of downtown, must be a signature aspect of any redevelopment within the Confluence Area.



The RFTA Right-of-Way, referred to as the “berm” is a major element that any redevelopment plan must address.

public-sector partners, at all levels of government, combined with private land owners and the development and business communities. The overall reuse and redevelopment strategies presented, including for the catalyst brownfield sites, considers all aspects of the placemaking equation. They include those aspects that can be most defined and shaped by the public sector and the elements that will mostly be the purview of the private developers. These components must work together, so the follow design considerations are presented to aid the City in evaluating each project, whether lead by the City or by a private sector partner. In some cases, the division between public and private sector activities are well defined, but in other instances they are a function of inter-related aspects which when combined, add up to a result that is greater than the sum of the individual pieces; serving the notion of forming truly great places that further elevates Glenwood Springs’ reputation as an attractive and desirable community to live, work, and play.

The public engagement process employed in the preparation of this AWP included many voices and opinions regarding all aspects of the planning, and ultimately the character of what is achieved in the Confluence Area. Overall, the feedback received through the AWP planning process is consistent with the community expressions and conclusions presented in the 2017 Confluence Redevelopment Plan. The following design considerations build upon the eight guiding principles defined in the Community Goals and the key Placemaking Framework Strategies described in the 2017 Plan and in Chapter 1 of this report. They reflect the continued evolution of the reuse plan based on more detailed level of study and design. These design elements reinforce the notion that in order to achieve the full potential of the area, emphasis needs to focus on the big picture and the details. A good plan will only achieve a certain amount of success on its own; the attention to details at each step in the process will ensure the most desirable outcome, especially considering that this development could be the largest development activity to occur in the downtown for the next 100 years. Decisions made now will have long-standing impacts, good and bad.

Building Scale and Orientation

1. Buildings need to be large enough to achieve adequate density yet not be out of proportion with the character of downtown. Because of the descending grade from downtown to the river, the Confluence Area has the ability to accommodate taller buildings in a manner that mitigates their scale in relationship to existing buildings. This is also supported by the fact that the City Hall and County buildings are some of the largest buildings in the downtown and are part of the immediate context.
2. Roof lines may be as important of a design feature as building heights, as result of the lowering of the grade as the buildings get closer to the river. Building roof lines can be within a consistent range, yet an additional floor can be accommodated as grades lower towards the river, reducing the potential that taller buildings will overwhelm the place.
3. In general, the taller buildings should front onto larger public spaces or more significant streets. Tall buildings on narrow streets are out of character for the City and will lead to dark streetscapes, especially in the winter. The City and developers should look at some of the more monumental buildings in the downtown and evaluate them for what works and what doesn’t to determine how to respond to building scale in the Confluence Area. For example, there are very few buildings that exceed three stories in or near the downtown and most of them are hotels ranging from the Hotel Colorado, the LaQuinta Inn, and the newer Marriott buildings in the Meadows development.
4. The scale and placement of buildings should be evaluated based on the actual design of structures for each lot. Great care should be given to ensure that taller buildings do not create a “crammed” effect along the riverfront. Alternative A especially orients the narrow ends of buildings along the frontage of the riverfront to reduce the potential of creating a long and continuous wall of buildings along the river’s edge. There will be a temptation by developers to turn buildings so their long facades front the river to capitalize on views in order to create greater perceived tenant value. If the overall Confluence Area is as desirable as is expected, with high quality public space throughout and an equitable approach to the riverfront, the desirability will be so high that the orientation of views does not need to be persued and would actually compromise the quality of the place.

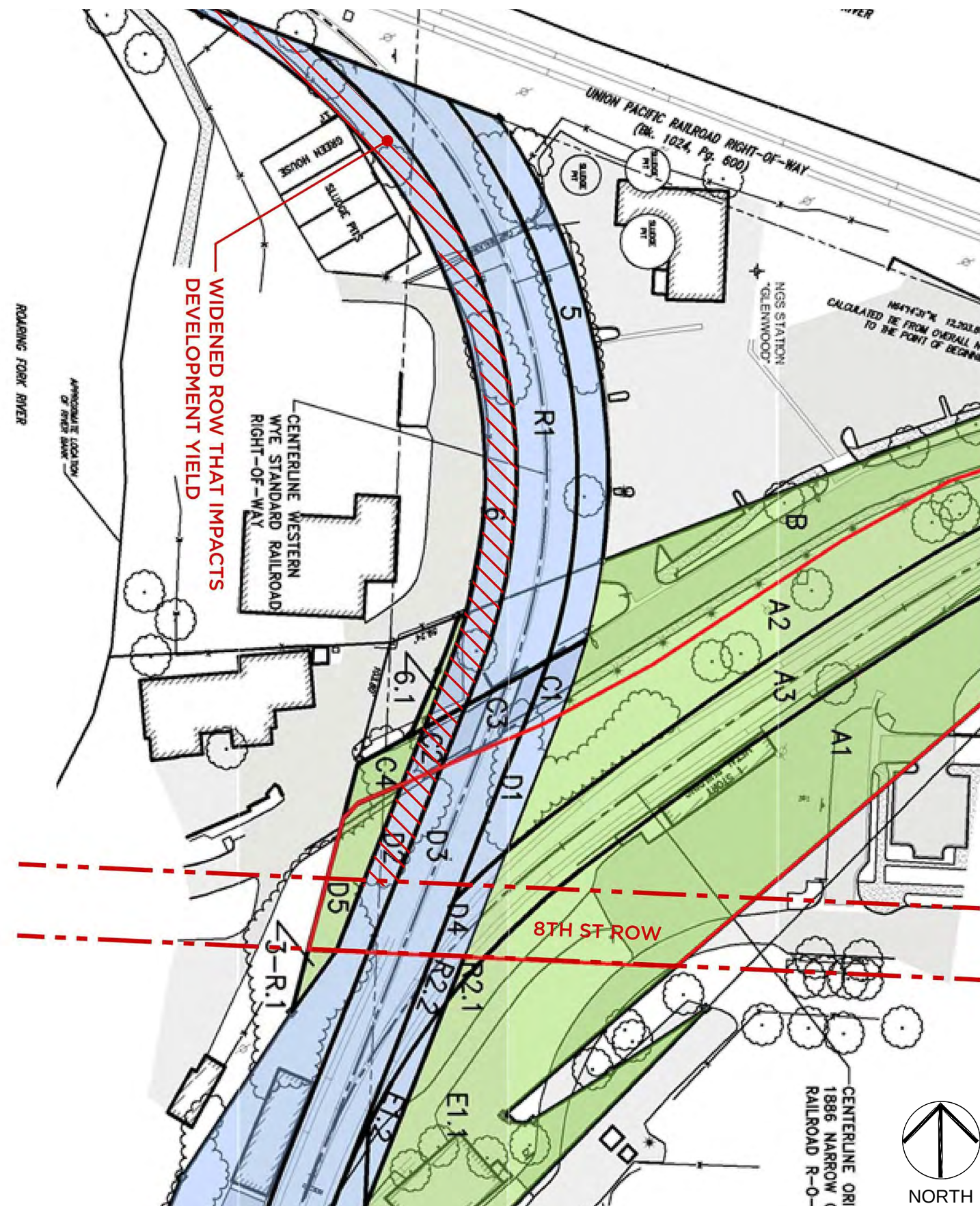
5. The design of the street wall of buildings should be given primary attention, however, in the case of the Confluence Area, for many of the buildings each face of the building has some aspect of important frontage. They either face internal public spaces, courtyards, or are at least very visible from another significant structure. Very few of the buildings will have what could functionally or visually be defined as a “back.”

Building Form and Architectural Elements

6. The plan promotes mixed-use buildings as much as possible, with parcel specific constraints being the primary factor limiting the ability to achieve the mixing of uses within a single building. Equally important to the mix of uses is the mixing of building forms and types. This means that buildings should have a fairly eclectic mix of building styles. This will achieve an aggregation of effect that will make the place feel like it evolved over time by multiple parties, the way the existing downtown evolved and appears today.
7. Due to building codes and fire rating requirements, building construction techniques, combined with the desire for efficient unit yields, tends to result in fairly “boxy” forms of architecture. Examples of boxy multi-family buildings have become very prevalent and ubiquitous in places like Denver. A mix of flat and pitch roofs should be considered, although false, non-functional roof effects are general not ideal. The over use of redundant architectural elements such as roof dormers, should be discouraged.
8. A mix of traditional and modern window systems should be considered since that can greatly influence the character and mix of building types.
9. There may be a tendency to promote a uniform palette of building materials. This can be helpful to achieve visual relationships, but it should be considered sparingly. Too much reliance on prescribed materials can result in overt attempt to create character that can actually make a place too visually rigid, forced, and uniform and could promote an unintended “housing complex” effect. One option might be to promote the uniform use of native stone on the bottom story of buildings, where there will be a high-use of glass as the dominant material, and then allow as much open design expression in the architecture and materials for the upper floors.

The Public Realm

10. The riverfront and 7th Street are the priorities with regards to creating an active and inviting public realm. These two elements form the spine of connectivity upon which all of the development is structured. Care should be taken to ensure that the pedestrian-level experience along 7th Street is extremely inviting and promotes walking and movement. The riverfront is the signature public space and attraction within the Confluence Area and the downtown.
11. With regards to treatment, there should be a gradation of formality and design aesthetic within the public space(s), starting from the riverfront and ascending east on 7th Street. The riverfront park should be about the broadest audience, meaning it is about the environmental aspects of the river and ecology and river-oriented recreation of all kinds, including just sitting and experiencing the place. The farther away from the river the public spaces are located, the more formal they can be in terms of design programming and treatment. They may be more accommodating for major gatherings and intense use or service for the immediate residents of the neighborhood.
12. The interface of the development with the riverfront park should be carefully considered. Although this will also likely be the interface of the public with the private in terms of ownership, they should feel seamless and be fully functional as one overall unit.
13. Opportunities to address flood zones and stormwater management should be integrated into the design of the public spaces. This includes integrating resiliency aspects as well as considering grading of the site to mitigate the elevated grades of some of the building floor elevations to make them seem naturally-occurring and not artificially elevated.
14. A diversity of public spaces from large to small should be promoted with the goal of interconnectivity even for smaller, more resident used courtyards, for example. All of the spaces should be interconnected as much as possible, including spaces between buildings and elevated terraces above parking levels.
15. The proposed multi-use path “flyover” has the potential to become a truly unique asset. If designed properly it could be a cool landscaped park/promenade in the air, creating a multi-layered park event space. It would



The area hatched in red depicts widened RFTA right-of-way that has a major impact on the development potential of land on the riverside of the berm (Base exhibit from Intergovernmental Agreement Between the City of Glenwood Springs and the Roaring Fork Transportation Authority to Acquire Easements and Develop Transportation Infrastructure).

also afford great views through the adjacent plazas and terraces to the riverfront and beyond. As people walk down 7th Street, from the core of downtown, they would catch views of bikes and pedestrians strolling along the elevated park. The multi-use path can be constructed so it does not preclude future rail re-activation.

Transportation Connectivity

16. The existing street grid of the downtown provides the basis for a sound transportation network. The challenge is the configuration of the Confluence area and specifically the RFTA ROW severely impact the ability to logically extend the overall grid pattern into the Area. Creating a connected network of streets and thoroughfares that establishes a sense of a block and grid structure through the new development is very desirable. Having more than one street access to the riverfront provides greater connectivity and circulation choices and reduces the effect of the riverfront being an out-of-the-way place at the end of the line. It also provides greater safety for emergency and fire vehicles, especially when considering the number of residential units proposed in the multi-story buildings.

17. Street and thoroughfare typologies should be determined in relation to both multi-modal transportation needs and urban design consideration for ground floor uses in buildings that front onto each street. Employing a “complete streets” approach to the design of all streets and thoroughfares will provide the maximum opportunity of a balanced benefit to all modes. Ensuring that streets are constructed to include the appropriate number and limited widths of travel/parking lanes, bicycle and pedestrian facilities, as well as supporting streetscaping and green infrastructure elements such as street trees, landscaping, street fixtures, flow-through stormwater planters, etc. will support the redevelopment goals of this plan.

18. In the context of the Confluence, a complete streets approach should be broadened to consider ways that streets can also function as quality public spaces. The proposed Riverside Drive, with its proximity to the riverfront park, should be functional on a day-to-day basis and provide valuable connectivity through the area. On weekends and during special events, portions of this street should function more like a public plaza and designed accordingly.

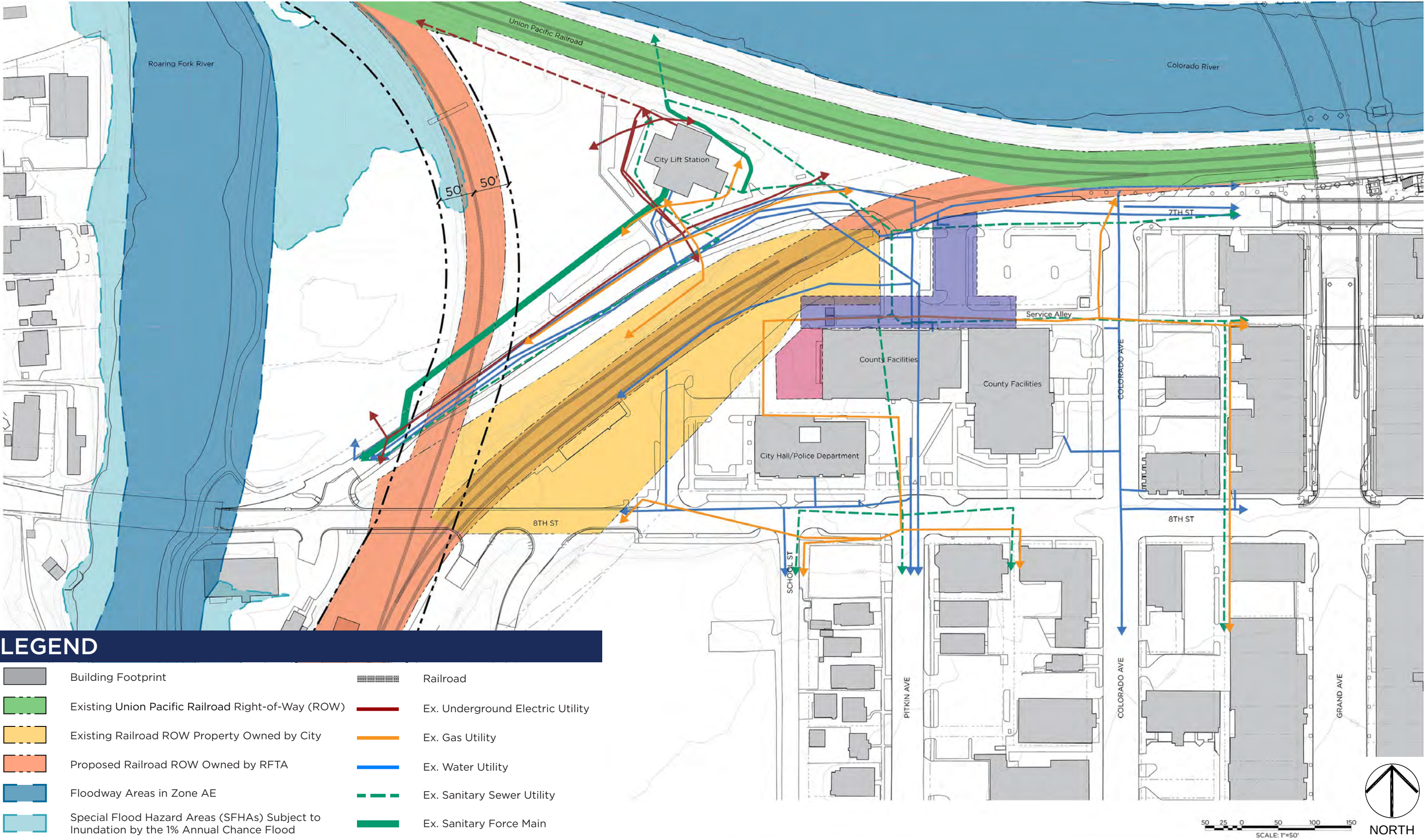
2.2 THE CONFLUENCE AREA

Three different schematic plan alternatives were developed for the Confluence Area through the AWP planning effort. Typically, several alternatives would be developed and reviewed for pros and cons and a “preferred” plan would be selected. In this case there are several variables to consider, all of which cannot be fully decided upon within the timeline of this planning effort. Depending on the outcomes of decisions, many of which include significant and highly varied short and long-term cost implications, very different development configurations can be achieved. In addition, some of the conclusions, for example the location of parking structures, will require input from separate processes such as RFTA’s study of a downtown transit center facilities and feedback from the private development community. Therefore, it was decided to present three alternatives based on several key variables/factors, including but not limited to, the future of the RFTA right-of-way (ROW) north of the 8th Street, the ultimate width of the RFTA ROW, the preferred location of parking structure, the supply of off-street parking needed, and ideal location for a multi-modal transit center within the downtown.

During the vetting of conceptual reuse plans, variables mostly related to the discovery of additional, previously unknown underground utilities, significant factors related to the RFTA right-of-way (ROW) (as result of multiple follow-up meetings including with RFTA’s rail counsel), and special design parameters related to the County’s jail facility and courthouse, were discovered.

The three alternatives illustrate options for the variables and provide to the City with an understanding of the potential benefits and limitations of the various options in terms of several over-arching decision-making considerations, including but not limited to: costs, timeframe, qualitative outcomes, and short and long-term economic costs versus benefits. All of the alternatives are based on achieving the vision and goals determined through the planning process. The ability to achieve these and other benefits as well as potential limitations are described for each plan alternative.

The outcome of this effort illustrates that Alternative A achieves the core goals identified through planning process and represents a realistic middle-ground in terms of development yield and infrastructure hurdles to be overcome so it is generally the best plan to follow for decision-making guidance. The real value of this effort, however, is the series



LEGEND

- Building Footprint
- Existing Union Pacific Railroad Right-of-Way (ROW)
- Existing Railroad ROW Property Owned by City
- Proposed Railroad ROW Owned by RFTA
- Floodway Areas in Zone AE
- Special Flood Hazard Areas (SFHAs) Subject to Inundation by the 1% Annual Chance Flood
- Railroad
- Ex. Underground Electric Utility
- Ex. Gas Utility
- Ex. Water Utility
- Ex. Sanitary Sewer Utility
- Ex. Sanitary Force Main

of universal recommended design considerations, actions, and projects which in themselves will require significant effort to advance the overall effort.

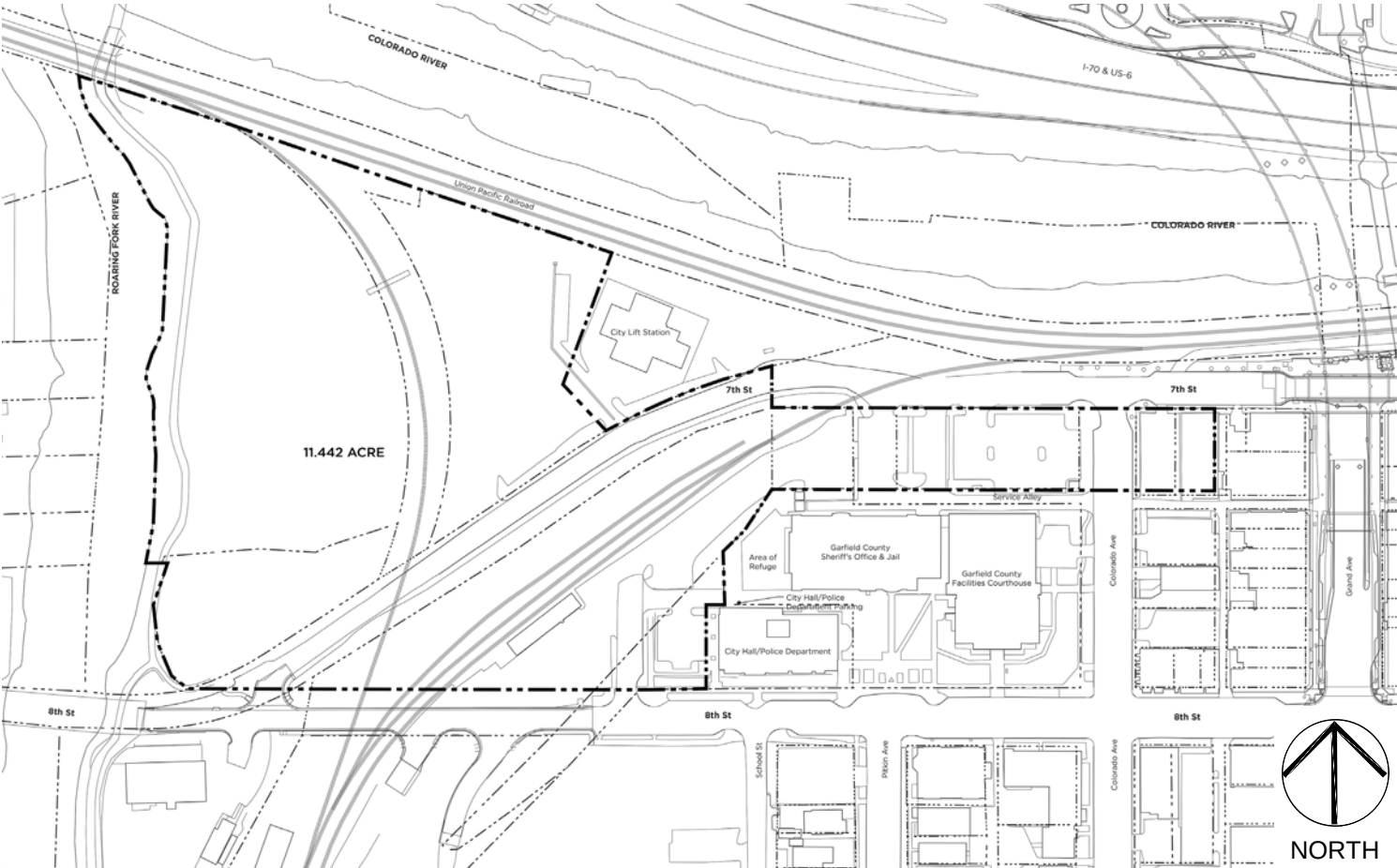
- Site Reuse Planning Variables
- A few specific factors are important to note related to the development of these plan alternatives, including:
- Various approaches were taken related to the RFTA ROW. In addition to physical modifications to the ROW boundaries and the berm, various scenarios for freight or passenger rail were considered and depicted.
 - Each of the alternatives takes into account issues related to flooding and the need for resiliency.
 - Underground utilities represent a major challenge for the redevelopment of the area. Each of the alternatives took a different approach to the complicated network of crisscrossing utility lines, ranging from avoid moving any lines to assume all will be relocated to new public rights-of-way within new street configurations.
 - The desire for a multi-use trail “flyover” of 8th Street to enhance the Rio Grande Trail, as well as a bicycle-friendly connection from the riverside into downtown, were included.
 - All alternatives assume a 50’ setback from the ROW line is not required for residential uses along the inactive RFTA ROW but is required from the UPRR active ROW.
 - The inclusion of affordable housing units is considered in each alternative and is reflected in the unit yield counts.
 - The accommodation of various safety, regulatory, functional, and procedural-related requirements provided by Garfield County associated with any future modification to their complex, were made.
 - Potential building heights are listed in the yield tables to show how they relate to the requirements of the recently adopted zoning ordinance.

The conclusion of this effort illustrates that all three alternatives provide a significant amount of new development square footage as an extension of the downtown, although the ultimate range of the total square footage for each alternative varies widely; ranging from approximately 260,000 SF to 500,000 SF of total building space. Specific development program yields range from approximately 100 to 300 residential units, 76,000 SF to 113,000 SF of new

commercial/retail space, and a 35 to 50 room boutique hotel. Schematic Reuse Plan alternatives and corresponding Development Parcel Maps with proposed development lots and area calculations are provided for comparison and referenced throughout.

In the end, the best course of action moving forward will be determined as the City weighs the costs to gain greater development yield against the long-term economic and tax benefit from the additional development created for those costs. The findings of this AWP can serve as a basis to evaluate private development proposals based on parameters defined by the plan alternatives. It will also aid the City analyzing, in detail, the true cost-benefit of the three plan alternatives and therefore the likely real costs, especially for cost-intense items such as the modifications to the existing RFTA ROW north of 8th Street. In addition, there is the ability to mix some of the flexible recommendations of the three alternatives based on other potential driving factors.

- Factors Informing Site Reuse Elements
- The ability to work-out agreements with the County to develop mixed-use buildings of their properties along 7th Street and create the needed activity connection between the downtown and the Confluence Area.
 - The operational and ridership evaluations by RFTA as to which location is most suitable and the type facilities required for a transit center (including the need for a park-and-ride facility). RFTA is planning on commencing a Corridor Service Study that focuses on service and facilities within the downtown, including improved BRT facilities. This study should be done with close coordination between the RFTA and the City to ensure that goals and opportunities are well defined at the outcome of the effort since the future build-out of the Confluence Area could dramatically impact transit demand and ridership.
 - More detailed feasibility and traffic analysis information regarding the preferred location of a parking structure and the location’s impact on levels-of-service.
 - The potential build-out of the Vogelaar Park development and its needs as it relates to the Confluence, for items such as parking supply, connectivity, and the future character of 8th Street.



Approximate development area used as the basis of developable land calculations. It includes both City, County, and privately-owned properties. The planned redevelopment of the land south of 8th Street referred to as Vogelaar Park is not included in the area and yield calculations.



The ability to promote retail/commercial development along the south side of 7th Street, on mostly Garfield County-owned land, will be one of the factors that will inform the overall development pattern and the ability to create a land use connection between the downtown and the Confluence Area.

ALTERNATIVE A

This alternative can be considered the “middle ground” alternative in terms of development yield and the ability to achieve the overall community-desired character for the area. The approach of this alternative works with the RFTA ROW to create a logical interconnected city block/street structure. This is important in the creation of an urban design relationship between the development that occurs at the Confluence Area and the existing character of the downtown. The two places will clearly be distinct, however, the ability to formulate a sense of street blocks with intersecting streets and multiple ways to circulate are both critical elements in forging a strong relationship between the two and also for promoting walkability. Street blocks, especially one with short distances between intersections, are effective in creating a sense of walkability because they provide pedestrians with a sense of progress, i.e. getting somewhere they can see in the distance, as they walk.

Key Design Parameters

- **RFTA ROW – The ROW is reduced back to 55’ wide as it was originally and how it is depicted in the City’s GIS data. This would require a transfer back from RFTA to the City of several slivers of property along the western side of the ROW. In this scenario a future restoration of a single-track freight rail line with a parallel multi-use trail as a “flyover” via the berm, is shown. This would create a rail-and-trail scenario and an improved routing of the Rio Grande Trail through the Confluence.**
- **County Complex - The alternative is updated to include requirements provided by Garfield County regarding the Courthouse and Sheriff’s/jail complexes. Specifically, it adjusts the layout of frontage buildings along 7th Street on lot 9 (see Alternative A Development Parcel Diagram) to accommodate the specific safety, access, parking, and utility conditions within the government complex block.**
- **Structured Parking - A parking structure is proposed on County-owned land at the intersection of 7th Street and Colorado Avenue.**
- **Street Pattern/Vehicular Circulation - The concept of a proposed street “grid” is maintained as previously presented, via the Defiance Avenue extension to the riverfront. This plan alternative assumes that the vertical clearance of the Defiance Avenue extension under the rail line can be achieved. The feasibility can only be determined, however, by performing a detailed engineering study of both the future top of rail elevation based on railroad engineering requirements in terms of grade, and in this rail scenario, the ability to meet the existing railbed grade of the UPRR. This determination will also be a function of the site regrading required to accommodate the extension of Defiance Avenue towards the river. The approach looked at the ability to lower the grade of Defiance Avenue as much as possible, at the point it crosses the RFTA ROW to gain overhead clearance, understanding that flooding issues will also need to be considered if the grade is too low.**
- **Utilities – This plan alternative takes the approach that conflicts with existing underground utilities are to be avoided so the location and shape of lots and buildings respond to the location of underground utilities. These determinations, however, as based on a combination of actual site survey information combined with GIS data, so a comprehensive site survey locating all of the underground utilities will be needed to fully validate the plan’s configuration.**

Alternative A Yield Table

Map Key	Uses	Building Footprint S.F.	Stories/ Levels	Commercial S.F.	Total S.F.	Dwelling Units	Notes
A	Boutique Hotel	11,390	4	3,000	45,560		40 - 45 Unit Hotel over lobby, retail, and parking. Total Building Height 42'.
B	Mixed-Use: Multi-Family Housing & Limited Commercial/Retail	6,930	5	3,000	37,650	24	Ground Floor retail with building amenities for the remainder. Total Building Height 52'.
C	Mixed-Use: Multi-Family Housing & Commercial/Retail	11,240	5	8,000	64,200	30	Ground Floor retail with building amenities for the remainder. Stepped building grade will require retail on 1st and 2nd levels. Total Building Height 52'.
D	Mixed-Use: Town Houses & Commercial/Retail	6,800	3	4,000	17,090	10	Park level resturant/retail. Two story loft-style townhouse units above. Total Building Height 32'.
E	Mixed-Use: Multi-Family Housing & Limited Commercial/Retail	9,670	4	1,800	38,680	24	Units overlooking semi-private terrace
F	Mixed-Use: Multi-Family Housing & Limited Commercial/Retail	19,380	5	3,200	96,900	60	Parkside dining/ entertainment/commercial
G	Commercial/Restaurant	6,000	1	6,000	6,000		Signature riverfront dining venue with river access.
H	Mixed-Use: Multi-Family Housing & Commercial/Retail	4,800	4	2,000	19,200	15	Four signature units per floor on the upper three floors.
I	Commercial/Retail	5,400	1	5,400	5,400		This could be a private recreation entertainment venue, like a beer or banquet hall.
J	Mixed-Use: Affordable Housing & Commercial/Retail	4,800	5	4,800	24,000	24	Total Building Height 52'.
K	Mixed-Use: Affordable Housing & Commercial/Retail	9,780	4	39,120	39,120	39	Total Building Height 42'.
L	Commercial/Retail	2,000	1	2,000	2,000		Simple one-story infill. Due to Sheriff/Jail Complex, rear access very limited.
M	Commercial/Retail	2,400	1	2,400	2,400		Simple one-story infill. Due to Sheriff/Jail Complex, rear access very limited.
N	Commercial/Retail	1,700	1	1,700	1,700		Simple one-story infill. Due to Sheriff/Jail Complex, rear access very limited.
O	7th and Colorado Parking Garage w/Retail	8,220	1	8,220	8,220		Ground Floor retail arcade under parking along 7th Street.
P	7th and Colorado Parking Garage w/Retail	3,650	1	3,650	3,650		Ground Floor retail arcade under parking along 7th Street.
Totals		114,160		98,290	411,770	226	

Development Yield

An estimated development yield, by building and end-use, was generated to determine the potential development that can be achieved. This alternative yields a moderate level of development when compared to Alternatives B and C. See yield table above.

Plan Benefits

1. **Overall Urban Form & Street Pattern –** The proposed site reuse plans within the Confluence Area explore opportunities to re-establish a full street grid. This is challenging throughout the AWP study area and especially within the Confluence Area as result of the RFTA right-of-way and its shape. The “Figure/Ground” diagrams shown with the proposed site resuse plans are very basic but valuable comparative tools that illustrate the relationship the proposed block structures create within the redevelopment area, versus the surrounding context. The more the patterns match, the more likely the new development will function and appear to complement the

existing. The patterns can be further evaluated when the building footprints that would occur within each block are compared. Again, the comparative scale, form, and overall pattern illustrates how the new and the existing may relate, once constructed. The “form” of the development is primarily a response to the street pattern upon which the development is structured. In this alternative a logical and complete block structure is achieved by extending Defiance Avenue down, descending towards the river and underneath the RFTA ROW. A new “events” street would be created (referred to as Riverside Drive on the plans) that parallels the Roaring Fork River. This street provides a valuable vehicular and emergency vehicle connection to buildings and creates a clear distinction between the public riverfront and the private development.

Beyond the street pattern, the layout of public spaces provides a secondary organizational structure to the area. The concept focuses on pulling public space into the development from the river, with an Events Green in the lower area of the development (riverside of the berm),

and extending up, underneath a widened structure providing continuity for the rail, and along 7th Street towards the downtown. The linear alignment of the public space is placed on top of the underground utilities along 7th Street.

- 2. Connectivity to Downtown** – As with all of the alternatives, Alternative A focuses on 7th Street as the primary connection corridor between the downtown and the Confluence. The metric of this connection is the ability to load the corridor with ground floor commercial/retail uses and an inviting pedestrian realm, including signature places (or moments) along the way. Travelling from Grand Avenue, a pedestrian arcade would be created along the sidewalk underneath the structured parking garage along the south side of 7th Street, on both sides of Colorado Avenue. Special architectural care will be needed to make this a special and inviting space because of the overhanging aspect of the upper floors of the garage. Further down 7th Street from the intersection of Defiance Avenue and the berm, there would be a variety of ground floor retail spaces, as well as public space amenities, including the lobby entrance to the hotel and an outdoor staircase to the quadrangle of buildings created by buildings A, B, and C on lot 1. The ability to have a generous ground level opening underneath the rail line, opening a wide view towards the river will be important from a functional and visual standpoint. The concept focuses on the idea that as pedestrians travel down 7th Street the public spaces continually widens until they crescendo at the river’s edge.
- 3. Relationship of Development to the Riverfront** – The concept allows buildings fronting along the riverfront to have varied setbacks and scales in order to provide greater visual variability. Building F is depicted as the tallest building, located in a way that it creates a backdrop as one views the area from Riverside Drive and blocks views of the active UPRR railroad and the berm. The treatment of the landscape from the river’s edge could vary from highly naturalized to more manicured, the further away from the river the spaces are located. At the core of the area, Riverside Drive should be thought of not as a street, but as a public plaza that allows for vehicles to traverse when not used for events. The extension of Defiance Avenue to Buildings E and F would allow for Riverside Drive to be closed for events north of 7th Street, and still provide resident and emergency vehicle access to the buildings.

- 4. Public Space** – This plan alternative proposes that all of the land between the river and Riverside Drive remain in public ownership. Building G could either be a leased pad to a private developer/business or be developed by the City with leased tenancy. All of the remaining public open space would be privately developed and maintained with the stipulation of public access.
- 5. Parking Supply and Service** – This plan alternative focuses on creating one large parking structure, integrated into a downtown transit hub, at the intersection of Colorado Avenue and 7th Streets. The plan allows for the creation of 592 space garage with ground floor retail along 7th Street and a transit center along Colorado Avenue. It also provides for the ability to set back the structure from the rear windows of the County Courthouse. A large parking facility in this location would serve the core of downtown, the City and County Complex, and the new development at the Confluence.
- 6. Major Centralized Downtown Transit Center(s)** – There is a desire by the City and RFTA to create a downtown transit center. In the preparation of the reuse alternatives several factors were considered including: the ability to locate a facility that would be functionally efficient in terms of transit operations (i.e. easily accessible by the primary transit routes along Grand Avenue and 8th Street); the ability to have signalized access to allow for signal preemption or privatization to maintain schedules and headways; and especially important, be geographically convenient to serve all of the downtown and the Confluence Area. The proposed location on the existing parking lot along Colorado Avenue between 7th and 8th Streets achieves all of these locational criteria. With the proposed integration of the large parking structure with the transit center, the ability to provide park-and-ride facilities at this location is also possible.

In addition to the bus transit center, this plan depicts a potential future elevated light rail transit station on the top of the berm. This would make the Confluence Area a highly functional transit-oriented development, with excellent rail and bus transit within an 1/8 mile walk of the entire development and downtown.

- 7. Ability to Phase Development** – This plan alternative provides for a highly flexible phasing of development. Buildings A, B, and C located on lot 1 could be advanced

towards development with the only major limiting factor being the environmental status of the site as a former railroad property. Prior to development, Defiance Avenue from 7th to 8th Streets will need to be upgraded. In order for the new development to accommodate the grade changes from the high point at the intersection of 8th Street and Defiance Avenue to the lot’s frontage along 7th Street, the entire roadway system within the Confluence Area should be engineered to a level to determine that all grading related to the underpasses meets design requirements. 7th Street and the portion of Defiance Avenue between 7th and 8th Streets will need to be constructed.

As with all three alternatives, buildings K through N, on lots 2 and 9 should be advanced to create continuous development along 7th Street from the downtown to the Confluence.

Development of lots 5, 6, and 8 will necessitate the acquisition of private property, either by a developer directly or by the City. The proposed Riverside Drive would bisect the private property and require public right-of-way.

- 8. Existing Utilities** – Based on the information provided, this plan configuration would not require significant relocation of underground utilities although re-routing into new street rights-of-way may be desirable.



The naturalized aspects of the river’s edge will need to be maintained through creative design and ecologic enhancement, while providing public access to the water.

Plan Limitations

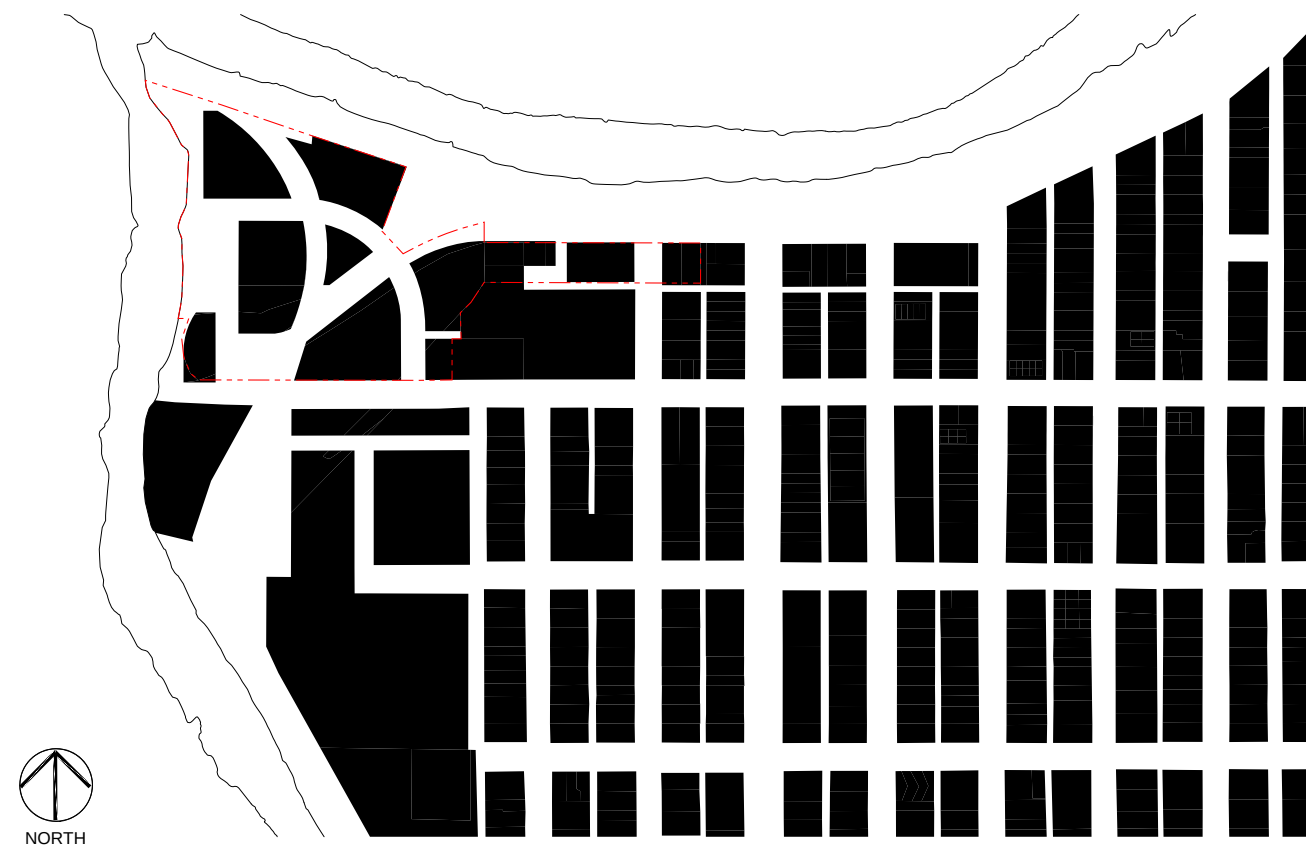
- 1. Reduction in RFTA ROW Width** – The awkward shape of lots 5 and 8 makes them challenging to develop. The ability to obtain the additional parcels amended to the RFTA ROW to create the 100’ ROW width provides great value in achieving additional building yield, especially on lot 5.
- 2. Modification to RFTA Berm** – In order to create a street grid, two underpasses of the railroad are required. The underpass at 7th Street is proposed to be significantly widened, likely achieved by two bridge spans with a central pier. A new underpass would be required at the location where the Defiance Avenue is extended to meet the proposed Riverside Drive.
- 3. Existing Utilities** – Keeping the underground utilities in the current configuration reduces the overall development potential of this layout. If some utilities can be relocated, the footprints of buildings H and I may be increased. In addition, the recently identified sewer line paralleling the UPRR ROW on lot 3 precludes the ability to create a practical parking structure in this location, as previously proposed. This plan alternative depicts a potential light rail transit station in the center of the Confluence Area on top of the berm. Ideally, if a parking structure could be located on lot 3 it would provide park-and-ride facilities with direct access to platform elevation if rail transit were constructed in the future.



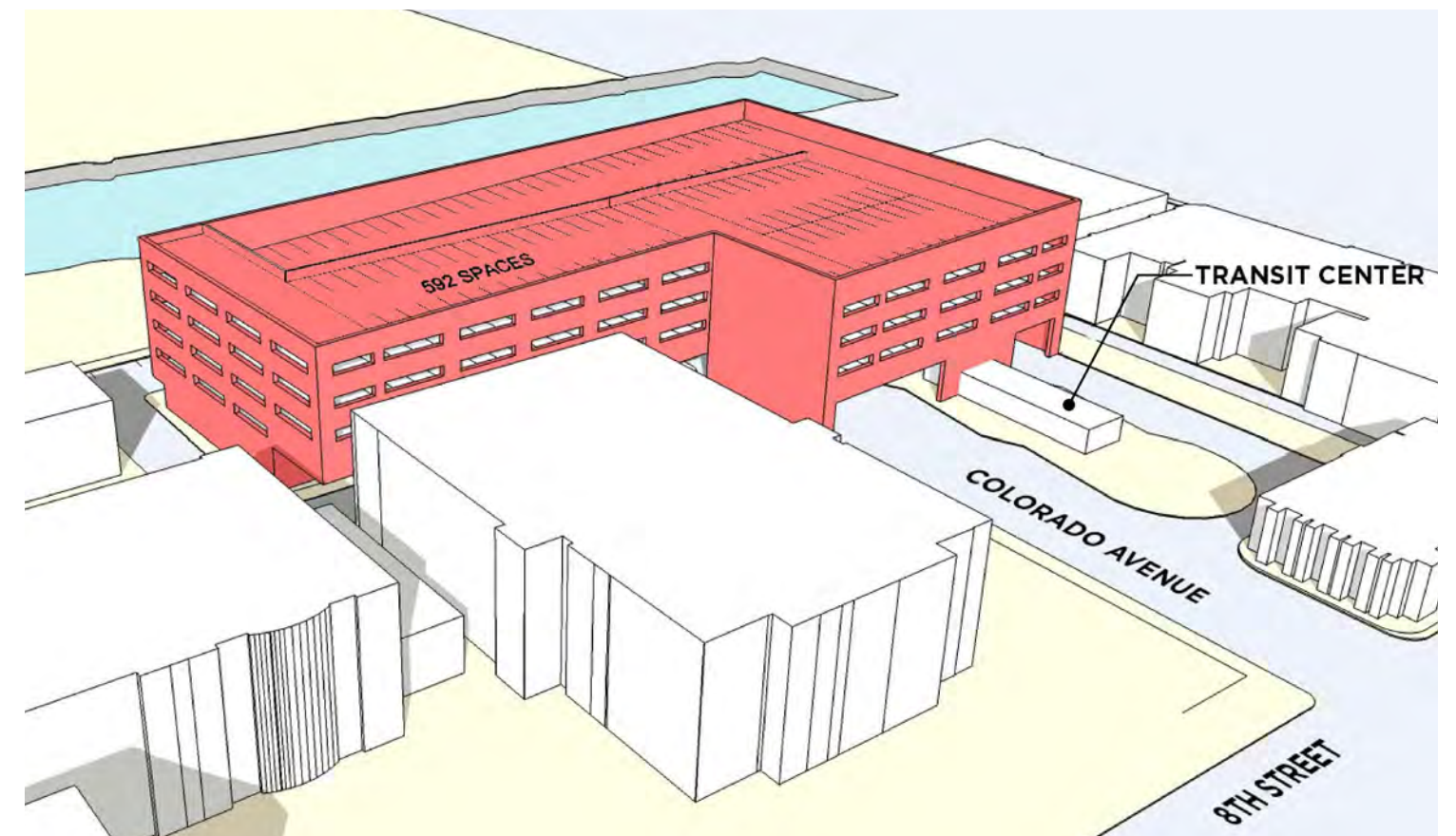
Alternative A - Building Footprint Figure/Ground Diagram



Plan view of parking structure spanning Colorado Avenue and incorporating a potential RFTA Transit Center

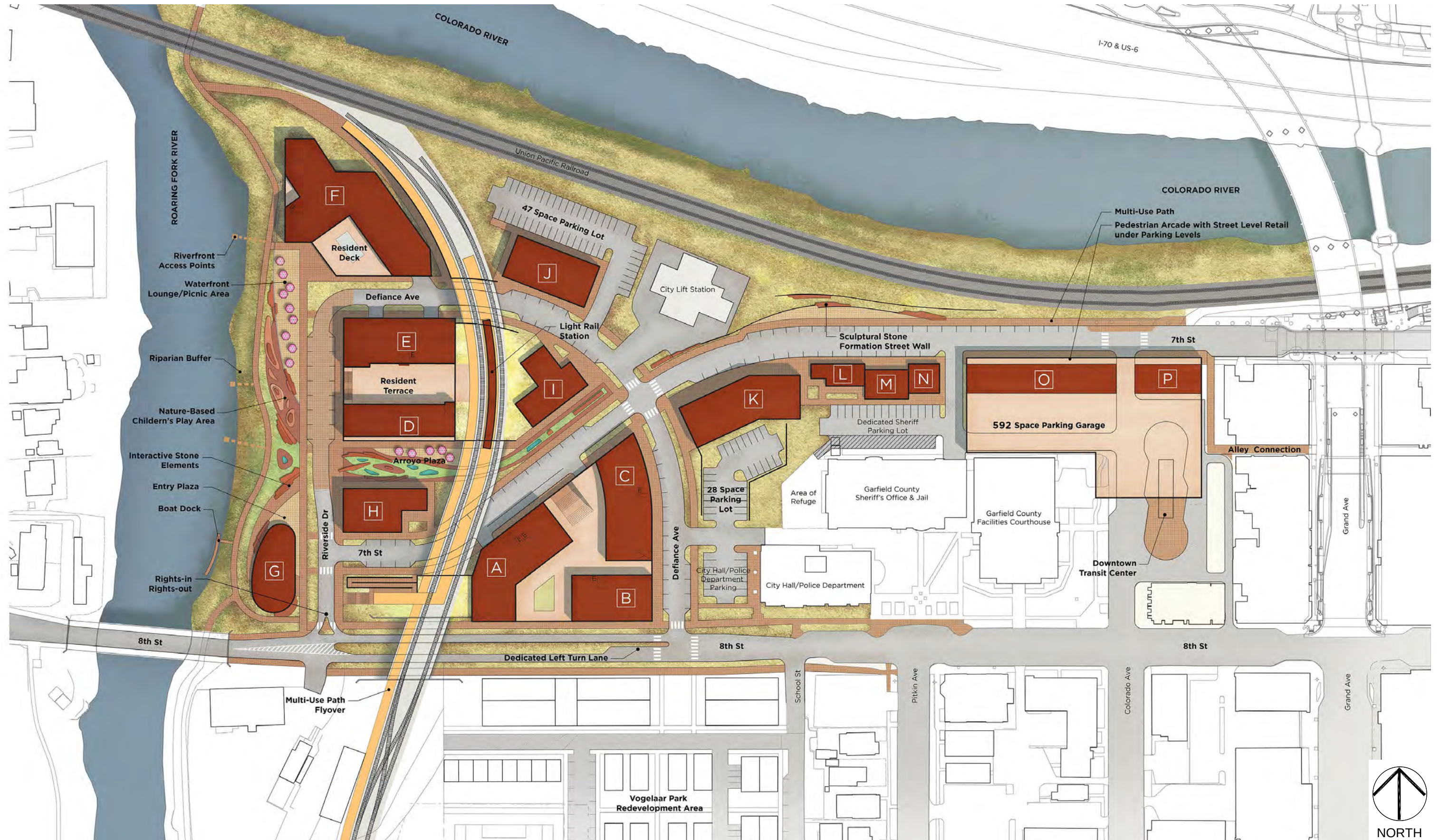


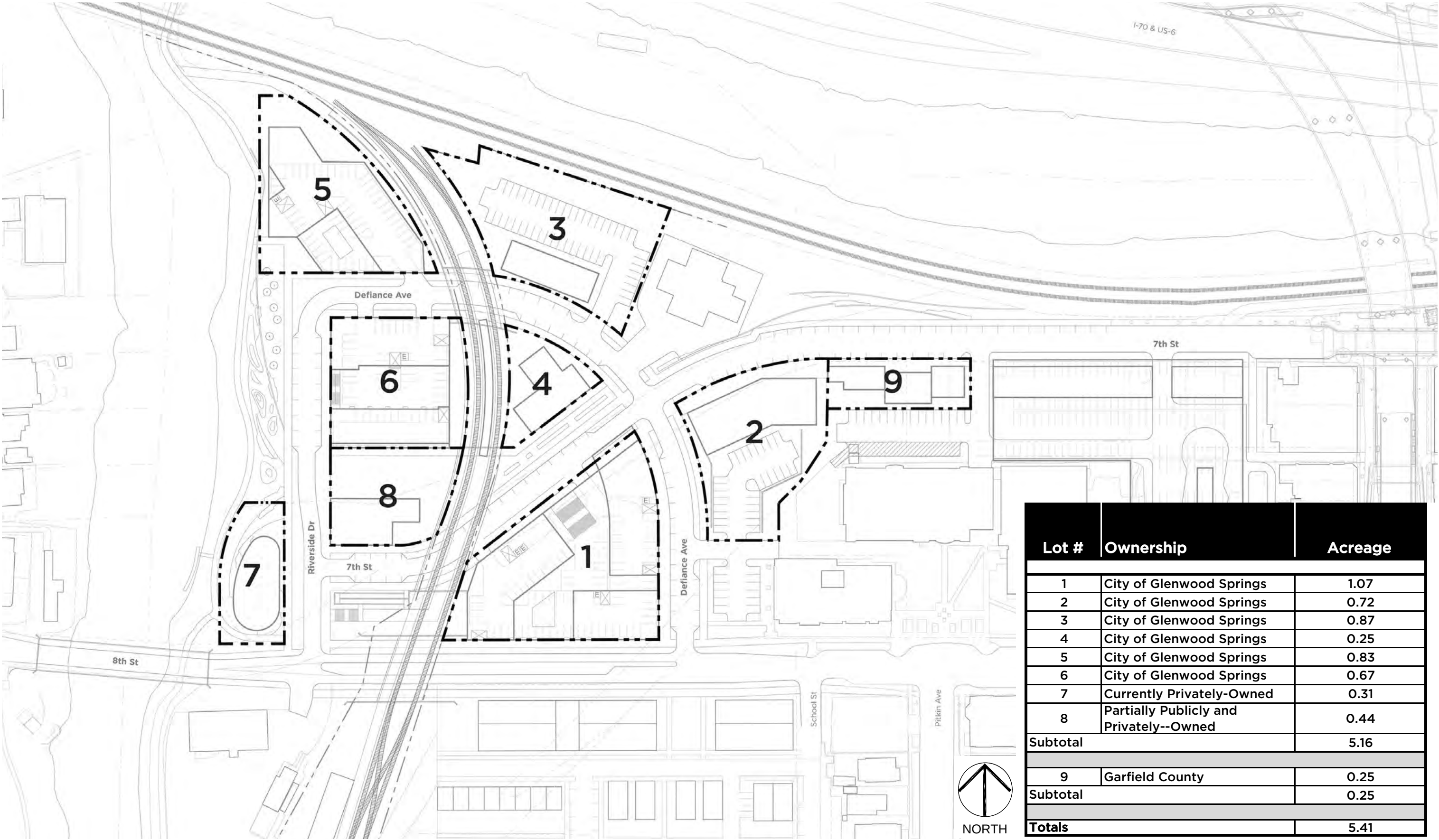
Alternative A - Block Structure Figure/Ground Diagram



Oblique view of parking structure spanning Colorado Avenue and incorporating a proposed RFTA Transit Center.

Alternative A - Site Reuse Plan





Lot #	Ownership	Acreage
1	City of Glenwood Springs	1.07
2	City of Glenwood Springs	0.72
3	City of Glenwood Springs	0.87
4	City of Glenwood Springs	0.25
5	City of Glenwood Springs	0.83
6	City of Glenwood Springs	0.67
7	Currently Privately-Owned	0.31
8	Partially Publicly and Privately--Owned	0.44
Subtotal		5.16
9	Garfield County	0.25
Subtotal		0.25
Totals		5.41

ALTERNATIVE B

This alternative considers the potential future elimination of the RFTA ROW, i.e. removal of the berm entirely from 8th Street to the UPRR ROW. The elimination of this major physical impediment, especially due to its central location and awkward shape, allows for a dramatically different development in terms of character, efficiency, and density, all of which are improved in this plan alternative.

- Key Design Parameters
- RFTA ROW – This alternative explores the potential value of eliminating the RFTA ROW north of 8th Street and the berm within it.

■ Structured Parking - A parking structure is located adjacent to the City Building, at Defiance Avenue and 7th Street. A percentage of the parking within this structure could be dedicated to the Vogelaar Park redevelopment south of 8th Street as well as serving the City and County Complex.

■ Street Pattern/Vehicular Circulation – A street pattern that extends and replicates the typical block dimensions and pattern of the downtown is utilized as the basis of the street grid and the urban block form.

■ Rail Transit - This alternative is based on a future rail transit line and station terminating at 8th Street and the RFTA ROW.

■ Utilities – This alternative assumes that significant utility relocation would be possible and therefore, not a limiting constraint.
- Plan Benefits
1. **Overall Urban Form & Street Pattern** – What the community expressed that they desired is the creation of a neighborhood that evokes a consistent character of Glenwood Springs’ downtown, yet also takes advantage of unique aspects of the Confluence Area. In essence, this means - unique yet complimentary. Once the berm and its related impacts are removed from the equation, a geometry that follows the traditional form and pattern of the downtown can be easily extended into the area. A major opportunity that opens up in this alternative is the ability to relocate Defiance Avenue to the west, aligning it with the proposed north-south street on the Vogelaar Park site and making blocks along 8th Street that are closer to the typical 250’ east-west length.
- At the point that 7th Street intersects with Defiance Avenue; a central cobblestone courtyard can be created as a defining urban design entrance feature. From this point, a triangular public space expands towards the riverfront. This central public space could be lined with mixed-use buildings creating a well-organized development plan focused on a logical progression of public spaces. This approach provides for abundant and flexible opportunities for special events and daily use by local residents. In essence the space would function as a formal central square and then transitions into a naturalized park experience as it progresses to the river’s edge.
- Another benefit of the elimination of the berm is the ability to fully engage 8th Street with active and vibrant ground floor frontage. Due to the grade implications of the berm, it would be very difficult to create an activated retail and pedestrian realm along this frontage in other scenarios. In this case, the 8th Street frontage could be a “complete street” from an urban design perspective with ground floor retail storefronts. In this scenario a central median along 8th Street is less desirable in order to reduce the width of the street to promote the relationship of development on both sides of the street.
- Finally, the resultant street layout creates numerous rectilinear development lots (see Alternative B Development Parcel Diagram) that form efficient development parcels of varying sizes.
2. **Development Yield** – This plan alternative provides the greatest potential development yield compared to alternatives A and C, for both housing units and commercial/retail square footage.

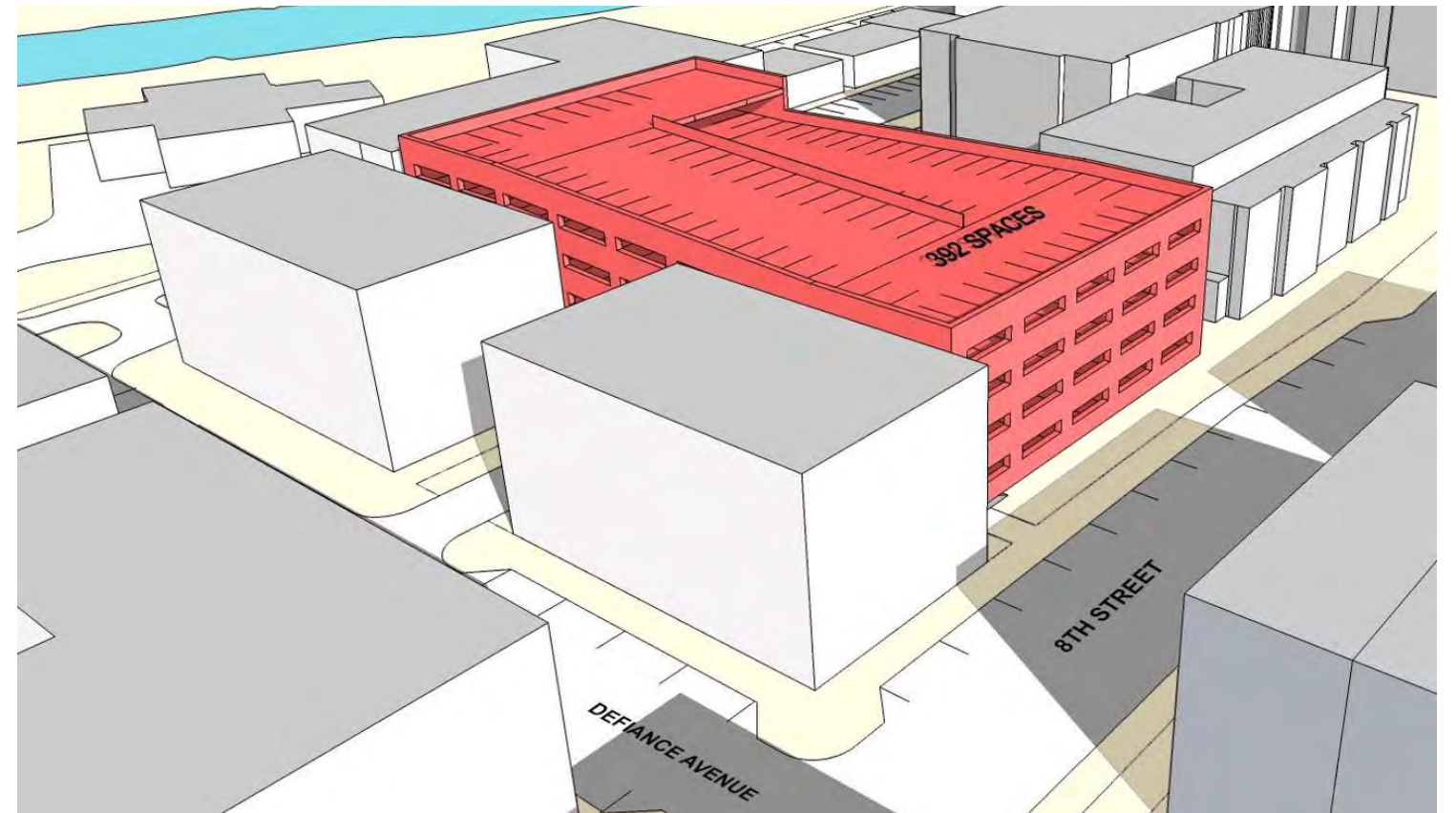
3. **RFTA ROW** – With the elimination of the RFTA ROW and the berm within it, the most ideal location and configuration of streets and circulation through the area can be achieved. Not only does this plan create a highly functional street pattern for traffic flow, it provides for highly efficient block dimensions. This results in a denser development in a manner that does not feel out of proportion or scale with its context. The cost per foot to construct many of the buildings would also likely be lower because larger footplates with simple geometries can be achieved. It also allows for substantial buildings to be located as bookends in a highly valuable location near the riverfront, yet provides the opportunity for an expansive stretch of public open space to extend back from the
- Alternative B Yield Table
- | Map Key | Uses | Building Footprint S.F. | Stories/ Levels | Commercial S.F. | Total S.F. | Dwelling Units | Notes |
|---------|---|-------------------------|-----------------|-----------------|------------|----------------|---|
| A | Mixed-Use: Multi-Family Housing & Commercial/Restaurant | 13,550 | 5 | 6,000 | 67,750 | 40 | Ground Floor retail with building ammenities for the remainder. Total Building Height 52’. |
| B | Mixed-Use: Multi-Family Housing & Limited Commercial/Retail | 13,200 | 5 | 11,200 | 66,000 | 40 | Ground Floor retail with building ammenities for the remainder. Total Building Height 52’ |
| C | Mixed-Use: Multi-Family Housing & Commercial/Restaurant | 14,400 | 5 | 12,600 | 72,000 | 48 | Ground Floor signature riverfront dining with dock and building ammenities for the remainder. Total Building Height 52’. |
| D | Mixed-Use: Multi-Family Housing & Commercial/Retail | 16,545 | 5 | 12,000 | 79,725 | 56 | Ground Floor retail with building ammenities for the remainder. Could have retail on 2nd floor facing courtyard. Total Building Height 52’. |
| E | Boutique Hotel & Commercial/Restaurant | 7,690 | 5 | 1,500 | 38,450 | | 35 - 40 Room Hotel with Ground Floor Lobby and Retail. Total Buidling Height 52’. |
| F | Mixed-Use: Multi-Family Housing & Commercial/Retail | 9,200 | 4 | 7,000 | 36,800 | 24 | Ground Floor retail with building ammenities for the remainder. Could have retail facing courtyard. Total Building Height 42’. |
| G | Mixed-Use: Multi-Family Housing & Commercial/Retail | 6,600 | 4 | 3,000 | 26,400 | 24 | Ground Floor retail with building ammenities for the remainder. Could been affordable units which would increase unit yield. Total Building Height 42’. |
| H | Mixed-Use: Multi-Family Housing & Commercial/Retail | 6,000 | 4 | 2,800 | 24,000 | 21 | Ground Floor retail with building ammenities for the remainder. Could been affordable units which would increase unit yield. Total Building Height 42’. |
| I | Mixed-Use: Affordable Housing & Commercial/Retail | 11,110 | 4 | 9,000 | 44,440 | 27 | Ground Floor retail with building ammenities for the remainder. Total Building Height 42’ |
| J | Commercial/Retail | 4,000 | 1 | 4,000 | 4,000 | | |
| K | Commercial/Retail | 2,400 | 1 | 2,400 | 2,400 | | |
| L | Commercial/Retail | 1,700 | 1 | 1,700 | 1,700 | | |
| M | Commercial/Retail | 2,400 | 1 | 2,400 | 2,400 | | |
| N | Commercial/Retail/Office | 7,500 | 3 | 22,500 | 22,500 | | Ground floor retail with office space on two floors above. Could provide office space for County Complex. Total Building Height 32’. |
| O | Commercial/Retail/Office | 5,000 | 3 | 15,000 | 15,000 | | Ground floor retail with office space on two floors above. Could provide office space for County Complex. Total Building Height 32’. |
| Totals | | 121,295 | | 113,100 | 503,565 | 280 | |
- riverfront into the core of the development, along the 7th Street axis.
4. **County Complex** – All of the criteria provided from the County related to its complex are accommodated. As a result of shifting Defiance Avenue to the west, a highly efficient parking structure is to be provided adjacent to City Hall. The garage can be located to provide surface parking for the police department and also provide additional buffer for the area of exterior emergency refuge for the jail.

5. **Major Centralized Downtown Transit Hubs** – This alternative depicts a regional commuter rail facility terminating at a station on the south side of 8th Street. This station would be within a 1/4-mile walking radius of most of the downtown.

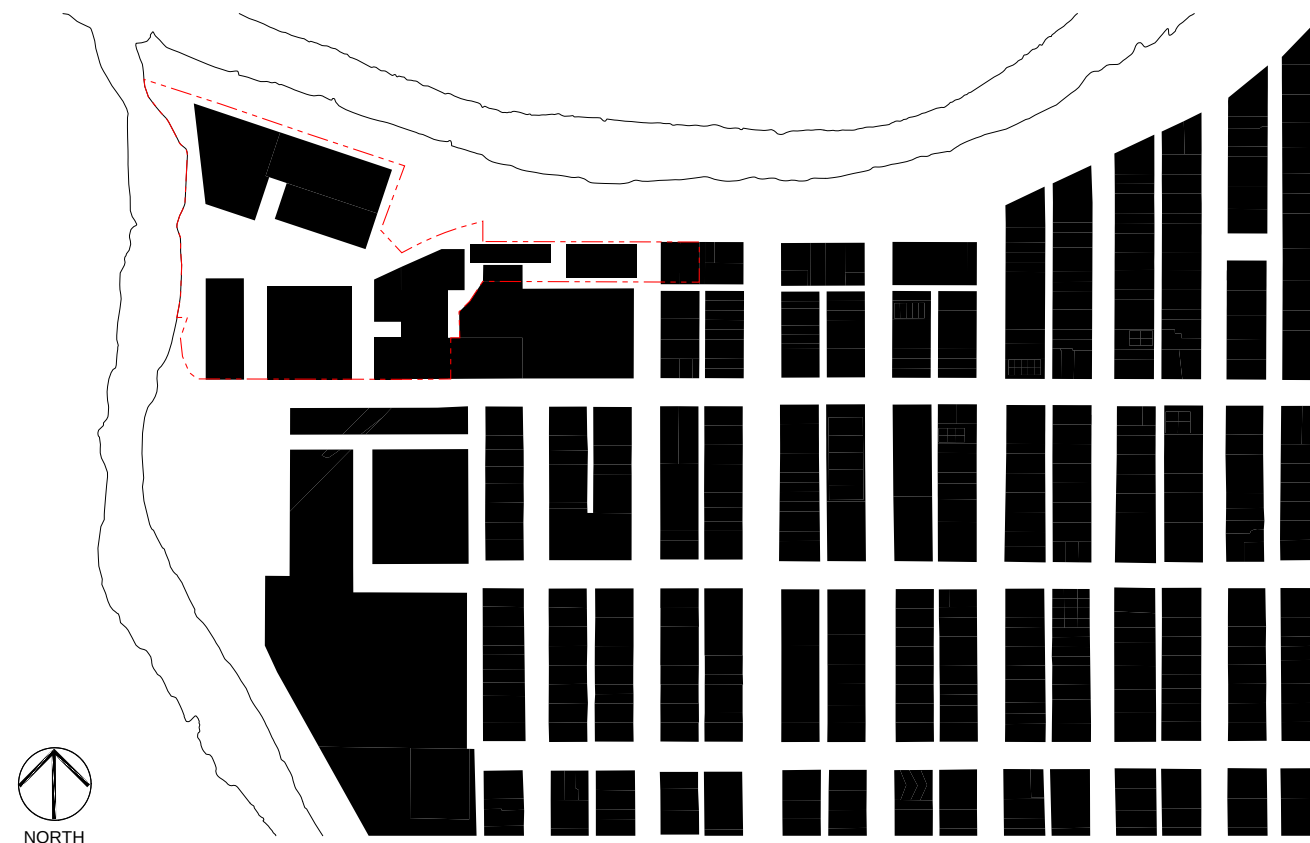
6. **Parking Supply and Service** – Two parking structures are provided in this plan alternative. They are located in areas that are least desirable for higher valued land uses. The first is located on lot 4 adjacent to the police department entrance to City Hall, creating a physical buffer between that use/activity and new mixed-use development. The
- second is located on lot 7, adjacent to the active UPRR ROW. In both cases, the structures can be configured in standard garage modular depths to create cost-effective and efficient layouts for each facility. The structures also provides ample parking for both the new development and the existing downtown. The structure on lot 4 could serve the adjacent housing, the government complex, and provide commercial/retail parking. The structure on lot 7 could be primarily for residential parking and also provide overflow commercial/retail parking. It is also located close enough to the Rio Grande Trail it could provide off-site parking for events in Two Rivers Park. Both structures could be wrapped with development on their primary sides.
7. **Costs and Time** – This alternative potentially yields an additional 100,000 SF of development yield and 50 to 60 additional residential units. However, the likely costs to achieve this additional development yield will be substantial. In addition to the direct acquisition costs of the RFTA ROW in this area, the value of the time it takes to achieve and the value of the lost return from development that could occur sooner, will need to be taken into account.
- Glenwood Springs Moving Forward Together | U.S. EPA Brownfields Area-Wide Plan
- 18
- Packet Page 199



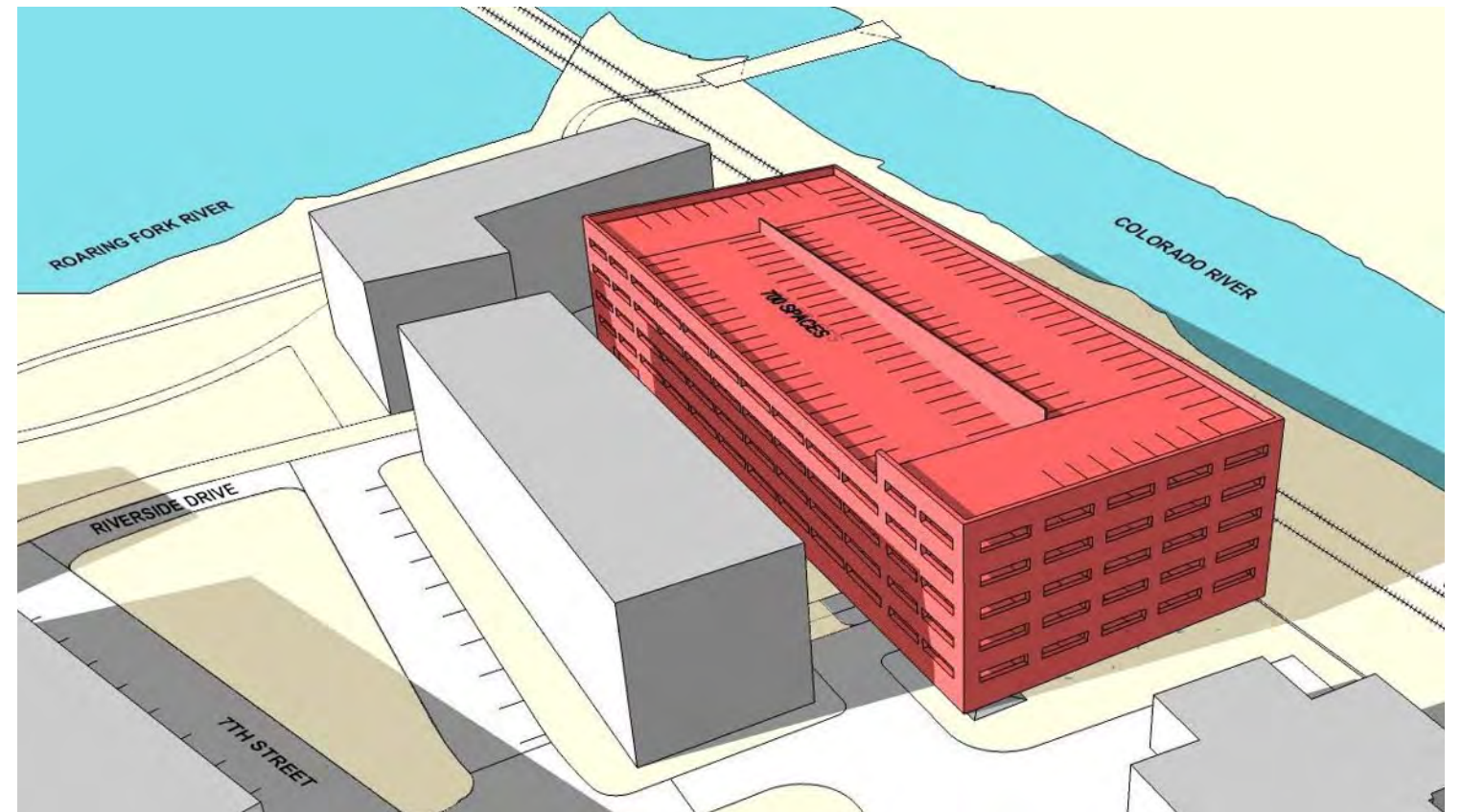
Alternative B - Building Footprint Figure/Ground Diagram



Oblique view of parking structures on lot 1 showing City Hall and new housing fronting a relocated Defiance Avenue.

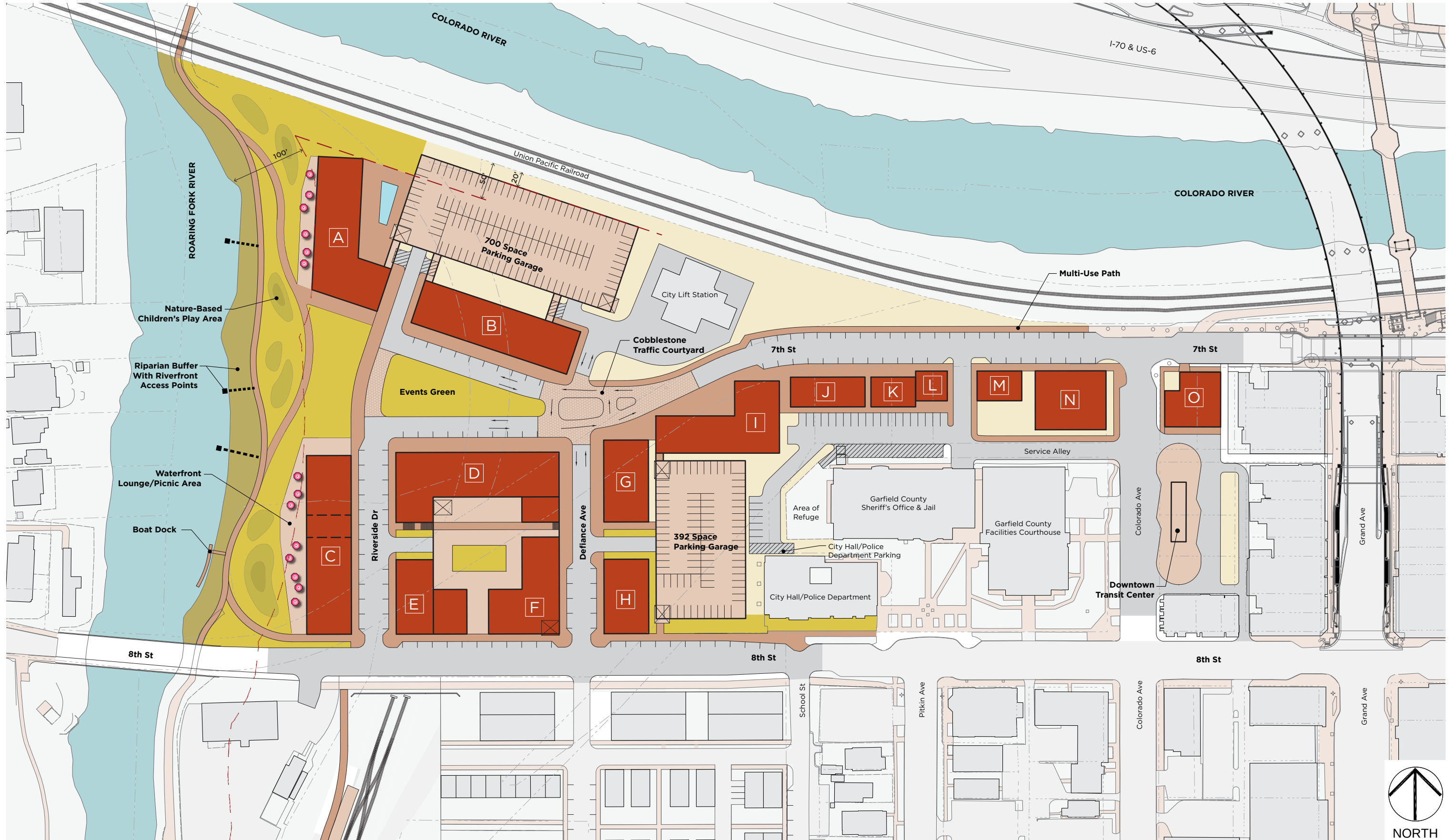


Alternative B - Block Structure Figure/Ground Diagram



Oblique view of parking structure on Lot 7 showing buildings wrapping the facility.

Alternative B - Site Reuse Plan





Lot #	Ownership	Acreage
1	City of Glenwood Springs	1.23
2	City of Glenwood Springs	0.18
3	City of Glenwood Springs	0.20
4	City of Glenwood Springs	0.64
5	City of Glenwood Springs	0.35
6	City of Glenwood Springs	0.56
7	City of Glenwood Springs	0.85
8	City of Glenwood Springs	1.02
9	Partially Publicly and Privately--Owned	0.83
Subtotal		5.86
10	Garfield County	0.23
11	Garfield County	0.37
12	Garfield County	0.13
Subtotal		0.73
Totals		6.59

ALTERNATIVE C

This alternative shows what could be achieved if the current 100’ RFTA ROW is maintained and the existing 7th Street underpass of the rail is upgraded but not widened. It also assumes that the relocation of underground utilities is avoided as much as possible. The suggestion to have a series of buildings fronting on the riverfront that are serviced by access drive on the berm side of the development is incorporated. This alternative represents what might be able to occur with the least amount of upfront actions on the part of the City or a developer.

Key Parameters

- Overall Urban Design Approach – Since the berm is left essentially intact as it exists today, the area is significantly divided by this major landform element. As a result, instead of trying to create one cohesive design approach each area is made to be very distinctive with the hopes that these aspects make them destinations worth “seeking out.” Emphasis is placed on two areas: the river frontage (as an elevated promenade with terraces) and the intersection of 7th Street and Defiance Avenue.
- RFTA ROW – With the exception of minor functional, safety, and aesthetic modifications, and the inclusion of a multi-use path, the RFTA ROW berm is left intact.
- Structured Parking – These alternative focuses on creating a single, large structured parking facility on lot 1 at Defiance Avenue between 7th and 8th Streets. Minimal ground floor retail options for the structure are considered in order to maximize the parking yield within the structure.
- Street Pattern/Vehicular Circulation – The notion of a gridded street layout is abandoned and Defiance Avenue terminates at a surface parking lot on lot 3. 7th Street follows its current alignment terminating at a “rights-in, rights-out” intersection with 8th Street. Development between the RFTA ROW and the river’s edge is accessed via a service drive that parallels the RFTA ROW line.

Plan Benefits

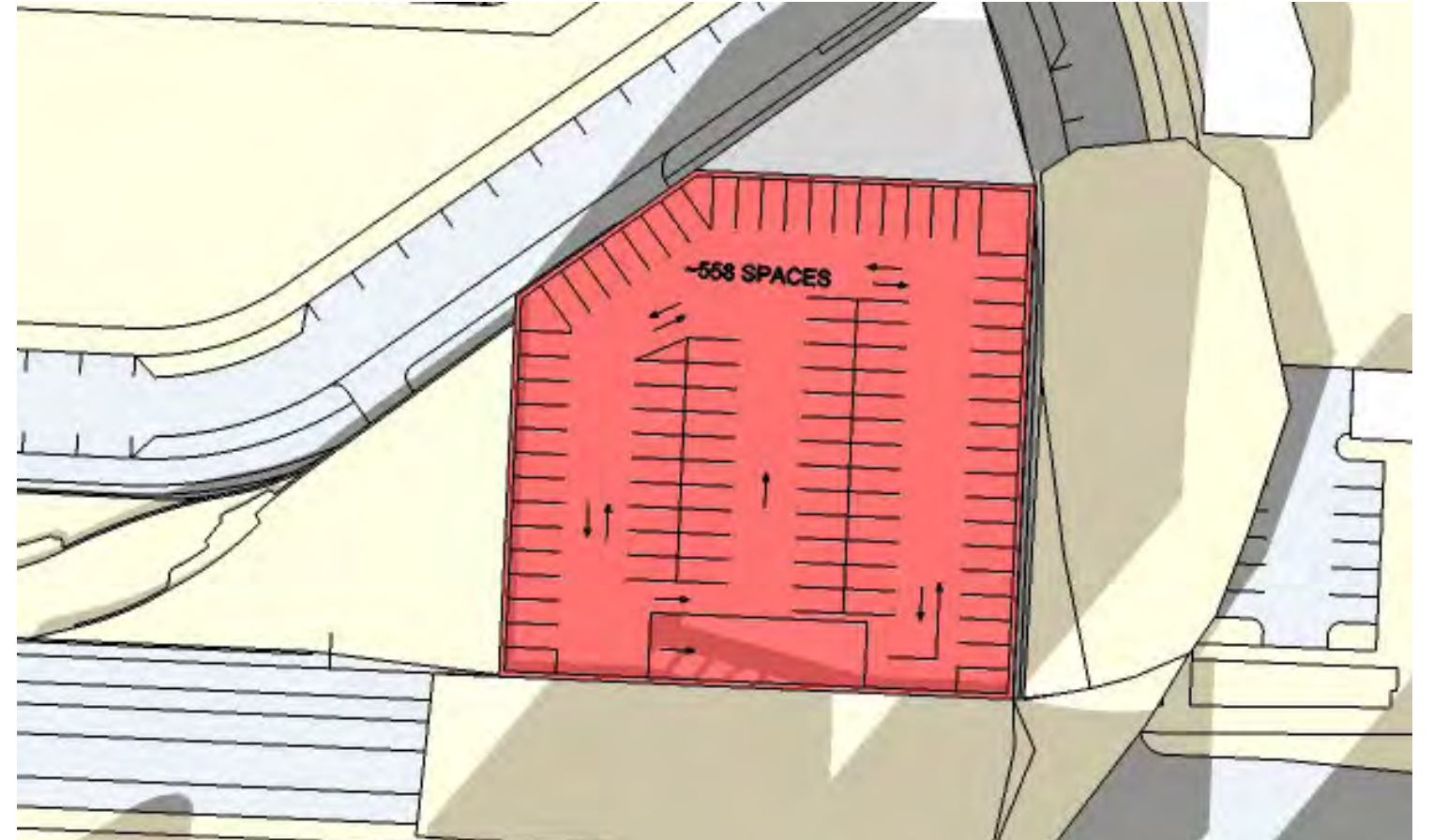
- Overall Urban Form & Street Pattern** – This alternative creates a very strong emphasis directly onto the riverfront. Three of the largest buildings line the river’s edge. This alternative relies heavily on creating a seamless transition between the character and design of the riverfront public park and the elevated promenade and terraces that would be part of the private development. If successful, this area would be very intensely utilized with high concentration events, etc. so great care would be needed to balance the desire of the community to see the river’s edge be naturalized while providing ample hardscaping to support intense use.
- RFTA ROW** – No major actions are required to implement this plan alternative. The alternative depicts the potential restoration of freight rail along with a multi-use path on the top of the berm, creating a rail-and-trail condition.
- Relationship of Development to the Riverfront** – The “front” of the development actually faces the riverfront with an elevated promenade fronted with commercial/retail uses overlooking the river.
- Parking Supply and Service** – The proposed parking structure on lot 1 allows for the creation of a large parking supply that can service the commercial/retail riverfront demand from the development on lot 4, as well as the other mixed-use development along 7th Street. It could also provide supplemental parking for the development south of 8th Street at Vogelaar Park and the City and County Complex. Parking for buildings A, B, and C on lot 4 is provided in one interconnected at-grade parking area below the promenade and is supplemented with a surface lot on the RFTA ROW side of the building complex. An additional surface lot, primarily to serve the housing in building D on lot 3, is provided adjacent to the UPRR active rail line.

It is possible to integrate the structured parking garage scenario from Alternative C with the remainder of the Alternative A reuse plan. This determination could be an outcome of the RFTA Corridor Service Study.

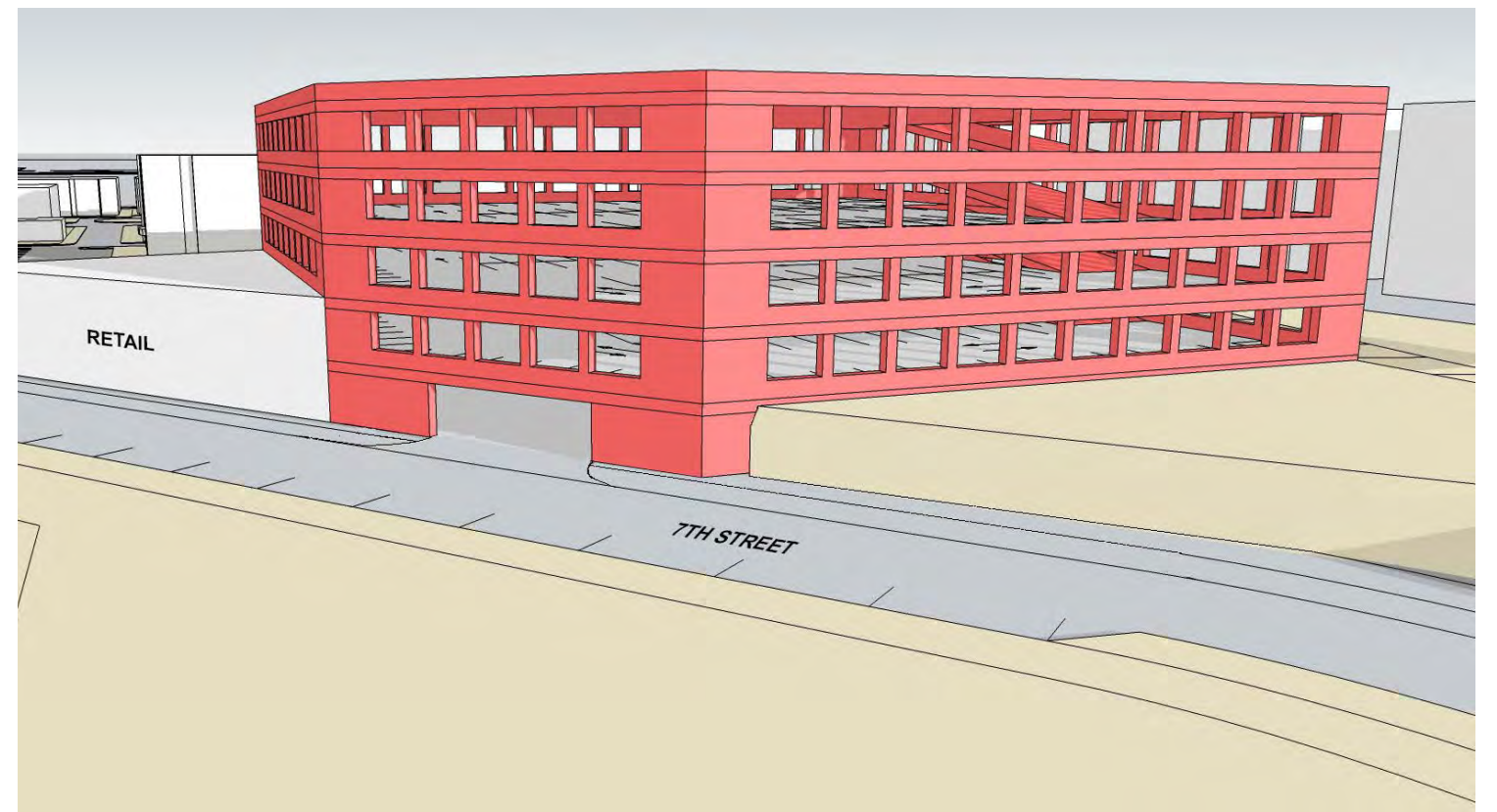
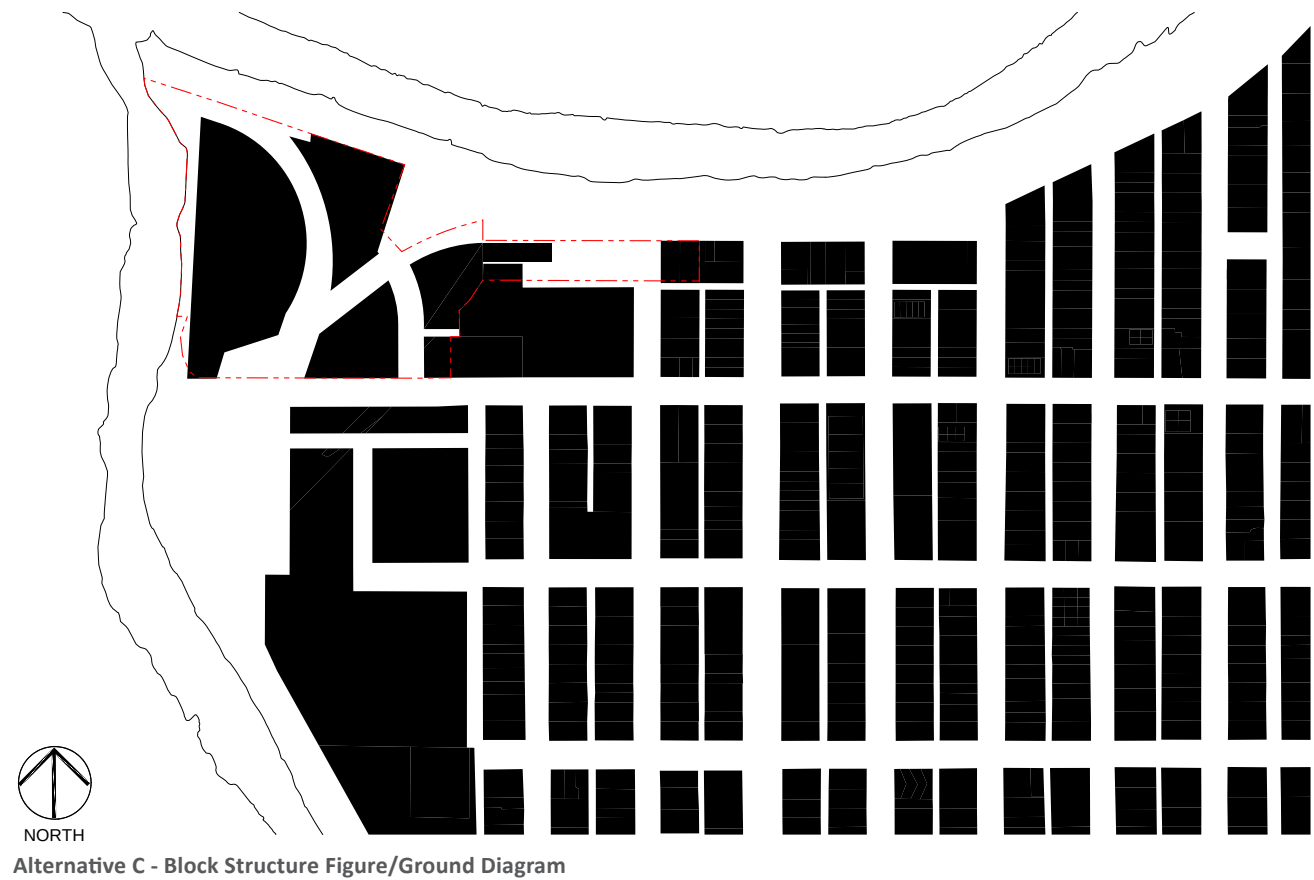
Alternative C Yield Table

Map Key	Uses	Building Footprint S.F.	Stories/ Levels	Commercial S.F.	Total S.F.	Dwelling Units	Notes
A	Mixed-Use: Multi-Family Housing & Commercial/Restaurant	9,000	5	5,000	45,000	28	Buildings A, B, & C would sit on top one interconnected parking level pedestal with a public promenade overlooking the river as the "Ground Floor" for the buildings. Total building Height 52'.
B	Mixed-Use: Multi-Family Housing & Limited Commercial/Retail	7,200	5	5,000	36,000	24	
C	Mixed-Use: Multi-Family Housing & Commercial/Restaurant	7,200	5	6,500	36,000	24	
D	Boutique Hotel & Commercial/Restaurant	12,060	4	3,000	48,240		40 - 50 Room Hotel with Ground Floor Lobby and Retail. Total Building Height 42'.
E	Commercial/Retail	4,900	1	4,900	4,900		One-story Commercial/Retail wrapping parking structure.
F	Mixed-Use: Affordable Housing & Commercial/Retail	11,360	4	8,000	45,440	27	Affordable Housing on upper floor. Total building Height: 42'
G	Commercial/Retail	2,400	1	2,400	2,400		
H	Commercial/Retail	1,700	1	1,700	1,700		
I	Commercial/Retail	5,400	1	5,400	5,400		
J	Commercial/Retail	2,000	1	2,000	2,000		
K	Commercial/Retail	7,500	3	22,500	22,500		
L	Commercial/Retail	5,000	2	10,000	10,000		
Totals		75,720		76,400	259,580	103	

- Downtown Transit Center** – This plan alternative also shows a RFTA bus transit center in conjunction with the large parking structure on lot 1. Bus pick-up and drop-off would occur along Defiance Avenue. The ability to provide efficient operations and routing back onto 8th Street in each direction will need to be evaluated since the only signalized intersection is at 8th Street and Colorado Avenue. Direct BRT transit stop service could also be provided on both sides of 8th Street in conjunction with the garage, to facilitate express bus routing
- Utilities** – This plan alternative doesn’t anticipate the need to make any major modifications to underground utilities.
- Costs, Time, and Phasing** – A significant amount of this development could advance in the near-term. With the exception of the need to acquire additional private property at the intersection of 7th and 8th Streets and the riverfront, the development on lot 4 could proceed. Phasing of development could occur and correspond to the development of Vogelaar Park and the parking structure on lot 1. Lot 3 could also be developed entirely as a surface parking lot as an interim use until the parking structure is constructed on lot 1.

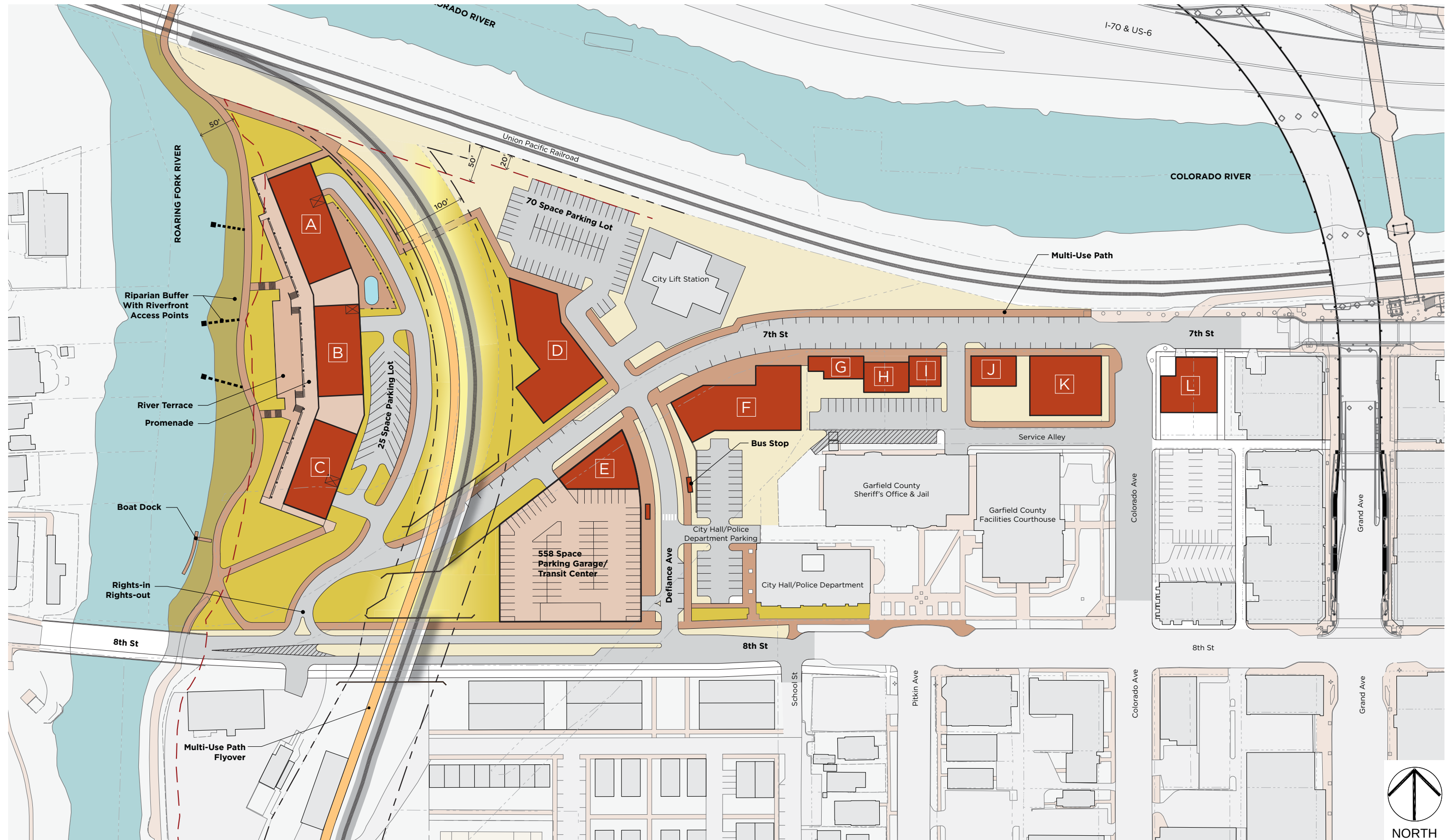


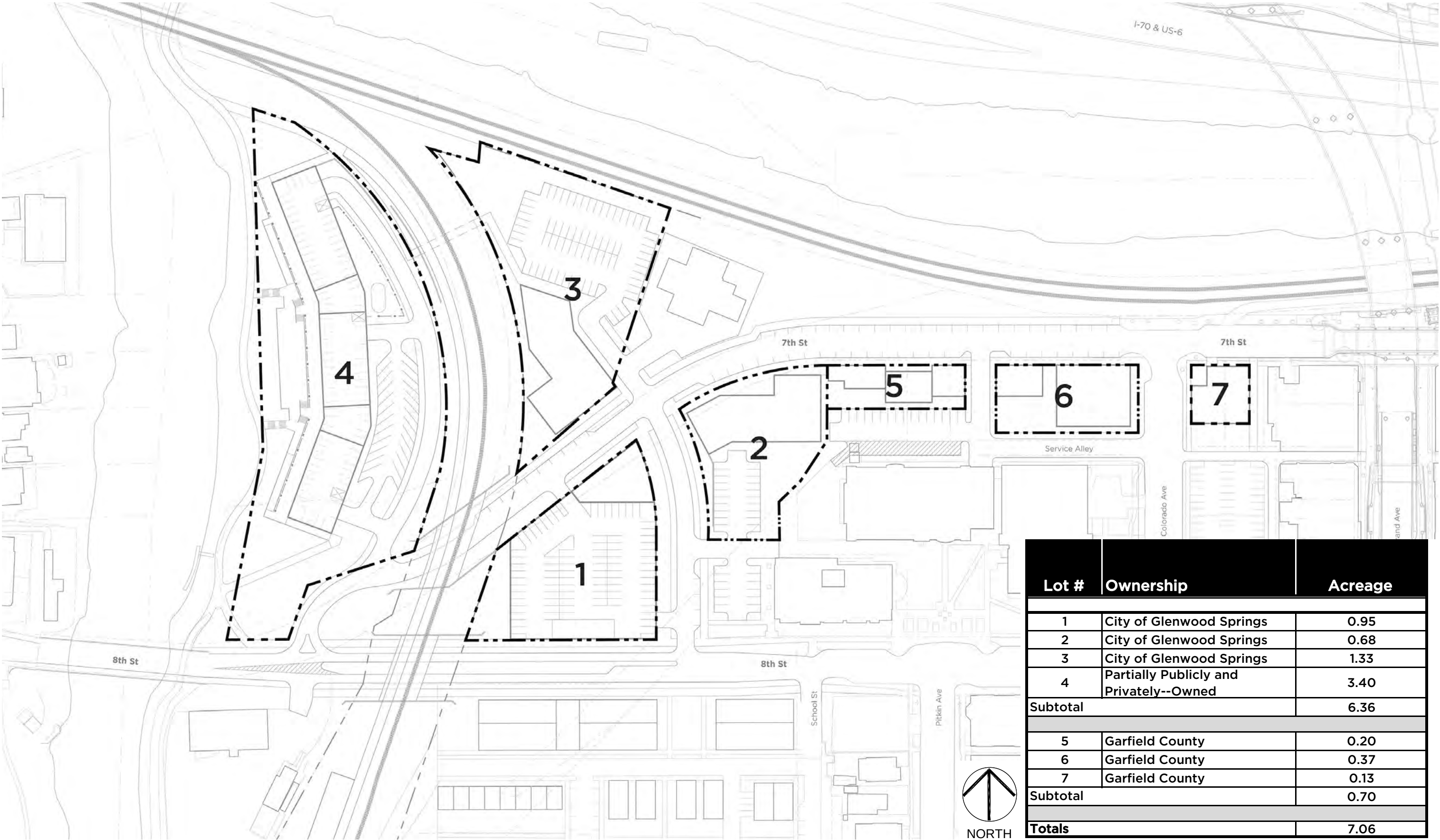
Plan view of the parking structure on lot 1.



Oblique view of parking structure on lot 1 showing 7th Street frontage and lower level access.
Note: RFTA ROW and berm are excluded for visualization purposes

Alternative C - Site Reuse Plan





Lot #	Ownership	Acreage
1	City of Glenwood Springs	0.95
2	City of Glenwood Springs	0.68
3	City of Glenwood Springs	1.33
4	Partially Publicly and Privately--Owned	3.40
Subtotal		6.36
5	Garfield County	0.20
6	Garfield County	0.37
7	Garfield County	0.13
Subtotal		0.70
Totals		7.06

2.3 THE WEST 6TH STREET AREA

This area was originally evaluated because of its value for redevelopment in relationship to the CDOT site as one the three catalyst brownfield sites. It was thought that in order to determine the ultimate reuse value for the CDOT site, it was important to look at how it connects more directly to North Glenwood Springs and the downtown. This meant that the West 6th Area, and what that area’s potential could be, became as crucial as what occurs on the CDOT site itself. The West 6th Street Area was evaluated starting with the recommendations from the 2017 6th Street Corridor Master Plan as a basis. In addition, it is believed that based on some of the historical uses in this area, a few of the properties maybe brownfields, although no actual environmental assessment data was available to substantiate this possibility.

The 2017 6th Street Corridor Master Plan report focused heavily on the area of the 6th Street east of Laurel Street. It especially advocates creating a more traditional urban development pattern in the two blocks from Laurel Street to Pine Street, connecting to the pedestrian bridge north “landing” area. For the area west of Laurel Street, the plan mostly focuses on ways to improve the multi-modal transportation aspects of West 6th Street with an emphasis of introducing intersecting streets to form more typical street blocks, in order to reduce the highway-like suburban condition that current exists. This would also create a new traditional downtown block framework to shape new infill development that is oriented towards a pedestrian streetscape.

With the goal of promoting greater infill development in a denser, more walkable pattern, this project looked in more detail at the recommendations of the 2017 6th Street Master Plan to determine if new public streets and facilities could be introduced into the area to begin to foster a transformation of the area, especially for some of the parcels that have a history of auto-related uses and other potential brownfields aspects.

The proposed AWP reuse scheme for this area evaluates how a new local street network could be introduced. The proposed layout of the local streets works around the existing uses that are anticipated to remain and are active businesses. The concept is based on creating traditional complete streets with two-way traffic, on-street parking, few if any curb cuts, and sidewalks and streetscaping. New infill development would front onto these streets with zero setbacks and in some cases mixed-use development with ground floor

commercial uses and upper floor residential. Since this area already has a concentration of lodging uses and the market analysis performed as a part of the AWP showed that there may be demand for additional hotels, a potential hotel could certainly fit within the proposed reuse framework, most likely fronting onto West 6th Street, at a newly created corner.

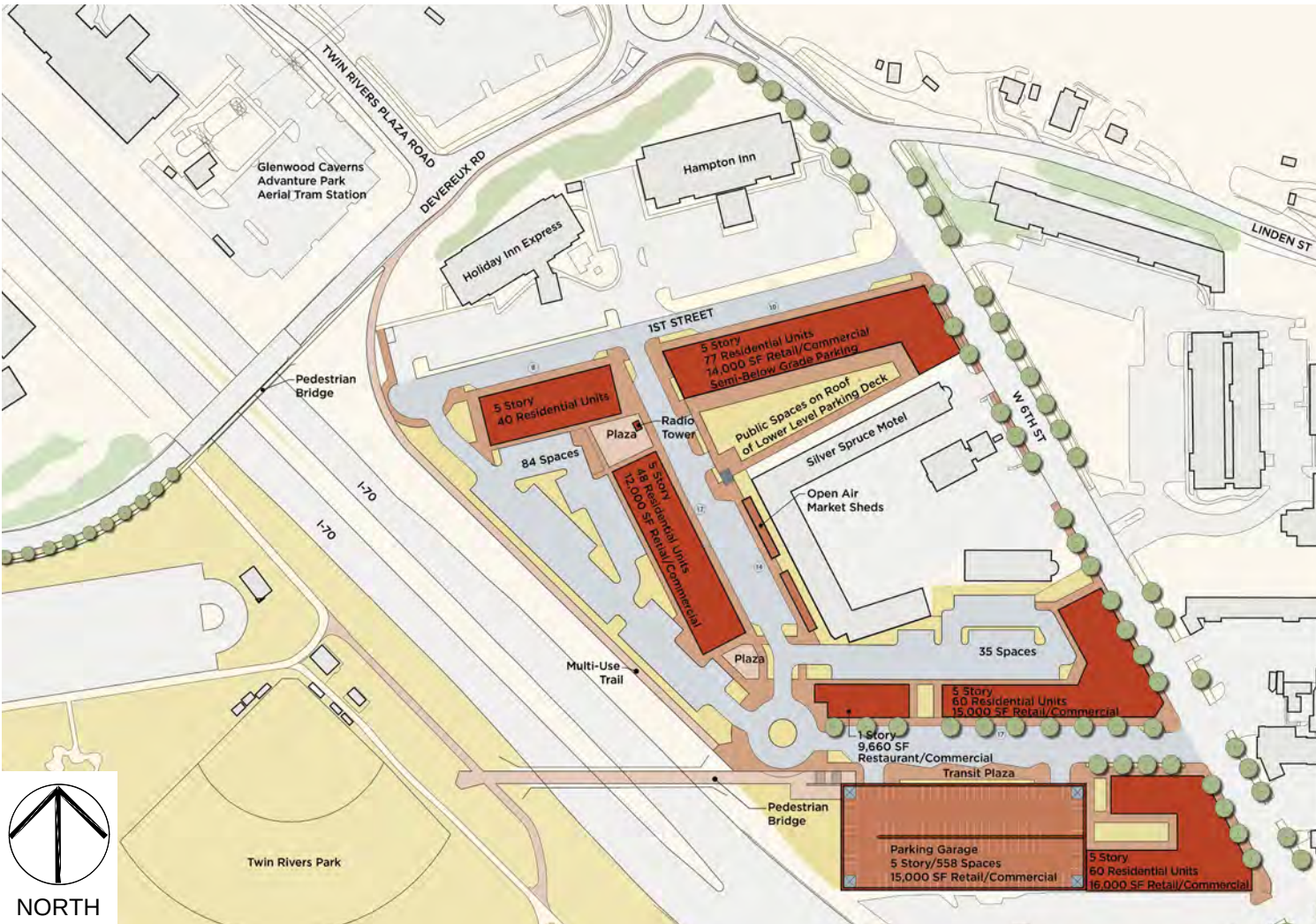
Throughout the AWP planning process there were discussions regarding the possible placement of a larger parking structure to function as a park-and-ride connected to RFTA transit service, somewhere within the AWP study area. In addition to the various alternatives for structured parking explored within the Confluence Area, the possibility of locating a large structured facility in this area was also considered. The reuse plan shows the placement of an approximately 558 space, five-story garage, with ground floor retail and transit facilities. A facility of this type in this location would have the benefit of being directly accessible for vehicular traffic exiting in both directions from I-70, as well as being easily served by existing RFTA transit routes. As a part of the RFTA pending Corridor Service Study, additional service may be considered for the 6th Street Corridor now that the Grand Avenue Bridge Replacement Project is complete. The presence of a parking structure of this scale in this location would also support the ability to build much denser infill in this area. This could transform it from a land use pattern mostly focused upon automobiles using off-street surface parking lots, to one that is more multi-modal and pedestrian, bicycle, and transit friendly.

The AWP reuse scheme also shows how a potential pedestrian/bicycle bridge over I-70 directly from the garage, could serve Two Rivers Park with greatly expanded parking supply. This would alleviate the undersupply of parking in the City’s signature destination park, especially during major events.



View of the West 6th Street Area from the Holly Quarry.

West 6th Street Area Reuse Plan



2.4 THE FORMER HOLLY QUARRY

This site was included as part of the AWP study area as a result of its post-industrial mining operation condition. It was not known if environmental conditions currently existed as a result of the historic activities that occurred on the site, and what impacts those might have on its reuse. Based on information provide by the current property owners not responsible for any of the mining activities that occurred previously, it is believe that there are no environmental conditions that exist that would require specific permitting or other related site remediation activities. Due to its location and the large-scale earth disturbance activities that occurred, the site has challenges that impact its ability to be developed for non-mining activities.

After discussions with the property owners and findings from the market analysis, one potential reuse scenario that was considered was residential. Again, due to its location and topographic conditions, any development that might occur on the site would need to work with, and ideally try to take advantage of, the unique mountainside condition and location. The views afforded from the site into downtown, for example, are an excellent attribute that could provide immense value for a residential development.

Historically models for how mountainside or mountain-top residential could be constructed were researched. The town of Sassi di Matera in southern Italy (see www.sassidimatera.net for images) was one location that provided an interesting case study for the type of unique character that could be

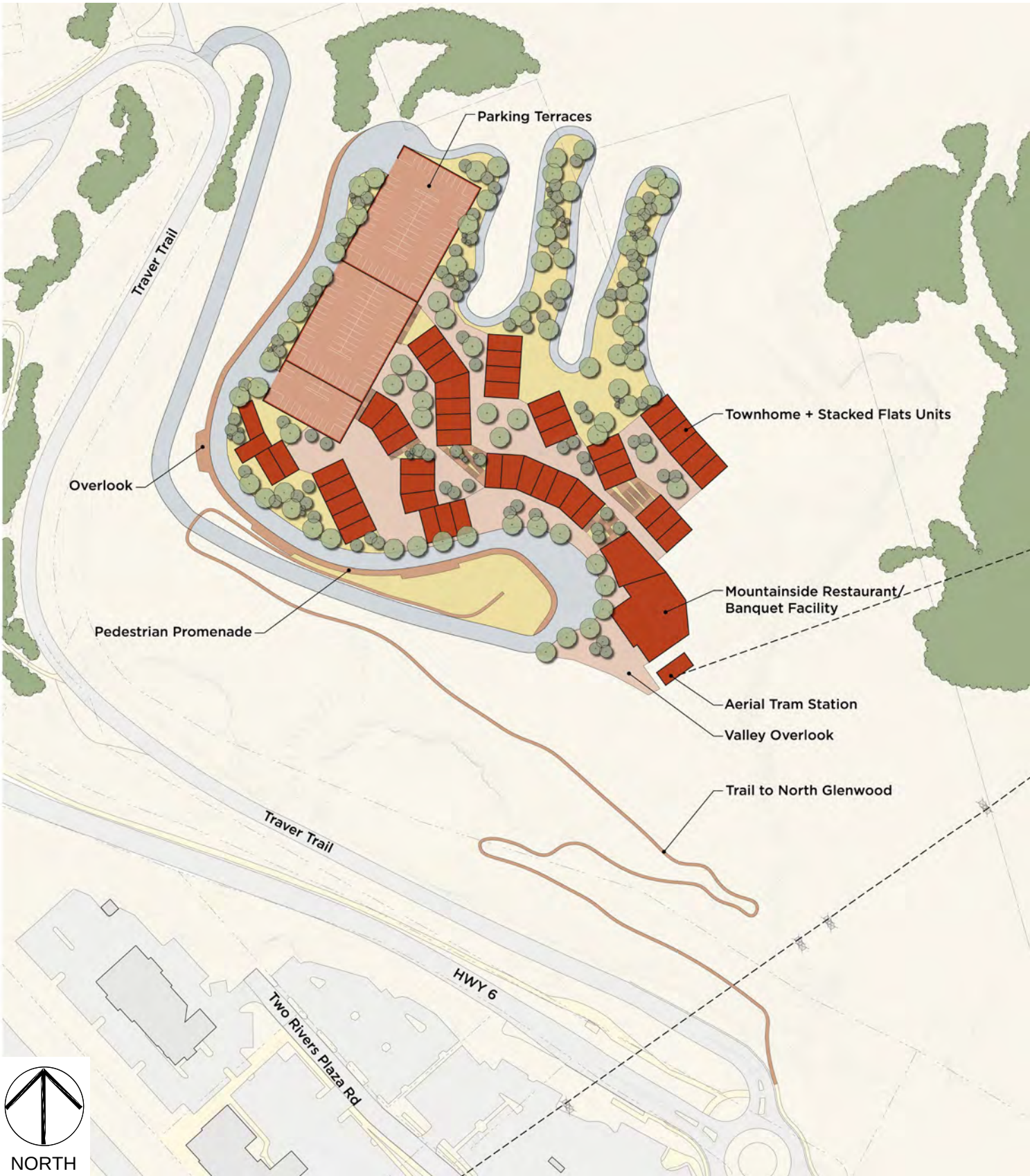
achieved by a new residential development on the quarry site. Large areas of the town are designated as a World Heritage Site by UNESCO, an organization of the United Nations. The intention of the proposed reuse plan for the quarry site is not to create a fake historic town, but instead to look at how new buildings could relate to a site with similar topography and create a very interesting pedestrian-oriented community.

The reuse plan for the site shows how clusters of residential dwellings might be stacked up the sloping site to create interesting spaces and courtyards, while affording scenic views from the units. The bulk of the site would be pedestrian-only, which would make it a unique place to live, and likely not the place for everyone, but the unique aspects would make it so attractive that demand for units would exist. The plan shows what appears to be a large blocky parking structure to accommodate vehicles of residents and visitors. In fact, this facility would be a series of parking terraces stacked one on top of another in a staged manner to use the grade of the site to provide access to each level. Ideally, the facility would have a landscaped roof to minimize its visual impact on the site and from a distance, since the site would be visible from across the valley.

Access to the site is provided by a ring-road with a mountainside pedestrian promenade. This public space, including several projecting overlooks, would become a destination for visitors, so it is possible that some limited commercial, most likely restaurants, could occur along the lowest terrace of units. Again, the views from these European café-like venues would be spectacular.



Vista up and down the Colorado River valley would be unmatched for any development that might occur on the Holly Quarry site.







03

- I Executive Summary
- 01 The Area-Wide Plan
- 02 Site Reuse Planning

03 Public Facilities and Implementation Strategies

- 3.1 Brownfield Environment Site Assessment Activities
- 3.2 Multi-Modal Transportation Connectivity
- 3.3 Public Parks and Open Spaces
- 3.4 Stormwater and Resiliency
- 3.5 Public Projects and Implementation
- 3.6 Potential Implementation Funding Sources

Appendix A Background Report

Appendix B Business Development Opportunities Report

PUBLIC FACILITIES AND IMPLEMENTATION STRATEGIES

In addition to the site reuse plans described in the prior chapter, a major focus of the overall AWP planning effort will be placed on the broader public site preparation actions and infrastructure work needed to support the site reuse recommendations. The following information summarizes the key strategies for advancing projects by topic area.

3.1 BROWNFIELD ENVIRONMENTAL SITE ASSESSMENT ACTIVITIES

Although extensive environmental site assessment (ESA) work has been performed on the former wastewater treatment plant site, there are other parcels where a Phase I ESA will be required or is recommended. The east leg of the former railroad right-of-way that was acquired by the City from RFTA will need to be evaluated. Based on the site’s historical railroad use and associated activities, a Phases I ESA and likely a Phase II ESA will need to be performed. Since a Phase I ESA was not performed prior to the transfer of ownership to the City, the site is not eligible for U.S. EPA brownfields assessment funding, however other potential funding sources for these activities are described later in this chapter. The reuse of most of this property includes the construction of parking underneath buildings, therefore significant soil excavation will be required. In order for this work to be performed, depending on the results of soil sampling under a Phase II ESA, Soil Management and Remedial Action Plans will likely be required.

Because of the prevalence of railroad activities within this area and the former conditions at the wastewater treatment plant, the City should also consider performing Phase I ESAs prior to acquiring any additional properties. Soil sampling is also advisable along the riverfront prior to any major earth disturbance as a part of any park construction or shoreline restoration activities.

3.2 MULTI-MODAL TRANSPORTATION CONNECTIVITY

The focus of the AWP transportation framework is to improve mobility for people and goods moving throughout the AWP study area, especially in relation to the north and south sides of the downtown. Through the establishment of new

connections, increased consideration for promoting multi-modal transportation, and the upgrading of existing roads and intersections, it is possible to improve upon current transportation conditions. This includes providing increased traffic volumes associated with infill development while making the town increasingly more attractive for walking, bicycling, and transit use.

With regards to the Confluence Area and the West 6th Street Areas the establishment of a sense of true neighborhoods, including those that consist of a vibrant mix of uses, depends upon a consistently good pedestrian experience. Complete neighborhoods require a mix of land uses (residential, retail, office, civic uses, etc.) and a mix of housing types and household income levels arranged to provide a variety of living and working options, all within walking distance of each other. The value of high-quality multi-modal streets in supporting the redevelopment efforts of this plan cannot be understated. The prime determinant of the pedestrian experience is the quality of the streetscape; “complete” walkable streets are visually stimulating, while environments that are hostile or uninteresting immediately turn pedestrians away. Specifically, the most important element of a good streetscape is the quality of street frontage – the manner in which the public realm of the street and sidewalk meet the private line of building facades. Streets and other thoroughfares are public spaces balanced for function and character. Streets shape blocks. Larger voids in the block structure should generally only exist as public spaces such as plazas, playgrounds, and parks, not as pedestrian “dead zones.” Promoting a safe and quality pedestrian experience, however, does not mean that efficient vehicular traffic circulation must suffer. Instead, it advocates the desire of a high-quality pedestrian environment not be immediately sacrificed for the sake of the automobile. Transportation design decision-making must be made using a balanced approach between all modes, considering that a minimum base-line of pedestrian services be achieved that are above the typical norm. This multi-modal approach is the fundamental basis for all transportation recommendations in the AWP and can be used to inform future schematic designs and engineered plans.

Through the AWP planning effort specific transportation improvements were explored for critical connector streets and intersections within the study area. Specifically, in and around West 6th Street, 7th Street, 8th Street, and Defiance Avenue. The key steps needed to advance the priority transportation improvements, specifically within

the Confluence Area are described on the Implementation Action and Public Infrastructure CIP Project Table later in this chapter.

There was a strong desire to enhance connectivity of the existing Rio Grande Trail through the Confluence Area and provide improved multi-use path connections into the core of downtown. The various alternatives show how a “flyover” multi-use path could be achieved via the RFTA ROW while also accommodating future rail operations. In essence this would create a rail-and-trail configuration and provide for a very unique pedestrian and bicycle experience through the area. It would also reduce bicycle and pedestrian conflicts on the existing Rio Grande Trail as it travels underneath the 8th Street bridge, along the riverfront. An expanded sidewalk, formally designated as a multi-use side path, is possible along Defiance Avenue, north of 7th Street, and on the north side of 7th Street between Defiance and Colorado Avenues, to provide a dedicated bicycle supportive facility as close to Grand Avenue, as possible. If the structured parking garage alternative that would have a structure built at Colorado Avenue and 7th Street were constructed, special bicycle parking within the garage should be explored. Less useable space, such as space underneath the ground level ramp to the second level could be a bicycle parking or bicycle corral as a way to promote safe parking for bicycles.

Transit and parking facilities

All of the reuse plan alternatives consider the opportunities to increase transit service, facilities, and ridership. In essence all of the alternatives consider the Confluence Area redevelopment as a model Transit Oriented Development (TOD). All of the urban design scenarios promote density that supports transit ridership and utilization and all of the street infrastructure would provide complete pedestrian facilities facilitating direct connections to transit service.

There are various opportunities to locate a transit center, of varying scales and service levels, including a potential park-and-ride parking structure. Based on the numerous discussions with RFTA representatives, there is an interest in exploring the viability of the various alternatives. RFTA has suggested to incorporate an evaluation of the various options into its pending Corridor Service Study planned for later in 2019. It is important for the City to play an active role in developing the parameters of the various alternatives considered and reviewing findings as they are evaluated. RFTA will need to consider a wide range of factors, especially their

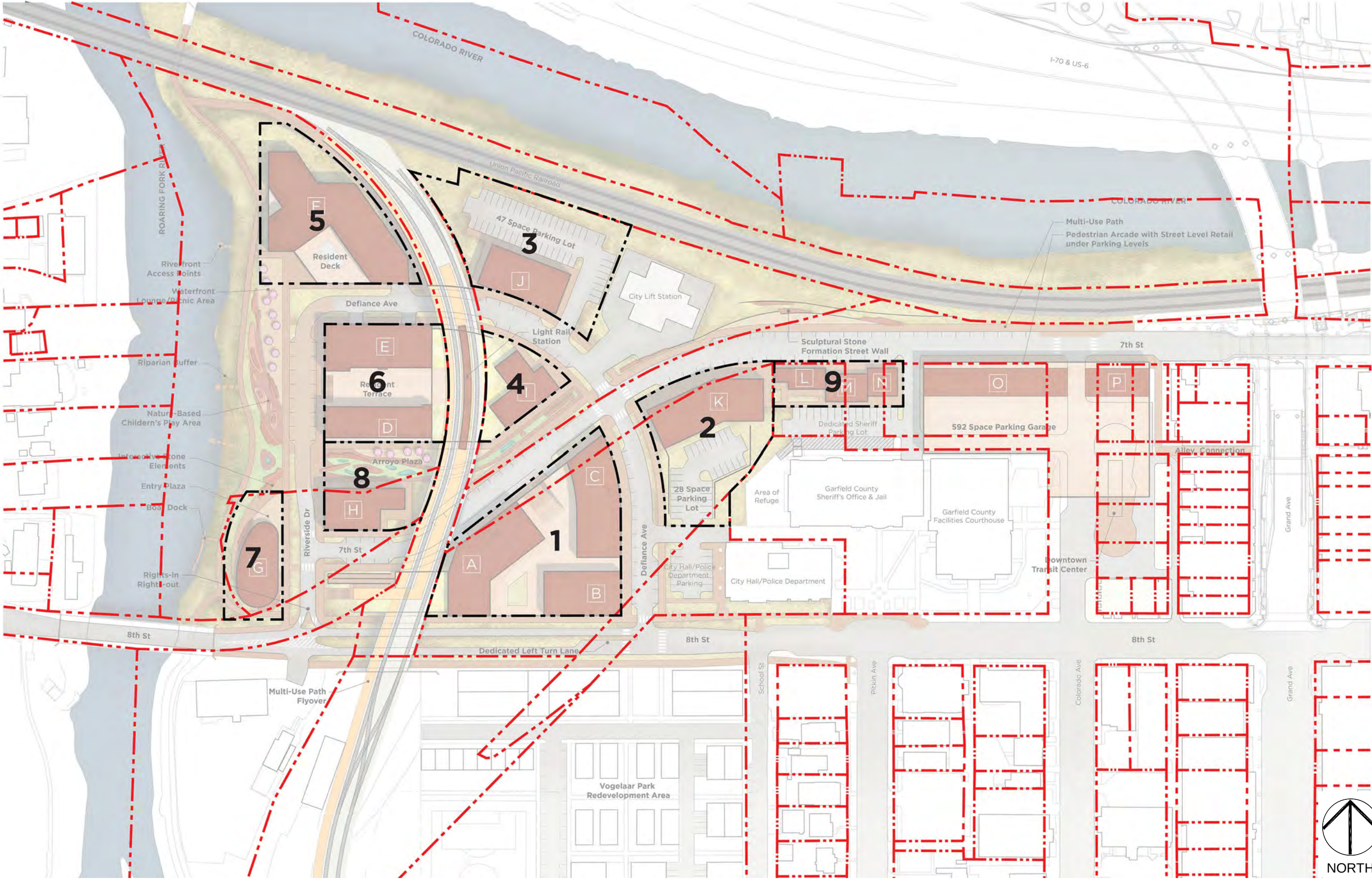
ability to provide efficient and effective service. Of course, the City’s desire to create a parking structure that primarily serves existing and proposed development will inform the decision-making as to the ultimate location of a large parking facility and/or a transit center are co-located. They may be one conjoined facility or two independent elements that locate based on their individual performance criteria, to be determined.

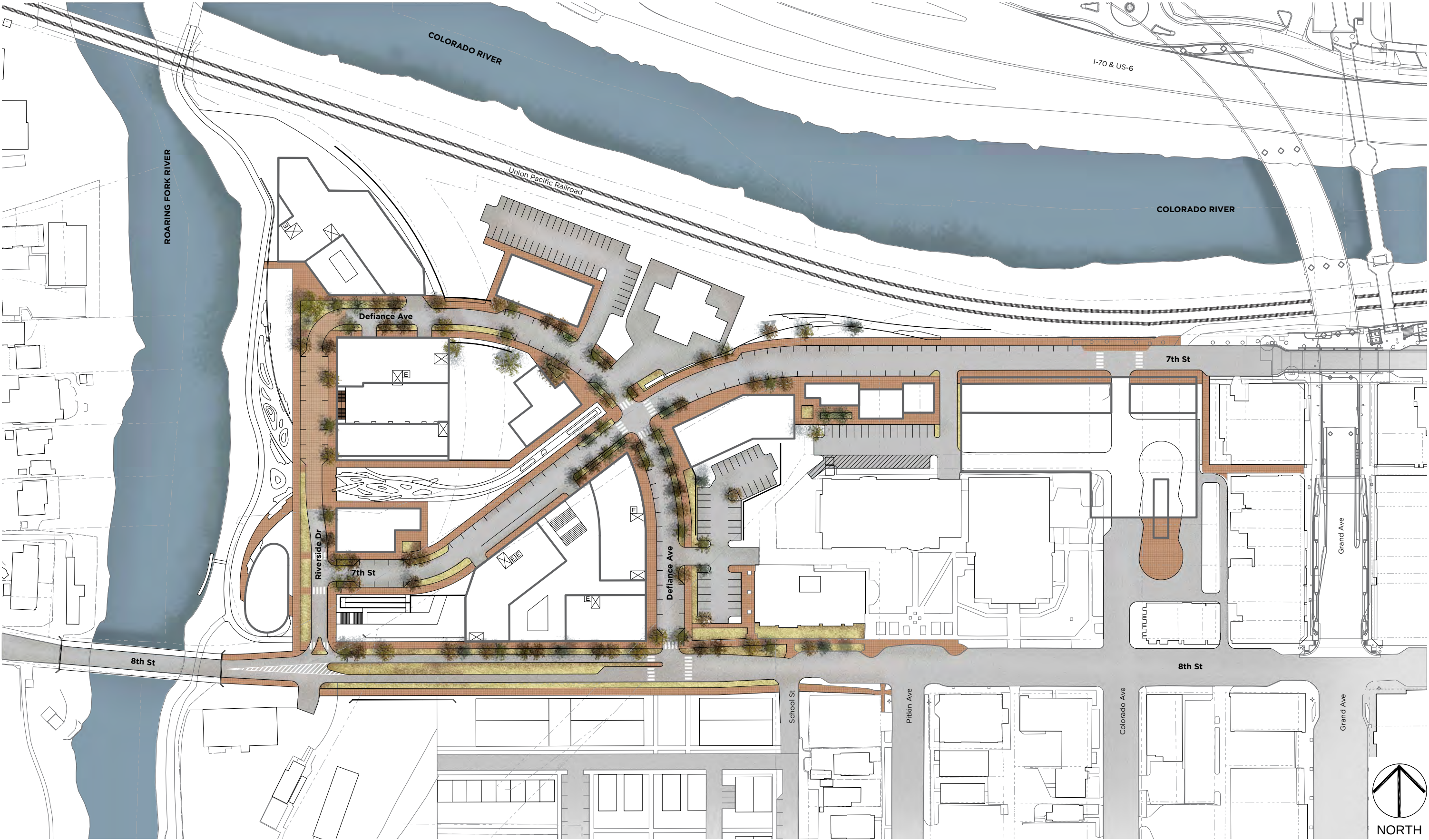
3.3 PUBLIC PARKS AND OPEN SPACES

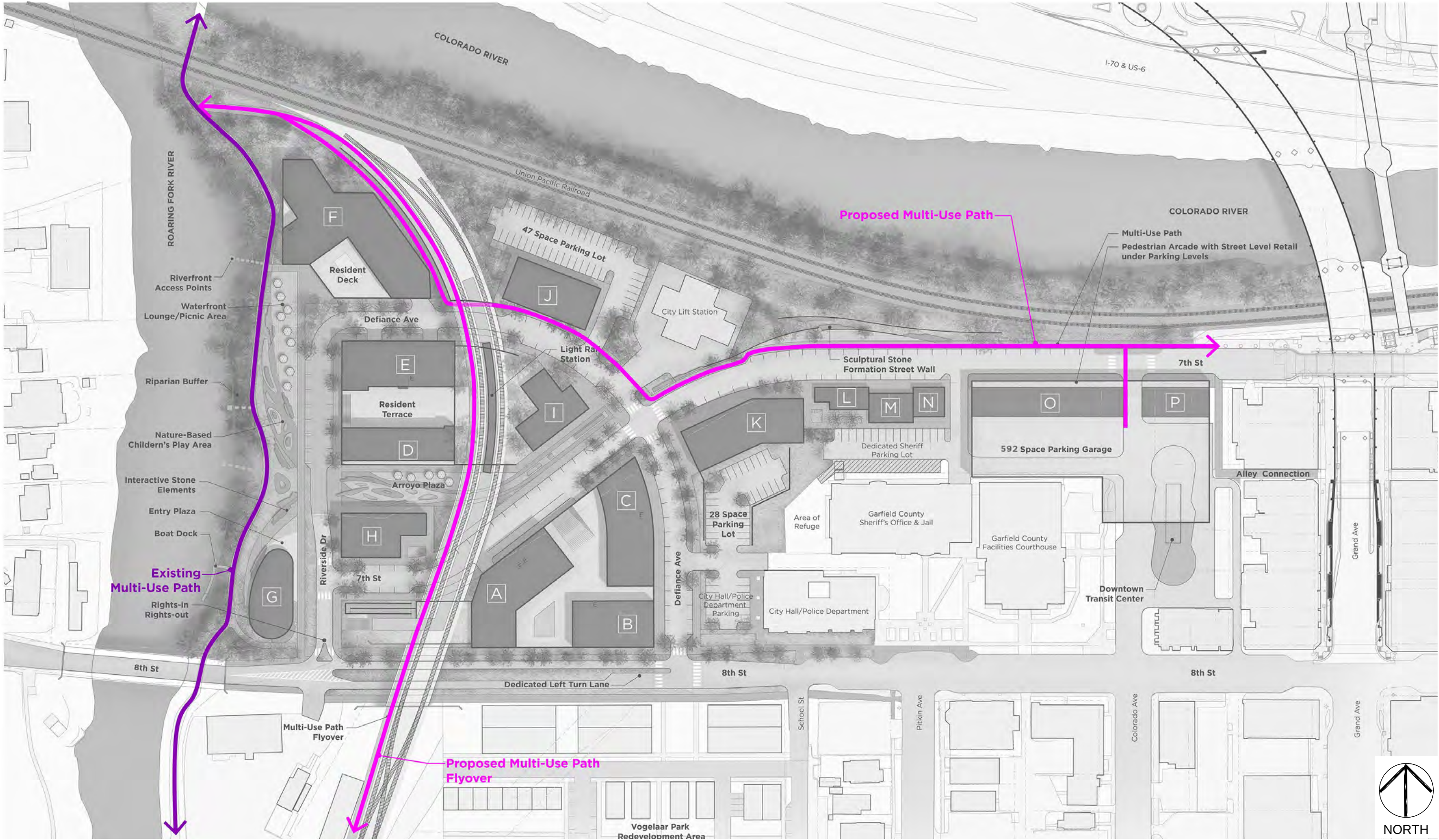
Public open space is an important aspect of the overall urban design organization of all of the proposed reuse scenarios within the AWP study area. This is especially true in the Confluence Area, with each reuse alternative providing a publicly-owned riverfront park and various forms of public or privately-owned public spaces within the development. The key aspect of all of these approaches is the idea that the overall developments are formed as much as possible around a cohesive network of public spaces. The riverfront park should remain as City-owned and form the starting point of an interconnected public space network throughout the Confluence Area, linking the riverfront to downtown and vice-versa.

With the creation of a true park along the downtown side of the Roaring Fork River, Glenwood Springs has the opportunity to create a signature riverfront park within the reach of the core of its downtown. An asset that will further distinguish Glenwood Springs within the region. In addition, thanks to the greenway along the riverfront and the direct pedestrian and bicycle bridge connection to Two Rivers Park, the new park would provide the ability to extend Two Rivers Park to the doorstep of downtown, which should greatly expand the programming potential for all of the parks in and around the Confluence. The form of the proposed riverfront park should be one that responds to the flooding dynamics of the river’s edge and appear very natural and somewhat “wild.”

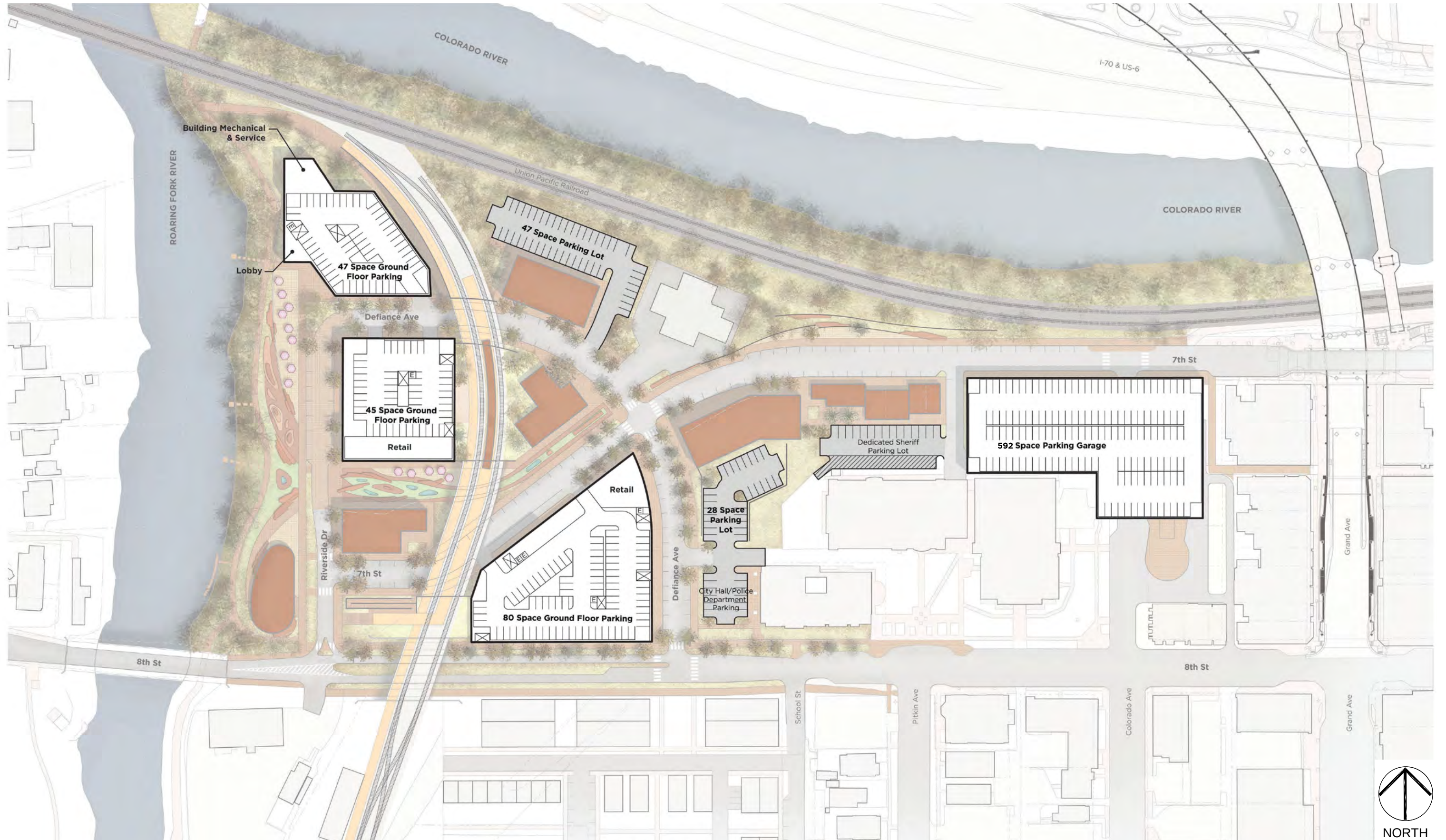
Creating a high-quality and flexible central gathering space within the development will provide the connectivity thread that weaves everything together. This notion is further augmented by the opportunity to create a unique linear park-like streetscape along both sides of 7th Street to Colorado Avenue, especially on the north side, as a way to also buffer the active railroad line from the new development.

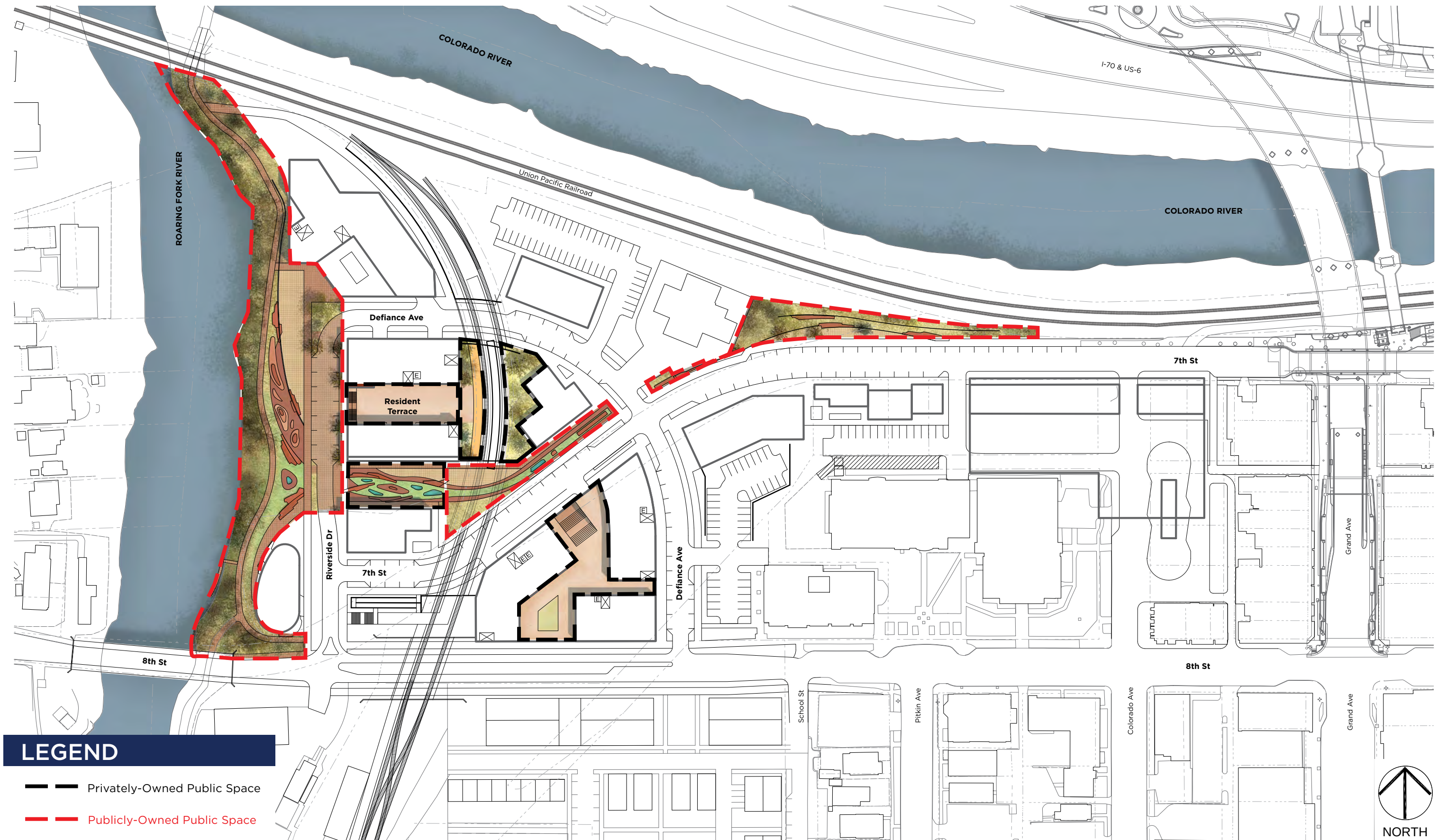






Parking Facilities Diagram





3.4 STORMWATER AND RESILIENCY

The AWP reuse alternatives promote the integration of blue/green infrastructure elements into the ultimate design and execution of projects, especially within public spaces. Based on the local and regional conditions there are several factors that should be considered when designing public infrastructure and private site development projects throughout the City and especially within the AWP study area. These elements are also especially important to support funding strategies, since many state and federal agencies place emphasis on projects which include such green infrastructure measures.

An important consideration when utilizing numerous smaller stormwater elements as a part of a system-wide approach is the fact that stormwater and drainage are inherently part of networks. Water flows downhill into continually larger, more concentrated conveyance systems. If stormwater management systems are treated as an area-wide network of interconnected components, it ensures effectiveness while providing the benefit of overlaying other uses that also want to interconnect. This is especially true for parks, public spaces, trails, and greenways that may connect from a public space function as well as serve as an inter-connected chain of stormwater management facilities if they are designed to function in that manner. In the case of the Confluence Area, the ability to engage stormwater at the most local level, will improve overall environmental quality. This will require special cares, since the seasonal rainfall dynamic make it more challenging to create natural vegetative systems that can tolerate both the urbanized conditions and the significant seasonal moisture gradients.

Stormwater is often considered a liability that must be “mitigated,” but it can also be viewed as a vital asset. The creative storage and reuse of stormwater runoff from buildings and paved surfaces to irrigate civic landscapes, streetscape, and urban beautification plantings, parks, and community gardens can offer cost-savings and should be encouraged.

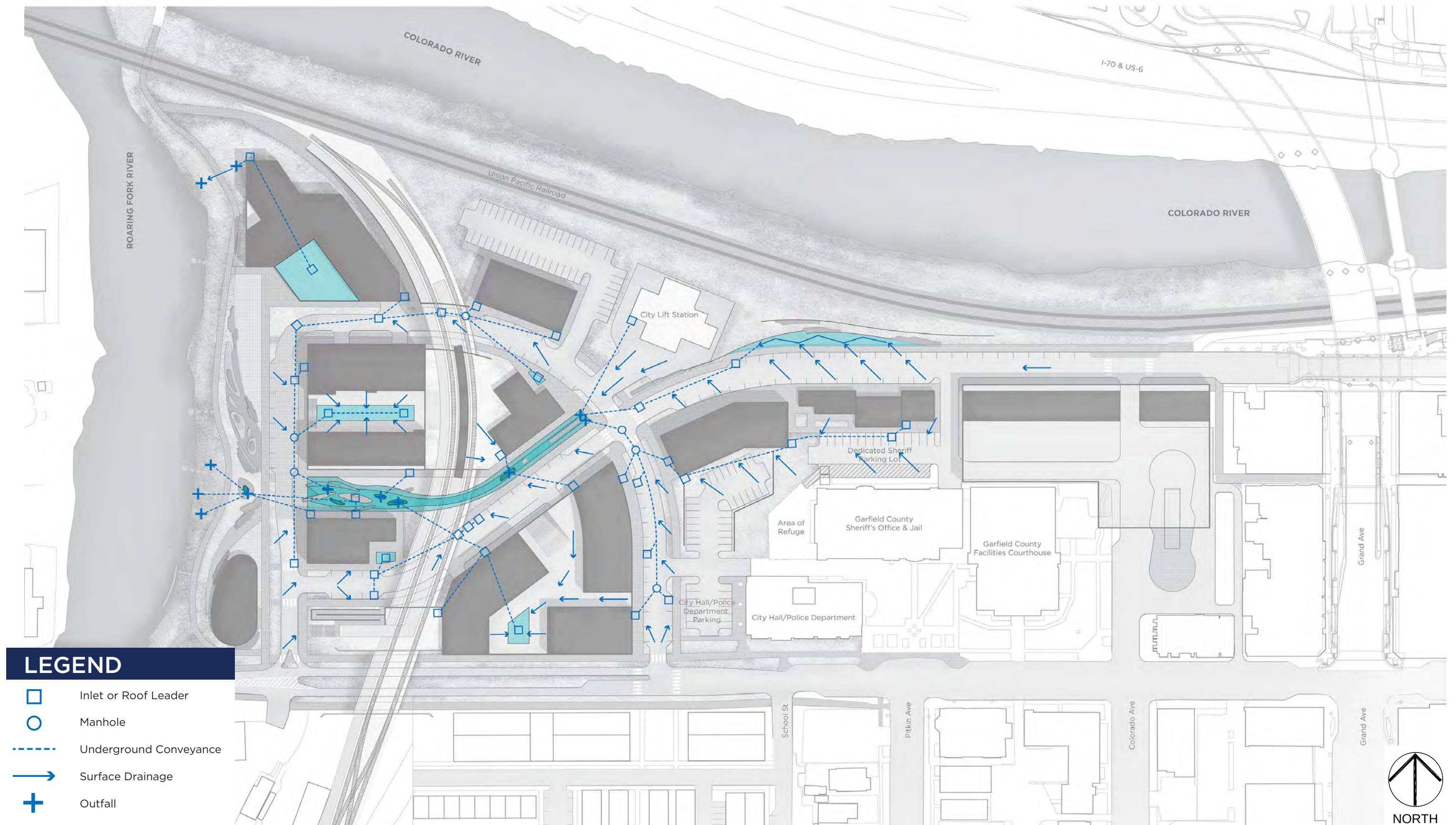
Beyond stormwater, there are other sustainable principles that the City and developers can implement during the redevelopment of areas. Street trees utilized as a beneficial feature for stormwater management are also helpful for improving air quality and reducing heat island effect by providing shade. The City can also consider the use of technologies such as LED lighting to reduce energy consumption. On the private-sector side, developers should

be encouraged to strive for LEED or Sustainable Sites accreditation or at least employ some principles of sustainable design to reduce energy usage and conserve resources.

With regards to resiliency, the AWP reuse alternatives consider ways to locate buildings within flood zone. These buildings will need to be elevated as much as possible in response to the actual flood elevation, which is also ultimately tied to the elevation of the new streets. In addition, all of the buildings proposed that are within this flood zone would either have parking underneath residential floors, or have limited commercial uses that could be designed to accommodate and respond to potential flood conditions. All new buildings should be resilient to known flood conditions.

Key Stormwater Elements to Consider:

- Filtration BMPs which improve water quality of runoff by removing sediment and nutrients should be employed where there are opportunities since this aspect is especially relevant based on the local conditions within the AWP study area. The goal should be to remove sediment and pollutants in runoff before these negative elements end up in surface water bodies.
- Stormwater planters and detention areas do not have to be underlined, but can include underdrains to return portions of the water to the drainage system after treatment.
- Filtration BMPs can also provide storage/detention for the purposes of reducing local flooding in large storm events.
- Runoff from roads and sidewalks is particularly important to capture as de-icing materials and other runoff from roadways can be harmful to water quality, especially considering the close proximity of the Roaring Fork and Colorado Rivers, if direct discharge were to occur. Systems and flow should foster natural drainage patterns as much as possible and prevent runoff from directly entering the river(s) from road to pipes to outfall.
- Water can be captured for reuse but should ultimately be used in a way that returns it to the ground/surface waters of the region; replenishing the source of potable water.
- Vegetated swales with micro-pools, flow-through planters, and other similar facilities should be integrated into transportation facilities where possible. Flow-through planters can be placed along street edges with underdrain connections back to conveyance system or for landscape irrigation storage devices.
- Protection and improvement of the river riparian buffers at the Confluence will improve the health and habitat along the rivers and prevent erosion of riverbanks during flooding events.
- Incorporating other structural technologies such as green roofs or grey water capture within buildings will maximize local utilization and detention capacity during major storm events.



3.5 PUBLIC PROJECTS AND IMPLEMENTATION

The following table outlines the key projects and elements needed to advance development activities within the Confluence Area and to some extent broader projects which will impact the entire study area, such as improved transit services, traffic management, and parking supply and facilities.

Project Key #	Description	Design/Eng. Projection	LOM CIP Projection	Total	Notes
Limits TBD	Environmental Assessment & Remedial Plan -Conduct supplemental hazardous/environmental assessment work to ensure proper due diligence and the development of a preliminary Remedial Action Plan strategy for the relevant Confluence Area parcels.	\$140,000.00	\$-	\$140,000.00	The Environmental Assessments and Remedial Action Plans will establish the remedial approach necessary to achieve redevelopment end-use as well determine what if any remediation needs to occur prior to acquisition or conveyance of properties. Based on the 2 Phase I ESAs, 2 Phase II ESA and additional Sampling & Analysis, and Remedial Action Plans for former RR ROW.
Limits TBD	Perform a Downtown Parking Study Update to ensure parking supply needs are accommodated for existing businesses in the downtown, serve potential transit ridership, and to incrementally accommodate proposed Confluence Area redevelopment.	\$100,000.00	\$-	\$100,000.00	The parking study should be coordinated with RFTA’s Corridor Service Study that could in a transit center in the downtown. Needs to include parking generation based on full occupancy of existing and proposed development projects downtown with the goal of not creating an oversupply of parking. Should include identifying size and location of preferred structured facility and cover fee structure and O&M.
Limits TBD	Undertake a Downtown Traffic Study that models the impacts to existing traffic patterns and increased traffic generation from the proposed Confluence Area redevelopment.	\$180,000.00	\$-	\$180,000.00	The traffic study should include modelling key intersections along Grand Avenue, 8th Street, and Midland Avenue. Final limits should be worked out with CDOT input recommended from Bennett Avenue to Midland Avenue and south to at least 14th Street.
AP-3/AP-6	Undertake Riverfront and 7th St. central public space Schematic Programming & Master Plan Design (30% Design)(See note G below).	\$75,000.00	\$-	\$75,000.00	The Master Plan should include a community workshop to determine waterfront programming. The plan should include preliminary level-of-Magnitude CIP costs to develop a funding and financing campaign for the riverfront master plan
Limits TBD	Perform Comprehensive Survey (topographic, photometric, boundary, and bathymetric) and assemble a composite master survey for Confluence Area redevelopment.	\$150,000.00	\$-	\$150,000.00	The composite master survey should include all projects undergoing engineering and construction as well as recently completed as-builts. Should include incorporating existing 8th Street project survey.
Limits TBD	Perform a Comprehensive Utility Survey to be incorporated into the composite master survey for the Confluence Area redevelopment.	\$50,000.00	\$-	\$50,000.00	Should include Vogelaar Park Area and School District property utility information.
Limits TBD	Undertake the development of Utility Master Plan for the Confluence Area.	\$100,000.00	\$-	\$100,000.00	Determine the most efficient and cost-effective long term strategies for utilities with the overall redevelopment area and it surrounding service area.
AP-1	Undertake Preliminary Engineering (60% Design) of confluence redevelopment area public infrastructure multi-modal transportation, riverfront park, multi-use trail, utility, resiliency/ sustainability design elements, etc.	\$2,135,200.00	\$-	\$2,135,200.00	It is recommended the preliminary engineering of the public infrastructure is a single project undertaking. This will ensure project horizontal and vertical design is properly coordinated; NPDES permitting structure is established; utility realignments, access agreements, and easements are identified, rights-of-way and setbacks are delineated; and boundaries for proper subdivision are delineated.
AP-2	Advance the construction of 8th Street Transportation Improvement Project.	\$40,000.00	\$2,180,447.85	\$2,220,447.85	Ensure traffic study, parking study, utility master plan and Confluence Area roadway preliminary engineering are completed and the public ROW are delineated prior to advancing 8th Street to construction.
Limits TBD	The flyover multi-use path preliminary engineering to finalize costs for capital programming.	\$75,000.00	\$-	\$75,000.00	Define limits of project, length of trail and number of flyover bridges needed after 60% preliminary engineering of Confluence Area transportation network. Construction cost count vary widely dependent on length of dedicated spans and need for retaining walls so a construction number not included.

Project Key #	Description	Design/Eng. Projection	LOM CIP Projection	Total	Notes
N/A	Perform a Geotechnical Study for Confluence Area to inform the design engineering of public infrastructure and amenities.	\$80,000.00	\$-	\$80,000.00	The characterization should include the site specific soil and bedrock conditions as well as rail ROW berm conditions (will requires RFTA access agreement).
AP-3	Perform Geophysical Soil Characterization and Analysis along Roaring Fork River and associated floodplain areas.	\$40,000.00	\$-	\$40,000.00	Geophysical Soil Characterization should follow agency requirements and procedures for floodplain regions and along rivers.
AP-1	Capital Improvement Programming Plan - Refine and determine multi-project capital improvement phasing and implementation strategy that establishes packaged projects with preliminary cost estimates, project ordering, implementation schedule, and funding and financing tracking.	\$-	\$-	\$-	Performed by in-house staff and contract funding specialist. Cost for funding specialist covered under annual services contract.
	Undertake Land assemblage, establish access agreements with RFTA, delineate utility easements, and preform legal subdivision for conveyance/sale of property.	\$-	\$-	\$-	Performed by in-house staff and legal counsel.
AP-1	Advance utility coordination with utility companies and authorities. Complete final design (100%), permitting, and construction.	\$1,026,000.00	\$8,550,000.00	\$9,576,000.00	Responsibilities for engineering and constructions costs for utility infrastructure and service upgrade improvements will need to be determined based on utility ownership, especially dry utilities.
AP-3	Final design (100%), permitting and construction of Riverfront Park.	\$960,000.00	\$8,000,000.00	\$8,960,000.00	
AP-4	Final design (100%), permitting and construction 7th St. from Colorado Ave. to the west side of the RFTA ROW underpass, as well as Defiance Ave. from 8th St. intersection to the entrance of the City pump station.	\$636,000.00	\$5,300,000.00	\$5,936,000.00	
AP-5	Final design (100%), permitting and construction of Riverside Dr. from 8th St. intersection to extension of Defiance Ave.; the realignment and extension of 7th St. from the west side of the RFTA Berm to Riverside Dr.; and the extension Defiance from the entrance of the City sanitary lift station entrance to Riverside Dr.	\$390,000.00	\$3,250,000.00	\$3,640,000.00	
AP-6	Final design (100%), permitting and construction of civic pubic spaces along 7th St.	\$190,800.00	\$1,590,000.00	\$1,780,800.00	
	TOTALS	\$5,948,000.00	\$28,870,447.85	\$34,818,447.85	

Clarifications:

A. This level-of-magnitude cost breakdown is intended to inform the client, design team, and other involved parties of the potential costs associated with this project. Opinions of probable costs provided are based on preliminary design efforts and historical cost data. Quantities, unit prices, and specific line items are all subject to change as the design becomes more refined. This cost evaluation represents the judgement of the design professional, who does not guarantee that proposals, bids, or actual construction costs will not vary from their original opinion of the probably project costs.

B. This cost breakdown does not include costs for property acquisition and land assemblage.

C. Utility relocation allowances are based on relocation activities which would occur within the study area only. Changes necessitated by the work within the study area to utilities and utility support structures/facilities outside of the study area have not been accounted for.

D. Design and engineering costs do not include fees and other costs associated with permitting requirements.

E. Costs are likely to be incurred with environmental mitigation and cleanup but are difficult to predict at this level of design.

Therefore, the design team has listed this item as a cost item for consideration but has not assigned a cost value.

F. Costs are based on 2019 estimates and an escalation rate of 3% to 5% annually should be used to project future costs.

G. Ideally would occur prior to the preparation of actual land development plans by developer but could happen simultaneously.

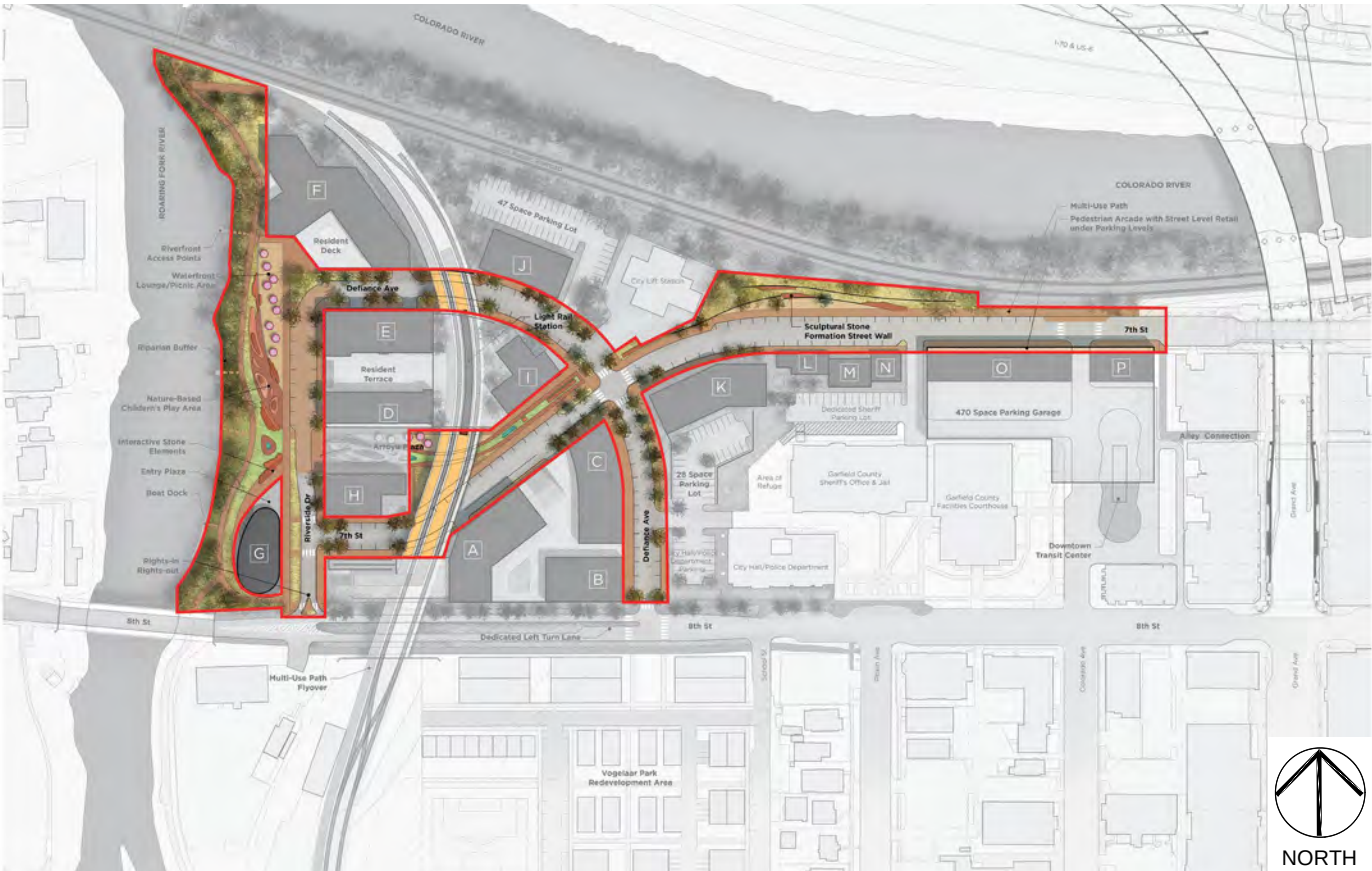
H. Assumes that a NEPA process will be required for federally funded transportation projects.

I. Does not include costs to design and construct a structured parking garage which is highly dependent upon type, size, and location based on various projects included on this list.

J. Some of the projects identified on this list could be divided into sub projects but depending on the project will likely increase desing and construction costs and potentially complicate permitting.

Action Plan Key Project Elements

The following diagrams represent potential project elements as defined in the Implementation Action Plan and Infrastructure CIP Projects Table. They are not presented following a specific phasing but instead are provided to show approximate boundaries for packages of projects, at key steps. The ultimate phasing and project limits and components can only be determined after preliminary engineering is performed. After that progress milestone is archived, exact project definitions and phasing will still evolve based on budgets, priorities, and developer timelines.



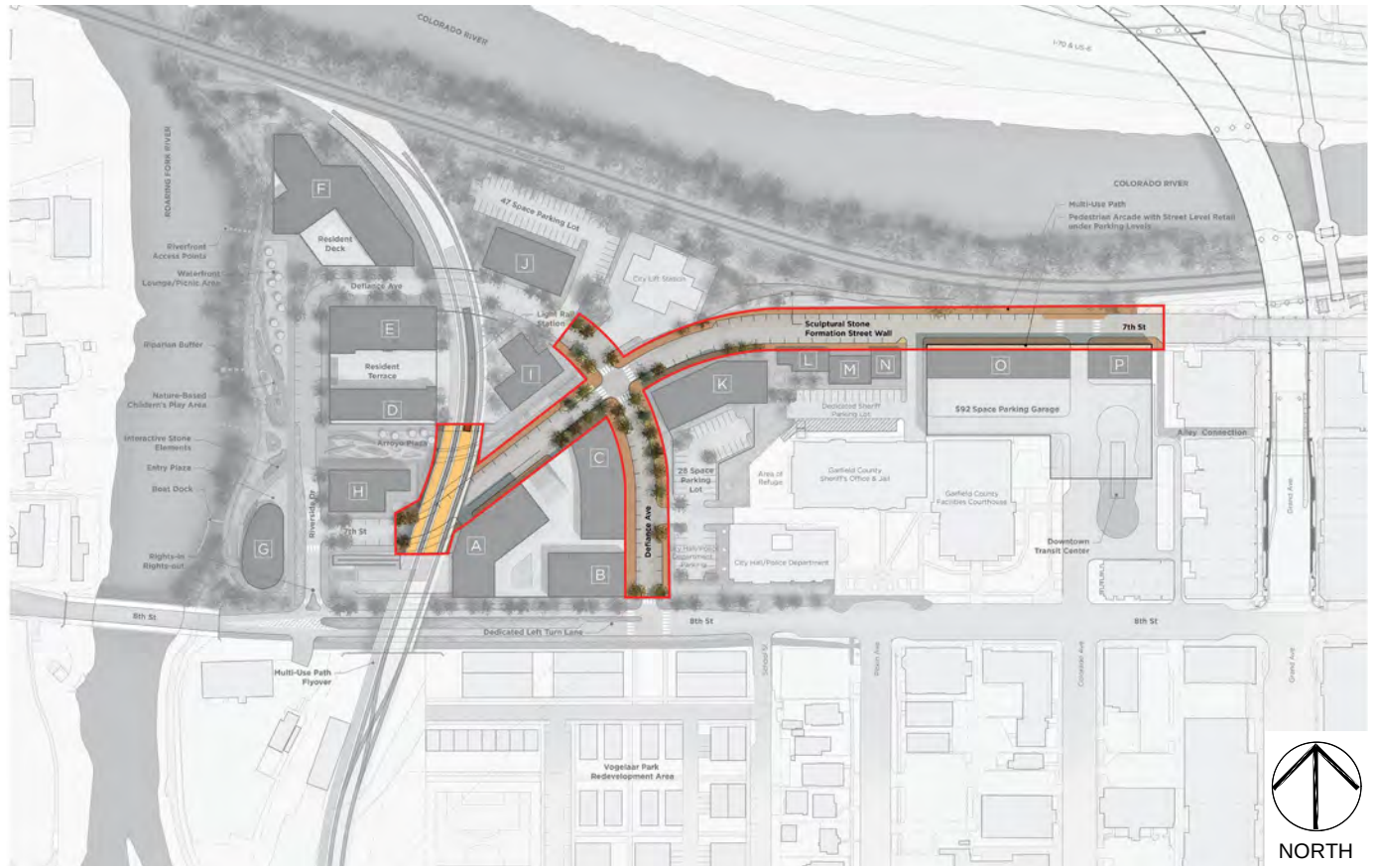
AP-1 - Comprehensive Street Network and Public Space 60% Engineering Design



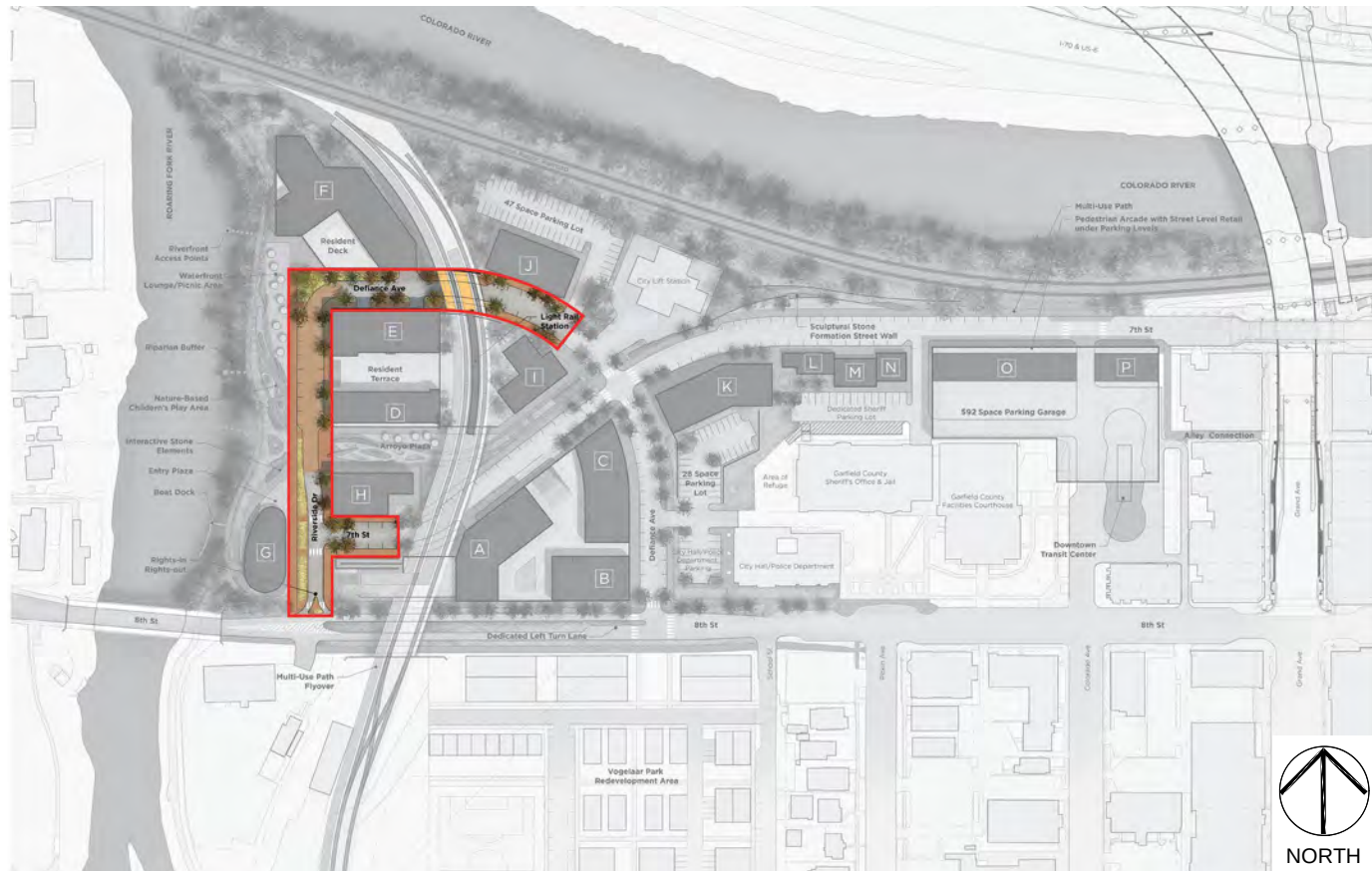
AP-2 - 8th Street Improvement Project Construction



AP-3/AP-6 - Riverfront Park Master Plan Design, Design, and Construction



AP-5 - Riverside Drive and Defiance Avenue Extension Final Engineering and Construction



AP-4 - 7th Street Final Design, Engineering, and Construction



AP-6 - 7th Street Civic Space Public Improvements

3.6 POTENTIAL IMPLEMENTATION FUNDING SOURCES

This funding matrix outlines potential funding sources to support next steps for advancing the activities and project shown in the Implementation Action Plan and Public Infrastructure CIP Projects. The resources below can be layered and leveraged to help fund activities recommended in the AWP and should be used as a starting point for the preparation of a formal Capital Improvement Programming Plan.

Funding Opportunity	Amount, Match, & Deadline	Program Description	Potential Projects
Studies & Plans			
US EDA Local Technical Assistance	Average size – approximately \$75,000 Accepted on rolling basis 50:50 matching requirement	While Glenwood Springs has not traditionally been eligible to receive US Economic Development Agency (EDA) funding because its census tracts fail to meet the distress criteria (<80% of US per capita income or unemployment rate of at least one percentage point higher than US unemployment), federally designated Opportunity Zones are now considered eligible for EDA funding . This means that for portions of the Confluence redevelopment that fall within the designated Opportunity Zone, EDA is now a viable source of funding for pre-development costs, market and feasibility studies, and public works projects associated with job growth. The EDA Local Technical Assistance helps analyze the feasibility of potential economic development projects through projects such as feasibility studies and impact analyses in areas with economic distress. 	▪ Traffic Study (must connect project area/impacts to OZ) ▪ Comprehensive Utility Study (must connect project area/impacts to OZ) ▪ Parking Study

Funding Opportunity	Amount, Match, & Deadline	Program Description	Potential Projects
DOLA REDI Local Government Economic Planning Grants	Up to \$100,000; no match required Deadline is March 15, 2019	Colorado Department of Local Affairs (DOLA) Rural Economic Development Initiative (REDI) Local Government Economic Planning grants support planning efforts to help diversify local economies in communities with fewer than 20,000 residents. Examples include: strategic plans, engineering plans, land use feasibility, and/or marketing studies. Consulting services for specific project implementation are also eligible.	▪ Comprehensive Utility Study ▪ Parking study
DOLA EIAF Administrative Planning grants	Up to \$25,000; 50:50 match; total project cost cannot exceed \$100,000 Accepted year-round	The DOLA Energy & Energy and Mineral Impact Assistance (EIAF) Administrative Planning grant program accepts applications year-round for administrative approval, as long as funds are available. Project types include preliminary design, engineering, or feasibility studies. Projects are reviewed and approved by DOLA staff.	▪ Riverfront Schematic & Programming Design ▪ Traffic Study ▪ Comprehensive Utility Study ▪ Parking Study
CDPHE Brownfields Assistance	Assessment performed by CDPHE at no cost to City	The Colorado Department of Public Health & Environment (CDPHE) provides Targeted Brownfield Assessments at no cost to the applicant. The DDA has formerly served as an applicant for a TBA at the City-owned wastewater treatment plant site. A similar arrangement should be considered for applying for a targeted assessment at for lot 1. Because the City had to accept the site without doing All Appropriate Inquiries, the City is not eligible for federal Environmental Protection Agency (EPA) funds for the site. But ample state resources are available. The City should also consider entering the site into the voluntary cleanup program.	▪ Environmental Assessment & Remedial Plan
GOCO Planning Grants	Up to \$75,000; 25% match requirement	The Great Outdoors Colorado (GOCO) Planning grants program provides grants to help local governments execute a wide range of planning efforts, including site-specific plans, department master plans, and strategic plans. The City of Glenwood Springs would need to determine how the planning of a riverfront park in the Confluence would stack up against other planning needs for a GOCO request.	▪ Riverfront Schematic & Programming Design

Funding Opportunity	Amount, Match, & Deadline	Program Description	Potential Projects
Smart Growth Technical Assistance	No cost assistance with transit planning	The U.S. EPA Smart Growth Technical Assistance program offers no-cost technical assistance to communities on specific topics related to smart growth development. This source of assistance could potentially be tapped to help integrate RFTA's Corridor Service Study with economic development plans for the Confluence, ensuring that transit improvements effectively support the area. The EPA Building Blocks for Sustainable Communities Program has a category of assistance called "Sustainable Strategies for Small Cities and Rural Areas" that could potentially be used to guide the riverfront schematic and programming, as well as transit-related planning.	▪ Transit Improvements ▪ Riverfront Schematic & Programming Design
Implementation			
US EDA Public Works & Economic Adjustment Assistance Grants	Average size – approximately \$1.4 million; 50:50 match Two-phase review process with no submission deadlines. Proposals will be reviewed by EDA within 30 days of receipt; and following the proposal review, full applications will be reviewed within 60 days of receipt.	The US EDA Public Works program provides catalytic investments to help distressed communities build, design, or engineer critical infrastructure and facilities that will advance bottom-up economic development goals to promote regional prosperity. Potential projects include projects supporting water and sewer system improvements, industrial parks, high-tech shipping and logistics facilities, workforce training facilities, business incubators and accelerators, brownfield redevelopment, technology-based facilities, multi-tenant manufacturing facilities, science and research parks, and telecommunications infrastructure and development facilities. The US EDA Economic Adjustment Assistance Program provides investments that support a wide range of construction and non-construction activities (including infrastructure, design/engineering, technical assistance, economic recovery strategies, and capitalization or re-capitalization of Revolving Loan Funds (RLF)) in economically distressed areas. For example, EDA might provide funding to a city to support the construction of a publicly-owned, multi-tenant business and industrial facility to house early-stage businesses.	▪ Studies, design & engineering, or infrastructure and utility upgrades on sites slated for economic development





A

Physical/Built Environment Conditions

**Glenwood Springs Moving Forward Together
U.S. EPA Brownfields Area-Wide Plan**

THE CATALYST SITES

The basis of study for the U.S. EPA Brownfields Area-Wide Plan (AWP) are three brownfield catalyst sites that have former or active uses that qualify them as potential brownfields and likely subjects for redevelopment planning for higher and better uses.

THE FORMER WASTEWATER TREATMENT PLANT

Location: 405 and 101 West 7th Street

Target Reuse Area: The Confluence Area

Site Acreage: 5-acres over three parcels

Historical and Current Use: The site was utilized as a wastewater treatment plant from 1968 until 2012. Many of the previous structures and facilities associated with the former plant are still standing although not operational. The site is split by a large elevated berm that supported a former railroad line.

Environmental Status: The City intends to proceed, in phases, in demolishing the existing structures on the site. No additional environmental assessment is recommended at this time and no remedial activities have been identified as necessary to facilitate redevelopment of the property.

THE ACTIVE COLORADO DEPARTMENT OF TRANSPORTATION (CDOT) ENGINEERING & MAINTENANCE CENTER

Location: CDOT Target Site – 202 Centennial Street

Target Reuse Area: The West 6th Street Area

Site Acreage: 5-acres

Historical and Current Use: The site has been used by CDOT since the 1970s. Prior to that time the site is believed to have had limited use, although activity could have been associated with the former quarry operation and associated rail yards.

Environmental Status: The site has underground storage tanks. No data exists related to the current environmental status of the site.

THE FORMER HOLLY QUARRY

Location: The site is located along Traver Trail Road (exact address unknown)

Target Reuse Area: Quarry Area

Site Acreage: Two parcels totaling 27-acres

Historical and Current Use: The site was formerly the Pitkin Iron Corporation and more recently the Mid-Continent’s limestone quarry to support the coal mining industry. The site closed in 1991 and has remained vacant since that time.

Environmental Status: The site has no known environmental conditions beyond those associated with the concentrations and exposure of a large area of limestone. These include impacts on groundwater from leaching water through the limestone and runoff, the potential for sink holes, and limestone dust from the site (which due to the years of inactivity at the operation is not likely to still persist).



Portions of the Former Wastewater Treatment Plan are being demolished.



DEVELOPMENT AND STUDY AREA BOUNDARIES AERIAL SHOWING THREE CATALYST SITES



COMPOSITE PLAN

PLANNING CONTEXT

RECENT HISTORY OF PLANNING IN GLENWOOD SPRINGS - PLACEMAKING AND BROWNFIELDS REDEVELOPMENT

An initial step in the Area-Wide Planning process is to document the intentions and probable outcomes of planning and development activities. An important of the process is establishing what work has been performed to-date with the goal of building upon the outcomes as much as possible. This includes reviewing:

- Recent public planning/design initiatives (summarized on the following pages);
- Planned infrastructure improvements and capital projects; and
- Pending and anticipated private development projects.

The Composite Plan is the result of this exercise of merging the relevant plans together into one visual image. Though the Composite Plan is more of a patchwork collage than a plan for the future, it does define the likely boundaries and the relationships to each other for the areas where reinvestment and change is likely to occur over the next several years, if each of these initiatives were realized.

As an inventory of future actions and investment it provides a framework for the Area-Wide Plan and recommendations for the catalyst sites. Seeing the big picture also reveals potential partnerships, synergies, and phasing considerations.

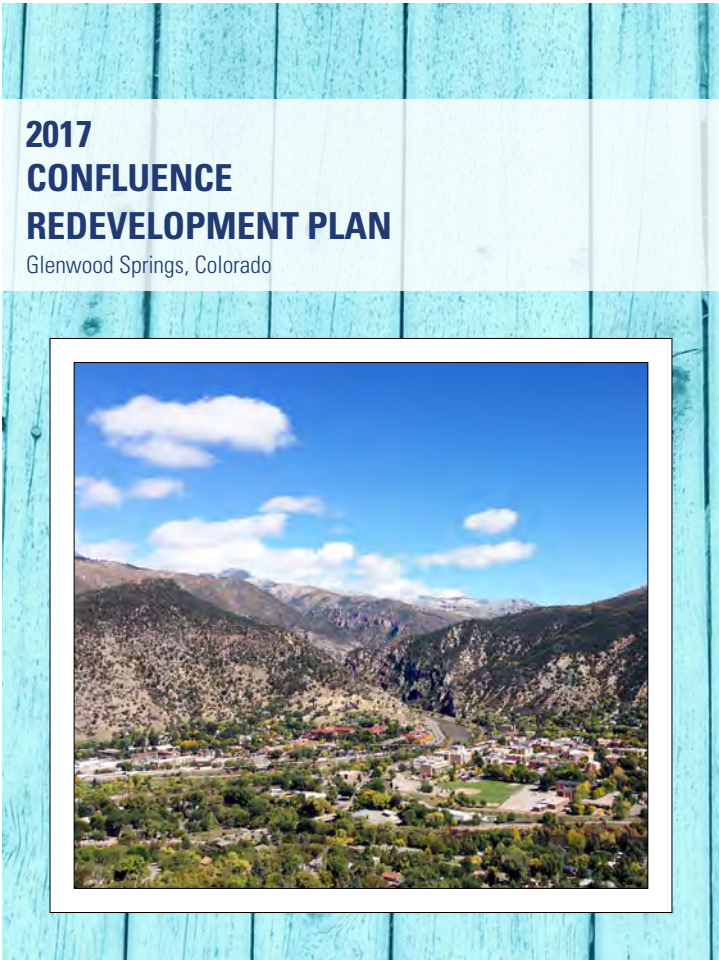
This assessment of the physical/built environment considers how present and planned land use, environmental conditions, zoning policy, transportation and utility infrastructure, and public open spaces are likely to be shaped by this pattern of investment. Additionally, for each topic key findings for “moving ahead” are listed to provide direction for the planning design solutions of the Area-Wide Plan in terms of incrementally improving efficiencies, connectivity, and design.



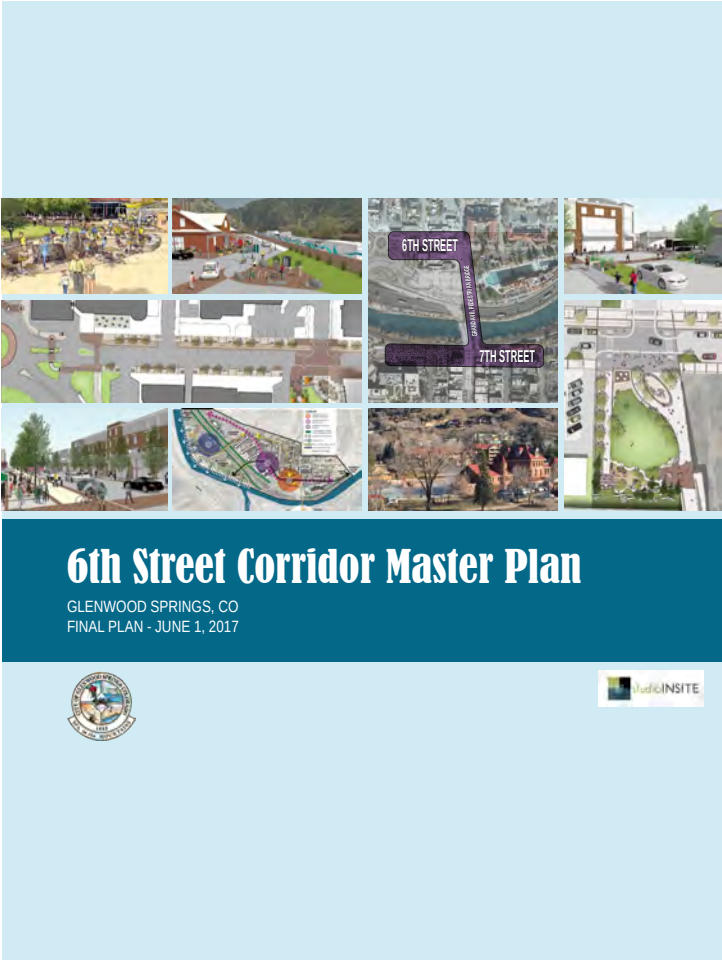
The opening of the new Grand Avenue Bridge is a project on November 7th, 2017, was years in the making and a major catalyst for change in the downtown and Glenwood Springs as a whole.

PLANNING RESOURCES

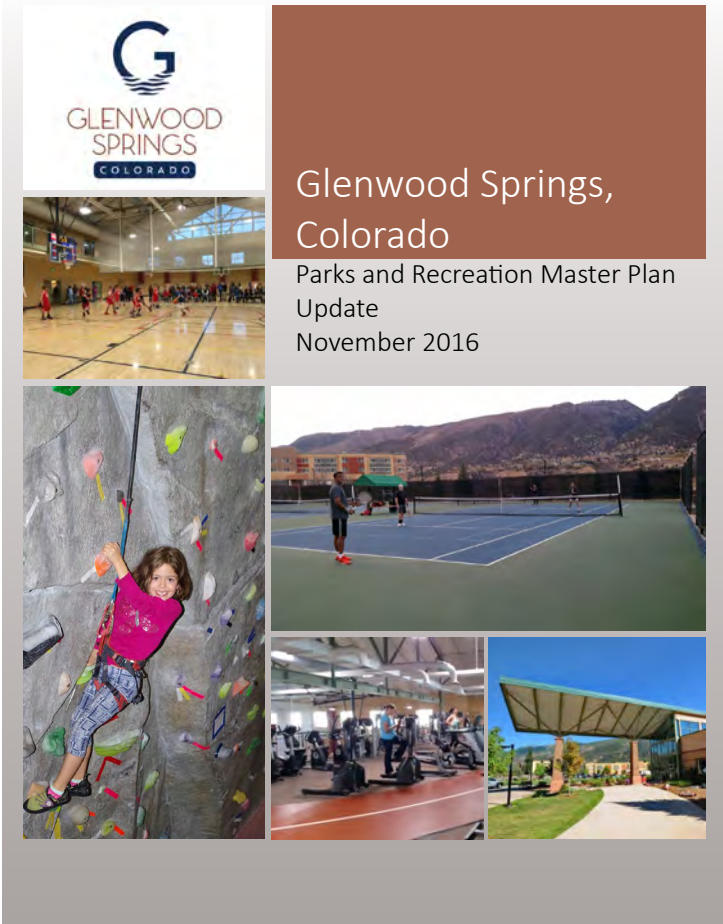
The City of Glenwood Springs is undertaking a process to bring together all of its development planning and includes several of its major undeveloped and under-utilized “brownfields” properties. The Area-Wide Plan is focused on pulling together the proposed redevelopment visions and planned infrastructure improvements developed from numerous planning documents. The focus of the effort is creating a great community where transportation, housing, tourism destinations, and commercial development investments are coordinated so that people have access to adequate, affordable, and environmentally sustainable living. This project is the next phase of ongoing economic development and community-wide planning in Glenwood Springs and focuses on bringing together all of the previous and ongoing planning efforts into one cohesive strategy for implementation. The determination of specific reuse strategies for these sites must consider the larger context, and area that includes the downtown, North Glenwood Springs, and surround context.



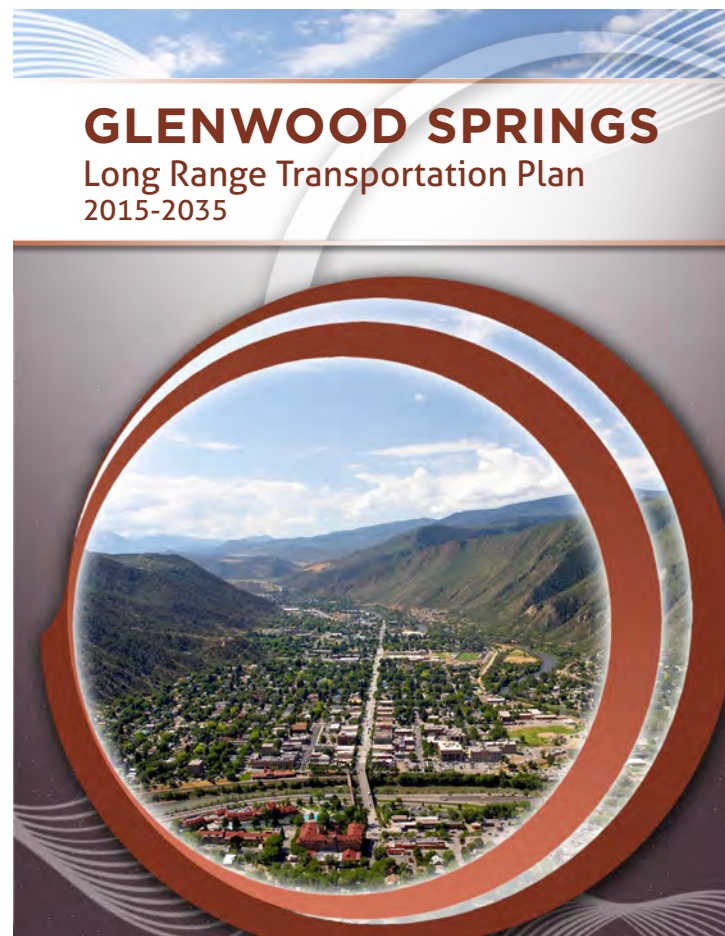
2017 Confluence Development Plan. This plan presents a redevelopment vision for the area at the junction of the Roaring Fork and Colorado rivers. Initiated in part by the decommissioning of the city’s wastewater treatment facility, the City of Glenwood Springs and Downtown Development Authority (DDA) partnered with Community Builders in 2013 to update the concepts for the Confluence. The Confluence is generally defined as the area bordered by the Colorado River to the north, Colorado Avenue to the east, 9th Street to the south, and the Roaring Fork River to the west. This document aims to provide realistic and actionable strategies for achieving higher and better use within the Confluence area that complements and adds vitality. The Confluence Plan includes examples of how Vogelaar Park could be repurposed, recommending a mix of housing while retaining some parkland and open space on the site.



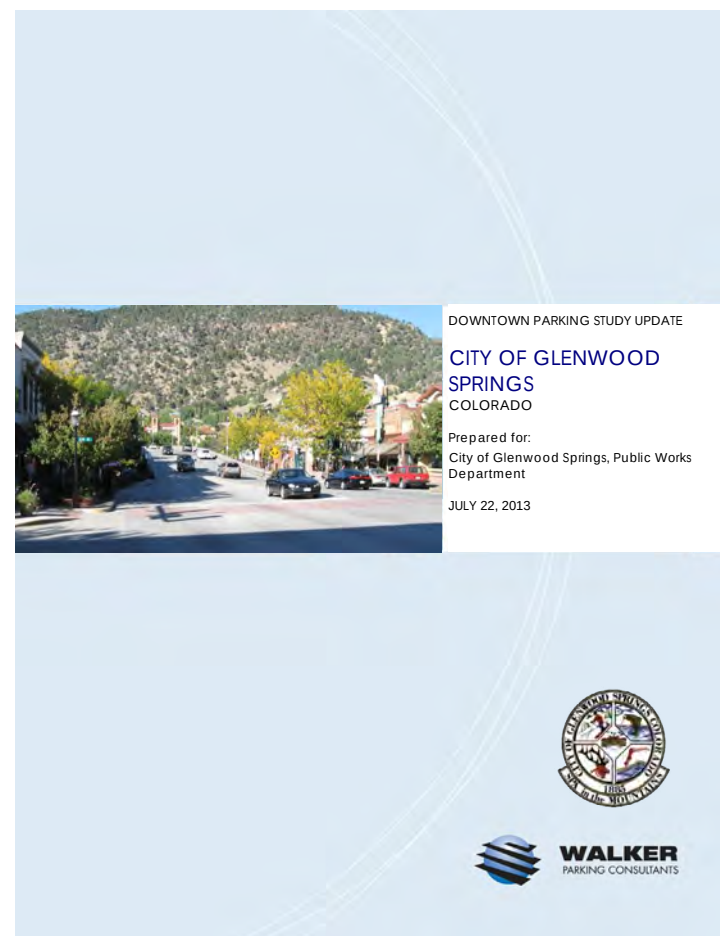
6th Street Corridor Master Plan. Over the next two years, 6th Street is expected to change dramatically as a result of the multi-million dollar Colorado Department of Transportation (CDOT) project to demolish and realign the Grand Avenue-State Highway 82 Bridge over the Colorado River. The goal of the planning effort, which kicked off in January 2016, is to anticipate public improvements that the Grand Avenue Bridge project will set in motion such as streetscape improvements, bike facilities, public parking, and neighborhood gathering areas. Based on input from public & stakeholder meetings, studioINSITE finalized a master plan that creates a blueprint for future North Glenwood development and redevelopment.



The Parks and Recreation Master Plan, and the November 2016 Update is structured around a citizen-driven community process, defining a broad mission and a strategic approach for implementation over time. Projects identified as high priority include new and existing trails, a skatepark, performing arts, an indoor ice arena, and a sports complex as well as a Capital Improvements Plan informed by improved cost recovery and management. A major focus on this effort was maintaining the focus on trail connectivity and the improvement of existing park facilities. Improvements to Two Rivers Park are being planned using the concepts of improving the quality of existing facilities and expanding their revenue potential to support parks overall. Finally, the Strategic Business Plan lays out specific recommendations to manage the program to maximize service to the community. From this plan, a budget outlining necessary revenues to sustain the program is developed.



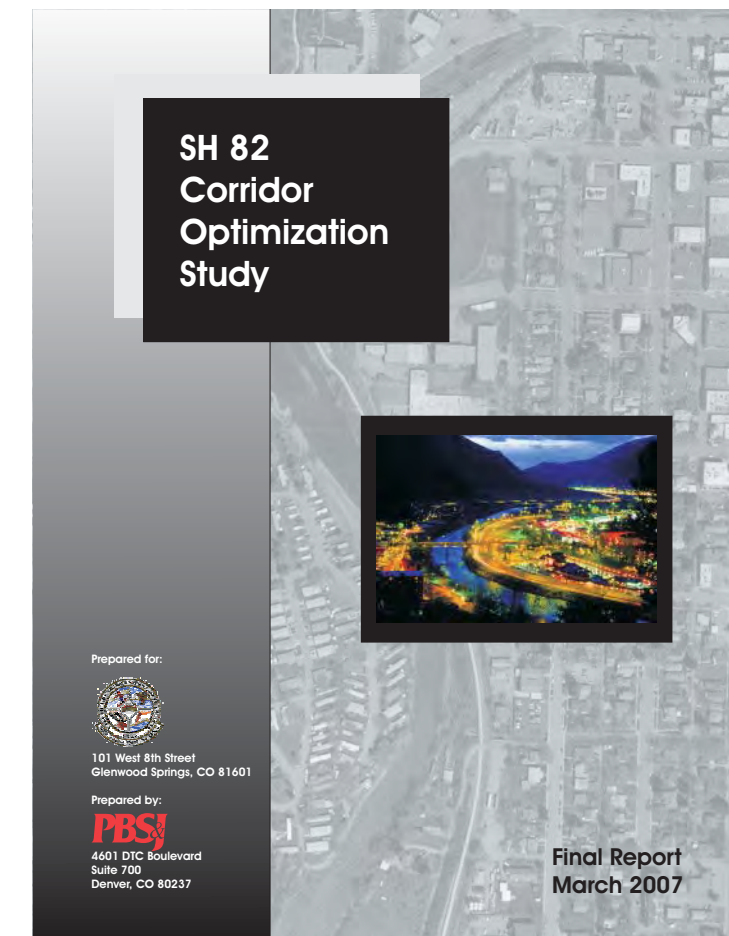
The Long Range Transportation Plan 2015 – 2035 outlines recommendations to establish the city multi-modal transportation network and strengthen connections between different modes, making travel more convenient for users at all levels of service. Based on a detailed efficiency analysis of vehicular, bicycle and pedestrian circulation; the plan recommends twenty on and off-street priority projects at a projected cost of over \$75m. The list includes shared-use paths, bicycle facilities, sidewalk connections, wayfinding signs, intersection improvements and new bridge connections. Potential federal state and local resources are identified. The Appendix is replete with essential data and technical references.



The 2012-13 Downtown Parking Study assessed parking supply and demand, evaluated future parking needs, and recommend possible parking management strategies to maximize the use of available resources. The document reported that existing supply is sufficient to adequately address parking needs, and concluded that the parking system can support additional development without adding weekday parking resources. The study does recommend that the City evaluate options for a second public parking garage and suggests possible locations.



Glenwood Springs Comprehensive Plan, adopted in 2011, is the community's guide for making land use decisions and is based on the community's values and vision for the future. The Comprehensive Plan sets the stage for other City plans including neighborhood or special district plans, capital improvement plans, street and transportation plans, and utility plans. In short, it is the central manuscript that coordinates and sets priorities for the City's current and future planning endeavors.



The SH 82 Corridor Optimization Study, Focuses on the SH 82 corridor as the primary east-west regional transportation facility serving the Roaring Fork Valley. Within the City, SH 82 is known as Grand Avenue. The corridor optimization process identifies a range of operational problems; leading to the selection of priority issues/locations and a corridor strategy in anticipation of the National environmental Policy Act (NEPA) process. This planning identifies needed intersection improvements, interchange enhancements, capacity issues, as well as how parallel arterial roads operate and convey traffic under different conditions.

LAND USE

Due to the size of the study area, land uses varying greatly. The range from traditional downtown retail, suburban format retail and lodging, to historic tourism destinations, government center, civic uses, and parkland. Recent planning studies have begun to revise the land use types for the study area, but more important the mixing of uses and their format, i.e. in terms of promoting a greater sense of a traditional downtown. This is especially important for the areas orbiting the core of what the community typical perceives as the downtown.

The City’s Comprehensive Plan contemplates the topic of “Growth versus No Growth”, and concludes that growth needs to be focused on increasing the utilization of land within and around the downtown, i.e. the study area of this project.

Although this planning effort is contemplating opportunities that exist broadly within the study area, it is primarily focused on three catalyst brownfields sites, and the study area includes three very distinct Targeted Reuse Areas, each organized around one key brownfield sites. The areas are:

- The Confluence Area (the Former Wastewater Treatment Plant);
- The West 6th Street Area (the Active CDOT Engineering & Maintenance Center);
- The Former Holly Quarry.

THE CONFLUENCE AREA

Existing uses in the Confluence Area include the decommissioned wastewater treatment plant, an active City-owned utility pumping plant, two inactive railroad spurs (referred to as the “Wye”), the active Union Pacific Railroad mainline and related facilities, the Rio Grande Trail along the Roaring Fork River, storage buildings, a funeral home, a household equipment rental shop, and surface parking for the adjacent government complex. This includes City Hall, the Garfield County Courthouse, and a county office complex. In the vicinity just south of the Confluence Area are Vogelaar Park and the Glenwood Elementary School.

- **The Wastewater Treatment Plant** — Decommissioned in 2012, the facility includes several structures slated to be demolished and removed in 2018, including a brick building housing the rotating biological contactor facility and several round sedimentation/filtration tanks. The City intends to complete demolition and clean-up of the site over the next few years to open the site for reuse.
- **The Wye Inactive Railroad Spurs** — Though not currently in use, the west spur of the wye is currently required to remain intact to a level to support future potential reactivation, per agreements between the City and RFTA. Due to their location and configuration especially for the west spur, this use creates significant land use challenges for reuse planning in the area.
- **Vogelaar Park and Environs** — This area will be reconfigured as the land exchange agreements and the 2017 redevelopment plan are implemented. Additional park land will be added to the west and south of the current park allowing a portion of the area where the baseball diamond currently is located to be developed as new mixed-use focused on downtown residences with a limited amount of commercial/retail space.

The City’s 2003 Confluence Plan and the 2017 Confluence Redevelopment Plan acknowledge that achieving an ideal balance of civic uses and commercial development activity is complicated by challenges of topography, access, subsurface utilities, and complex property agreements. All of these factors will influence the viability of future land uses as well as their configuration in this area.

THE WEST 6TH STREET AREA

The West 6th Street Area is host to several of the City’s key tourism-related businesses, as well as many of Glenwood Springs’ hotels and motels. West of Laurel Street especially, most of the businesses front onto 6th Street in the familiar pattern of highway commercial operations, each situated behind its parking field.

- **Popular destinations** — These include Glenwood Hot Springs, Yampah Spa & Vapor Caves, Glenwood Caverns Adventure Park, and Iron Mountain Hot Springs. Other commercial land uses within the study area include offices, retail, restaurants, spa and beauty salons, an automobile dealership, and automotive service and repair facilities. Like the hotels and motels, most of these businesses front onto 6th Street and are situated on their sites behind deep setbacks and in many cases off-street parking.

- **North Glenwood** — This a compact residential neighborhood sits on the south-facing hill above 6th Street, primarily east of Laurel Street. The neighborhood consists of mostly single- family homes, some dating from the late 1800s and early 1900s. The streets in North Glenwood are aligned on a traditional compact north-south, east-west grid.
- **Former Bighorn Toyota site** — This 2.8-acre property is worth noting because it is a relatively large vacant site within the overall W. 6th Street Corridor. It is currently functioning as temporary parking for the Glenwood Hot Springs and for river rafting customer pick-up and drop-off.
- **CDOT Site** — The Colorado Department of Transportation’s keep 3 offices and yard are located on a 6-acre parcel between I-70 and the Colorado River along Devereux Road, adjacent to Iron Mountain Hot Springs. The majority of the facility includes maintenance operations and with numerous buildings associated with maintenance and fleet operations, as well as engineering offices for the region, and the State Police.
- **CenturyLink** – This property is located at the terminus of 1st Street, adjacent to I-70 and serves as a regional hub for CenturyLink maintenance operations and the small buildings on the property are used mainly for storage.
- **Two Rivers Park** — Glenwood Springs’ largest regional park is located within the study area across from the confluence of the Colorado and Roaring Fork Rivers and serves as a major destination for events and summer river sport activities. The 22-acre park includes a baseball field, amphitheater, sheltered picnic areas, restrooms, a playground, and a skate park.

THE FORMER HOLLY QUARRY

There is ongoing interest in repurposing the 27-acre of the former limestone quarry to create a remarkable “hillside village” residential community and resort facility. The site is located on the southeast-facing slope of Iron Mountain, adjacent to the intersection of Traver Trail and 6th Street/ Highway 6. A preliminary plan, submitted in 2013 as a PUD, was approved and then extended to June 20, 2019. The program as submitted includes a multi-level Cliff Lodge building, 260 space parking spaces, a funicular to transport guests to the top of Iron Mountain, and a small museum themed around mining and local mining history. The proposal would re-purpose mine-scarred land, while building on previous investments by the same owner, establishing successful tourist destination businesses at the base and at the top of the mountain (Iron Mountain Hot Springs and Glenwood Caverns Adventure Park).



Former Waste Water Treatment Plant



6th Street under construction



Holly Quarry Site

Land Use: Moving Forward

The Confluence area

- The former Wastewater Treatment Plant and dormant associated infrastructure will be removed to allow for new uses.
- The active Wastewater Treatment Pump Station is fixed and cannot be moved. Any new development in the area will need to accommodate the access and service needs of this new facility.
- Negotiations with RFTA regarding the wye have been ongoing. Although subject to change, it appears that east spur of the wye can be removed and the west spur will need to be accommodated to allow for future possible rail utilization.
- There are current private uses, such as the funeral home, which may impede the ability to maximize the redevelopment potential of the area.
- The former rail freight shed will be able to be razed but such an action may require special permitting.
- The government center is fixed and has several requirements that surrounding it include parking and access for the Police Department and service access to the rear of the buildings.
- There are numerous parking areas that are potentially available for infill development.
- The active Union Pacific Railroad will have impact on the placement of new uses due to noise and dust impacts.
- Per the 2017 Confluence Redevelopment Plan, the Vogelaar Park redevelopment area will likely advance first as a primarily residential project with limited commercial development.

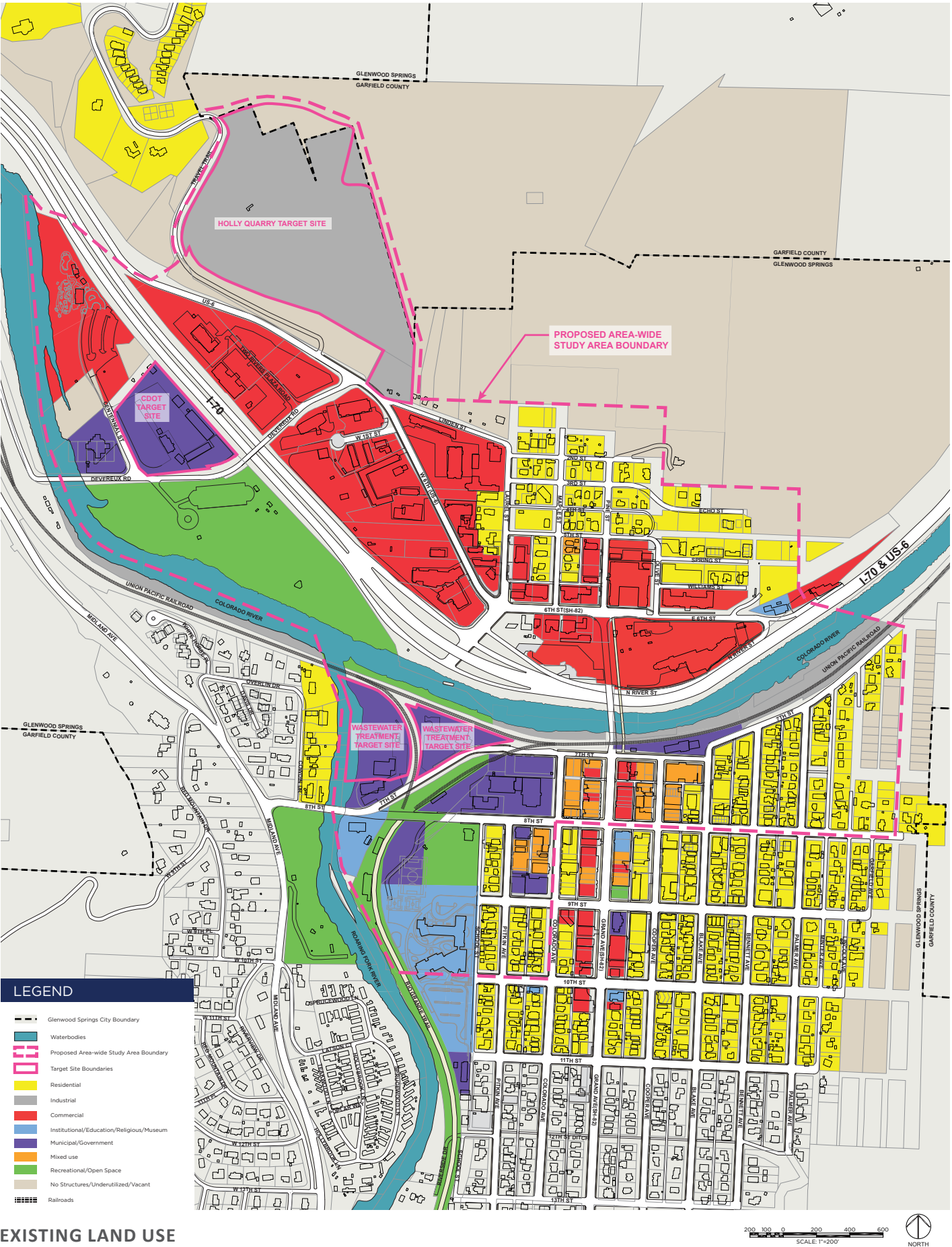
6th Street Corridor

- The 6th Street Corridor Plan Master Plan, completed in April of 2017, anticipates future private redevelopment of existing properties that will incrementally infill following a mixed-use pattern of land uses. This is anticipated to start on underutilized parcels buildout to occupy street frontages. Public improvements such as new streetscapes, bike facilities, public parking, and neighborhood gathering areas are planned as the district evolves. This fundamental approach will result a potential dramatic shift long term in the mix of uses in this area, as it transitions from large parcels with single uses, to a more densely grouping of buildings and a diverse mix of commercial/retail, lodging, tourism, and residential uses.

- This area represents the largest potential area to attract growth within the downtown, as discussed first in the Comprehensive Plan and then refined through the 6th Street Corridor Plan. It also strategically located within close proximity of downtown, to expanse and development pattern and mix of land uses that expands the overall impact of the City’s downtown as a whole. This includes accommodating the increasing regional demand for commercial space in a manner that compliments the character and mix of uses in the downtown and not compete with it.
- The desire for new buildings and expansions to existing buildings will bring new residents living in this part of town. Land uses that have been considered include recruiting convenience and fresh food retailers as well as entertainment and service providers to what should become a new Glenwood Springs neighborhood, as well as a more attractive, and fun, version of the regional destination it is today.
- The CDOT Engineering & Maintenance Center, a commercial office building, and the Iron Mountain Hot Springs occupy 17+ acres between the Colorado River and the southbound lane of I-70, west of Devereux Road. Opportunities to better integrate and buffer the CDOT facility to allow further redevelopment around it will be important. This includes reducing potential conflicts between activities on the site and the new uses focused on tourism and residential that are occurring around it. Moving forward, there may be opportunities for the property owners to work collaboratively within this geographically constrained area to explore mutually agreeable ways to accommodate additional compatible economic activity. This includes improved public river access while improving public access, and without diminishing the capability of the CDOT to perform its public safety operations in a reliable, and efficient way.

The Former Holly Quarry

- It is in the best interest of all parties to return this parcel to an economically productive use. The proposed PUD development program for the site includes a mix of tourism, lodging, and residential uses. The current property owner is still exploring options for the highest and best uses for the site, especially since there are infrastructure challenges to meet the requirements of almost any likely land use combination. Based on current factors, residential uses that take advantage of the excellent valley views may be the most likely best use for the site.



ENVIRONMENTAL AND HUMAN HEALTH RISK CONDITIONS

A key goal of the U.S. EPA Brownfields Area-Wide Planning Program is to help communities create strategies for the reuse of brownfields that are protective of public health. The Environmental and Human Health and Risk Assessment section of this analysis focuses on identifying potential site constraints the may impact redevelopment and public health impacts posed by the current site conditions and summarizing those conditions in a manner that can be easily communicated to the residents that may be impacted.

Human health aspects evaluated include:

- Cleanup efforts at the three catalyst sites and impacts to soil and groundwater quality;
- Existing Air Quality issues and efforts to improve air quality;
- Surface Water quality and public access to the waterfronts; and
- Environmental Justice issues per the U.S. EPA’s Plan EJ 2020 parameters.

FORMER WASTEWATER TREATMENT PLANT

The Former (City of Glenwood Springs) Wastewater Treatment Plant is a 5-acre property located at 401 West 7th Street was decommissioned in 2012. The City owns the property and is considering the site for future redevelopment opportunities. The property is one of the catalyst brownfield sites of the Area-Wide Planning effort.

The 5-acre decommissioned wastewater treatment site, ideally situated on a triangular parcel

wedged into the confluence of the rivers, was identified by a public engagement process as a high priority for redevelopment in the 2003 Confluence Plan. First a trickling filter plant completed in 1968 and then a rotating biological contactor plant built in 1979, all wastewater facilities, with the exception of a new lift station, were relocated to the outskirts of town in 2012.

The plant was decommissioned in part due to potent chemicals such as sulfuric acid created during the treatment process corroding its brick structure over time. The plant also had recurrent struggles with removing ammonia from wastewater before it was discharged into the Colorado River. Additional potential contaminants of concern include chlorine leachates from the treatment process; asbestos; potential hazardous waste from drying beds on the north side of the side where sludge was stored; and arsenic, creosote, and other toxins from the former Union Pacific-owned railroad wye that bisects the parcel.

Following assessment, city officials plan to demolish the old plant, including several holding tanks and a major pipeline that brought most of the City’s sewage into the old treatment facility.

As part of the Area-wide Planning effort, Gaito & Associates interviewed the City’s Public Works Director, Mr. Robin Millyard and reviewed readily available environmental information including the following reports:

- Phase 1 Environmental Site Assessment, Waste Engineering, December 1998
- Phase 2 Environmental Site Assessment, Waste Engineering, March 1999
- Phase 1 Environmental Site Assessment, Weston, December 2016
- Phase 2 Environmental Site Assessment, Weston, February 2017.

Findings of 1999 Environmental Site Assessments

The 1999 Phase 2 Environmental Site Assessment (ESA) report identified minor BTEX soil contamination in the areas of former Drywells 2 and 3. The report recommended localized excavation and disposal of this soil. The recommendations indicated that the soil should be excavated, analyzed, and disposed of at the South Canyon Landfill after approval by the Colorado Department of Public Health and Environment. Through review of the City’s records and contact with the contractor who conducted the 1999 Phase 2 ESA, it was determined that this contaminated soil was not remediated.

The 1999 Phase 2 ESA report also identified the presence of solid waste during the excavation of Test Pit No. 2. The solid waste included burned debris, cans, bottles, bones, and lumber. The extent of the solid waste was not determined at that time. While the presence of the solid waste did not result in a recommendation of remediation, there was a concern that the presence of the solid waste could complicate the construction of new building foundations or slabs. The report recommended that future contractors be made aware of the potential to encounter solid waste and that any waste that is encountered during construction be disposed of appropriately. Through review of the City’s records and contact with the contractor who conducted the 1999 Phase 2 ESA, it was determined that this debris was not removed.

As part of the Existing Conditions evaluation, EPA’s START Contractor, Weston Solutions, was contacted about the information presented in the 1999 Phase 2 ESA. The following information was provided by Weston:

General Notes

- The 1999 Phase II ESA Investigation tasks in the vicinity of the four of the buildings (M.O.C. Building, Old Shop Building, Old Truss Building, and Sign Shop) did not occur within the 2016 Technical Brownfields Assistance (TBA) Site Boundary.
- The four buildings (M.O.C. Building, Old Shop Building, Old Truss Building, and Sign Shop) had already been demolished and the land redevelopment with a new building and parking lots during the 2016 TBA.
- Regulatory standards in Colorado have changed since 1999. Soil and groundwater sample results were compared from the 1999 Phase 2 ESA investigation against current Colorado petroleum benchmarks and no Certificate of Completion (COC) exceedances were noted for BTEX or TPH analytes.

Three Drywells

- Drywell #1 – Drywell #1 was installed in 1983. This well had a solid base and no indication of gravel or perforations in the interior walls were observed. Material in the well was routinely pumped using a vacuum truck. Material did not come in contact with surrounding soils or have a completed pathway to groundwater. Once the buildings were torn down, the source of material entering the drywell no longer existed.

- Drywells #2 and 3 – The purpose of these wells were to collect surface runoff. It is likely petroleum constituents from vehicles in the parking lot were mobilized and diluted by rain water which collected in the drywells (these wells have gravel bottoms). A soil sample was collected from each drywell (DW-1 and DW-2). Extractable Petroleum Hydrocarbons (EPH) values in soil samples from Drywell #2 and Drywell #3 were 340 mg/kg and 300 mg/kg, respectively (VPH were non-detected). These concentrations are below the current TPH comparison benchmark of 500 mg/kg. BTEX concentrations reported in the samples are below Tier 1 RBSLs. Based on these two criteria, the localized impacts to soil do not exceed any standards and no further action should be necessary (unless requested by the state).

Six Soil Borings/Monitoring Wells (Soil Borings were converted to Monitoring Wells)

- Soil Samples: No petroleum constituents (VPH, EPH, or BTEX, as applicable) exceeding standards were noted in soil samples collected from the soil borings.
- Groundwater Samples: No exceedances were noted in ground water samples collected from the monitoring wells.

Two Test Pits (Test Pit #1 and Test Pit #2)

- Soil Samples: A soil sample was collected from each test pit (TP-1 and TP-2). EPH values in soil samples from Test Pit #1 and Test Pit #2 were 64 mg/kg and 160 mg/kg, respectively (VPH were non-detect). These concentrations are below the current TPH comparison benchmark of 500 mg/kg. BTEX concentrations reported in the samples are below Tier 1 RBSLs. Based on these two criteria, the localized impacts to soil do not exceed any standards and no further action should be necessary (unless requested by the state).

Solid Waste

- It was reported that buried trash and debris was observed during installation of the three (3) drywells at the site. Materials primarily consistent of bottles and debris from burned trash. During the 1999 Phase II ESA, the side-wall of Test Pit #2 consisted predominantly of trash fill such as burned debris, cans, bottles, bones, and lumber. These materials by themselves are not considered to pose a substantial environmental risk.

Findings of 2016/17 Environmental Site Assessments

The more recent Phase 1 and Phase 2 ESAs were prepared by Weston after the decommissioning of the Wastewater Treatment Plant in order to assist the City in their preparations for redevelopment of the property. The Phase 1 ESA report identified two Potential Recognized Environmental Conditions:

- The operations associated with the wastewater treatment system, including the sandfilter drying beds, indicate the potential for organics and heavy metals contamination at the subject property.
- Due to the operations associated with the active railroad adjacent to the subject property and the inactive railroad spurs (“the wye”) bisecting the subject property, there is the potential for petroleum hydrocarbons, semi-volatile compounds, and heavy metals contamination in soils.

Two additional concerns were also identified:

- The operations at the former Wastewater Treatment Plant may have resulted in contamination from the activities performed at the subject property. The processes at the treatment plant were not designed for the treatment of ammonia in the influent.
- Due to the age of the buildings, there is the potential for asbestos-containing materials (ACM), lead-based paint (LBP), mercury-containing thermostat switches, and/or light ballasts containing polychlorinated biphenyls (PCBs), and mold to be present at the subject property.

A Phase 2 ESA was recommended and consequently conducted by Weston to investigate the identified Recognized Environmental Conditions (RECs) and concerns. The Phase 2 ESA had the following recommendations:

- Preparation and use of a Materials Management Plan during redevelopment is recommended to address localized areas of surface soil impacts identified and in case impacts are encountered during building removal.

- Based on the ACM identified at the Site and demolition plans, START recommends contracting an accredited asbestos remediation company to determine appropriate remedial actions to address the ACM at the Site during the cleanup phase of redevelopment. The non-friable ACM identified is classified as Category I or II non-friable.
- Due to planned demolition of the buildings, remediation of LBP may not be necessary and no additional sampling may be needed unless required by the disposal facility. It is recommended that the disposal facility be contacted to determine if Toxicity Characteristic Leaching Procedure sample(s) are required.
- PCB-containing equipment (e.g., light ballasts) should be properly removed and disposed.
- Mercury-containing thermostat switches should be properly removed and disposed.

Former Wastewater Plant: Moving Forward

- Based on available information no additional environmental site assessments are likely to be necessary at this time to support reuse.
- Additional health and safety precautions and soil management protocols during demolition and future construction should be implemented. A materials management plan is recommended during redevelopment for construction worker awareness, including excavation contractors, in case adverse environmental conditions are encountered (e.g., potentially impacted soils and/or unexpected buried solid wastes).
- If unexpected contamination is discovered during redevelopment, it would be an opportune time to excavate then when the presence and extent can be seen.
- Management of Asbestos Containing Materials (ACM), Lead-Based Paint, PCB-Containing equipment and Mercury-containing thermostats must be addressed during building demolition.
- Management of these issues could impact the costs of demolition.
- Resources should be identified to assist the City in the management of concerns with building demolition including abatement of the ACMs.



View of the Former Wastewater Treatment Plant. Note building to the right is the new active pump station.

**THE ACTIVE COLORADO DEPARTMENT OF
TRANSPORTATION (CDOT) ENGINEERING &
MAINTENANCE CENTER**

The active Colorado Department of Transportation (CDOT) Engineering and Maintenance Center was identified as one of the catalyst brownfield sites due to the City’s interest in establishing connectivity between downtown Glenwood Springs, Two Rivers Park, the Iron Mountain Hot Springs attraction and the redevelopment of the 6th and 7th Street Corridors. The 5-acre CDOT site is located at the extreme end of the W. 6th Street Area at the intersection of Devereux Road and Centennial Street. The property has been used for CDOT for Engineering and Maintenance Departments since the 1970’s. The CDOT facility also houses Colorado State Police operations.

As a part of the Area-Wide Planning effort, Gaito & Associates reviewed historic aerial photographs and other information that documented the historical uses of the property to identify any potential environmental impacts to redevelopment. In short, according to historical photographs, the property was vacant until the CDOT facility was built in the 1970s. At that time, CDOT entered into an agreement that resulted in the construction of their facility in return for a 99-year lease for parking for an entity known as Redstone Corporation. Water testing conducted in support of the building construction recommended that if Underground Storage Tanks were to be installed, the metal tanks should not be used to the alkaline condition of the soils on site. No other environmental information was readily available for review.

In January 2018, the SGA team and the City met with CDOT representatives with the intent of identifying the availability of environmental information and to engage CDOT as a stakeholder of the Area-Wide Planning effort. During this stakeholder meeting, CDOT explained the critical nature of their location to both their operations as well as to the operations of the Colorado State Police. Due to the proximity and access to the Interstate, the current location of the CDOT facility is paramount to public service and safety. No other location has been identified that can provide the same levels of service and safety. As a result, CDOT representatives indicated that the feasibility of relocating these operations is not currently viable. CDOT representatives strongly expressed their desire to work with the City to explore other projects that could achieve the desired connectivity goals, especially around the perimeter and general environs of their facility. Other projects that were suggested included streetscaping, bike paths improvements, and additional and/or improved multi-modal sidewalks and pedestrian safety improvements.

**CDOT Engineering and Maintenance Center Site:
Moving Forward**

- Based on the current status of the site no environmental site assessment activities are warranted at this time.
- Opportunities to engage CDOT on ways to improve the interface of this site with the overall redevelopment visions for the West 6th Street Area should be pursued.



West 6th Street Area



The CDOT Engineering & Maintenance Center

THE FORMER HOLLY QUARRY

The former Holly Quarry site was identified as one of the catalyst brownfield sites due to the City’s desire to support a private sector partner’s interest in redevelopment of this site. The Holly Quarry site is a 27-acre property that was formerly the Pitkin Iron Corporation limestone quarry.

The Holly Quarry site contains two abandoned limestone quarries located at the base of Iron Mountain, north of Interstate 70 and adjacent to Iron Mountain Hot Springs and the Glenwood Caverns Adventure Park. The Holly Quarry served Mid-Continent’s Redstone coal mine operations, which produced more than 21 million tons of mid-volatile metallurgical coal thirty minutes outside of Glenwood Springs until a deadly underground fire ended operations in 1991.

For decades Mid-Continent’s associated industrial activities were the economic foundation of Carbondale and surrounding areas. Limestone from the Holly Quarry was ground at a rock dust plant then sent to coal mines in the region to help reduce coal dust and prevent explosions. When Mid-Continent formally closed the entire business in 1991, much of this industrial base evaporated. While one of the three former limestone quarries on Iron Mountain reopened in 2009, the Holly Quarry site has remained closed and out of operation for over 30 years.

As part of the Area-Wide Planning effort, Gaito & Associates reviewed historic aerial photographs that documented the historical uses of the property to identify any potential environmental impacts to redevelopment. The aerial photographs confirmed that the site was undeveloped until the onset of the mining operations. No other environmental information was readily available for review.



Holly Quarry Site

Limestone, composed mostly of calcium carbonate, is used primarily to produce Portland cement for the building industry. Other products that use limestone include breakfast cereal, paint, calcium supplements, antacid tablets, paper, and white roofing materials. Typical environmental impacts from limestone mining include:

- Reduction in quality and quantity of groundwater;
- Potential for sink holes if the mining occurs in areas of karst geology; and
- Creation of dust during mining activities that could impact air quality.

Given that the mining operations ceased over 30 years ago, potential dust impacts no longer exist. The property owner is addressing any potential stabilization issues as part of the site development plan and construction specifications. Since it is the property owner’s intention to provide a water supply to the redevelopment, groundwater quality would not be a concern.

The SGA Team and the City met with the current owner of the site with the intent of identifying the availability of environmental information and discuss reuse opportunities. The current property owner stated that he is not aware of any traditional brownfield-type environmental issues at this property. He also was not able to identify any other legacy environmental issues that he believed would impact redevelopment of this site. The property owner did identify the need for resources to establish water, wastewater, and stormwater infrastructure to support site redevelopment.

The Former Holly Quarry: Moving Forward

- Based on the current status of the site no environmental site assessment activities are warranted at this time.
- Opportunities to obtain resources to support extension of water, wastewater and storm sewer infrastructure should be explored.
- Opportunities to obtain funding that supports the reuse and reclamation of mine-scarred lands should be considered.



DEVELOPMENT AND STUDY AREA BOUNDARIES AERIAL SHOWING THREE CATALYST SITES

ZONING

ZONING: GLENWOOD SPRINGS’ DEVELOPMENT REGULATIONS

The City’s 2011 Comprehensive Plan establishes the policy framework for the City’s development regulations. The plan describes the preferred outcomes of future private property investment. These outcomes are succinctly summarized in the list of planning goals and policies and in the Future Land Use Map. The Future Land Use Map delineates the Confluence Area as a new, emerging mixed-use center. The plan also sets out actions that will support construction of new housing; emphasizing variety and affordability, and making special mention about the character of the future of the Confluence site...“Incorporate a prominent residential component in a mixed-use redevelopment plan”.

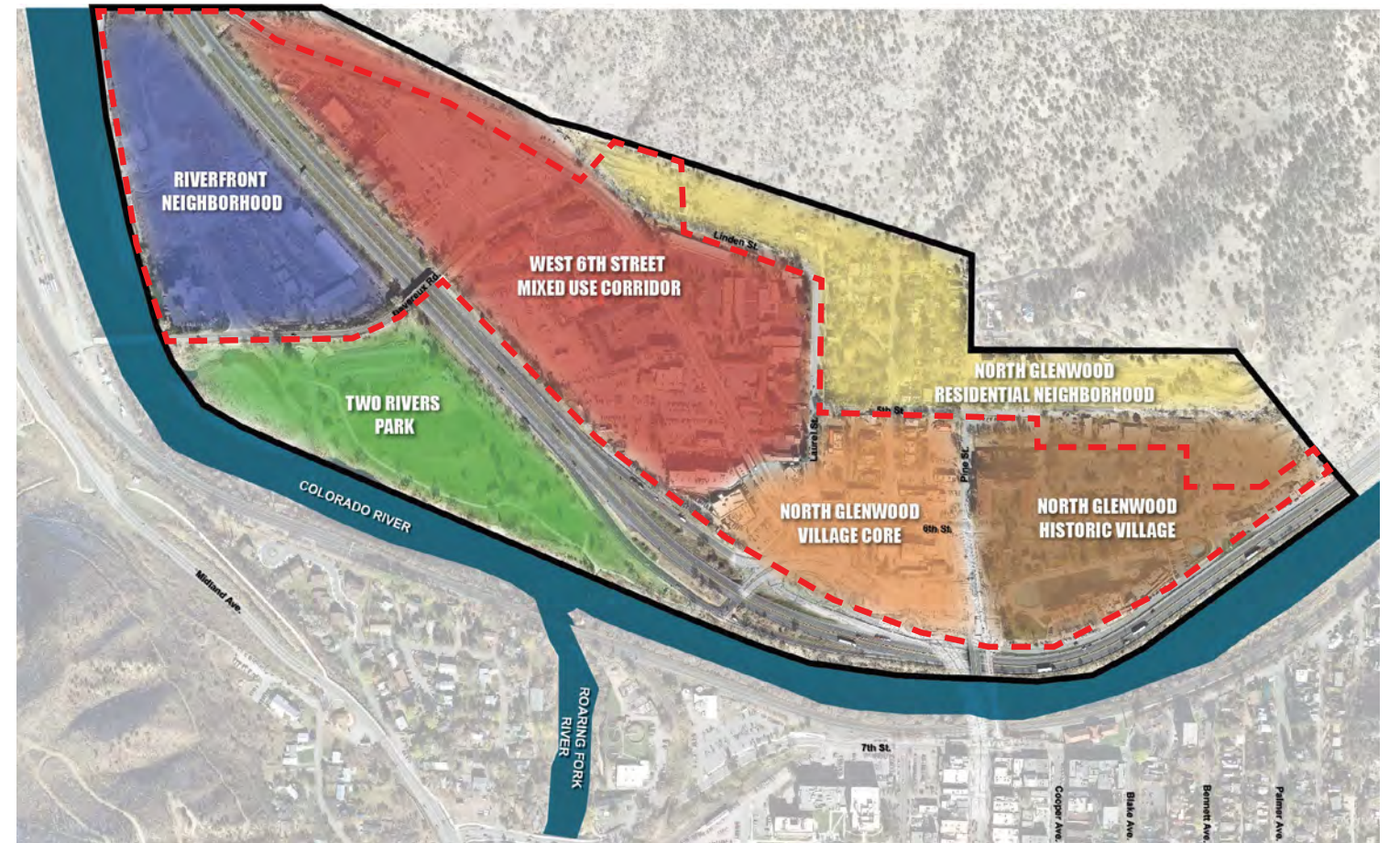
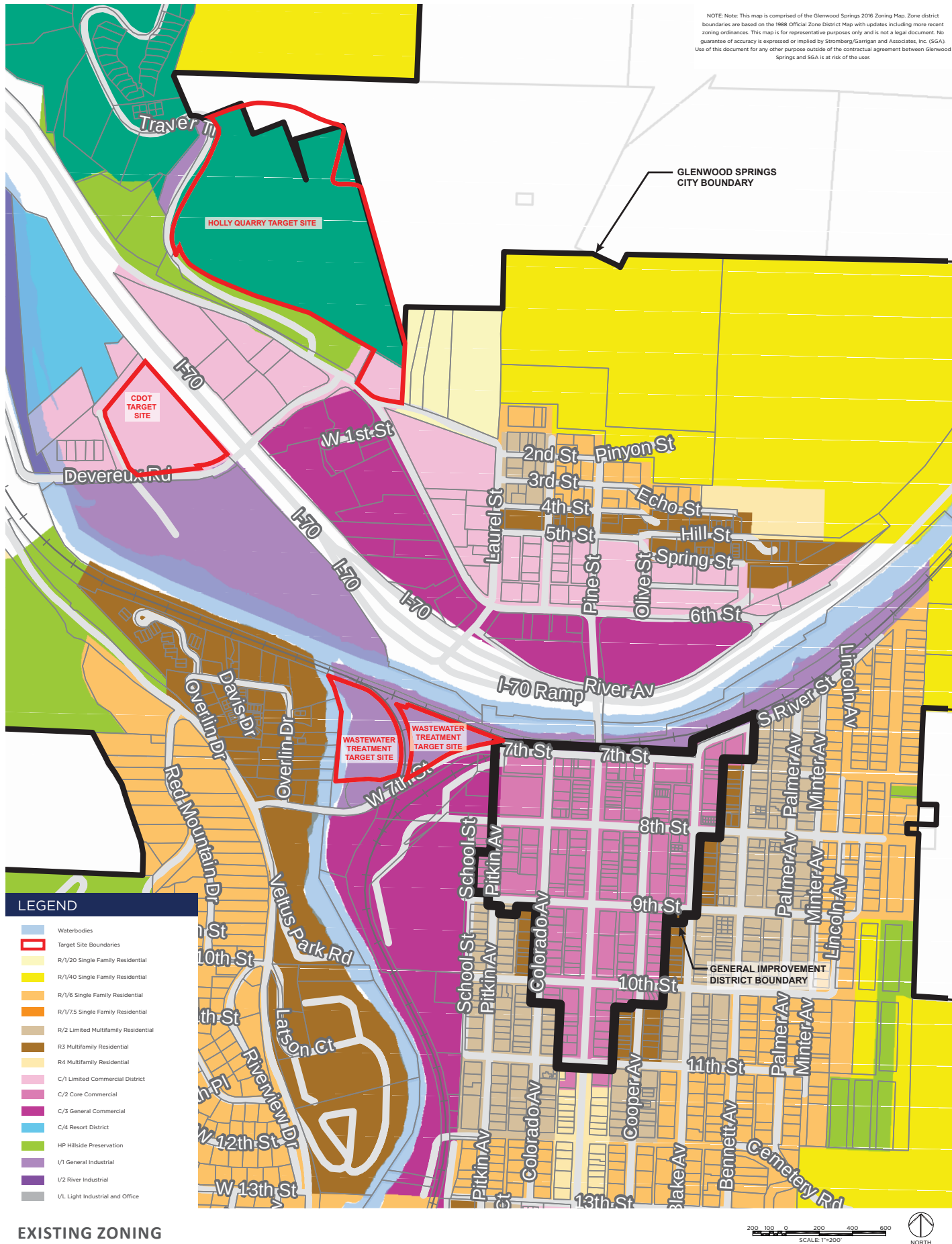
Since 2015, the City has been engaged in an effort to substantially re-write Title 070, the Glenwood Springs Development Regulations. It is likely that this new regulatory framework will guide future development taking place in the study area. Transformative changes include:

- Mixed-use welcomed. The current code lacks adequate provision for mixed use districts and mixed use buildings; a desired outcome of future investment and redevelopment in the study area.
- The PUD ordinance is recalibrated to include public purpose goals. Though the PUD provisions in the present code lay out the exhibits required for submittal and then describe the procedure for review and hearing of qualified applications, no criteria for approval/denial are offered in the ordinance. The new ordinance will describe specific community goals and desired outcomes to be accommodated if zoning requirements are to change as part of an approved PUD project
- The code is restructured to provide clear direction, vivid illustrations, and additional controls. The town is mostly “built out” in the valley floor and “boxed in” by steep canyon slopes near the outer boundaries, therefore, future development will be in the form of infill, expansion or redevelopment. Zoning regulations and review procedures must effectively steer reinvestment toward high-quality outcomes for these key sites.

- The proposed updates aim to simplify the process. The current development regulations require substantial commitment of front-end investment in fees, professional services and time before starting a very long review process guided by subjective criteria and lengthy hearings, often resulting in changes and essentially starting again.
- Recommended amendments specific to the study area will eliminate some zoning district designations, add at least one new one, and substantially restructure many of the other provisions guiding building placement and permitted uses.
- Recommendations also include eliminating I/1 General Industrial, the base zoning for much of the Confluence Area, including the City-owned 2-acre site occupied by the decommissioned wastewater treatment plant. The future zoning is likely to be M1 or M2; anticipating walkable and active neighborhood-scale places with a mix of residential and non-residential uses. Regarding the treatment plant site, since the parcel is City-owned, the governing body may exert considerable influence over the outcome.
- C/3 General Commercial, to be renamed CO Commercial, is the current base zoning for the remainder of the Confluence area as well as most of the parcels fronting West 6th Street below Devereux Road. However, future mapping amendments are likely to re-zone these areas so that they are covered under the provisions of one of the new M (mixed-use) districts.
- C/1 Limited Commercial is the base zoning controlling most of North Glenwood above 6th Street as well as the properties across I-70, including the CDOT Engineering & Maintenance Center and the Iron Mountain Hot Springs resort. The proposed amendment will change the title of the district to M1, permitting and promoting an array of activities, inviting new residents, and setting expectations for less dominant parking lots, attractive shopfronts and great streets for a stroll.

Zoning: Moving Forward

- As mentioned previously, after the text amendments are adopted or largely accepted, public consideration of changes to the zoning map will include focus on the 6th Street, North Glenwood, and the Confluence Areas.
- Future redevelopment in the 6th Street and Confluence Areas will benefit if there is a mechanism to provide a higher level of design guidance and oversight than anticipated by the provisions of the updated M1, M2 PUD or the new M3 zoning district. The December 2016 Module 2 Public Draft suggests that this could require additional base zones, or an overlay district that applies unique design standards and guidelines.
- City policy to expand mobility options and encourage walking and biking should feature prominently in discussions about development ordinances, rezoning applications and subdivision reviews. Provision for public access to rivers, trails, bike parking, setting a maximum front setback (as proposed for the M districts) and the expectation that front entrances are to be convenient to a walkable public way are all components of development regulations that support, rather than stifle, walking and biking. Management of easements, as well as seeking dedication or acquisition to eliminate gaps in the network, should be part of an overall public access masterplan for the West 6th Street Area.
- The new zoning standards constrain/shape the future development potential of the 6th Street and Confluence areas. Development regulations set parking requirements by use. The update eased some requirements, and simplified allowances and procedures for shared parking and off-site parking. Nevertheless, the standards do constrain/shape the future development potential of the 6th Street and Confluence areas. Evaluation of car usage by future residents may indicate that further easing and cooperative management would be logical.
- Evaluate if additional building height is permitted (to incentivize private resources to support public policy goals) in some locations. As proposed, the M2 and M3 districts permit structures up to 60 feet tall by-right. The 6th Street Corridor Plan suggests that a height bonus may be an appropriate strategy to attract developer interest in providing income-qualified community housing as part of future residential buildings in some areas. This thesis should be further evaluated from an appearance perspective – to understand the how that building height would look and also to understand whether an analysis of building costs confirms that the additional return on an additional floor or two is not entirely consumed by the additional cost of building it, as the construction type will be different for the taller structure.



Proposed Land Use Character Areas from the 2017 6th Street Corridor Master Plan

NATURAL RESOURCES

The natural conditions surrounding the City of Glenwood Springs are some of its most defining features. Set within the Roaring Fork and Colorado River Valleys at the confluence of the two rivers, the hydrologic and geologic environments create the unique environment in which Glenwood Springs has been able to thrive.

Based on information from the Colorado Geological Survey, the City of Glenwood Springs proper is largely situated on the relatively flat or gentle-sloping alluvial terraces which surround the Colorado and Roaring Fork Rivers. These alluvial deposits feature a mixture of broken rock and gravel within a matrix of finer sands and silts. The soil profiles on these terraces are variable, but generally designated well-drained by the NRCS’s soil survey, meaning they aren’t prone to local ponding and flooding in an undeveloped condition.

Rising out of the river valleys are steep mountainsides with the bedrock at or near the surface of the slope. These mountainside outcrops essentially frame the developed areas of Glenwood Springs, with the majority of existing buildings ending at the geologic barriers between the alluvium and the outcrops. On the south side of the Colorado River, these mountains consist of bedrock formations that include evaporative rock like gypsum and halite as well as sedimentary units like sandstone and shale. On the north side of the Colorado River in Glenwood Springs, the mountains consist mainly of a formation called the Leadville Limestone, a blue/gray limestone and dolomite rock outcropping. These steep slopes surrounding the City do provide some risk in the form of mudslides and debris flows, particularly where rainwaters are able to collect in gulches and similar topographies. This presents a hazard for some areas of the city but is also a natural geologic occurrence for an area such as Glenwood Springs.

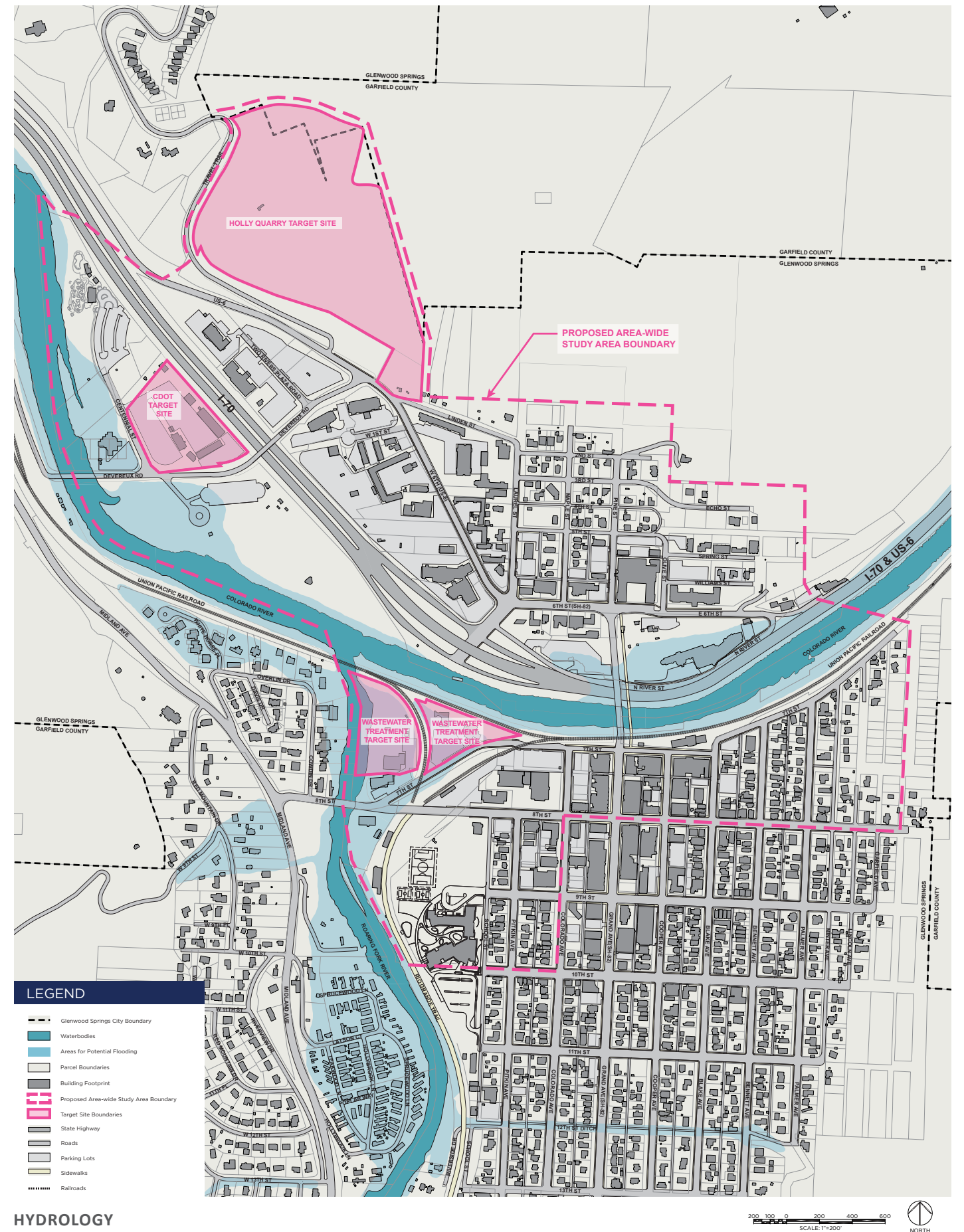
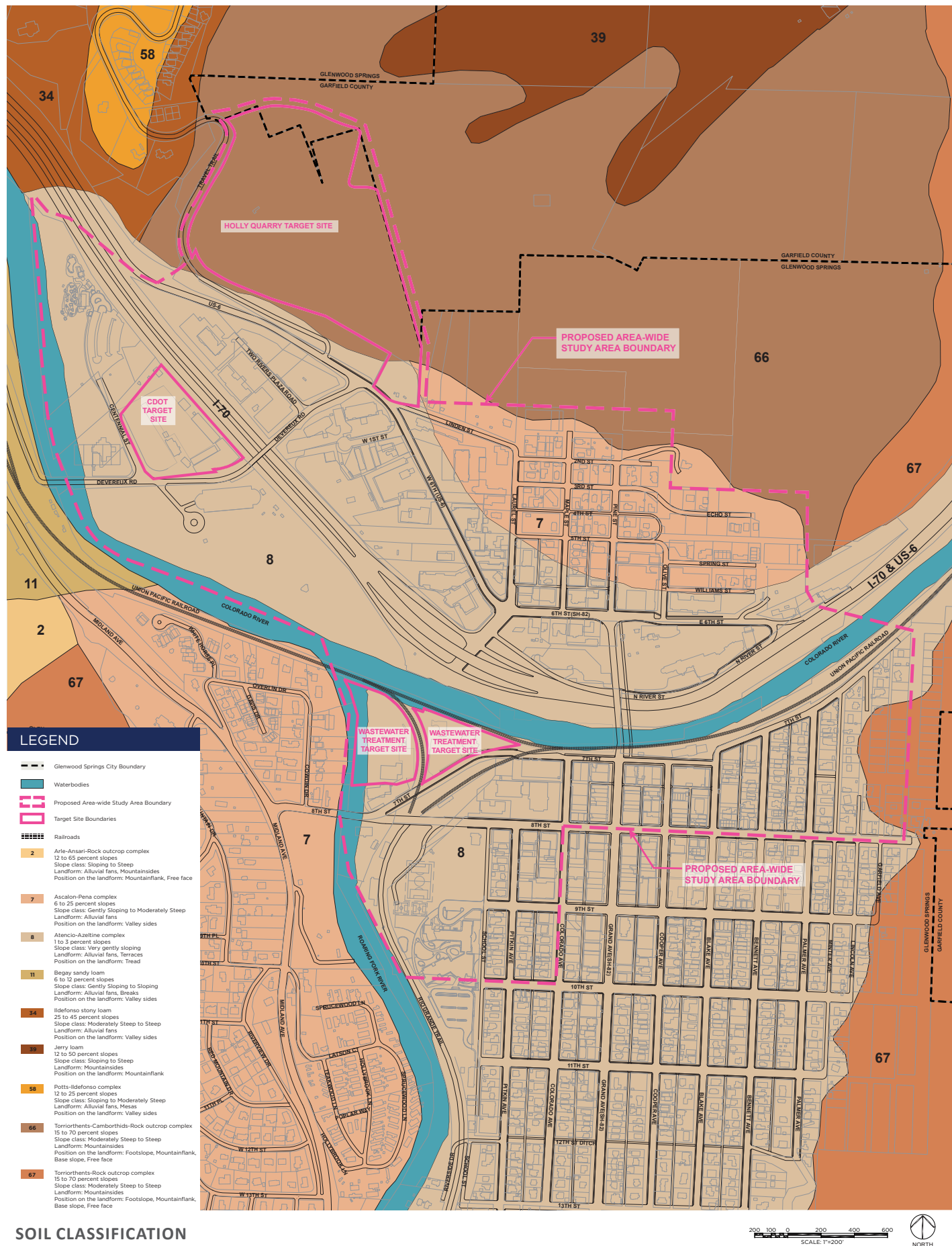
Extraction of natural resource is not currently prevalent in the areas immediately within/surrounding the City of Glenwood Springs like it is in other portions of the western slope, although one of the sites at the northern edge of the City/study area was formerly a limestone quarry.

One resource that is relatively abundant within Glenwood Springs is geothermal energy. Much of this area of Colorado experiences geologic phenomena which result in higher-than-normal levels of heat in its bedrock. This energy has clear manifestations within the City and provides the basis for some of the more well know tourism destinations, such as the vapor caves and hot springs. It has practical applications beyond those features though. Geothermal energy can be (and is) harnessed to heat homes and water, and in this region is abundant enough that it can also be used as a resource to generate electricity. Geothermal power generation is an inherently renewable as it relies on the continuously generated heat from the earth’s mantle to harness energy.

Natural Resource: Moving Forward

- Natural topography defines the area and provides recreation opportunities.
- City situated on alluvial terraces centered on the Roaring Fork and Colorado Rivers.
- City has been developed to its natural boundaries, thus re-use of land and smart urban design are necessary for growth.
- Rivers offer recreation opportunities and city should strive to increase public access to riverfront.
- Geothermal energy is a significant potential resource in the area for electricity and heating/cooling.
- The mountains that bookend the city, contain some relatively desirable materials like limestone and gypsum, but mineral and other resource extractions are largely absent.





STORMWATER MANAGEMENT

Stormwater management is a concern for every city, although the specific issues each city must tackle are unique and require site-specific solutions. In Glenwood Springs, despite its location along two substantial rivers, widespread flooding beyond intense flash-flood-type events is not a major issue for the City at-large, although some lower areas within the study area near the confluence of the Roaring Fork and Colorado Rivers have overbank flood risk. Instead, the focus for a community like Glenwood Springs in a majority of rain events is more on water rights within the river watershed and treatment of pollutants in runoff before it returns to surface waterways.

Mudslides and debris flows, which in severe cases can cause major damage to areas in their path, are also a significant concern in the City and surrounding region, though the issue is related more to the topography and maintenance of upland areas. Given the factors that contribute to these events, only limited measures can be taken to mitigate their impact within the downtown setting of much of the study area.

Within the City, stormwater is handled through an independent drainage system that keeps rainwaters separate from all of its sanitary sewer flows. By having separate systems for stormwater and sewage, the City is protected from issues with combined sewer overflow, but that does not mean pollution within the rivers is not still a concern. The storm sewer system in many cases carries runoff directly from streets, parking lots, and other paved areas directly to the Colorado and Roaring Fork Rivers. This means that without the implementation of water quality best management practices, any pollutants carried within runoff, including sediment, salts, chemicals, petroleum, and nutrients that can negatively impact river water quality, will flow directly into the waters of the Colorado and Roaring Fork Rivers. In the 2014 City of Glenwood Springs Source Water Protection Plan, stormwater runoff from roads and other impervious surfaces in urban areas is identified as one of the primary potential pollution sources for waters contributing to the Lower Roaring Fork River, which serves as a secondary drinking water intake for the city. With this in mind, any new development or significant infrastructure work should include a focus on water quality protection for runoff as a component of its design and utilize proper best management practices (BMPs) as recommended in the Source Water Protection Plan as well as the 2003 Stormwater Assessment and Watershed Report produced for the Roaring Fork Conservancy.

The City sits relatively close to the upper reaches of the Colorado River, where water rights based on existing natural flow patterns are a major concern. Only recently has the State of Colorado legalized rainwater harvesting methods, mainly in the form of rain barrels and similar systems. Particularly as it relates to the arid climate of much of Colorado’s Western Slope, scarcity of water within the various river watersheds is a significant concern.

With those water rights concerns in mind, any measure that potentially captures rainwater must be considered in the context of the greater drainage and water usage patterns. For instance, any capture/reuse BMPs should be considered as a means to replace existing potable water usage, rather than to remove any substantial amount of additional water from the surface waters flowing into the Colorado River. Replacing previously allocated potable water use will have a net-neutral effect on downstream water flows, satisfying water rights concerns, and will also reduce demand on drinking water treatment facilities. Many reuse BMPs can also have the effect of reducing pollutant loads, making them dually useful for a community like Glenwood Springs.

Stormwater Management: Moving Forward

- Glenwood Springs does not have significant overbank flooding concerns, despite being situated at the confluence of the Roaring Fork and Colorado River. The area of the Confluence would require elevating development 1’ above the 100 year AE Flood Zone.
- The City requires a 30’ feet (or 50’ depending on the situation) setback from the normal highwater mark of the rivers. This does not apply to public space projects.
- Management of stormwater is focused on water quality protection for the river waters. The City is currently exploring the development of regulations that would focus on pre-treatment of runoff to reduce pollutant discharge into service waters.
- Glenwood Springs has separate storm and sanitary sewer systems, preventing any combined sewer overflow concerns.
- In Colorado, scarcity of water means downstream water rights should be considered for all stormwater planning, and particularly for capture/reuse BMPs.
- Reuse BMPs should be designed to replace existing potable water use to reduce demand for those sources within the overall system.
- The City is interested in promoting riparian zone expansion for flood control and ecological habitat restoration for environmental quality.
- Mudslides during major storm events present a risk to perimeter areas of the City near steep slopes and gulches.



New streetscapes such as this one on Cooper Street, are well suited for the integration of stormwater pretreatment landscape systems and plantings.

TRANSPORTATION & CIRCULATION

OVERALL CONNECTIVITY CONTEXT

One of the overarching concept and concern expressed throughout all of the community engagement, from the general public to elected officials, is the notion that “connectivity” is critical to the ongoing success of Glenwood Springs. Through previous planning efforts as well as this effort to established an overall unified development strategy within the study area, a few key aspects are re-occurring themes:

The existing street grid of the City provides the basis for a sound transportation network. Creating a connected network of street and thoroughfares that extends the City’s existing street grid and block structure to and through redevelopment areas, including brownfield sites, can serve as a framework to link new development with surrounding neighborhoods and the overall transportation framework of the City.

Street and thoroughfare typologies have generally been established linking multi-modal transportation needs and urban design guidelines for the uses and buildings that front onto them. The City is advocating a “complete street” approach to the design of all streets and thoroughfares to provide the maximum opportunity of a balanced benefit to all modes. Ensuring that streets are constructed to include the appropriate number and limited widths of travel/parking lanes, bicycle and pedestrian facilities as well as supporting streetscaping and green infrastructure elements such as street trees, landscaping, street fixtures, flow-through stormwater planters, etc. will need to be incorporated into the redevelopment goals of this plan. The community clearly understands the relationship between great streets and great and vibrant places and those parameters must be deployed through appropriate redevelopment actions.

The completion of the Grand Avenue Bridge project is a potential game-changer in terms of re-thinking the circulation landscape. This project was years in the making and now that it is open to traffic and with its ultimate completion in June 2018, will its full impact just beginng to be determined.

There are strategic corridors and intersections within the study area that have been identified or need special design consideration. Improving key intersections along major streets and thoroughfare corridors into the study area and especially downtown ensures that maximum transportation connectivity (for all modes) is achieved along with mitigating future impacts to the transportation network as new developments are constructed. Again, the urban design quality of key transportation nodes can also promote the livability of the city as well as effective devices to promotes its brand. Project such as the Grand Avenue and Laurel Street roundabout to the 7th Street events street plans, illustrate how functionality can also achieve other social values.

The City is advocating for greater transit service and utilization. Therefore, transportation infrastructure planning includes strategic decision-making of multi-modal needs, including current and future transit services. Maximizing interconnectivity and providing transit supportive elements from transit center/nodes to transit shelters and stop locations, or at a minimum adequate space for future facilities is high on residents’ priorities. The community wants to see that full transit mobility is not precluded now or in the future. Reinforcing the potential for future transit service with support facilities, especially along Grand Avenue, 6th Street, and 8th Street further emphasize these corridors as key spines of the city and aid in attracting more users of all types and focus on short vehicular trip reduction. Transit can play an important role in placemaking as development occurs large areas of land will not need to be dedicated for surface parking.

Although the emphasis recently has been on the connectivity and capacity aspects of the downtown as a result of the Grand Avenue Bridge project, area-wide traffic safety and traffic calming strategies need to be considered for new and existing streets as they are (re)designed. While transportation efficiency is a goal, it should not be achieved at the cost of safety. Existing streets and thoroughfares should be carefully considered to determine the need to “calm” traffic to an appropriate speed. This is especially important at the intersection along the primary corridors of Grand Avenue, 6th Street, and 8th Street. Traffic calming devices such as curb bump-outs at corners and at mid-block crossings, chicanes, and traffic roundabouts should be considered as part of the palette of options to create a stronger sense of a balance environment between pedestrian, bicyclist, and motorists.

Pedestrian and bicycle trail connections should be constructed to provide dedicated interconnections between riverfronts, parks and commercial /neighborhood centers, tourism attractions, and the downtown. The City has been systematically building segments of trails and supporting pedestrian facilities to create what is now a fairly extensive network. The City’s original trail plan still functions as a valid guidance document, along with the various follow-up focused area plans that identify several critical missing connections. Providing multi-use paths along new streets and through parks, public spaces and interconnected stormwater management greenways provides the opportunity to create an armature for neighborhoods and commercial areas to connect, via adjacent sidewalks, bike lanes, and sharrows.

VEHICULAR CIRCULATION

The main routes through the study area include:

Primary Thoroughfares:

- Grand Avenue (SH 82)
- 6th Street (Laurel Street to Devereaux Road and west) (US Route 6)
- 8th Street
- Midland Avenue

Secondary Connections:

- Devereaux Road
- 6th Street (River Street to Laurel Street)
- 7th Street
- Colorado Avenue
- Defiance Avenue





- The impacts of the Grand Avenue Bridge completion on traffic circulation patterns and the overall transportation system is still being determined. Evaluating travel patterns and vehicular behavior will be required to fully understand future needs. Traffic projections in the SH82 Corridor Optimization Study anticipate 47,900 vehicles per day (vpd) across the bridge by 2030 (versus 29,200 vpd prior to construction).
- West 6th Street from Laurel Street to Devereux Road is a critically important corridor as a multi-modal connection to expand the reach of downtown into the 6th Street west redevelopment area including towards the CDOT and Holly Quarry catalyst sites. West 6th Street currently suffers from a suburban approach with limited multi-modal amenities and long block lengths.
- Due to the dramatic reduction in traffic as a result of the Grand Avenue Bridge project, 6th Street east of Laurel Street is now a much lower trafficked street and is slated for “devolution” by CDOT which would allow the City greater flexibility in creating a complete street with a strong urban design and pedestrian presence connected to the pedestrian bridge to downtown.
- 8th Street has become a vital street connection between Grand Avenue and Midland Avenue. Although constructed to provide temporary connectivity during the Grand Avenue Bridge reconstruction period, it is now undergoing further design and engineering to make a permanent complete street connection. This entails addressing the issues associated with the RFTA rail corridor continuity as it crosses 8th Street.
- Previous planning efforts emphasize the desired to extend the street grid pattern into the Confluence Area to “mesh” future redevelopment into the established functional transportation and the visual development pattern of the downtown. Creating a full connection of Defiance Avenue aids in this endeavor by establishing a block structure along 8th Street and creating a direct connection between 7th and 8th Streets.

- 7th Street has been identified as a slow speed “events street” which acts as an east-west spine to convey people from the pedestrian bridge over the river to various destinations in the downtown. This is especially important as a spine that could be extended into the Confluence Area. It is important that a high-quality and continuous pedestrian realm be created along the entire stretch of 7th Street from Grand Avenue to the Roaring Fork River area, at least along the south side of the street.
- Per the legal agreement with RFTA, the 7th Street Connection must be maintained from Roaring Fork River Bridge to Colorado Avenue.
- The ability to create a connection between Devereux Road and Midland Avenue has been determined to be desirable since it would create greater connectivity across the Colorado River and establish a closer-in loop route to downtown. The City is current exploring, at a very conceptual level, the feasibility of bridge connection in this area. Elevation changes, railroad rights-of-way, the location of existing facilities including buildings and park elements, and the river, add complexity to the overall physical and financial feasibility considerations.

TRANSIT

ABOUT THE SYSTEM AND RIDERSHIP

Transit service is provided to Glenwood Springs by the Roaring Fork Transportation Authority (RFTA). RFTA is relatively young, but highly successfully rural transit system, dating back to the 1980s and being formed into its current structure since 2000. Having a reliable funding sources, in this case through a 2004 voter approved sales tax has resulted in the ability to provide high-quality and reliable service. According to the 2004 Local and Regional Travel Patterns Study, bus mode share in the SH82 corridor was about five to ten times what would normally be expected in a rural/small town region in the U.S. It was also two to three times the rate of major rail transit cities like the Portland- Salem Metropolitan Area.

RFTA is currently undergoing the creation of the regional Integrated Transportation Service Plan (ITSP) which when complete will comprehensively address the mobility issues, opportunities, and challenges that face RFTA and its constituents in the near and long term. The ITSP work performed so far affirms that the one of the two most heavy commuting route occurs between Parachute and Glenwood Springs emphasizing Glenwood Springs as a transit commuting hub within the region. RFTA is exploring the ability to provide improved feeder bus systems to and from Glenwood Springs and improve Park-and-Ride conditions along the I-70 and SH82 corridors. In 2017 RFTA estimates that it provided 5.27 million (est.) system-wide passenger trips.

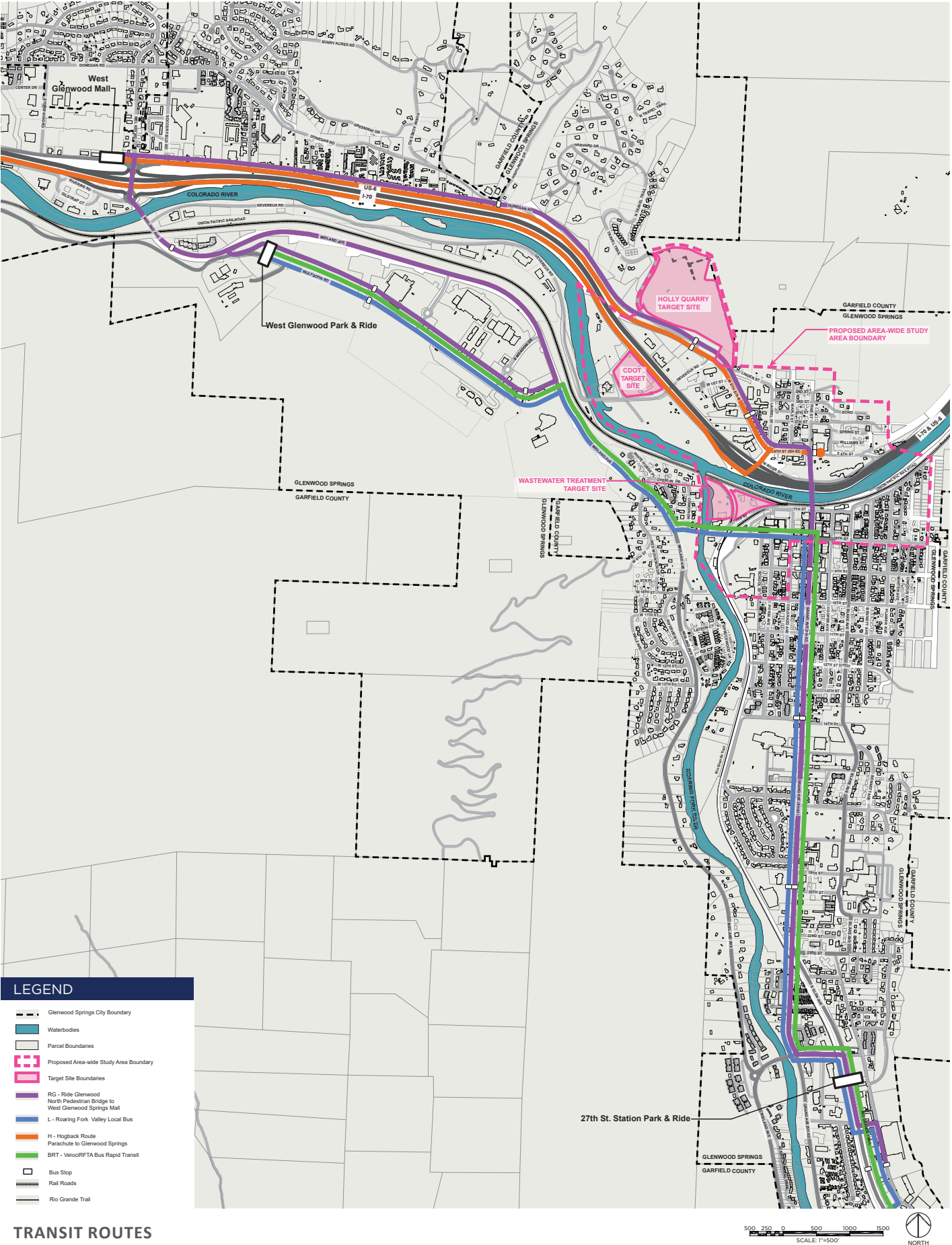


BUS ROUTES

The study area is served by multiple RFTA bus routes, most of which travel north along Grand Avenue and then turn onto 8th Street to reach Midland Avenue and travel to West Glenwood Springs. The Hogback Route originates in front of the Hotel Colorado and travels via 6th Street and I-70 to the west. This route it is supported by Garfield County and may be in jeopardy of losing funding. The City's funds the Ride Glenwood which serves downtown and the cities neighborhoods. The City contracts with RFTA to operate the service.

BUS RAPID TRANSIT (BRT)

On September 3, 2013, on time and on budget, RFTA began operation of the VelociRFTA BRT service, the nation's first rural BRT system. This was four years ahead of the 2017 goal established by the RFTA Board of Directors in 2006. VelociRFTA BRT operates along the 40-mile SH82 corridor from Glenwood Springs to Aspen, serving nine major BRT stations. Supported by transit signal priority in key locations and roughly 18 miles of bus-only or Bus/HOV lanes, BRT provides travel times that are competitive with the private automobile. The current BRT line terminates at the 24th Street station in Glenwood Springs.



RAIL CORRIDORS

Rail operations in the Roaring Fork Valley decreased in phases between the 1960s and the mid-1990s. In 1997, the Roaring Fork Railroad Holding Authority (RFRHA), a public entity created in 1994 by the towns and counties within the Roaring Fork Valley, purchased the Aspen Branch of the Denver & Rio Grande Western Railroad right-of-way (33.3 miles from Woody Creek to Glenwood Springs) from the Southern Pacific Transportation Company for \$8.5 million. The purchase was funded by a consortium of state and local interests, including the Counties of Garfield, the City of Glenwood Springs, other regional communities, the Colorado Department of Transportation, and the Great Outdoors Colorado Trust Fund (GOCO).

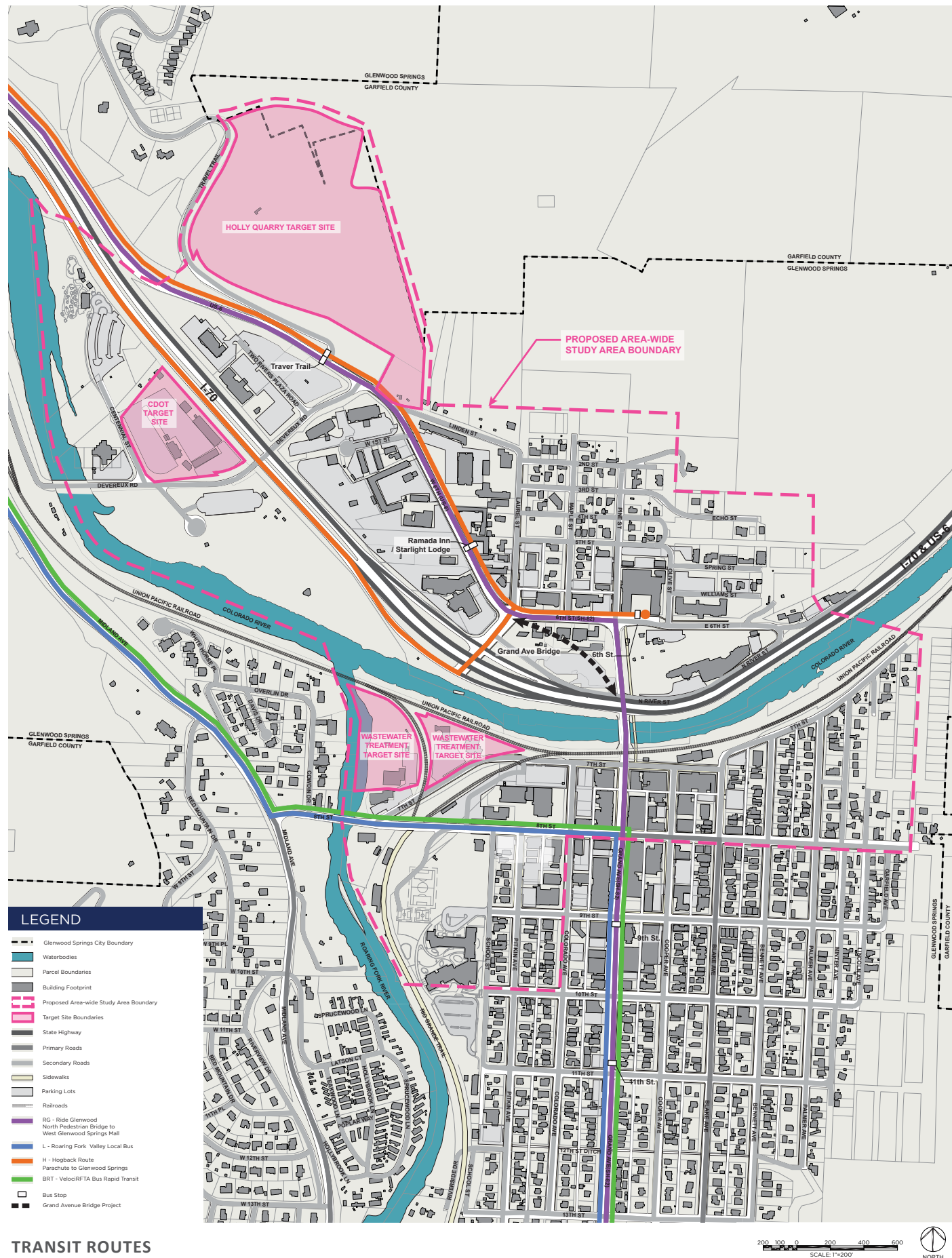
As discussed early, the Rio Grande Rail-Trail Corridor is primarily owned by RFTA and co-managed by regional partners, such as Pitkin County, Basalt, Eagle County, Carbondale, and Glenwood Springs. The Corridor has been preserved for trail use and future rail/transportation services pursuant to the federal rail banking provision of the National Trails System Act. Railbanking status protects the transportation corridor for future transportation/transit uses, thus limiting activities that might preclude re-introduction of rail or other mass transportation systems in the Roaring Fork Valley. Maintaining the continuity in conformance with federal rail banking provisions to the active Union Pacific railroad corridor at the Confluence Area is important for the protection of the overall corridor for future utilization.

Transit: Moving Forward

- RFTA is considering opportunities to extend BRT into the downtown and possibly to their facility in West Glenwood. This extension would necessitate a station stop in the downtown.
- RFTA has identified capitalizing on BRT station/park and ride ownership for public/private partnerships (P3s), including for potential transit-oriented development (TOD) projects which could be an effective approach to TOD redevelopment within the study area.
- The RFTA 5-year plan proposes to design and construct a transit center in the Glenwood Spring downtown area. Discussions with RFTA highlighted the potential of having a major transit center on one side of the river that is primarily an interchange of routes and a secondary transit “hub” that would serve as local TOD hub and a regional park-and-ride.



Amtrak Passenger Station on 7th Street



TRANSIT ROUTES

PARKING - EXISTING PARKING SUPPLY, POLICIES, AND ISSUES

The introduction of new uses and activities with the study area, of almost any kind, will likely generate some level of additional demand for parking. Achieving a perfect balance of parking supply that meets parking demand is goal that communities strive for, but rarely achieve with perfection. Adequately meeting parking needs is also a function of physical supply and effective policies, since needs are not uniform geographically nor over the course of a day, week, or time of year. In the end this study cannot tackle all aspects of parking within the study area or even downtown. It can, however, make recommendations that are consistent with the City’s current parking strategies from its 2013 Downtown Parking Study Update (2013 Parking Study), as the related to the proposes end uses for the redevelopment areas that are the focus of this effort.

The 2013 Parking Study assessed current downtown parking supply and demand conditions, evaluated potential future parking needs, and recommended possible parking management strategies to maximize the use of available resources. In addition, to this study, the 2017 6th Street Corridor Plan and the 2017 Confluence Redevelopment Plan, both provide localized recommendations for parking as they related to the physical redevelopment recommendations. All of these recommendations are being considered in conjunction with additional observations derived during this study along with community comments on the topic as redevelopment opportunities are considered.

Parking data since 2002

		August 2012 Results (Walker)			September 2010 Results (Walker)		
Area	Type	Inventory	Peak Occupancy	Peak %	Inventory	Peak Occupancy	Peak %
South Area	Off-Street Public	207	144	70%	233	182	78%
	Off-Street Private	766	362	47%	699	388	56%
	On-Street	593	427	72%	563	343	61%
		1,566	933	60%	1,495	913	61%
North Area	Off-Street	1,690	803	48%	na	na	na
	On-Street	-	-	-	-	-	-
TOTALS		3,256	1,736	53%	1,495	913	61%
		October 2006 Results (LSC)			August 2002 Results (Task Force)		
Area	Type	Inventory	Peak Occupancy	Peak %	Inventory	Peak Occupancy	Peak %
South Area	All	1,167	617	53%	1,960	1,605	82%
North Area	(east of Maple only)	318	207	65%	na	na	na
TOTALS		1,485	824	55%	1,960	1,605	82%

Source: Walker Parking Consultants, 2013



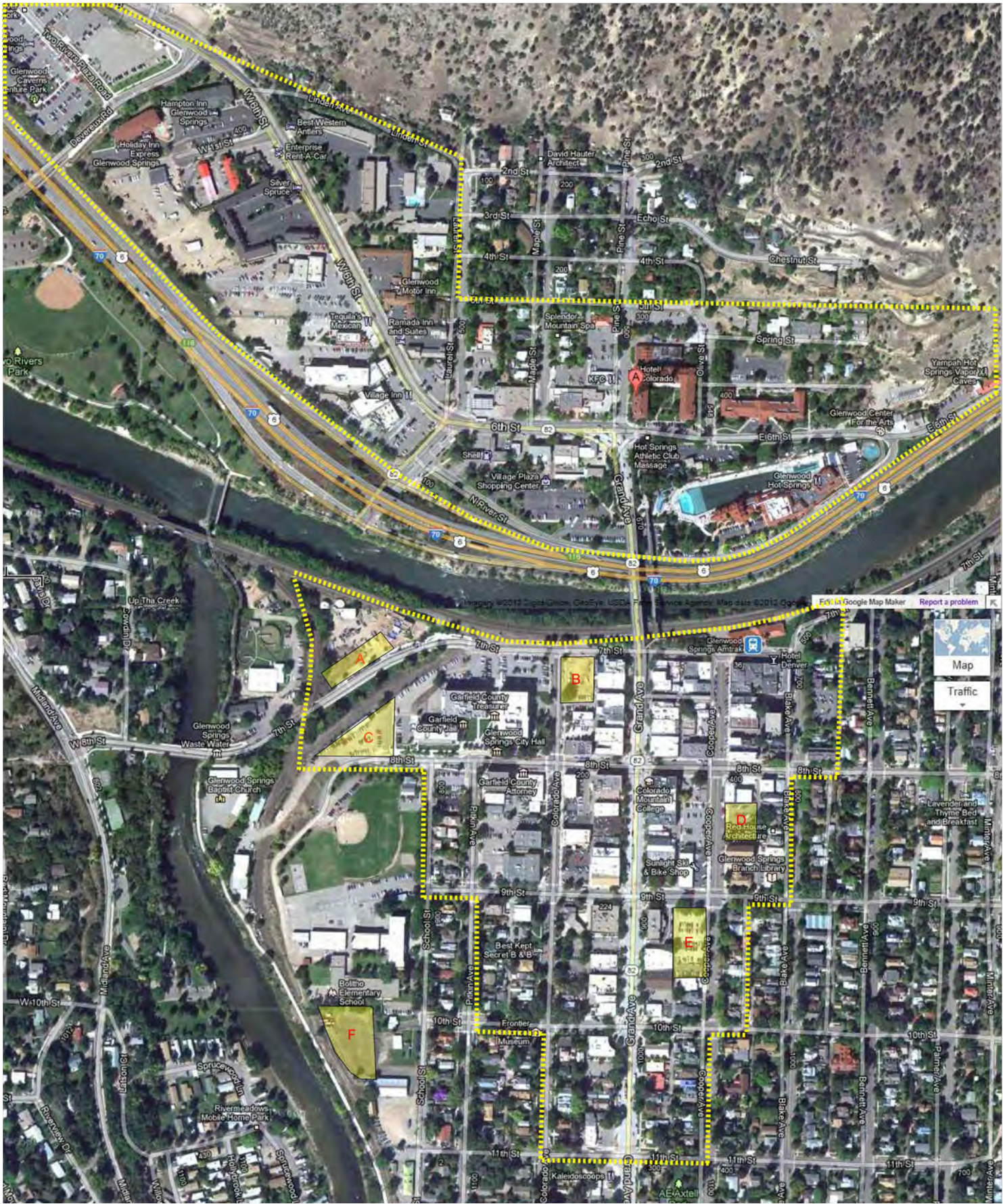
Off-street parking lot at Colorado and 7th Street



Parallel and diagonal on-street parking conditions on Cooper Street

Parking: Moving Forward

- Since the City’s overall philosophy for the downtown and surrounding environs is to create a highly-walkable and multi-modal friendly place, there is a “Park Once” mantra being developed. The goal is to create a context where it is truly realistic to expected that visitors to downtown, if they arrive via automobile, will choose to park once and use other modes of travel to reach all of the desired downtown destinations. This mindset is proposed for any beyond what is currently thought of as the downtown, to include the Confluence Area on the south side and the entire area on the north side of the river, including the West 6th Street Area to at least Devereux Road. Based on the survey responses received as a result of work performed in late 2017 as a part of this study, most people stated that drove to downtown and parked on the street, so a successful parking system that relies more heavily on structured parking, will require a change in community mindset combined with the support facilities needed to make it both convenient and attractive.
- Although there may situations where the parking supply is limited, overall the 2013 Parking Study confirmed that there is currently sufficient supply to adequately address the needs of all user groups (employees, visitors, and residents), although some parkers may need to walk up to two blocks to find an available space in relation to their intended destination, at certain times.
- The CMC/library garage came online since the 2013 Parking Study, further expanded the parking supply in the downtown.
- There is no City-owned public parking facilities located on the north side of the river. The 2013 Parking Study and the 2017 6th Street Corridor Study both recommend exploring the development of a parking structure along W. 6th Street, potentially including a park and ride aspect with an adjoin transit facility. This areas is extremely convenient for access to and from I-70 and if it can be support with greater multi-modal improvements, it could serve as an excellent facility to promote a park once strategy. RFTA’s current planning also support the potential for such a facility in this location.
- The introduction of denser forms of residential housing in the downtown will require a parking strategy to support these additional downtown dwellers. This could be a combination of on-site parking, ideally not on surface lots, and nearby neighborhood serving facilities in the form of structured parking. Depending on the location, the 2013 Parking Study determined that the current parking supply was adequate to support some additional parking demand, which could aid in getting shorter-phased infill development under construction, while longer-term parking facilities, such as structured parking, are constructed.
- The 2013 Parking Study recommended that the City consider the feasibility of a parking structure on the publicly-owned land at 7th and Colorado Streets that could support both the established downtown development along the Grand Avenue and the new development at the Confluence Area.
- The City utilizes some limited free parking for downtown visitors to support downtown business. The 2013 Parking Study makes a series of recommendations of how to gradually institute policies, including the fee structure, that maintains a visitor-friendly aspect to downtown parking, while creating a structure that support the ability to create a financially sustainable, structured parking system that also foster the best utilization of parking for its intended purposes, i.e. longer-term, employees versus visitor, etc. This includes promoting curbside turnover so that 20% of spaces are available and 80% are full most of the time.
- The current arrangement between the DDA, Downtown Partnership, and the City should be further evaluated to determine how policies and revenue streams can be established to achieve greater financial sustainability for long-term maintenance cost of expanding facilities.



Inventory of existing parking resources
Source: 2013 Downtown Parking Boundary Update, Walker Parking Consultants

BICYCLE/PEDESTRIAN CIRCULATION

Glenwood Springs has a vast network of multi-use, hiking, and biking trail networks including various trail conditions from narrow single tracks and steep mountain hikes to leisurely riverside walks due to its location, history, and geographic surroundings. Mountain ranges and elevation changes provide abundant options for alternative transportation and recreation opportunities for all users and skill levels.

MULTI-USE TRAILS

The Rio Grande Trail network is comprised of ten segments totaling over 42 consecutive miles between Glenwood Springs to Aspen, Colorado. This intercity trail network starts in Two Rivers Park in Glenwood Springs where the trail crosses over the Colorado River and is built within the rail corridor of the Denver and Rio Grande Wester Railroad Aspen Branch. Trail operations along this line ceased in phases between the 1960s and the mid-1990’s and was acquired with the help of Great Outdoors Colorado, the Colorado Department of Transportation, and Pitkin County Open Space and Trails to create an opportunity to explore transportation alternatives to State Highway 82. The first segment of the trail meanders along the Roaring Fork River utilizing the concrete-paved City of Glenwood Springs River Trail System down to 23rd Street where it changes to asphalt where it diverges and continues up the valley along South Glen Avenue (State Highway 82). This 6.9 mile segment ends at the Colorado Mountain College Park & Ride station passing through protected agricultural and open space lands along its route.

A number of spur trails exist along the Rio Grande Trail corridor and lead to services within the towns including restaurants which are great resources for the trail. These include ways into downtown on Devereux Road, 6th Street, 7th Street, 8th Street, 10th Street, and the greenway on 12th street. All of these spurs access various parts from the downtown to residential parts of Glenwood Springs and offer a wide range of alternative transportation options.

This extensive trail network also connects the major parks within Glenwood Springs and the study area including Veltus Park, Vogelaar Park, and Two Rivers Park which provide users a wide range of other recreational activities.

BICYCLE TRANSPORTATION

There are several opportunities for bicycle transportation within Glenwood Springs. Paved trails are available along the Colorado and Roaring Fork Rivers offering users access to scenery along smooth surfaces with minor elevation changes. The three main trails are the Atkinson Trail, Glenwood Canyon Recreation Trail, and the Rio Grande Trail. These make up roughly 26 miles of paved trails within Glenwood Springs. There are also plenty of off road rides that climb into the mountains above Glenwood Springs.

Many bike shops within Glenwood Springs offer bicycle rentals for all ages abilities providing an excellent way to promote alternative transportation networks.

HIKING/MOUNTAIN BIKING

Prominent hiking and mountain biking areas can be found all over the state but Glenwood Springs prides itself in its trail network on either side of the Colorado and Roaring Fork Rivers. One of the more active hiking and mountain biking areas are within the Wulfsohn Mountain Park Areas west of downtown and located adjacent to the Glenwood Springs Community Center and Glenwood Meadows Shopping Center. Many of the trails are combined offering the same usage on diverse terrain, single-track style of trail not only for mountain bikers but for runners and hikers alike. There are several trail routes in this area alone that make up more than 7 miles of combined single-track trail network ranging from an easy network to intermediate/difficult levels. These individual trails can be combined to create longer loops for extended lengths by the individual user.

Many of the hiking and mountain biking trails within Glenwood Springs are rated in the top 1,000 in Colorado according to the MTB Project, a crowd-sourced trail guide and mapping resource built by outdoor enthusiasts. This alone is a great resource for Glenwood Springs to be able to cater to the diverse activities Colorado has to offer in Glenwood Springs.

There are other opportunities for hikers in the area including trails following several tributary streams that feed into the Colorado and Roaring Fork Rivers, as well as trails to the Glenwood Canyon and other vantage points encompassing over 130 miles of trail network.

PEDESTRIAN CIRCULATION

Glenwood Springs provides a very robust pedestrian network through wide sidewalks and corridors within downtown including access to restaurants, natural hot springs, and vantage points of the Colorado River along Grand Avenue.

Bicycle & Pedestrian Circulation: Moving Forward

- The City has been following an overall schematic trails plan that dates back to the 1980s; however, this plan has served the City well in terms of incrementally building a truly interconnected trail system.
- 7th Street pedestrian connections between Grand Avenue and the Confluence Area will be especially important to achieve greater connectivity and to ensure that redevelopment is truly linked to downtown.
- Trail connections underway between Two Rivers Park that travel under I-70 and link to the North Glenwood will greatly enhance the trail loop network in this area.
- The 6th Street Plan proposes a new trail connection over I-70 from Two Rivers Park and the West 6th Street Area. This connection would provide a very direct and valuable connection to the park, especially if structured parking and mixed-use development occur. Parking is especially needed to support large events in the Glenwood Springs signature public riverfront park.
- Pedestrian and bicycle connections along Devereux Road need to be improved. They are circuitous and have missing gaps making it especially difficult to connect key destinations in this area.
- The ability to create opportunities for trail connections to the upper areas of the Holly Quarry from 6th Street and Devereux Road will provide greater opportunities to link redevelopment on the quarry site with the downtown.
- If a bridge connection can be created between Devereux Road and Midland Avenue, it would provide a larger loop network and greatly increase the accessibility of the Community Center into the overall park and trail system along the two rivers, especially at Two Rivers Park.
- Promoting an overall bicycle friendly environment through small scale improvements such as places for bicycle parking in the downtown and redevelopment areas is important to continue to foster a biking culture in the City.

PARKS, PUBLIC SPACES, AND RECREATION FACILITIES

Existing or previously planned parks and public spaces within the study are functioning in one of two primary capacities. They are either major city and regional destination-oriented places, such as Two Rivers Park, or they are more intimately scaled areas that still function in a similar fashion, even if they also provide a day-to-day function for their surrounding context. In all cases they are different from neighborhood parks that primarily serve a residential audience

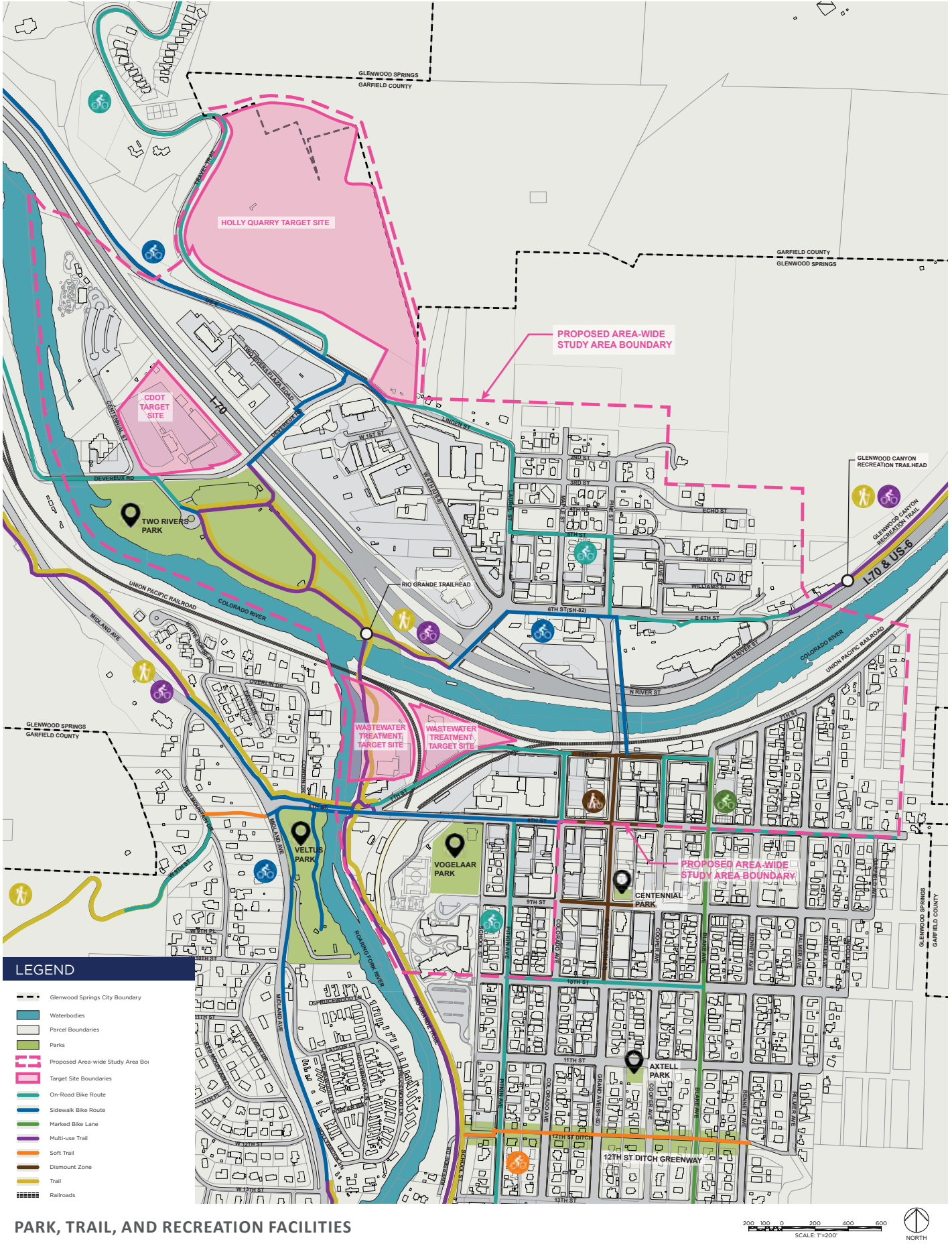
For a city the size of Glenwood Springs, the City’s Parks and Recreation Department provides an incredibly diverse and extremely high-caliber level of recreational opportunities for residents and visitors. A key aspect of the City’s approach to providing parks and recreation services as the notion that the parks can serve multiple purposes and are not only a public service but also economic development resource. As the Department’s Vision Statement states, “...We take Fun.... Seriously!”

Based on the City’s 2016 Parks and Recreation Master Plan Update there are several trends, projections, and findings that have specific relevance to the study area:

- The population growth projections through 2021 is a very modest 1%. This growth of approximately 485 people could primarily occur within the study area.
- The City’s population is relatively young with nearly 64% of the population under the age of 45 years.
- Convenient access to parks and recreation facilities is extremely important to the City’s population.
- Public water access, venues for events, trail connectivity, and high-quality facilities are community priorities.

Park, Public Spaces, and Recreational Facilities: Moving Forward

- Two Rivers Park is located in the center of the study area and serves as the City’s premiere park. It provides significant Colorado River frontage and access. It is the venue for many of the City’s largest events. The Parks and Recreation Department is currently undergoing design of significant improvements to the park, especially focused on enhancing the utilization potential and quality of experience of the parks riverfront edge.
- The City is in need of more and upgraded play areas for children all age groups. As new residents are added in and around the downtown, opportunities for quality inter-generational play are important to serve those population.
- The potential exists to link venues for events such as music festivals that support Two Rivers Park as the primary venue and expands the City’s overall ability to host larger events. In many respects, with good pedestrian and bicycle trail connections between them, all of the parks within the study area could be thought of as one functional park or at least inter-connected extensions of each other. This would provide the greatest leverage benefit and make the overall value of the parks greater than the sum of the parts.
- Indoor Ice hockey and soccer are important generators of visitation in the shoulder seasons. The four seasons aspect of parks and public spaces is an important consideration of their design and full utilization.
- The City’s is currently advocating a policy of “parks and development” as way to leverage to the two, on City-owned land identified for economic development activities. This approach includes an application for the Vogelaar Park/ Confluence Area and the Landing on E. 6th Street, among others.
- The creation of an enlarge park space at the Confluence Area could be a hybrid of public and privately-owned public spaces, with the band of river’s edge remaining in City’s ownership. Potential programmatic opportunities for this area include pavilions, level lawn areas for gatherings, seating elements, a beach, pier to tie up boats, adult swings, site-inspired play area, and season recreational elements. Environmental habitat educational play areas are especially desired.
- 7th Street is envisioned as an “events street” which blends aspects of transportation connectivity and function with the ability to support events and social activities in one overlapping facility. The first and most intense phase of this approach is focused on the area underneath the Grand Avenue Bridge to Cooper Avenue.
- As the West 6th Street Area redevelops in a more compact mixed-use form, there will be a need to provide public space to serve potential residents and businesses, especially tourism and entertainment related uses within this area. This area can also serve a vital role in supporting Two Rivers Park, especially if trail connections can be created and enhanced over I-70.
- There are several missing link trail connections that are desired, especially in the Devereux Road and Centennial Street/ W. 6th Street area.
- The possibility of creating additional river edge access is always desirable. This includes along the City’s narrow strip of land located along the south side of Colorado River, just east of the Confluence of the Roaring Fork River. This would represent a special opportunity to have public presence on both side of the river in the same location.
- Operation and management of public spaces, including more urban spaces than what the City has traditional owned and operated, will be under the purview of the Parks and Recreation Department. Specialized maintenance may require outside contractor maintenance.



UTILITIES

ELECTRICAL AND TELECOMMUNICATIONS

The electrical and telecom utilities within the City of Glenwood Springs are primarily situated on above-ground infrastructure throughout the city. There are challenges related to electrical and other transmission services in a mountainous region such as Glenwood Springs as routes for transmission lines are limited to mountain passes, where things like mudslides and debris flows pose a risk to service.

Within the City, there have been recent indications that upgrades to the broadband internet service are desired. The City would like to expand access to fiberoptic technology but are limited right now by costs and regulatory hurdles with the state.

There is growing interest in expanding access to broadband internet service. The City would like to expand access to fiberoptic technology to homeowners and residential buildings. At the present time that effort is challenged by costs and by regulatory hurdles with the state.

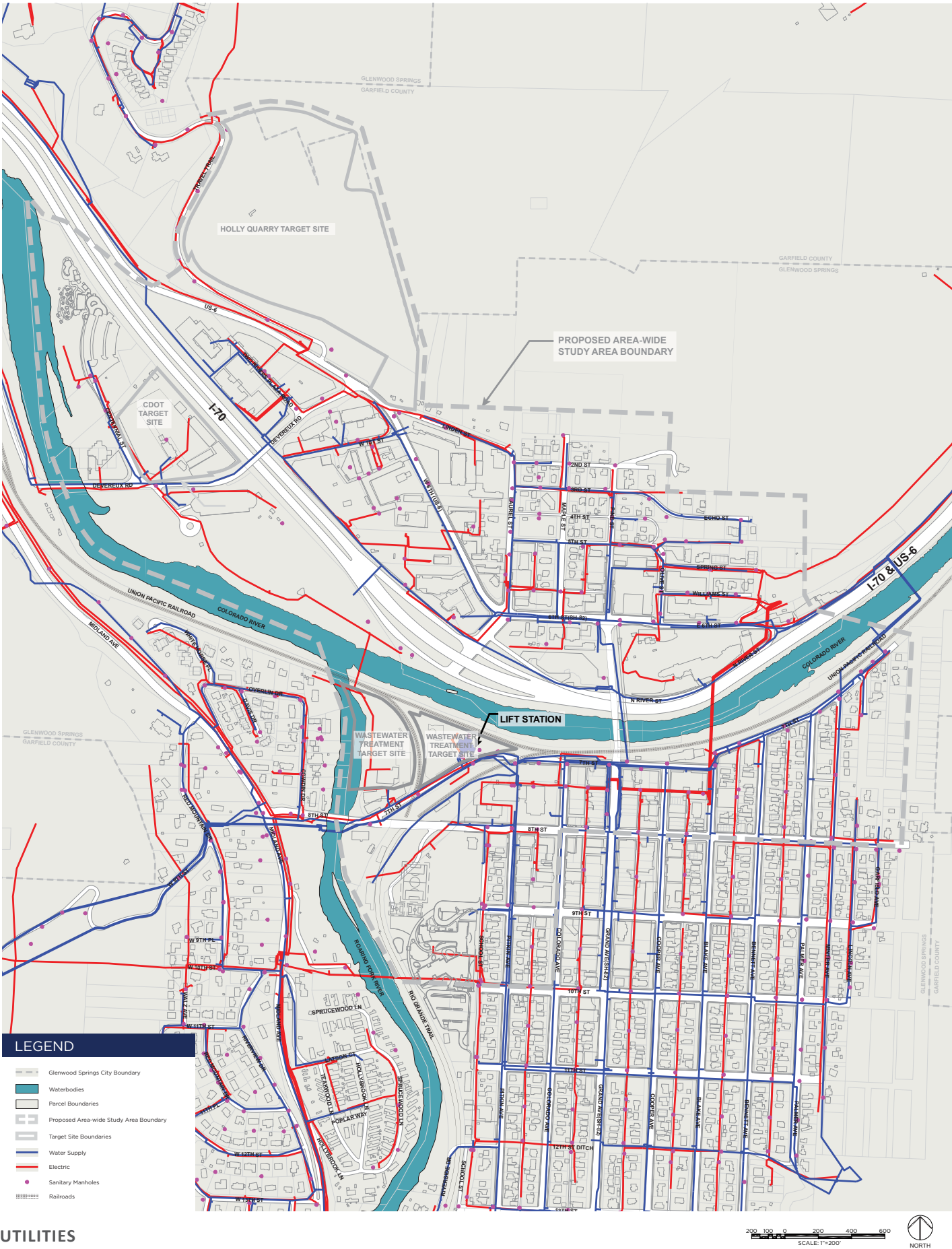
WATER SUPPLY

Potable water supply in the Upper Colorado River watershed has limits due to the climate in the area. Water rights for each city are strictly monitored.

Within the downtown area there are a few concerns centered around water supply lines. At the City pump station, which provides water pressure for much of the city, there are concerns because it is only connected to the network via one pipe. This lack of redundancy puts the City at risk for failures that could leave residents without water.

SANITARY SEWER

The sanitary sewer system for the City has seen a major recent upgrade with the commissioning of the new wastewater treatment plant in 2012. This new plant has allowed for the abandonment of the former treatment plant which was located at the confluence of the Roaring Fork and Colorado Rivers and is now a target for redevelopment.



Business Development Opportunities in Glenwood Springs, CO

Real Estate Opportunities and Market Performance

July 2018

Prepared for:



City of Glenwood Springs, Colorado

Prepared By:



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PURPOSE

This study has been prepared in collaboration with Stromberg/Garrigan & Associates and is part of the overall Brownfields Area-Wide Plan (AWP) being completed by Stromberg/Garrigan & Associates under a USEPA Brownfields Grant to the City of Glenwood Springs. A high-level market analysis in the overall study area is conducted to evaluate three market sectors: (1) housing; (2) commercial (specifically, retail goods and household services); and (3) lodging for business growth and real estate development opportunities. This analysis is intended to assess real estate demand and absorption for each market sector. Findings are then analyzed to assess opportunities in the AWP boundaries with particular focus on the highest priority site, the "Confluence" site where the Roaring Fork River joins the Colorado River.

METHODOLOGY

Developing this high-level market analysis entailed:

- Researching current baseline market conditions;
- Identifying market drivers;
- Measuring market demand and supply, including current unmet demand; and
- Estimating future market trends and identifying opportunities for retail, commercial, lodging, and residential development.

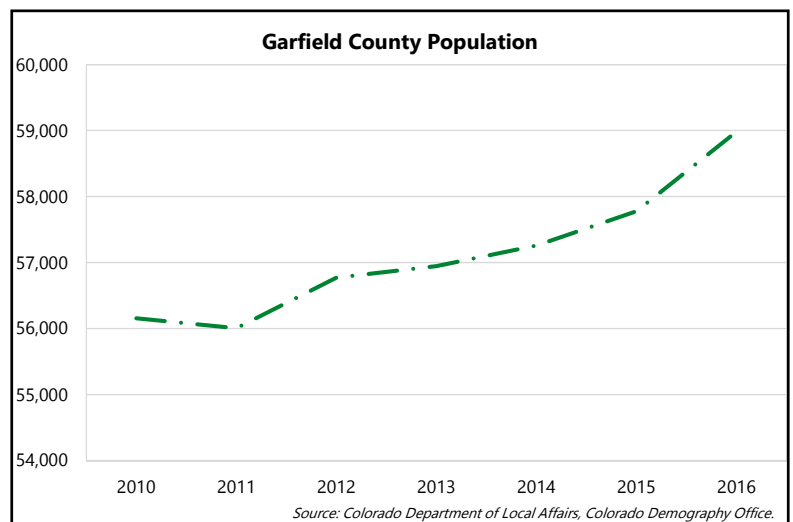
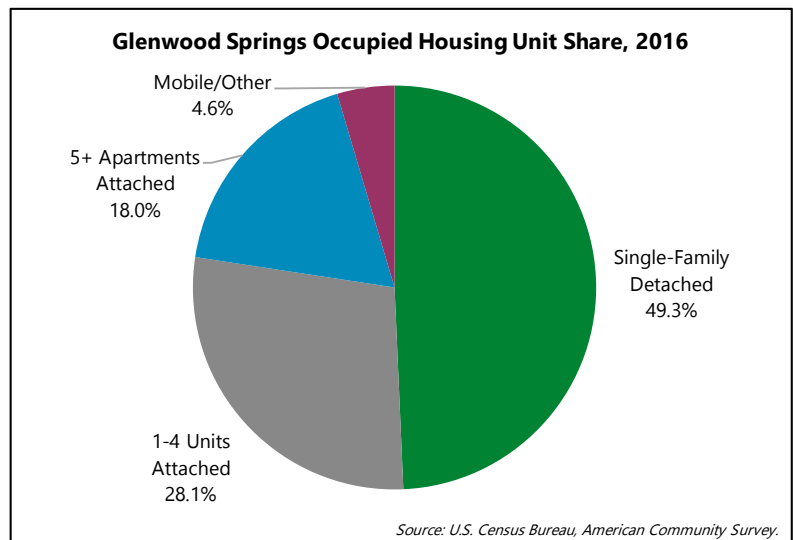
HOUSING MARKET CONTEXT

The City of Glenwood Springs is the largest population center in Garfield County and is located at the crossroads of Interstate 70 and CO Highway 82, providing access to Aspen and U.S. Highway 24. Garfield County population is anticipated to grow by about 5% to 6% annually, representing approximately 500 more households and 1,200 additional persons per year. Glenwood Springs is anticipated to capture around 70 to 100 households per year, although pent up demand may drive much more in-migration in the short term. Total population growth in Glenwood Springs is anticipated to be sourced equally by natural increase and net-migration.

Glenwood Springs' housing vacancy has been below 4% since 2014 and below 3% since 2015. Detached single-family housing has seen a steady price increase and virtually zero vacancy. Attached ownership housing has seen steady demand with rising prices and low vacancy. Similarly, multi-family rentals have also been experiencing rising rental rates and low vacancy.

This indicates not only a residential undersupply, but pent up demand for new units. Housing demand by residents is augmented by demand from second-home owners and those seeking vacation rent-by-owner investment opportunities. The Glenwood Springs housing market is experiencing strong demand in all property types and, with continued population growth, is expected to support new resident housing development into the foreseeable future.

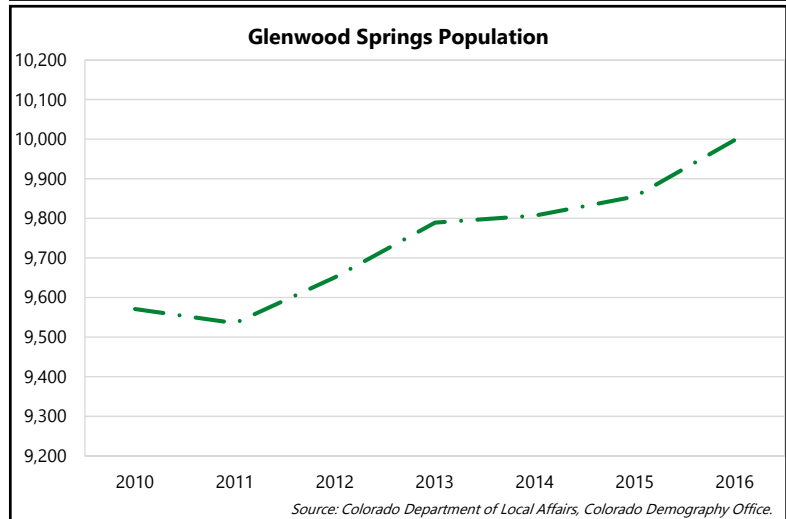
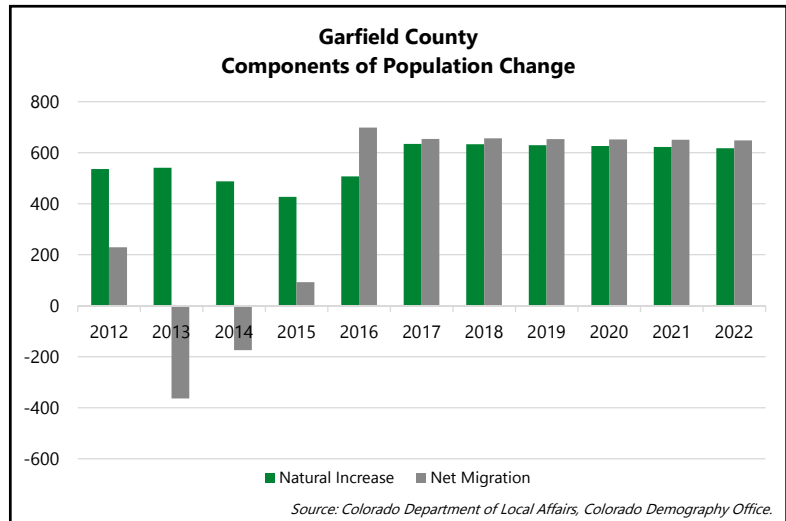
Population change is comprised of natural increase (births minus deaths) plus net migration (people moving in less people moving out). From 2010 (post Great Recession) to 2016, Garfield County has grown by almost 3,000 people. That represents an annual growth rate of about 0.8%, or 470 persons per year.



Population growth is anticipated to increase to about 1,200 persons per year into the foreseeable future. As can be seen in the chart, natural increase has remained positive, floating between about 400 and 600 persons annually. Net migration dipped in the 2012 through 2014 period as oil and gas markets become volatile and people followed jobs leaving the County. The oil and gas industry stabilized since, followed by relatively high levels of in-migration, which exceeded natural growth in 2016. According to State Demography projections, in-migration and natural increase are expected to continue at about the same levels into the future.

Glenwood Springs is the largest municipality in Garfield County with 17% of the County's population. Assuming that Glenwood Springs continues to capture about 17% of the County's population, it can be estimated that Glenwood Springs will grow by about 200 to 250 persons annually.

However, Glenwood Springs' housing inventory is greatly constrained with extremely low vacancy and waiting lists of tenants and buyers. The projected growth rate is at risk due to a lack of housing units to accommodate new households. The tight housing market puts upward pressure on rental rates and leads housing developers to focus on higher profit and more expensive housing units and less on affordable work force housing. Housing market conditions in 2016 persisted throughout 2017.



Glenwood Springs Housing Market, 2016

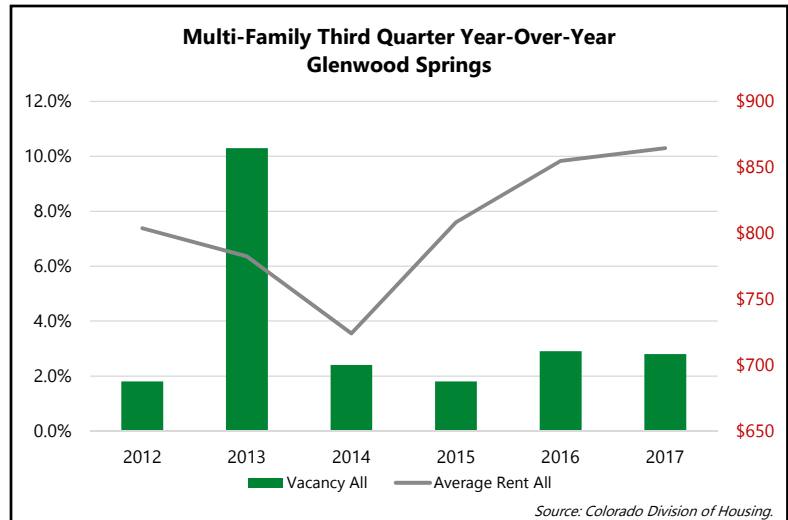
Total Housing Units	4,171
Persons Per Household	2.5
Homeowner Vacancy Rate	0.0%
Rental Vacancy Rate	2.3%

Sources: U.S. Census Bureau, American Community Survey; Colorado Department of Local Affairs, Colorado Demography Office.

MULTI-FAMILY RENTAL MARKET

Glenwood Springs' multi-family rental housing market is experiencing low vacancy and rising rental rates and is considered a landlord's market where renters have little room to negotiate lower rates. There is an undersupply particularly of studio, 1-bedroom, and two-bedroom units that would meet the demands of singles, couples, young families, and roommates. The higher vacancy rate noted for 2-bed/2-bath units is an anomaly and can reflect an important price point change and/or a temporary condition at this particular point in time.

A vacancy of 4%-5% is considered full occupancy and at equilibrium, considering normal tenant churn. The below equilibrium average vacancy indicates a tight rental market with rental rates being bid up without a matching increase in construction.



Multi-Family Rental Rates Glenwood Springs, 3Q17

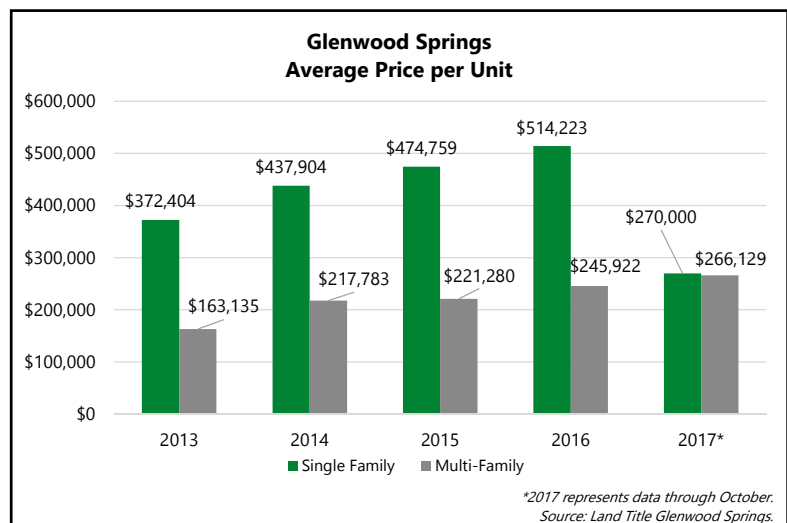
Type	Average Rent	Avg Rent/SF	Vacancy Rate
Efficiency	\$675	\$1.23	0.0%
1-bed	\$783	\$1.26	0.0%
2-bed 1-bath	\$807	\$0.84	0.0%
2-bed 2-bath	\$857	\$0.93	6.1%
3-bed	\$935	\$0.91	2.0%
All	\$864	\$0.95	2.8%

Source: Colorado Division of Housing

HOME OWNERSHIP MARKET

The ownership market is similarly tight and increasingly becoming unaffordable for many would-be Glenwood Springs residents. Condominium and townhome prices (collectively referred to as multi-family) are edging upward at a steady pace. The local economy softened in 2014, began stabilizing in 2015, with recovery in 2016. The most recent trends between 2016 and 2017 illustrate the most likely scenario for attached multi-family housing prices. Prices rose over 20% between 2015 and 2017, and over 8% from 2016 to 2017. A price increase between 5% and 10% annually is anticipated for multi-family units in Glenwood Springs in the near term.

The single-family home market has little available inventory. Relatively low inventory on the market along with few sales causes this market statistic to reflect particular units sold rather than overall market pricing. However, the fact that there is little inventory along with an expected increase in population supports the assumption that single-family home prices will continue to increase without a notable increase in construction.



HOUSING UNIT DEMAND

As previously noted, Garfield County is expected to grow by more than 1,200 persons annually. Assuming that Glenwood Springs continues to capture about 17% of the County's population, it can be assumed that Glenwood Springs will grow by about 200 to 250 persons annually. Assuming a continued 2.5 persons per household, including related and unrelated household members, this translates into demand for 80 to 100 units annually. Pent up demand is expected to bring absorption 25% to 50% higher than the average demand in a normalized market. Glenwood Springs could absorb an estimated 120 residential units annually for the next five years, and then settle into about 80 units annually in the long-term.

It is difficult to project where new households will actually locate, except to note that they can only go wherever there are units available. Currently, housing choices are very limited and it can be assumed that new households equal demand for new units. Generally, the market expects a 12-month lease-up for a 50-unit phase; 12 to 24 months lease up for a 100-unit phase. There are at least 100 units currently under development in the Meadows targeted to higher-income households; however, there is notable demand for mid-price and workforce-affordable units.

Projected Residential Absorption in Glenwood Springs (units)

Time Period	Years 1 to 5	Years 6+ (annually)
Phase	Housing demand from natural increase, in-migration, and pent up demand.	Expected pace for housing demand due to annual population demand growth.
Total Housing Demand	600 Total Units 120 Units Annually	80 Units Annually

COMMERCIAL MARKET CONTEXT

The City of Glenwood Springs serves as a commercial and retail hub for Garfield and Eagle Counties. As such, the City commands market power in identity and regional location and has opportunities to grow:

- businesses and add square feet for business categories where consumer dollars are leaving the region,
- the entire market through population growth and increased destination tourism, and
- businesses through diversifying goods and services available.

Glenwood Springs is a lifestyle and tourist destination for experience seekers. Businesses that provide shopping, recreational, and entertainment experiences will complement Glenwood Springs' character. Identifying opportunities for retail and commercial services desirable to both residents and visitors is evaluated herein.

Glenwood Springs has various commercial and retail submarkets that are generally located as indicated on the image below:

1. 6th Street Corridor
2. Meadows
3. West 6th Street
4. Downtown
5. South Glenwood
6. Confluence



The Confluence site is strategically located between the Downtown and Meadows submarkets, with easy access to/from the 6th Street Corridor. Lease rates and property sales prices vary widely depending on location and quality. A survey was conducted to better ascertain assumptions regarding lease rates in Glenwood Springs.

Commercial Lease Rates

Asking rents can often be higher than signed leases and data was collected on both asking lease rates as well as recently signed leases, where available. Rent quotes varied by condition and space configuration but there appears to be no distinction in rental rates for office versus retail spaces. The exception is in the Meadows, which is home to national retailers and a "power center." Based on this high-level survey, it is estimated that the Confluence can achieve a \$20 to \$25 gross rental rate for commercial space. The rental rate is likely to be at the lower end during the early lease-up as a pioneering location. The summary results are illustrated below:

Commercial Lease Rate Summary*

Submarket	Asking Rental Rates	Actual Rental Rates
Downtown	\$20 to \$26	\$20 to \$25
Meadows	--	\$27
South Glenwood	\$16 to \$20	\$14

* reported on a "gross" rent basis which includes property expenses; total occupancy cost to tenant

Sources: Development Research Partners, Inc.; LoopNet, local brokerage listings.

Commercial Property Values

A survey of commercial property sales was conducted. There were several properties asking less than \$150 per square foot. However, these properties were under seller duress (i.e. bankruptcy) and priced for quick liquidation or were special purpose buildings with limited buyers. Asking prices for commercial property in the South Glenwood submarket ranged from about \$105 to \$400 per square foot; rather ambiguous, and very location and property condition dependent. Generally, Downtown building sales ranged from about \$205 to \$315 per square foot.

Commercial property prices for the Confluence area are estimated at \$225 to \$275 per square feet.

Commercial Land Values

A high-level land price analysis was conducted using a combination of actual sales and Garfield County Assessor's actual value estimates for Downtown parcels. The data shows an expected premium for smaller sites per square foot with prices ranging from about \$4.50 for a 10-acre parcel to \$94 for a 0.09-acre city lot. The predominant value range for land in the vicinity of the Confluence ranged from about \$20 per square foot to \$50 per square foot depending on location.

It is estimated that vacant land at the Confluence would be priced around \$30 per square foot.

BUSINESS GROWTH DEMAND

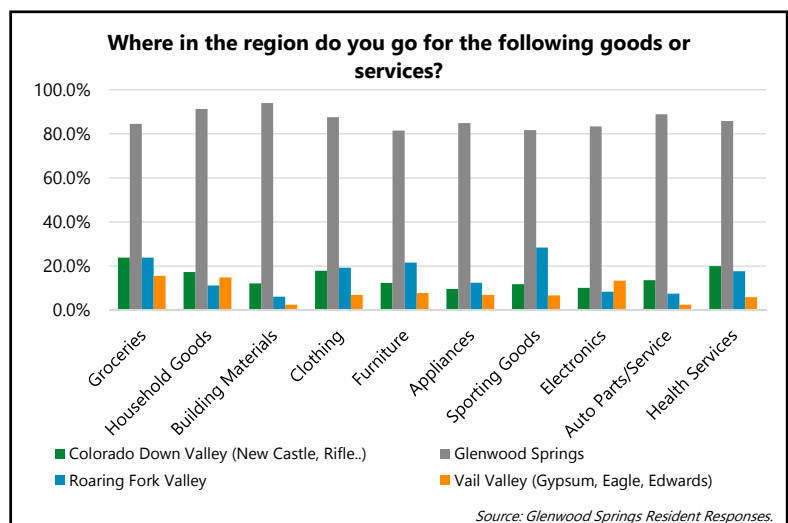
In this section, sources for retail and household services demand are evaluated and business development opportunities are translated into demand for real estate space. Real estate types evaluated include storefront retail and office businesses.

Retail Market Opportunities

Data related to retail market opportunities was gathered in several ways ranging from anecdotal to quantitative, which are reported and integrated in the following sections.

Glenwood Springs Local Market Community Survey

A community survey was conducted by the AWP team. Glenwood Springs' residents were asked where in the region they shop for certain goods. The chart below highlights the results. Categories sum to more than 100% because residents shop in multiple places. The responses indicate Glenwood Springs' residents will tend to shop local as availability allows. However, these responses also reflect that retail dollars leave Glenwood Springs. After Glenwood Springs, local consumers tend to shop in the Roaring Fork Valley and Down Valley, with some spending also occurring in Vail Valley.



Another, contrasting survey question asked residents about how well served Glenwood Springs is in retail categories. This question invited open-ended responses, which intuitively frames the City's retail market.

Community Survey Responses: Needed Goods & Services

From Specific ...

"Sporting Goods, electronics..."

"Fabric, sewing supplies..."

"Movie theater"

"Movies, Bowling"

"Pottery classes for kids..."

"Clothing, household items, health services..."

"Sporting goods (baseball, basketball, golf, etc.)"

" ... there are no clothing, electronics in GWS!"

" ... more craft supplies"

To Universal ...

"We have all of this but not enough variety and price point"

"More restaurants and coffee shops Downtown and on the 6th Street Corridor, more open spaces used for community events like farmers markets"

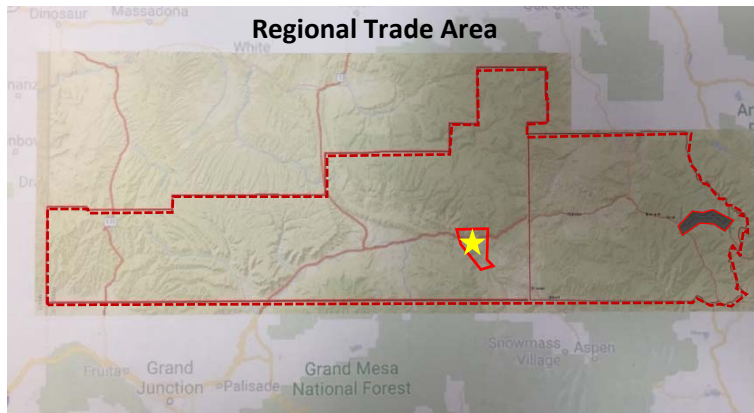
"Movie theatre, co-working space, art/creative classes, upscale bars, dance clubs"

The survey responses point to some very specific goods, services, and experiences that anecdotally are absent. Perhaps the most significant response is *"We have all of this but not enough variety and price point."* With population expected to increase in the coming years, there is an opportunity to grow new businesses offering more diversified and competing products and experiential offerings.

Retail Capture – Leakage Analysis

Consumer demand in Glenwood Springs arises from sources including local residents, regional residents, and visitors. For this analysis, a market Regional Trade Area was identified based primarily on mutually shared retail markets, where resident consumers freely travel back and forth between towns or other shopping destinations. Towns within the market area that primarily generate one directional consumer traffic are considered outside of the Regional Trade Area with their purchases representing part of overall visitor spending. The market is defined:

- Regional Trade Area is Garfield County plus Eagle County, less Aspen and Vail
- Local Market is Glenwood Springs only
- Visitors are consumers from outside the Local Market and Regional Trade Area that spend money in the Local Market and Regional Trade Area



Local residents and regional shoppers seek both necessities and lifestyle-oriented discretionary purchases. Visitors spending can arise from overnight tourists, pass-by convenience stops, emergency stops, or destination shoppers from outside the region or from resort communities. For each demand source this study has conducted a capture-leakage analysis which entailed estimating household demand for goods and services using ESRI data and comparing potential household demand to sales of goods and services by the following four-digit North American Industrial Classification System (NAICS) code business categories:

Special Food Services	Building Material & Supplies Dealers
General Merchandise Stores	Beer, Wine & Liquor Stores
Florists	Sporting Goods/Hobby/Music Instrument Stores
Specialty Food Stores	Book, Periodical & Music Stores
Lawn & Garden Equip & Supply Stores	Restaurants/Other Eating Places
Electronics & Appliance Stores	Gasoline Stations
Drinking Places - Alcoholic Beverages	Auto Parts, Accessories & Tire Stores
Miscellaneous Store Retailers	Grocery Stores
Office Supplies, Stationery & Gift Stores	Department Stores
Clothing Stores	Shoe Stores
Used Merchandise Stores	Jewelry, Luggage & Leather Goods Stores
Furniture Stores	Automobile Dealers
Health & Personal Care Stores	Home Furnishings Stores

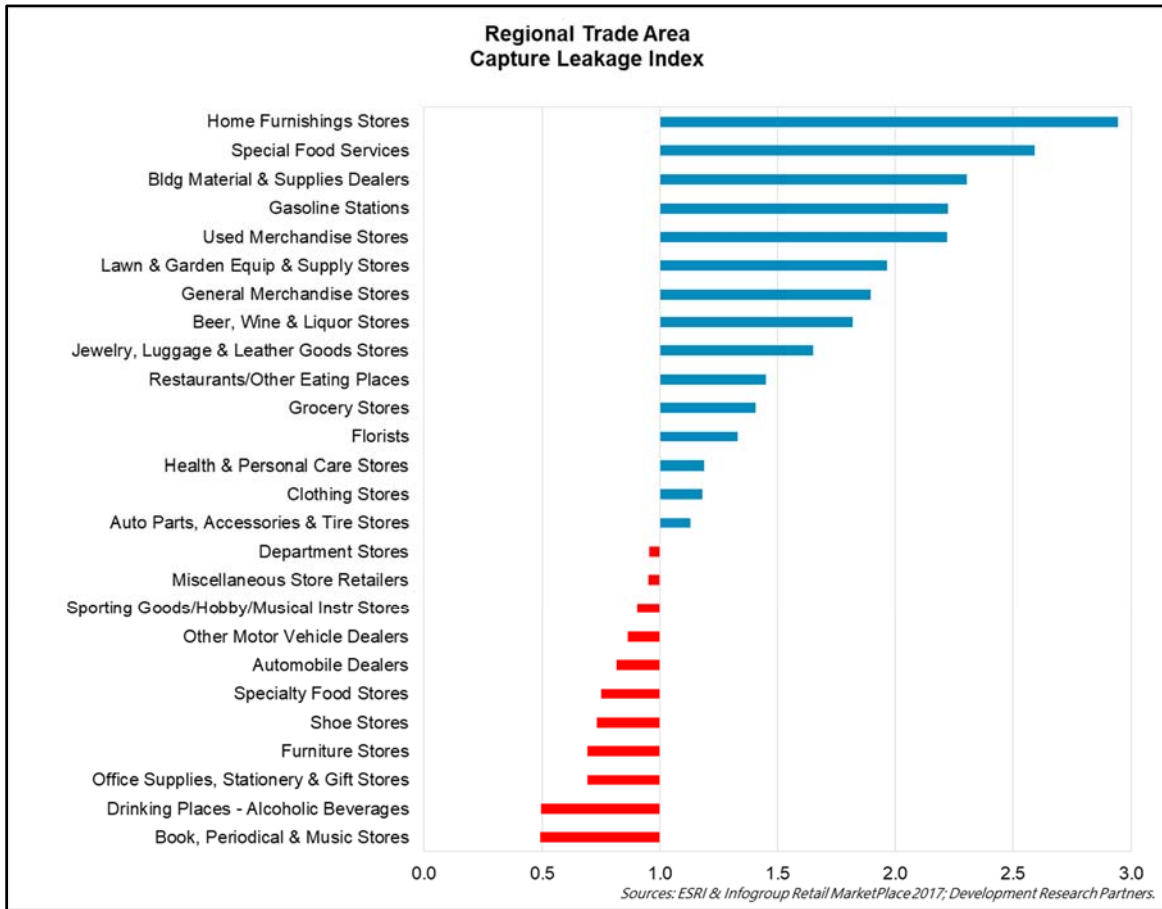
If area sales are less than local demand, it is assumed that resident purchases are made outside of the area and retail "leakage" is occurring wherein dollars are leaving the market. If area sales are more than local demand, it is assumed that outside consumers are making purchases in the local market and retail dollar "capture" is occurring. Leakage further represents market segments that are under-served and are immediate opportunities for business growth.

An index has been developed from local market data wherein local sales are divided by local demand: if the index is less than one the market is in a leakage position for that consumer good and local dollars are being spent outside the local market. If the index is greater than one it indicates the market is capturing a net amount of outside dollars for that consumer good.

Regional Trade Area Capture - Leakage

A Capture-Leakage analysis simply compares estimated local demand for a product compared to local sales of that product. It is a methodology to organize and report data; however, there are several ways the results can be interpreted. The community meetings and anecdotal data captured in the community survey create a perspective with which to interpret the data.

In the diagram below the red bars indicate retail categories where residents are buying more goods from outside the Regional Trade Area. These represent opportunities to grow businesses or add diversity to serve unmet local demand by growing local businesses and jobs. Because these are unmet consumer demands, they represent immediate opportunities.



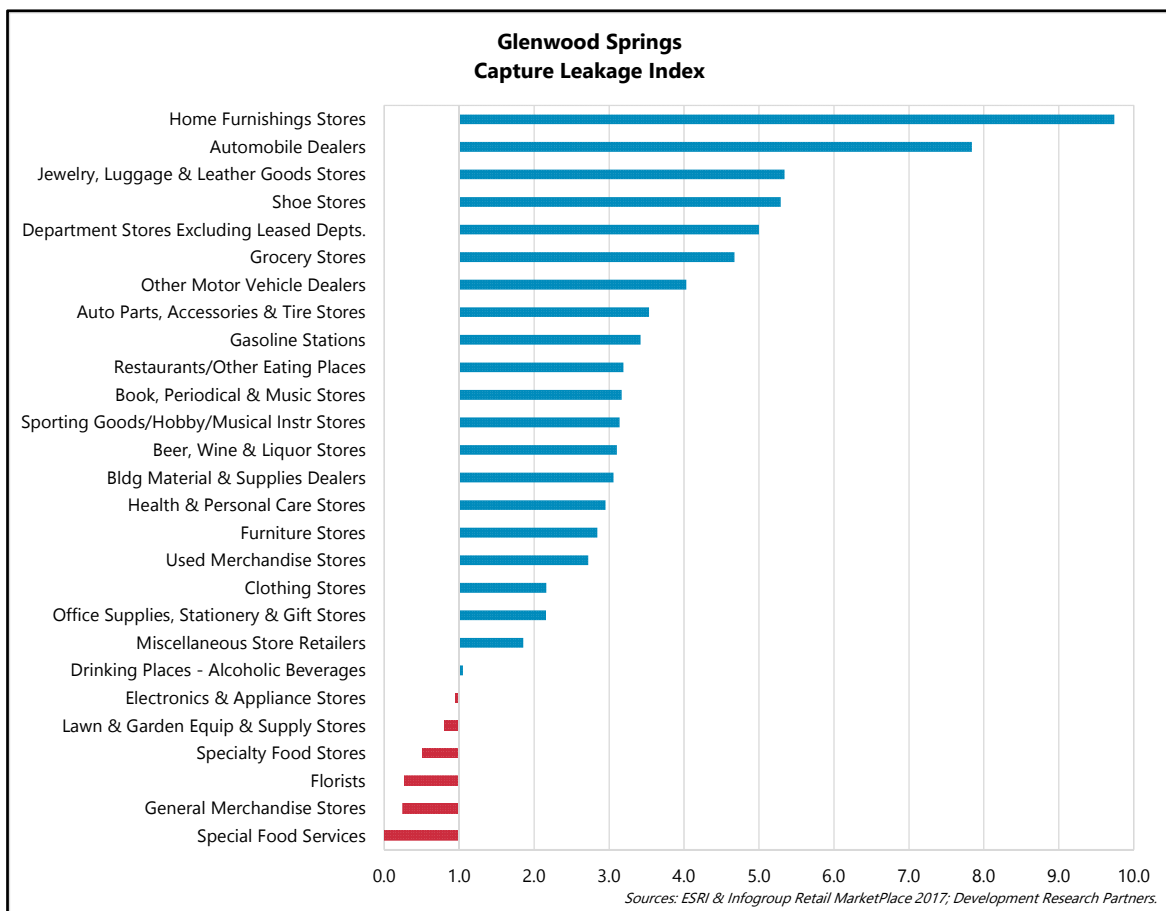
The blue bars represent retail categories where sales exceed the estimated needs of the local community indicating visitors (Aspen, Vail, tourists, travelers, and others) are making these types of purchases, and hence the Regional Trade Area is capturing consumer dollars. While it is easy to make the statement that the Regional Trade Area is over-served in these categories, this data also represents an opportunity to diversify products and price points, thus pulling additional consumer dollars into the local economy. Categories with a Capture-Leakage Index of 1.5 or less represent a next opportunity for business expansion after unmet demand categories.

Overall, Regional Trade Area business opportunities for growth encompass the following retail categories:

Book, Periodical & Music Stores	Sporting Goods/Hobby/Musical Instr Stores
Drinking Places - Alcoholic Beverages	Miscellaneous Store Retailers
Office Supplies, Stationery & Gift Stores	Auto Parts, Accessories & Tire Stores
Furniture Stores	Clothing Stores
Shoe Stores	Health & Personal Care Stores
Specialty Food Stores	Florists
Automobile Dealers	Grocery Stores
Other Motor Vehicle Dealers	Restaurants/Other Eating Places

Local Market Area Capture-Leakage

Capture-Leakage data was also indexed for the Local Market, which consists of just the City of Glenwood Springs, and is illustrated below. Overall, the City appears to serve its residents' needs relatively well. As expected with its tourism-based economy, its retailers also capture a significant level of consumer dollars from the rest of the Regional Trade Area and from visitors, as shown by the blue bars.



Underserved retail categories, the red bars, include:

- Drinking Places – Alcoholic Beverages
- Electronics and appliance stores
- Lawn and garden equipment
- Specialty food stores and services
- General merchandise stores
- Florists

Needed goods and services stated by various residents in the Community Survey match closely with what the Capture-Leakage analysis shows to be under-served in the City, validating both methodologies. It should be noted that diversity and healthy market competition can be also be achieved by bringing in new businesses to offer a selection to local consumers.

Glenwood Springs is well suited for experiential retailers such as:

Food & Beverage	Destinations	Entertainment
Specialty Food	Books	Sports & Crafts
Butcher Shops	Music	Performing Arts
Bakeries	Culinary Arts	Evenings Out
Fish and Seafood	Attractions	
Spice Shops		
Craft		

Estimated Retail Space Needed

Retail demand and market need should open opportunities to expand the retail market in Glenwood Springs. This section summarizes analysis to estimate the additional square feet needed to accommodate these opportunities and the timeframe over which this expansion is expected to happen.

The analysis examines absorption from three different drivers:

- Current unmet (latent) local demand
- Capture from all visitors from outside the City
- Local population growth

Assumptions behind this analysis include:

- Glenwood Springs comprises about 16% of all retail sales in the overall Regional Trade Area;
- Local Glenwood Springs households spend an estimated \$28,000 each in the City annually;
- \$100 in retail spending in Glenwood Springs supports about 4.1 square feet of retail space;
- Visitor spending from all sources supports about 54,000 square feet of retail in the City;
- Visitor spending is estimated to grow by 4% annually.

Potential Retail Concepts

European Style Indoor Market



An Evening Out



Independent Storefronts, open patio seating



Summary of Retail Growth Findings Single Year Potential

	Regional Trade Area	Glenwood Springs Local Market		
	Current Retail Spending	Current Retail Spending	Current Retail Space Needs	Annual Growth Space Needs
Current Local Leakage	\$86.1M	\$13.8M	57,000 sf	--
Retail Capture from Visitors	\$612.3M	\$98.0M	11,000 sf	11,000 sf
Local Population Growth Demand	--	--	17,000 sf	8,000 sf
TOTAL RETAIL POTENTIAL			85,000 sf	19,000 sf

Source: Development Research Partners analysis.

Local Household Services Opportunities

In this section, sources for household services demand are evaluated and business development opportunities are inferred and translated into demand for real estate types. Local household-serving business categories are evaluated based on U.S. Economic Census data. Real estate types used by these service providers include storefront offices and traditional office space. Business types considered are limited to:

- Nursing and Residential Care Facilities
- Computer Systems Design
- Consulting
- Seniors'/Disabled Day Care and Services
- Chiropractors
- Dentists
- Optometrists
- Therapists - physical, occupational, speech, other
- Lawyers
- Doctors
- Personal Household Services
- Credit Intermediation - banks
- Day Care

Assumptions behind this analysis include:

- Glenwood Springs is home to around 23% of household service providers in the Regional Trade Area;
- Based on anticipated population growth, demand for commercial space for household services is expected to grow by 15,000 square feet annually;
- Each household supports approximately 17.5 square feet of household services space.

COMMERCIAL REAL ESTATE ABSORPTION

The amount of property square footage that will be leased up (absorbed) by new and growing businesses is estimated in this section. The absorption analysis considers demand for both retail goods and household services previously identified.

Household counts will grow throughout Garfield County at an estimated rate of 2% annually with Glenwood Springs capturing an estimated 17% of that growth. Glenwood Springs captures an estimated 16% of regional household consumption spent within the region. This capture is used to estimate retail sales share and associated demand for retail square feet.

Visitor spending is estimated to increase 4% annually using lodging tax collection trends as an indicator of overall visitor activity; a conservative estimate of this indicator is used to account for visitors that may be from Aspen, Basalt, Vail, and other destination shoppers, in addition to overnight stays or pass-through travelers.

The table on the following page summarizes estimated retail demand and absorption, estimated household services demand and absorption, and total projected commercial absorption.

Projected Commercial Absorption in Glenwood Springs (SF)

Time Period	Years 1 to 5	Years 6+ (annually)
Phase:	Absorption of existing yet unserved (latent) local demand; and meeting demand of additional households to Glenwood Springs.	Established market equilibrium meeting local demands and keeping pace with annual demand growth.
Description:	Latent (under-served) demand from existing City of Glenwood Springs residents and regional residents that shop in the City. This incorporates destination shopping from Vail, Aspen area, and visitors.	Annual household growth estimated at 2% annually for the region; Glenwood Springs assumed to capture 16% of all regional household spending, and visitor spending estimated to increase 4% annually.
Regional Retail Demand in Glenwood Springs		
Real Estate Product Type: Retail Storefront		
Estimated Absorption (sf):	Over 5 years	Annually starting year 6
Latent Local Demand:	57,000 sf	na
Household Growth:	84,000 sf	8,000 sf
Visitors:	54,000 sf	11,000 sf
Total Retail Absorption:	195,000 sf	19,000 sf
Business Examples:	Motor Vehicle & Parts Dealers, Furniture & Home Furnishings Stores, Electronics & Appliance Stores, Bldg Materials, Garden Equip. & Supply Stores, Food & Beverage Stores, Health & Personal Care Stores, Gasoline Stations, Clothing & Clothing Accessories Stores, Sporting Goods, Hobby, Book & Music Stores, Sporting Goods/Hobby/Musical Instrument Stores, General Merchandise Stores, Food Services & Drinking Places, Restaurants/Other Eating Places	
Regional Household Services Demand in Glenwood Springs		
Real Estate Product Type: Office Space and/or Office-Storefront		
Estimated Absorption (sf):	Over 5 years	Annually starting year 6
Latent Local Demand:	61,000 sf	na
Household Growth:	28,000 sf	6,000 sf
Visitors:	na	na
Total Household Services Absorption:	89,000 sf	6,000 sf
Business Examples:	Nursing and Residential Care Facilities, Computer Systems Design, Household Consultants, Seniors'/Disabled Day Care and Services, Chiropractors, Dentists, Optometrists	
Total Projected Commercial Absorption in Glenwood Springs (SF)		
Absorption (SF):	284,000 sf	25,000 sf

Some of this absorption may occur in existing buildings in Glenwood Springs, such as in Downtown or outlying commercial areas. The current amount of vacant square footage is unknown but is likely to be offset by possibly greater than projected visitor driven demand for household services, stronger than anticipated housing development and population growth, stronger than projected visitor demand as projects strengthen Glenwood Springs' image as a tourist destination.

With regard to the location for retail and growth to occur, the nature of demand is evaluated as to the primary markets served. Based on a subjective analysis, the distribution of new business growth is anticipated to be concentrated as indicated:

5-Year Development Horizon

District	Projected Absorption
6th Street Corridor	41,000 sf
Meadows	91,000 sf
West 6th Street	7,000 sf
Downtown	64,000 sf
South Glenwood	45,000 sf
Confluence	36,000 sf

LODGING MARKET CONTEXT

The following steps were undertaken to evaluate Glenwood Springs' lodging market and opportunities:

- Research existing accommodations for amenities and market segmentation
- Identify recent lodging market performance regarding occupancy, rates, and seasonality
- Identify hotel overnight visitor categories to Glenwood Springs
- Evaluate the role that lodging properties play in Glenwood Springs
- Explore ways that lodging properties may better integrate with the community's vision

A survey of hotel and motel properties in Glenwood Springs was conducted for this analysis. Without consideration for quality or condition, the survey revealed the following:

Glenwood Springs Lodging Market Profile

- 22 Properties
- 1,659 Rooms
- 5 with Bars and/or Restaurants
- 10 with meeting space
- 2 with banquet space
- 7 with a "fitness center"
- Most with pools and/or hot tubs

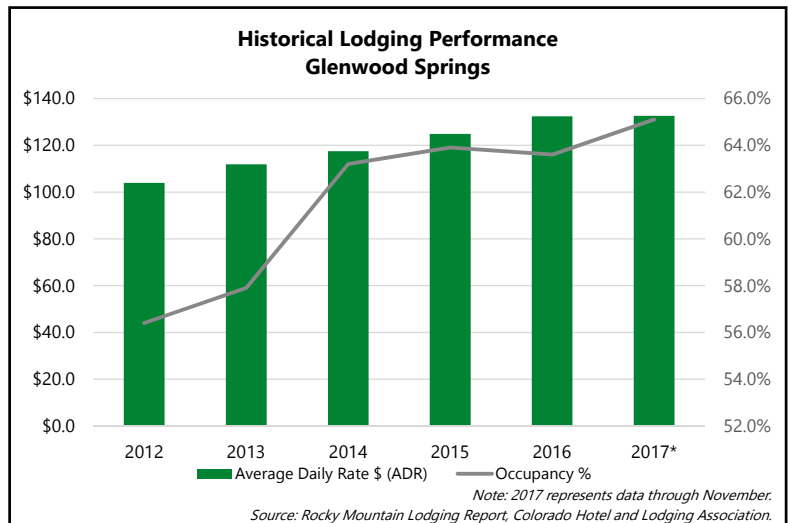
Source: Development Research Partners.

The lodging market has been slowly gaining strength over the past five years with both rental rates and occupancy trending higher each year. Overall occupancy is around 65%, similar to the national average, but still leaving notable capacity to fill rooms. Average daily rates are now hovering around \$112 per room night, which is also in line with the national average.

Glenwood Springs has established itself as a rest stop and destination serving travelers, outdoor recreation enthusiasts, and wilderness explorers. Key lodging clients include:

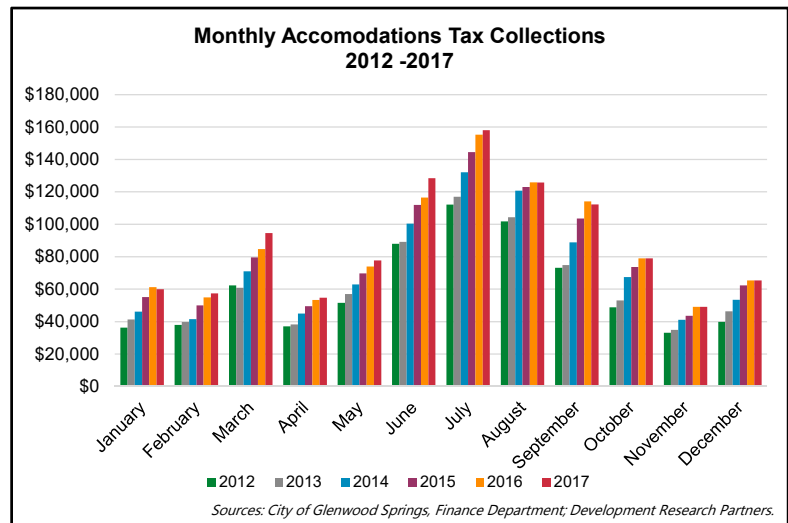
Key Lodging Clients

- Destination business travelers seeking a home-base
- Budget vacation travelers seeking outdoor recreation and area attractions
- Spontaneous pass-through travelers seeking shelter
- Pass-through travelers with pre-determined stops for recreation, dining, and/or entertainment
- Tourists seeking historic towns and accommodations



LODGING MARKET OPPORTUNITIES

Given Aspen Mountain and Snowmass Ski areas' proximity, and short distance to Vail, Glenwood Springs is often associated with winter sports destinations. Reviewing monthly accommodations tax receipts highlights the City's position as more of a summer and fall destination, similar to many other Colorado mountain town destinations lacking a ski resort. The high season months are March, June, July, August, and September. The low season months are January, February, April, November, and December. There is an opportunity to grow winter non-skiing outdoor recreation businesses to fill vacancies during the low and shoulder seasons.



Glenwood Springs has accommodations for business, historical-stay, and budget travelers. As Glenwood Springs' population grows, so will demand for friends and family hotel nights. These established markets should continue to be served. However, while the occupancy rates indicate surplus capacity, the research survey shows many aging low-budget motels and expensive historic hotels. There are limited service business-style hotels in the Meadows area; however, they are not walkable to the commercial core. There are several aging limited-service hotels on the 6th Street Corridor, but these are aging and missing the curb appeal of a modern mid-priced hotel. This notion is supported by hotel review services such as Trip Advisor that describes Glenwood Springs as having an aging hotel inventory. Providing grant or loan funding for existing hotel and motel upgrades and/or upgraded grounds and facilities may enable independent operators and others the ability to improve the traveler experience.

There is a lack of lodging diversity that easily integrates with Downtown and 6th Street attractions. Glenwood Springs should retain its independent and historic hotels and budget-minded accommodations. However, adding modern mid-priced lodging options, walkable from Downtown and 6th Street, would fill a market niche missing in the market. Perhaps even diversifying this market niche would support multiple properties over time. The City may be more attractive for a wider variety of visitors and would bring visitor dollars right to the core commercial district. National reservation systems, which complement existing hotels, will provide additional exposure for Glenwood Springs to more travel market segments.

There is opportunity to develop mixed-use hotel projects that may include an experiential business on a first floor with a mid-level service hotel on upper floors. Priced to a mid-priced market, and perhaps located in Downtown or the 6th Street Corridor, would provide a new type and location to the lodging market and perhaps attract a different visitor type. Adding more conference or banquet space may also attract small business conferences and destination wedding business to the City.

A collaboration with arts and entertainment industries may yield a new "Glenwood Springs Experience." This is especially true with the expansion of local attractions. Lodging is a component of the larger "Leisure and Hospitality" economic sector that includes arts, entertainment, recreation, and food services, all retail categories noted as under-served in the market. The expansion of arts and entertainment businesses will further bolster the attraction of destination travelers and bring additional lifestyle components to the City.

More focused market analysis is required to estimate an exact number of new lodging rooms that are feasible. Based on accessibility to the City's destinations, it seems likely that a mid-priced boutique hotel could be supported in the 6th Street Corridor, and that new development in the Confluence would support a boutique hotel as part of that project.

This study presented a high-level market analysis to evaluate three market sectors: (1) housing; (2) commercial (specifically, retail goods and household services); and (3) lodging for business growth and real estate development opportunities in Glenwood Springs, CO. The analysis assessed real estate demand and absorption for each market sector.

Housing Market

The City of Glenwood Springs is the largest population center in Garfield County and is located at the crossroads of Interstate 70 and CO Highway 82, providing access to Aspen and U.S. Highway 24. Garfield County population is anticipated to grow by about 5% to 6% annually, representing approximately 500 more households and 1,200 additional persons per year. Glenwood Springs is anticipated to capture about 17% of the growth in the County.

Glenwood Springs' housing vacancy has been below 4% since 2014 and below 3% since 2015. Detached single-family housing has seen a steady price increase and virtually zero vacancy. Attached ownership housing has seen steady demand with rising prices and low vacancy. Similarly, multi-family rentals have also been experiencing rising rental rates and low vacancy.

This indicates not only a residential undersupply, but pent up demand for new units. Housing demand by residents is augmented by demand from second-home owners and those seeking vacation rent-by-owner investment opportunities. This translates into demand for 80 to 100 units annually. Pent up demand is expected to bring absorption 25% to 50% higher than the average demand in a normalized market. Glenwood Springs could absorb an estimated 120 residential units annually for the next five years, and then settle into about 80 units annually in the long-term.

Commercial Market

Glenwood Springs serves as a commercial and retail hub for Garfield and Eagle Counties, and is a lifestyle and tourist destination for experience seekers. Businesses that provide shopping, recreational, and entertainment experiences will complement Glenwood Springs' character.

Data related to retail market opportunities was gathered in several ways, ranging from anecdotal to quantitative. Needed goods and services stated by various residents in the Community Survey match closely with what the Capture-Leakage analysis showed to be under-served in the City, validating both methodologies. Glenwood Springs is well suited for experiential retailers such as:

Food & Beverage	Destinations	Entertainment
Specialty Food	Books	Sports & Crafts
Butcher Shops	Music	Performing Arts
Bakeries	Culinary Arts	Evenings Out
Fish and Seafood	Attractions	
Spice Shops		
Craft		

Local household-serving business categories were also evaluated, such as doctors, dentists, optometrists, lawyers, banks, and computer systems design. Sources for retail goods and household services demand were evaluated and business development opportunities were translated into demand for real estate space.

The analysis concluded that Glenwood Springs could absorb 284,000 square feet of commercial space during the next five years, and then an additional 25,000 square feet per year in year 6 and beyond, as indicated in the following table.

Projected Commercial Absorption in Glenwood Springs (SF)

Time Period	Years 1 to 5	Years 6+ (annually)
Regional Retail Demand in Glenwood Springs		
Real Estate Product Type: Retail Storefront		
Estimated Absorption (sf):	Over 5 years	Annually starting year 6
Latent Local Demand:	57,000 sf	na
Household Growth:	84,000 sf	8,000 sf
Visitors:	54,000 sf	11,000 sf
Total Retail Absorption:	195,000 sf	19,000 sf
Regional Household Services Demand in Glenwood Springs		
Real Estate Product Type: Office Space and/or Office-Storefront		
Estimated Absorption (sf):	Over 5 years	Annually starting year 6
Latent Local Demand:	61,000 sf	na
Household Growth:	28,000 sf	6,000 sf
Visitors:	na	na
Total Household Services Absorption:	89,000 sf	6,000 sf
Total Projected Commercial Absorption in Glenwood Springs (SF)		
Absorption (SF):	284,000 sf	25,000 sf

Lodging Market

The lodging market has been slowly gaining strength over the past five years with both rental rates and occupancy trending higher each year. Overall occupancy is around 65%, similar to the national average, but still leaving notable capacity to fill rooms. Average daily rates are now hovering around \$112 per room night, which is also in line with the national average.

Glenwood Springs has accommodations for business, historical-stay, and budget travelers. However, while the occupancy rates indicate surplus capacity, the research survey shows many aging low-budget motels and expensive historic hotels. There is a lack of lodging diversity that easily integrates with Downtown and 6th Street attractions. Glenwood Springs should retain its independent and historic hotels and budget-minded accommodations. However, adding modern mid-priced lodging options, walkable from Downtown and 6th Street, would fill a market niche missing in the market. Perhaps even diversifying this market niche would support multiple properties over time. The City may be more attractive for a wider variety of visitors and would bring visitor dollars right to the core commercial district.

More focused market analysis is required to estimate an exact number of new lodging rooms that are feasible. Based on accessibility to the City's destinations, it seems likely that a mid-priced boutique hotel could be supported in the 6th Street Corridor, and that new development in the Confluence would support a boutique hotel as part of that project.

Economic and Demographic Research
Industry Studies
Fiscal and Economic Impact Analysis
Real Estate Economics

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City Council
STAFF REPORT
City of Glenwood Springs
December 7, 2023

Agenda Item: November 16, 2023 Council Minutes

Action Requested: November 16, 2023 City Council Minutes

Department: City Clerk

Presented By:

Strategic Goals:

Background Info:

Issues:

Fiscal Impact:

Legal Review:

Staff Recommendation:



MINUTES
CITY OF GLENWOOD SPRINGS
CITY COUNCIL MEETING
NOVEMBER 16, 2023
6:15 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 3. :02 Roll Call

Present: Mayor Wussow, Councilor Godes, Councilor Zalinski, Councilor Weimer, Councilor Schachter. Also present were; Steve Boyd, Interim City Manager; Joseph Deras, Chief of Police; Yvette Gustad, Finance Director; Ryan Muse, City Clerk; Hannah Klausman, Director of Economic and Community Development; Karl Hanlon, City Attorney; and Sara Weigel, Executive Administrative Assistant.

Item 4. :02 Agenda changes and conflicts

None.

Item 5. :04 Council Announcements

None.

Item 6. :05 Citizens Appearing Before Council (for items not on the agenda-comments limited to 3 minutes)

Citizen comments were made.

:29 Mayor Wussow moved, seconded by Councilor Godes, that comments made by Citizens Appearing before Council be only in person, until further notice.

Comments were made by Councilor Zalinski, Councilor Kaup, City Attorney Karl Hanlon, Mayor Wussow, Councilor Godes, Councilor Schachter, and Councilor Weimer.

Mayor Wussow clarified her motion as follows: to disallow online comments until further notice for Citizens appearing before council for items not on the agenda.

Comments were made by City Attorney Karl Hanlon and Mayor Pro-Tem Dehm.

Motion passed unanimously.

Item 7. :41 Consent Agenda

:41 Mayor Pro-Tem Dehm moved, seconded by Councilor Kaup, to approve the consent agenda.

Motion passed unanimously.

Item 8. :42 Summary of Emergency Operations and Traffic Management Plan

Gary Tillotson, Fire Chief and Richard Duran, Traffic Operations and Construction Specialist at EST, Inc. presented.

Comments were made by Councilor Weimer, Traffic Operations and Construction Specialist at EST, Inc. Richard Duran, Councilor Kaup, Fire Chief Gary Tillotson, City Attorney Karl Hanlon, City Manager Steve Boyd, Mayor Wussow, and Councilor Zalinski.

Item 9. 1:05 Planning File 52-23 Preliminary Plat 3381 South Grand Avenue

Emery Ellingson, Planner II presented.

Comments were made by Councilor Godes, Planner II Emery Ellingson, and Councilor Weimer.

1:17 Mayor Wussow opened the item for public comment.

Public comments were made.

1:18 Mayor Wussow closed the item for public comment.

1:18 Mayor Pro-Tem Dehm moved, seconded by Councilor Zalinski, to approve Planning File 52-23 Preliminary Plat 3381 South Grand Avenue with the findings in the staff report.

Comments were made by Councilor Godes, Planner II Emery Ellingson, Mayor Pro-Tem Dehm, and Councilor Kaup.

Ayes: Schachter, Dehm, Zalinski, Wussow, Weimer, Kaup

Nays: Godes

Motions passes 6-1

Item 10. 1:22 Changes to Title 070 Regarding Allowed Uses, Minimum Lot Standards, and Density Bonus and Updates to the Community Housing Guidelines.

Comments were made by Mayor Wussow.

Hannah Klausman, Director of Economic and Community Development and Watkins Fulk-Gray, Senior Planner presented.

Comments were made by Councilor Godes, Director of Economic and Community Development Hannah Klausman, Senior Planner II Watkins Fulk-Gray, Mayor Wussow, Councilor Kaup, Councilor Weimer, Councilor Zalinski, and City Attorney Karl Hanlon.

2:06 Mayor Wussow opened the item for public comment.

Public comments were made.

2:39 Mayor Wussow closed the item for public comment.

Comments were made by Councilor Kaup and City Attorney Karl Hanlon.

2:47 Councilor Schachter moved, seconded by Councilor Zalinski, to table this discussion and the decisions regarding it subject to the need for future workshops.

Comments were made by Councilor Schachter, Councilor Kaup, Councilor Zalinski, Councilor Godes, Director of Economic and Community Development Hannah Klausman, City Manager Steve Boyd, Mayor Pro-Tem Dehm, City Attorney Karl Hanlon, and Mayor Wussow.

Ayes: Schachter, Dehm, Zalinski, Wussow, Weimer, Kaup

Nays: Godes

Motions passes 6-1

Council took a short recess.

Council returned from recess without Councilor Kaup.

Item 11. 3:22 Ordinance 2023-18; Fixing and Certifying Mill Levy GID

Yvette Gustad, Finance Director presented.

Councilor Kaup returned to the meeting.

3:23 Mayor Pro-Tem Dehm moved, seconded by Councilor Zalinski, to approve Ordinance 2023-18; Fixing and Certifying the Mill Levy GID based on the staff report.

Motion passed unanimously.

Item 12. 3:23 Ordinance 2023-19; Fixing and Certifying Mill Levy City

Yvette Gustad, Finance Director presented.

3:23 Mayor Pro-Tem Dehm moved, seconded by Councilor Zalinski, to approve Ordinance 2023-19; Fixing and Certifying the Mill Levy City based on the staff report.

Motion passed unanimously.

Item 13. 3:24 Council Comments

Comments were made by Councilor Kaup.

Comments were made by Councilor Schachter.

Comments were made by Councilor Godes, Mayor Pro-Tem Dehm, Mayor Wussow, City Attorney Karl Hanlon, and City Manager Steve Boyd.

Comments were made by Mayor Wussow.

3:37 Mayor Wussow moved, seconded by Mayor Pro-Tem Dehm, to have staff look into hosting a social event, inclusive of all our regional partners and communities.

Comments were made by Councilor Godes, Mayor Wussow, Mayor Pro-Tem Dehm, Councilor Kaup, and City Attorney Karl Hanlon.

Motion passed unanimously.

Comments were made by Mayor Wussow and Mayor Pro-Tem Dehm.

Item 14. 3:45 Report from City Administration

Comments were made by City Manager Steve Boyd, Councilor Kaup, Mayor Wussow, and Councilor Godes.

Item 15. 3:55 Social Event

Comments were made by Mayor Pro-Tem Dehm.

Item 16. 3:55 Adjournment

3:55 Mayor Pro-Tem Dehm moved, seconded by Councilor Godes, to adjourn.

Motion passed unanimously.



City Council
STAFF REPORT
City of Glenwood Springs
December 7, 2023

Agenda Item: Ordinance 2023-18; Fixing and Certifying Mill Levy GID. Second Reading

Action Requested: Approval of Ordinance 2023-18; Fixing and Certifying Mill Levy

Department: Finance

Presented By: Yvette Gustad

Strategic Goals: Provide Efficient and Responsive City Government

Background Info: Each year we need to pass an ordinance that certifies our mill levy.

Issues: None

Fiscal Impact: Detailed in attachment.

Legal Review: NA

Staff Recommendation: Staff supports approval of this ordinance.

ORDINANCE NO. 18

Series of 2023

**AN ORDINANCE OF THE CITY OF GLENWOOD SPRINGS,
COLORADO, FIXING AND CERTIFYING THE MILL LEVY ON THE
2023 ASSESSMENT FOR COLLECTION IN FISCAL YEAR 2024 FOR THE
GLENWOOD SPRINGS GENERAL IMPROVEMENT DISTRICT NO.
1980.**

WHEREAS, the City Council of the City of Glenwood Springs has established the Glenwood Springs General Improvement District No. 1980; and

WHEREAS, the City Council of the City of Glenwood Springs has adopted by Resolution 2023-38 the budget for fiscal year 2024 commencing January 1, 2024 and ending December 31, 2024; and

WHEREAS, the City Council of the Glenwood Springs, as the ex-officio Board of Directors of the Glenwood Springs General Improvement District No. 1980, desires to fix a mill levy pursuant to Section 9.7 of the Municipal Charter of the City of Glenwood Springs to enable the City to have sufficient revenues to pay the proposed expenditures for fiscal year 2024; and

WHEREAS, pursuant to Section 4.1 of the Municipal Charter of the City of Glenwood Springs, the City Council is required to levy taxes by ordinance.

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

Section 1. The mill levy for general purposes that shall be assessed upon each dollar of the assessed valuation of all taxable property within the Glenwood Springs General Improvement District No. 1980 shall be fixed at the rate set forth on **Exhibit A** attached hereto and incorporated herein.

Section 2. The City Manager is hereby directed to certify said mill levy to Garfield County as required by law, no later than the 15th day of December 2023.

INTRODUCED, READ ON FIRST READING, PASSED, AND ORDERED
PUBLISHED BY TITLE ONLY THIS 16TH DAY OF NOVEMBER 2023.

CITY OF GLENWOOD SPRINGS, COLORADO

Ingrid Wussow, Mayor

ATTEST:

Ryan Muse, City Clerk

INTRODUCED, READ ON SECOND READING, AND ORDERED PUBLISHED BY
TITLE ONLY TO BE EFFECTIVE TEN DAYS FOLLOWING THE DATE OF SECOND
PUBLICATION THIS 7th DAY OF DECEMBER 2023.

CITY OF GLENWOOD SPRINGS, COLORADO

Ingrid Wussow, Mayor

ATTEST:

Ryan Muse, City Clerk

CERTIFICATION OF TAX LEVIES for NON-SCHOOL GovernmentsTO: County Commissioners¹ of Garfield County, Colorado.On behalf of the City of Glenwood Springs,(taxing entity)^Athe City Council(governing body)^Bof the City of Glenwood Springs(local government)^C

Hereby officially certifies the following mills to be levied against the taxing entity's GROSS \$ assessed valuation of:

351,092,740

(GROSS^D assessed valuation, Line 2 of the Certification of Valuation Form DLG 57^E)

Note: If the assessor certified a NET assessed valuation (AV) different than the GROSS AV due to a Tax Increment Financing (TIF) Area^F the tax levies must be calculated using the NET AV. The taxing entity's total property tax revenue will be derived from the mill levy multiplied against the NET assessed valuation of:

349,702,060

(NET^G assessed valuation, Line 4 of the Certification of Valuation Form DLG 57)

USE VALUE FROM FINAL CERTIFICATION OF VALUATION PROVIDED BY ASSESSOR NO LATER THAN DECEMBER 10

Submitted: _____ for budget/fiscal year 2024.
(no later than Dec. 15) (mm/dd/yyyy) (yyyy)

PURPOSE (see end notes for definitions and examples)**LEVY²****REVENUE²**

1. General Operating Expenses ^H	<u>8.603</u> mills	\$ <u>3,008,487</u>
2. <Minus> Temporary General Property Tax Credit/ Temporary Mill Levy Rate Reduction ^I	< > mills	\$ < >
SUBTOTAL FOR GENERAL OPERATING:	<u>8.603</u> mills	\$ <u>3,008,487</u>
3. General Obligation Bonds and Interest ^J	_____ mills	\$ _____
4. Contractual Obligations ^K	_____ mills	\$ _____
5. Capital Expenditures ^L	_____ mills	\$ _____
6. Refunds/Abatements ^M	<u>.008</u> mills	\$ <u>2,798</u>
7. Other ^N (specify): _____	_____ mills	\$ _____
	_____ mills	\$ _____
TOTAL: [Sum of General Operating Subtotal and Lines 3 to 7]	<u>8.611</u> mills	\$ <u>3,011,284</u>

Contact person: (print) Yvette Gustad Daytime phone: (970) 384-6421

Signed: _____ Title: Finance Director

Include one copy of this tax entity's completed form when filing the local government's budget by January 31st, per 29-1-113 C.R.S., with the Division of Local Government (DLG), Room 521, 1313 Sherman Street, Denver, CO 80203. Questions? Call DLG at (303) 864-7720.

¹ If the *taxing entity's* boundaries include more than one county, you must certify the levies to each county. Use a separate form for each county and certify the same levies uniformly to each county per Article X, Section 3 of the Colorado Constitution.

² Levies must be rounded to three decimal places and revenue must be calculated from the total NET assessed valuation (Line 4 of Form DLG57 on the County Assessor's **FINAL** certification of valuation).



City Council
STAFF REPORT
City of Glenwood Springs
December 7, 2023

Agenda Item: Ordinance 2023-19; Fixing and Certifying Mill Levy City. Second Reading

Action Requested: Approval of Ordinance 2023-19; Fixing and Certifying Mill Levy for General Improvement District

Department: Finance

Presented By: Yvette Gustad

Strategic Goals: Provide Efficient and Responsive City Government

Background Info: Each year we have to pass an ordinance certifying the mill levy for the General Improvement District.

Issues: NA

Fiscal Impact: Detailed in the Exhibit.

Legal Review: NA

Staff Recommendation: Staff supports approval.

ORDINANCE NO. 19

Series of 2022

**AN ORDINANCE OF THE CITY OF GLENWOOD SPRINGS,
COLORADO, FIXING AND CERTIFYING THE MILL LEVY ON THE
2023 ASSESSMENT FOR COLLECTION IN FISCAL YEAR 2024.**

WHEREAS, the City Council of the City of Glenwood Springs has adopted by Resolution 2023-38 the budget for fiscal year 2024 commencing January 1, 2024 and ending December 31, 2024; and

WHEREAS, the City Council of the Glenwood Springs desires to fix a mill levy pursuant to Section 9.7 of the Municipal Charter of the City of Glenwood Springs to enable the City to have sufficient revenues to pay the proposed expenditures for fiscal year 2024; and

WHEREAS, pursuant to Section 4.1 of the Municipal Charter of the City of Glenwood Springs, the City Council is required to levy taxes by ordinance.

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

Section 1. The mill levy for general purposes that shall be assessed upon each dollar of the assessed valuation of all taxable property within the corporate limits of the City of Glenwood Springs, shall be fixed at the rate set forth on **Exhibit A** attached hereto and incorporated herein.

Section 2. The City Manager is hereby directed to certify said mill levy to Garfield County as required by law, no later than the 15th day of December 2023.

INTRODUCED, READ ON FIRST READING, PASSED, AND ORDERED
PUBLISHED BY TITLE ONLY THIS 16TH DAY OF NOVEMBER 2023.

CITY OF GLENWOOD SPRINGS, COLORADO

Ingrid Wussow, Mayor

ATTEST:

Ryan Muse, City Clerk

INTRODUCED, READ ON SECOND READING, AND ORDERED PUBLISHED BY
TITLE ONLY TO BE EFFECTIVE TEN DAYS FOLLOWING THE DATE OF SECOND
PUBLICATION THIS 7th DAY OF DECEMBER 2023.

CITY OF GLENWOOD SPRINGS, COLORADO

Ingrid Wussow, Mayor

ATTEST:

Ryan Muse, City Clerk

CERTIFICATION OF TAX LEVIES for NON-SCHOOL Governments

TO: County Commissioners¹ of _____ Garfield County _____, Colorado.

On behalf of the _____, G.I.D. #1980
(taxing entity)^A
the _____
City Council
(governing body)^B
of the _____
City of Glenwood Springs
(local government)^C

Hereby officially certifies the following mills to be levied against the taxing entity's GROSS \$ 27,961,680 assessed valuation of: _____
(GROSS^D assessed valuation, Line 2 of the Certification of Valuation Form DLG 57^E)

Note: If the assessor certified a NET assessed valuation (AV) different than the GROSS AV due to a Tax Increment Financing (TIF) Area^F the tax levies must be calculated using the NET AV. The taxing entity's total property tax revenue will be derived from the mill levy multiplied against the NET assessed valuation of:

\$	27,446,010,
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(NET^G assessed valuation, Line 4 of the Certification of Valuation Form DLG 57)

USE VALUE FROM FINAL CERTIFICATION OF VALUATION PROVIDED BY ASSESSOR NO LATER THAN DECEMBER 10

Submitted: _____ for budget/fiscal year 2024
(no later than Dec. 15) (mm/dd/yyyy) (yyyy)

PURPOSE (see end notes for definitions and examples)	LEVY²	REVENUE²
1. General Operating Expenses ^H	2.287 mills	\$ 62,769
2. <Minus> Temporary General Property Tax Credit/ Temporary Mill Levy Rate Reduction ^I	< .383 > mills	\$ < 10,512 >
SUBTOTAL FOR GENERAL OPERATING:	1.904 mills	\$ 52,257
3. General Obligation Bonds and Interest ^J	mills	\$
4. Contractual Obligations ^K	mills	\$
5. Capital Expenditures ^L	mills	\$
6. Refunds/Abatements ^M	.006 mills	\$ 165
7. Other ^N (specify): _____	mills	\$
_____	mills	\$
TOTAL: [Sum of General Operating Subtotal and Lines 3 to 7]	1.910 mills	\$ 52,422

Contact person: (print)	<u>Yvette Gustad</u>	Daytime phone:	<u>(970) 384-6421</u>
Signed:	<u></u>	Title:	<u>Finance Director</u>

Include one copy of this tax entity's completed form when filing the local government's budget by January 31st, per 29-1-113 C.R.S., with the Division of Local Government (DLG), Room 521, 1313 Sherman Street, Denver, CO 80203. Questions? Call DLG at (303) 864-7720.

¹ If the *taxing entity's* boundaries include more than one county, you must certify the levies to each county. Use a separate form for each county and certify the same levies uniformly to each county per Article X, Section 3 of the Colorado Constitution.

² Levies must be rounded to three decimal places and revenue must be calculated from the total NET assessed valuation (Line 4 of Form DLG57 on the County Assessor's **FINAL** certification of valuation).



City Council
STAFF REPORT
City of Glenwood Springs
December 7, 2023

Agenda Item: Resolution 2023-44; Parks and Recreation Proposed Consolidated Fee Schedule for 2024

Action Requested: Approval of fee consolidation

Department: Parks & Recreation

Presented By: Rod Tarullo

Strategic Goals: Provide Efficient and Responsive City Government

Background Info: The Parks and Recreation Department provides programs and services throughout the city. Many of these have associated fees or charges which help offset expenses needed to provide the service or activity. This agenda item provides an attached document which shows areas within the department that are currently charging fees for service. It also indicates the current fees (2023), proposed fees for 2024, and comparable information where available.

Issues: While this appears to be a long list, the attached fee schedule reflects modest increases in most areas to help offset additional expenses the city is now absorbing. The most significant proposed increases are in the areas of facility rentals and field use. These are highlighted below.

Major changes (over 10%) for 2024 Parks and Recreation Consolidated Fee Schedule

- Community Center Gym Rentals
 - 20% increase from 2023 rates.
 - Added discounted rates for Youth Sport Organizations (25% off public rate) and Schools (30% off public rates).
 - Increase to cover portion of staffing costs to process, prepare, and clean up rental.
- Community Center Dance Room Rentals
 - 25% increase from 2023 rates.
 - Increase to cover portion of staffing costs to process, prepare, and clean up rental.
- Community Center Pool Rentals
 - 40% increase on whole pool rental rates from 2023 rates.
 - Added discounted rates for Youth Sport Organizations (25% off public rate) and Schools (30% off public rates).
 - 25% increase on individual lane line rentals from 2023 rates.
 - Increase to cover portion of staffing costs to process, prepare, oversee, and clean up rental.
- Community Center Multiple Tennis Courts Rentals
 - 40% increase from 2023 rates.
 - Added discounted rates for Youth Sport Organizations (25% off public rate) and Schools (30% off public rates).
 - Increase to cover portion of staffing costs to process rental and maintenance/repair of sites.
- Community Center Room Rentals
 - 15-20% increase from 2023 rates (depending on size and function of room/area).
 - Maintaining 20% discount for Non-Profit and Government.
 - Increase to cover portion of staffing costs to process, prepare, and clean up rental.
- Community Art Center Room Rentals
 - 15-20% increase from 2023 rates (depending on size and function of room/area).
 - Maintaining 20% discount for Non-Profit and Government.
 - Increase to cover portion of staffing costs to process, prepare, and clean up rental.

- Park Shelters
 - 50% increase from 2023 rates.
 - Maintaining 20% discount for Residents.
 - Increase to cover portion of staff costs to repair and clean site and maintenance/repair of sites.
- Parks and Recreation Facility Use Permit Rentals
 - 44% increase from 2023 rates (application fees remain unchanged).
 - Increase to cover portion of staff costs to repair and clean site and maintenance/repair of sites.
- Field Light Use
 - 140% increase from 2023 rates.
 - Increase to cover the rising cost of electricity, staff time to program or manual turn on/off field lights, and maintenance/repair of lights.
- Field Preparation Fees
 - 50% increase for ballfield and turf field preparations.
 - Increase to cover the increased cost of materials and labor.

During 2024, and before the next budget cycle, Parks and Recreation intends to provide Council with a fees and charges policy for possible adoption. This will include a review of all department fees and charges, philosophy of cost recovery, and prescription for determining how fees and charges are calculated.

Fiscal Impact: This resolution is consistent with the 2024 budget revenue forecasts.

Legal Review: Legal has reviewed.

Staff Recommendation: Staff recommends adoption of Resolution 2023-44 - Parks and Recreation Proposed Consolidated Fee Schedule for 2024.

RESOLUTION 2023-44

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY
OF GLENWOOD SPRINGS, COLORADO, SETTING 2024
PARKS AND RECREATION DEPARTMENT FEES.**

WHEREAS, pursuant to Section 090.030.030 of the Glenwood Springs Municipal Code, the City of Glenwood Springs Parks Rules and Regulations shall be amended by City Council Resolution; and

WHEREAS, City of Glenwood Springs Parks Rules and Regulations includes the administration of parks, recreational facilities, open spaces and recreational programs and the setting of fees for such facilities and programs; and

WHEREAS, City staff recommends, and City Council agrees that amending the Parks and Recreation fees as described on **Exhibit A** is required to meet certain operational needs of the Parks and Recreation Department, the needs of the community, and the needs of the City; and

WHEREAS, City Council finds that the updated fees for 2024 as set forth on **Exhibit A** 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 Parks and Recreation Fees as set forth on **Exhibit A** attached hereto and incorporated herein, effective January 1, 2024.

INTRODUCED, READ, AND PASSED THIS 7TH DAY OF DECEMBER 2023.

CITY OF GLENWOOD SPRINGS, COLORADO

Ingrid Wussow, Mayor

ATTEST:

Ryan Muse, City Clerk

2024 Consolidated Fee Schedule



Revised 11/30/2023

Department	Service Type	Service	Description	2023 Fee	2024 Proposed Fee	Comparable
Community Center	Amenity Rental	Gymnasium Rental	Private Gym Rental	\$50.00/hr for half court \$90.00/hr for full court \$540.00/day (6 hours or more) for full court	\$60.00/hr for half court \$360.00/day (6 or more hours) for half court \$96.00/hr for full court \$576.00/day (6 hours or more) for full court	
Community Center	Amenity Rental	Gymnasium Rental	Youth Sport Organization/Club		\$45.00/hr for half court \$270.00/day (6 hours of more) for half court \$72.00/hr for full court \$432.00/day (6 hours or more) for full court 25% discount off of private rental	
Community Center	Amenity Rental	Gymnasium Rental	School Private Rental		\$42.00/hr for half court \$252.00/day (6 hours or more) for half court \$67.00/hr for full court \$402.00/day (6 hours or more) for full court 30% discount off of private rental	
Community Center	Amenity Rental	Dance Studio Room Rental	Dance Studio Room Rental	\$40.00/hr \$185.00/day (6 hours or more)	\$50.00/hr \$300.00/day (6 hours or more)	
Community Center	Amenity Rental	Pool Rental - Whole Pool	Private Pool Rental	\$200.00/hr	\$280.00/hr, includes 2 lifeguards \$1,680.00/day \$35 for each additional staff or lifeguard* *1 lifeguard required for every 20 people over 40 people	Silverthorne: Does not do this unless they rent the entire facility, and is rare. Did not have info on hand. Aspen: same story. Montrose: \$525 per hour at CRC, FH is \$200 per hour (smaller pool), Avon: \$108 per hour
Community Center	Amenity Rental	Pool Rental - Whole Pool	Youth Sport Organization/Club		\$210.00/hr, includes lifeguards \$1,260.00/day 25% discount off of private rental	Silverthorne: in house program so no rental fee, Aspen: \$9.60 per hour per lane for swim team (do not charge for swim meets, but get a percentage of swim meet fees), Montrose: HS Swim team- No charge, MOU in place, otherwise \$15 per hour per lane, no charge for boy scouts, navy, fire department, etc. Avon: \$6 per child for school groups.
Community Center	Amenity Rental	Pool Rental - Whole Pool	School Private Rental		\$196.00/hr, includes lifeguards \$1,176.00/day 30% discount off of private rental	Silverthorne: Does not do this unless they rent the entire facility, and is rare. Did not have info on hand. Aspen: Mutual use agreement with schools (schools use pool, rec uses gyms and fields) Montrose: no answer. Avon: Swim meets is Teams/meets hosted internally, but outside teams or groups, \$18 per hour per lane
Community Center	Amenity Rental	Lap Lane Rental	Must also pay daily drop-in fees or have valid membership	Resident/Non-profit: \$12.00/lane/hr Non-Resident/Profit: \$15.00/lane/hr	\$15.00/lane/hr	Silverthorne: \$4-5 per lane per hour but does not do this anymore; Aspen: Only rents per lane per hour to swim team, \$9.60 . Montrose: \$15 per hour per lane. Avon: \$18 per hour per lane
Community Center	Amenity Rental	Climbing Wall	Private Wall Rental	Not available for rentals at this time	Not available for rentals at this time	
Community Center	Amenity Rental	Ice Rink Rental	Private Ice Rental	Resident/Non-Profit: \$211.00/hr Non-Resident/Profit: \$238.00/hr	\$220.00/hr	
Community Center	Amenity Rental	Ice Rink Rental	Youth Sport Organization/Club	50-200 hours per session: \$167.00/hr 200+ hours per Season: \$155.00/hr	\$165.00/hr 25% discount off private Ice rate	
Community Center	Amenity Rental	Ice Rink Rental	School Private Rental	\$143.00/hr	\$154.00/hr 30% discount off private Ice rate	
Community Center	Amenity Rental	Tennis Court Rental	Rental of one court at the Community Center for 1.5 hours	members free - Non members Day Pass	\$0.00 Community Center Members Cost of Community Center Day Pass Non-members	
Community Center	Amenity Rental	Multiple Tennis Court Rental	Private Rental	\$25.00/court for 2 hours	\$36.00/court for 2 hours	
Community Center	Amenity Rental	Multiple Tennis Court Rental	Youth Sport Organization/Club		\$27.00/court for 2 hours 25% discount off of private rental	
Community Center	Amenity Rental	Multiple Tennis Court Rental	School Private Rental		\$25.00/court for 2 hours 30% discount off of private rental	
Community Center	Amenity Rental	Ice Rink Dasher Board Rental	Contracted Dasher Board Rental with GSYHA	\$6,000.00/yr	\$6,500.00/yr	
Community Center	Package	Group Drop In (All Amenities)	Group minimum of 15 ppl (72 hour notice)	\$6.00 each participant	\$6.00/participant	

Department	Service Type	Service	Description	2023 Fee	2024 Proposed Fee	Comparable
Community Center	Package	Birthday Party Package	Package including 2 hours in party room and use of amenities	Package 1: Choose 2 (gym, wall, or pool) \$200.00 member, \$250.00 non-member. Package 2: (Ice Rink Party) \$220.00 member, \$250.00 non-member Package 3: (Bounce House Party) \$300.00 member, \$350.00 non-member.	Package 1: Choose 2 (gym, wall, or pool) \$200.00 member, \$250.00 non-member. Package 2: (Ice Rink Party) \$220.00 member, \$250.00 non-member Package 3: (Bounce House Party) \$300.00 member, \$350.00 non-member.	
Community Center	Package	Inflatable Rental	Add on to a Birthday Party (Firetruck, Obstacle Course, Castle)	All options \$150.00/hour + tax	All options \$150.00/hour + tax	
	Package	Karaoke Rental	Add on to a Birthday Party or Group Package	\$30.00 per party rental	\$30.00 per party rental	
Community Center	Passes	Adult 10 Punch Pass	10 visits, valid for one year	\$117/ \$99 Resident discount 20%	\$119.00 non-resident / \$95.00 resident	
Community Center	Passes	Youth & Senior Punch Pass	10 visits, valid for one year	\$99/ \$81 Resident discount 20%	\$101.00 non-resident / \$81.00 resident	
Community Center	Passes	Adult One Month Pass	One month pass, valid 1 month from start date	\$100/ \$80 Resident discount 20%	\$102.00 non-resident / \$82.00 resident	
Community Center	Passes	Youth or Senior One Month Pass	One month pass, valid 1 month from start date	\$65/ \$52 Resident discount 20%	\$66.00 non-resident / \$53.00 resident	
Community Center	Passes	Family One Month Pass	One month pass, valid 1 month from start date. 2 adults and 2 youth	\$160/ \$128 Resident discount 20%	\$163.00 non-resident / \$131.00 resident	
Community Center	Passes	Adult Daily Drop In Pass	One time day use	\$13/ \$11 Resident discount 20%	\$13.00 non-resident / \$11.00 resident	Aspen \$28/day, Fruita \$7/day, Montrose \$7.50/\$9/day, Snowmass \$15
Community Center	Passes	Youth or Senior Daily Drop In Pass	One time day use	\$11/ \$9 Resident discount 20%	\$11.00 non-resident / \$9.00 resident	Aspen \$26/day Fruita \$5/day, Montrose \$5/\$6/day, Snowmass \$10
Community Center	Passes	Household Daily Drop In Pass	One time day use	\$35/ \$28 Resident discount 20%	\$35.00 non-resident / \$28.00 resident	
Community Center	Passes	Little Rec Care Drop In	One time, up to 2 hours of Little Rec Care	\$20/ \$16 Resident discount 20%	\$20.00 non-resident / \$16.00 resident	
Community Center	Passes	GSHS Swim	3 Month Pass during High School Season	\$110.00	\$115.00/season	Silverthorne: no answer, Aspen: No pass- mutual use agreement; Montrose- no pass, mutual use agreement, Avon: Internally only
Community Center	Passes	WSF Basketball	3 Month Pass During Contracted Season	\$110.00	\$115.00/season	
Community Center	Rink Passes/Fees	Adult Public Skate Drop In Pass		\$5 Resident/\$7 Non Resident	\$8.00 non-resident / \$6.00 resident	Aspen \$28
Community Center	Rink Passes/Fees	Youth or Senior Public Skate Drop In Pass		\$4 Resident/\$5 Non Resident	\$6.00 non-resident / \$5.00 resident	Aspen \$26
Community Center	Rink Passes/Fees	Ice Skate Rental		\$4.00	\$4.00	
Community Center	Rink Passes/Fees	Skate Sharpening		\$10.00	\$10.00	
Community Center	Rink Passes/Fees	Drop In Hockey Pass		\$5 Member/\$10 Resident/\$12 Non Resident	\$15.00 non-resident / \$12.00 resident / \$6.00 Community Center Member	
Community Center	Rink Passes/Fees	Stick & Puck Pass		Free Member/\$6 Resident/\$8 Non Resident	\$10.00 non-resident / \$8.00 resident	
Community Center	Room Rental	Red Mountain Rental	Community Center Room Hourly or Per Day Rental	Non-Profit/Government \$30 p/hr \$165 p/day (6 hours or more), General \$35 p/hr \$195 p/day (6 hours or more)	Non-Profit/Government: \$35.00/hr \$210.00/day (6 hours or more) General \$4.000/hr \$240.00/day (6 hours or more)	
Community Center	Room Rental	Sopris Room A Rental	Community Center Room Hourly or Per Day Rental	Non-Profit/Government \$30 p/hr \$165 p/day (6 hours or more), General \$35 p/hr \$195 p/day (6 hours or more)	Non-Profit/Government: \$35.00/hr \$210.00/day (6 hours or more) General \$4.000/hr \$240.00/day (6 hours or more)	
Community Center	Room Rental	Sopris Room B Rental	Community Center Room Hourly or Per Day Rental	Non-Profit/Government \$30 p/hr \$165 p/day (6 hours or more), General \$35 p/hr \$195 p/day (6 hours or more)	Non-Profit/Government: \$35.00/hr \$210.00/day (6 hours or more) General \$4.000/hr \$240.00/day (6 hours or more)	
Community Center	Room Rental	Sopris Room C Rental	Community Center Room Hourly or Per Day Rental	Non-Profit/Government \$30 p/hr \$165 p/day (6 hours or more), General \$35 p/hr \$195 p/day (6 hours or more)	Non-Profit/Government: \$35.00/hr \$210.00/day (6 hours or more) General \$4.000/hr \$240.00/day (6 hours or more)	
Community Center	Room Rental	All Rooms Rental	Rental of all four Community Center Rooms Hourly and Per Day	Non-Profit/Government \$120 p/hr \$660 p/day (6 hours or more), General \$140 p/hr \$780 p/day (6 hours or more)	Non-Profit/Government \$130.00/hr \$780.00/day (6 hours or more) General \$150.00/hr \$900.00/day (6 hours or more)	
Community Center	Room Rental	Iron Mountain B Rental	Community Center Room Hourly or Per Day Rental	Non-Profit/Government \$20 p/hr \$105 p/day (6 hours or more), General \$25 p/hr \$135 p/day (6 hours or more)	Non-Profit/Government \$25.00/hr \$150.00/day (6 hours or more) General \$30.00/hr \$180.00/day (6 hours or more)	

Department	Service Type	Service	Description	2023 Fee	2024 Proposed Fee	Comparable
Community Center	Room Rental	Outdoor Patio with lights	Community Center Room Hourly or Per Day Rental	Non-Profit/Government \$20 p/hr \$105 p/day (6 hours or more), General \$25 p/hr \$135 p/day (6 hours or more)	Non-Profit/Government \$25.00/hr \$150.00/day (6 hours or more) General \$30.00/hr \$180.00/day (6 hours or more)	
Community Center	Room Rental	Side Lawn or Front Lawn	Community Center Room Hourly or Per Day Rental	Non-Profit/Government \$20 p/hr \$105 p/day (6 hours or more), General \$25 p/hr \$135 p/day (6 hours or more)	Non-Profit/Government \$25.00/hr \$150.00/day (6 hours or more) General \$30.00/hr \$180.00/day (6 hours or more)	
Community Center	Room Rental	Kitchen Rental	Community Center Room Hourly or Per Day Rental	Non-Profit/Government \$20 p/hr \$105 p/day (6 hours or more), General \$25 p/hr \$135 p/day (6 hours or more)	Non-Profit/Government \$25.00/hr \$150.00/day (6 hours or more) General \$30.00/hr \$180.00/day (6 hours or more)	
Community Center	Membership	Annual Individual Adult & Primary Household Memberships	Pay in Full Annual Membership for Single Adults or Head of Household	\$535/ \$428 Resident discount 20%	\$546.00 non-resident / \$437.00 resident	
Community Center	Membership	Annual Individual Youth/Senior/Military Memberships	Pay in Full Annual Membership for Youth under 18, Students up to age 24 and Seniors 55 and older	\$370/ \$296 Resident discount 20%	\$377.00 non-resident / \$302.00 resident	
Community Center	Membership	Annual Dependent Household Membership	Pay in Full Annual Membership for Dependents in same household aged 0 - 24	\$125/ \$100 Resident discount 20%	\$128.00 non-resident / \$102.00 resident	
Community Center	Membership	Annual Secondary Household Membership	Pay in Full Annual Membership for additional adults in same household	\$265/ \$212 Resident discount 20%	\$270.00 non-resident / \$216.00 resident	
Community Center	Membership	Annual Corporate Individual Adult or Primary Household Membership	Pay in Full Annual Membership for Employees of Corporate Members	\$389.00	\$397.00	
Community Center	Membership	Annual Corporate Dependent Household Membership	Pay in Full Annual Membership for Employees of Corporate Members	\$90.00	\$92.00	
Community Center	Membership	Annual Corporate Secondary Household Membership	Pay in Full Annual Membership for Employees of Corporate Members	\$194.00	\$198.00	
Community Center	Membership	6 Month Individual Adult & Primary Household Membership	Pay in Full 6 Month Membership for Single Adults or Head of Household	\$345/ \$276 Resident discount 20%	\$352.00 non-resident / \$282.00 resident	
Community Center	Membership	6 Month Household Dependent Member	Pay in Full 6 Month Household Dependent Member	\$90/ \$72 Resident discount 20%	\$92.00 non-resident / \$73.00 resident	
Community Center	Membership	6 Month Household Secondary Member	Pay in Full 6 Month Household Secondary Member	\$175/ \$140 Resident discount 20%	\$179.00 non-resident / \$143.00 resident	
Community Center	Membership	6 Month Individual Youth or Senior Member	Pay in Full 6 Month Individual Youth or Senior Member	\$265/ \$212 Resident discount 20%	\$270.00 non-resident / \$216.00 resident	
Community Center	Membership	Annual Autopay Individual Adult or Primary Household Member	Monthly Autopay Individual Adult or Primary Household Member	\$50/ \$40 Resident discount 20%	\$54.00 non-resident / \$43.00 resident	
Community Center	Membership	Annual Autopay Secondary Household Member	Monthly Autopay Secondary Household Member	\$30/ \$24 Resident discount 20%	\$32.00 non-resident / \$26.00 resident	
Community Center	Membership	Annual Autopay Dependent Household Member	Monthly Autopay Dependent Household Member	\$15/ \$12 Resident discount 20%	\$16.00 non-resident / \$13.00 resident	
Community Center	Membership	Annual Autopay Individual Senior or Youth Member	Monthly Autopay Individual Senior or Youth Member	\$35/ \$28 Resident discount 20%	\$38.00 non-resident / \$30.00 resident	
Community Center	Membership	Annual Autopay Corporate Individual Adult or Primary Adult Member	Monthly Autopay Corporate Individual Adult or Primary Adult Member	\$36.00	\$39.00	
Community Center	Membership	Annual Autopay Corporate Secondary Household Member	Monthly Autopay Corporate Secondary Household Member	\$22.00	\$23.00	
Community Center	Membership	Annual Autopay Corporate Dependent Household Member	Monthly Autopay Corporate Dependent Household Member	\$11.00	\$12.00	
Community Center	Membership	Annual Corporate Partnership	Employers pay an annual fee that then provides their employees with member benefits at a discounted rate.	1-25 employees: \$100, 25-150 employees: \$150, 151 & up employees: \$200 annually	1-25 employees: \$100.00, 25-150 employees: \$150.00, 151 & up employees: \$20.000 annually	

Department	Service Type	Service	Description	2023 Fee	2024 Proposed Fee	Comparable
Community Center	Membership	Annual Explorer Membership	Membership for Little Rec Explorers. Available for Rec Care during staffed hours for up to 2 hours and discounts on programs.	\$200/ \$160 Resident discount 20%	\$204.00 non-resident / \$163.00 resident	
Recreation	Room Rental	Turbine Hall (Dance Room) - Community Art Center	Community Art Center Room Hourly or Per Day Rental	\$30/\$35 per hour or \$195 for 6+ hours with a \$75 cleaning charge and a \$50 Deposit	Non-Profit/Government \$35.00/hr \$210.00/day (6 hours or more) General \$40.00/hr \$240.00/day (6 hours or more)	
Recreation	Room Rental	Studio A (Art Room/Kitchen) - Community Art Center	Community Art Center Room Hourly or Per Day Rental	\$20/\$25 per hour or \$108/135 for 6+ hours	Non-Profit/Government \$25.00/hr \$150.00/day (6 hours or more) General \$30.00/hr \$180.00/day (6 hours or more)	
Recreation	Room Rental	Studio B (Garage) - Community Art Center	Community Art Center Room Hourly or Per Day Rental	Not available for rentals at this time	Not available for rentals at this time	
Recreation	Room Rental	Studio C (Ceramics) - Community Art Center	Community Art Center Room Hourly or Per Day Rental	Not available for rentals at this time	Not available for rentals at this time	
Parks	Park Rental	Shelter Rental	Shelter only for personal use under 50 people	Resident \$40.00/4 hour rental (\$10.00/hour) Non-Resident \$50.00/4 hour rental (\$12.50/hour)	\$60.00/ 4 hour rental (\$15.00/hr) \$72.00/ 4 hour rental (\$18.00/hr)	Rifle: \$15/hr, Silt: \$12.50/hr, Carbondale: \$15/hr + \$100 deposit, Crown Mtn. \$20-\$30/hr, SMV: \$50-\$100/hr, Aspen: \$32/hr + \$20 application +\$10-\$35/day if commercial
Parks	Park Rental	Parks and Recreation Facility Use Permit (Includes 7th Street, and Bethel Plaza)	Reservation of Parklands or a Parks and Recreation Facility for exclusive use. Expected number of participants and/or spectators total 50+. Tents, Structures, and or sound amplification. Selling or distributing alcohol and/or food to the public. Any commercial activity, selling of goods and/or services.	1-50 people: \$20 application fee, \$12.50/hr or \$200/day rental* 51-250 people: \$40 application fee, \$18.75/hr or \$300/day rental* 251-1000 people: \$60 application fee, \$37.50/hr or \$600/day rental* 1000+ people: \$80 application fee, \$62.50/hr or \$1000/day rental* *Daily rental fee based on 16 hours/day (park hours 6am-10pm)	1-50 people: \$20.00 application fee, \$18.00/hr or \$288.00/day rental 51-250 people: \$40.00 application fee, \$27.00/hr or \$432.00/day rental 251-1000 people: \$60.00 application fee, \$54.00/hr or \$864.00/day rental 1000+ people: \$80.00 application fee, \$90.00/hr or \$1,440.00/day rental <i>Daily rental fee based on 16 hours/day (park hours 6am-10pm). Daily rental rate charged for any full park rental.</i>	Carbondale (over 50 ppl): \$30/hr for shelter + \$100 deposit
Parks	Park Rental	Rental Additional Fees	Water, power, and light use	\$25 per day for water access \$25 per day for power access \$6.25/hour for lights on fields	Water: \$25.00 for access, plus \$100.00 deposit for water key/quick connect Power: \$25.00 for access Lights: \$15.00/hr	Carbondale: Lights - \$11 NP/\$16 FP/hr, Extra Staff - \$21/\$26/hr
Parks	Park Rental	Field Rental Fees	Use of athletic fields	1-50 people: \$20 application fee, \$12.50/hr or \$200/day rental* 51-250 people: \$40 application fee, \$18.75/hr or \$300/day rental* 251-1000 people: \$60 application fee, \$37.50/hr or \$600/day rental* 1000+ people: \$80 application fee, \$62.50/hr or \$1000/day rental* *Daily rental fee based on 16 hours/day (park hours 6am-10pm)	1-50 people: \$20.00 application fee, \$18.00/hr or \$288.00/day rental 51-250 people: \$40.00 application fee, \$27.00/hr or \$432.00/day rental 251-1000 people: \$60.00 application fee, \$54.00/hr or \$864.00/day rental 1000+ people: \$80.00 application fee, \$90.00/hr or \$1,440.00/day rental <i>Daily rental fee based on 16 hours/day (park hours 6am-10pm)</i>	Rifle: \$35 per practice (unspecified time), \$65-\$110 per game (3 hours) depending on location and type Carbondale: \$21 NP/\$26 FP + per head fee \$6/\$11 for club teams Crown Mtn.: \$5-\$20/hr SMV: \$200 FP / \$100 NP Aspen: \$32/hr + \$20 application
Parks	Park Rental	Field Preparation Fees	Field Preparation Fees	\$50 baseball/softball per occurrence \$150 initial prep soccer/rugby; \$100 touch up per occurrence per field	Baseball/Softball: \$75.00 per occurrence Soccer/Rugby: \$225.00 initial prep, \$150.00 touch up	Rifle: \$35 for baseball/softball prep, \$250 soccer prep Carbondale: \$26 NP/\$32 FP (gator drag and line) SMV: included with hourly rate Aspen: \$100 for season + \$45/day GWS Ballfield: one bag chalk, one bag dry, 1 staff hour GWS Soccer Initial: 2 buckets paint, 4 staff hours GWS Soccer Touch Up: 1 bucket paint, 2 staff hours
Parks	Park Rental	Boat Ramp Fees	Annual Permit Fee for person/company utilizing the ramp at Two Rivers Park for loading and unloading of people and/or equipment for business purposes.	Annual Permit Fee: \$150 Ramp Fee per Head for Fishing Companies: \$3 inside city limits, \$4 outside city limits Ramp Fee per Head for Water Sport Companies: \$2 inside city limits, \$2.50 outside city limits Failure to Comply: \$100 Subsequent Violations: \$250	Annual Permit Fee: \$150.00 Ramp Fee per Head for Fishing Companies: \$3.00 inside city limits, \$4.00 outside city limits Ramp Fee per Head for Water Sport Companies: \$2.00 inside city limits, \$2.50 outside city limits Failure to Comply: \$100.00 Subsequent Violations: \$250.00	Silt (Silt Island Park Boat Ramp): no fee but considering charging for commercial use at some point. BLM (South Canyon, Pinball): Charges commercial users 3% of gross revenue earned on trips using their take outs, minimum of \$130/year. Will start charging \$10/vehicle for personal use in 2024, season pass option \$60. Forest Service (Grizzly Creek, Shoshone): 3% gross revenue
Parks	Cemetery	Full Burial Opening and Closing Service	Full Burial Opening and Closing Service	\$350.00	\$350.00	
Parks	Cemetery	Cremate Opening and Closing Service	Cremate Opening and Closing Service	\$200.00	\$200.00	

Department	Service Type	Service	Description	2023 Fee	2024 Proposed Fee	Comparable
Parks	Cemetery	Sunday or Holiday Opening and Closing Service	Sunday or Holiday Opening and Closing Service	\$400.00 in addition to regular rates	\$400.00 in addition to regular rates	
Parks	Cemetery	Full Burial Site Interment Right	Full Burial Site Interment Right	\$500.00	\$500.00	
Parks	Cemetery	Cremated Burial Site Interment Right	Cremated Burial Site Interment Right	\$250.00	\$250.00	
Parks	Cemetery	Single Niche Columbarium Interment Right	Single Niche Columbarium Interment Right	\$1,000	\$1,000.00	
Parks	Cemetery	Double Niche Columbarium Interment Right	Double Niche Columbarium Interment Right	\$1,500	\$1,500.00	
Parks	Cemetery	Perpetual Care Fee	Perpetual Care Fee	\$500	\$500.00	
Parks	Cemetery	Disinterment	Disinterment	\$5,000	\$5,000.00	
Parks	Cemetery	Plot Buy Back	Plot Buy Back	Current Internment Right Price	Current Internment Right Price	
Parks	Memorial Items	Commemorative Tree	Tree with commemorative plaque	\$750	\$750.00	
Parks	Memorial Items	Water Fountain	Water fountain with commemorative plaque	\$3,000 - \$5,000 based on type	\$3,000.00 - \$5,000.00 based on type	
Parks	Memorial Items	Memorial Bench	Bench with commemorative plaque	\$2,000.00	Not available as of August 28, 2023 (too many in inventory)	



City Council
STAFF REPORT
City of Glenwood Springs
December 7, 2023

Agenda Item: Child Care Facility Being Considered in the Glenwood Springs Mall

Action Requested: Discussion and direction on support.

Department: City Administration

Presented By: Steve Boyd, Hannah Klausman

Strategic Goals: Protect and Preserve our Quality of Life

Background Info: Council will hear an update on a plan to open a daycare center in the mall and have the opportunity to ask questions.

Issues: NA

Fiscal Impact: Unknown at this time.

Legal Review: NA

Staff Recommendation: None.



City Council
STAFF REPORT
City of Glenwood Springs
December 7, 2023

Agenda Item: Presentation from Educational Pathway Innovation Center (EPIC)

Action Requested: Mike Lowe, Executive Director of CO-VENTURE, will give a brief presentation on a Career Technical Education program.

Department: City Administration

Presented By: Steve Boyd

Strategic Goals: Provide Efficient and Responsive City Government
Generate Sustainable Economic Development

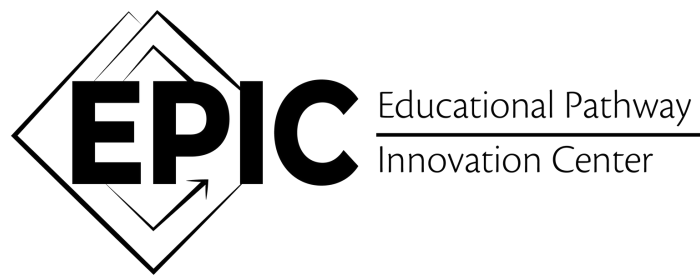
Background Info: This agenda item was added by one or more Council members and staff has not reviewed the materials presented.

Issues: Unknown at this time.

Fiscal Impact: Unknown at this time.

Legal Review: NA

Staff Recommendation: NA



Dear Community Members,

As we begin our third year of supporting the Roaring Fork and Colorado River Valleys with Career Technical Education (CTE) opportunities, **we are proud to announce that we are officially working with all 4 school districts and 10 high schools in our region.** That means that over 6500 students currently enrolled could have access to CTE programming, especially the 1600+ seniors who must decide on a career pathway after graduation. With over 50% of students (both locally and nationally) not going to college, we have an incredible opportunity to provide meaningful career education and work-based learning to these students.

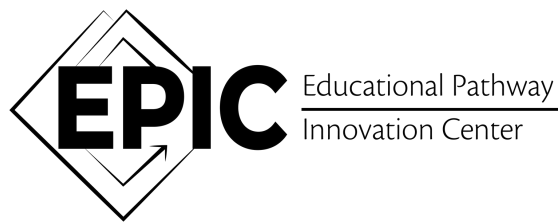
To fill this need, Educational Pathways to Innovative Careers (EPIC) was created. Last year we were blessed to have **307 students from 5 high schools participate in EPIC programs** and were successful at helping **34 graduating seniors land full-time jobs** in careers such as Auto, Construction Trades, Technology, Hospitality and Tourism. That was a dramatic increase from our first year which had 64 participating students from 2 high schools. Thanks to the hard work of our executive team and a growing network of stakeholders, we have been able to secure funding to help support this initial Phase which includes this school year.

As we look to the future to ensure we are able to support this important work beyond this next academic year, **we ask for your support.** The Colorado River Board of Cooperative Educational Services (CRBOCES) is committed to this cause and will continue to act as the lead agency as we gather the necessary funds, resources and talent to provide a sustainable and scalable solution to our local workforce needs. We have been joined in this effort by our member school districts, Colorado Workforce and multiple industry partners including COVENTURE (which represents over 60 local business partners).

As a school entity, we depend on grants, sponsorship and donations to be able to provide robust programming, career coaching and work-based learning that is crucial to the success of this program.

Please **visit** our website at www.pathwaycenter.org or reach out to me directly for more information on how we plan to build a robust Career Technical Education initiative.

Regards,
Ken Haptonstall
Executive Director
Colorado River BOCES
www.crboces.org
970-456-7132



Our Impact

EPIC was created as an answer to the workforce needs while providing career pathways to local students. We are proud to successfully cultivate a large public/private partnership providing local schools with resources, programming and financial support to help ensure all students have career technical education programming and work-based learning opportunities.

500+

students signed up for programming in
23/24 school year

62

participating businesses

34

local students entered
workforce in 2023

Over \$3M

in grants and donations secured to
support first 3-year Phase of program

Community Participation

- 10 high schools between Aspen and Parachute (2023)
- 10 pathways available (2023)
- 64 participants in 5 pathways from 2 high schools (2021)
- 307 participants in 7 pathways from 5 high schools (2022)

Programming

- Auto
- Construction Trades (HVAC, Electrician, Welding, Plumber)
- Data Science (Cybersecurity + Programming)
- Advanced Manufacturing (Product Design)
- Agriculture
- Hospitality and Tourism
- Outdoor Recreation
- Customer Service (Health Care, City/County Admin)

Resources

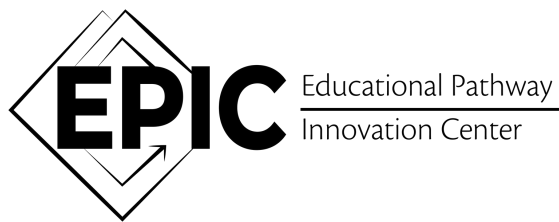
- Recent Opportunity Now Grant
- Multiple Small Grants
- Multi-Year Support from local public entities
- Multi-Year Support from Industry Partners
- CR BOCES Foundational Support and In-kind services

Partnerships

- Growing partnership includes Colorado Workforce. Office of Economic Development, Garfield County, COVENTURE, local businesses

2023
Outreach
Highlights

Almost **30%** of participants are **low-income**
38% participants are **minority (primarily Latino)**
45% participants are **female**
12% dropout prevention at 2 high schools



Testimonials

This has been **one of the most impressive programs** we have seen come through Garfield County in several years.

The impact they have made in a short period of time is impressive.

We look forward to supporting this work in the years ahead.”

-Tom Jankovsy, Garfield County Commissioner

“The recent labor shortage created an important pivot for our work as a business incubator and economic development resource. We have moved workforce development to the front of the line and see this initiative as the most important work in our region. **The BOCES, Workforce Centers and their industry partners have done an excellent job creating real value for local students and businesses.**”

- Mike Lowe, Executive Director of Coventure

“We couldn’t be more pleased to be a part of this community effort to connect local talent with local businesses.

The EPIC program has all the ingredients to be a game-changer for our region”

– Carolyn Tucker, Colorado Workforce

Industry Participation

Bighorn Toyota

Mintz Plumbing

Pacific Sheet Metal

Koru Construction

DONATE

Your gift supports:

career coaching, program development, student participation, industry liason,
marketing and social media support, fundraising, talent retention and more!

What is the Colorado River BOCES?

The Colorado River BOCES (short for "Board of Cooperative Education Services") has been serving school districts in the Roaring Fork Valley to De Beque since 2017 providing special education leadership and services, administer Yampah Mountain High School, provide alternative licensure, regional Career and Technical Education, and administers Colorado's supplemental and blended learning program.

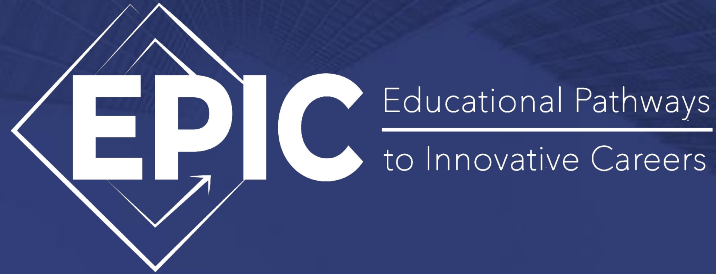
Individual districts may lack the personnel or the fiscal resources required to provide a broad range of administrative and student services. By pooling resources, districts reduce costs, avoid duplication, and provide for a more comprehensive range of services and programs. BOCES have the flexibility to respond quickly to the evolving needs of today's changing student population. Programs can be developed, training provided, or outside expertise engaged as situations arise. The Colorado River BOCES works in partnership with colleges, libraries, health care providers, mental health professionals and others to facilitate services are those needed by children, their families, and school personnel.

WAYS TO SUPPORT

YOUR SUPPORT POWERS OUR MISSION

to empower students to build
sustainable futures through
Career and Technical Education.





CAREER TECHNICAL EDUCATION CENTERS

A COLORADO RIVER BOCES PROJECT

Rethinking vocational education in a post COVID 19 world.
Serving Western Colorado and The Roaring Fork Valley.

The Challenge



College is overpriced

\$120,000 Average Debt

01

Lack of skilled labor

25% Job Vacancies in 2022

02

Workforce aging out

18% Workforce Retiring

03



04

Retaining talent

Substantial Talent Drain from Rural Areas

05

Half of HS graduates don't go to college

50% Drop Out Rates

06

Emerging industry demands.

Unprecedented Number of Job Openings



Ten Career Pathways

The EPIC Model

Building a platform of customized training, internship, and career discovery that provide students with career pathways and companies with a vetted workforce.

A

62 Industry
Partners

B

800+ Online
Classes

C

10 High Schools =
6500+ Students



The Results

54 students from Yampah Mountain High School have entered construction trades like plumbing, electrical, HVAC, and welding over the last five years. **32** of those students are still active in their field.

12 students from Yampah Mountain High School graduated with construction trade certifications in 2021.

Internship **business partners** just reached **62** at the end of 2021.

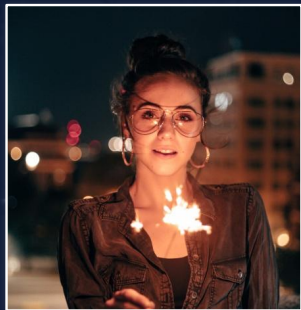
In the 2021 – 2022 school year, **64 students** participated in **five pathways** within **two high schools** including cyber security, construction, digital media, construction trades and pre-engineering.

In the 2022 – 2023 school year, **307 students** participated in **seven pathways** within **five high schools** including cyber security, construction, digital media, construction trades and pre-engineering.

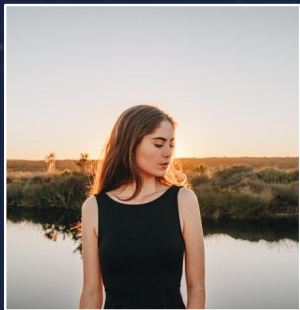
10 teachers are currently being sponsored to finish career technical education certifications.

Over **100 online modules** are available through EPIC's partnership with Colorado Digital Learning Solutions.

EPIC Graduate Success Stories.



Emily is a web developer for Fruition Studios.
Class of 2019



Sara is a programming intern for AppOmni.
Class of 2021



Brock just passed his welding certification.
Class of 2022



James works in construction full time.
Class of 2019



Anita is a certified electrician.
Class of 2020



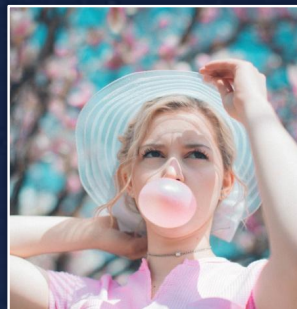
Jorge is a cyber security intern.
Class of 2020



MeKele does social media for ANEW Energy.
Class of 2022



Josh is an Automotive Intern at Subaru.
Class of 2022

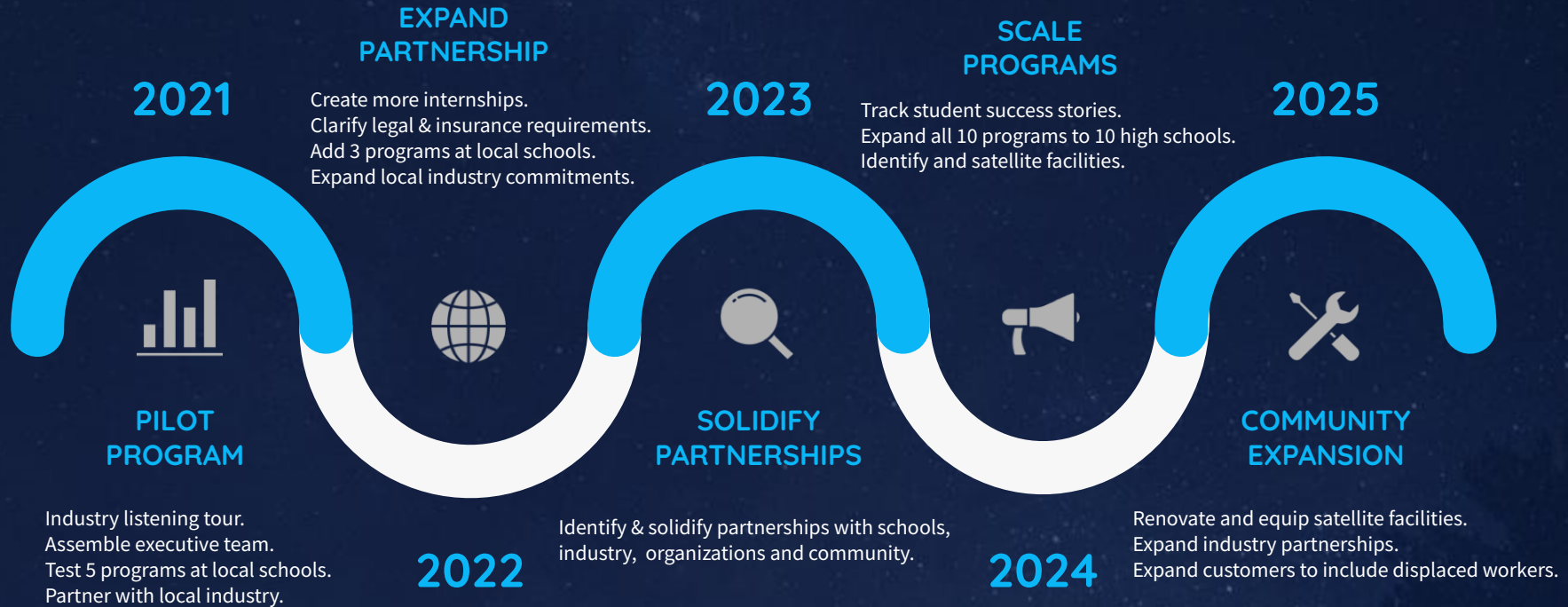


Patricia just completed her basic pilots license.
Class of 2020



Sarah works full time for Springborn Agriculture.
Class of 2021

Where We Are Going?





The BOCES

The Colorado River Board of Cooperative Educational Services provides educational support to three counties, four school districts and over 6,000 high school students.



Colorado Workforce

The Colorado Department of Labor provides a bridge between employees and employers that play a critical role in rural workforce development.

COVENTURE

Entrepreneurs Resources Capital

COVENTURE

COVENTURE is a business incubator serving Western Colorado with programs and resources for entrepreneurs. The COVENTURE network represents over 200 businesses

Fundraising Goals



PHASE I (2021 - 2024) BETA TEST

\$2.4M already raised. Supports scaling 10 career pathways up to 10 high schools in three counties.

(40% grants/40% donations/20% BOCES in-kind contributions)

- 2021 - 2022 Five programs in two high schools.
- 2022 - 2023 Eight programs in five high schools.
- 2023 - 2024 Ten programs in ten high schools.

PHASE II (2024 - 2029) LAUNCH

\$5M helps support career technical education supports for five years in 10 high schools.

6,500+ students across 10 high schools. Statistics show nearly half (3,250) not going to college or dropping out in the first year. Potentially serving 800 graduating seniors per year.

PHASE III (ONGOING) FACILITY

\$20M - \$30M supports development of Career Technical Education Center serving Roaring Fork Valley and I-70 corridor from Glenwood Springs to De Beque.

\$5 Million Supports - Phase II



Operations

Support administration, teachers, counselors for 10 programs across 10 high schools for 5 years.

Student Support

Outreach to 10 high schools throughout the year with internship options along with career discovery programs.

Marketing

Multi-year support for Web, Video, Social Media along with educational campaigns to schools, industry and parents.

Faculty Support

Training for teachers and industry professionals to become CTE certified.

Sponsorship Opportunities



\$10,000

Supports programming for 5 students



\$20,000

Supports CT certification for 10 teachers



\$50,000

Supports a full time career counselor



Every Dollar Counts!



\$100,000

Buys necessary equipment for a maker space



\$250,000

Provides full support for a pathway for 1 year.



\$500,000+

Capital for future facilities.





Our children leave and never come back

We need to find a way to make rural life where our children want to live.



We build skilled labor for the local markets

Industry has spoken, we are listening. Blue collar skills are needed now.



How big is the potential?

Economic diversity in rural areas is critical. COVID pushed more to rural lives.



Expand the partnership

Solving our labor shortage includes schools, businesses and community leaders.



Solving our Workforce Problems



A public/private partnership

Become a Donor

We are actively raising \$5 million to support 5 years of programming. We have received a \$1 million commitment so far which includes an in-kind support from BOCES along with industry support

Become a Partner School

We have successfully provided meaningful internships that have led to over 60 FT jobs over the last 5 years in vocational careers for Yampah Mountain High School. Help us reach the over half of all graduating seniors who are not college bound.

Become an Industry Partner

Looking for employees? Become a part of the solution and help keep local talent local. Join our growing list of industry partners who will take on interns and offer on-site training and job opportunities.

August 28, 2023

Dear Glenwood Springs Trustees,

The last five years have been challenging not just for our nation, but also at home in the Roaring Fork Valley. **Between COVID-19, the labor shortage and political discord, we have had to get creative on how to keep the economy of this Valley healthy.** As the Executive Director of the Valley's only Business Incubator (COVENTURE), we have leaned into these economic challenges and supported over 100 local businesses with capital, resources and business consulting that have helped them survive and even thrive during this uncertain time. Despite our efforts and the collective efforts of the public entities in this Valley, there still remains important work ahead, especially in solving the local workforce deficit.

I strongly believe that the most important work happening right now to support our economy is the current initiative to launch Career Technical Education (CTE) being spearheaded by the Colorado River Board of Cooperative Educational Services (BOCES). This initiative has already garnered tremendous public and private support, including all 5 school districts (the BOCES supports from Aspen to Debeque), Garfield County, City of Glenwood, Colorado Workforce and over 60 industry partners who have stepped up with capital and internship opportunities customized for local schools.

Thanks to the generous contributions from the BOCES and key partners, we have successfully launched a Pilot program that offers 10 programs ranging from Auto to Agriculture to Cybersecurity. These programs are a combination of online learning, work-based experiences and 'soft skill' development that have proven effective and affordable in a short period of time. Most importantly, they are aligned with local industry needs. **During the first 2 years of the program, over 370 students from 5 high schools participated in 7 programs with 48 students obtaining full-time jobs from local employers. Those are remarkable results for a start-up educational initiative.** This year, thanks to an 'Opportunity Now' Grant that provides \$500k a year for the next 3-5 years, the program could scale up to support 500 students annually from all high schools participating in 10 programs.

We need to secure a 1 to 1 match of \$500k to provide the full range of services necessary to support the program and to secure the grant for multiple years. **We have successfully raised \$420k of the \$500k and are trying to close the gap by the mid-November.** Your contribution will help us close the gap.

We have already secured a solid presence at Glenwood Springs and Yampah High Schools with multiple pathways that include Auto, Advanced Manufacturing, Data Science and Digital Media career opportunities. In addition, we placed 12 students from Yampah and GSHS at local jobs last year. **We hope you will consider making an annual \$10k commitment to this important cause.** Anything you make above \$10k, COVENTURE will match up to \$25k. Garfield County has made a \$100k annual commitment. Anything Pitkin County has pledged \$50k and a few of the communities have made \$5k-\$10k commitments.

Thank you for your consideration. Please do not hesitate to contact me directly for additional information about the program or visit our website at www.pathwaycenter.org for more information.

Regards,

Michael Lowe
Executive Director
COVENTURE
970-319-5041
www.coventure.io



City Council
STAFF REPORT
City of Glenwood Springs
December 7, 2023

Agenda Item:	Update on Ordinance 2023-06; Extension of Marijuana Hours from 7:00pm to 10:00pm.
Action Requested:	City Council requested the reevaluation of Ordinance 2023-06; Extension of Marijuana Hours from 7:00pm to 10:00pm, that sought to increase permitted hours of operation for local marijuana stores.
Department:	Attorney
Presented By:	Karl Hanlon
Strategic Goals:	Preserve and Improve Infrastructure Protect and Preserve our Quality of Life Provide Efficient and Responsive City Government Ensure Public Safety
Background Info:	The extension of marijuana hours from 7:00pm to 10:00pm was brought to the City Clerk in a petition and obtained enough valid signatures to warrant a special election. The item was then sent to Council with the option to pass the ordinance or to put the item on a ballot in a special election. Council opted to pass Ordinance 2023-06; Extension of Marijuana Hours from 7:00pm to 10:00pm to avoid the denial of a retail business request and cost of an election. The Ordinance passed 5:1 during a special meeting on April 24th, 2023 with the stipulation that the item be brought back to Council to review data resulting from the change. The second reading was May 4th, 2023.
Issues:	Concerns from Council include public safety considerations. Chief of Police Joseph Deras stated that since Ordinance 2023-06 passed, the department has not experienced additional call volume as a result. The Fire Department has had 1 related call since Ordinance 2023-06 passed, compared to zero in 2022. Finance has not observed any material increase or decrease in tax collection.
Fiscal Impact:	None.
Legal Review:	NA
Staff Recommendation:	Staff defers to Council.

ORDINANCE NO. 06

Series of 2023

AN ORDINANCE OF THE CITY OF GLENWOOD SPRINGS, COLORADO, AMENDING ARTICLES 050.080.080 AND 050.090.090 OF THE CITY OF GLENWOOD SPRINGS MUNICIPAL CODE TO EXTEND THE HOURS OF OPERATION OF MEDICAL AND RETAIL MARIJUANA BUSINESSES LOCATED WITHIN THE CITY.

WHEREAS, the Colorado Constitution, Article XVIII, Subsection 16(5)(f) authorizes localities to enact ordinances or regulations, not in conflict with state regulations or legislation, governing the time, place, and manner for marijuana establishment operations; and

WHEREAS, the Colorado Marijuana Rules authorize the sales of Regulated Marijuana between the hours of 8:00 a.m. and 12:00 a.m.; and

WHEREAS, the city of Glenwood Springs imposes a Retail Marijuana Sales Tax on all Retail Regulated Marijuana; and

WHEREAS, the city of Glenwood Springs could see an increase in the city's marijuana revenue with extended hours of operation; and

WHEREAS, the city of Glenwood Springs is a touristic destination for travelers around the world; and

WHEREAS, expanding the hours of operations will allow marijuana businesses to better cater to tourists and residents at different times of the day; and

WHEREAS, other local jurisdictions in the state of Colorado authorize the sales of Regulated Marijuana between the hours of 8:00 a.m. and 12:00 a.m.; and

WHEREAS, the decision to extend hours of operation has not resulted in unintended negative consequences for local jurisdictions that have opted to authorize the sales of Regulated Marijuana between the hours of 8:00 a.m. and 12:00 a.m.

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

Section 1. The recitals made above are hereby incorporated as the findings of City Council.

Section 2. Articles 050.080.080 and 050.090.090 of the city's Municipal Code are hereby amended, as provided for on Exhibit A attached hereto and incorporated herein.

Section 3. All other ordinances or portions thereof, and all City Code provisions inconsistent or in conflict with this ordinance or any portion hereof, are hereby repealed, only to the extent of the inconsistency or conflict.

INTRODUCED, READ ON FIRST READING, PASSED AND ORDERED
PUBLISHED BY TITLE ONLY THIS 24th DAY OF APRIL 2023.

CITY OF GLENWOOD SPRINGS, COLORADO



Ingrid Wussow, Mayor

ATTEST:



Ryan Muse, City Clerk

INTRODUCED, READ ON SECOND READING, AND ORDERED PUBLISHED BY
TITLE ONLY TO BE EFFECTIVE TEN DAYS FOLLOWING THE DATE OF SECOND
PUBLICATION THIS 4th DAY OF MAY 2023.

CITY OF GLENWOOD SPRINGS, COLORADO



Ingrid Wussow, Mayor

ATTEST:



Ryan Muse, City Clerk

EXHIBIT A

050.080.080 - Requirements related to operation of medical marijuana business.

(b) In addition, all medical marijuana businesses shall comply with the following local restrictions:

(2) Medical marijuana businesses shall limit their hours of operation to between 8:00 a.m. and ~~7:00 p.m.~~ 10:00 p.m. Monday through Sunday or as otherwise limited by state law.

050.090.090 - Requirements related to operation of a retail marijuana business.

(b) In addition, all retail marijuana businesses shall comply with the following local restrictions:

(2) Hours of operation shall be limited to between 8:00 a.m. and ~~7:00 p.m.~~ 10:00 p.m. Monday through Sunday.



City Council
STAFF REPORT
City of Glenwood Springs
December 7, 2023

Agenda Item:	Ordinance 2023-20; An Ordinance of the City Council of the City of Glenwood Springs Appropriating Funds for Fiscal Year 2024 (One Reading)
Action Requested:	Approval of Ordinance 2023-20.
Department:	City Administration
Presented By:	Steve Boyd
Strategic Goals:	Provide Efficient and Responsive City Government
Background Info:	City Charter requires Council to have an annual budget submitted to it in October, a public hearing following that, a vote to approve the budget in the first meeting in November, and a vote to appropriate the funds in that budget in the first meeting in December. This vote does not change the budget in any way, it simply gives City administration the authority to spend the funds that were approved in the adopted budget.
Issues:	None
Fiscal Impact:	NA
Legal Review:	NA
Staff Recommendation:	Staff supports approval.

ORDINANCE NO. 20

Series of 2023

**AN ORDINANCE OF THE CITY OF GLENWOOD SPRINGS,
COLORADO, APPROPRIATING FUNDS FOR FISCAL YEAR 2024.**

INTRODUCED, READ, PASSED, AND ORDERED PUBLISHED BY TITLE ONLY
THIS 7th DAY OF DECEMBER 2023.

CITY OF GLENWOOD SPRINGS, COLORADO

ATTEST:

Ingrid Wussow, Mayor

Ryan Muse, City Clerk

Ordinance 2023-21 Year End Budget Amendment Exhibit A (12-07-2023)

Fund	Org	Object	Increase	Decrease	Decription	Account
<u>General</u>						
	0100060	43810	50,300		Correct Interfund Force Account for Construction Transfer	Interfund Cost of Service
	125030	42110	150,000		Increase in Building Permits	Permits and Licensing
	125050	42412	65,000		Increase in Charges and Fees	Plan check and Record Fees
	135050	42419	100,000		Increase in Park Rentals/Boad Ramp Fee (Includes Rental of Parking Garage)	Park Rentals/Boat Ramp Fees
	135050	43210		225,000	Decreased Recreation Programming	Recreation Fees
	135050	43310		120,000	Reduce Forecast	Community Center Fees
	01122	52860		25,000	Savings on Special Events	Special Events
	01122	51250	25,000		Increased Part Time Employees	FICA
	01122	51120	50,000		Increased Part Time Employees	Part Time Employees
	01999	55960	200,000		Transfer to Fire EMS	Increase Subsidy
	01100	52410		30,000	Consolidating into Non-Departmental from City Council	Dues and Memberships
	01120	52410	30,000		Consolidating into Non-Departmental to Non-Departmental	Dues and Memberships
	01114	51610		47,239	Contract Management ERP Implementation charged to Project String	Supplies
	01117	51710	50,000		Increase Professional Services to Backfill Open Position	Professional Services
	01117	51110		50,000	Salary Savings in IT department from Open Position	Regular Wages
	01117	52610	50,000		Additional Software Licensing Fees and Cost Increases	Technology
	01118	52840	15,000		Increase in Referrals to YouthZone	Court Services (Youth)
	01141	51710	30,740		RFP Award of Environment and Climate Action Plan Split with Electric	Professional Services
<u>Fire EMS</u>						
	43133	51110	225,000		Regular Employees	Increase Original Forecast
	43133	51140	25,000		Overtime	Increase Original Forecast
	4300070	44370	200,000		Transfer from General Fund	Increase Subsidy
<u>City Council</u>						
	0600020	41410	1,689,851		Revised Revenue Forecast	Accommodations Tax
<u>Workforce Housing</u>						
	0600020	41410	1,689,851		Revised Revenue Forecast	Accommodations Tax
<u>Street Tax</u>						
	13253	51610	75,000		Increase in supply costs	Supplies
	13253	51810	175,000		Increase in maintenance	Maintenance & Repair
	1330	60000	200,000		Oriole and Meadowlark road replacement	Projects
<u>Marijuana</u>						
	1500020	41520		(48,364)	Revised revenue forecast	Marijuana Excise Tax

Ordinance 2023-21 Year End Budget Amendment Exhibit A (12-07-2023)

Fund	Org	Object	Increase	Decrease	Decription	Account
<u>Tobacco</u>						
	1600030	41530	100,000		Revised revenue forecast	Tobacco Tax
	16520	53710	160,000		Contribution to School District	Contributions/Donations
<u>Water</u>						
	21275	55610	254,351		Revised depreciation	Depreciation
	21276	55610		(41,828)	Revised depreciation	Depreciation
	21420	51410	20,000		Increased utility cost	Utilities
	21420	55210	25,000		Fire hydrant	Fire Hydrant Replacement
	21420	55220	25,000		Meters	Meters
	21420	59520	82,700		Modular Office	Capital Outlay
	21430	51410	75,000		Increased utility cost	Utilities
	21440	59520	97,600		Modular Office	Capital Outlay
	2145	60000	500,000		Oriole line replacement/RF pump station/WTP improvements	Water Projects
	2146	60000	700,000		Lift station 11,0000/Red Mountain north	Sewer Projects
<u>Broadband</u>						
	22227	51410	50,000		Increased utility cost	Utilities
	22227	51710	50,000		Increased consulting cost	Professional Services
	22227	60000	275,000		Broadband buildout	Broadband Projects
	2251050	43410		(1,863,682)	Revised revenue forecast	Bandwidth-Enterprise
	2251050	43430	1,414,086		Revised revenue forecast	Internet - Business CBN
	2251050	43440	389,596		Revised revenue forecast	Internet - Residential CBN
<u>Electric</u>						
	24270	53930	187,600		Broadband loan interest	Interest - Bonds
	24270	53940	154,182		Electric building interest	Interest - Other Debt
	24380	59520	580,000		Capital outlay - transformers	Capital Outlay
	2450	60000		(580,000)	Transfer to capital outlay	Electric Projects
	2450050	42620	1,000,000		Revised residential revenue forecast	Residential
	24220	51710	30,740		RFP Award of Environment and Climate Action Plan Split with Comm Dev	Professional Services
<u>Airport</u>						
	29450	55610	35,000		Revised depreciation	Depreciation
<u>Trash</u>						
	2830050	42850	110,000		Revenue forecast	Trash Service Fee
	28620	51710	85,000		Hauler expense	Professional Service
<u>Landfill</u>						

Ordinance 2023-21 Year End Budget Amendment Exhibit A (12-07-2023)

Fund	Org	Object	Increase	Decrease	Decription	Account
	29610	55610	65,000		Revised depreciation	Depreciation
	29610	59520	385,000		Wood shredder (Grant Funded)	Capital Outlay
 <u>Capital Projects</u>						
	3100060	43920	121,404		Debris flow CIRSA reimbursement	Insurance Reimbursement
	3130030	42425		(450,000)	Revised parkland fee forecast	Parkland Fees
	3135	60000		(870,000)	Rollover to 2024	Projects
	3135	60000	47,239		Contract Management ERP Implementation charged to Project String	Projects
 <u>A&I</u>						
	3300060	42310		(4,928,534)	Revised grant forecast; RFTA Funds and 6th St Bike Path MMOF not Received	Grants
	33300	52510	200,000		Discretionary grant increase from Additional Sales Tax Revenue	Grants
	3330	60000		(7,075,000)	Multimodal/RFTA southbridge contribution/6th Street	Public Works Projects
	3335	60000	175,000		Right of way trees	Culture and Recreation Projects
	3130	60000	53,000		Change Order to 6th St/North Landing Split with DDA	Projects
	3110	60000	47,239		Contract Management ERP Implementation charged to wrong account	Projects
 <u>VALE</u>						
	4510050	42426	15,000		Increased revenue forecast	V.A.L.E. Assessment
 <u>Conservation Trust</u>						
	4835	60000	40,000		Tennis courts	Conservation Trust Projects
 <u>Fire Equipment Replacement Fund</u>						
	70134	59520		(900,000)	Fire engine to 2024	Capitaly Outlay
	70134	59525		(1,300,000)	Property purchase	Land Acquisition
 <u>DDA</u>						
	8600020	41610	280,880		Revised property tax revenue	TIF Property Tax
	8600060	43510	80,000		Interest	Interest
	8600060	44110	421,791		Bethel lot sale	Sale of Assets
	86180	51710	230,000		North landing and 6th Street design	Professional Services
	8630	60000		(821,753)	Cooper streetscape/6th St construction/Block 37 trash collection	DDA Projects
	8630	60000		(53,000)	Change Order to 6th St/North Landing Split with A&I	Projects



City Council
STAFF REPORT
City of Glenwood Springs
December 7, 2023

Agenda Item:	Ordinance 2023-21; Amend the 2023 Budget Appropriation (One Reading)
Action Requested:	Approval of budget amendment
Department:	City Administration
Presented By:	Steve Boyd
Strategic Goals:	Provide Efficient and Responsive City Government
Background Info:	At the end of each year we present a budget amendment that revises the budget to accurately reflect initiatives Council has asked staff to undertake and ensure our appropriations are sufficient in each fund and department of the general fund.
Issues:	None
Fiscal Impact:	Please see Exhibit 1
Legal Review:	NA
Staff Recommendation:	Staff is recommending approval of this budget amendment.

ORDINANCE NO. 21

Series of 2023

**AN ORDINANCE OF THE CITY OF GLENWOOD SPRINGS,
COLORADO, AMENDING THE 2023 APPROPRIATION ORDINANCE
TO REFLECT CARRYOVERS FROM THE 2022 BUDGET,
REALLOCATION OF FUNDS, AND EXPENDITURES APPROVED
AFTER SUBMISSION OF THE 2023 BUDGET.**

INTRODUCED, READ, PASSED, AND ORDERED PUBLISHED BY TITLE ONLY
THIS 7TH DAY OF DECEMBER, 2023.

CITY OF GLENWOOD SPRINGS, COLORADO

ATTEST:

Ingrid Wussow, Mayor

Ryan Muse, City Clerk



2024 BUDGET

**Approved
November 2, 2023**

Final Submitted 11-02-2023

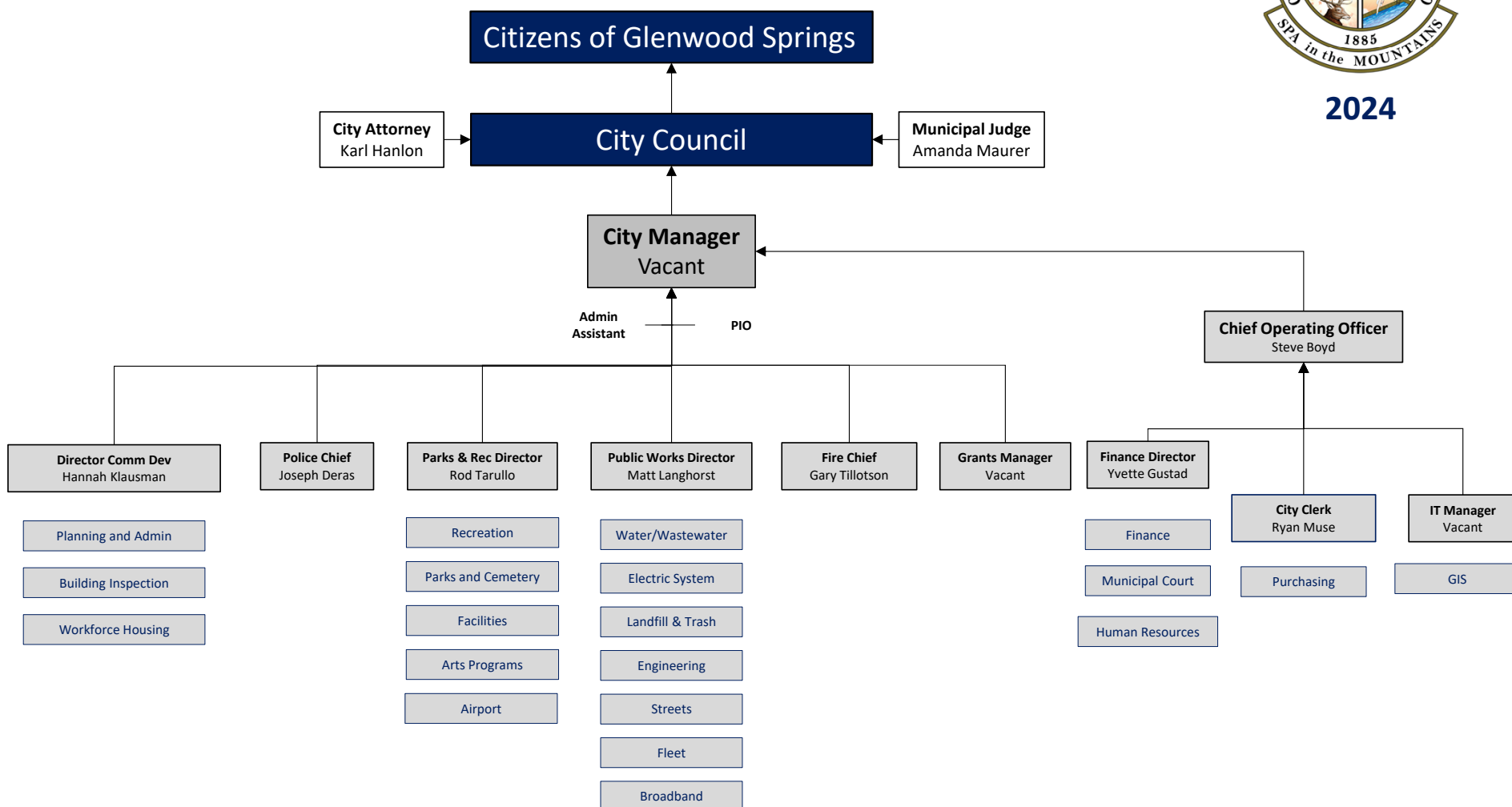
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City of Glenwood Springs Organizational Chart



2024



Introduction and Overview



We are pleased to submit our draft 2023 City budget that includes the following important features:

- 17 Governmental Funds (including 3 capital funds)
- 6 Enterprise Funds
- 1 Internal Service Fund (Fleet)
- 2 Funds added in 2023 (Trash and Workforce Housing)
- Total appropriation of \$104,327,634; 2.6% lower than 2023 Budget
- 18 General Fund Departments
- General Fund appropriation of \$27,613,103; 11.7% over 2023 Budget
- Sales and use tax forecast of \$29,535,874; 5% over 2023 Forecast
- Staff cost-of-living increase of 5%
- Street maintenance and improvements of \$9.4 million

Glenwood Springs is a city of 10,000 residents located in the mountains of the western slope of Colorado. A primary tourist destination, popular attractions include Hanging Lake, the Roaring Fork and Colorado Rivers, Hot Springs Pool and Lodge, Glenwood Caverns and Adventure Park, Iron Mountain Hot Springs, Doc Holiday's grave and Sunlight Mountain Ski Resort. The area is known for its mountain and road biking trails, fly fishing, hiking, rafting and four-wheeling opportunities.

2023 in Review

The City continued to recover from three related events that together have caused major interruptions in regular life:

1. On August 10, 2020 a spark from dragging truck chains ignited a forest fire in Glenwood Canyon near Grizzly Creek. Substantial travel and supply chain disruptions occurred as a result of the canyon being closed for an extended period of time. The fire was declared 100% contained more than four months later on December.
2. The resulting burn scar stripped the surrounding mountains of trees and vegetation that prevented dirt and rock from sliding downhill during times of snowmelt and rain. For the past three years the canyon has incurred several closures as a result of frequent mudslides which had a major impact on the tourism industry.



3. This debris flow also overwhelmed water intakes and the dramatically increased water turbidity causing damage to the City's water system that needed immediate attention.

In 2023 we completed several street improvement projects including the Meadows, South Blake Avenue, Red Mountain North, Oriole Street, Cisar Court, Meadowlark Lane and Sopris Drive. In the past five years we have resurfaced about 25% of our city streets, and crack- sealed another 25%.

We also finished the Electric Operations Center on Devereux, upgrades to our Fleet and Parks buildings, water plant, activated 100 low-lead and Jet-A fuel farms and resurfaced tennis courts at the Recreation Center. Our fire department eliminated active fires in homes, vehicles, a recreation vehicle, Canyon Creek, No Name, Midland Circle and Mountain Shadows.



It also responded to numerous closures of I-70 throughout the year. We implemented consolidated trash service called Pay-as-you-Throw, went live on the third module of our Enterprise Resource Program (ERP) which includes cash receipting and utility billing. Substantial resources were demanded to deal with mitigation of a major mudslide event near our Wastewater Plant. We hired directors for our Parks and Recreation, and Economic and Community Development departments.

Major Capital Expenditures in 2024 budget (More than \$250,000)

- Street Tax Fund
 - Blake Avenue from 24th to 27th (\$2.5 million)
 - Devereux Bridge (\$750,000)
- Bus Tax Fund
 - Shelter Replacements (\$1.3 million)
- Water and Wastewater Fund
 - Pump Station #2 Replacement (\$1.75 million)
- Broadband Fund
 - Complete Infrastructure Build-out (\$300,000)
- Capital Projects Fund
 - 9th and Cooper Parking Garage Repairs (\$300,000)
 - Parks Building Improvements (\$450,000)
 - Streets Shop Building (\$700,000)
- A&I Fund
 - 6th Street Path Donegan to Linden (\$975,000)
 - 6th Street Construction (\$2,100,000)
- Fire Equipment Replacement Fund
 - Type 1 Structure Fire Engine (\$875,000)
 - Small Aerial Fire Engine (\$1.3 million)
- DDA Fund
 - East West Alley Improvements (\$600,000)
 - 6th Street Construction (\$1.3 million)

Fund balances are reported in three different categories:

The financial health of an organization is defined at least in part by the size of its savings account (capital reserves). For the consumer of this information to understand the City's financial position he or she needs to know what fund balances exist and which are available for certain purposes including emergencies. The City reports the following categories of reserves available to Council in staff direction:

1. Restricted – these are reserves that Council cannot re-appropriate, such as a bond reserve.

2. Committed – these fund balances are informally set aside for a particular project or purpose, but Council could choose to allocate the funds in another way so long as the expenditure is allowed within that particular fund.
3. Available – these are reserves that are not earmarked for any purpose and can be appropriated by Council at any time.

The City is obligated to spend appropriated funds in this priority order where it is legal and ethical. Cash balances are reported as of 6/30/2022, the most recent fully audited results available at the time this budget was submitted to Council.

With the exception of the Fire EMS fund which has no fund balance at the end of each fiscal year all funds have an available fund balance that is reported on the fund balance summary. The funds with specific minimum reserve targets are the General Fund (35% to 45% of next year's forecasted expenditures), the A&I Fund (\$3 million) and the Capital Projects Fund (\$2.5 million). Each of these funds has these minimums forecasted both for the beginning of 2024 and the end.

Accounting and Financial Reporting

Overview

Generally Accepted Accounting Principles (GAAP) is a standardized reporting method that organizations are required to comply with so that the reader of their financial statements has the ability to compare the performance and financial condition of organizations on an “apples to apples” basis. The City's annual audit complies with all GAAP requirements.

The method of accounting used by an institution can have a meaningful impact on someone's understanding both of the performance and condition of an organization. Cash accounting is often referred to as the “cigar box method”, meaning money that comes in gets put into a box and money that goes out comes from that box. The problem with that method is that often an organization purchases equipment that has a useful life extending over a long period of time, and simply reducing a fund balance by that amount results in financial statements that a user cannot understand. As a result, most organizations use accrual accounting which endeavors to assign a cost to the reporting period in which it was actually produced. A simple example is a building purchased by an organization for \$10 million that it expects to use for the next 30 years. The cost of that building should be recognized 1/30th of the total each year for 30 years, not entirely in one annual reporting period. The City uses that method in our business-type activity funds, specifically enterprise funds and the Fleet Fund. We use an accounting method known as “modified accrual” accounting that recognizes expenditures when they are incurred, and revenues in enterprise funds when they are earned, but in governmental funds when they are spent as required by the Governmental Accounting Standards Board (GASB). In short, there are rules for reporting financial results to make it easier for a consumer to understand and compare, and the City of Glenwood Springs' financial statements are in compliance with all of those.

Full Audits are Different than Reviewed Financial Statements

Like most entities, a local government can produce financial statements that are “reviewed” by a Certified Public Accountant (CPA), audited by a CPA, or audited by a CPA firm that produces a report designed to put the results in some context to make it easier to compare the financial results and conditions of the entity against others that are similar.

- (1) Reviewed financial statements provide assurance that an organization's financial reporting practices are consistent with accounting principles. A CPA firm generally tries to confirm the information provided is complete and accurate.
- (2) Audited financial statements demonstrate that a CPA has not only reviewed submitted financial statements, but has taken steps to confirm that the information provides a whole and fair view of the organization's financial position, its reporting conforms both with GAAP and GASB rules, and tests account balances to ensure reported funds are indeed held by the fiduciary being attributed to by the target organization. For example, an audit will not only demonstrate that claimed account balances are compliant with rules, it will directly contact financial institutions to confirm such assets do actually exist.
- (3) An Annual Comprehensive Financial Report (ACFR) complies with all requirements of an official audit, and also includes statistical information related to the organization's relative size and performance so that a reader can compare organizations against each other.

The City of Glenwood Springs has produced audited financial statements (2 above) for the past 20+ years, and has delivered a full ACFR (3 above) each of the past 5 years. The cost of this third party ACFR is substantial at \$50,000 to \$70,000 per year. However, Council believes and staff agrees that residents and stakeholders in Glenwood Springs should be able to have confidence that our financial position is accurately reported by an informed, competent third party.

Government-wide Financial Analysis

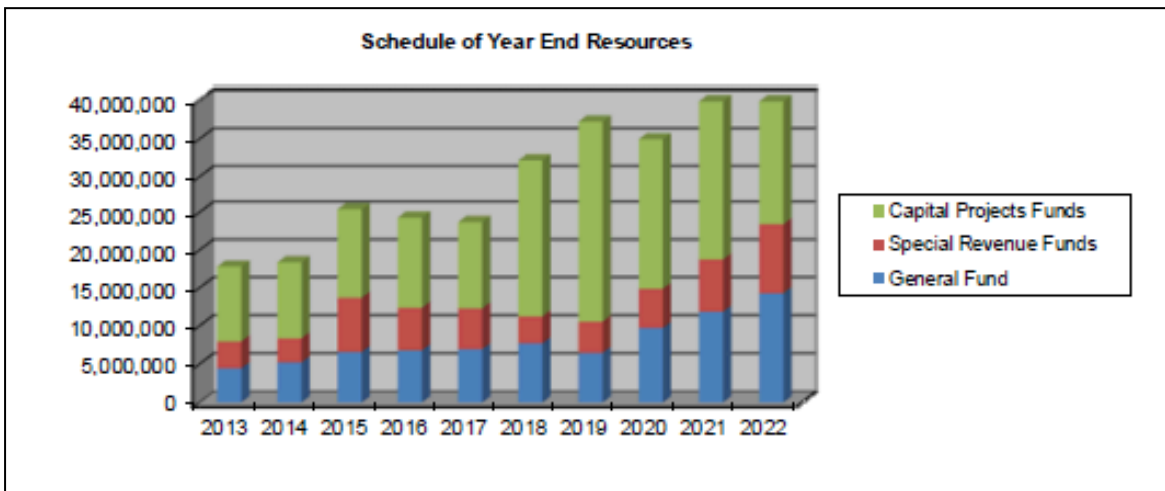
Fund Balances

The largest portion of a municipality's investments is in its capital assets. Land, buildings, equipment, machinery, and specialized tools are necessary in order to deliver and/or provide services to residents and visitors. Glenwood's net investment in assets account for 78% of our net position. These assets are

City of Glenwood Spring's Net Position						
	Governmental Activities		Business-type Activities		Total	
	2022	2021 (restated)	2022	2021 (restated)	2022	2021 (restated)
Assets:						
Current and other assets	53,159,357	47,951,213	22,609,956	24,366,370	75,769,313	72,317,583
Capital assets, net	109,431,275	106,719,379	89,514,297	81,446,230	198,945,572	188,165,609
Total Assets	162,590,632	154,670,592	112,124,253	105,812,600	274,714,885	260,483,192
Deferred Outflows of Resources:	33,961	34,643	-	-	33,961	34,643
Liabilities:						
Other liabilities	3,379,657	5,855,248	3,348,434	4,613,538	6,728,091	10,468,786
Long-term liabilities	21,081,110	20,766,800	44,094,245	37,229,494	65,175,355	57,996,294
Total Liabilities	24,460,767	26,622,048	47,442,679	41,843,032	71,903,446	68,465,080
Deferred Inflows of Resources:	3,754,620	3,664,879	-	-	3,754,620	3,664,879
Net Position:						
Net investment in capital assets	91,352,875	85,718,279	62,970,642	64,660,494	154,323,517	150,378,773
Restricted	6,214,682	4,958,576	-	-	6,214,682	4,958,576
Unrestricted	36,841,649	33,741,453	1,710,932	(690,926)	38,552,581	33,050,527
Total Net Position	134,409,206	124,418,308	64,681,574	63,969,568	199,090,780	188,387,876

not an available source for payment of future spending. We are able to report positive balances in all three categories of net position and have \$38,552,581 in unrestricted reserves as of 12/31/2022, the most recent fully audited period.

The City uses fund accounting to ensure compliance with finance-related legal requirements. Glenwood's governmental funds provide information on near-term inflows, outflows and balances of spendable resources. In particular, available (unreserved) fund balances are a good measure of net resources that are available for spending. The following is from our most recent audited financial statements.



Fund Balance Summary

- Total forecasted fund balances of \$102,488,445 at the end of 2024
- General Fund available fund balance of \$10,888,171; 37.6% of 2025 budgeted expenditures (5% more than the 2024 budget)
- Capital Projects Fund available fund balance of \$1,674,652 (including Park Land Fees; not including \$2.5 million FAB reserve)
- A&I Fund Balance of \$4.5 million (not including \$3.0 million FAB reserve)

Revenue Summary

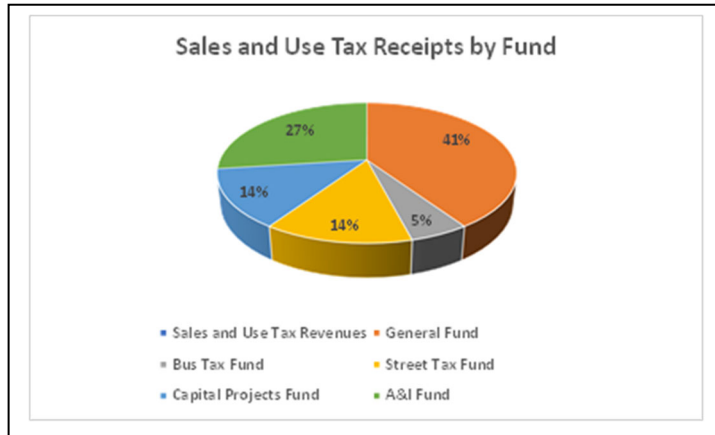
The City earns income from three major sources and an "other" category;

1. Taxes
2. Service fees and permits
3. Other; including grants, contributions, donations, police fines, and leases.

Sales and Use Tax Receipts

The major source of funding of governmental funds is sales and use taxes. In 2022 the city received \$26.3 million in sales and use taxes, an increase of 11.0% over 2021 which was negatively impacted by the COVID pandemic and I-70 closures. The 2023 forecast is \$27.6 million, and our 2024 budget is \$29.5 million. We have experienced relatively strong and consistent growth in our tax receipts over the past 10 years other than a blip from COVID in 2020 and 2021. Some of this increase is due to remote online

retailers being required to register either directly with the City or the State's Department of Revenue and remit sales and use taxes even if they do not have a physical presence in Glenwood Springs.



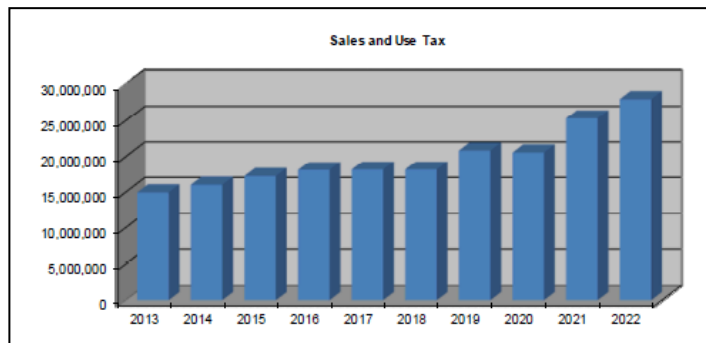
The City's sales tax of 3.7% is allocated across five funds including the General Fund, Capital Projects, A&I, Bus Tax and Street Tax. In addition to Glenwood's sales tax shoppers pay 1.0% to RFTA, 2.9% to the state and 1.0% to the County for a total local sales tax rate of 8.6%.

Total revenues from all sources in 2024 are forecasted to be \$86,982,037 not including transfers from one fund to another so the revenue is not counted

twice. For example, when we transfer money from the General Fund to the Fire and EMS fund we count it as revenue to the City in the General Fund, and then do not count it as revenue in the Fire EMS fund when we consider total City revenue.

In the Introduction section we reported budgeted expenditures of \$104,327,634 which is nearly \$20 million more than our revenue. There are two reasons for that:

1. The revenue number does not include transfers, but the appropriation (expenditures) number does. For example we have to appropriate both the transfer from the Tobacco Tax fund to the General Fund, and the ultimate expenditure in the General Fund, but we only count the revenue once.
2. Some of our spending is from money that was recognized as revenue in a previous year, but the project expenditure that was correlated to it did not get capitalized that year, so the expenditure carries forward to the following year which makes it look like we received \$1 in revenue but spent \$2. We will take the expense out of that year's budget if we know early enough that we won't complete the project or receive the asset, but in governmental accounting the budget process starts in August and we try not to make material changes after we've presented a budget to Council.



Appropriation Summary

The 2024 budget has 18 separate general fund departments and 24 different funds. The total appropriation is \$104,240,757, down from \$109,207,880 in the 2023 budget mostly due to several large projects being completed in 2023 and an effort to restore reserves in 2024 - particularly in our enterprise funds.

Business-Type Activity Funds include:

1. Water/Wastewater Fund
2. Community Broadband
3. Electric Fund
4. Airport Fund
5. Landfill fund
6. Trash Fund (new in 2023)
7. Fleet Fund (internal service fund)

Governmental activities are things that a governmental entity traditionally provides to all residents. We break those into five broad categories:

- General Government (city council, administration, IT, HR, legal, court, clerk, finance, etc.)
- Public Safety (police and fire)
- Public Works (streets, water, wastewater, broadband, landfill, fleet, electric, landfill, trash)
- Community Development (planning, zoning, economic development, building, housing)
- Parks and Recreation (community center, recreation programs, facilities, parks and public spaces)

Each of our funds is classified into one of the categories above. Some of our funds have a source of dedicated revenue that is not considered a business type activity and are instead categorized as government services, referred to as “Special Revenue Funds”. These include:

1. Tourism Promotion Fund
2. Workforce Housing Fund (new in 2023)
3. Fire EMS Fund
4. Conversation Trust
5. Victims Advocate Law Enforcement (VALE)
6. General Improvement District (GID)
7. Bus Tax Fund
8. Marijuana Tax Fund
9. Tobacco Tax Fund
10. Downtown District Authority (DDA)
11. Street Tax Fund

“Capital Projects Funds” purchase capital goods and contain projects that the City capitalizes on its financial statements. These include:

1. Capital Projects Fund
2. Acquisition and Improvement Fund (A&I)
3. Fire Equipment Replacement Fund

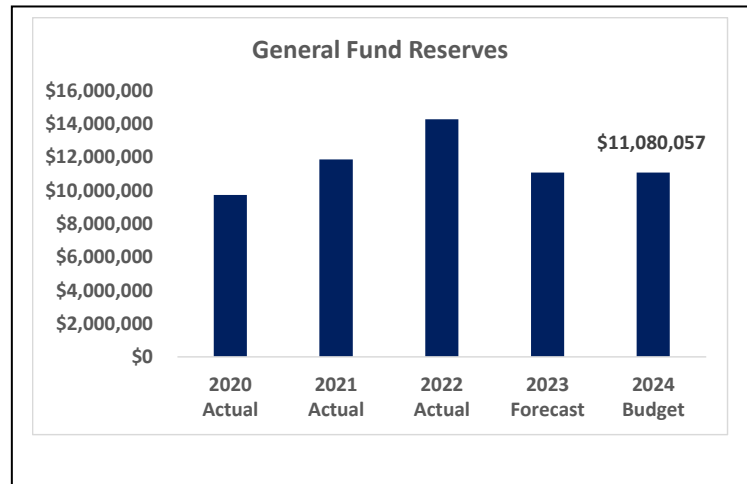
Some special revenue funds will engage in the purchase of capital assets such as the Street Tax Fund, DDA and Bus Tax Fund.

Fund Accounting

General Fund

Reserves

Our General Fund is important because it is both our largest fund, and the fund that Council has the fewest spending restrictions. Available reserves are those that Council can appropriate or transfer to another fund for any reason with a simple majority vote. The 2024 budget has restrictions on only \$185,000 of its \$11.1 million reserve. The remaining amount is a backstop for any serious and unexpected events that may occur that would jeopardize the required reserve in any of our funds.



We think of the appropriate reserve range as a percentage of next year's forecasted expenditures. In theory we should be able to run the City on a mostly normal basis if we have a crisis through the end of that year, enabling Council and staff to have time to get a thoughtful budget together for the following year. Our charter has a minimum of 10%, best practice by industry standard is a minimum of 25%, we target 35% to 45% and are wary of dropping below 30%. At the end of 2022 that ratio was an unusually high 50%, at the end of 2023 our forecast has it at 39%, and 38% at the end of 2024. That is a sufficient reserve as defined either by percentage or dollar amount.

The drop between 2022 and 2023 is a result of a rare occurrence that restated our 2021 fund balance and reduced our 2022 reserves from what we had forecasted. The Government Accounting Standards Board (GASB) sometimes changes rules or adds compliance requirements that can be open to interpretation. In 2020 we were awarded a grant from the US Treasury Department as a result of the COVID pandemic that was to be paid to the City over two years; \$1.25 million in 2021 and \$1.25 million in 2022. Staff believed, as did most recipients, that those funds would be recognized as revenue when the cash was received. Therefore, we put it in the 2021 and 2022 budgets as revenue, even though we didn't expect to spend it until 2023. The subsequent interpretation reverse that and required us to recognize the revenue when the funds were actually appropriated. In our case we expected that to be somewhere between 2023 and 2025 so we put neither the revenue nor the expenditure in the 2021 or 2022 budget. During the 2022 audit (which was finalized in September of 2023) it was determined that we should reverse it which resulted in restating our 2021 and 2022 upward, showing an artificially high fund balance because we were obligated to spend that \$2.5 million within a predetermined timeframe with restrictions on its uses. Though the actual impact on City finances is unchanged, it appears in our financial statements that we were under budget by \$1.25 million in 2021 and 2022 and over budget by \$2.5 million in 2023. We chose to spend this money to rebuild some of the streets in the meadows

which lost substantial revenue from the pandemic, and the second budget amendment appropriated the funds. The submitted budget has both the revenues and expenditures from the grant included.

Our General Fund is both our biggest asset and our greatest liability. While we have an adequate available reserve, we are faced with a challenging forward plan because non-discretionary expenses are likely to grow at a higher rate than revenue. Consider the following inclusions in the 2024 proposed budget:

- A 5% increase in full-time staff salaries. This is made up half as cost-of-living (COLA) and half as a “merit” bonus. We do that because it increases our salary grades by the amount of merit, allowing employees to reach a greater “percentile” within their ranges. Several entities report budgeted salary adjustments for peers. The 2024 average increase is 5.4% and the median is 5.0%. Glenwood Springs is part of the median, and slightly short of the average because a few municipalities did not increase salaries in 2022 and/or 2023 enough and their efforts to catch up in 2024 pull the average increase up for everyone.
- A 7% increase in health insurance premiums. Each year we pay about 85% of our employees’ health insurance premiums. The goal is to be an employer of choice but not so generous that all employed spouses choose to have family coverage funded by the City, or to pay fees for coverage that our employee base does not use.
- Non-discretionary expenses including part-time and seasonal employees, overtime, property and liability insurance, workers' compensation, professional services, recurring and fixed costs like the municipal judge and prosecutor, financial auditors, compliance engineering, translation, elections, information technology, arbitrage compliance, technology, leases for office equipment and utilities consume another 20%.

Where the Money Comes From:

General Fund revenues are grouped into five categories:

1. Taxes
2. Permits and Licenses
3. Intergovernmental
4. Charges and Fees
5. Other Revenues

Where the Money Goes:

Our General Fund has 18 separate departments plus a transfer to the Fire EMS fund. Two of those (police and fire) account for 40% of the spend. The top four account for 60%.

1. Police - \$5.6 million
2. Fire - \$4.4 million
3. Parks and Recreation - \$3.4 million
4. Streets and Alleys - \$1.4 million

City Council, administration, municipal court, city clerk, human resources (HR), information technology (IT), Finance, legal, recreation, facilities, comm dev, engineering and parks make up the remaining amount.

GENERAL FUND

	2020 Actual	2021 Actual	2022 Actual	2023 Forecast	2024 Budget
Revenue	\$21,394,867	\$23,293,258	\$25,487,609	\$24,779,269	\$27,614,348
Expenditures	<u>(\$18,132,356)</u>	<u>(\$21,165,255)</u>	<u>(\$23,058,238)</u>	<u>(\$27,995,758)</u>	<u>(\$27,613,103)</u>
Change in Fund Balance	\$3,262,511	\$2,128,003	\$2,429,371	(\$3,216,489)	\$1,245
Beginning Fund Balance	\$6,475,416	\$9,737,927	\$11,865,930	\$14,295,301	\$11,078,812
Ending Fund Balance	\$9,737,927	\$11,865,930	\$14,295,301	\$11,078,812	\$11,080,057

Fund Balance Reserves:

*Airport Road (Restricted)	(\$86,000)	(\$86,000)	(\$86,000)	(\$86,000)	(\$86,000)
*Affordable Housing (Restricted)	(\$26,984)	(\$26,984)	(\$26,984)	(\$26,984)	(\$26,984)
*In Lieu Housing Fee (Restricted)	(\$71,382)	(\$71,382)	(\$71,382)	(\$71,382)	(\$71,382)
*In Lieu Sidewalk Fee (Restricted)	(\$3,520)	(\$3,520)	(\$7,520)	(\$7,520)	(\$7,520)
Tourism Impact Costs (7.5% of Tourism Revenue)		(\$109,851)	(\$233,605)	(\$360,306)	(\$491,556)
Mine Expansion Opposition	(\$1,000,000)	(\$1,000,000)	(\$1,000,000)	(\$1,000,000)	(\$1,000,000)
Employee Retention Reserve	\$0	(\$1,000,000)	(\$1,000,000)	(\$1,000,000)	(\$1,000,000)
*Available Fund Balance after restricted reserves	\$9,550,041	\$11,678,044	\$14,103,415	\$10,886,926	\$10,888,171
Following year's total expenditures divided by fund balance after restricted reserves	45.1%	50.6%	50.4%	39.4%	37.6%

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
01 GENERAL FUND - 00						
0100020-41110	PROPERTY TAXES	\$2,167,010	\$2,263,317	\$2,256,613	\$3,011,284	
0100020-41120	DELINQUENT PROPERTY TAXES	\$21	\$2,220	\$2,000	\$2,000	
0100020-41150	SPECIFIC OWNERSHIP	\$161,366	\$170,170	\$150,000	\$175,000	
0100020-41160	SPECIAL ASSESSMENTS	\$37,799	\$39,073	\$30,000	\$40,000	
0100020-41210	GENERAL SALES TAX	\$9,138,009	\$10,068,657	\$10,063,290	\$11,312,136	2022 Actual with 7% increase in 2023 and 5% in 2024
0100020-41310	USE TAX	\$342,805	\$542,344	\$527,027	\$542,345	Set at 2022 Actual
0100020-41710	FRANCHISE FEES				\$230,000	Increase from 3% to 4% and add broadband
		\$179,441	\$229,413	\$210,000	\$42,368	Add Broadband at 3%
	TOTAL FRANCHISE FEES	\$179,441	\$229,413	\$210,000	\$272,368	
		\$12,026,451	\$13,315,195	\$13,238,930	\$15,355,133	
01 GENERAL FUND - 00						
0100060-41220	AUDIT REVENUE	\$115,161	\$40,834	\$121,622	\$120,000	
0100060-43510	INTEREST	(\$16,159)	(\$62,555)	\$125,000	\$350,000	Increased interest rates
0100060-43520	POLICE CONFISCATED ASSETS	\$268	\$319	(\$0)	\$250	
0100060-43630	MINERAL LEASE	\$266,693	\$441,849	\$300,000	\$450,000	
0100060-43650	MISCELLANEOUS LEASE	\$53,399	\$101,209	\$50,000	\$75,000	
0100060-43710	CONTRIBUTIONS/DONATIONS	\$11,646	\$3,925	(\$0)	\$5,000	
0100060-43810	INTERFUND COST SERVICE	\$2,601,786	\$2,704,023	\$2,706,972	\$2,788,171	3% over 2023 budget
0100060-43910	OTHER ENTITIES	\$40,100	\$50,045	\$40,000	\$50,000	
0100060-43920	INSURANCE REIMBURSEMENT	\$145,990	\$53,742	\$50,000	\$50,000	
0100060-44110	SALE OF ASSETS	\$10,399	\$56,248	\$10,000	\$10,000	
0100060-44120	CASH OVER/SHORT	(\$14)	\$1,274	(\$0)	(\$0)	
0100060-44130	MISCELLANEOUS	\$33,440	\$56,220	\$30,000	\$30,000	
		\$3,262,708	\$3,447,133	\$3,433,594	\$3,928,421	
01 GENERAL FUND - 00						
0100040-42210	STATE & COUNTY SALES TAX	\$449,217	\$450,710	\$485,000	\$450,000	
0100040-42220	CIGARETTE TAXES	\$64,694	\$43,579	(\$0)	(\$0)	
0100040-42230	HIGHWAY USE TAX	\$322,383	\$307,939	\$300,000	\$325,000	
0100040-42240	SEVERENCE TAX	\$3,936	\$197,967	\$150,000	\$150,000	
0100040-42270	COUNTY ROAD & BRIDGE	\$10,727	\$12,410	(\$0)	(\$0)	
0100040-42310	GRANTS	\$349,826	\$1,882,913	\$2,845,903	\$350,000	
		\$1,200,783	\$2,895,519	\$3,780,903	\$1,275,000	

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
01 GENERAL FUND - 00						
0100070-43840	ALLOCATED ORGANIZATIONAL COST	\$503,071	\$513,132	\$473,850	\$514,500	3% of Electric fees for service
0100070-43850	ALLOCATED ORGANIZATIONAL WA/W	\$190,000	\$240,528	\$265,800	\$285,000	3% of Water and Wastewater Fees
0100070-43860	INTERFUND FRANCHISE - ELECTRIC	\$503,071	\$513,132	\$473,850	\$514,500	3% of Electric Fees for Service
0100070-43870	INTERFUND FRANCHISE - WA/WW	\$190,000	\$240,528	\$265,800	\$285,000	3% of Water and Wastewater Fees
0100070-44315	TRANSFER FROM A & I	\$1,420,000	\$1,420,000	\$1,807,535	\$1,400,000	Community Center subsidy.
					\$120,000	Employee Housing
					\$100,000	Community Events
					\$200,000	Parks Maintenance
	TOTAL TRANSFER FROM A & I	\$1,420,000	\$1,420,000	\$1,807,535	\$1,820,000	
0100070-44320	TRANSFER FROM DDA	(\$0)	\$100,000	(\$0)	(\$0)	
0100070-44350	TRANSFER FROM TOURISM FUND	(\$0)	\$50,000	\$169,201	\$128,256	7.5% in reserve to offset the cost of tourism
					\$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.
	TOTAL TRANSFER FROM TOURISM FUND	(\$0)	\$50,000	\$169,201	\$178,256	
0100070-44355	TRANSFER FROM MARIJUANA TAX FU	\$185,000	\$200,000	\$260,000	\$110,000	Down from \$360,000 in 2023
0100070-44365	TRANSFER FROM TRASH	(\$0)	(\$0)	(\$0)	\$110,000	Transfer from Trash Hauling Enterprise Fund (Pay as you Throw) for program overhead.
0100070-44395	TRANSFER FROM TOBACCO TAX FUND	\$750,000	\$400,000	\$750,000	\$625,000	Transfer to General Fund for
		\$3,741,142	\$3,677,320	\$4,466,036	\$4,442,256	
01 GENERAL FUND - 10 GENERAL GOVERNMENT						
0110030-42140	SALES TAX/BUSINESS LICENSES	\$81,025	\$72,525	\$40,000	\$40,000	
0110030-42150	LIQUOR LICENSES	\$59,372	\$43,885	\$70,000	\$50,000	
		\$140,397	\$116,410	\$110,000	\$90,000	
01 GENERAL FUND - 10 GENERAL GOVERNMENT						
0110050-42420	CREDIT CARD CONVENIENCE FEES	\$726	\$760	(\$0)	(\$0)	
0110050-42650	VENDORS FEE	(\$0)	(\$0)	(\$0)	\$100,000	Administrative fee from Pay as You Throw
		\$726	\$760	(\$0)	\$100,000	
01 GENERAL FUND - 20 PUBLIC SAFETY						
0120030-42160	DOG LICENSES	\$25	\$45	(\$0)	(\$0)	
		\$25	\$45	(\$0)	(\$0)	

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
01 GENERAL FUND - 20 PUBLIC SAFETY						
0120050-42414	POLICE FINES	\$92,845	\$107,066	\$115,000	\$135,000	
0120050-42415	VEHICLE INSPECTION FEES	\$640	\$2,035	\$800	\$2,500	
0120050-42416	COURT FEES	\$25,133	\$29,101	\$40,000	\$30,000	
0120050-42417	PARKING FEES & FINES	\$19,864	\$23,564	\$20,000	\$30,000	
0120050-42418	IMPOUND FEES	\$4,262	\$4,541	\$4,000	\$5,000	
		\$142,743	\$166,307	\$179,800	\$202,500	
01 GENERAL FUND - 25 COMMUNITY/ECONOMIC DEVELOPMENT						
0125030-42110	BUILDING PERMITS	\$261,934	\$256,955	\$300,000	\$300,000	
0125030-42120	VENDOR PERMITS	\$800	\$3,565	\$1,000	\$1,500	
0125030-42170	CONTRACTOR'S LICENSES	\$28,882	\$31,644	\$25,000	\$30,000	
		\$291,616	\$292,164	\$326,000	\$331,500	
01 GENERAL FUND - 25 COMMUNITY/ECONOMIC DEVELOPMENT						
0125050-42411	LEGAL FEES	(\$0)	(\$0)	\$10,000	(\$0)	
0125050-42412	PLAN CHECK AND RECORD FEE	\$141,498	\$139,052	\$150,000	\$150,000	
0125050-42430	PLANNING FEES	\$49,584	\$8,934	\$40,000	\$50,000	
0125050-42434	PUBLIC ART FEES	(\$0)	\$5,128	(\$0)	\$10,000	
0125050-42960	FEE IN LIEU - SIDEWALK	(\$0)	\$4,000	(\$0)	(\$0)	
0125050-44500	BUILDING CLEARING ONLINE	(\$0)	\$200	(\$0)	(\$0)	
		\$191,083	\$157,314	\$200,000	\$210,000	
01 GENERAL FUND - 30 PUBLIC WORKS						
0130050-42410	ENGINEERING FEES	\$11,445	\$15,044	\$10,000	\$15,000	
0130050-42431	DOWNTOWN TRASH FEE	\$45,900	\$51,325	\$50,000	\$50,000	
		\$57,345	\$66,369	\$60,000	\$65,000	
01 GENERAL FUND - 35 CULTURE AND RECREATION						
0135050-42413	CEMETERY FEES	\$8,281	\$14,394	(\$0)	\$7,000	
0135050-42419	PARK RENTALS/BOAT RAMP FEES	\$80,597	\$62,754	\$50,000	\$84,000	
0135050-43210	RECREATION FEES	\$26,577	\$40,152	\$312,360	\$183,238	
0135050-43260	ART CENTER FEES	\$52,453	\$64,479	\$71,052	\$87,300	
0135050-43310	COMMUNITY CENTER FEES	\$822,380	\$1,171,296	\$1,046,500	\$1,253,000	
		\$990,288	\$1,353,074	\$1,479,912	\$1,614,538	
		\$22,045,307	\$25,487,608	\$27,275,175	\$27,614,348	

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
01 GENERAL FUND - 100 CITY COUNCIL						
01100-51110	REGULAR EMPLOYEES	\$86,400	\$85,400	\$86,400	\$86,400	Mayor (1) \$1,200 per month Councilors (6) \$1,000 per month each
01100-51250	FICA CONTRIBUTIONS	\$6,742	\$6,693	\$7,800	\$6,610	
01100-51270	UNEMPLOYMENT COMPENSATION	\$264	\$175	\$300	\$173	
01100-51280	WORKERS' COMPENSATION	\$71	\$89	\$90	\$110	
01100-51610	SUPPLIES	\$2,759	\$1,025	\$5,000	\$2,500	
01100-51710	PROFESSIONAL SERVICES	\$0	\$19,513	\$20,000	\$20,000	Facilitation and Miscellaneous
01100-52210	PROFESSIONAL DEVELOPMENT	\$4,098	\$8,074	\$7,000	\$14,000	
01100-52410	PROFESSIONAL DUES AND MEMBERSH	\$0	\$14,045	\$0	\$0	
01100-52420	ORGANIZATIONAL DUES AND MEMBER	\$0	\$5,075	\$0	\$0	
01100-52810	OTHER OPERATING EXPENSE	\$2,565	\$11,178	\$10,000	\$10,000	Council Meetings and non-professional development travel
					\$10,000	Community Outreach
TOTAL OTHER OPERATING EXPENSE		\$2,565	\$11,178	\$10,000	\$20,000	
TOTAL 100 - CITY COUNCIL		\$102,900	\$151,267	\$136,590	\$149,793	

01 GENERAL FUND - 112 ADMINISTRATION

01112-51110	REGULAR EMPLOYEES	\$517,026	\$531,125	\$556,770	\$495,362	City Manager Chief Operating Officer Executive Assistant - City Manager Public Information Officer (25%)
01112-51210	HEALTH INSURANCE PREMIUMS	\$86,857	\$68,540	\$81,780	\$67,733	
01112-51220	LONG TERM DISABILITY	\$1,115	\$940	\$1,250	\$995	
01112-51230	BASIC LIFE INSURANCE	\$1,223	\$966	\$1,378	\$1,237	
01112-51250	FICA CONTRIBUTIONS	\$35,784	\$36,577	\$42,043	\$37,896	
01112-51260	RETIREMENT CONTRIBUTIONS	\$42,347	\$37,200	\$38,471	\$34,676	
01112-51270	UNEMPLOYMENT COMPENSATION	\$1,475	\$1,042	\$1,560	\$991	
01112-51280	WORKERS' COMPENSATION	\$2,346	\$647	\$600	\$750	
01112-51360	EMPLOYEE ONBOARDING	\$108	\$0	\$0	\$0	
01112-51410	UTILITIES	\$313	\$950	\$0	\$1,140	20% over 2022 actual.
01112-51610	SUPPLIES	\$2,291	\$5,034	\$2,500	\$5,000	
01112-51710	PROFESSIONAL SERVICES	(\$173,985)	\$10,636	\$7,227	\$17,000	Communication tools such as Canvas Pro, Survey Monkey, Archive Social Garfield Clean Energy (\$12,000)
01112-51920	RENT/LEASE - EQUIPMENT	\$1,580	\$5,165	\$3,800	\$5,200	
01112-52110	PUBLIC NOTICES	\$244	\$0	\$0	\$0	
01112-52210	PROFESSIONAL DEVELOPMENT	\$7,438	\$10,380	\$6,000	\$7,500	
01112-52410	PROFESSIONAL DUES AND MEMBERSH	\$24,863	\$4,565	\$0	\$0	
01112-52420	ORGANIZATIONAL DUES AND MEMBER	\$9,060	\$17,736	\$40,000	\$0	

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
01112-52440	PROFESSIONAL SUBSCRIPTION	\$3,756	\$243	\$0	\$0	
01112-52810	OTHER OPERATING EXPENSE	\$3,841	\$5,035	\$8,000	\$10,000	
TOTAL 112 - ADMINISTRATION		\$567,680	\$736,781	\$791,379	\$685,480	
01 GENERAL FUND - 113 COMMUNITY CENTER						
01113-51110	REGULAR EMPLOYEES	\$546,348	\$646,278	\$664,171	\$748,536	Parks And Recreation Director Program & Events Coordinator Community Center Maintenance & Ice Rink Supervisor Parks & Rec Administrator Community Center Manager Fitness And Wellness Supervisor Aquatics Specialist - Safety And Maintenance Aquatics Supervisor Aquatics Specialist - Programming Guest Service Representative (2) NEW
01113-51120	PART-TIME EMPLOYEES	\$313,511	\$621,686	\$800,000	\$837,375	Accounts for 20% increase in 2023 to PT wages.
01113-51140	OVERTIME	\$439	\$145	\$3,000	\$1,500	
01113-51210	HEALTH INSURANCE PREMIUMS	\$175,481	\$192,083	\$202,008	\$309,960	
01113-51220	LONG TERM DISABILITY	\$1,512	\$1,717	\$1,516	\$2,368	
01113-51230	BASIC LIFE INSURANCE	\$1,323	\$1,459	\$1,680	\$1,916	
01113-51250	FICA CONTRIBUTIONS	\$64,605	\$95,036	\$51,000	\$121,438	
01113-51260	RETIREMENT CONTRIBUTIONS	\$35,137	\$32,733	\$42,710	\$52,399	
01113-51270	UNEMPLOYMENT COMPENSATION	\$2,438	\$2,550	\$2,450	\$1,497	
01113-51280	WORKERS' COMPENSATION	\$30,983	\$28,125	\$22,000	\$30,000	
01113-51360	EMPLOYEE ONBOARDING	\$1,690	\$1,555	\$5,000	\$2,500	
01113-51380	UNIFORM ALLOWANCE	\$0	\$350	\$0	\$350	
01113-51410	UTILITIES	\$209,841	\$237,024	\$282,250	\$282,750	Community Center and Ice Rink: Natural gas, water/sewer, electric, trash, landfill, communications, satellite.
01113-51610	SUPPLIES	\$35,422	\$58,759	\$62,500	\$53,000	
01113-51710	PROFESSIONAL SERVICES				\$11,825	Statistically Valid Survey, \$30k split between Facilities, Recreation, Community Center, and Parks
		\$0	\$492	\$1,000	\$6,000	Contracted instructors
TOTAL PROFESSIONAL SERVICES		\$0	\$492	\$1,000	\$17,825	
01113-51810	MAINTENANCE & REPAIR	\$64,811	\$96,625	\$150,000	\$95,000	Building
					\$2,500	Landscaping
					\$5,000	Fuel
					\$9,195	Fleet
TOTAL MAINTENANCE & REPAIR		\$64,811	\$96,625	\$150,000	\$111,695	
01113-51920	RENT/LEASE - EQUIPMENT	\$2,844	\$3,203	\$4,000	\$4,000	
01113-52120	EMPLOYMENT POSTING	\$325	\$337	\$1,000	\$0	
01113-52130	SPECIAL EVENT POSTING	\$0	\$0	\$0	\$1,000	

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
01113-52140	PROCUREMENT ADVERTISING	\$27	\$0	\$0	\$0	
01113-52210	PROFESSIONAL DEVELOPMENT	\$3,993	\$7,278	\$8,000	\$10,000	
01113-52410	PROFESSIONAL DUES AND MEMBERSH	\$955	\$1,088	\$2,500	\$2,500	
01113-52610	TECHNOLOGY	\$14,659	\$13,858	\$16,500	\$18,500	RecTrac, When I Work, music licensing, PayTrac, website
01113-52710	CREDIT CARD FEES	\$447	\$0	\$1,000	\$1,000	
01113-52810	OTHER OPERATING EXPENSE	\$238	\$4,585	\$0	\$0	
01113-53310	COMMUNITY CENTER EXPENSE	\$190,586	\$174,599	\$144,750	\$56,400	Aquatics
					\$4,500	Climbing Wall
					\$37,500	Community Center
					\$12,500	Fitness
					\$20,500	Ice Rink
					\$7,500	Kid Kare
					\$8,500	Rental
TOTAL COMMUNITY CENTER EXPENSE		\$190,586	\$174,599	\$144,750	\$147,400	
TOTAL 113 - COMMUNITY CENTER		\$1,697,614	\$2,221,567	\$2,469,035	\$2,759,509	

01 GENERAL FUND - 114 CITY CLERK

01114-51110	REGULAR EMPLOYEES	\$84,239	\$92,294	\$111,320	\$121,277	City Clerk Assistant To City Clerk/Muni Court (50%)
01114-51140	OVERTIME	\$30	\$41	\$1,000	\$2,000	
01114-51210	HEALTH INSURANCE PREMIUMS	\$13,473	\$24,715	\$44,784	\$53,622	
01114-51220	LONG TERM DISABILITY	\$206	\$208	\$323	\$412	
01114-51230	BASIC LIFE INSURANCE	\$166	\$170	\$302	\$316	
01114-51250	FICA CONTRIBUTIONS	\$6,511	\$6,760	\$7,724	\$9,431	
01114-51260	RETIREMENT CONTRIBUTIONS	\$2,996	\$4,373	\$7,068	\$8,489	
01114-51270	UNEMPLOYMENT COMPENSATION	\$250	\$179	\$375	\$242	
01114-51280	WORKERS' COMPENSATION	\$720	\$123	\$150	\$250	
01114-51360	EMPLOYEE ONBOARDING	\$10	\$21	\$0	\$0	
01114-51410	UTILITIES	\$633	\$904	\$500	\$1,085	
01114-51610	SUPPLIES	\$265	\$514	\$1,000	\$1,000	
01114-51710	PROFESSIONAL SERVICES	\$17,762	\$31,190	\$25,000	\$25,000	Document management
01114-51920	RENT/LEASE - EQUIPMENT	\$1,450	\$1,296	\$1,500	\$1,500	
01114-52110	PUBLIC NOTICES	\$9,060	\$10,094	\$15,000	\$15,000	
01114-52210	PROFESSIONAL DEVELOPMENT	\$0	\$0	\$2,500	\$3,000	
01114-52810	OTHER OPERATING EXPENSE	\$2,608	\$2,089	\$5,000	\$2,500	
01114-53510	PROPERTY INSURANCE	\$120,902	\$153,064	\$135,000	\$220,414	
01114-53520	LIABILITY AND CASUALTY INSURA	\$160,936	\$166,032	\$162,000	\$239,087	

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
01114-53530	DAMAGE CLAIMS	\$0	\$4,028	\$0	\$0	
01114-53540	DEDUCTIBLES PAID	\$13,000	\$26,016	\$8,000	\$30,000	
01114-53550	OTHER INSURANCE	\$9,934	\$15,759	\$10,000	\$20,000	
01114-53610	ELECTIONS	\$15,233	\$20,274	\$10,000	\$22,000	
TOTAL 114 - CITY CLERK		\$460,383	\$560,144	\$548,546	\$776,625	

01 GENERAL FUND - 115 HUMAN RESOURCES

01115-51110	REGULAR EMPLOYEES	\$221,468	\$147,132	\$228,062	\$210,000	Human Resources Administrator Human Resources Generalist Human Resources Assistant
01115-51140	OVERTIME	\$38	\$0	\$0	\$0	
01115-51210	HEALTH INSURANCE PREMIUMS	\$45,429	\$19,055	\$70,992	\$74,484	
01115-51220	LONG TERM DISABILITY	\$545	\$181	\$662	\$738	
01115-51230	BASIC LIFE INSURANCE	\$442	\$159	\$571	\$561	
01115-51250	FICA CONTRIBUTIONS	\$15,981	\$5,432	\$15,825	\$16,065	
01115-51260	RETIREMENT CONTRIBUTIONS	\$14,830	\$5,061	\$14,480	\$14,700	
01115-51270	UNEMPLOYMENT COMPENSATION	\$620	\$146	\$641	\$435	
01115-51280	WORKERS' COMPENSATION	\$277	\$232	\$300	\$300	
01115-51320	AWARDS	\$710	\$969	\$600	\$1,000	
01115-51340	WELLNESS PROGRAM	\$1,008	\$36	\$1,000	\$150	
01115-51360	EMPLOYEE ONBOARDING	\$0	\$1,241	\$0	\$0	
01115-51410	UTILITIES	\$337	\$447	\$0	\$536	
01115-51610	SUPPLIES	\$288	\$581	\$0	\$500	
01115-51710	PROFESSIONAL SERVICES	\$55,460	\$35,862	\$50,000	\$50,000	Employers Council SHRM Benefits consultants
01115-51920	RENT/LEASE - EQUIPMENT	\$1,450	\$751	\$3,500	\$1,500	
01115-52120	EMPLOYMENT POSTING	\$1,290	\$1,172	\$750	\$2,000	
01115-52210	PROFESSIONAL DEVELOPMENT	\$1,214	\$0	\$3,000	\$2,500	
01115-52410	PROFESSIONAL DUES AND MEMBERSH	\$0	\$0	\$1,500	\$1,500	
01115-52420	ORGANIZATIONAL DUES AND MEMBER	\$0	\$6,600	\$0	\$0	
01115-52810	OTHER OPERATING EXPENSE	\$353	\$1,029	\$3,000	\$2,000	
TOTAL 115 - HUMAN RESOURCES		\$361,741	\$226,084	\$394,883	\$378,969	

01 GENERAL FUND - 116 FINANCE

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
01116-51110	REGULAR EMPLOYEES	\$522,397	\$556,542	\$659,993	\$854,338	Finance Director Utilities/Payroll Manager Accounting Specialist - AP and Sales Tax Accounting Manager Accounting Specialist - Utilities And Sales Tax Controller Implementation Support Specialist Customer Service Representative-Utility Billing Accounting Specialist-Water And Recycling Grants Specialist
01116-51210	HEALTH INSURANCE PREMIUMS	\$130,434	\$164,553	\$189,252	\$219,425	
01116-51220	LONG TERM DISABILITY	\$1,450	\$1,715	\$1,496	\$2,681	
01116-51230	BASIC LIFE INSURANCE	\$1,254	\$1,474	\$1,613	\$2,164	
01116-51250	FICA CONTRIBUTIONS	\$38,361	\$44,535	\$45,791	\$65,357	
01116-51260	RETIREMENT CONTRIBUTIONS	\$35,464	\$36,737	\$41,900	\$59,804	
01116-51270	UNEMPLOYMENT COMPENSATION	\$1,483	\$1,189	\$1,572	\$1,708	
01116-51280	WORKERS' COMPENSATION	\$761	\$617	\$800	\$800	
01116-51360	EMPLOYEE ONBOARDING	\$4,020	\$45	\$0	\$1,000	
01116-51610	SUPPLIES	\$84,998	\$83,830	\$85,000	\$55,000	Less postage expense for utility billing
01116-51710	PROFESSIONAL SERVICES	\$99,651	\$118,192	\$75,000	\$120,000	Sales Tax auditor Financial auditor
01116-51920	RENT/LEASE - EQUIPMENT	\$11,010	\$12,538	\$12,000	\$13,000	
01116-52120	EMPLOYMENT POSTING	\$546	\$0	\$0	\$0	
01116-52210	PROFESSIONAL DEVELOPMENT	\$40	\$0	\$4,000	\$10,000	
01116-52410	PROFESSIONAL DUES AND MEMBERSH	\$335	\$235	\$500	\$2,502	Government Finance Officers Association and Colorado Government Finance Officers Association including budget and audit awards
01116-52420	ORGANIZATIONAL DUES AND MEMBER	\$170	\$0	\$0	\$0	
01116-52710	CREDIT CARD FEES	\$1,374	\$2,860	\$0	\$2,800	
01116-52750	TREASURER'S FEES	\$44,229	\$45,830	\$45,000	\$48,000	
01116-52810	OTHER OPERATING EXPENSE	\$1,632	\$1,190	\$0	\$2,000	
TOTAL 116 - FINANCE		\$979,609	\$1,072,081	\$1,163,917	\$1,460,579	

01 GENERAL FUND - 117 INFORMATION TECHNOLOGY

01117-51110	REGULAR EMPLOYEES	\$398,252	\$447,347	\$500,335	\$444,450	IT Manager System Administrator Network/Systems Administrator I GIS Administrator (50%) IT Support Specialist Asset Management Specialist (57.14%)
01117-51140	OVERTIME	\$0	\$6	\$0	\$0	
01117-51150	STANDBY AND CALLBACK PAY	\$5,601	\$0	\$0	\$10,000	
01117-51210	HEALTH INSURANCE PREMIUMS	\$79,079	\$89,238	\$110,040	\$99,862	
01117-51220	LONG TERM DISABILITY	\$1,123	\$1,119	\$741	\$1,463	
01117-51230	BASIC LIFE INSURANCE	\$943	\$952	\$1,243	\$1,139	

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
01117-51250	FICA CONTRIBUTIONS	\$29,881	\$32,293	\$34,717	\$34,765	
01117-51260	RETIREMENT CONTRIBUTIONS	\$34,588	\$25,020	\$31,767	\$31,112	
01117-51270	UNEMPLOYMENT COMPENSATION	\$1,133	\$857	\$1,253	\$888	
01117-51280	WORKERS' COMPENSATION	\$502	\$458	\$500	\$500	
01117-51360	EMPLOYEE ONBOARDING	\$0	\$41	\$0	\$0	
01117-51410	UTILITIES	\$114,566	\$115,946	\$146,000	\$139,135	20% over 2022 actual.
01117-51610	SUPPLIES	\$11,042	\$17,424	\$21,000	\$25,000	
01117-51710	PROFESSIONAL SERVICES	\$12,420	\$58,518	\$0	\$80,000	Security and procedure audit and documentation
01117-52120	EMPLOYMENT POSTING	\$0	\$79	\$1,000	\$1,000	
01117-52140	PROCUREMENT ADVERTISING	\$35	\$0	\$0	\$0	
01117-52210	PROFESSIONAL DEVELOPMENT	\$1,509	\$1,202	\$28,000	\$25,000	
01117-52410	PROFESSIONAL DUES AND MEMBERSH	\$0	\$353	\$330	\$30,000	City-wide Sophos and security training, Office 365, Active Directory training, Azure Training
01117-52420	ORGANIZATIONAL DUES AND MEMBER	\$0	\$0	\$0	\$20,000	Info-tech membership fees
					\$5,000	Regional user group membership
TOTAL ORGANIZATIONAL DUES AND MEMBER		\$0	\$0	\$0	\$25,000	
01117-52610	TECHNOLOGY	\$189,725	\$252,909	\$214,500	\$317,000	Licensing fees for Sophos, Office 365, phone system, domain renewals, Geographic Information Systems (GIS), ArGIS user licenses, Docusign/contract management system, aerial photography for GIS, server and hardware maintenance.
01117-52810	OTHER OPERATING EXPENSE	\$1,903	\$3,823	\$1,000	\$2,500	
TOTAL 117 - INFORMATION TECHNOLOGY		\$882,303	\$1,047,585	\$1,092,426	\$1,268,814	

01 GENERAL FUND - 118 MUNICIPAL COURT

01118-51110	REGULAR EMPLOYEES	\$85,446	\$84,546	\$100,940	\$106,945	Court Administrator Assistant To City Clerk/Muni Court (50%)
01118-51120	PART-TIME EMPLOYEES	\$0	\$0	\$10,000	\$0	
01118-51140	OVERTIME	\$30	\$41	\$0	\$2,000	
01118-51210	HEALTH INSURANCE PREMIUMS	\$15,161	\$13,996	\$22,884	\$43,566	
01118-51220	LONG TERM DISABILITY	\$261	\$231	\$293	\$363	
01118-51230	BASIC LIFE INSURANCE	\$221	\$193	\$269	\$281	
01118-51250	FICA CONTRIBUTIONS	\$6,548	\$6,349	\$7,004	\$8,334	
01118-51260	RETIREMENT CONTRIBUTIONS	\$3,336	\$3,761	\$6,409	\$7,486	
01118-51270	UNEMPLOYMENT COMPENSATION	\$251	\$168	\$275	\$214	
01118-51280	WORKERS' COMPENSATION	\$93	\$73	\$100	\$100	
01118-51360	EMPLOYEE ONBOARDING	\$10	\$0	\$0	\$0	
01118-51610	SUPPLIES	\$1,745	\$530	\$10,000	\$5,000	
01118-51710	PROFESSIONAL SERVICES	\$125,302	\$130,836	\$140,000	\$147,000	Judge and prosecutor

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
01118-51920	RENT/LEASE - EQUIPMENT	\$580	\$1,120	\$1,000	\$1,000	
01118-52410	PROFESSIONAL DUES AND MEMBERSH	\$22	\$0	\$0	\$0	
01118-52420	ORGANIZATIONAL DUES AND MEMBER	\$0	\$22	\$0	\$0	
01118-52810	OTHER OPERATING EXPENSE	\$13	\$46	\$8,650	\$5,000	
01118-52840	COURT SERVICES (YOUTH)	\$0	\$0	\$10,000	\$30,000	Youthzone
TOTAL 118 - MUNICIPAL COURT		\$239,017	\$241,912	\$317,824	\$357,289	
01 GENERAL FUND - 119 LEGAL						
01119-51710	PROFESSIONAL SERVICES	\$348,615	\$350,144	\$400,000	\$440,000	10% Increase from 2023 Budget
TOTAL 119 - LEGAL		\$348,615	\$350,144	\$400,000	\$440,000	
01 GENERAL FUND - 120 NON-DEPARTMENTAL						
01120-51275	EMPLOYEE HOUSING GRANT	\$120,000	\$120,000	\$120,000	\$120,000	
01120-51410	UTILITIES	\$108,586	\$118,787	\$115,000	\$132,910	20% over 2022 actual.
01120-51710	PROFESSIONAL SERVICES	\$75,528	\$62,882	\$75,300	\$20,000	Graphic design and video production
					\$75,000	Mandated virtual disability implementation, Spanish translation, interpretation, meeting facilitation, video captions
					\$1,500	Misc. website hosting and text message allocation for website
	TOTAL PROFESSIONAL SERVICES	\$75,528	\$62,882	\$75,300	\$96,500	
01120-51810	MAINTENANCE & REPAIR	\$1,549	\$2,137	\$12,500	\$5,000	Fleet
01120-52420	ORGANIZATIONAL DUES AND MEMBER	\$0	\$0	\$0	\$350	These memberships are consolidated to this line item if it is of value to the entire organization.
						Downtown Colorado
					\$7,000	Employers Council
					\$6,000	Aspen International Foundation
					\$1,000	Club 20
					\$7,000	Colorado Association Municipal Utilities
					\$5,000	Associated Governments of Northwest Colorado (AGNC)
					\$3,700	Glenwood Springs Chamber Association
					\$6,000	Colorado Communities for Climate Change
					\$9,000	Northwest Colorado Council of Governments (COGS)
					\$3,700	Colorado Association of Ski Towns
					\$13,189	Colorado Municipal League (CML)
	TOTAL ORGANIZATIONAL DUES AND MEMBER	\$0	\$0	\$0	\$61,939	
01120-52510	GRANTS	\$177,006	\$300,150	\$0	\$0	

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
01120-52810	OTHER OPERATING EXPENSE	\$2,709	\$2,450	\$21,000		Equipment for public information officer
					\$20,000	Placeholder for implementation of bonuses paid to employees that speak spanish
	TOTAL OTHER OPERATING EXPENSE	\$2,709	\$2,450	\$21,000	\$20,000	
01120-52815	SALES TAX REFUNDS	\$301	\$0	\$3,000	\$0	
01120-52820	TIF TO DDA	\$126,779	\$419,443	\$486,486	\$502,220	5% over 2023 forecast
01120-52825	ECONOMIC INCENTIVE REBATE	\$89,902	\$68,882	\$81,081	\$101,350	Assumes \$250,000 across all funds
01120-52845	MINE OPPOSITION	\$50,835	\$31,003	\$50,000	\$50,000	Special Counsel for mining rights, projects, lobbying, grant administration.
01120-52865	MISC REFUNDS	\$0	\$288	\$0	\$0	
01120-52885	CITY MGR DISCRETIONARY	\$59,961	\$171,567	\$200,000	\$200,000	Includes 10 Sunlight Ski Passes (\$12,100)
01120-53720	YOUTH EDUCATIONAL PROGRAMMING	\$43,750	\$75,000	\$25,000	\$100,000	Valley Marijuana Council recommended these funds be "used for education, prevention, and/or treatment of substance abuse and related mental health needs in the community, with a strong tendency toward youth.
	TOTAL 120 - NON-DEPARTMENTAL	\$856,907	\$1,372,589	\$1,189,367	\$1,389,919	

01 GENERAL FUND - 121 FACILITIES

01121-51110	REGULAR EMPLOYEES	\$292,579	\$343,677	\$372,457	\$419,243	Facilities Superintendent Custodian II Maintenance Tech Custodian I (2) Maintenance Tech Custodial Supervisor
01121-51120	PART-TIME EMPLOYEES	\$0	\$0	\$70,000	\$89,000	2 year round PT custodians, 1 seasonal custodian.
01121-51150	STANDBY AND CALLBACK PAY	\$227	\$0	\$0	\$0	
01121-51210	HEALTH INSURANCE PREMIUMS	\$113,807	\$118,433	\$126,840	\$122,892	
01121-51220	LONG TERM DISABILITY	\$852	\$989	\$1,081	\$1,426	
01121-51230	BASIC LIFE INSURANCE	\$720	\$843	\$941	\$1,083	
01121-51250	FICA CONTRIBUTIONS	\$21,472	\$24,796	\$25,844	\$38,882	
01121-51260	RETIREMENT CONTRIBUTIONS	\$17,428	\$18,821	\$23,648	\$29,347	
01121-51270	UNEMPLOYMENT COMPENSATION	\$815	\$661	\$1,050	\$1,525	
01121-51280	WORKERS' COMPENSATION	\$3,355	\$9,522	\$3,400	\$5,000	
01121-51360	EMPLOYEE ONBOARDING	\$20	\$30	\$0	\$0	
01121-51410	UTILITIES	\$0	\$974	\$2,200	\$2,200	
01121-51610	SUPPLIES	\$12,067	\$11,309	\$21,250	\$12,250	
01121-51710	PROFESSIONAL SERVICES	\$0	\$8,750	\$15,000	\$15,000	Contracted services for assistance with janitorial
					\$3,532	Statistically Valid Survey, \$30k split between Facilities, Recreation, Community Center, and Parks
	TOTAL PROFESSIONAL SERVICES	\$0	\$8,750	\$15,000	\$18,532	

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
01121-51810	MAINTENANCE & REPAIR				\$34,500	City Hall elevator and miscellaneous maintenance
					\$30,000	Downtown elevator and parking garage
					\$4,000	Equipment and fuel
					\$3,000	Waste Water elevator
		\$79,473	\$98,963	\$77,400	\$4,000	Fleet
	TOTAL MAINTENANCE & REPAIR	\$79,473	\$98,963	\$77,400	\$75,500	
01121-52120	EMPLOYMENT POSTING	\$294	\$0	\$0	\$0	
01121-52210	PROFESSIONAL DEVELOPMENT	\$39	\$1,090	\$1,500	\$2,500	
01121-52410	PROFESSIONAL DUES AND MEMBERSH	\$0	\$163	\$500	\$0	
01121-52610	TECHNOLOGY	\$0	\$5,441	\$540	\$5,400	When I Work, VueWorks
01121-52810	OTHER OPERATING EXPENSE	\$0	(\$2)	\$0	\$0	
	TOTAL 121 - FACILITIES	\$543,146	\$644,459	\$743,651	\$824,780	
01 GENERAL FUND - 122 RECREATION						
01122-51110	REGULAR EMPLOYEES	\$160,815	\$214,024	\$272,702	\$290,781	Recreation Manager Arts Supervisor Athletics Supervisor Community & Therapeutic Recreation Supervisor
01122-51120	PART-TIME EMPLOYEES	\$62,053	\$70,582	\$70,000	\$188,956	Marketing Coordinator Community Engagement Coordinator Recreation Coordinator Art Coordinator Athletic Staff Art Instructors Adaptive Program Instructors Community Engagement Coordinator
01122-51210	HEALTH INSURANCE PREMIUMS	\$43,892	\$41,593	\$53,004	\$71,208	
01122-51220	LONG TERM DISABILITY	\$484	\$651	\$376	\$989	
01122-51230	BASIC LIFE INSURANCE	\$404	\$567	\$302	\$745	
01122-51250	FICA CONTRIBUTIONS	\$17,072	\$21,616	\$8,985	\$36,699	
01122-51260	RETIREMENT CONTRIBUTIONS	\$10,947	\$6,678	\$8,220	\$20,355	
01122-51270	UNEMPLOYMENT COMPENSATION	\$663	\$567	\$545	\$959	
01122-51280	WORKERS' COMPENSATION	\$3,603	\$4,058	\$4,100	\$5,000	
01122-51360	EMPLOYEE ONBOARDING	\$1,801	\$873	\$1,000	\$1,000	
01122-51410	UTILITIES	\$7,809	\$15,085	\$15,050	\$19,500	Community Art Center: natural gas, water/sewer, electric, trash, communications.
01122-51610	SUPPLIES	\$1,544	\$8,518	\$32,250	\$16,000	
01122-51710	PROFESSIONAL SERVICES	\$100,166	\$38,125	\$93,700	\$4,371	Statistically Valid Survey, \$30k split between Facilities, Recreation, Community Center, and Parks
					\$75,000	Contracted instructors
	TOTAL PROFESSIONAL SERVICES	\$100,166	\$38,125	\$93,700	\$79,371	

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
01122-51810	MAINTENANCE & REPAIR	\$6,619	\$5,175	\$5,000	\$6,000	Community Art Center: Fire sprinkler inspections, fire extinguisher inspections, HVAC, plumbing, landscaping
					\$6,000	Fleet
	TOTAL MAINTENANCE & REPAIR	\$6,619	\$5,175	\$5,000	\$12,000	
01122-51920	RENT/LEASE - EQUIPMENT	\$18	\$269	\$0	\$0	
01122-52120	EMPLOYMENT POSTING	\$129	\$258	\$500	\$500	
01122-52210	PROFESSIONAL DEVELOPMENT	\$563	\$2,854	\$6,000	\$6,000	
01122-52410	PROFESSIONAL DUES AND MEMBERSH	\$113	\$663	\$800	\$800	
01122-52610	TECHNOLOGY	\$5,599	\$6,219	\$13,500	\$9,500	RecTrac, When I Work, music licensing, PayTrac, website
01122-52710	CREDIT CARD FEES	\$0	\$0	\$500	\$500	
01122-52810	OTHER OPERATING EXPENSE	\$934	\$115	\$0	\$0	
01122-52860	SPECIAL EVENTS	\$58,663	\$62,042	\$150,000	\$150,000	Includes New Years Eve Celebration, Independence Day Celebration, and under the bridge summer entertainment series.
01122-53310	RECREATION PROGRAMMING	\$24,337	\$29,497	\$125,634	\$81,500	Gear library, athletics, community and therapeutic recreation, rentals.
01122-53360	ART CENTER PROGRAMS	(\$7)	\$9,240	\$23,600	\$28,675	
	TOTAL 122 - RECREATION	\$508,219	\$539,269	\$885,768	\$1,021,038	

01 GENERAL FUND - 131 POLICE

01131-51110	REGULAR EMPLOYEES	\$2,218,971	\$2,680,072	\$2,973,750	\$3,187,203	Chief of Police Police Lieutenant (2) Patrol Sergeant (4) Police Sergeant Code Enforcement Officer (2) Police Officer I (6) Police Officer II (5) Police Corporal (7) Crime Analyst/Records Supervisor Senior Police Records Technician Police Records Clerk (2) Community Outreach Specialist
01131-51140	OVERTIME	\$42,005	\$62,113	\$50,000	\$62,000	
01131-51150	STANDBY AND CALLBACK PAY	\$30,576	\$40,210	\$30,000	\$40,000	
01131-51210	HEALTH INSURANCE PREMIUMS	\$520,861	\$523,408	\$665,460	\$702,264	
01131-51220	LONG TERM DISABILITY	\$5,780	\$6,296	\$5,134	\$9,669	
01131-51230	BASIC LIFE INSURANCE	\$4,692	\$5,432	\$7,392	\$7,957	
01131-51240	FPPA DEATH AND DISABILITY INS	\$40,851	\$58,098	\$57,556	\$83,692	
01131-51250	FICA CONTRIBUTIONS	\$31,601	\$38,715	\$40,631	\$47,693	
01131-51260	RETIREMENT CONTRIBUTIONS	\$164,992	\$171,210	\$196,147	\$230,244	
01131-51265	POLICE/FIRE RETIREMENT CONTRIB	\$174,043	\$210,121	\$210,158	\$246,690	
01131-51270	UNEMPLOYMENT COMPENSATION	\$6,383	\$5,655	\$8,050	\$6,326	
01131-51280	WORKERS' COMPENSATION	\$79,485	\$68,635	\$80,000	\$80,000	

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
01131-51310	TUTITION REIMBURSEMENTS	\$1,194	\$0	\$0	\$0	
01131-51360	EMPLOYEE ONBOARDING	\$2,288	\$4,786	\$5,000	\$3,000	
01131-51410	UTILITIES	\$27,045	\$28,620	\$35,000	\$34,280	
01131-51610	SUPPLIES	\$85,569	\$84,154	\$50,000	\$90,000	
01131-51710	PROFESSIONAL SERVICES	\$158,625	\$169,478	\$75,056	\$145,000	
01131-51810	MAINTENANCE & REPAIR				\$50,000	Equipment
		\$114,064	\$206,311	\$94,000	\$130,000	Fleet
	TOTAL MAINTENANCE & REPAIR	\$114,064	\$206,311	\$94,000	\$180,000	
01131-51920	RENT/LEASE - EQUIPMENT	\$3,872	\$3,093	\$6,300	\$4,000	
01131-51940	RENT/LEASE - VEHICLES	\$5,666	\$0	\$0	\$0	
01131-52120	EMPLOYMENT POSTING	\$5,400	\$2,649	\$5,000	\$3,000	
01131-52210	PROFESSIONAL DEVELOPMENT	\$61,991	\$117,100	\$45,000	\$95,000	
01131-52410	PROFESSIONAL DUES AND MEMBERSH	\$2,024	\$1,729	\$2,500	\$10,000	
01131-52420	ORGANIZATIONAL DUES AND MEMBER	\$2,574	\$41	\$2,500	\$1,500	
01131-52440	PROFESSIONAL SUBSCRIPTION	\$262	\$150	\$0	\$500	
01131-52510	GRANTS	\$66,509	\$56,916	\$80,000	\$60,000	
01131-52610	TECHNOLOGY	\$29,586	\$136,377	\$65,000	\$150,000	
01131-52810	OTHER OPERATING EXPENSE	\$41,990	\$20,079	\$15,000	\$40,000	
01131-52835	COMMUNITY OUTREACH	\$3,239	\$4,979	\$3,000	\$7,000	
01131-53240	LABORATORY	\$110	\$74	\$500	\$500	
01131-53830	INVESTIGATIONS	\$5,602	\$8,731	\$6,000	\$10,000	
01131-53840	ANIMAL CONTROL	\$13,167	\$10,000	\$15,000	\$10,000	
01131-53860	FIREARMS	\$44,329	\$22,126	\$25,000	\$25,000	
01131-59520	CAPITAL OUTLAY	\$0	\$17,549	\$0	\$0	
TOTAL 131 - POLICE		\$3,995,344	\$4,764,908	\$4,854,134	\$5,572,518	

01 GENERAL FUND - 141 COMMUNITY DEVELOPMENT

01141-51110	REGULAR EMPLOYEES	\$463,258	\$453,485	\$541,794	\$671,803	Economic/Com Dev Director Planner II Neighborhood Services Specialist (50%) Senior Planner Econ Development Specialist Building Permit Technician (50%) Long Range Principal Planner Development Engineer Housing Manager (50%)
01141-51140	OVERTIME	\$3	\$0	\$0	\$0	
01141-51210	HEALTH INSURANCE PREMIUMS	\$85,729	\$86,990	\$106,644	\$126,500	
01141-51220	LONG TERM DISABILITY	\$1,164	\$1,269	\$1,384	\$2,177	
01141-51230	BASIC LIFE INSURANCE	\$988	\$1,060	\$1,210	\$1,585	
01141-51250	FICA CONTRIBUTIONS	\$34,420	\$33,917	\$33,075	\$51,393	

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
01141-51260	RETIREMENT CONTRIBUTIONS	\$34,604	\$25,663	\$30,265	\$47,026	
01141-51270	UNEMPLOYMENT COMPENSATION	\$1,329	\$893	\$1,320	\$1,375	
01141-51280	WORKERS' COMPENSATION	\$490	\$1,349	\$900	\$1,250	
01141-51360	EMPLOYEE ONBOARDING	\$60	\$36	\$0	\$0	
01141-51410	UTILITIES	\$680	\$696	\$1,200	\$835	
01141-51610	SUPPLIES	\$2,826	\$5,774	\$10,000	\$10,000	
01141-51710	PROFESSIONAL SERVICES	\$132,023	\$280,159	\$157,273	\$50,000	Economic Development Implementation
					\$20,000	Miscellaneous including graphic design and municipal code administrative support
	TOTAL PROFESSIONAL SERVICES	\$132,023	\$280,159	\$157,273	\$70,000	
01141-51920	RENT/LEASE - EQUIPMENT	\$2,775	\$1,798	\$3,000	\$3,000	
01141-52110	PUBLIC NOTICES	\$1,099	\$3,760	\$2,500	\$2,000	
01141-52120	EMPLOYMENT POSTING	\$1,472	\$295	\$2,000	\$500	
01141-52130	SPECIAL EVENT POSTING	\$690	\$646	\$0	\$1,000	
01141-52210	PROFESSIONAL DEVELOPMENT	\$2,123	\$4,602	\$12,500	\$10,000	
01141-52410	PROFESSIONAL DUES AND MEMBERSH	\$2,408	\$2,626	\$2,000	\$2,500	
01141-52420	ORGANIZATIONAL DUES AND MEMBER	\$490	\$0	\$0	\$0	
01141-52440	PROFESSIONAL SUBSCRIPTION	\$0	\$80	\$0	\$0	
01141-52510	GRANTS	\$40,000	\$40,000	\$78,000	\$40,000	USDA Revolving Loan Fund for Economic Development
					\$20,000	Historic Preservation Grant Match
	TOTAL GRANTS	\$40,000	\$40,000	\$78,000	\$60,000	
01141-52810	OTHER OPERATING EXPENSE	\$3,959	\$7,854	\$27,500	\$7,500	
01141-52855	AFFORDABLE HOUSING	\$0	\$36,375	\$50,000	\$20,000	West Mountain Regional Housing Coalition Membership
					\$10,200	Garfield County Housing Authority Program Managment
	TOTAL AFFORDABLE HOUSING	\$0	\$36,375	\$50,000	\$30,200	
TOTAL 141 - COMMUNITY DEVELOPMENT		\$812,589	\$989,325	\$1,062,565	\$1,100,644	

01 GENERAL FUND - 144 ENGINEERING & ADMINISTRATION

01144-51110	REGULAR EMPLOYEES	\$402,568	\$430,546	\$529,681	\$416,646	City Engineer Assistant City Engineer Transportation Engineer Construction Inspector
01144-51140	OVERTIME	\$0	\$34	\$0	\$0	
01144-51210	HEALTH INSURANCE PREMIUMS	\$75,983	\$89,697	\$99,852	\$119,232	
01144-51220	LONG TERM DISABILITY	\$1,141	\$1,203	\$542	\$1,230	
01144-51230	BASIC LIFE INSURANCE	\$985	\$1,047	\$1,075	\$1,050	
01144-51250	FICA CONTRIBUTIONS	\$29,367	\$31,284	\$30,045	\$31,874	
01144-51260	RETIREMENT CONTRIBUTIONS	\$26,238	\$22,952	\$27,821	\$29,166	

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
01144-51270	UNEMPLOYMENT COMPENSATION	\$1,130	\$826	\$1,280	\$833	
01144-51280	WORKERS' COMPENSATION	\$1,407	\$1,001	\$1,500	\$1,200	
01144-51360	EMPLOYEE ONBOARDING	\$0	\$25	\$0	\$250	
01144-51410	UTILITIES	\$2,955	\$3,132	\$4,200	\$4,000	
01144-51610	SUPPLIES	\$4,307	\$1,129	\$5,000	\$2,500	
01144-51710	PROFESSIONAL SERVICES				\$164,000	Storm Water Survey and City Wide Planning
		\$42,552	\$220,352	\$170,000	\$35,000	Engineering and Survey for 7th Street Parking Lot
					\$15,000	Misc Engineering, Survey or Geotech
TOTAL PROFESSIONAL SERVICES		\$42,552	\$220,352	\$170,000	\$214,000	
01144-51920	RENT/LEASE - EQUIPMENT	\$2,775	\$4,102	\$0	\$4,000	
01144-52110	PUBLIC NOTICES	\$90	\$0	\$100	\$100	
01144-52120	EMPLOYMENT POSTING	\$0	\$0	\$200	\$200	
01144-52140	PROCUREMENT ADVERTISING	\$0	\$0	\$0	\$250	
01144-52210	PROFESSIONAL DEVELOPMENT	\$4,094	\$4,553	\$6,000	\$7,000	
01144-52410	PROFESSIONAL DUES AND MEMBERSH	\$68	\$0	\$300	\$3,000	
01144-52440	PROFESSIONAL SUBSCRIPTION	\$2,956	\$2,681	\$0	\$0	
01144-52810	OTHER OPERATING EXPENSE	\$574	\$847	\$0	\$700	
TOTAL 144 - ENGINEERING & ADMINISTRATION		\$599,189	\$815,410	\$877,596	\$837,231	

01 GENERAL FUND - 145 BUILDING INSPECTION

01145-51110	REGULAR EMPLOYEES	\$192,784	\$206,075	\$246,353	\$229,549	Building Official Building Inspector II Building Permit Technician (50%)
01145-51140	OVERTIME	\$175	\$258	\$0	\$0	
01145-51210	HEALTH INSURANCE PREMIUMS	\$48,047	\$56,015	\$63,804	\$69,258	
01145-51220	LONG TERM DISABILITY	\$542	\$598	\$310	\$720	
01145-51230	BASIC LIFE INSURANCE	\$433	\$441	\$538	\$584	
01145-51250	FICA CONTRIBUTIONS	\$14,140	\$14,918	\$15,153	\$17,561	
01145-51260	RETIREMENT CONTRIBUTIONS	\$12,510	\$13,116	\$13,866	\$16,069	
01145-51270	UNEMPLOYMENT COMPENSATION	\$536	\$402	\$594	\$459	
01145-51280	WORKERS' COMPENSATION	\$1,959	\$3,199	\$3,200	\$2,100	
01145-51360	EMPLOYEE ONBOARDING	\$0	\$10	\$0	\$0	
01145-51410	UTILITIES	\$513	\$528	\$600	\$600	
01145-51610	SUPPLIES	\$3,050	\$3,021	\$2,000	\$5,000	
01145-51710	PROFESSIONAL SERVICES	\$0	\$0	\$20,000	\$0	
01145-51810	MAINTENANCE & REPAIR	\$866	\$1,654	\$5,500	\$5,000	Fleet
01145-52120	EMPLOYMENT POSTING	\$596	\$0	\$500	\$500	

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
01145-52210	PROFESSIONAL DEVELOPMENT	\$361	\$3,976	\$3,000	\$3,000	
01145-52410	PROFESSIONAL DUES AND MEMBERSH	\$326	\$31	\$1,000	\$500	
01145-52420	ORGANIZATIONAL DUES AND MEMBER	\$145	\$0	\$0	\$0	
01145-52810	OTHER OPERATING EXPENSE	\$2,160	\$0	\$2,000	\$2,000	
TOTAL 145 - BUILDING INSPECTION		\$279,144	\$304,240	\$378,418	\$352,900	
01 GENERAL FUND - 153 STREETS & ALLEYS						
01153-51110	REGULAR EMPLOYEES	\$500,636	\$561,810	\$597,122	\$589,378	Streets Superintendent Street Crew Leader Sign Shop Technician II Street Maintenance Operator II (4) Street Operator III (2)
01153-51120	PART-TIME EMPLOYEES	\$0	\$13,745	\$0	\$0	
01153-51140	OVERTIME	\$2,778	\$4,368	\$7,000	\$5,000	
01153-51150	STANDBY AND CALLBACK PAY	\$17,949	\$20,875	\$20,000	\$20,000	
01153-51210	HEALTH INSURANCE PREMIUMS	\$142,215	\$149,028	\$155,880	\$145,356	
01153-51220	LONG TERM DISABILITY	\$1,345	\$1,488	\$1,410	\$2,001	
01153-51230	BASIC LIFE INSURANCE	\$1,118	\$1,273	\$1,178	\$1,512	
01153-51250	FICA CONTRIBUTIONS	\$39,312	\$45,282	\$37,986	\$47,000	
01153-51260	RETIREMENT CONTRIBUTIONS	\$36,625	\$30,878	\$36,422	\$43,005	
01153-51270	UNEMPLOYMENT COMPENSATION	\$1,481	\$1,204	\$1,866	\$1,178	
01153-51280	WORKERS' COMPENSATION	\$23,455	\$24,945	\$25,000	\$25,000	
01153-51290	OTHER EMPLOYEE BENEFITS	\$0	\$2	\$0	\$0	
01153-51360	EMPLOYEE ONBOARDING	\$66	\$71	\$0	\$100	
01153-51380	UNIFORM ALLOWANCE	\$3,106	\$365	\$5,500	\$5,000	
01153-51410	UTILITIES	\$145,584	\$193,834	\$237,000	\$215,000	Includes electric for street lights
01153-51610	SUPPLIES	\$26,921	\$38,745	\$20,320	\$40,000	
01153-51710	PROFESSIONAL SERVICES	\$22,687	\$928	\$6,350	\$9,500	
01153-51810	MAINTENANCE & REPAIR	\$149,334	\$224,604	\$250,000	\$125,000	Equipment
					\$125,000	Fleet
	TOTAL MAINTENANCE & REPAIR	\$149,334	\$224,604	\$250,000	\$250,000	
01153-51920	RENT/LEASE - EQUIPMENT	\$2,550	\$1,797	\$10,000	\$7,500	
01153-51930	RENT/LEASE - BUILDING	\$26,258	\$31,510	\$31,510	\$0	
01153-52210	PROFESSIONAL DEVELOPMENT	\$2,849	\$5,868	\$17,800	\$7,500	
01153-52410	PROFESSIONAL DUES AND MEMBERSH	\$360	\$370	\$0	\$400	
01153-52420	ORGANIZATIONAL DUES AND MEMBER	\$0	\$0	\$0	\$400	
01153-52610	TECHNOLOGY	\$6,980	\$10,121	\$2,500	\$3,500	VueWorks
01153-52810	OTHER OPERATING EXPENSE	\$15,589	\$18,200	\$20,000	\$2,500	

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
01153-52870	FLOOD CONTROL/HAZARDOUS WASTE	\$0	\$0	\$4,000	\$2,000	
01153-55110	SAFETY PROGRAMS	\$294	\$0	\$0	\$0	
TOTAL 153 - STREETS & ALLEYS		\$1,169,493	\$1,381,310	\$1,488,844	\$1,422,830	

01 GENERAL FUND - 154 PARKS & CEMETERY

01154-51110	REGULAR EMPLOYEES	\$554,968	\$662,606	\$730,820	\$779,584	Parks Superintendent Trails & Open Space Supervisor Downtown Parks and Public Spaces Supervisor Parks Supervisor Maintenance Worker I - Parks Maintenance Worker II - Parks (7) Maintenance Worker III - Parks
01154-51120	PART-TIME EMPLOYEES	\$60,651	\$94,789	\$100,000	\$184,000	Accounts for 20% increase in 2023 to PT wages.
01154-51130	SEASONAL EMPLOYEES	\$43,507	\$42,203	\$0	\$0	
01154-51140	OVERTIME	\$181	\$487	\$1,000	\$0	
01154-51150	STANDBY AND CALLBACK PAY	\$157	\$1,086	\$1,000	\$0	
01154-51210	HEALTH INSURANCE PREMIUMS	\$195,830	\$192,430	\$206,040	\$256,896	
01154-51220	LONG TERM DISABILITY	\$1,484	\$1,821	\$2,121	\$2,647	
01154-51230	BASIC LIFE INSURANCE	\$1,223	\$1,588	\$1,915	\$2,015	
01154-51250	FICA CONTRIBUTIONS	\$49,715	\$59,987	\$50,710	\$73,715	
01154-51260	RETIREMENT CONTRIBUTIONS	\$31,301	\$35,066	\$46,401	\$54,571	
01154-51270	UNEMPLOYMENT COMPENSATION	\$1,891	\$1,602	\$2,021	\$1,560	
01154-51280	WORKERS' COMPENSATION	\$20,697	\$34,655	\$24,000	\$29,000	
01154-51310	TUTORIAL REIMBURSEMENTS	\$0	\$0	\$1,500	\$0	
01154-51360	EMPLOYEE ONBOARDING	\$3,868	\$230	\$500	\$0	
01154-51380	UNIFORM ALLOWANCE	\$4,302	\$729	\$1,950	\$4,200	
01154-51410	UTILITIES	\$301,725	\$301,146	\$235,700	\$59,500	Downtown compactor
					\$254,000	Parks and Parks Building: Natural gas, water/sewer, electric, trash, landfill, communications.
	TOTAL UTILITIES	\$301,725	\$301,146	\$235,700	\$313,500	
01154-51610	SUPPLIES	\$33,142	\$66,505	\$38,490	\$51,585	
01154-51710	PROFESSIONAL SERVICES	\$11,484	\$45,219	\$232,690	\$10,272	Statistically Valid Survey, \$30k split between Facilities, Recreation, Community Center, and Parks
					\$36,000	Tree lighting, trail maintenance assistance from outside groups, CDL randoms.
					\$76,670	Mosquito abatement, park tree care, cemetery mowing.
	TOTAL PROFESSIONAL SERVICES	\$11,484	\$45,219	\$232,690	\$122,942	

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
01154-51810	MAINTENANCE & REPAIR				\$175,000	Fleet
					\$11,000	Parks building and equipment maintenance
		\$218,762	\$246,313	\$454,340	\$224,000	Parks, downtown, trails, open space, and Right-of-Way maintenance, landscaping, irrigation, snow removal
					\$25,000	Encampment cleanup on parklands
	TOTAL MAINTENANCE & REPAIR	\$218,762	\$246,313	\$454,340	\$435,000	
01154-51910	RENT/LEASE - LAND	\$0	\$600	\$0	\$0	
01154-51920	RENT/LEASE - EQUIPMENT	\$21,040	\$41,940	\$30,850	\$36,650	Equipment, portalets, and copier.
01154-52120	EMPLOYMENT POSTING	\$1,303	\$258	\$500	\$500	
01154-52140	PROCUREMENT ADVERTISING	\$35	\$0	\$0	\$0	
01154-52210	PROFESSIONAL DEVELOPMENT	\$3,407	\$10,818	\$12,500	\$12,500	Backflow Prevention Assembly Tester , Certified Playground Safety Inspector, Herbicide Applicator
01154-52410	PROFESSIONAL DUES AND MEMBERSH	\$352	\$438	\$500	\$500	
01154-52420	ORGANIZATIONAL DUES AND MEMBER	\$187	\$355	\$0	\$0	
01154-52610	TECHNOLOGY	\$5,392	\$7,584	\$9,500	\$10,000	When I Work, Rainbird, AutoCad, website, VueWorks
01154-52810	OTHER OPERATING EXPENSE	\$1,114	\$369	\$0	\$0	
01154-56210	REPURCHASE OF CEMETERY PLOTS	\$396	\$500	\$5,000	\$5,000	
TOTAL 154 - PARKS & CEMETERY		\$1,568,116	\$1,851,323	\$2,190,048	\$2,376,365	

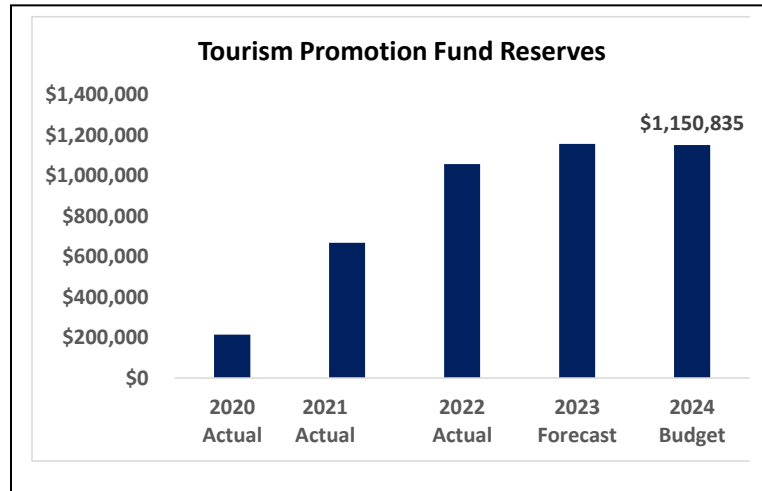
01 GENERAL FUND - 999 INTERFUND TRANSFERS

01999-55920	TRANSFER TO A&I	\$100,000	\$0	\$0	\$0	
01999-55925	TRANSFER TO STREET TAX FUND	\$0	\$0	\$2,495,903	\$0	
01999-55930	TRANSFER TO CAPITAL PROJECTS	\$1,377,040	\$0	\$0	\$0	
01999-55960	TRANSFER TO FIRE & EMS	\$2,932,639	\$3,109,850	\$3,349,773	\$1,787,327	Property Tax revenue
					\$1,426,536	Reconcile Fire EMS Fund to Zero
	TOTAL TRANSFER TO FIRE & EMS	\$2,932,639	\$3,109,850	\$3,349,773	\$3,213,863	
01999-55970	TRANSFER TO EMERG SVCS	\$623,795	\$657,445	\$915,090	\$1,223,957	Split 3.5 mills to capital expenses and 2.5 mills to operating expenses.
TOTAL 999 - INTERFUND TRANSFERS		\$5,033,474	\$3,767,295	\$6,760,766	\$4,437,820	
		\$21,005,483	\$23,037,693	\$27,745,758	\$27,613,103	

Tourism Promotion Fund

Reserves

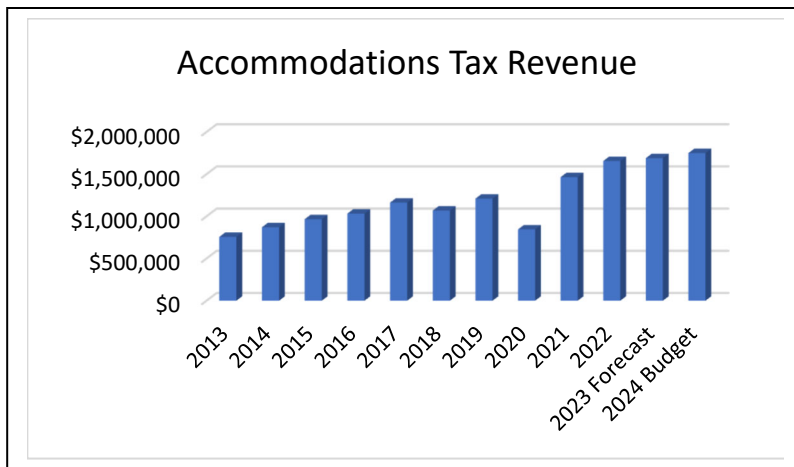
Resources in the Tourism Promotion Fund may only be spent on things that promote or support the Tourism industry. As a result of strong growth in revenue the fund balance has grown substantially in the past few years, from \$215,000 at the end of 2020 to a forecast of \$1.2 million at the end of 2024. During the COVID crisis the Tourism Promotion Fund Balance was reduced by nearly \$300,000 as a result both of a drop in revenue as people stopped



traveling and many of our hotels were closed, and an increase in spending at the end of the year as things started to pick back up. A positive fund balance in the Tourism Fund is important so that the resources are available in times when demand weakens, and we need to invest in additional marketing to maintain an acceptable level of tourism. While the efforts of the fund certainly increase visits during all times of the year, much of the focus is on slower times known as the shoulder season to minimize vacancies in off-peak months.

Revenue

Proceeds from our lodging tax of 2.5% are deposited into this fund to be used for the promotion of tourism in Glenwood and the impact it has on the City. The 2024 estimated revenue is \$1.75 million, up from the \$1.58 million that was budgeted in 2023. Revenues in this fund were substantially reduced in 2020 during the pandemic but have increased significantly with each year since. During certain times in



2023 Glenwood had the highest occupancy rate in the state, soaring to more than 90% during the summer months of 2023. This is due to the combination of high demand to visit here, a general shortage of inventory, and a few dozen rooms being purchased by local organizations for work force housing making them unavailable for short term stays. The City is aware of two major projects that are

in the planning phase and will add several hundred rooms to the local inventory if they are built. That will help the overall accommodations tax collection, but will likely lead to slightly lower occupancy and rates for the existing hotels. This growth in inventory may be slowed however, with the possibility that more of our smaller establishments may leave the short-term market and instead be bought and rented by local employers to their employees as workforce housing.

Expenditures

Each year the fund contributes 7.5% of its gross revenues toward grants to local organizations that support tourism in Glenwood through events and other activities. These awards are recommended by the Financial Advisory Board and approved by Council after any modifications are made. Another 7.5% is allocated to mitigating the impact of the tourism industry on the infrastructure of Glenwood. These funds are transferred to the General Fund and put in a separate reserve until expended for these purposes. The City outsources its promotional activities to the Glenwood Springs Chamber Association who has two full-time employees dedicated to this purpose; a marketing director and an assistant marketing director. It uses a variety of vendors and mediums to advertise via print, mail, web and other means to support the City's tourism economy.

TOURISM FUND

	2020 Actual	2021 Actual	2022 Actual	2023 Forecast	2024 Budget
Revenue	\$846,596	\$1,464,954	\$1,650,189	\$1,689,851	\$1,750,500
Expenditures	<u>(\$1,127,323)</u>	<u>(\$1,011,746)</u>	<u>(\$1,261,894)</u>	<u>(\$1,589,584)</u>	<u>(\$1,756,613)</u>
Change in Fund Balance	<u>(\$280,727)</u>	\$453,208	\$388,295	\$100,267	<u>(\$6,113)</u>
Beginning Fund Balance	\$495,905	\$215,178	\$668,386	\$1,056,681	\$1,156,948
Ending Fund Balance	\$215,178	\$668,386	\$1,056,681	\$1,156,948	\$1,150,835
Reserves:					
*15% of Revenue; Council imposed	<u>(\$126,989)</u>	<u>(\$192,040)</u>	<u>(\$237,885)</u>	<u>(\$253,478)</u>	<u>(\$262,575)</u>
Available Fund Balance	\$88,189	\$476,346	\$818,796	\$903,470	\$888,260

Cash as of 12/31/2022 \$965,169

*Reserves as a % of revenue are calculated from cash receipts from 9/1/2021 through 8/31/2023

7.5% of Budget Revenue goes to grants recommended to Council by the Financial Advisory Board

7.5% of Budget Revenue is transferred to a General Fund reserve to offset impact of tourism

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
05 TOURISM PROMOTION - 00						
0500020-41410	ACCOMODATIONS TAX	\$1,464,683	\$1,650,044	\$1,689,351	\$1,750,000	
		\$1,464,683	\$1,650,044	\$1,689,351	\$1,750,000	
05 TOURISM PROMOTION - 00						
0500060-43510	INTEREST	\$271	\$145	\$500	\$500	
		\$271	\$145	\$500	\$500	
		\$1,464,954	\$1,650,188	\$1,689,851	\$1,750,500	

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
05 TOURISM PROMOTION - 111 TOURISM PROMOTION FUND						
05111-56410	MKTG DIRECTOR SALARY	\$87,780	\$94,638	\$98,580	\$104,495	
05111-56411	MARKETING ASSTISTANT	\$55,000	\$57,200	\$60,632	\$64,270	
05111-56412	PAYROLL TAXES-BENEFITS	\$28,556	\$30,040	\$31,842	\$42,191	
05111-56413	VISITOR SERVICES	\$75,000	\$100,000	\$150,000	\$125,000	Non Marketing/advertising expenses, department overhead.
05111-56414	PUBLIC RELATIONS	\$2,999	\$9,623	\$9,500	\$7,000	
05111-56415	BROCHURE PRINTING & DIST	\$0	\$37,198	\$38,400	\$41,600	Vacation planner printing and distribution
05111-56416	PRINT & OTHER ADVERTISING	\$614,442	\$715,417	\$804,845	\$872,720	Print, online, out of home, radio and television, media creative, graphic design, photos, video production, agency-related fees/commissions, discretionary social ad and content creation.
05111-56417	HOSTING	\$24,443	\$23,334	\$24,304	\$24,149	Website, video, photos, domains, email and social media
05111-56418	CONNECTIVITY SERVICES LISTINGS	\$23,585	\$18,796	\$30,000	\$57,000	Internet management
05111-56419	DIRECT MAIL/FULLFILLMENT	\$6,394	\$6,329	\$7,000	\$8,000	
05111-56420	TRADE SHOWS	\$2,500	\$16,177	\$1,500	\$3,000	
05111-56421	ASSOCIATION MEMBERSHIPS	\$4,060	\$4,518	\$4,905	\$11,185	Industry specific organizations and education.
05111-56422	MISC. ADS AND PROMO	\$708	\$617	\$1,000	\$0	
					\$1,250	
	TOTAL MISC. ADS AND PROMO	\$708	\$617	\$1,000	\$1,250	
05111-56423	TRAVEL	\$4,748	\$14,655	\$14,140	\$18,140	Shows, conferences, meetings
05111-56424	SPECIAL EVENTS & MARKETING	\$1,947	\$8,559	\$0	\$20,200	
05111-56425	BOOKKEEPING SERVICES	\$10,400	\$10,500	\$12,300	\$12,300	
05111-56426	TRANSFER TO OTHER FUNDS	\$0	\$50,000	\$169,201	\$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 that are operated in-house by the Recreation Department.
					\$128,256	7.5% of revenues from July 2022 to June 2023 to General Fund to address the impacts of Tourism. These funds are in a General Fund reserve which is reduced by amounts directed by Council.
	TOTAL TRANSFER TO OTHER FUNDS	\$0	\$50,000	\$169,201	\$178,256	
05111-56427	INTERFUND COST OF SERVICE	\$11,423	\$11,651	\$12,234	\$12,601	
05111-56428	OTHER EXPENSE	\$2,438	\$2,643	\$0	\$0	
05111-56429	CONSULTANTS	\$0	\$0	\$50,000	\$75,000	Consortium data program, wander maps program, kiosk software
05111-56430	COMMUNITY PROMOTION	\$55,323	\$50,000	\$69,201	\$78,256	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 (\$128,256) less \$50,000 transferred to the General Fund for events.

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
TOTAL 111 - TOURISM PROMOTION FUND		\$1,011,745	\$1,261,893	\$1,589,584	\$1,756,613	
		\$1,011,745	\$1,261,893	\$1,589,584	\$1,756,613	

WORKFORCE HOUSING FUND

	2023 Forecast	2024 Budget
Revenue		\$4,506,448
Expenditures		<u>(\$78,518)</u>
Change in Fund Balance	\$0	\$4,427,930
Beginning Fund Balance	\$0	\$241,864
Ending Fund Balance	\$0	\$4,669,794

Reserves:

Available Fund Balance	\$0	\$4,669,794
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Cash Balance as of 12/31/22

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
06 WORKFORCE HOUSING FUND - 00						
0600020-41410	ACCOMMODATIONS HOUSING TAX	(\$0)	(\$0)	(\$0)	\$1,750,000	
0600020-43510	INTEREST	(\$0)	(\$0)	(\$0)	\$1,000	
		(\$0)	(\$0)	(\$0)	\$1,751,000	
		(\$0)	(\$0)	(\$0)	\$1,751,000	

2024 BUDGET

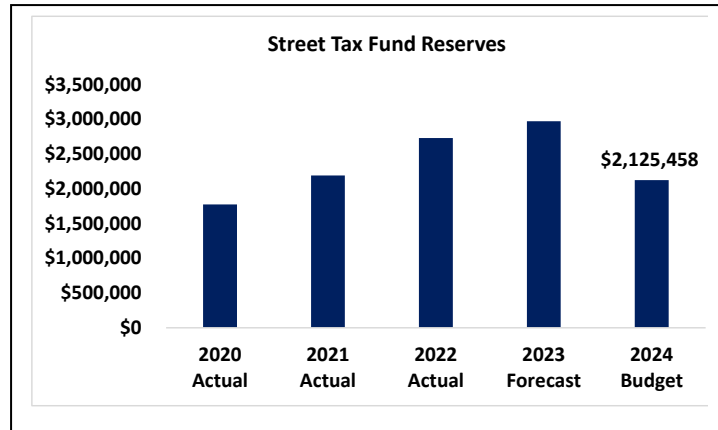
Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
06 WORKFORCE HOUSING FUND - 105 WORKFORCE HOUSING						
06105-51110	REGULAR EMPLOYEES	\$0	\$0	\$0	\$55,000	Housing Manager (50%)
06105-51210	HEALTH INSURANCE PREMIUMS	\$0	\$0	\$0	\$17,000	
06105-51220	LONG TERM DISABILITY	\$0	\$0	\$0	\$187	
06105-51230	BASIC LIFE INSURANCE	\$0	\$0	\$0	\$13	
06105-51250	FICA CONTRIBUTIONS	\$0	\$0	\$0	\$4,208	
06105-51260	RETIREMENT CONTRIBUTIONS	\$0	\$0	\$0	\$1,925	
06105-51270	UNEMPLOYMENT COMPENSATION	\$0	\$0	\$0	\$110	
06105-51280	WORKERS' COMPENSATION	\$0	\$0	\$0	\$75	
TOTAL 105 - WORKFORCE HOUSING		\$0	\$0	\$0	\$78,518	
		\$0	\$0	\$0	\$78,518	

Street Tax Fund

Reserves

We like to maintain a couple million dollars in available fund balance in Street Tax. The purpose of the reserve is to maintain a positive balance in the event our revenue forecast is not met, to address an emergency situation with a City street that is not budgeted, or to take advantage of a grant opportunity that requires a match from the City. At the end of 2024 the forecasted total fund balance in Street Tax is \$2.1 million.

There is a committed reserve of \$307,582 that can only be spent on projects that benefit the Springridge area just past the four-mile roundabout. Because we don't have a specific project that meets this criteria that amount is in a committed reserve. We will evaluate Street Tax spending throughout the year and are required to use that amount first for anything we spend that benefits the Springridge development.



Revenue

The Street Tax Fund receives ½ percent of sales and use tax from retail sales. In 2024 that is estimated to be just under \$4 million. The other revenue that is sometimes deposited into this fund are contributions that developers make to accomplish a portion of a project that benefits only them, and once in a while we will have some grant revenue. We generally expect sales and use tax receipts will grow at approximately 5% per year.

Expenditures

The Street Tax Fund budget starts with allocating funds to some fixed and ongoing expenses like supplies, maintenance, the contribution to the DDA's tax increment financing, interfund cost of service and debt service. Together these costs account for about half about \$1.7 million. That means we have approximately \$2.3 million to spend on projects including the rebuilding or capital improvement of streets, plus any grant funding and any reduction in reserves. This year we have \$3.6 million budgeted for various projects which causes a forecasted reduction in reserves of \$848,110 leaving our \$2.1 million total reserve.

STREET TAX FUND

	2020 Actual	2021 Actual	2022 Actual	2023 Forecast	2024 Budget
Revenue	\$2,785,765	\$3,232,090	\$3,791,307	\$6,498,225	\$4,506,448
Expenditures	<u>(\$3,463,192)</u>	<u>(\$2,816,784)</u>	<u>(\$3,251,912)</u>	<u>(\$6,256,361)</u>	<u>(\$5,354,558)</u>
Change in Fund Balance	<u>(\$677,427)</u>	\$415,306	\$539,395	\$241,864	<u>(\$848,110)</u>
Beginning Fund Balance	\$2,454,430	\$1,777,003	\$2,192,309	\$2,731,704	\$2,973,568
Ending Fund Balance	\$1,777,003	\$2,192,309	\$2,731,704	\$2,973,568	\$2,125,458
Reserves:					
Developer Contributions	(\$25,000)	(\$25,000)	(\$25,000)	(\$25,000)	(\$25,000)
Springridge Traffic Fees	(\$249,941)	(\$276,839)	(\$307,582)	(\$307,582)	(\$307,582)
Available Fund Balance	\$1,502,062	\$1,890,470	\$2,399,122	\$2,640,986	\$1,792,876
Cash Balance as of 12/31/22	\$2,467,105				

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
13 STREET TAX FUND - 00						
1300020-41210	GENERAL SALES TAX	\$3,045,966	\$3,356,178	\$3,354,430	\$3,770,669	2022 Actual with 7% increase in 2023 and 5% in 2024
1300020-41310	USE TAX	\$114,267	\$180,779	\$351,351	\$180,779	Set at 2022 Actual
		\$3,160,232	\$3,536,957	\$3,705,781	\$3,951,448	
13 STREET TAX FUND - 00						
1300070-44310	TRANSFER FROM CAPITAL PROJECTS	(\$0)	(\$0)	\$180,000	(\$0)	
1300070-44355	TRANSFER FROM MARIJUANA TAX FU	(\$0)	\$175,000	(\$0)	(\$0)	
		(\$0)	\$175,000	\$180,000	(\$0)	
13 STREET TAX FUND - 15 PUBLIC TRANSPORTATION						
1315060-41220	AUDIT REVENUE	\$38,386	\$13,611	\$40,541	\$40,000	
1315060-42310	GRANTS	(\$0)	(\$0)	(\$0)	\$375,000	Grant funding for Devereux Bridge project (50%)
					\$120,000	Grant Funding for Riverview Project (50%)
TOTAL GRANTS		(\$0)	(\$0)	(\$0)	\$495,000	
1315060-42420	CREDIT CARD CONVENIENCE FEES	\$232	\$253	(\$0)	(\$0)	
1315060-42920	TRAFFIC IMPACT FEES	(\$0)	(\$0)	(\$0)	\$5,000	
1315060-42930	TRAFFIC IMPACT - SPRINGRIDGE	\$27,308	\$5,743	(\$0)	\$10,000	
1315060-43510	INTEREST	\$5,931	\$56,413	\$16,000	\$5,000	
1315060-43910	COST REIMBURSEMENTS	(\$0)	(\$0)	\$60,000	(\$0)	
1315060-44130	MISCELLANEOUS	(\$0)	\$3,330	(\$0)	(\$0)	
		\$71,857	\$79,350	\$116,541	\$555,000	
		\$3,232,089	\$3,791,307	\$4,002,322	\$4,506,448	

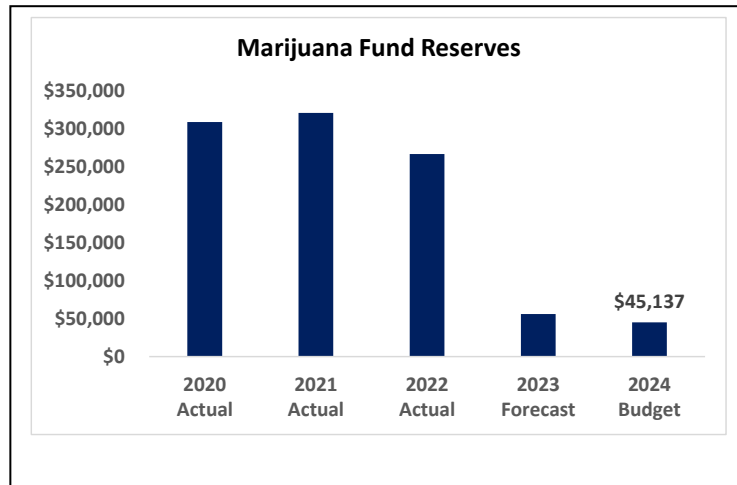
2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
13 STREET TAX FUND - 000						
1330-60000	PROJECT	\$1,617,147	\$1,468,182	\$4,525,903	\$2,500,000	Blake Ave 24th to 27th
					\$150,000	Lincolnwood Repave
					\$750,000	Devereux Bridge (50% grant funded)
					\$240,000	Riverview Storm Sewer (50% grant funded)
	TOTAL PROJECT	\$1,617,147	\$1,468,182	\$4,525,903	\$3,640,000	
	TOTAL 000 -	\$1,617,147	\$1,468,182	\$4,525,903	\$3,640,000	
13 STREET TAX FUND - 253 STREET TAX FUND						
13253-51610	SUPPLIES	\$63,374	\$82,782	\$90,500	\$100,000	Traffic control devices, traffic flagger, deicer, thermal plastic,
13253-51710	PROFESSIONAL SERVICES	\$9,887	\$19,067	\$122,500	\$100,000	Storm sewer survey
					\$15,000	Sustainable Strategies
	TOTAL PROFESSIONAL SERVICES	\$9,887	\$19,067	\$122,500	\$115,000	
13253-51810	MAINTENANCE & REPAIR	\$394,317	\$862,157	\$649,500	\$600,000	Crack seal, street striping, traffic signal maintenance, asphalt program, snow removal, traffic calming, sign replacement program, roadway mowing program, guardrail replacement, safe routes to school, handicap ramp replacements, right of way St. sidewalk and curb, alleyway replacement program
					\$30,000	Fleet
	TOTAL MAINTENANCE & REPAIR	\$394,317	\$862,157	\$649,500	\$630,000	
13253-51920	RENT/LEASE - EQUIPMENT	\$0	\$0	\$20,000	\$0	
13253-52510	GRANTS	\$21,050	\$24,000	\$0	\$24,000	
13253-52610	TECHNOLOGY	\$5,000	\$0	\$3,500	\$0	
13253-52710	CREDIT CARD FEES	\$440	\$953	\$0	\$1,000	
13253-52810	OTHER OPERATING EXPENSE	\$6,219	\$124	\$0	\$5,000	
13253-52820	TIF TO DDA	\$42,259	\$139,813	\$162,162	\$167,406	5% over 2023 forecast
13253-52825	ECONOMIC INCENTIVE REBATE	\$29,967	\$22,961	\$27,027	\$33,784	Assumes \$250,000 across all funds
13253-53910	PRINCIPAL - BONDS	\$280,000	\$285,000	\$275,000	\$280,000	2015 Sales and Use Tax bonds
13253-53930	INTEREST - BONDS	\$40,242	\$33,858	\$47,000	\$29,775	2015 Sales and Use Tax bonds
13253-53950	ISSUANCE COSTS	\$300	\$0	\$300	\$0	
13253-53960	ADMIN SERVICE FEES	\$0	\$300	\$0	\$0	
13253-54310	INTERFUND COST OF SERVICE	\$306,584	\$312,715	\$318,969	\$328,593	
13253-59520	CAPITAL OUTLAY	\$0	\$0	\$14,000	\$0	
	TOTAL 253 - STREET TAX FUND	\$1,199,639	\$1,783,730	\$1,730,458	\$1,714,558	
		\$2,816,786	\$3,251,912	\$6,256,361	\$5,354,558	

Marijuana Tax Fund

Reserves

Reserves in the Marijuana Tax Fund can be minimal. The only real need is to maintain a positive balance in the event of a severely missed revenue forecast. Even then, we could transfer funds from the General Fund into the Marijuana Tax Fund to shore up reserves. Sometimes we do have a significant reserve in this fund which allows us to make a contribution to a cause that isn't budgeted or to match a grant that we didn't expect to receive at the time the budget was passed.



The 2024 Marijuana Tax budget anticipates utilizing around \$10,000 in reserves leaving an ending fund balance of only \$45,000.

Revenue

Marijuana Tax is a sales tax of 5% on all medical and recreational marijuana sales within the City. In addition, there is a 5% excise tax on any grow facility that produces product within City limits for sale. At the time the 2024 budget was submitted there are no operating grow facilities in town. Marijuana sales tax has been relatively steady since the tax started being collected in 2017 between \$350,000 and \$450,000. The overall trend is slightly down due in large part to increased competition in the region.

Expenditures

The ballot question that passed in 2016 allows the City to spend Marijuana Tax proceeds on "...to fund the enforcement of regulations on the retail marijuana industry, other costs related to enforcement of marijuana laws, education and public health programs associated with marijuana consumption including prevention of underage consumption, and other city expenses". While that gives a lot of leeway, we spend the funds in two ways; (1) transfer to the General Fund for public information, community center passes, enforcement by our police department and first responders from EMS, and (2) contributions to organizations that work to provide education and treatment. In 2024 those contributions include Stepping Stones (\$25,000), MindSpring (\$50,000) and Roaring Fork School District's in-school counseling (\$75,000). There is no interfund cost of service charged to this fund, the only other expenditure is for professional services to defray the cost of our annual financial audit (\$1,000).

MARIJUANA TAX FUND

	2020 Actual	2021 Actual	2022 Actual	2023 Forecast	2024 Budget
Revenue	\$458,237	\$446,890	\$406,120	\$350,000	\$350,000
Expenditures	<u>(\$326,998)</u>	<u>(\$435,000)</u>	<u>(\$460,000)</u>	<u>(\$560,500)</u>	<u>(\$361,000)</u>
Change in Fund Balance	\$131,239	\$11,890	(\$53,880)	(\$210,500)	(\$11,000)
Beginning Fund Balance	\$177,388	\$308,627	\$320,517	\$266,637	\$56,137
Ending Fund Balance	\$308,627	\$320,517	\$266,637	\$56,137	\$45,137
Available Fund Balance	\$308,627	\$320,517	\$266,637	\$56,137	\$45,137
Cash Balance as of 12/31/22	\$236,201				

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
15 MARIJUANA TAX FUND - 00						
1500020-41510	MARIJUANA SALES TAX	\$382,681	\$363,422	\$350,000	\$350,000	Starting in 2019 this fund has generated revenues of \$325k, \$450k, \$383k and \$368k in 2022 forecasted to be \$350k in 2023.
1500020-41520	MARIJUANA EXCISE TAX	\$64,208	\$42,697	\$50,000	(\$0)	
		\$446,889	\$406,120	\$400,000	\$350,000	
15 MARIJUANA TAX FUND - 00						
1500060-43510	INTEREST	(\$0)	(\$0)	\$1,000	(\$0)	
		(\$0)	(\$0)	\$1,000	(\$0)	
		\$446,889	\$406,120	\$401,000	\$350,000	

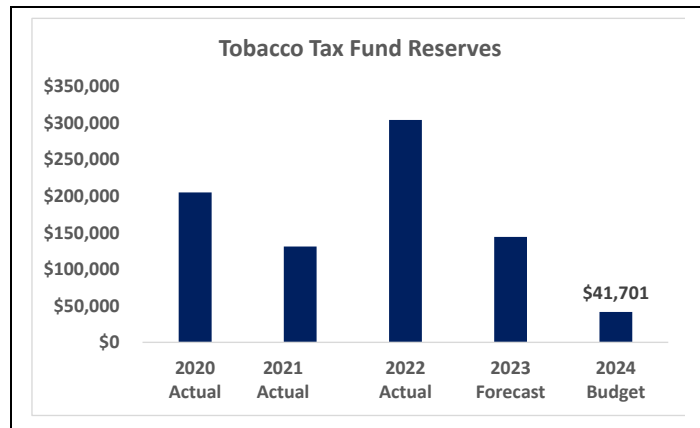
2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
15 MARIJUANA TAX FUND - 510 MARIJUANA TAX FUND						
15510-51710	PROFESSIONAL SERVICES	\$0	\$0	\$500	\$1,000	
15510-52510	GRANTS	\$150,000	\$0	\$0	\$0	
15510-53710	CONTRIBUTIONS/DONATIONS	\$0	\$0	\$100,000	\$25,000	Stepping Stones
					\$50,000	MindSpring Detox
					\$75,000	Roaring Fork School District Mental Health in Schools program
TOTAL CONTRIBUTIONS/DONATIONS		\$0	\$0	\$100,000	\$150,000	
15510-55925	TRANSFER TO STREET TAX FUND	\$0	\$175,000	\$0	\$0	
15510-55950	TRANSFER TO GENERAL FUND	\$185,000	\$200,000	\$260,000	\$110,000	Public Information and Community Center passes.
15510-55960	TRANSFER TO FIRE & EMS	\$100,000	\$85,000	\$100,000	\$100,000	For first response and transport.
TOTAL 510 - MARIJUANA TAX FUND		\$435,000	\$460,000	\$460,500	\$361,000	
		\$435,000	\$460,000	\$460,500	\$361,000	

Tobacco Tax Fund

Reserves

Like the Marijuana Tax Fund, reserves in the Tobacco Tax Fund can be minimal. The only real need is to maintain a positive balance in the event of a severely missed revenue forecast. Even then, we could transfer funds from the General Fund into the Tobacco Tax Fund to shore up reserves. Sometimes we do have a significant reserve in this fund which allows us to make a contribution to a cause that isn't budgeted or to match a grant that we didn't expect to receive at the time the budget was passed.



The 2024 Tobacco Tax budget anticipates utilizing \$102,500 in reserves leaving an ending fund balance of only \$41,701.

Revenue

Glenwood's Tobacco Tax is 40% of all tobacco products or \$4 per pack of cigarettes. At the time this tax was being considered our City Council both moved the minimum age of use from 18 to 21, and banned all sales of flavored tobacco in Glenwood. That was meaningful because menthol and other flavors accounted for most of the tobacco sales. As a result, and given the fact that we just increased the cost of a carton of cigarettes by \$80 while the consumer had the option to drive 10 minutes in any direction to avoid the tax we did not anticipate substantial revenue from this tax. In addition, we expected sales to decrease materially each year after the tax was passed. At the time we estimated \$900,000 in sales tax believing that we had substantially overestimated actual collections. We received \$900k in year one and have steadily slipped downward to a 2024 budget of \$750,000.

Expenditures

The ballot question that passed in 2016 allows the City to spend Tobacco Tax proceeds on prevention, education, enforcement, first responders and other city expenses.

The transfer to the General Fund helps fund the following things that we would need to cut if we didn't have the revenue;

- -Overdose Transport
- -Parks and Downtown enforcement
- -Needles and paraphernalia clean-up
- -DUI enforcement
- -Colorado Employers Benefit Trust (CEBT) clinic treatment and counseling

In the October 4th meeting Council directed staff to add \$120,000 to the appropriation to fund the full \$260,000 ask from the Roaring Fork School District to fund in-school counseling. There is also a \$50,000 contribution to Mind Spring for their detox center.

TOBACCO TAX FUND

	2020	2021	2022	2023	2024
	Actual	Actual	Actual	Forecast	Budget
Revenue	\$956,641	\$909,421	\$833,038	\$761,000	\$757,500
Expenditures	<u>(\$751,617)</u>	<u>(\$983,282)</u>	<u>(\$660,000)</u>	<u>(\$921,000)</u>	<u>(\$860,000)</u>
Change in Fund Balance	\$205,024	(\$73,861)	\$173,038	(\$160,000)	(\$102,500)
Beginning Fund Balance	\$0	\$205,024	\$131,163	\$304,201	\$144,201
Ending Fund Balance	\$205,024	\$131,163	\$304,201	\$144,201	\$41,701
Available Fund Balance	\$205,024	\$131,163	\$304,201	\$144,201	\$41,701
Cash Balance as of 12/31/22	\$255,541				

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
16 TOBACCO TAX - 00						
1600020-41530	TOBACCO SALES TAX	\$899,921	\$820,538	\$700,000	\$750,000	Revenues were \$950k in 2020, \$900k in 2021 and \$845k in 2022.
		\$899,921	\$820,538	\$700,000	\$750,000	
16 TOBACCO TAX - 00						
1600030-42140	SALES TAX/BUSINESS LICENSES	\$9,500	\$7,500	\$10,000	\$7,500	
		\$9,500	\$7,500	\$10,000	\$7,500	
16 TOBACCO TAX - 00						
1600060-43510	INTEREST	(\$0)	(\$0)	\$1,000	(\$0)	
1600060-44130	MISCELLANEOUS	(\$0)	\$5,000	(\$0)	(\$0)	
		(\$0)	\$5,000	\$1,000	(\$0)	
		\$909,421	\$833,038	\$711,000	\$757,500	

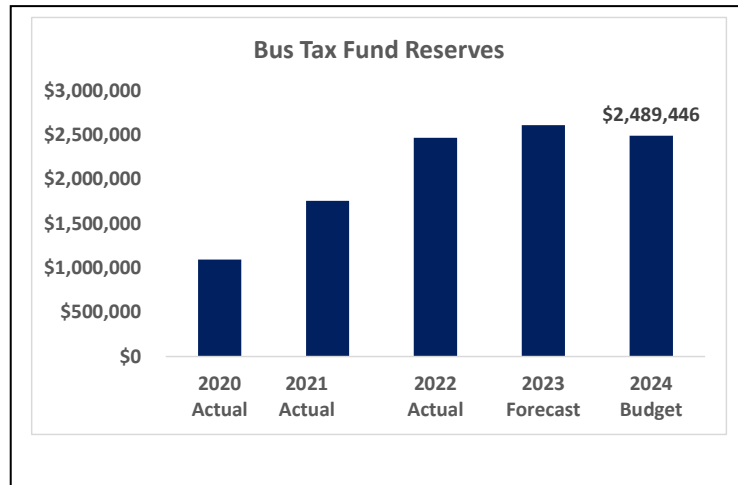
2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
16 TOBACCO TAX - 520 TOBACCO TAX						
16520-51710	PROFESSIONAL SERVICES	\$132	\$260,000	\$1,500	\$0	
16520-52510	GRANTS	\$233,150	\$0	\$0	\$0	
16520-52810	OTHER OPERATING EXPENSE	\$0	\$0	\$9,500	\$0	
16520-53710	CONTRIBUTIONS/DONATIONS	\$0	\$0	\$0	\$50,000	MindSpring Detox
					\$185,000	Roaring Fork School District Mental Health in Schools program
TOTAL CONTRIBUTIONS/DONATIONS		\$0	\$0	\$0	\$235,000	
TOTAL 520 - TOBACCO TAX		\$233,282	\$260,000	\$11,000	\$235,000	
16 TOBACCO TAX - 999 INTERFUND TRANSFERS						
16999-55950	TRANSFER TO GENERAL FUND	\$750,000	\$400,000	\$750,000	\$625,000	-Overdose Transport -Parks and Downtown enforcement -Needles and paraphernalia clean-up -DUI enforcement -CEBT clinics treatment and counseling -Detox
TOTAL 999 - INTERFUND TRANSFERS		\$750,000	\$400,000	\$750,000	\$625,000	
		\$983,282	\$660,000	\$761,000	\$860,000	

Bus Tax Fund

Reserves

The Bus Tax operates Ride Glenwood and provides other transportation related services. In addition to needing a sufficient reserve to maintain a positive fund balance if our revenue forecast for sales and use tax is not met, we want to maintain a modest reserve that allows us to take advantage of a grant match or project that comes up during the year. In addition, there are a number of priorities around transportation on demand, city parking and other initiatives that may make it necessary to invest either in consultant work or infrastructure, or both. For that reason we have built a significant reserve up in this fund and currently have \$2.5 million forecasted at the end of 2024.



Revenues

We receive revenue in this fund from two sources; sales and use Tax, and grants. Each year we receive a federal grant known as a 5311 that allows us to be able to fund Ride Glenwood. In 2024 we have forecasted an \$825,000 grant for the replacement of bus shelters. These are desperately needed throughout the City. Our City match is approximately \$490,000. In addition, we will need to evaluate the maintenance needs of these shelters to keep them in good operating condition and stretch their lives before we need to replace them again. Currently, that is outsourced to a company that advertises on our buses, which may not provide sufficient resources once they are replaced.

Expenditures

The main expense in this fund is the operation of Ride Glenwood which is outsourced to Roaring Fork Transit Authority (RFTA). Each month it invoices the City for those costs including Direct Mileage Costs, Allocated Training, and Allocated Capital costs. The total cost of the program that is run by RFTA is expected to cost the City between \$1.5 and \$2.0 million in 2024. These costs continue to rise due to increased cost of labor, primarily for drivers, and other inflationary pressures incurred at RFTA.

BUS TAX FUND

	2020 Actual	2021 Actual	2022 Actual	2023 Forecast	2024 Budget
Revenue	\$2,264,487	\$2,153,771	\$2,422,146	\$2,352,955	\$3,329,378
Expenditures	<u>(\$1,984,380)</u>	<u>(\$1,490,905)</u>	<u>(\$1,714,219)</u>	<u>(\$2,207,049)</u>	<u>(\$3,450,522)</u>
Change in Fund Balance	\$280,107	\$662,866	\$707,927	\$145,906	(\$121,144)
Beginning Fund Balance	\$813,784	\$1,093,891	\$1,756,757	\$2,464,684	\$2,610,590
Ending Fund Balance	\$1,093,891	\$1,756,757	\$2,464,684	\$2,610,590	\$2,489,446
Available Fund Balance	\$1,093,891	\$1,756,757	\$2,464,684	\$2,610,590	\$2,489,446
Cash Balance as of 12/31/22	\$2,505,988				

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
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18 BUS TAX FUND - 00

1800020-41210	GENERAL SALES TAX	\$1,218,296	\$1,342,372	\$1,341,773	\$1,508,268	2022 Actual with 7% increase in 2023 and 5% in 2024
1800020-41310	USE TAX	\$45,703	\$72,306	\$175,675	\$72,306	Set at 2022 Actual
		<u>\$1,263,999</u>	<u>\$1,414,678</u>	<u>\$1,517,448</u>	<u>\$1,580,574</u>	

18 BUS TAX FUND - 00

1800040-42310	GRANTS	\$813,849	\$985,162	\$808,291	\$825,304	Bus Shelter Grant
					\$324,000	5311 Grant
					\$576,000	Other
TOTAL GRANTS		<u>\$813,849</u>	<u>\$985,162</u>	<u>\$808,291</u>	<u>\$1,725,304</u>	
		<u>\$813,849</u>	<u>\$985,162</u>	<u>\$808,291</u>	<u>\$1,725,304</u>	

18 BUS TAX FUND - 15 PUBLIC TRANSPORTATION

1815060-41220	AUDIT REVENUE	\$15,353	\$5,444	\$16,216	\$15,000	
1815060-42420	CREDIT CARD CONVENIENCE FEES	\$93	\$101	(\$0)	(\$0)	
1815060-43510	INTEREST	\$233	\$271	\$5,000	\$1,000	
1815060-44130	MISCELLANEOUS	\$64	\$5,358	\$1,000	(\$0)	
		<u>\$15,743</u>	<u>\$11,174</u>	<u>\$22,216</u>	<u>\$16,000</u>	

18 BUS TAX FUND - 15 PUBLIC TRANSPORTATION

1815050-42421	ADVERTISING FEES	(\$0)	\$11,132	\$5,000	\$7,500	
1815050-42422	BUS FARES	\$60,180	(\$0)	(\$0)	(\$0)	
		<u>\$60,180</u>	<u>\$11,132</u>	<u>\$5,000</u>	<u>\$7,500</u>	
		<u>\$2,153,771</u>	<u>\$2,422,146</u>	<u>\$2,352,955</u>	<u>\$3,329,378</u>	

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
18 BUS TAX FUND - 170 BUS TAX FUND						
18170-51230	BASIC LIFE INSURANCE	\$0	\$0	\$0	\$150	
18170-51260	RETIREMENT CONTRIBUTIONS	\$0	\$0	\$0	\$7,700	
18170-51270	UNEMPLOYMENT COMPENSATION	\$0	\$0	\$0	\$330	
18170-51280	WORKERS' COMPENSATION	\$0	\$0	\$0	\$198	
18170-51410	UTILITIES	\$11,575	\$10,327	\$13,000	\$12,400	
18170-51710	PROFESSIONAL SERVICES	\$76,911	\$39,591	\$358,714	\$200,000	Contractors for transportation management and design
18170-52210	PROFESSIONAL DEVELOPMENT	\$558	\$0	\$3,000	\$0	
18170-52710	CREDIT CARD FEES	\$176	\$381	\$300	\$0	
18170-52810	OTHER OPERATING EXPENSE	\$5,722	\$5,751	\$20,000	\$0	
18170-52820	TIF TO DDA	\$16,902	\$55,921	\$64,865	\$66,962	5% over 2023 forecast
18170-52825	ECONOMIC INCENTIVE REBATE	\$16,348	\$9,184	\$10,810	\$13,514	Assumes \$250,000 across all funds
18170-53510	PROPERTY INSURANCE	\$7,000	\$7,100	\$7,200	\$10,224	
18170-53710	CONTRIBUTIONS/DONATIONS	\$0	\$0	\$100,000	\$0	
18170-54310	INTERFUND COST OF SERVICE	\$134,238	\$136,922	\$139,660	\$143,850	
18170-56510	FIXED LABOR COSTS	\$412,155	\$451,476	\$475,000	\$489,275	
18170-56515	DIRECT LABOR COSTS	\$410,598	\$491,074	\$525,000	\$594,335	
18170-56520	EMPLOYEE BUS PASSES	\$754	\$732	\$1,000	\$805	
18170-56525	TDM PROGRAM EXPENSE	\$1,075	\$447	\$5,000	\$500	
18170-56530	DIRECT MILEAGE COSTS	\$223,334	\$239,315	\$250,000	\$303,685	
18170-56535	ALLOCATED TRAINING & OTHER COS	\$90,746	\$128,872	\$135,000	\$130,000	
18170-56540	VAN MAINTENANCE	\$1,164	\$1,278	\$3,500	\$1,406	
18170-56545	PARA-TRANSTI SERVICE	\$30,000	\$81,848	\$30,000	\$90,033	
18170-56555	ALLOCATED CAPITAL COSTS	\$51,647	\$53,999	\$65,000	\$70,790	
18170-60000	PROJECTS	\$0	\$0	\$0	\$825,304	Bus shelter gant
					\$489,061	Grant match
	TOTAL PROJECTS	\$0	\$0	\$0	\$1,314,365	
TOTAL 170 - BUS TAX FUND		\$1,490,903	\$1,714,219	\$2,207,049	\$3,450,522	
		\$1,490,903	\$1,714,219	\$2,207,049	\$3,450,522	

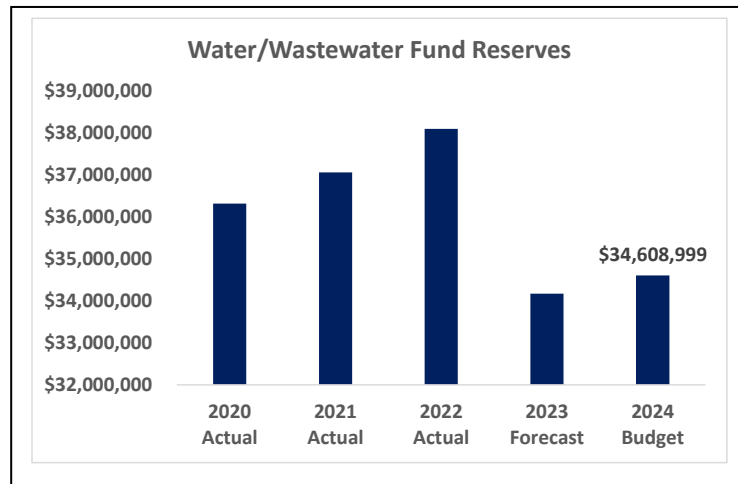
Water/Wastewater Fund

Reserves

Our total fund balance in this fund usually runs in the \$30 million to \$40 million range. Much of that, however, is attributed to long term assets like water and wastewater plants that and therefore not available to defray current expenditures. The cash balance in the fund at the end of 2022, the most recent fully audited period, is approximately \$8.3 million. The Grizzly Creek Fire caused significant

damage to our intake and treatment system that needed immediate attention. At the end of 2022 the Water Fund had a total \$3.8 million in debt service reserves including a covenant of \$1.25 million in an operational reserve, and \$1.8 million in unspent bond proceeds. The debt behind these obligations comes from three events;

1. A loan of \$31.5 million was secured in 2010 from Colorado Water Resources and Power Development Authority (CWRPDA) for the construction of a new Wastewater Treatment Plant in West Glenwood, a lift station and upgrades to the distribution system.
2. In 2021 this fund incurred a loan of \$8.1 million from Bank of Colorado to be repaid over the course of 20 years. The purpose of these funds is to acquire, construct, and install certain capital improvements and upgrades to the water and wastewater system, including water treatment plant upgrades, lift station replacements, new water tanks, and a new pump station.
3. Also in 2021 the City entered into an intergovernmental loan with the Colorado Water Conservation Board (CWCBC) in the amount of up to \$8.0 million for the purpose of the system redundancy and pre-treatment improvements project to ensure the City can continue to deliver treatable water to the water treatment plant. As of the end of 2022 the City had drawn about \$900,000 against that amount. We expect that we may draw up to another \$1.5 million in 2023 and 2024 to complete the project, not drawing on the remaining facility amount.



Revenue

The 2024 budget forecasts water user fees of approximately \$4.9 million and sewer user fees of around \$4.6 million. We also expect to receive approximately \$1.9 million water related grants. In 2023 we had resources expended to help plan for and mitigate damage to our system done by mudflows. We expect most or even all of those funds to be paid back to the City between insurance coverage and grant funds.

In 2021 Council passed a substantial increase in user fees that was approximately 12% in Water and 35% in Wastewater. We had not raised rates in several years and rate studies provided by Gov Rates helped us forecast revenue needs over the next 10 years. There was also a recommendation to increase by 5% these rates in 2022-2024 to keep up capital and operating needs. After these increases the City's water

rates continue to be below average both in the region and nationally. Going forward we expect to make an annual adjustment to user rates to offset the impact of inflation.

Expenditures

The biggest single source of expenses in 2024 are capital projects. Between Water and Wastewater we have \$3.5 million in projects budgeted including the replacement of pump station 2 (\$1.75 million). We categorize operating expenditures into the following groups:

1. Water and Sewer Administration (\$1.3 million)
2. Water Customer Accounts (\$230,000)
3. Water Treatment (\$1.1 million)
4. Water Transmission and Distribution (\$936,000)
5. Wastewater Treatment (\$1.2 million)
6. Wastewater Collection and Transmission (\$798,000)
7. Cost allocations and interfund (\$570,000)
8. Depreciation and amortization (\$2,120,000)
9. Interfund transfers to fleet and capital projects for the ERP system (\$200,000)



WATER AND WASTEWATER FUND

	2020 Actual	2021 Actual	2022 Actual	2023 Forecast	2024 Budget
Revenue	\$7,003,974	\$8,255,788	\$8,932,641	\$8,413,500	\$13,211,000
Expenditures	<u>(\$6,618,787)</u>	<u>(\$7,507,488)</u>	<u>(\$7,899,441)</u>	<u>(\$12,340,248)</u>	<u>(\$12,775,251)</u>
Change in Fund Balance	\$385,187	\$748,300	\$1,033,200	<u>(\$3,926,748)</u>	\$435,749
Beginning Fund Balance	\$35,933,311	\$36,318,498	\$37,066,798	\$38,099,998	\$34,173,250
Ending Fund Balance	\$36,318,498	\$37,066,798	\$38,099,998	\$34,173,250	\$34,608,999
Reserves:					
Debt Covenant Reserves		<u>(\$3,140,005)</u>	<u>(\$2,940,005)</u>	<u>(\$2,740,005)</u>	<u>(\$2,540,005)</u>
Operations and Maintenance Reserve		<u>(\$1,250,000)</u>	<u>(\$1,250,000)</u>	<u>(\$1,250,000)</u>	<u>(\$1,250,000)</u>
Restricted Water Fees		<u>(\$3,007,225)</u>	<u>(\$3,007,225)</u>	<u>(\$3,007,225)</u>	<u>(\$3,007,225)</u>
Restricted Sewer Fees		<u>(\$1,893,175)</u>	<u>(\$1,893,175)</u>	<u>(\$1,893,175)</u>	<u>(\$1,893,175)</u>
Available Fund Balance	\$36,318,498	\$27,776,393	\$29,009,593	\$25,282,845	\$25,918,594
Cash Balance as of 12/31/22	\$8,346,662				

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
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21 WATER, SEWER AND SANITATION - 45 WATER

2145060-42310	GRANTS	\$25,002	\$378,040	(\$0)	\$1,900,000	
2145060-43510	INTEREST	\$7,551	\$43,145	\$50,000	\$35,000	
2145060-43650	MISCELLANEOUS LEASE	(\$0)	\$840	(\$0)	(\$0)	
2145060-43920	INSURANCE REIMBURSEMENT	\$4,604	\$2,265	(\$0)	\$3,000	
2145060-44130	MISCELLANEOUS	\$1,185	\$613	(\$0)	(\$0)	
		\$38,342	\$424,903	\$50,000	\$1,938,000	

21 WATER, SEWER AND SANITATION - 45 WATER

2146050-42520	SEWER USER FEES	\$3,785,209	\$4,184,267	\$4,100,000	\$4,600,000	
2146050-42580	SEWER IMPROVEMENT FEES	\$317,276	\$315,416	\$50,000	\$800,000	
		\$4,102,485	\$4,499,683	\$4,150,000	\$5,400,000	

21 WATER, SEWER AND SANITATION - 46 WASTEWATER

2145050-42510	WATER USER FEES	\$3,747,769	\$4,148,148	\$4,200,000	\$4,900,000	
2145050-42550	METER SALES	\$15,731	\$27,206	\$10,000	\$20,000	
2145050-42560	SERVICE CONNECT FEES	\$4,665	\$3,300	\$3,500	\$3,000	
2145050-42570	WATER IMPROVEMENT FEES	\$346,795	\$344,301	(\$0)	\$950,000	
		\$4,114,960	\$4,522,955	\$4,213,500	\$5,873,000	
		\$8,255,787	\$9,447,541	\$8,413,500	\$13,211,000	

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
21 WATER, SEWER AND SANITATION - 000						
2145-60000	PROJECTS	\$4,346,052	\$2,695,996	\$2,245,000	\$100,000	System Improvement
					\$50,000	SCADA Upgrades
					\$100,000	Raw Water System Upgrades
					\$150,000	Blake Avenue Upgrades
					\$30,000	7th Street Parking Lot Water Drop
					\$50,000	Water Plant Lighting Upgrades
					\$25,000	Water Plant Flooring and Office Furniture
					\$75,000	Flocculant Equipment Upgrades
					\$95,000	Palmer Thin Wall Steel Pipe Replacement
					\$85,000	Bennett Waterline Replacement - 2" to 6"
					\$1,750,000	Pump Station No. 2 Replacement
					\$200,000	6th Street Raw Water Piping, Funds coming from A&I also.
					\$200,000	6th Street bike trail Donegan to Linden. Project also includes \$975,000 from the A&I Fund.
	TOTAL PROJECTS	\$4,346,052	\$2,695,996	\$2,245,000	\$2,910,000	
	TOTAL 000 -	\$4,346,052	\$2,695,996	\$2,245,000	\$2,910,000	
21 WATER, SEWER AND SANITATION - 000						
2146-60000	PROJECTS				\$150,000	Sewer Rehabilitation Program
					\$100,000	System Improvements
					\$50,000	WWTF Lighting Upgrades
					\$50,000	Grit System Repairs
					\$60,000	Grinder Pump Upgrades
					\$85,000	6" Clay Pipe Replacement Projects - 170' on Bennett and 230' on Midland Avenue near 8th Street.
		\$808,789	\$916,550	\$1,950,000	\$50,000	SCADA Upgrades
					\$20,000	7th Street Lot Sewer Drop
	TOTAL PROJECTS	\$808,789	\$916,550	\$1,950,000	\$565,000	
	TOTAL 000 -	\$808,789	\$916,550	\$1,950,000	\$565,000	
21 WATER, SEWER AND SANITATION - 211 WATER & SEWER ADMINISTRATION						
21211-51110	REGULAR EMPLOYEES	\$332,447	\$351,344	\$361,959	\$445,307	Public Works Director (50%) WA/WW Plant Ops Superintendent WA/WW Field Ops Superintendent GIS Administrator (25%) Asset Management Specialist (28.57%) Public Information Officer (25%) Administrative Assistant
21211-51210	HEALTH INSURANCE PREMIUMS	\$62,641	\$57,979	\$69,624	\$97,166	
21211-51220	LONG TERM DISABILITY	\$881	\$881	\$400	\$1,388	

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
21211-51230	BASIC LIFE INSURANCE	\$768	\$764	\$907	\$1,147	
21211-51250	FICA CONTRIBUTIONS	\$23,149	\$25,387	\$31,075	\$34,067	
21211-51260	RETIREMENT CONTRIBUTIONS	\$25,462	\$24,145	\$28,435	\$31,172	
21211-51270	UNEMPLOYMENT COMPENSATION	\$891	\$670	\$985	\$890	
21211-51280	WORKERS' COMPENSATION	\$7,523	\$9,814	\$9,000	\$12,500	
21211-51290	OTHER EMPLOYEE BENEFITS	\$0	\$18,915	\$0	\$0	
21211-51370	EMPLOYEE HOUSING GRANT	\$312	\$0	\$0	\$0	
21211-51380	UNIFORM ALLOWANCE	\$700	\$0	\$1,000	\$1,000	
21211-51410	UTILITIES	\$1,317	\$1,525	\$1,500	\$2,000	
21211-51610	SUPPLIES	\$3,351	\$1,901	\$3,600	\$3,000	Uniforms, Shirts, hats, PPE
21211-51710	PROFESSIONAL SERVICES	\$88,804	\$50,439	\$61,600	\$67	Consulting, Water Model Updates, Plan Printing, Other Services Garfield Clean Energy (\$12,000)
21211-51810	MAINTENANCE & REPAIR	\$14,392	\$15,892	\$30,000	\$10,000	Building and Equipment
					\$10,000	Fleet
	TOTAL MAINTENANCE & REPAIR	\$14,392	\$15,892	\$30,000	\$20,000	
21211-52110	PUBLIC NOTICES	\$893	\$0	\$0	\$0	
21211-52120	EMPLOYMENT POSTING	\$0	\$0	\$250	\$0	
21211-52140	PROCUREMENT ADVERTISING	\$65	\$0	\$0	\$0	
21211-52210	PROFESSIONAL DEVELOPMENT	\$569	\$2,349	\$6,000	\$5,000	Training, Travel, Certification renewals
21211-52410	PROFESSIONAL DUES AND MEMBERSH	\$0	\$0	\$3,500	\$3,000	
21211-52420	ORGANIZATIONAL DUES AND MEMBER	\$100	\$355	\$3,000	\$0	
21211-52440	PROFESSIONAL SUBSCRIPTION	\$0	\$35	\$500	\$0	
21211-52510	GRANTS	\$27,970	\$23,316	\$30,000	\$28,000	
21211-52610	TECHNOLOGY	\$15,551	\$10,001	\$10,000	\$10,000	VueWorks software
21211-52810	OTHER OPERATING EXPENSE	\$1,710	\$391	\$20,000	\$20,000	Homeless camp and Mudslide Cleanup
21211-53510	PROPERTY INSURANCE	\$113,805	\$93,989	\$80,000	\$135,344	
21211-53520	LIABILITY AND CASUALTY INSURA	\$11,811	\$6,913	\$10,800	\$9,954	
21211-53950	ISSUANCE COSTS	\$105,919	\$0	\$0	\$0	
21211-54310	INTERFUND COST OF SERVICE	\$405,803	\$413,919	\$422,197	\$434,863	
21211-54610	ENERGY CONSERVATION	\$0	\$0	\$50,000	\$25,000	
21211-54810	WATER ASSESMENTS	\$16,596	\$9,001	\$5,000	\$10,000	
21211-55110	SAFETY PROGRAMS	\$121	\$0	\$0	\$0	
TOTAL 211 - WATER & SEWER ADMINISTRATION		\$1,263,548	\$1,119,925	\$1,241,332	\$1,330,865	

21 WATER, SEWER AND SANITATION - 240 CUSTOMER ACCOUNTS WATER

21240-51710	PROFESSIONAL SERVICES	\$5,050	\$4,038	\$0	\$35,000	Annual water Model Update, Meter Reads, Consulting On Call
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2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
21240-54310	INTERFUND COST OF SERVICE	\$182,569	\$186,220	\$189,944	\$195,642	
TOTAL 240 - CUSTOMER ACCOUNTS WATER		\$187,619	\$190,258	\$189,944	\$230,642	
21 WATER, SEWER AND SANITATION - 260 WATER INTERFUND						
21260-55710	ALLOCATED ORGANIZATION COST	\$95,000	\$120,264	\$133,500	\$147,000	
21260-55810	INTERFUND FRANCHISE FEE	\$95,000	\$120,264	\$133,500	\$147,000	
TOTAL 260 - WATER INTERFUND		\$190,000	\$240,528	\$267,000	\$294,000	
21 WATER, SEWER AND SANITATION - 261 WASTEWATER INTERFUND						
21261-55710	ALLOCATED ORGANIZATION COST	\$95,000	\$120,264	\$132,300	\$138,000	
21261-55810	INTERFUND FRANCHISE FEE	\$95,000	\$120,264	\$132,300	\$138,000	
TOTAL 261 - WASTEWATER INTERFUND		\$190,000	\$240,528	\$264,600	\$276,000	
21 WATER, SEWER AND SANITATION - 270 INTEREST						
21270-53930	INTEREST - BONDS	\$242,816	\$497,074	\$461,605	\$185,992	Bank of Colorado (\$8.1 million)
					\$625,000	Colorado Water Resources and Power Development Authority bond. Principle reduced of \$775,000
TOTAL INTEREST - BONDS		\$242,816	\$497,074	\$461,605	\$810,992	
21270-53940	INTEREST - OTHER DEBT	\$0	\$17,826	\$0	\$15,852	2021 CWCB loan
TOTAL INTEREST - OTHER DEBT		\$0	\$17,826	\$0	\$15,852	
TOTAL 270 - INTEREST		\$242,816	\$514,900	\$461,605	\$826,844	
21 WATER, SEWER AND SANITATION - 275 DEPRECIATION/AMORTIZATION						
21275-55610	DEPRECIATION	\$787,079	\$864,909	\$675,000	\$920,000	
21275-59599	CAPITALIZED ASSETS	(\$4,961,311)	(\$2,834,029)	\$0	\$0	
TOTAL 275 - DEPRECIATION/AMORTIZATION		(\$4,174,232)	(\$1,969,120)	\$675,000	\$920,000	
21 WATER, SEWER AND SANITATION - 276 DEPRECIATION/AMORTIZATION - WA						
21276-55610	DEPRECIATION	\$1,137,369	\$1,166,531	\$1,200,000	\$1,200,000	
21276-59599	CAPITALIZED ASSETS	\$0	(\$114,234)	\$0	\$0	
TOTAL 276 - DEPRECIATION/AMORTIZATION - WA		\$1,137,369	\$1,052,296	\$1,200,000	\$1,200,000	
21 WATER, SEWER AND SANITATION - 410 WATER TREATMENT						
21410-51110	REGULAR EMPLOYEES	\$272,353	\$297,992	\$302,556	\$322,384	Chief Operator Water Treatment Water Treatment Operator II B (2) WA/WW Treatment Operator I D Plus Water Treatment Operation I D
21410-51140	OVERTIME	\$6,036	\$4,858	\$17,500	\$10,000	

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
21410-51150	STANDBY AND CALLBACK PAY	\$17,708	\$19,772	\$20,000	\$20,000	
21410-51210	HEALTH INSURANCE PREMIUMS	\$53,249	\$56,731	\$58,524	\$85,314	
21410-51220	LONG TERM DISABILITY	\$709	\$784	\$858	\$1,097	
21410-51230	BASIC LIFE INSURANCE	\$560	\$678	\$739	\$828	
21410-51250	FICA CONTRIBUTIONS	\$22,563	\$23,957	\$20,504	\$26,958	
21410-51260	RETIREMENT CONTRIBUTIONS	\$21,453	\$19,783	\$21,410	\$24,667	
21410-51270	UNEMPLOYMENT COMPENSATION	\$854	\$646	\$900	\$645	
21410-51280	WORKERS' COMPENSATION	\$8,914	\$9,063	\$9,000	\$10,000	
21410-51290	OTHER EMPLOYEE BENEFITS	\$0	\$0	\$15,000	\$0	
21410-51360	EMPLOYEE ONBOARDING	\$20	\$0	\$0	\$0	
21410-51380	UNIFORM ALLOWANCE	\$1,517	\$0	\$2,000	\$2,000	
21410-51410	UTILITIES	\$129,343	\$130,232	\$112,550	\$150,000	20% over 2022 actual.
21410-51610	SUPPLIES	\$7,124	\$4,432	\$10,000	\$7,000	
21410-51710	PROFESSIONAL SERVICES	\$48,760	\$55,527	\$64,400	\$60,000	SCADA and control work / HVAC
21410-51810	MAINTENANCE & REPAIR	\$78,000	\$96,201	\$110,000	\$60,000	Equipment, building, fire and weed mitigation
					\$50,000	Fleet
	TOTAL MAINTENANCE & REPAIR	\$78,000	\$96,201	\$110,000	\$110,000	
21410-51920	RENT/LEASE - EQUIPMENT	\$122	\$1,339	\$1,000	\$20,000	Grizzly Creek Gage Station
					\$1,000	Misc Labor Work
	TOTAL RENT/LEASE - EQUIPMENT	\$122	\$1,339	\$1,000	\$21,000	
21410-52210	PROFESSIONAL DEVELOPMENT	\$2,150	\$1,846	\$10,000	\$8,000	
21410-52410	PROFESSIONAL DUES AND MEMBERSH	\$683	\$103	\$0	\$0	
21410-52610	TECHNOLOGY	\$3,534	\$3,703	\$4,500	\$10,000	VueWorks
					\$2,000	GIS, Replace XC2
	TOTAL TECHNOLOGY	\$3,534	\$3,703	\$4,500	\$12,000	
21410-52810	OTHER OPERATING EXPENSE	\$4,398	\$3,951	\$5,000	\$5,000	
21410-53230	OTHER CHEMICALS	\$166,630	\$136,144	\$210,000	\$150,000	
21410-53240	LABORATORY	\$4,001	\$2,100	\$6,000	\$5,000	
21410-54820	LAB SUPPLIES	\$16,531	\$10,458	\$13,000	\$16,000	
21410-55110	SAFETY PROGRAMS	\$3,906	\$0	\$0	\$4,000	
21410-59520	CAPITAL OUTLAY	\$7,522	\$11,615	\$12,000	\$12,000	VFD's for pre-treatment service water pumps
	TOTAL 410 - WATER TREATMENT	\$878,639	\$891,914	\$1,027,441	\$1,063,893	

21 WATER, SEWER AND SANITATION - 420 WATER TRANSMISSION & DISTRIBUTION

21420-51110	REGULAR EMPLOYEES	\$296,573	\$311,161	\$341,319	\$359,395	Water Utility Worker IV Water Utility Maintenance Coordinator II Water/WW Equipment Operator III (50%) Water Utility Worker I (2) Neighborhood Services Specialist (25%)
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2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
21420-51140	OVERTIME	\$6,395	\$4,453	\$4,500	\$6,000	
21420-51150	STANDBY AND CALLBACK PAY	\$12,350	\$12,460	\$12,000	\$12,000	
21420-51210	HEALTH INSURANCE PREMIUMS	\$86,205	\$82,762	\$87,012	\$68,715	
21420-51220	LONG TERM DISABILITY	\$789	\$826	\$924	\$1,157	
21420-51230	BASIC LIFE INSURANCE	\$576	\$671	\$806	\$931	
21420-51250	FICA CONTRIBUTIONS	\$23,190	\$25,259	\$22,099	\$28,871	
21420-51260	RETIREMENT CONTRIBUTIONS	\$20,760	\$19,594	\$20,221	\$26,418	
21420-51270	UNEMPLOYMENT COMPENSATION	\$880	\$680	\$880	\$718	
21420-51280	WORKERS' COMPENSATION	\$9,868	\$7,085	\$10,000	\$8,000	
21420-51290	OTHER EMPLOYEE BENEFITS	\$228	\$0	\$6,000	\$0	
21420-51360	EMPLOYEE ONBOARDING	\$0	\$25	\$0	\$0	
21420-51380	UNIFORM ALLOWANCE	\$1,575	\$146	\$2,000	\$2,000	
21420-51410	UTILITIES	\$31,072	\$36,214	\$26,000	\$40,000	Tanks, pump stations, landfill, trash, phones
21420-51610	SUPPLIES	\$6,340	\$7,740	\$9,250	\$8,000	
21420-51710	PROFESSIONAL SERVICES	\$10,585	\$7,330	\$35,520	\$50,000	
21420-51810	MAINTENANCE & REPAIR	\$67,677	\$99,565	\$99,000	\$70,000	Building, Fire extinguishers, Fuel, Fire Hydrant Upkeep
					\$40,000	Fleet
	TOTAL MAINTENANCE & REPAIR	\$67,677	\$99,565	\$99,000	\$110,000	
21420-51920	RENT/LEASE - EQUIPMENT	\$8,259	\$1,530	\$102,000	\$52,000	Cat 926
21420-52120	EMPLOYMENT POSTING	\$0	\$399	\$0	\$0	
21420-52210	PROFESSIONAL DEVELOPMENT	\$2,054	\$200	\$11,500	\$11,500	Training, Travel, Certification renewals
21420-52410	PROFESSIONAL DUES AND MEMBERSH	\$50	\$77	\$0	\$0	
21420-52610	TECHNOLOGY	\$1,488	\$5,197	\$10,000	\$10,000	VueWorks
					\$2,000	GIS, Replace XC2,
	TOTAL TECHNOLOGY	\$1,488	\$5,197	\$10,000	\$12,000	
21420-52810	OTHER OPERATING EXPENSE	\$244	\$36	\$1,200	\$1,200	
21420-53240	LABORATORY	\$3,810	\$6,852	\$5,500	\$7,500	
21420-53530	DAMAGE CLAIMS	\$0	\$0	\$3,000	\$3,000	
21420-54330	FORCE CONSTRUCTION	\$0	\$50,000	\$50,000	\$0	
21420-55110	SAFETY PROGRAMS	\$675	\$1,379	\$4,000	\$4,000	
21420-55210	FIRE HYDRANT REPLACEMENT	\$0	\$0	\$0	\$20,000	4 hydrants
21420-55220	METERS	\$51,168	\$65,754	\$50,000	\$75,000	
21420-55230	LEAK DETECTION	\$5,198	\$5,000	\$7,500	\$8,000	
21420-59520	CAPITAL OUTLAY	\$10,024	\$0	\$15,000	\$20,000	Noise Data Logger / Correlator
TOTAL 420 - WATER TRANSMISSION & DISTRIBUT		\$658,032	\$752,395	\$937,231	\$936,405	

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
21 WATER, SEWER AND SANITATION - 430 WASTEWATER TREATMENT						
21430-51110	REGULAR EMPLOYEES	\$268,065	\$276,354	\$283,308	\$287,526	Chief Operator WW Treatment WW Treatment Operator II B WA/WW Treatment Operator I C (50%) WW Treatment Operator I D WW Treatment Operator
21430-51140	OVERTIME	\$2,633	\$2,271	\$2,500	\$4,000	
21430-51150	STANDBY AND CALLBACK PAY	\$18,505	\$18,979	\$20,000	\$20,000	
21430-51210	HEALTH INSURANCE PREMIUMS	\$74,857	\$87,727	\$106,932	\$116,886	
21430-51220	LONG TERM DISABILITY	\$683	\$717	\$837	\$978	
21430-51230	BASIC LIFE INSURANCE	\$526	\$612	\$706	\$750	
21430-51250	FICA CONTRIBUTIONS	\$21,770	\$21,277	\$19,998	\$23,833	
21430-51260	RETIREMENT CONTRIBUTIONS	\$21,349	\$17,385	\$18,299	\$21,808	
21430-51270	UNEMPLOYMENT COMPENSATION	\$825	\$575	\$825	\$575	
21430-51280	WORKERS' COMPENSATION	\$6,555	\$6,253	\$6,600	\$7,500	
21430-51290	OTHER EMPLOYEE BENEFITS	\$0	\$0	\$28,000	\$0	
21430-51360	EMPLOYEE ONBOARDING	\$0	\$37	\$0	\$0	
21430-51380	UNIFORM ALLOWANCE	\$1,575	\$117	\$2,000	\$2,000	
21430-51410	UTILITIES	\$249,371	\$336,060	\$233,000	\$385,000	Water, Electric, Natural Gas, Phones, Sewer
21430-51610	SUPPLIES	\$12,269	\$15,463	\$14,250	\$16,000	
21430-51710	PROFESSIONAL SERVICES	\$46,605	\$45,995	\$50,250	\$50,000	SCADA and Controls, HVAC, Engineering, Consultants, CDL Testing
21430-51810	MAINTENANCE & REPAIR	\$239,536	\$175,689	\$144,350	\$110,000	WWTF Buildings & Equipment, LS 13000 Building & Equipment
					\$75,000	Fleet
	TOTAL MAINTENANCE & REPAIR	\$239,536	\$175,689	\$144,350	\$185,000	
21430-51920	RENT/LEASE - EQUIPMENT	\$2,823	\$1,643	\$1,500	\$1,500	
21430-52210	PROFESSIONAL DEVELOPMENT	\$3,086	\$4,064	\$11,500	\$10,000	Training, Travel, Certification renewals
21430-52610	TECHNOLOGY	\$4,266	\$4,050	\$3,500	\$5,000	
21430-52810	OTHER OPERATING EXPENSE	\$8,802	\$7,963	\$11,000	\$8,000	Regulatory and Misc.
21430-53230	OTHER CHEMICALS	\$29,256	\$22,558	\$35,000	\$25,000	
21430-53240	LABORATORY	\$7,875	\$9,321	\$11,500	\$12,000	
21430-54820	LAB SUPPLIES	\$20,232	\$17,552	\$15,000	\$20,000	
21430-55110	SAFETY PROGRAMS	\$5,210	\$6,794	\$4,000	\$5,000	
21430-59520	CAPITAL OUTLAY	\$5,415	\$2,163	\$12,000	\$15,000	
TOTAL 430 - WASTEWATER TREATMENT		\$1,052,087	\$1,081,620	\$1,036,855	\$1,223,356	

21 WATER, SEWER AND SANITATION - 440 WASTEWATER COLLECTION & TRANSMISSION

21440-51110	REGULAR EMPLOYEES	\$220,025	\$279,525	\$306,414	\$321,287	Wastewater Utility Worker II WW Utility Maintenance Coordinator I Water/WW Equipment Operator III (50%) WW Utility Worker (2) Neighborhood Services Specialist (25%)
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2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
21440-51140	OVERTIME	\$4,861	\$4,323	\$4,000	\$5,000	
21440-51150	STANDBY AND CALLBACK PAY	\$7,853	\$10,123	\$7,500	\$8,000	
21440-51210	HEALTH INSURANCE PREMIUMS	\$50,539	\$73,258	\$87,012	\$104,463	
21440-51220	LONG TERM DISABILITY	\$574	\$744	\$841	\$1,092	
21440-51230	BASIC LIFE INSURANCE	\$456	\$654	\$739	\$837	
21440-51250	FICA CONTRIBUTIONS	\$17,176	\$21,941	\$20,094	\$25,573	
21440-51260	RETIREMENT CONTRIBUTIONS	\$12,552	\$16,503	\$18,387	\$23,401	
21440-51270	UNEMPLOYMENT COMPENSATION	\$649	\$586	\$753	\$643	
21440-51280	WORKERS' COMPENSATION	\$7,049	\$7,486	\$7,000	\$7,500	
21440-51290	OTHER EMPLOYEE BENEFITS	\$0	\$0	\$6,000	\$0	
21440-51360	EMPLOYEE ONBOARDING	\$0	\$21	\$0	\$0	
21440-51380	UNIFORM ALLOWANCE	\$1,225	\$248	\$2,000	\$2,000	
21440-51410	UTILITIES	\$16,155	\$20,621	\$23,000	\$23,000	
21440-51610	SUPPLIES	\$5,938	\$5,003	\$6,200	\$6,200	
21440-51710	PROFESSIONAL SERVICES	\$7,107	\$7,105	\$17,250	\$15,000	Engineering, Consultants, CDL Training and Testing, SCADA & Control
					\$60,000	7th Street Lift Station Parking Design
	TOTAL PROFESSIONAL SERVICES	\$7,107	\$7,105	\$17,250	\$75,000	
21440-51810	MAINTENANCE & REPAIR	\$65,704	\$88,950	\$72,750	\$65,000	Lift Stations, Equipment, Fuel
					\$30,000	Fleet
	TOTAL MAINTENANCE & REPAIR	\$65,704	\$88,950	\$72,750	\$95,000	
21440-51920	RENT/LEASE - EQUIPMENT	\$8,259	\$1,583	\$102,000	\$52,000	926 Loader
21440-52210	PROFESSIONAL DEVELOPMENT	\$1,032	\$805	\$10,000	\$6,000	Training, Travel, Certification renewals
21440-52410	PROFESSIONAL DUES AND MEMBERSH	\$0	\$77	\$0	\$0	
21440-52610	TECHNOLOGY	\$3,010	\$4,305	\$3,500	\$6,000	VueWorks
21440-52810	OTHER OPERATING EXPENSE	\$1,249	\$1,371	\$1,500	\$1,500	
21440-53530	DAMAGE CLAIMS	\$0	\$0	\$1,000	\$1,000	
21440-54330	FORCE CONSTRUCTION	\$0	\$300	\$300	\$0	
21440-54910	ROOT CONTROL	\$9,354	\$0	\$10,000	\$10,000	
21440-54920	BACKFLOW DEVICE	\$452	\$0	\$0	\$750	
21440-55110	SAFETY PROGRAMS	\$772	\$2,244	\$4,000	\$4,000	
21440-59520	CAPITAL OUTLAY	\$6,413	\$8,777	\$10,000	\$18,000	Jetter Cart Portable
TOTAL 440 - WASTEWATER COLLECTION & TRANSMI		\$448,403	\$556,551	\$722,240	\$798,246	

21 WATER, SEWER AND SANITATION - 999 INTERFUND TRANSFERS

21999-55910	TRANSFER TO FLEET SERVICE	\$0	\$100,000	\$72,000	\$150,000	Fleet Capital Contribution
21999-55980	TRANSFER TO OTHER FUNDS	\$262,000	\$30,000	\$50,000	\$50,000	Water Enterprise Fund contribution to Enterprise Resource Program (ERP) Implementation

2024 BUDGET

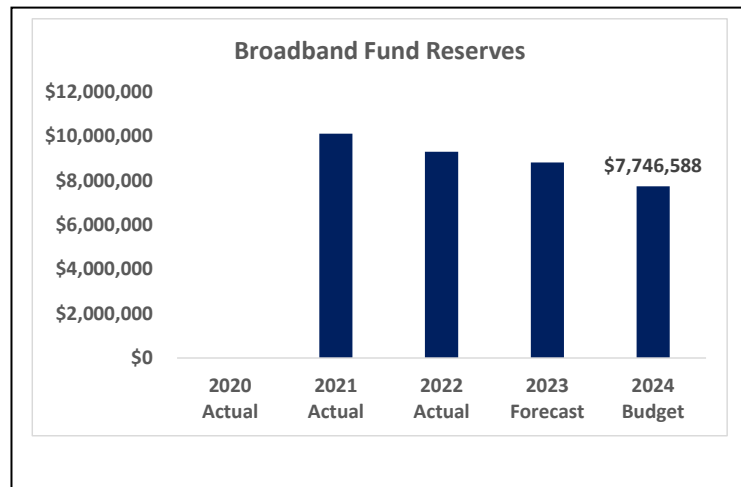
Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
TOTAL 999 - INTERFUND TRANSFERS		\$262,000	\$130,000	\$122,000	\$200,000	
		\$7,491,124	\$8,414,340	\$12,340,248	\$12,775,251	

Broadband Fund

Reserves

Broadband started in 2020 with a \$9,122,000 million loan that was guaranteed by the Electric Fund. As a result, the ending fund balance in 2021 was \$10.1 million and has been reduced each year as the system has been built-out to \$7.7 forecasted at the end of 2024. We have expected that expenses would exceed revenues in the first few years of operation.

Our take rate has been slightly under forecast in the first three years of operations mainly due to contractual agreements with an incumbent provider, but we do not believe this to be a long-term problem. We need to keep a comfortable reserve to be prepared for a drop in revenue or unexpected increase in either operating or capital costs, and we think somewhere in the area of \$3 million is about right.



Revenues

The assumed take rate of 40% has been slow to materialize but at this point we don't have any reason to believe it to be inaccurate on a long-term basis. We will likely reduce our 2023 forecast from \$1.9 million to around \$1.4 million, and our 2024 revenue is forecasted at \$1.4 million which we believe to be somewhat conservative. Once captured, we believe our revenues will be extremely durable as we are finding a high level of satisfaction with the product and our cost is the lowest on the market.

Expenses

Operating costs should be pretty consistent with the exception of utilities where we expect a substantial increase in 2024 from 2023 budget of about \$75,000. The other wild card is our contractor, Uptown Services. We initially thought we would be further built by 2024 and wouldn't need help anymore, but supply chain and other materials shortages have stretched that timeline out and we may extend our agreement with them. In any event, between 2023 and 2024 we expect to spend about \$1 million more than we take in which would leave our reserve at \$7.7 million.

BROADBAND

	2020	2021	2022	2023	2024
	Actual	Actual	Actual	Forecast	Budget
Revenue	\$0	\$11,551,246	\$1,043,838	\$1,863,682	\$1,412,278
Expenditures	<u>\$0</u>	<u>(\$1,434,831)</u>	<u>(\$1,860,944)</u>	<u>(\$2,341,783)</u>	<u>(\$2,486,898)</u>
Change in Fund Balance	\$0	\$10,116,415	(\$817,106)	(\$478,101)	(\$1,074,620)
Beginning Fund Balance	\$0	\$0	\$10,116,415	\$9,299,309	\$8,821,208
Ending Fund Balance	\$0	\$10,116,415	\$9,299,309	\$8,821,208	\$7,746,588
Available Fund Balance	\$0	\$10,116,415	\$9,299,309	\$8,821,208	\$7,746,588
Cash Balance as of 12/31/22	\$4,117,192				

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
22 BROADBAND - 00						
2200070-44390	TRANSFER FROM ELECTRIC	\$10,798,603	(\$0)	(\$0)	(\$0)	
		\$10,798,603	(\$0)	(\$0)	(\$0)	
22 BROADBAND - 51 BROADBAND						
2251050-43410	BANDWIDTH - ENTERPRISE	(\$640)	(\$0)	\$1,863,682	(\$0)	
2251050-43430	INTERNET - BUSINESS CBN	\$665,469	\$683,722	(\$0)	\$880,173	
2251050-43440	INTERNET - RESIDENTIAL CBN	\$87,567	\$345,271	(\$0)	\$532,105	
		\$752,396	\$1,028,993	\$1,863,682	\$1,412,278	
22 BROADBAND - 51 BROADBAND						
2251060-43510	INTEREST	\$7	\$485	(\$0)	(\$0)	
2251060-44130	MISCELLANEOUS	\$240	\$14,360	(\$0)	(\$0)	
		\$247	\$14,844	(\$0)	(\$0)	
		\$11,551,246	\$1,043,837	\$1,863,682	\$1,412,278	

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
22 BROADBAND - 227 BROADBAND						
22227-51110	REGULAR EMPLOYEES	\$388,845	\$621,841	\$737,181	\$739,364	Customer Service Representative/Team Lead Broadband Fiber Plant Technician Broadband Superintendent Broadband Service Technician Broadband Commercial Acct Rep/Marketing Utility Line Locator Broadband Systems Technician
22227-51120	PART-TIME EMPLOYEES	\$33,777	\$20,802	\$0	\$0	
22227-51140	OVERTIME	\$1,478	\$4,108	\$1,500	\$5,000	
22227-51150	STANDBY AND CALLBACK PAY	\$30,921	\$37,266	\$30,000	\$40,000	
22227-51210	HEALTH INSURANCE PREMIUMS	\$82,190	\$115,056	\$133,464	\$160,980	
22227-51220	LONG TERM DISABILITY	\$1,036	\$1,675	\$1,658	\$2,378	
22227-51230	BASIC LIFE INSURANCE	\$876	\$1,422	\$1,000	\$1,894	
22227-51250	FICA CONTRIBUTIONS	\$33,104	\$51,116	\$52,413	\$60,004	
22227-51260	RETIREMENT CONTRIBUTIONS	\$22,859	\$32,957	\$45,860	\$54,906	
22227-51270	UNEMPLOYMENT COMPENSATION	\$1,265	\$1,355	\$1,445	\$1,478	
22227-51280	WORKERS' COMPENSATION	\$693	\$3,043	\$1,250	\$3,000	
22227-51360	EMPLOYEE ONBOARDING	\$577	\$66	\$0	\$0	
22227-51380	UNIFORM ALLOWANCE	\$102	\$0	\$0	\$4,000	
22227-51410	UTILITIES	\$225,519	\$193,898	\$155,000	\$232,500	20% over 2022 actual.
22227-51610	SUPPLIES	\$55,216	\$87,496	\$38,000	\$30,000	
22227-51710	PROFESSIONAL SERVICES	\$35,281	\$40,844	\$40,000	\$7,500	Sustainable Strategies
22227-51810	MAINTENANCE & REPAIR	\$6,781	\$12,792	\$50,000	\$40,000	Fleet
22227-51930	RENT/LEASE - BUILDING	\$28,165	\$33,768	\$30,000	\$0	
22227-52120	EMPLOYMENT POSTING	\$500	\$0	\$0	\$0	
22227-52210	PROFESSIONAL DEVELOPMENT	\$2,112	\$12,549	\$2,000	\$15,000	
22227-52310	MISC. TRAVEL	\$0	\$0	\$4,000	\$6,000	
22227-52510	GRANTS	\$0	\$0	\$7,500	\$0	
22227-52610	TECHNOLOGY	\$113,054	\$85,383	\$111,500	\$30,000	
22227-52710	CREDIT CARD FEES	\$815	\$10,960	\$0	\$10,000	
22227-52810	OTHER OPERATING EXPENSE	\$15,440	\$18,458	\$10,000	\$10,000	
22227-53520	LIABILITY AND CASUALTY INSURA	\$0	\$24,577	\$38,398	\$35,390	
22227-54110	BAD DEBTS	\$0	\$0	\$40,000	\$0	
22227-54310	INTERFUND COST OF SERVICE	\$16,049	\$16,370	\$16,697	\$17,198	
22227-55610	DEPRECIATION	\$103,862	\$102,452	\$0	\$0	
22227-55910	TRANSFER TO FLEET SERVICE	\$45,900	\$0	\$72,000	\$0	
22227-59520	CAPITAL OUTLAY	\$0	\$0	\$80,000	\$0	
22227-60000	PROJECTS	\$0	\$49,162	\$235,000	\$300,000	Complete Build-out
TOTAL 227 - BROADBAND		\$1,246,419	\$1,579,415	\$1,935,866	\$1,806,592	

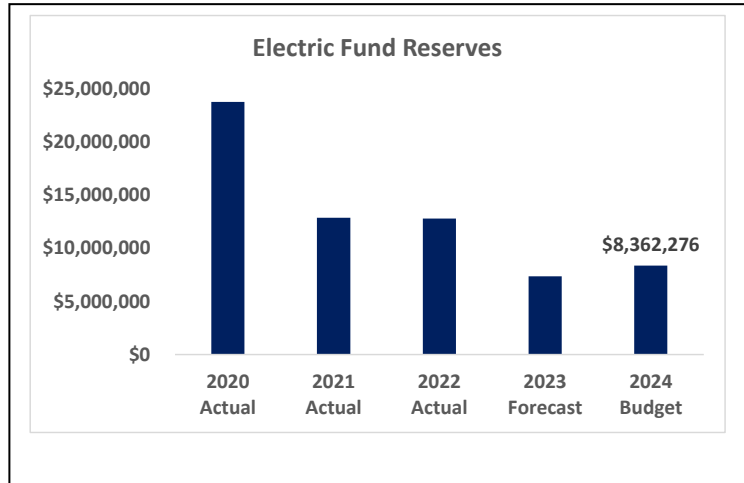
2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
22 BROADBAND - 999 INTERFUND TRANSFERS						
22999-55910	TRANSFER TO FLEET SERVICE	\$0	\$100,000	\$0	\$50,000	Fleet Capital Contribution
22999-55945	TRANSFER TO ELECTRIC	\$184,049	\$181,528	\$405,917	\$172,887	Broadband loan interest
					\$457,419	Broadband loan principal
	TOTAL TRANSFER TO ELECTRIC	\$184,049	\$181,528	\$405,917	\$630,306	
	TOTAL 999 - INTERFUND TRANSFERS	\$184,049	\$281,528	\$405,917	\$680,306	
		\$1,430,468	\$1,860,943	\$2,341,783	\$2,486,898	

Electric Fund

Reserves

The Electric Fund reserve increased substantially when we closed on \$9.122 million of debt to be used in the Broadband fund. It returned to normal (\$13 million) at the end of 2021 when those proceeds were transferred to the Broadband Fund. The Electric Fund guaranteed the debt since Broadband didn't have a revenue history, but none of those proceeds are represented in the Electric Fund balance. Rather, each year the Broadband Fund transfers an amount sufficient to satisfy both principal and interest to the Electric Fund, which, in turn makes the payment to Colorado National Bank.



Revenue

The Electric Fund relies on fees from customers to fund its expenses. In 2024 we expect to earn around \$11 million in commercial and \$6 million in residential fees. Total income has risen from \$15 million in 2020 to a forecast of \$18.2 million in 2024. Our electric provider, Municipal Energy Agency of Nebraska (MEAN) has helped us in the past couple of years with rate studies to ensure we are collecting enough proceeds to operate.

Expenses

The largest single expenditure in the Electric Fund every year is our purchased power from MEAN, where we have a 2024 forecast of \$10.2 million. We have invested heavily in an Electric Operations Center (EOC) in 2022 and 2023 by borrowing \$6 million to construct a facility that will house the Electric and Broadband departments, with sufficient space to cover their fleets including large bucket trucks. We took possession of the building in June 2023 and as of the time this budget was submitted had nearly finished furnishing the inside of the facility. It will also be a location of IT equipment that will serve as a completely redundant back up to City technology in the event City Hall burns down.

We have also invested substantially in a sub-station and other improvements including undergrounding several main cables and taking down old poles. In 2024 we have only budgeted \$565,000 in project spending in an effort to rebuild reserves and give electric staff a much-needed break in the pace of the past couple of years.

ELECTRIC FUND

	2020	2021	2022	2023	2024
	Actual	Actual	Actual	Forecast	Budget
Revenue	\$18,627,036	\$14,699,694	\$15,062,057	\$16,453,417	\$18,182,166
Expenditures	<u>(\$16,824,882)</u>	<u>(\$25,578,879)</u>	<u>(\$15,146,894)</u>	<u>(\$21,874,912)</u>	<u>(\$17,182,798)</u>
Change in Fund Balance	<u>(\$1,802,154)</u>	<u>(\$10,879,185)</u>	<u>(\$84,837)</u>	<u>(\$5,421,495)</u>	\$999,368
Beginning Fund Balance	\$25,550,579	\$23,748,425	\$12,869,240	\$12,784,403	\$7,362,908
Ending Fund Balance	\$23,748,425	\$12,869,240	\$12,784,403	\$7,362,908	\$8,362,276
Available Fund Balance	\$23,748,425	\$12,869,240	\$12,784,403	\$7,362,908	\$8,362,276
Cash Balance as of 12/31/22	\$6,321,669				

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
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24 ELECTRIC UTILITY - 00

2400070-44393	TRANSFER FROM BROADBAND	\$184,049	\$181,528	\$405,917	\$172,887	Interest on loan
					\$457,419	Broadband loan principle
TOTAL TRANSFER FROM BROADBAND		\$184,049	\$181,528	\$405,917	\$630,306	
		\$184,049	\$181,528	\$405,917	\$630,306	

24 ELECTRIC UTILITY - 50 ELECTRIC

2450060-42560	SERVICE CONNECT FEES	\$14,640	\$13,395	\$14,500	\$14,735	
2450060-42650	VENDORS FEE	\$8,351	\$8,020	\$10,000	\$8,822	
2450060-42660	JOINT POLE USE	(\$0)	(\$0)	\$3,000	(\$0)	
2450060-43510	INTEREST	\$7,991	(\$45,551)	\$25,000	\$4,629	
2450060-43650	MISCELLANEOUS LEASE	(\$0)	\$1,000	(\$0)	\$1,100	
2450060-43710	DEVELOPER CONTRIBUTIONS	\$193,282	\$290,758	\$200,000	\$319,834	
2450060-43920	INSURANCE REIMBURSEMENT	\$104	\$29,764	(\$0)	\$32,740	
2450060-44110	SALE OF ASSETS	\$6,556	\$4	(\$0)	(\$0)	
2450060-44130	MISCELLANEOUS	\$112,691	\$140,222	(\$0)	\$20,000	
2450060-44140	BAD DEBT RECOVERY	\$3,506	\$1,636	(\$0)	(\$0)	
		\$347,122	\$439,248	\$252,500	\$401,860	

24 ELECTRIC UTILITY - 50 ELECTRIC

2450050-42610	COMMERCIAL	\$9,490,244	\$9,461,700	\$11,150,000	\$11,000,000	
2450050-42620	RESIDENTIAL	\$4,802,897	\$5,215,782	\$4,500,000	\$6,040,000	
2450050-42630	MUNICIPAL	\$87,709	\$98,720	\$130,000	\$100,000	
2450050-42640	SECURITY LIGHTING	\$12,437	\$11,722	\$15,000	\$10,000	
		\$14,393,287	\$14,787,924	\$15,795,000	\$17,150,000	
		\$14,924,458	\$15,408,700	\$16,453,417	\$18,182,166	

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
24 ELECTRIC UTILITY - 000						
2450-60000	PROJECTS	\$71,376	\$584,223	\$5,705,000	\$50,000	General System Improvments
					\$20,000	Red Mountain Upgrades
					\$20,000	6th Street Upgrades
					\$100,000	500 MCM Meadows Cable Upgrades
					\$150,000	130 Road and Hwy 6 Undergrounding
					\$225,000	Cardnell Circuit #2 Cable
	TOTAL PROJECTS	\$71,376	\$584,223	\$5,705,000	\$565,000	
	TOTAL 000 -	\$71,376	\$584,223	\$5,705,000	\$565,000	
24 ELECTRIC UTILITY - 220 ELECTRIC ADMINISTRATION						
24220-51110	REGULAR EMPLOYEES	\$164,199	\$172,880	\$194,246	\$196,012	Public Works Director (50%)\ Electric Administrative Assistant GIS Administrator (25%) Asset Management Specialist (14.29%) Public Information Officer (25%)
24220-51150	STANDBY AND CALLBACK PAY	\$0	\$0	\$65,000	\$0	
24220-51210	HEALTH INSURANCE PREMIUMS	\$20,327	\$20,520	\$33,696	\$30,617	
24220-51220	LONG TERM DISABILITY	\$455	\$464	\$525	\$667	
24220-51230	BASIC LIFE INSURANCE	\$396	\$407	\$470	\$529	
24220-51250	FICA CONTRIBUTIONS	\$12,502	\$13,059	\$17,326	\$14,995	
24220-51260	RETIREMENT CONTRIBUTIONS	\$12,680	\$12,029	\$15,854	\$13,722	
24220-51270	UNEMPLOYMENT COMPENSATION	\$480	\$346	\$493	\$392	
24220-51280	WORKERS' COMPENSATION	\$350	\$2,540	\$600	\$2,500	
24220-51410	UTILITIES	\$13,020	\$14,245	\$14,500	\$20,000	
24220-51610	SUPPLIES	\$3,351	\$4,216	\$8,500	\$5,000	
24220-51710	PROFESSIONAL SERVICES	\$106,502	\$22,557	\$50,000	\$12,000	Garfield Clean Energy (\$12,000)
24220-51810	MAINTENANCE & REPAIR	\$0	\$0	\$120,000	\$0	
24220-51920	RENT/LEASE - EQUIPMENT	\$30,675	\$30,440	\$30,000	\$30,000	
24220-52140	PROCUREMENT ADVERTISING	\$51	\$0	\$0	\$0	
24220-52210	PROFESSIONAL DEVELOPMENT	\$3,234	\$8,147	\$10,000	\$10,000	
24220-52410	PROFESSIONAL DUES AND MEMBERSH	\$9,181	\$9,439	\$10,000	\$10,000	
24220-52420	ORGANIZATIONAL DUES AND MEMBER	\$0	\$3,960	\$0	\$4,000	
24220-52510	GRANTS	\$13,831	\$15,000	\$0	\$10,000	
24220-52610	TECHNOLOGY	\$6,886	\$3,716	\$7,000	\$4,500	VueWorks
24220-52810	OTHER OPERATING EXPENSE	\$12,693	\$1,236	\$0	\$0	
24220-53510	PROPERTY INSURANCE	\$76,167	\$67,974	\$80,000	\$97,883	
24220-53520	LIABILITY AND CASUALTY INSURA	\$11,366	\$6,221	\$9,720	\$8,959	

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
24220-53950	ISSUANCE COSTS	\$0	\$107,888	\$0	\$0	
24220-54310	INTERFUND COST OF SERVICE	\$336,192	\$342,915	\$349,773	\$360,266	
24220-54410	REGULATORY EXPENSE	\$4,628	\$2,663	\$6,500	\$3,000	
24220-54510	LOSS ON ASSET DISPOSITION	\$40,714	\$0	\$0	\$0	
24220-54610	ENERGY CONSERVATION	\$167,041	\$120,670	\$155,000	\$140,000	
24220-54750	PURCHASED POWER	\$9,744,328	\$10,031,327	\$10,000,000	\$10,200,000	

TOTAL 220 - ELECTRIC ADMINISTRATION \$10,791,249 \$11,014,859 \$11,179,203 \$11,175,042

24 ELECTRIC UTILITY - 245 CUSTOMER ACCOUNTS ELECTRIC

24245-51110	REGULAR EMPLOYEES	\$135,024	\$157,215	\$155,350	\$162,689	Electric Meter Technician - Journeyman Electric Meter Technician
24245-51140	OVERTIME	\$212	\$0	\$0	\$0	
24245-51210	HEALTH INSURANCE PREMIUMS	\$42,467	\$44,749	\$45,564	\$49,452	
24245-51220	LONG TERM DISABILITY	\$354	\$381	\$451	\$553	
24245-51230	BASIC LIFE INSURANCE	\$291	\$339	\$403	\$410	
24245-51250	FICA CONTRIBUTIONS	\$9,793	\$10,900	\$10,779	\$12,446	
24245-51260	RETIREMENT CONTRIBUTIONS	\$10,798	\$10,413	\$9,864	\$11,388	
24245-51270	UNEMPLOYMENT COMPENSATION	\$370	\$294	\$423	\$325	
24245-51280	WORKERS' COMPENSATION	\$1,548	\$1,050	\$1,600	\$1,000	
24245-51380	UNIFORM ALLOWANCE	\$300	\$0	\$0	\$300	
24245-51610	SUPPLIES	\$0	\$0	\$2,750	\$0	
24245-52210	PROFESSIONAL DEVELOPMENT	\$0	\$0	\$1,500	\$3,000	
24245-52610	TECHNOLOGY	\$6,307	\$51,329	\$45,500	\$50,000	
24245-54110	BAD DEBTS	\$85,049	\$14,790	\$0	\$0	
24245-54320	INTERFUND BILLING	\$341,796	\$348,632	\$355,604	\$366,273	
24245-54340	NONRECIPROCAL INTERFUND ACTIVI	\$503,071	\$513,132	\$473,850	\$514,500	
24245-54760	CUSTOMER DEPOSIT INTEREST	\$1,546	\$1,849	\$0	\$0	
24245-55810	INTERFUND FRANCHISE FEE	\$503,071	\$513,132	\$473,850	\$514,500	
24245-59520	CAPITAL OUTLAY	\$0	\$0	\$0	\$100,000	Solar Panel and Battery Backup for New Building

TOTAL 245 - CUSTOMER ACCOUNTS ELECTRIC \$1,641,997 \$1,668,205 \$1,577,488 \$1,786,836

24 ELECTRIC UTILITY - 270 INTEREST

24270-53930	INTEREST - BONDS	\$184,049	\$196,031	\$0	\$172,887	Broadband loan interest
	TOTAL INTEREST - BONDS	\$184,049	\$196,031	\$0	\$172,887	
24270-53940	INTEREST - OTHER DEBT ALPINE	\$0	\$142,296	\$266,341	\$199,146	EOC sale leaseback
					\$221,106	EOC sale leaseback
	TOTAL INTEREST - OTHER DEBT ALPINE	\$0	\$142,296	\$266,341	\$420,252	

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
TOTAL 270 - INTEREST		\$184,049	\$338,327	\$266,341	\$593,139	
24 ELECTRIC UTILITY - 275 DEPRECIATION/AMORTIZATION						
24275-55610	DEPRECIATION	\$955,621	\$879,582	\$1,100,000	\$1,025,000	
24275-59599	CAPITALIZED ASSETS	\$0	(\$748,302)	\$0	\$0	
TOTAL 275 - DEPRECIATION/AMORTIZATION		\$955,621	\$131,280	\$1,100,000	\$1,025,000	
24 ELECTRIC UTILITY - 380 MAINTENANCE & DISTRIBUTION						
24380-51110	REGULAR EMPLOYEES	\$587,968	\$662,384	\$814,531	\$971,394	Electric Line Superintendent Electric Crew Leader (3) Electric Apprentice Lineman (4)
24380-51140	OVERTIME	\$3,138	\$2,659	\$0	\$4,000	
24380-51150	STANDBY AND CALLBACK PAY	\$61,447	\$63,477	\$60,000	\$65,000	
24380-51160	PROJECT ALLOCATION WAGES	(\$53,351)	(\$41,991)	\$0	\$0	
24380-51210	HEALTH INSURANCE PREMIUMS	\$117,349	\$143,725	\$154,920	\$152,748	
24380-51220	LONG TERM DISABILITY	\$2,025	\$2,135	\$965	\$2,859	
24380-51230	BASIC LIFE INSURANCE	\$1,724	\$1,933	\$2,117	\$2,419	
24380-51250	FICA CONTRIBUTIONS	\$62,830	\$65,171	\$57,707	\$79,590	
24380-51260	RETIREMENT CONTRIBUTIONS	\$71,328	\$60,316	\$52,803	\$72,830	
24380-51270	UNEMPLOYMENT COMPENSATION	\$2,388	\$1,751	\$2,387	\$1,941	
24380-51280	WORKERS' COMPENSATION	\$11,191	\$11,098	\$11,500	\$11,000	
24380-51290	OTHER EMPLOYEE BENEFITS	\$0	\$0	\$15,000	\$0	
24380-51380	UNIFORM ALLOWANCE	\$1,200	\$25	\$0	\$2,000	
24380-51410	UTILITIES	\$1,699	\$3,799	\$0	\$5,000	
24380-51610	SUPPLIES	\$48,443	\$29,147	\$41,700	\$30,000	
24380-51710	PROFESSIONAL SERVICES	\$18,286	\$50,694	\$35,500	\$20,000	
24380-51810	MAINTENANCE & REPAIR	\$230,523	\$181,617	\$231,250	\$150,000	Building and equipment
					\$75,000	Fleet
	TOTAL MAINTENANCE & REPAIR	\$230,523	\$181,617	\$231,250	\$225,000	
24380-52210	PROFESSIONAL DEVELOPMENT	\$3,654	\$2,459	\$8,500	\$10,000	
24380-52610	TECHNOLOGY	\$9,461	\$0	\$10,000	\$3,500	
24380-52810	OTHER OPERATING EXPENSE	\$1,147	\$316	\$2,000	\$2,500	
24380-53530	DAMAGE CLAIMS	\$0	\$0	\$0	\$1,000	
24380-59520	CAPITAL OUTLAY	\$195,167	\$206,226	\$200,000	\$200,000	
24380-59599	CAPITALIZED ASSETS	(\$195,167)	(\$178,840)	\$0	\$0	
TOTAL 380 - MAINTENANCE & DISTRIBUTION		\$1,182,450	\$1,268,101	\$1,700,880	\$1,862,781	
24 ELECTRIC UTILITY - 999 INTERFUND TRANSFERS						

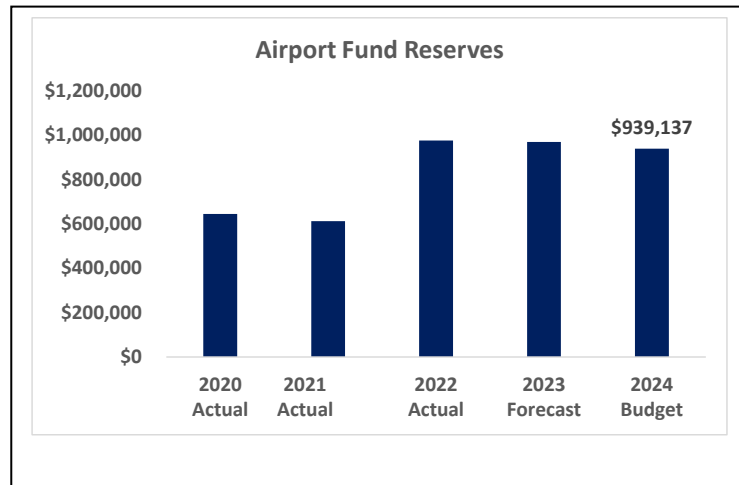
2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
24999-55910	TRANSFER TO FLEET SERVICES	\$115,000	\$300,000	\$321,000	\$150,000	Fleet Capital Contribution
24999-55930	TRANSFER TO CAPITAL PROJECTS	\$50,000	\$0	\$25,000	\$25,000	Electric contribution to Enterprise Resource Program Implementation
24999-55990	TRANSFER TO BROADBAND	\$10,798,603	\$0	\$0	\$0	
TOTAL 999 - INTERFUND TRANSFERS		\$10,963,603	\$300,000	\$346,000	\$175,000	
		\$25,790,345	\$15,304,996	\$21,874,912	\$17,182,798	

Airport Fund

Reserves

The Airport Fund has a forecasted reserve of approximately \$940,000 at the end of 2024. Most of that, however, is in assets like a fueling system, a communications device and property. The fund has had a cash flow shortage and in 2022 we shored that up by loaning the fund \$200,000 from the Capital Projects Fund. In 2023 we completed the installation of a modern fueling station that dispenses both 100 low-lead and Jet-A fuel. This capacity is expected to substantially increase fuel sales, historically the Airport Fund's greatest source of revenue.



There have been discussions between airport users and City Council around the idea of the City granting a long-term lease to a user group which would put its control in their hands and relieve the City of the responsibility of managing an airport. As a result, the 2024 budget has basically been plugged at levels similar to the prior year with an increase in both fuel revenue and expenses.



AIRPORT FUND

	2020	2021	2022	2023	2024
	Actual	Actual	Actual	Forecast	Budget
Revenue	\$314,437	\$222,550	\$647,012	\$261,602	\$293,000
Expenditures	<u>(\$174,994)</u>	<u>(\$254,843)</u>	<u>(\$282,777)</u>	<u>(\$267,863)</u>	<u>(\$323,809)</u>
Change in Fund Balance	\$139,443	(\$32,293)	\$364,235	(\$6,261)	(\$30,809)
Beginning Fund Balance	\$504,822	\$644,265	\$611,972	\$976,207	\$969,946
Ending Fund Balance	\$644,265	\$611,972	\$976,207	\$969,946	\$939,137
Reserves					
Loan to Capital Projects Fund			(\$200,000)	(\$200,000)	
Available Fund Balance	\$644,265	\$611,972	\$976,207	\$769,946	\$939,137
Cash Balance as of 12/31/22	(\$171,932)	Includes \$200,000 loan from Capital Projects			

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
27 AIRPORT ENTERPRISE FUND - 55 AIRPORT						
2755040-42250	STATE AVIATION FUEL TAX REFUND	\$985	\$580	\$500	(\$0)	
2755040-42310	GRANTS	\$9,137	\$351,013	(\$0)	(\$0)	
		\$10,122	\$351,593	\$500	(\$0)	
27 AIRPORT ENTERPRISE FUND - 55 AIRPORT						
2755050-42710	RUNWAY USER FEES	(\$0)	\$1,610	\$3,000	\$3,000	
2755050-42720	LONG TERM TIE DOWNS	\$8,120	\$7,100	\$5,075	\$15,000	
2755050-42730	TRANSIENT TIE DOWN FEES	\$2,225	\$4,725	\$2,715	\$3,000	
2755050-42740	FUEL SALES	\$171,665	\$230,737	\$216,000	\$240,000	
2755050-42750	FUEL FLOWAGE CHARGE	\$69	\$267	(\$0)	(\$0)	
		\$182,079	\$244,439	\$226,790	\$261,000	
27 AIRPORT ENTERPRISE FUND - 55 AIRPORT						
2755055-43610	BUILDING LEASE	\$29,150	\$32,980	\$2,752	\$32,000	
2755055-43620	LAND LEASES	\$1,200	(\$0)	\$31,560	(\$0)	
		\$30,350	\$32,980	\$34,312	\$32,000	
27 AIRPORT ENTERPRISE FUND - 55 AIRPORT						
2755060-43710	CONTRIBUTIONS/DONATIONS	(\$0)	\$10,000	(\$0)	(\$0)	
2755060-44130	MISCELLANEOUS	(\$0)	\$8,000	(\$0)	(\$0)	
		(\$0)	\$18,000	(\$0)	(\$0)	
		\$222,551	\$647,012	\$261,602	\$293,000	

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
27 AIRPORT ENTERPRISE FUND - 000						
2755-60000	AIRPORT PROJECTS	\$0	\$93,095	\$0	\$0	
TOTAL 000 -		\$0	\$93,095	\$0	\$0	
27 AIRPORT ENTERPRISE FUND - 450 AIRPORT ADMINISTRATION						
27450-51120	PART-TIME EMPLOYEES	\$15,556	\$37,499	\$43,000	\$43,000	
27450-51250	FICA CONTRIBUTIONS	\$1,220	\$2,869	\$1,600	\$3,320	
27450-51270	UNEMPLOYMENT COMPENSATION	\$46	\$76	\$65	\$80	
27450-51280	WORKERS' COMPENSATION	\$10	\$25	\$15	\$20	
27450-51360	EMPLOYEE ONBOARDING	\$20	\$15	\$0	\$0	
27450-51410	UTILITIES	\$5,319	\$6,641	\$6,200	\$7,750	
27450-51610	SUPPLIES	\$0	\$91	\$650	\$0	
27450-51710	PROFESSIONAL SERVICES	\$59	\$0	\$0	\$0	
27450-51810	MAINTENANCE & REPAIR	\$65,335	\$7,521	\$7,500	\$10,000	
27450-51930	RENT/LEASE - BUILDING	\$6,660	\$6,660	\$6,600	\$6,600	
27450-52130	SPECIAL EVENT POSTING	\$3,140	\$32	\$0	\$0	
27450-52210	PROFESSIONAL DEVELOPMENT	\$300	\$2,628	\$1,300	\$1,000	
27450-52440	PROFESSIONAL SUBSCRIPTION	\$0	\$167	\$300	\$0	
27450-52610	TECHNOLOGY	\$0	\$95	\$1,050	\$1,600	
27450-52710	CREDIT CARD FEES	\$2,820	\$3,397	\$3,500	\$4,500	
27450-52810	OTHER OPERATING EXPENSE	\$7,474	\$827	\$5,500	\$5,500	
27450-53520	LIABILITY AND CASUALTY INSURA	\$9,613	\$8,151	\$7,960	\$11,737	
27450-53940	INTEREST	\$0	\$0	\$7,000	\$0	
27450-54310	INTERFUND COST OF SERVICE	\$2,521	\$2,572	\$2,623	\$2,702	
27450-55610	DEPRECIATION	\$17,457	\$38,277	\$10,000	\$41,000	
27450-56110	AVIATION FUEL	\$117,293	\$165,237	\$163,000	\$185,000	
27450-59520	CAPITAL OUTLAY	\$120,225	\$0	\$0	\$0	
27450-59599	CAPITALIZED ASSETS	(\$120,225)	(\$93,095)	\$0	\$0	
TOTAL 450 - AIRPORT ADMINISTRATION		\$254,843	\$189,682	\$267,863	\$323,809	
		\$254,843	\$282,777	\$267,863	\$323,809	

TRASH FUND

	2023 Forecast	2024 Budget
Revenue		\$755,000
Expenditures		<u>(\$750,000)</u>
Change in Fund Balance	\$0	\$5,000
Beginning Fund Balance	\$0	\$0
Ending Fund Balance	\$0	\$5,000
Reserves:		
Available Fund Balance	\$0	\$5,000
Cash Balance as of 12/31/22		

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
28 TRASH FUND - 30 PUBLIC WORKS						
2830050-42850	TRASH SERVICE FEE	(\$0)	(\$0)	(\$0)	\$755,000	
		(\$0)	(\$0)	(\$0)	\$755,000	
		(\$0)	(\$0)	(\$0)	\$755,000	

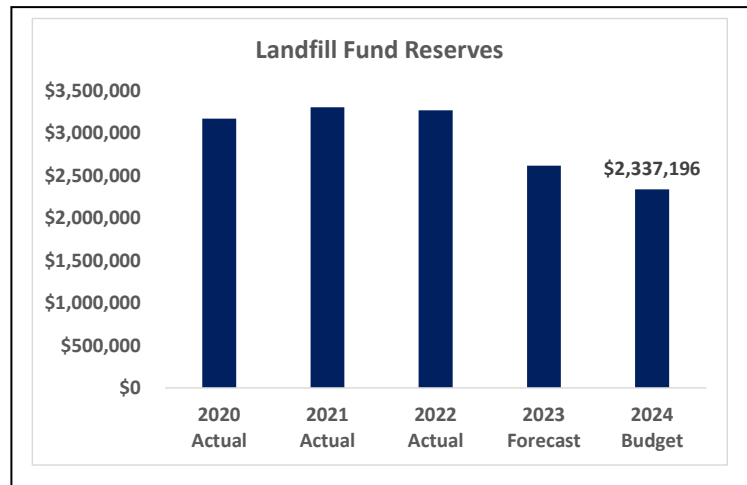
2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
28 TRASH FUND - 620 TRASH						
28620-51710	PROFESSIONAL SERVICES	\$0	\$0	\$0	\$604,000	
TOTAL 620 - TRASH		\$0	\$0	\$0	\$604,000	
28 TRASH FUND - 999 INTERFUND TRANSFERS						
28999-55935	TRANSFER TO LANDFILL	\$0	\$0	\$0	\$25,000	Clean up programs
					\$9,000	Recycle costs
TOTAL TRANSFER TO LANDFILL		\$0	\$0	\$0	\$34,000	
28999-55950	TRANSFER TO GENERAL FUND	\$0	\$0	\$0	\$112,000	
TOTAL 999 - INTERFUND TRANSFERS		\$0	\$0	\$0	\$146,000	
		\$0	\$0	\$0	\$750,000	

Landfill Fund

Reserves

The Landfill Fund balance has been reduced from approximately \$3.2 million to a forecast of \$2.3 million at the end of 2024. The primary reason is due to a couple of large projects that were budgeted in 2023 including leachate control and a cardboard enclosure fence. Closure and post closure liabilities increased in 2022 by more than \$155,000 to \$1.9 million leaving a forecasted net fund balance of just under \$500,000 that is available. The Colorado Department of Public Health and Environment (CDPHE) imposes reserve requirements for closure and post closure costs. The City has no ability to influence the amount and its been rising quickly and becoming a problem for us in that it ties up resources that could otherwise be used to improve the facility and increase efficiencies. This liability is also difficult to predict. This budget assumes a 10% increase over the prior year in both 2023 and 2024. We are in the process of implementing some rate changes and pushing back certain improvements in order to rebuild sufficient cash reserves.



Revenue

Landfill revenue has been relatively flat over the past few years. The budget presented here assumes the current rate structure. However, staff is planning to propose a number of changes to the structure to “right-size” each category’s level. Each of these individually is relatively modest but taken together will have a material impact on revenues. The two major sources of revenue are municipal waste and mixed construction waste, each at \$1 million constituting 2/3 of total revenue. Revenue forecasts have reductions from 2023 budget levels in septic sludge and mixed residential waste, resulting in \$200,000 less revenue. The rest of the categories are generally stable. The new Pay-as-you-Throw (PAYT) program presents some uncertainty in 2024 as it will be the first full year of implementation and we expect to see some changes in incoming waste that can’t be forecasted precisely. Therefore we have tried to take a somewhat conservative approach to estimating revenues in 2024.

Expenditures

In 2019 we took the operation of the landfill in-house which saved the City nearly \$1 million a year and has helped keep costs down for our users. That change also resulted in improved safety and environmental ratings. Since that change the largest expense at our landfill, other than personnel, is leasing and operating several pieces of large equipment including dozers, loaders, graders, a compactor and a grinder. This equipment requires substantial preventive maintenance and repairs can be costly where we don’t have a service agreement. Between rental/lease fees, operations and maintenance our cost is approximately \$800,000 in fiscal year 2024. We are also forecasting nearly \$160,000 in professional services in 2024 resulting mostly from ongoing engineering and groundwater requirements.

LANDFILL FUND

	2020	2021	2022	2023	2024
	Actual	Actual	Actual	Forecast	Budget
Revenue	\$2,874,057	\$2,747,511	\$3,024,899	\$3,148,210	\$2,889,500
Expenditures	<u>(\$2,691,078)</u>	<u>(\$2,614,800)</u>	<u>(\$3,059,731)</u>	<u>(\$3,800,034)</u>	<u>(\$3,170,791)</u>
Change in Fund Balance	\$182,979	\$132,711	(\$34,832)	(\$651,824)	(\$281,291)
Beginning Fund Balance	\$2,989,453	\$3,172,432	\$3,305,143	\$3,270,311	\$2,618,487
Ending Fund Balance	\$3,172,432	\$3,305,143	\$3,270,311	\$2,618,487	\$2,337,196
Landfill closure and postclosure Costs	(\$1,566,814)	(\$1,700,646)	(\$1,856,460)	(\$2,042,106)	(\$2,246,317)
Available Fund Balance	\$1,605,618	\$1,604,497	\$1,413,851	\$576,381	\$90,879
Cash Balance as of 12/31/22	\$1,150,345				

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
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29 LANDFILL ENTERPRISE FUND - 60 LANDFILL

2960060-42310	GRANTS	\$8,230	(\$0)	\$300,000	\$40,000	
2960060-42650	VENDORS FEE	\$1,274	\$412	\$1,500	(\$0)	
2960060-43510	INTEREST	\$7,671	\$30,540	\$45,000	(\$0)	
2960060-44130	MISCELLANEOUS	\$65,667	\$46,499	\$50,000	(\$0)	
		\$82,843	\$77,452	\$396,500	\$40,000	

29 LANDFILL ENTERPRISE FUND - 60 LANDFILL

2960050-42810	CONCRETE	\$106,265	\$130,289	\$150,000	\$130,000	
2960050-42811	OTHER RECYCLABLE METALS	\$3,092	\$1,405	\$3,000	(\$0)	
2960050-42812	ANIMALS	\$927	\$1,505	\$1,000	\$1,200	
2960050-42813	NON-FRIABLE ASBESTOS	\$3,337	(\$0)	\$2,500	\$1,000	
2960050-42814	APPLIANCES	\$18,380	\$11,350	\$18,000	\$13,000	
2960050-42815	BRUSH & WOOD	\$202,760	\$251,603	\$178,000	\$180,000	
2960050-42816	CITY OF GLENWOOD	\$14,320	\$2,127	\$20,000	\$20,000	
2960050-42817	CONSTRUCTION WASTE MIXED	\$666,707	\$955,604	\$665,000	\$1,000,000	
2960050-42818	CONTAMINATED SOIL	\$10,567	\$34,876	\$10,000	\$15,000	
2960050-42819	MUNICIPAL WASTE	\$1,016,537	\$1,012,840	\$1,074,210	\$1,040,000	
2960050-42820	RESIDENTIAL/MIXED	\$127,207	\$26,799	\$88,000	\$10,000	
2960050-42821	SLUDGE	\$22,918	\$16,937	\$20,000	\$20,000	
2960050-42822	CAR WASH SLUDGE	(\$0)	\$44,663	\$80,000	\$34,000	
2960050-42823	SEPTIC SLUDGE	\$212,578	\$218,734	\$300,000	\$185,000	
2960050-42824	TIRES - PASSENGER/LT TRUCK	\$20,353	\$22,433	\$19,000	\$20,000	
2960050-42825	TIRES - LARGE TRUCK	\$1,850	\$2,076	\$3,000	\$2,000	
2960050-42826	TIRES - EQUIPMENT	\$980	(\$0)	\$1,000	\$100	
2960050-42827	COMPOST FEE	\$84,963	\$105,588	\$60,000	\$120,000	
2960050-42828	SCRAP METAL/RECYCLE FEES	\$7,047	\$1,242	\$3,000	\$1,200	
2960050-42829	CLEAN OUT FEE	(\$0)	\$39,747	\$1,000	\$2,000	
2960050-42830	ELECTRONICS	\$52,647	\$67,631	\$55,000	\$55,000	
		\$2,573,434	\$2,947,448	\$2,751,710	\$2,849,500	
		\$2,656,277	\$3,024,900	\$3,148,210	\$2,889,500	

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
29 LANDFILL ENTERPRISE FUND - 000						
2960-60000	PROJECTS	\$42,000	\$32,310	\$609,850	\$130,000	
TOTAL 000 -		\$42,000	\$32,310	\$609,850	\$130,000	
29 LANDFILL ENTERPRISE FUND - 610 LANDFILL ADMINISTRATION						
29610-51110	REGULAR EMPLOYEES	\$707,415	\$753,880	\$770,000	\$799,262	Landfill Manager Crew Leader - Landfill Accounting Technician/Cashier Landfill Recycling Technician Equipment Operator III - Landfill (5) Equipment Operator II - Landfill Equipment Operator I - Landfill Public Information Officer (25%)
29610-51120	PART-TIME EMPLOYEES	\$3,211	\$0	\$0	\$0	
29610-51140	OVERTIME	\$22,615	\$15,800	\$30,000	\$16,000	
29610-51210	HEALTH INSURANCE PREMIUMS	\$167,536	\$180,013	\$196,776	\$165,741	
29610-51220	LONG TERM DISABILITY	\$1,830	\$2,009	\$1,918	\$2,649	
29610-51230	BASIC LIFE INSURANCE	\$1,493	\$1,730	\$1,982	\$2,058	
29610-51250	FICA CONTRIBUTIONS	\$57,374	\$57,619	\$56,087	\$62,367	
29610-51260	RETIREMENT CONTRIBUTIONS	\$42,655	\$47,331	\$51,322	\$57,069	
29610-51270	UNEMPLOYMENT COMPENSATION	\$2,177	\$1,550	\$640	\$1,600	
29610-51280	WORKERS' COMPENSATION	\$9,752	\$25,126	\$24,000	\$25,000	
29610-51360	EMPLOYEE ONBOARDING	\$106	\$40	\$400	\$100	
29610-51380	UNIFORM ALLOWANCE	\$3,996	\$263	\$4,000	\$4,000	
29610-51410	UTILITIES	\$20,981	\$24,903	\$29,000	\$30,000	
29610-51610	SUPPLIES	\$13,489	\$14,001	\$22,200	\$14,000	
29610-51710	PROFESSIONAL SERVICES	\$230,329	\$143,213	\$198,200	\$157,000	Engineering, groundwater, CDL, permitting, E-recycling, testing and compost. Garfield Clean Energy (\$12,000)
29610-51810	MAINTENANCE & REPAIR				\$360,000	Fuel, hardware, supplies, heavy equipment, landscaping litter pickers, miscellaneous parts.
		\$309,030	\$408,304	\$346,500	\$40,000	Fleet
	TOTAL MAINTENANCE & REPAIR	\$309,030	\$408,304	\$346,500	\$400,000	
29610-51920	RENT/LEASE - EQUIPMENT	\$294,480	\$107,571	\$554,045	\$500,000	Grinder rental, 25 ton six wheel articulating truck, 938 loader, 950 loader, D6 dozer, rent GEM 5000, grader.
29610-51930	RENT/LEASE - BUILDING	\$4,675	\$5,100	\$5,300	\$5,100	
29610-52110	PUBLIC NOTICES	\$64	\$0	\$5,000	\$0	
29610-52120	EMPLOYMENT POSTING	\$504	\$0	\$150	\$0	
29610-52210	PROFESSIONAL DEVELOPMENT	\$11,577	\$6,854	\$19,200	\$6,000	
29610-52410	PROFESSIONAL DUES AND MEMBERSH	\$0	\$1,318	\$2,000	\$2,000	
29610-52420	ORGANIZATIONAL DUES AND MEMBER	\$653	\$1,506	\$2,000	\$15,000	
29610-52810	OTHER OPERATING EXPENSE	\$4,371	\$670	\$2,000	\$0	

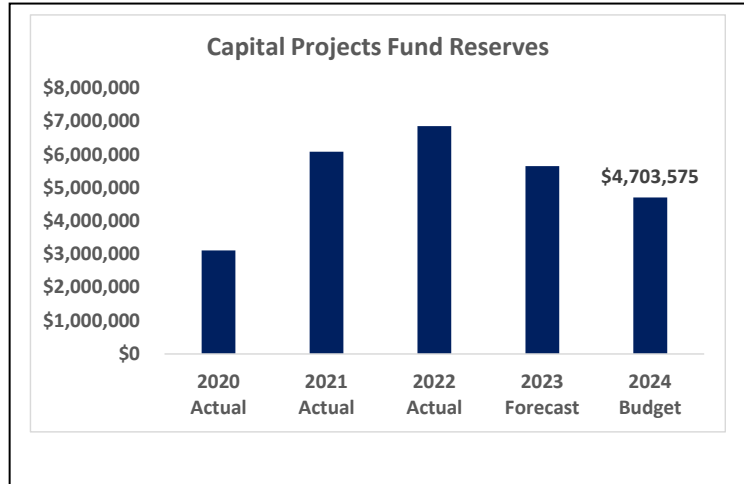
2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
29610-53510	PROPERTY INSURANCE	\$415	\$303	\$2,000	\$437	
29610-53520	LIABILITY AND CASUALTY INSURA	\$27,669	\$32,417	\$35,000	\$46,680	
29610-54110	BAD DEBTS	\$5,560	\$11,752	\$2,500	\$0	
29610-54310	INTERFUND COST OF SERVICE	\$142,777	\$145,632	\$148,545	\$153,000	
29610-54320	INTERFUND BILLING	\$4,728	\$4,728	\$4,919	\$4,728	
29610-55320	SEPTIC AND CAR WASH	\$0	\$0	\$3,500	\$0	
29610-55330	COMPOSTING FEES	\$513	\$0	\$0	\$0	
29610-55340	TIRE DISPOSAL	\$20,238	\$13,637	\$22,000	\$20,000	
29610-55350	CONCRETE CRUSHING AND RECYCLIN	\$0	\$57,167	\$273,500	\$0	
29610-55360	LANDFILL CLOSURE COSTS	\$87,087	\$101,812	\$65,000	\$100,000	
29610-55370	LANDFILL POSTCLOSURE COSTS	\$46,745	\$54,002	\$35,000	\$125,000	
29610-55380	WEED CONTROL	\$3,200	\$3,000	\$5,000	\$6,000	
29610-55390	RECYCLING PROGRAM	\$119,827	\$86,915	\$95,000	\$120,000	
29610-55510	HOUSEHOLD HAZARDOUS WASTE	\$15,443	\$21,169	\$20,000	\$0	
29610-55610	DEPRECIATION	\$121,793	\$405,492	\$125,000	\$125,000	
29610-55910	TRANSFER TO FLEET SERVICE	\$25,000	\$100,000	\$0	\$50,000	Fleet Capital Contribution
29610-59520	CAPITAL OUTLAY	\$0	\$408,899	\$0	\$0	
29610-59599	CAPITALIZED ASSETS	(\$42,000)	(\$483,209)	\$5,500	\$0	
TOTAL 610 - LANDFILL ADMINISTRATION		\$2,489,309	\$2,762,516	\$3,165,184	\$3,015,791	
29 LANDFILL ENTERPRISE FUND - 999 INTERFUND TRANSFERS						
29999-55930	TRANSFER TO CAPITAL PROJECTS	\$25,000	\$0	\$25,000	\$25,000	Landfill contribution to Enterprise Resource Program Implementation
TOTAL 999 - INTERFUND TRANSFERS		\$25,000	\$0	\$25,000	\$25,000	
		\$2,556,309	\$2,794,826	\$3,800,034	\$3,170,791	

Capital Projects Fund

Reserves

The Capital Projects Fund is where we purchase vehicles and equipment, and fund projects that are managed by departments in our General Fund. Technically, our General Fund earns 2.0% (out of a total of 3.7%) of annual sales tax, allocated 75% to operations which we usually refer to as the General Fund, and 25% to Capital which we call the Capital Projects Fund. The primary users of this fund are General Government (primarily information technology (IT), Parks and Recreation, Police, and streets/SWAT. The forecasted year-end available fund balance is approximately \$280,000. However, there are two substantial things that must be pointed out for the reader to have a good understanding of fund reserves:



1. We have accumulated \$1.4 million in Parkland Fees that are restricted to be spent only on qualified expenditures, which are the improvements and upgrades to areas that are open to public enjoyment. This amount is not included in the “Available Fund Balance”. For example, if we replace playground equipment in a park we will recognize the expenditure as always, but will release that amount from the parkland fees reserve so that the available fund balance is not impacted.
2. Also not included in the available fund balance is a \$2.5 million reserve that we put in as an informal reserve floor. These are resources that are not budgeted for a specific purpose and that are not expected to be appropriated at the time the budget is adopted. Those funds are, however, available to Council for appropriation to any purpose allowable in the Capital Projects Fund by a simple majority vote.

Revenue

The primary source of revenue is sales and use tax, forecasted in 2024 at \$4.0 million. Another revenue stream in this fund comes from parkland fees paid by developers when a project infringes on public open space. These funds are in a reserve mentioned above and are dedicated to capital improvements of such amenities. Where possible, we must use those funds first if the expenditure qualifies. Sometimes we have other revenues from a grant or from a developer or private business owner who contributes to the cost of a project where are portion of it benefits only that entity. Both of these are somewhat rare in the Capital Projects Fund. In 2023 we were awarded a substantial forestry grant that will provide \$100,000 per year to the City for the next 6 years for the planting, maintenance and education of our tree canopy throughout the City. The grant requires a match of \$100,000 from this fund and is budgeted accordingly.

Expenditures

In very rough terms you can think of our Capital Projects Fund being spent in three areas:

1. Equipment and projects for Streets, Police, General Government and Parks,
2. Contributions to the Fleet Fund for the purchase of vehicles, and
3. Operation of the Special Work Activities Team (SWAT) that manages most of the in-house construction needs related to projects funded here.

On an annual basis we generally invest in our technology; specifically servers, switches, electronic doors and computer replacement cycle. In addition to vehicle replacement, we usually have an annual appropriation to keep up with fitness equipment in the Community Center, playground equipment, restrooms and other structures in City parks, and building improvements in City Hall, the Arts Center, Parks Headquarters and Community Center. In 2024 we also have budgeted some major repairs needed in the parking garage located at 9th and Grand. The total is \$450,000 with \$175,000 being contributed by the General Improvement District (GID).

CAPITAL PROJECTS FUND

	2020 Actual	2021 Actual	2022 Actual	2023 Forecast	2024 Budget
Revenue	\$1,190,479	\$5,280,936	\$3,915,126	\$3,965,241	\$4,566,475
Expenditures	<u>(\$2,232,578)</u>	<u>(\$2,314,445)</u>	<u>(\$3,144,922)</u>	<u>(\$5,165,623)</u>	<u>(\$5,510,018)</u>
Change in Fund Balance	<u>(\$1,851,599)</u>	\$2,966,491	\$770,204	<u>(\$1,200,382)</u>	<u>(\$943,543)</u>
Beginning Fund Balance	\$4,962,401	\$3,110,805	\$6,077,296	\$6,847,500	\$5,647,118
Ending Fund Balance	\$3,110,802	\$6,077,296	\$6,847,500	\$5,647,118	\$4,703,575
Reserves					
Parkland Fees	<u>(\$639,490)</u>	<u>(\$1,136,189)</u>	<u>(\$1,460,815)</u>	<u>(\$1,393,157)</u>	<u>(\$1,393,157)</u>
Water Storage Fees	<u>(\$2,290)</u>	<u>(\$2,290)</u>	<u>(\$2,290)</u>	<u>(\$2,290)</u>	<u>(\$2,290)</u>
Public Art (1% of projects)				<u>(\$51,391)</u>	<u>(\$137,697)</u>
Springridge Parkland	<u>(\$305,912)</u>	<u>(\$334,786)</u>	<u>(\$340,561)</u>	<u>(\$340,561)</u>	<u>(\$340,561)</u>
Glenwood Park Fees	<u>(\$3,375)</u>	<u>(\$3,375)</u>	<u>(\$3,375)</u>	<u>(\$3,375)</u>	<u>(\$3,375)</u>
Contingency Reserve (FAB)	<u>(\$2,000,000)</u>	<u>(\$2,000,000)</u>	<u>(\$2,000,000)</u>	<u>(\$2,500,000)</u>	<u>(\$2,500,000)</u>
Employee Retention Reserve	<u>\$0</u>	<u>(\$45,000)</u>	<u>(\$45,000)</u>	<u>(\$45,000)</u>	<u>(\$45,000)</u>
Available Reserves	\$159,735	\$2,555,656	\$2,995,459	\$1,311,344	\$281,495
Cash Balance as of 12/30/22	\$6,317,272				

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
31 CAPITAL PROJECTS - 00						
3100020-41210	GENERAL SALES TAX	\$3,045,966	\$3,356,177	\$3,354,430	\$3,770,696	2022 Actual with 7% increase in 2023 and 5% in 2024
3100020-41310	USE TAX	\$114,267	\$180,779	\$70,270	\$180,779	Set at 2022 Actual
		\$3,160,232	\$3,536,957	\$3,424,700	\$3,951,475	
31 CAPITAL PROJECTS - 00						
3100060-41220	AUDIT REVENUE	\$38,386	\$13,611	\$40,541	\$40,000	
3100060-42420	CREDIT CARD CONVENIENCE FEES	\$201	\$253	(\$0)	(\$0)	
3100060-43510	INTEREST	\$8,653	(\$31)	\$50,000	\$50,000	
3100060-43710	CONTRIBUTIONS/DONATIONS	\$500	\$500	(\$0)	(\$0)	
3100060-44130	MISCELLANEOUS	\$5,372	\$3,436	(\$0)	(\$0)	
3100060-44325	TRANSFER FROM LANDFILL	\$25,000	(\$0)	\$25,000	\$25,000	
3100060-44385	TRANSFER FROM WA/SW	\$50,000	\$30,000	\$50,000	\$50,000	
3100060-44390	TRANSFER FROM ELECTRIC	\$50,000	(\$0)	\$25,000	\$25,000	
		\$178,112	\$47,770	\$190,541	\$190,000	
31 CAPITAL PROJECTS - 00						
3100040-42310	GRANTS	\$39,978	(\$0)	\$100,000	\$100,000	Community Forestry Grant for Tree Planting, Maintenance and Education
		\$39,978	(\$0)	\$100,000	\$100,000	
31 CAPITAL PROJECTS - 00						
3100070-44370	TRANSFER FROM GENERAL FUND	\$1,377,040	(\$0)	(\$0)	(\$0)	
		\$1,377,040	(\$0)	(\$0)	(\$0)	
31 CAPITAL PROJECTS - 30 PUBLIC WORKS						
3130030-42424	PARKLAND FEES - SPRINGRIDGE	\$28,874	\$5,775	(\$0)	(\$0)	
3130030-42425	PARK LAND FEES	\$496,699	\$324,626	\$500,000	\$325,000	
		\$525,573	\$330,401	\$500,000	\$325,000	
		\$5,280,935	\$3,915,127	\$4,215,241	\$4,566,475	

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
31 CAPITAL PROJECTS - 000						
3110-55910	TRANSFER TO FLEET SERVICE	\$0	\$0	\$42,000	\$0	
3110-59520	CAPITAL OUTLAY	\$0	\$0	\$610,500	\$0	
3110-60000	PROJECTS	\$421,969	\$565,585	\$333,723	\$120,000	(Finance) - Enterprise Resource Program Module 4 - EnerGov for Community Development
					\$150,000	(IT) - Computer Replacement Cycle
					\$60,000	(IT) - Switch Replacement Cycle
					\$45,000	(IT) - City Hall technology upgrades
					\$85,000	(IT) - Server replacement and redundancy project
					\$235,000	(City Hall) - Door lock hardware and security upgrades and modifications in Municipal Court, Community Development, City Manager Suite, Engineering, Human Resources,/City Clerk Suite, and Council Chambers.
	TOTAL PROJECTS	\$421,969	\$565,585	\$333,723	\$695,000	
	TOTAL 000 -	\$421,969	\$565,585	\$986,223	\$695,000	
31 CAPITAL PROJECTS - 000						
3120-55910	TRANSFER TO FLEET SERVICE				\$220,000	Marked Patrol Units (3)
					\$33,000	15% Processing
		\$0	\$0	\$392,220	\$60,000	Fleet Capital Contribution
	TOTAL TRANSFER TO FLEET SERVICE	\$0	\$0	\$392,220	\$313,000	
3120-59520	CAPITAL OUTLAY	\$0	\$0	\$60,000	\$25,000	Special Weapons and Tactics (SWAT) equipment
3120-60000	PROJECTS	\$0	\$8,560	\$49,000	\$40,000	Additions to flock safety camera project
					\$38,000	Body and car camera upgrades
					\$25,000	Police department flooring
	TOTAL PROJECTS	\$0	\$8,560	\$49,000	\$103,000	
	TOTAL 000 -	\$0	\$8,560	\$501,220	\$441,000	
31 CAPITAL PROJECTS - 000						
3130-55910	TRANSFER TO FLEET SERVICE	\$0	\$0	\$322,800	\$216,000	Streets Trucks
					\$32,400	15% Processing
					\$60,000	Fleet Capital Contribution
	TOTAL TRANSFER TO FLEET SERVICE	\$0	\$0	\$322,800	\$308,400	
3130-60000	PROJECTS				\$700,000	Streets shop building
		\$43,442	\$230,612	\$695,000	\$100,000	South Yard Office and Sign Shop Foundation and Move
					\$125,000	Project Contingency
	TOTAL PROJECTS	\$43,442	\$230,612	\$695,000	\$925,000	
3130-61000	DEPARTMENTAL	\$521	\$0	\$0	\$0	
	TOTAL 000 -	\$43,963	\$230,612	\$1,017,800	\$1,233,400	

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
31 CAPITAL PROJECTS - 000						
3135-55910	TRANSFER TO FLEET SERVICE				\$51,000	Parks Replacement Truck - Chevy Colorado or Ford Ranger crew cab (replacing #27)
					\$51,000	Parks Replacement Truck - Chevy Colorado crew cab- replaces #91
					\$90,000	Parks Replacement Truck - Ford F450 or Chevy 4500 single cab with dump bed - replaces Kodiak dump truck (#23) and Chevy mini-dump (#15)
					\$45,000	Community Center Replacement Truck - Ford Ranger with Tommy Gate (replacing #45)
					\$28,530	15% Processing Parks
					\$6,750	15% Processing Community Center
		\$0	\$0	\$322,600	\$60,000	Fleet Capital Contribution
	TOTAL TRANSFER TO FLEET SERVICE	\$0	\$0	\$322,600	\$332,280	
3135-59520	CAPITAL OUTLAY	\$0	\$0	\$493,520	\$14,000	(2) Parks Trails Equipped E-Bikes w/Trailers
					\$24,000	(3) Parks Replacement Trailers
					\$25,000	Community Center fitness equipment replacements
	TOTAL CAPITAL OUTLAY	\$0	\$0	\$493,520	\$63,000	

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
3135-60000	PROJECTS				\$25,000	Community Center fitness equipment replacements
					\$10,000	Parks standardized signage
					\$100,000	Gregory Park playground replacement
					\$50,000	Wulfsohn trailhead improvements
					\$50,000	Veltus Park upper bathroom repair and remodel
					\$185,000	Community Center Tennis Court lights LED conversion
					\$16,000	Ice Rink bird mitigation
					\$12,000	Aquatic Center deck furniture replacement
					\$25,000	Whitewater deck repair
					\$25,000	RICD water rights planning
					\$50,000	Art Center ADA accessible entrance and door repairs
					\$26,000	Aquatic Center activity pool pump replacement (circulation volute, pump, impeller)
					\$40,000	Community Center ADA doors/openers
					\$20,000	Art Center building signage
		\$455,320	\$983,562	\$2,173,167	\$14,000	(2) Parks Trails Equipped E-Bikes w/Trailers
					\$24,000	(3) Parks Replacement Trailers
					\$300,000	(Rollover) 9th and Cooper Parking Garage Repairs, split with General Improvement District (\$175,000)
					\$450,000	(Rollover) Parks Building Upgrades
					\$200,000	Tree Planting, Maintenance and Education Project (50% funded with USDA Grant)
					\$50,000	12th Street Ditch and Trail Improvements
					\$125,000	Project Contingency
	TOTAL PROJECTS	\$455,320	\$983,562	\$2,173,167	\$1,797,000	
3135-61000	DEPARTMENTAL	\$127,758	\$0	\$0	\$0	
	TOTAL 000 -	\$583,079	\$983,562	\$2,989,287	\$2,192,280	
31 CAPITAL PROJECTS - 000						
3115-60000	PROJECTS	\$0	\$0	\$30,000	\$0	
	TOTAL 000 -	\$0	\$0	\$30,000	\$0	
31 CAPITAL PROJECTS - 000						
3125-60000	PROJECTS	\$0	\$0	\$0	\$37,000	Improvements required for 6F conversion from Vogelaar Park
					\$75,000	City Hall Suite security upgrades
	TOTAL PROJECTS	\$0	\$0	\$0	\$112,000	
3125-61000	COMM DEV DEPARTMENTAL	\$0	\$0	\$572,000	\$0	
	TOTAL 000 -	\$0	\$0	\$572,000	\$112,000	

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
31 CAPITAL PROJECTS - 390 SPECIAL WORKS ACTIVITIES TEAM						
31390-51110	REGULAR EMPLOYEES	\$205,748	\$191,775	\$180,000	\$257,363	Swat Crew Lead Swat Maintenance Specialist (2)
31390-51140	OVERTIME	\$2,041	\$2,003	\$2,000	\$2,000	
31390-51150	STANDBY AND CALLBACK PAY	\$10,050	\$5,849	\$10,000	\$7,500	
31390-51210	HEALTH INSURANCE PREMIUMS	\$37,901	\$32,120	\$33,156	\$47,952	
31390-51220	LONG TERM DISABILITY	\$571	\$519	\$568	\$875	
31390-51230	BASIC LIFE INSURANCE	\$382	\$728	\$504	\$663	
31390-51250	FICA CONTRIBUTIONS	\$17,000	\$15,424	\$13,876	\$19,841	
31390-51260	RETIREMENT CONTRIBUTIONS	\$13,124	\$7,108	\$12,697	\$18,016	
31390-51270	UNEMPLOYMENT COMPENSATION	\$637	\$422	\$580	\$515	
31390-51280	WORKERS' COMPENSATION	\$6,933	\$2,469	\$7,000	\$6,500	
31390-51360	EMPLOYEE ONBOARDING	\$20	\$50	\$0	\$100	
31390-51380	UNIFORM ALLOWANCE	\$1,560	\$0	\$3,000	\$0	
31390-51410	UTILITIES	\$4,038	\$3,950	\$22,700	\$5,000	
31390-51610	SUPPLIES	\$46,134	\$86,822	\$54,020	\$90,000	
31390-51710	PROFESSIONAL SERVICES	\$47,636	\$17,264	\$0	\$10,000	
31390-51810	MAINTENANCE & REPAIR	\$25,682	\$14,309	\$35,000	\$25,000	Fleet
31390-51920	RENT/LEASE - EQUIPMENT	\$0	\$11,905	\$10,000	\$10,000	
31390-51930	RENT/LEASE - BUILDING	\$37,604	\$44,716	\$44,716	\$0	
31390-52110	PUBLIC NOTICES	\$36	\$0	\$0	\$0	
31390-52210	PROFESSIONAL DEVELOPMENT	\$0	\$119	\$0	\$2,500	
31390-52610	TECHNOLOGY	\$5,000	\$0	\$3,500	\$4,500	Radios
31390-52710	CREDIT CARD FEES	\$386	\$953	\$0	\$0	
31390-52810	OTHER OPERATING EXPENSE	\$10,818	\$1,830	\$10,000	\$5,000	
31390-52820	TIF TO DDA	\$42,259	\$139,813	\$162,162	\$167,406	5% over 2023 forecast
31390-52825	ECONOMIC INCENTIVE REBATE	\$38,704	\$22,962	\$27,027	\$33,784	Assumes \$250,000 across all funds
31390-53520	LIABILITY AND CASUALTY INSURA	\$1,776	\$1,728	\$0	\$2,489	
31390-54310	INTERFUND COST OF SERVICE	\$88,031	\$89,791	\$91,587	\$94,334	
31390-55910	TRANSFER TO FLEET SERVICE	\$617,000	\$605,000	\$320,000	\$0	
31390-55925	TRANSFER TO STREET TAX FUND	\$0	\$0	\$180,000	\$0	
31390-59520	CAPITAL OUTLAY	\$0	\$16,973	\$0	\$25,000	
TOTAL 390 - SPECIAL WORKS ACTIVITIES TEAM		\$1,261,070	\$1,316,603	\$1,224,094	\$836,338	

31 CAPITAL PROJECTS - 999 INTERFUND TRANSFERS

31999-55980	TRANSFER TO OTHER FUNDS	\$0	\$40,000	\$0	\$0
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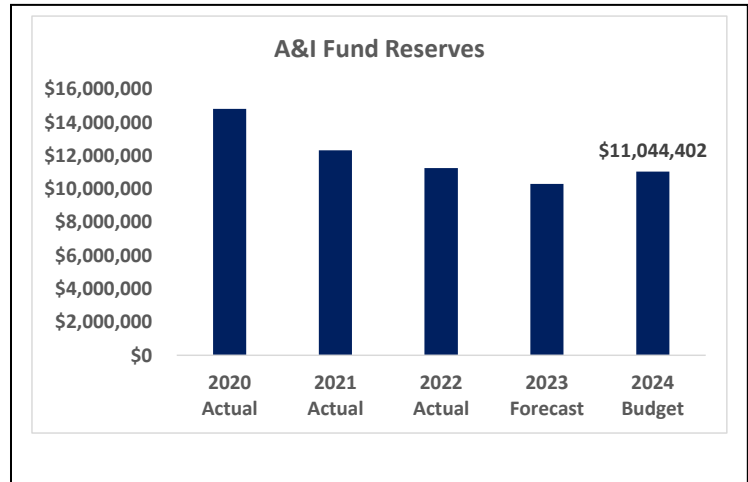
2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
TOTAL 999 - INTERFUND TRANSFERS		\$0	\$40,000	\$0	\$0	
		\$2,310,080	\$3,144,922	\$7,320,623	\$5,510,018	

Acquisition and Improvements (A&I) Fund

Reserves

Our total reserves in this fund are substantial at approximately \$11 million. However, we have a covenant-imposed restriction requirement for our debt of \$2.0 million, and a restriction of \$700,000 for a theatre reserve that Council cannot re-appropriate. That leaves around \$8.3 million in funds available to Council as of the end of 2024. This includes a \$3.0 million contingency reserve that is not appropriated to a specific purpose but available should Council choose to spend it on something allowable in this fund. So for the calendar year 2024 in total Council has access to about \$8 million of funds that are not being appropriated at the time the budget is adopted.



Revenue

The A&I Fund receives 1.0% (out of a total of 3.7%) of City sales and use tax. In 2024 the forecast is \$7.9 million. We have also secured a Multimodal Transportation and Mitigation Fund (MTMF) grant that can be spent to cover a portion of the bike path from 6th and Donegan to Linden Street.

Expenditures

Similar to the Capital Projects Fund we can break annual spending in A&I into three overall categories:

1. \$2 million to debt service from the 2018 and 2019 revenue notes that we used to complete the 27th Street Bridge and South Midland projects.
2. \$2 million in subsidies to the Community Center, Employee Housing Program, community events and downtown maintenance.
3. Miscellaneous ongoing expenses like the (tax increment financing) TIF to the DDA, interfund cost of service, contributions to the historical museum, required maintenance of the Meadows debris flow basin, right of way tree maintenance and fire mitigation.
4. Projects which vary substantially from year to year. The primary budgeted projects in 2024 are the 6th St bike path (\$975,000) and construction of 6th Street (\$2.1 million).

The real issue at hand currently in A&I is the South Bridge project. Our construction estimate is currently around \$80 million. We have applied for nearly \$50 million in grant funding from the federal government and should know the outcome around the end of 2023. We may be awarded all, none or part of that amount. In the event we get the full \$50 million or something close to it we would likely try to find a way to fund it through debt financing, contributions from other constituents and through some value engineering of the current project that could save money.

In 2016 residents passed a 30 year tax of 1.0% of sales and use tax for several purposes including the 27th Street Bridge, South Midland, Confluence, Downtown, support for the Frontier Historical Museum and the Community Center, grants to local non-profits that are adding value to Glenwood Springs, and South Bridge. At that time we also received permission from voters to issue up to \$54 million in debt. To date we have taken \$22 million, leaving around \$32 million available. Council has informally saved \$20 million of that capacity for the construction of South Bridge. However, Council could choose to take the full remaining \$32 million in debt if we can find a lender willing to underwrite the loan. Right now staff believes we could raise roughly \$20 million over the remaining 25 years of the tax. That would probably entail leaving the existing debt in place that will retire in 2034, and using the \$2 million that it will free up in debt service capacity to have sufficient debt coverage to secure a loan. Being a municipality, it is possible that we could access low interest funds, receive grant or earmark funding, or enjoy somewhat relaxed underwriting requirements.

In the event we can find a way to fund this between some elimination or delaying costs, federal grants, debt financing, utilization of A&I reserves and contributions from the state, county, RFTA and/or others it would essentially tie up the A&I Fund for the remaining period of time allowing only for existing contributions and required maintenance. In the event we do not receive sufficient grant funds from the federal government and Council decides to shelve the project A&I resources could be deployed elsewhere.

A&I FUND

	2020	2021	2022	2023	2024
	Actual	Actual	Actual	Forecast	Budget
Revenue	\$9,227,712	\$15,100,691	\$8,170,487	\$8,115,619	\$8,882,896
Expenditures	<u>(\$11,654,145)</u>	<u>(\$17,597,254)</u>	<u>(\$9,246,349)</u>	<u>(\$9,062,515)</u>	<u>(\$8,146,390)</u>
Change in Fund Balance	<u>(\$2,426,433)</u>	<u>(\$2,496,563)</u>	<u>(\$1,075,862)</u>	<u>(\$946,896)</u>	\$736,506
Beginning Fund Balance	\$17,253,650	\$14,827,217	\$12,330,654	\$11,254,792	\$10,307,896
Ending Fund Balance	\$14,827,217	\$12,330,654	\$11,254,792	\$10,307,896	\$11,044,402
Reserves:					
Bond Reserve (Restricted)	<u>(\$2,076,314)</u>	<u>(\$2,067,382)</u>	<u>(\$2,030,251)</u>	<u>(\$2,030,251)</u>	<u>(\$2,030,251)</u>
South Bridge	<u>(\$250,000)</u>	\$0	<u>(\$250,000)</u>	<u>(\$500,000)</u>	<u>(\$750,000)</u>
6th Street Reserve		<u>(\$1,750,000)</u>	<u>(\$1,750,000)</u>		
Theatre Reserve	<u>(\$704,112)</u>	<u>(\$704,112)</u>	<u>(\$704,112)</u>	<u>(\$704,112)</u>	<u>(\$704,112)</u>
Contingency	<u>(\$3,000,000)</u>	<u>(\$3,000,000)</u>	<u>(\$3,000,000)</u>	<u>(\$3,000,000)</u>	<u>(\$3,000,000)</u>
FAB Grant Reserve	<u>\$0</u>	<u>(\$86,037)</u>	<u>(\$70,815)</u>	<u>(\$70,814)</u>	<u>(\$70,814)</u>
Available Fund Balance	\$8,796,791	\$3,973,123	\$2,699,614	\$4,002,719	\$4,489,225
Cash Balance as of 12/31/22	\$10,176,130				\$8,239,225

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
33 ACQUISITION & IMPROVEMENTS - 00						
3300020-41210	GENERAL SALES TAX	\$6,091,931	\$6,712,355	\$6,708,861	\$7,541,338	2022 Actual with 7% increase in 2023 and 5% in 2024
3300020-41310	USE TAX	\$228,534	\$361,558	\$175,677	\$361,558	Set at 2022 Actual
		<u>\$6,320,465</u>	<u>\$7,073,913</u>	<u>\$6,884,538</u>	<u>\$7,902,896</u>	
33 ACQUISITION & IMPROVEMENTS - 00						
3300060-41220	AUDIT REVENUE	\$76,773	\$27,222	\$81,081	\$80,000	
3300060-42310	GRANTS	\$8,355,855	\$859,538	\$5,850,000	\$750,000	\$750,000 grant from Multimodal Transportation and Mitigation Fund.
3300060-42420	CREDIT CARD CONVENIENCE FEES	\$463	\$507	(\$0)	(\$0)	
3300060-43510	INTEREST	\$1,472	\$196,895	\$150,000	\$150,000	
3300060-43710	CONTRIBUTIONS/DONATIONS	\$4,627	\$9,021	(\$0)	(\$0)	
3300060-43910	COST REIMBURSEMENTS	\$500,000	(\$0)	(\$0)	(\$0)	
3300060-43920	INSURANCE REIMBURSEMENT	(\$0)	\$3,392	(\$0)	(\$0)	
3300060-44130	MISCELLANEOUS	\$10	(\$0)	(\$0)	(\$0)	
		<u>\$8,939,200</u>	<u>\$1,096,576</u>	<u>\$6,081,081</u>	<u>\$980,000</u>	
33 ACQUISITION & IMPROVEMENTS - 00						
3300070-44320	TRANSFER FROM DDA	(\$0)	(\$0)	\$450,000	(\$0)	
3300070-44370	TRANSFER FROM GENERAL FUND	\$100,000	(\$0)	(\$0)	(\$0)	
		<u>\$100,000</u>	<u>(\$0)</u>	<u>\$450,000</u>	<u>(\$0)</u>	
		\$15,359,665	\$8,170,490	\$13,415,619	\$8,882,896	

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
33 ACQUISITION & IMPROVEMENTS - 000						
3335-60000	PROJECTS	\$95,556	\$296,804	\$0	\$0	
3335-61000	DEPARTMENT PROJECTS	\$1,359	\$0	\$0	\$0	
TOTAL 000 -		\$96,915	\$296,804	\$0	\$0	
33 ACQUISITION & IMPROVEMENTS - 000						
3330-60000	PROJECTS				\$130,000	(Carryover) 8th and Midland Path Connection Design
					\$975,000	(Carryover) 6th Street path to Donegan - includes \$750k million of grant funding that is recognized as a revenue, and adds \$100,000 for design, \$75,000 for subsurface utilities and \$50,000 for right of way
						Project will include \$200,000 from the Water/Wastewater Fund to install piping.
		\$13,298,432	\$4,494,843	\$10,179,004	\$2,100,000	(Carryover) 6th Street construction
						Total Project Includes: -\$1,100,000 Main Street Grant -\$1,000,000 A&I Contribution -\$1,350,000 DDA Budget Contribution
TOTAL PROJECTS		\$13,298,432	\$4,494,843	\$10,179,004	\$3,205,000	
TOTAL 000 -		\$13,298,432	\$4,494,843	\$10,179,004	\$3,205,000	
33 ACQUISITION & IMPROVEMENTS - 300 A&I GENERAL GOVERNMENT						
33300-51410	UTILITIES	\$37,087	\$28,842	\$40,000	\$35,000	20% over 2022 actual.
33300-51710	PROFESSIONAL SERVICES	\$28,768	\$35,175	\$70,000	\$30,000	Sales tax auditors
33300-52510	GRANTS	\$186,235	\$252,771	\$195,547	\$0	
33300-52710	CREDIT CARD FEES	\$880	\$1,907	\$1,700	\$0	
33300-52820	TIF TO DDA	\$84,519	\$279,625	\$324,324	\$334,812	5% over 2023 forecast
33300-52825	ECONOMIC INCENTIVE REBATE	\$46,837	\$45,922	\$54,055	\$67,568	Assumes \$250,000 across all funds
33300-53710	CONTRIBUTIONS/DONATIONS	\$97,500	\$85,000	\$142,000	\$25,000	Lower Valley Trail (LoVa) Operations
					\$120,000	Frontier Historical Museum - Contribution has been \$60,000 per year. In 2022 the Museum asked for it to be increased to \$120,000. Council asked the Financial Advisory Board to consider the request, and it recommended funding at \$120,000 in 2023 and 2024.
					\$20,000	Reudi Aquatics
TOTAL CONTRIBUTIONS/DONATIONS		\$97,500	\$85,000	\$142,000	\$165,000	
33300-54310	INTERFUND COST OF SERVICE	\$320,845	\$327,262	\$333,807	\$343,821	
TOTAL 300 - A&I GENERAL GOVERNMENT		\$802,672	\$1,056,504	\$1,161,433	\$976,201	
33 ACQUISITION & IMPROVEMENTS - 302 A&I CULTURE & RECREATION						

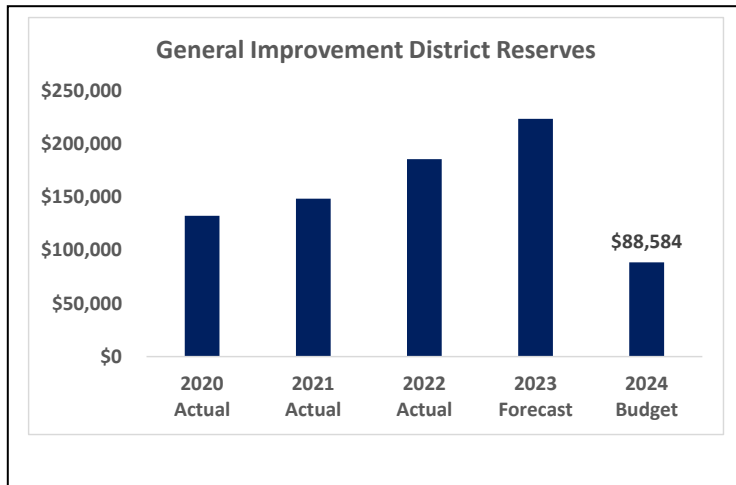
2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
33302-51810	MAINTENANCE & REPAIR	\$0	\$0	\$195,190	\$16,845	Glenwood Meadows Metropolitan Agreement for Debris Flow Basin Maintenance
					\$87,500	Right of Way Tree Maintenance
					\$15,000	Fire Mitigation
					\$50,000	Trail Maintenance
	TOTAL MAINTENANCE & REPAIR	\$0	\$0	\$195,190	\$169,345	
	TOTAL 302 - A&I CULTURE & RECREATION	\$0	\$0	\$195,190	\$169,345	
33 ACQUISITION & IMPROVEMENTS - 303 A&I DEBT SERVICE						
33303-53910	PRINCIPAL - BONDS	\$1,335,000	\$1,375,000	\$1,415,000	\$655,000	2018 Sales and Use Tax bonds (\$10 million)
					\$805,000	2019 Sales and Use Tax bonds (\$12.2 million)
	TOTAL PRINCIPAL - BONDS	\$1,335,000	\$1,375,000	\$1,415,000	\$1,460,000	
33303-53930	INTEREST - BONDS	\$642,635	\$601,598	\$529,353	\$237,551	2018 Sales and Use Tax bonds (\$10 million)
					\$278,293	2019 Sales and Use Tax bonds (\$12.2 million)
	TOTAL INTEREST - BONDS	\$642,635	\$601,598	\$529,353	\$515,844	
33303-53960	ADMIN SERVICE FEES	\$1,600	\$1,600	\$0	\$0	
	TOTAL 303 - A&I DEBT SERVICE	\$1,979,235	\$1,978,198	\$1,944,353	\$1,975,844	
33 ACQUISITION & IMPROVEMENTS - 999 INTERFUND TRANSFERS						
33999-55980	TRANSFER TO OTHER FUNDS	\$1,420,000	\$1,420,000	\$1,807,535	\$1,400,000	Community Center
					\$120,000	Employee Housing Program
					\$200,000	Downtown Maintenance
					\$100,000	Community Events
	TOTAL TRANSFER TO OTHER FUNDS	\$1,420,000	\$1,420,000	\$1,807,535	\$1,820,000	
	TOTAL 999 - INTERFUND TRANSFERS	\$1,420,000	\$1,420,000	\$1,807,535	\$1,820,000	
		\$17,597,254	\$9,246,349	\$15,287,515	\$8,146,390	

General Improvement District (GID) Fund

Reserves

This fund does not generate much revenue nor is there a reason to carry a substantial reserve here. The district is funded with a small property tax contribution and was established to mitigate parking challenges in the downtown area. At the end of 2023 we will have around \$220,000 in this reserve. Because it is funded with a property tax it has a tendency to be more predictable which means we don't need to leave quite as much



in reserves in this fund to guard against a big revenue miss. Staff thinks a minimum of \$25,000 in this reserve is sufficient.

Revenue

The only source of revenue in this fund is a property tax. We expect about \$53,000 in 2024 and again in 2025, then we will likely see bi-annual growth in the 5-10 percent range.

Expenditures

The only annual expenditures from the fund are interfund cost of service and some professional services for treasury and auditing services. In 2024 we are using \$175,000 as a contribution to the repairs needed on the 9th and Grand public parking lot.

GENERAL IMPROVEMENT DISTRICT

	2020 Actual	2021 Actual	2022 Actual	2023 Budget	2023 Revised Budget	2023 Forecast	2024 Budget
Revenue	\$44,949	\$45,904	\$51,791	\$42,500	\$42,500	\$52,410	\$55,500
Expenditures	<u>(\$63,053)</u>	<u>(\$29,978)</u>	<u>(\$14,545)</u>	<u>(\$14,582)</u>	<u>(\$14,582)</u>	<u>(\$14,572)</u>	<u>(\$190,267)</u>
Change in Fund Balance	<u>(\$18,104)</u>	\$15,926	\$37,246	\$27,918	\$27,918	\$37,838	<u>(\$134,767)</u>
Beginning Fund Balance	\$114,247	\$132,351	\$148,277	\$185,523	\$185,523	\$185,523	\$223,361
Ending Fund Balance	\$132,351	\$148,277	\$185,523	\$213,441	\$213,441	\$223,361	\$88,594
Reserves							
Parking Garage Repairs			(\$100,000)	(\$100,000)	(\$100,000)	(\$100,000)	\$0
Available Fund Balance	\$132,351	\$148,277	\$85,523	\$113,441	\$113,441	\$123,361	\$88,594
Cash Balance as of 12/31/22	\$185,244						

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
37 GENERAL IMPROVEMENT DISTRICT - 00						
3700020-41110	PROPERTY TAXES	\$42,645	\$48,059	\$40,000	\$53,000	
3700020-41120	DELINQUENT PROPERTY TAXES	(\$0)	\$929	(\$0)	(\$0)	
3700020-41150	SPECIFIC OWNERSHIP	\$3,207	\$2,723	\$2,500	\$2,500	
		<u>\$45,851</u>	<u>\$51,711</u>	<u>\$42,500</u>	<u>\$55,500</u>	
37 GENERAL IMPROVEMENT DISTRICT - 00						
3700060-43510	INTEREST	\$52	\$80	(\$0)	(\$0)	
		<u>\$52</u>	<u>\$80</u>	<u>(\$0)</u>	<u>(\$0)</u>	
		\$45,904	\$51,791	\$42,500	\$55,500	

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
37 GENERAL IMPROVEMENT DISTRICT - 282 GENERAL IMPROVEMENT DISTRICT #						
37282-51710	PROFESSIONAL SERVICES	\$15,810	\$0	\$0	\$0	
37282-52750	TREASURER'S FEES	\$854	\$964	\$1,000	\$1,000	
37282-54310	INTERFUND COST OF SERVICE	\$13,314	\$13,580	\$13,582	\$14,267	
37282-60000	PROJECTS	\$0	\$0	\$0	\$175,000	GID contribution to needed parking garage repairs - shared with the Capital Projects Fund
TOTAL 282 - GENERAL IMPROVEMENT DISTRICT #		\$29,978	\$14,544	\$14,582	\$190,267	
		\$29,978	\$14,544	\$14,582	\$190,267	

Fire and Emergency Medical Services (EMS) Fund

Reserves

There is no reserve balance in this fund because at the end of each year we transfer enough money from the General Fund into this fund to make the difference between actual revenues and actual expenditures zero. Because this fund has its own property tax that it receives from our General Fund and from the Rural Fire District it must be its own Special Revenue Fund and cannot be accounted for inside our General Fund. As a practical matter however, this fund is included with our General Fund because it's performance has a direct corresponding impact on the General Fund balance.

Revenue

In 2024 we are forecasting City property tax of \$1.8 million going into this fund, and a Rural District property tax of \$1.1 million. We also transfer \$100,000 from the marijuana tax fund to defray the cost of emergency overdose and transport dispatch.

We bill the patient, or the patient's insurance company each time we transport someone. We are estimating that we'll bill around \$ 1million in 2024, but most of that will not be realized by the City because we are forced to make an adjustment for patients that have Medicaid, and many uninsured patients don't pay anything. In those cases we make a good-faith collection effort and then turn aged receivables over to third party agency. We share successful collections with them but generally that doesn't turn into a lot of money.

Any increases in property tax or other revenue in this fund will have a direct impact on the performance of the General Fund.

Expenditures

Just like our General Fund, personnel accounts for most of the spending in the fund, in this case 78%. Other expenses in the fund for the most part are non-discretionary such as insurance, utilities, maintenance and repair and technology. These expenses are expected to rise on a long-term basis at a pace more rapid than our property tax which contributes to the long-term challenge we have in the General Fund. Staff is investigating ways to increase revenues in this fund as we will be unable to keep expenses down enough to avoid service cuts.



2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
43 FIRE & EMS FUND - 00						
4300070-44355	TRANSFER FROM MARIJUANA TAX FU	\$100,000	\$85,000	\$100,000	\$100,000	First Response and Transport
4300070-44370	TRANSFERS FROM GENERAL FUND	\$2,932,639	\$3,109,850	\$3,349,773	\$1,787,327	Property Tax dedicated to Fire EMS operations
					\$1,426,536	Transfer from General Fund to subsidize Fire EMS Fund
TOTAL TRANSFERS FROM GENERAL FUND		\$2,932,639	\$3,109,850	\$3,349,773	\$3,213,863	
4300070-44380	TRANSFER FROM RURAL FIRE DISTR	\$887,825	\$999,229	\$910,018	\$1,095,082	Property Tax dedicated to Fire EMS operations
		\$3,920,464	\$4,194,079	\$4,359,791	\$4,408,945	
43 FIRE & EMS FUND - 20 PUBLIC SAFETY						
4320030-42130	FIRE PERMITS	\$17,525	\$15,602	\$15,000	\$20,000	
		\$17,525	\$15,602	\$15,000	\$20,000	
43 FIRE & EMS FUND - 20 PUBLIC SAFETY						
4320040-42310	GRANTS	\$25,000	(\$0)	(\$0)	(\$0)	
		\$25,000	(\$0)	(\$0)	(\$0)	
43 FIRE & EMS FUND - 20 PUBLIC SAFETY						
4320050-42428	AMBULANCE FEES	\$844,228	\$956,894	\$850,000	\$1,000,000	
4320050-42429	MEDICARE/MEDICAID ADJUSTMENT	(\$386,438)	(\$329,864)	(\$375,000)	(\$400,000)	
		\$457,790	\$627,031	\$475,000	\$600,000	
43 FIRE & EMS FUND - 20 PUBLIC SAFETY						
4320060-43710	CONTRIBUTIONS/DONATIONS	\$1,799	\$700	(\$0)	\$100	
4320060-43910	COST REIMBURSEMENTS	\$104,057	\$164,703	\$100,000	\$160,000	
4320060-43920	INSURANCE REIMBURSEMENT	\$1,767	(\$0)	(\$0)	(\$0)	
4320060-44130	MISCELLANEOUS	\$4,898	\$12,316	(\$0)	(\$0)	
4320060-44140	BAD DEBT RECOVERY	\$26,770	\$24,439	\$25,000	\$25,000	
		\$139,292	\$202,158	\$125,000	\$185,100	
		\$4,560,071	\$5,038,870	\$4,974,791	\$5,214,045	

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
43 FIRE & EMS FUND - 133 FIRE & EMS						
43133-51110	REGULAR EMPLOYEES	\$2,283,194	\$2,649,689	\$2,457,000	\$2,625,780	Fire Chief Deputy Fire Chief Fire Marshall Emergency Services Coordinator Battalion Chief (3) Fire Lieutenant (3) Firefighter II/EMT Paramedic (8) Firefighter II/Engineer (4) Firefighter II/EMT Basic (2) Firefighter I/EMT Paramedic (0) Firefighter I/EMT Basic (4) Inspector (New FTE)
43133-51120	PART-TIME EMPLOYEES	\$176,853	\$134,982	\$200,000	\$200,000	
43133-51140	OVERTIME	\$52,128	\$66,941	\$75,000	\$80,000	
43133-51210	HEALTH INSURANCE PREMIUMS	\$511,333	\$527,049	\$563,051	\$587,280	
43133-51220	LONG TERM DISABILITY	\$5,823	\$6,214	\$5,652	\$8,439	
43133-51230	BASIC LIFE INSURANCE	\$4,775	\$5,389	\$6,182	\$6,625	
43133-51240	FPPA DEATH AND DISABILITY INS	\$53,317	\$69,180	\$64,811	\$81,171	
43133-51250	FICA CONTRIBUTIONS	\$48,110	\$48,552	\$48,618	\$51,631	
43133-51260	RETIREMENT CONTRIBUTIONS	\$187,583	\$178,993	\$177,686	\$184,488	
43133-51265	POLICE/FIRE RETIREMENT CONTRIB	\$177,583	\$204,846	\$189,900	\$197,662	
43133-51270	UNEMPLOYMENT COMPENSATION	\$7,090	\$5,666	\$7,100	\$5,272	
43133-51280	WORKERS' COMPENSATION	\$88,556	\$96,095	\$95,000	\$89,500	
43133-51340	WELLNESS PROGRAM	\$0	\$0	\$0	\$7,520	Wellness Screening
					\$1,554	Fitness equipment
	TOTAL WELLNESS PROGRAM	\$0	\$0	\$0	\$9,074	
43133-51360	EMPLOYEE ONBOARDING	\$6,840	\$7,839	\$6,000	\$6,000	
43133-51410	UTILITIES	\$49,950	\$67,007	\$55,000	\$78,000	20% over 2022 actual.
43133-51610	SUPPLIES	\$48,246	\$82,128	\$71,000	\$25,000	Protective Gear
					\$10,000	Uniforms
					\$6,000	Janitorial Supplies
					\$10,000	Misc. Supplies
					\$4,000	Office supplies
					\$5,000	Small Tools
	TOTAL SUPPLIES	\$48,246	\$82,128	\$71,000	\$60,000	
43133-51710	PROFESSIONAL SERVICES	\$11,407	\$17,106	\$69,856	\$25,000	Consulting
					\$10,000	Medical Director
	TOTAL PROFESSIONAL SERVICES	\$11,407	\$17,106	\$69,856	\$35,000	
43133-51810	MAINTENANCE & REPAIR	\$156,575	\$207,160	\$170,000	\$10,135	Cot and power load maintenance agreement
					\$1,204	LifePak seervice
					\$900	Annual ladder test and inspect

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
43133-51810	MAINTENANCE & REPAIR				\$493	Ground ladder test and inspect
					\$5,500	Training Ground
					\$5,000	Station 3
					\$10,000	Station 2
					\$5,000	Station 1
					\$95,000	Fleet
					\$25,000	Fuel
					\$9,000	Misc Equipment Repairs
	TOTAL MAINTENANCE & REPAIR	\$156,575	\$207,160	\$170,000	\$167,232	
43133-51920	RENT/LEASE - EQUIPMENT	\$1,565	\$1,866	\$2,000	\$2,000	
43133-52110	PUBLIC NOTICES	\$11	\$27	\$100	\$250	
43133-52120	EMPLOYMENT POSTING	\$163	\$405	\$250	\$250	
43133-52210	PROFESSIONAL DEVELOPMENT	\$27,599	\$33,531	\$40,000	\$40,000	
43133-52410	PROFESSIONAL DUES AND MEMBERSH	\$1,415	\$2,430	\$1,500	\$1,500	
43133-52420	ORGANIZATIONAL DUES AND MEMBER	\$25	\$420	\$1,000	\$4,200	
43133-52510	GRANTS	\$34,317	\$15,924	\$35,000	\$12,000	Mitigation
43133-52610	TECHNOLOGY	\$18,935	\$37,832	\$50,000	\$40,000	Vector, Slate, Imagetrend and new world annual fees.
43133-52810	OTHER OPERATING EXPENSE	\$3,962	\$2,374	\$7,000	\$6,000	
43133-53230	OTHER CHEMICALS	\$54	\$0	\$2,000	\$2,000	
43133-53510	PROPERTY INSURANCE	\$11,771	\$12,542	\$12,400	\$18,060	
43133-53520	LIABILITY AND CASUALTY INSURA	\$16,060	\$12,884	\$19,440	\$18,553	
43133-53710	CONTRIBUTIONS/DONATIONS	\$34,643	\$33,961	\$34,500	\$34,500	Volunteer pension contribution
43133-53820	MEDICAL SUPPLIES	\$39,538	\$36,008	\$42,000	\$42,000	
43133-54110	BAD DEBTS	\$234,489	\$217,577	\$250,000	\$250,000	
43133-54210	COLLECTION EXPENSE	\$27,320	\$28,216	\$28,000	\$30,000	
43133-54310	INTERFUND COST OF SERVICE	\$223,569	\$228,040	\$232,601	\$239,578	
	TOTAL 133 - FIRE & EMS	\$4,544,798	\$5,038,870	\$5,019,647	\$5,214,045	
		\$4,544,798	\$5,038,870	\$5,019,647	\$5,214,045	

Victims Assistance and Law Enforcement (VALE) Fund

Reserves

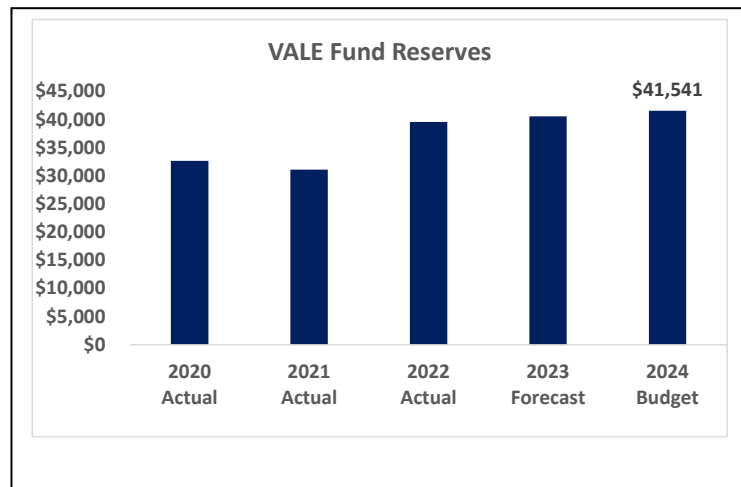
The reserve balance in this fund is generally nominal. With only around \$25,000 in revenue each year it is difficult to accumulate resources. Each year we budget for expenditures in about the same amount as revenues, so the fund balance tends to hover around \$30,000 to \$35,000.

Revenue

This fund accounts for funds received from a surcharge for violations of all municipal ordinances and violations of the Model Traffic Code.

Expenditures

Expenditures are restricted to victims' and witnesses' services and reimbursements and to Police Department equipment purchases, training, and additional personnel costs.



VALE

	2020	2021	2022	2023	2024
	Actual	Actual	Actual	Forecast	Budget
Revenue	\$12,851	\$21,069	\$26,051	\$21,000	\$21,000
Expenditures	<u>(\$16,574)</u>	<u>(\$22,641)</u>	<u>(\$17,598)</u>	<u>(\$20,000)</u>	<u>(\$20,000)</u>
Change in Fund Balance	<u>(\$3,723)</u>	<u>(\$1,572)</u>	\$8,453	\$1,000	\$1,000
Beginning Fund Balance	\$36,383	\$32,660	\$31,088	\$39,541	\$40,541
Ending Fund Balance	\$32,660	\$31,088	\$39,541	\$40,541	\$41,541
Available Fund Balance	\$32,660	\$31,088	\$39,541	\$40,541	\$41,541
Cash Balance as of 9/30/22	\$39,548				

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
45 V.A.L.E. FUND - 10 GENERAL GOVERNMENT						
4510050-42426	V.A.L.E. ASSESSMENT	\$20,135	\$25,179	\$20,000	\$20,000	
		\$20,135	\$25,179	\$20,000	\$20,000	
45 V.A.L.E. FUND - 10 GENERAL GOVERNMENT						
4510060-43510	INTEREST	\$934	\$872	\$1,000	\$1,000	
		\$934	\$872	\$1,000	\$1,000	
		\$21,069	\$26,051	\$21,000	\$21,000	

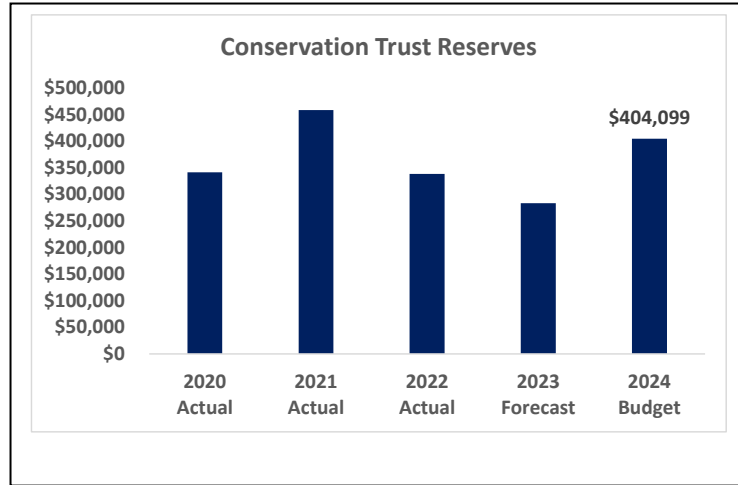
2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
45 V.A.L.E. FUND - 132 V.A.L.E. FUND						
45132-56310	VICTIM/WITNESS ASSISTANCE	\$22,642	\$17,598	\$20,000	\$20,000	
TOTAL 132 - V.A.L.E. FUND		\$22,642	\$17,598	\$20,000	\$20,000	
		\$22,642	\$17,598	\$20,000	\$20,000	

Conservation Trust Fund

Reserves

This fund accounts for funds received and restricted as to use in the acquisition, development and maintenance of new conservation sites and public recreational spaces pursuant to Colorado Revised Statutes (CRS). The fund has accumulated a fund balance at the end of 2023 of approximately \$283,000 as a result of expenditure appropriations not being made in 2020 or 2021. There is a nominal need for a minimum fund balance so Council has the ability to appropriate those funds however it deems appropriate so long as it meets the restriction requirements.

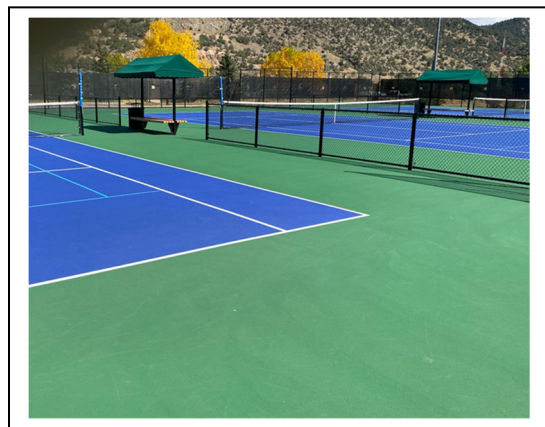


Revenues

Glenwood earns a small portion of state lottery receipts, in our case around \$120,000. We expect this revenue stream to be fairly consistent and rise in a manner generally consistent with overall inflation.

Expenditures

In 2022 and 2023 this fund paid for a substantial portion of the replacement of the tennis courts at the Community Center. There is actually no appropriation at all in the 2024 budget. Best practice however, is to identify anything that meets the spending criteria from this fund that may be budgeted elsewhere and re-appropriate it here which would then free those dollars up in the fund that it came from which will have fewer restrictions giving Council more overall spending flexibility. An example might be the Community Center tennis court lights currently in the Capital Projects Fund for \$185,000. Staff expects to bring an appropriation recommendation to Council in the next few months.



CONSERVATION TRUST

	2020	2021	2022	2023	2024
	Actual	Actual	Actual	Forecast	Budget
Revenue	\$105,733	\$125,837	\$128,456	\$116,000	\$121,000
Expenditures	<u>\$0</u>	<u>(\$8,680)</u>	<u>(\$248,436)</u>	<u>(\$171,083)</u>	<u>\$0</u>
Change in Fund Balance	\$105,733	\$117,157	(\$119,980)	(\$55,083)	\$121,000
Beginning Fund Balance	\$235,272	\$341,005	\$458,162	\$338,182	\$283,099
Ending Fund Balance	\$341,005	\$458,162	\$338,182	\$283,099	\$404,099
Reserves:					
Water Park		\$0	\$0	\$0	\$0
LoVa Trail Match		\$0	\$0	\$0	\$0
Available Fund Balance	\$341,005	\$458,162	\$338,182	\$283,099	\$404,099
Cash Balance as of 12/31/22	\$368,425				

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
48 CONSERVATION TRUST - 35 CULTURE AND RECREATION						
4835040-42260	LOTTERY FUNDS	\$120,993	\$128,242	\$115,000	\$120,000	
		\$120,993	\$128,242	\$115,000	\$120,000	
48 CONSERVATION TRUST - 35 CULTURE AND RECREATION						
4835060-43510	INTEREST	\$1,408	\$214	\$1,000	\$1,000	
4835060-44130	MISCELLANEOUS	\$3,436	(\$3,436)	(\$0)	(\$0)	
		\$4,844	(\$3,222)	\$1,000	\$1,000	
		\$125,837	\$125,019	\$116,000	\$121,000	

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
48 CONSERVATION TRUST - 000						
4835-60000	PROJECTS	\$8,682	\$245,000	\$134,000	\$0	
TOTAL 000 -		\$8,682	\$245,000	\$134,000	\$0	
		\$8,682	\$245,000	\$134,000	\$0	

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
52 CEMETERY - 35 CULTURE AND RECREATION						
5235050-42427	PERPETUAL CARE FEES	(\$0)	(\$0)	(\$0)	\$1,000	
		(\$0)	(\$0)	(\$0)	\$1,000	
		(\$0)	(\$0)	(\$0)	\$1,000	

2024 BUDGET

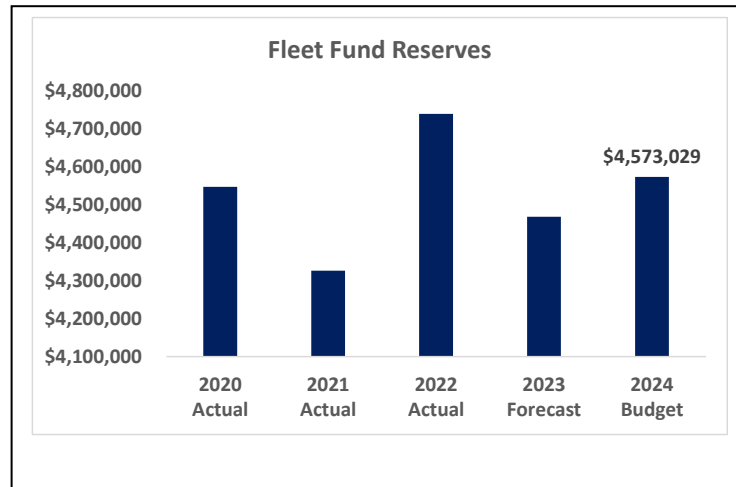
Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
52 CEMETERY - 287 CEMETERY RESERVE FUND						
52287-51810	MAINTENANCE & REPAIR	\$0	\$3,000	\$0	\$0	
TOTAL 287 - CEMETERY RESERVE FUND		\$0	\$3,000	\$0	\$0	
		\$0	\$3,000	\$0	\$0	

Fleet Fund

Reserves

The fleet fund is a business-type activity fund similar to our Enterprise Funds, known as an Internal Service Fund because it services only the City and both revenues and expenditures are attributable to City resources, and that it has its own revenue stream that is sufficient to meet expenditures each year. The forecasted reserve at the end of 2023 is around \$4.7 million.

Because the Fleet Fund purchases and owns all City vehicles most of the reserve lies in capital assets, the cash balance is only \$633,000. We don't care too much what the overall fund balance is in the Fleet Fund, but staff watches the cash amount to ensure it does not go into negative territory.



Revenues

Fleet is funded in three ways; it bills other departments for service work done on their vehicles (Service), receives funding from funds/departments to purchase vehicles (Funding), and receives contributions from certain funds to balance the budget (Transfer). Because our Fleet department is so small, consisting only of three technicians that can bill hours it will never generate enough revenue to meet all of its obligations. As an example, when the Water/Wastewater Fund replaces a truck it transfers the cost of that vehicle plus a 15% processing fee to the Fleet Fund, which then researches, sources, purchases, upfits and owns that vehicle. Each year the Fleet Fund will then perform routine maintenance and repairs on the vehicle and the imputed cost of materials and labor are billed to the department within the Water/Wastewater Fund that operates the truck.

Expenditures

The Fleet Fund has three major expenditures:

1. Operating Expenses – these are expenses of keeping things running. Personnel, building maintenance, vehicle , professional development, utilities, supplies, etc. These costs are generally non-discretionary and we have little ability to reduce them.
2. Purchases – all vehicles, trailers and equipment that are serviced by our Fleet Department are purchased from the Fleet Fund's Capital Outlay line item. Over a relatively short period of time this expense is discretionary because in many cases we could choose to delay the purchase or replacement of a vehicle in extreme circumstances. While we have a standard replacement life cycle by vehicle that we generally follow, we evaluate the condition, mileage and hours on each vehicle and make a determination whether the best long term value is to replace it or operate it

for another year. Once most of our vehicles reach a certain point it becomes more cost-effective to replace them because repair costs go up quickly and resale value plummets.

3. Depreciation – because an Internal Service Fund is a Business Type Activity it is subject to the same accounting rules as our Enterprise Funds. That means full accrual accounting which requires us to capitalize an asset and depreciate it over its useful life rather than treat it as an immediate expense. Depreciation is a non-cash item but the expense is no less real than any other. When we purchase a truck we debit a long-term asset and credit cash in equal amounts. As a result there is no change in the fund balance. Because we are then going to “use up” a portion of that asset every year we recognize it as an expenditure called depreciation each year. So if the truck we just purchased has a 10 year useful life we would reduce our fund balance, through an expenditure, by 10% of the purchase amount every year. That provides a more realistic picture of the financial operation of our fund and this standardization of accounting rules called Generally Accepted Accounting Principles (GAAP) enables users of financial statements to compare various organizations on an “apples and apples” basis.

As with many functions in the City, our fleet department has experienced a change in mission, change in procedure and technology and an increased scope of responsibility. Our best levers to keep this under control are (1) stretch the useful life out of each asset through careful maintenance and good decisions, (2) do what we can to retire an asset from the fleet every time we add something and (3) efficient use of technology to track, schedule and perform day-to-day operations.



FLEET FUND

	2020 Actual	2021 Actual	2022 Actual	2023 Forecast	2024 Budget
Revenue	\$1,603,614	\$1,633,282	\$2,466,272	\$4,046,620	\$2,525,375
Expenditures	<u>(\$1,784,721)</u>	<u>(\$1,854,390)</u>	<u>(\$2,053,406)</u>	<u>(\$4,317,431)</u>	<u>(\$2,420,368)</u>
Change in Fund Balance	<u>(\$181,107)</u>	<u>(\$221,108)</u>	\$412,866	<u>(\$270,811)</u>	\$105,007
Beginning Fund Balance	\$4,728,182	\$4,547,075	\$4,325,967	\$4,738,833	\$4,468,022
Ending Fund Balance	\$4,547,075	\$4,325,967	\$4,738,833	\$4,468,022	\$4,573,029
Available Fund Balance	\$4,547,075	\$4,325,967	\$4,738,833	\$4,468,022	\$4,573,029
Cash Balance as of 12/31/22	\$633,495				

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
64 FLEET SERVICE FUND - 00						
6400060-43510	INTEREST	\$56	\$2,398	\$4,000	\$5,000	
6400060-43920	INSURANCE REIMBURSEMENT	\$5,374	\$77,440	\$15,000	\$15,000	
6400060-44110	SALE OF ASSETS	(\$0)	\$230,781	\$75,000	\$50,000	
6400060-44130	MISCELLANEOUS	(\$0)	\$7	(\$0)	(\$0)	
		\$5,430	\$310,626	\$94,000	\$70,000	
64 FLEET SERVICE FUND - 10 GENERAL GOVERNMENT						
6410050-43110	SERVICE GENERAL GOVERNMENT	\$1,549	\$276	\$241,000	\$5,000	Administration
		\$1,549	\$276	\$241,000	\$5,000	
64 FLEET SERVICE FUND - 10 GENERAL GOVERNMENT						
6410070-44410	FUNDING GENERAL GOVERNMENT	(\$0)	(\$0)	\$42,000	(\$0)	
		(\$0)	(\$0)	\$42,000	(\$0)	
64 FLEET SERVICE FUND - 15 PUBLIC TRANSPORTATION						
6415050-43115	SERVICE PUBLIC TRANSPORTATION	\$1,164	\$3,139	\$4,500	\$3,500	
		\$1,164	\$3,139	\$4,500	\$3,500	
64 FLEET SERVICE FUND - 20 PUBLIC SAFETY						
6420050-43120	SERVICE PUBLIC SAFETY	\$196,684	\$295,867	\$370,000	\$95,000	Fire Department Vehicles
					\$130,000	Police Vehicles
TOTAL SERVICE PUBLIC SAFETY		\$196,684	\$295,867	\$370,000	\$225,000	
		\$196,684	\$295,867	\$370,000	\$225,000	
64 FLEET SERVICE FUND - 20 PUBLIC SAFETY						
6420070-44310	TRANSFER FROM CAPITAL PROJECTS	\$617,000	(\$0)	(\$0)	(\$0)	
6420070-44420	FUNDING PUBLIC SAFETY	(\$0)	(\$0)	\$392,220	\$220,000	Marked Patrol Units (3)
					\$33,000	15% Police Processing
					\$60,000	Contribution to Fleet
TOTAL FUNDING PUBLIC SAFETY		(\$0)	(\$0)	\$392,220	\$313,000	
		\$617,000	(\$0)	\$392,220	\$313,000	
64 FLEET SERVICE FUND - 25 COMMUNITY/ECONOMIC DEVELOPMENT						
6425050-43125	SERVICE COM DEVELOPMENT	\$866	\$1,200	\$20,000	\$4,000	Community Development
					\$5,000	Building Department
TOTAL SERVICE COM DEVELOPMENT		\$866	\$1,200	\$20,000	\$9,000	

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
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\$866	\$1,200	\$20,000	\$9,000
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64 FLEET SERVICE FUND - 30 PUBLIC WORKS

6430050-43130	SERVICE PUBLIC WORKS	\$113,747	\$223,325	\$500,000	\$125,000	Streets Department
					\$25,000	Special Work Activities Team (SWAT)
	TOTAL SERVICE PUBLIC WORKS	\$113,747	\$223,325	\$500,000	\$150,000	

\$113,747	\$223,325	\$500,000	\$150,000
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64 FLEET SERVICE FUND - 30 PUBLIC WORKS

6430070-44310	TRANSFER FROM CAPITAL PROJECTS	(\$0)	\$605,000	\$320,000	(\$0)	
6430070-44430	FUNDING PUBLIC WORKS				\$216,000	Streets Trucks
					\$32,400	15% Processing
		(\$0)	(\$0)	\$322,800	\$60,000	Contribution to Fleet
	TOTAL FUNDING PUBLIC WORKS	(\$0)	(\$0)	\$322,800	\$308,400	

(\$0)	\$605,000	\$642,800	\$308,400
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64 FLEET SERVICE FUND - 35 CULTURE AND RECREATION

6435050-43135	SERVICE CULTURE & RECREATION				\$125,000	
					\$9,195	Community Center
		\$97,763	\$95,602	\$390,000	\$6,000	Recreation
					\$4,000	Facilities
					\$175,000	Parks
					\$30,000	Street Tax
	TOTAL SERVICE CULTURE & RECREATION	\$97,763	\$95,602	\$390,000	\$349,195	

\$97,763	\$95,602	\$390,000	\$349,195
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64 FLEET SERVICE FUND - 35 CULTURE AND RECREATION

6435070-44435	FUNDING CULTURE & RECREATION	(\$0)	(\$0)	\$322,600	\$192,000	Parks replacement trucks (3)
					\$45,000	Community Center Replacement Truck
					\$28,530	15% Processing Parks
					\$6,750	15% Processing Community Center
					\$60,000	Contribution to Fleet
	TOTAL FUNDING CULTURE & RECREATION	(\$0)	(\$0)	\$322,600	\$332,280	

(\$0)	(\$0)	\$322,600	\$332,280
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64 FLEET SERVICE FUND - 45 WATER

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
6445050-43140	SERVICE WATER & SEWER	\$122,675	\$121,942	\$325,000	\$10,000	21211 - Water Administration
					\$50,000	21410 - Water Treatment
					\$40,000	21410 Water Distribution
					\$75,000	21430 - Wastewater Treatment
					\$30,000	21440 - Wastewater Collection
TOTAL SERVICE WATER & SEWER		\$122,675	\$121,942	\$325,000	\$205,000	
		\$122,675	\$121,942	\$325,000	\$205,000	
64 FLEET SERVICE FUND - 45 WATER						
6445070-44440	FUNDING WATER & SEWER	\$212,000	\$100,000	(\$72,000)	\$150,000	Fleet Capital Contribution
		\$212,000	\$100,000	(\$72,000)	\$150,000	
64 FLEET SERVICE FUND - 50 ELECTRIC						
6450050-43145	SERVICE ELECTRIC	\$45,013	\$56,394	\$125,000	\$75,000	Electric Enterprise Fund Vehicles
		\$45,013	\$56,394	\$125,000	\$75,000	
64 FLEET SERVICE FUND - 50 ELECTRIC						
6450070-44390	TRANSFER FROM ELECTRIC	(\$0)	(\$0)	(\$0)	\$150,000	Fleet Capital Contribution
6450070-44445	FUNDING ELECTRIC	\$115,000	\$100,000	\$321,000	(\$0)	
		\$115,000	\$100,000	\$321,000	\$150,000	
64 FLEET SERVICE FUND - 51 BROADBAND						
6451050-43160	SERVICE BROADBAND	\$8,764	\$31,845	\$28,000	\$40,000	Broadband
		\$8,764	\$31,845	\$28,000	\$40,000	
64 FLEET SERVICE FUND - 51 BROADBAND						
6451070-44460	FUNDING BROADBAND	\$45,900	\$300,000	\$72,000	\$50,000	
		\$45,900	\$300,000	\$72,000	\$50,000	
64 FLEET SERVICE FUND - 55 AIRPORT						
6455050-43150	SERVICE AIRPORT	\$1,127	\$393	\$4,500	(\$0)	
		\$1,127	\$393	\$4,500	(\$0)	
64 FLEET SERVICE FUND - 55 AIRPORT						
6455070-44450	FUNDING AIRPORT	(\$0)	\$40,000	(\$0)	(\$0)	
		(\$0)	\$40,000	(\$0)	(\$0)	
64 FLEET SERVICE FUND - 60 LANDFILL						
6460050-43155	SERVICE LANDFILL	\$23,598	\$73,567	\$80,000	\$40,000	Landfill Vehicles

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
		\$23,598	\$73,567	\$80,000	\$40,000	
64 FLEET SERVICE FUND - 60 LANDFILL						
6460070-44455	FUNDING LANDFILL	\$25,000	\$100,000	\$144,000	\$50,000	
		\$25,000	\$100,000	\$144,000	\$50,000	
		\$1,633,282	\$2,459,178	\$4,046,620	\$2,525,375	

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
64 FLEET SERVICE FUND - 000						
6430-60000	FLEET PW EQUIP PURCHASES	\$10,000	(\$10,000)	\$385,000	\$0	
TOTAL 000 -		\$10,000	(\$10,000)	\$385,000	\$0	
64 FLEET SERVICE FUND - 110 FLEET MAINTENANCE						
64110-51110	REGULAR EMPLOYEES	\$291,512	\$317,845	\$334,205	\$290,472	Fleet Maintenance Superintendent Technician/Welder III -Fleet (2) Technician/Welder I- Fleet
64110-51140	OVERTIME	\$118	\$286	\$0	\$1,000	
64110-51210	HEALTH INSURANCE PREMIUMS	\$63,358	\$63,418	\$66,108	\$103,080	
64110-51220	LONG TERM DISABILITY	\$826	\$855	\$966	\$987	
64110-51230	BASIC LIFE INSURANCE	\$663	\$716	\$763	\$742	
64110-51250	FICA CONTRIBUTIONS	\$21,803	\$23,570	\$24,349	\$22,298	
64110-51260	RETIREMENT CONTRIBUTIONS	\$22,576	\$19,835	\$22,280	\$20,403	
64110-51270	UNEMPLOYMENT COMPENSATION	\$831	\$631	\$910	\$581	
64110-51280	WORKERS' COMPENSATION	\$10,547	\$6,257	\$8,000	\$10,000	
64110-51380	UNIFORM ALLOWANCE	\$1,400	\$0	\$1,400	\$1,500	
64110-51410	UTILITIES	\$18,350	\$28,800	\$23,000	\$33,500	
64110-51610	SUPPLIES	\$18,350	\$13,055	\$78,850	\$20,000	
64110-51710	PROFESSIONAL SERVICES	\$14,555	\$9,885	\$6,000	\$12,000	Garfield Clean Energy (\$12,000)
64110-51810	MAINTENANCE & REPAIR	\$409,761	\$647,928	\$549,500	\$675,000	
64110-52210	PROFESSIONAL DEVELOPMENT	\$3,713	\$9,231	\$12,000	\$8,000	
64110-52410	PROFESSIONAL DUES AND MEMBERSH	\$386	\$360	\$3,600	\$400	
64110-52440	PROFESSIONAL SUBSCRIPTION	\$1,269	\$2,271	\$3,600	\$2,500	
64110-52610	TECHNOLOGY	\$5,000	\$0	\$52,500	\$0	
64110-52810	OTHER OPERATING EXPENSE	\$1,280	\$223	\$0	\$1,000	
64110-53510	PROPERTY INSURANCE	\$9,565	\$14,160	\$10,000	\$20,390	
64110-53520	LIABILITY AND CASUALTY INSURA	\$2,841	\$1,797	\$2,808	\$2,588	
64110-53540	DEDUCTIBLES PAID	\$0	\$0	\$5,000	\$0	
64110-54310	INTERFUND COST OF SERVICE	\$49,204	\$50,188	\$51,192	\$52,727	
64110-54710	ROUTINE MAINTENANCE	(\$768)	\$0	\$0	\$0	
64110-55610	DEPRECIATION	\$873,979	\$826,088	\$900,000	\$935,000	

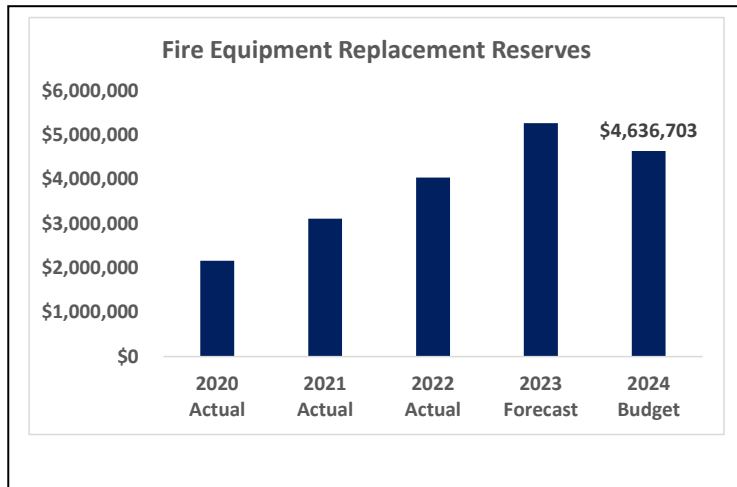
2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
64110-59520	CAPITAL OUTLAY	\$43,617	\$638,587	\$1,775,400	\$35,000	3110 - IT Department Vehicle
					\$220,000	3120 - Marked Patrol Units
					\$216,000	3130 - Streets Department - Truck replacement of # 5 and #8 both 14 years old
					\$72,600	3135 - Parks Replacement Truck - F-250 with Utility Box (replacing #64)
					\$72,600	3135 - Parks Replacement Truck - F-250 with Utility Box (replacing #42)
					\$45,000	3135 - Parks Replacement Truck - Ford Ranger (replacing #3)
					\$45,000	3135 - Community Center Replacement Truck - Ford Ranger with Tommy Gate (replacing #45)
	TOTAL CAPITAL OUTLAY	\$43,617	\$638,587	\$1,775,400	\$706,200	
64110-59599	CAPITALIZED ASSETS	(\$23,664)	(\$619,673)	\$0	(\$500,000)	
	TOTAL 110 - FLEET MAINTENANCE	\$1,841,071	\$2,056,314	\$3,932,431	\$2,420,368	
		\$1,851,071	\$2,046,314	\$4,317,431	\$2,420,368	

Fire Equipment Replacement Fund

Reserves

This fund is responsible for facility acquisition and improvement, and equipment and engine replacement. The fund balance has soared to \$5.2 million at the end of 2023 because we have ordered but not received two fire engines. Supply chain problems with manufacturers have pushed delivery dates out to two years and sometimes more. We currently have a ladder truck ordered that we expect to receive in 2024, and a smaller engine we believe we'll see either in 2024 or 2025.



Revenue

We get income in this fund from property taxes dedicated to our Fire Department. In 2024 our estimate is \$1.2 million from the General Fund and \$423,000 from the Rural Fire District. We also receive some revenue from fire impact fees that are collected.

Expenditures

This fund replaces equipment and vehicles. In 2024 we expect to take possession of a new aerial engine that was ordered in 2022. We also have a Type 1 structure Fire Engine that was bid and ordered in 2023 that we may receive either in 2024 or 2025. Expenditures vary widely by year in this fund as a result of big capital expenditures being budgeted in some years and not others.

FIRE EQUIPMENT REPLACEMENT

	2020 Actual	2021 Actual	2022 Actual	2023 Forecast	2024 Budget
Revenue	\$1,550,641	\$1,052,239	\$1,000,123	\$1,355,158	\$1,752,794
Expenditures	<u>(\$1,287,703)</u>	<u>(\$103,535)</u>	<u>(\$73,778)</u>	<u>(\$128,000)</u>	<u>(\$2,380,000)</u>
Change in Fund Balance	\$262,938	\$948,704	\$926,345	\$1,227,158	(\$627,206)
Beginning Fund Balance	\$1,898,764	\$2,161,702	\$3,110,406	\$4,036,751	\$5,263,909
Ending Fund Balance	\$2,161,702	\$3,110,406	\$4,036,751	\$5,263,909	\$4,636,703
Reserves:					
Station Replacement			(\$2,000,000)	(\$2,000,000)	(\$4,000,000)
Fire Engine Received in 2024				(\$875,000)	
Available Fund Balance	\$2,161,702	\$3,110,406	\$2,036,751	\$2,388,909	\$636,703
Cash Balance as of 12/31/2022	\$4,097,327				

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
70 EMERGENCY SERVICES & EQUIPMENT - 00						
7000070-44370	TRANSFER FROM GENERAL FUND	\$623,795	\$657,445	\$915,090	\$1,223,957	
7000070-44380	TRANSFER FROM RURAL FIRE DISTR	\$213,563	\$240,030	\$340,068	\$423,837	
		\$837,358	\$897,475	\$1,255,158	\$1,647,794	
70 EMERGENCY SERVICES & EQUIPMENT - 20 PUBLIC SAFETY						
7020030-42950	FIRE IMPACT FEES	\$214,763	\$97,295	\$100,000	\$100,000	
		\$214,763	\$97,295	\$100,000	\$100,000	
70 EMERGENCY SERVICES & EQUIPMENT - 20 PUBLIC SAFETY						
7020060-43510	INTEREST	\$118	\$4,653	(\$0)	\$5,000	
7020060-44110	SALE OF ASSETS	(\$0)	\$700	(\$0)	(\$0)	
		\$118	\$5,353	(\$0)	\$5,000	
		\$1,052,239	\$1,000,123	\$1,355,158	\$1,752,794	

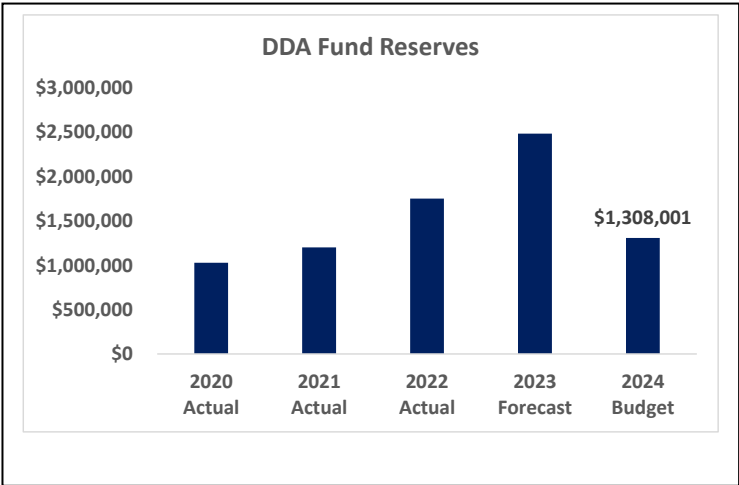
2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
70 EMERGENCY SERVICES & EQUIPMENT - 134 FIRE EQUIP REPLACEMENT						
70134-51810	MAINTENANCE & REPAIR				\$85,000	Painting of rusting metalwork on station # 2
		\$17,276	\$55	\$20,000	\$20,000	Replacement Hose Equipment
	TOTAL MAINTENANCE & REPAIR	\$17,276	\$55	\$20,000	\$105,000	
70134-59520	CAPITAL OUTLAY	\$86,259	\$73,723	\$1,003,000	\$875,000	Carryover Type 1 Structure Fire Engine
					\$1,300,000	Small Aerial West Glenwood Engine (may not be able to source until 2025)
					\$100,000	Bunker protective gear
	TOTAL CAPITAL OUTLAY	\$86,259	\$73,723	\$1,003,000	\$2,275,000	
70134-59525	LAND ACQUISITION	\$0	\$0	\$1,300,000	\$0	
TOTAL 134 - FIRE EQUIP REPLACEMENT		\$103,535	\$73,778	\$2,323,000	\$2,380,000	
		\$103,535	\$73,778	\$2,323,000	\$2,380,000	

Downtown Development Authority (DDA) Fund

Reserves

The DDA has decided to keep a minimum available fund balance of \$350,000 each year. In addition to that the forecasted fund balance at the end of 2023 is \$2.5 million. That has occurred in part as a result of increases in the property tax within the DDA area and a one-time revenue of \$422,000 from the sale of the Bethel Lot property between 7th and 8th Streets.



Revenue

The primary revenue source for the DDA are sales and use tax receipts from a Tax Increment Financing (TIF) arrangement. At the time the DDA was implemented the total sales tax revenue within its area was around \$2 million. When a TIF gets put in place, the existing revenue amount doesn’t change so the City continues to get that \$2 million, but everything above that is subject to a split between the City and the DDA Fund. That split has always been 50/50, but it is important to note that City Council is able to change that ratio at any time.

Expenditures

The DDA pays an executive director as a contractor and contributes about \$200,000 in façade grants and economic development. Most of the rest of its expenditures go to designing and constructing improvements in the DDA area. In 2024 it has budgeted \$600,000 in alley aesthetic improvements, \$200,000 on the North Landing project and \$1.4 million for a construction contribution to the 6th Street project.

DDA FUND BUDGET

	2020	2021	2022	2023	2024
	Actual	Actual	Actual	Forecast*	Budget
Revenue	\$930,793	\$373,772	\$1,137,966	\$1,988,098	\$1,543,806
Expenditures	<u>(\$463,693)</u>	<u>(\$202,853)</u>	<u>(\$586,951)</u>	<u>(\$1,255,509)</u>	<u>(\$2,720,842)</u>
Change in Fund Balance	\$467,100	\$170,919	\$551,015	\$732,589	(\$1,177,036)
Beginning Fund Balance	\$563,414	\$1,030,514	\$1,201,433	\$1,752,448	\$2,485,037
Ending Fund Balance	\$1,030,514	\$1,201,433	\$1,752,448	\$2,485,037	\$1,308,001
Reserves:					
Minimum Reserve Fund Balance from DDA Board			(\$350,000)	(\$350,000)	(\$350,000)
Available Fund Balance	\$1,030,514	\$1,201,433	\$1,402,448	\$2,135,037	\$958,001
Cash Balance as of 12/31/22	\$1,915,008				

*Includes \$422,000 from one-time sale of Bethel Lot and \$208,000 increase in Property Tax revenue

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
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86 DOWNTOWN DEVELOPMENT AUTHORITY - 00

8600020-41610	TIF PROPERTY TAXES	\$54,453	\$69,287	\$65,000	\$300,000	
8600020-41620	TIF SALES TAX	\$312,719	\$1,034,614	\$1,035,000	\$1,238,806	5% over 2023 forecast
		\$367,172	\$1,103,901	\$1,100,000	\$1,538,806	

86 DOWNTOWN DEVELOPMENT AUTHORITY - 10 GENERAL GOVERNMENT

8600060-43510	INTEREST	\$530	\$27,141	(\$0)	\$5,000	
8600060-43650	MISCELLANEOUS LEASE	\$6,070	\$6,424	(\$0)	(\$0)	
8600060-43710	CONTRIBUTIONS/DONATIONS	(\$0)	\$500	(\$0)	(\$0)	
		\$6,600	\$34,065	(\$0)	\$5,000	
		\$373,772	\$1,137,966	\$1,100,000	\$1,543,806	

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
86 DOWNTOWN DEVELOPMENT AUTHORITY - 000						
8610-60000	PROJECTS	\$54,560	\$0	\$0	\$0	
TOTAL 000 -		\$54,560	\$0	\$0	\$0	
86 DOWNTOWN DEVELOPMENT AUTHORITY - 000						
8630-60000	PROJECTS	\$0	\$0	\$821,753	\$600,000	East West Alleys, - Block 44 and 45 aesthetic improvements Phase 1
					\$100,000	Improved lighting between funeral home and 6th Street tunnel.
					\$1,350,000	(Carryover) 6th Street Phase 1 construction
					\$200,000	North Landing construction
TOTAL PROJECTS		\$0	\$0	\$821,753	\$2,250,000	
TOTAL 000 -		\$0	\$0	\$821,753	\$2,250,000	
86 DOWNTOWN DEVELOPMENT AUTHORITY - 180 DOWNTOWN DEVELOPMENT AUTHORITY						
86180-51610	SUPPLIES	\$0	\$0	\$4,650	\$4,650	
86180-51710	PROFESSIONAL SERVICES	\$104,430	\$435,782	\$140,000	\$165,000	Executive Director, Legal, Minutes, Website Maintenance, Market Manager, Event Support
86180-52310	MISC. TRAVEL	\$0	\$0	\$8,000	\$8,000	Conference attendance and meeting expenses
86180-52510	GRANTS	\$10,000	\$15,280	\$150,000	\$150,000	Facade Grants, Design Assistance, Alley Lighting Program
86180-52750	TREASURER'S FEES	\$1,089	\$1,386	\$1,200	\$1,200	
86180-52810	OTHER OPERATING EXPENSE	\$3,000	\$6,450	\$125,000	\$65,000	Economic Development Projects
					\$50,000	Contingency
TOTAL OTHER OPERATING EXPENSE		\$3,000	\$6,450	\$125,000	\$115,000	
86180-53520	LIABILITY AND CASUALTY INSURA	\$1,030	\$933	\$1,458	\$1,620	
86180-53940	INTEREST - OTHER DEBT	\$6,601	\$4,534	\$40,410	\$1,644	\$37,715 is principal that will be subtracted from reserves
86180-54310	INTERFUND COST OF SERVICE	\$22,143	\$22,586	\$23,038	\$23,728	
86180-55920	TRANSFER TO A&I	\$0	\$0	\$450,000	\$0	2023 Budget had \$350,000 going to 6th Street construction and \$100,000 to downtown maintenance.
86180-55950	TRANSFER TO GENERAL FUND	\$0	\$100,000	\$0	\$0	Downtown Maintenance
TOTAL 180 - DOWNTOWN DEVELOPMENT AUTHORITY		\$148,293	\$586,951	\$943,756	\$470,842	
		\$202,853	\$586,951	\$1,765,509	\$2,720,842	

Ordinance 2023-21 Year End Budget Amendment Exhibit A (12-07-2023)

Fund	Org	Object	Increase	Decrease	Decription	Account
<u>General</u>						
	0100060	43810	50,300		Correct Interfund Force Account for Construction Transfer	Interfund Cost of Service
		125030	42110	150,000	Increase in Building Permits	Permits and Licensing
		125050	42412	65,000	Increase in Charges and Fees	Plan check and Record Fees
		135050	42419	100,000	Increase in Park Rentals/Boad Ramp Fee (Includes Rental of Parking Garage)	Park Rentals/Boat Ramp Fees
		135050	43210	225,000	Decreased Recreation Programming	Recreation Fees
		135050	43310	120,000	Reduce Forecast	Community Center Fees
	01122	52860		25,000	Savings on Special Events	Special Events
	01122	51250	25,000		Increased Part Time Employees	FICA
	01122	51120	50,000		Increased Part Time Employees	Part Time Employees
	01999	55960	200,000		Transfer to Fire EMS	Increase Subsidy
	01100	52410		30,000	Consolidating into Non-Departmental from City Council	Dues and Memberships
	01120	52410	30,000		Consolidating into Non-Departmental to Non-Departmental	Dues and Memberships
	01114	51610		47,239	Contract Management ERP Implementation charged to Project String	Supplies
	01117	51710	50,000		Increase Professional Services to Backfill Open Position	Professional Services
	01117	51110		50,000	Salary Savings in IT department from Open Position	Regular Wages
	01117	52610	50,000		Additional Software Licensing Fees and Cost Increases	Technology
	01118	52840	15,000		Increase in Referrals to YouthZone	Court Services (Youth)
	01141	51710	30,740		RFP Award of Environment and Climate Action Plan Split with Electric	Professional Services
<u>Fire EMS</u>						
	43133	51110	225,000		Regular Employees	Increase Original Forecast
	43133	51140	25,000		Overtime	Increase Original Forecast
	4300070	44370	200,000		Transfer from General Fund	Increase Subsidy
<u>City Council</u>						
	0600020	41410	1,689,851		Revised Revenue Forecast	Accommodations Tax
<u>Workforce Housing</u>						
	0600020	41410	1,689,851		Revised Revenue Forecast	Accommodations Tax
<u>Street Tax</u>						
	13253	51610	75,000		Increase in supply costs	Supplies
	13253	51810	175,000		Increase in maintenance	Maintenance & Repair
	1330	60000	200,000		Oriole and Meadowlark road replacement	Projects
<u>Marijuana</u>						
	1500020	41520		(48,364)	Revised revenue forecast	Marijuana Excise Tax

Ordinance 2023-21 Year End Budget Amendment Exhibit A (12-07-2023)

Fund	Org	Object	Increase	Decrease	Decription	Account
<u>Tobacco</u>						
	1600030	41530	100,000		Revised revenue forecast	Tobacco Tax
	16520	53710	160,000		Contribution to School District	Contributions/Donations
<u>Water</u>						
	21275	55610	254,351		Revised depreciation	Depreciation
	21276	55610		(41,828)	Revised depreciation	Depreciation
	21420	51410	20,000		Increased utility cost	Utilities
	21420	55210	25,000		Fire hydrant	Fire Hydrant Replacement
	21420	55220	25,000		Meters	Meters
	21420	59520	82,700		Modular Office	Capital Outlay
	21430	51410	75,000		Increased utility cost	Utilities
	21440	59520	97,600		Modular Office	Capital Outlay
	2145	60000	500,000		Oriole line replacement/RF pump station/WTP improvements	Water Projects
	2146	60000	700,000		Lift station 11,0000/Red Mountain north	Sewer Projects
<u>Broadband</u>						
	22227	51410	50,000		Increased utility cost	Utilities
	22227	51710	50,000		Increased consulting cost	Professional Services
	22227	60000	275,000		Broadband buildout	Broadband Projects
	2251050	43410		(1,863,682)	Revised revenue forecast	Bandwidth-Enterprise
	2251050	43430	1,414,086		Revised revenue forecast	Internet - Business CBN
	2251050	43440	389,596		Revised revenue forecast	Internet - Residential CBN
<u>Electric</u>						
	24270	53930	187,600		Broadband loan interest	Interest - Bonds
	24270	53940	154,182		Electric building interest	Interest - Other Debt
	24380	59520	580,000		Capital outlay - transformers	Capital Outlay
	2450	60000		(580,000)	Transfer to capital outlay	Electric Projects
	2450050	42620	1,000,000		Revised residential revenue forecast	Residential
	24220	51710	30,740		RFP Award of Environment and Climate Action Plan Split with Comm Dev	Professional Services
<u>Airport</u>						
	29450	55610	35,000		Revised depreciation	Depreciation
<u>Trash</u>						
	2830050	42850	110,000		Revenue forecast	Trash Service Fee
	28620	51710	85,000		Hauler expense	Professional Service
<u>Landfill</u>						

Ordinance 2023-21 Year End Budget Amendment Exhibit A (12-07-2023)

Fund	Org	Object	Increase	Decrease	Decription	Account
	29610	55610	65,000		Revised depreciation	Depreciation
	29610	59520	385,000		Wood shredder (Grant Funded)	Capital Outlay
<u>Capital Projects</u>						
	3100060	43920	121,404		Debris flow CIRSA reimbursement	Insurance Reimbursement
	3130030	42425		(450,000)	Revised parkland fee forecast	Parkland Fees
	3135	60000		(870,000)	Rollover to 2024	Projects
	3135	60000	47,239		Contract Management ERP Implementation charged to Project String	Projects
<u>A&I</u>						
	3300060	42310		(4,928,534)	Revised grant forecast; RFTA Funds and 6th St Bike Path MMOF not Received	Grants
	33300	52510	200,000		Discretionary grant increase from Additional Sales Tax Revenue	Grants
	3330	60000		(7,075,000)	Multimodal/RFTA southbridge contribution/6th Street	Public Works Projects
	3335	60000	175,000		Right of way trees	Culture and Recreation Projects
	3130	60000	53,000		Change Order to 6th St/North Landing Split with DDA	Projects
	3110	60000	47,239		Contract Management ERP Implementation charged to wrong account	Projects
<u>VALE</u>						
	4510050	42426	15,000		Increased revenue forecast	V.A.L.E. Assessment
<u>Conservation Trust</u>						
	4835	60000	40,000		Tennis courts	Conservation Trust Projects
<u>Fire Equipment Replacement Fund</u>						
	70134	59520		(900,000)	Fire engine to 2024	Capitaly Outlay
	70134	59525		(1,300,000)	Property purchase	Land Acquisition
<u>DDA</u>						
	8600020	41610	280,880		Revised property tax revenue	TIF Property Tax
	8600060	43510	80,000		Interest	Interest
	8600060	44110	421,791		Bethel lot sale	Sale of Assets
	86180	51710	230,000		North landing and 6th Street design	Professional Services
	8630	60000		(821,753)	Cooper streetscape/6th St construction/Block 37 trash collection	DDA Projects
	8630	60000		(53,000)	Change Order to 6th St/North Landing Split with A&I	Projects



City Council
STAFF REPORT
City of Glenwood Springs
December 7, 2023

Agenda Item: Storm Water Fees

Action Requested: Discussion

Department: Engineering

Presented By: Ryan Gordon

Strategic Goals: Provide Efficient and Responsive City Government
Preserve and Improve Infrastructure

Background Info: Under the current process a new development or redevelopment is required to comply with the storm water requirements per the City's Engineering Standards (Chapter 4). These standards require the development to meet both quality and detention requirements. To comply, the development typically needs to construct a pond, dry well or other facility. These facilities require an engineer to analyze the site, size and design a system to meet the standards and can be costly. Additionally, these systems can be difficult to locate on a property depending on site constraints.

A maintenance agreement is required between the City and the property owner to ensure that the facility functions properly, which adds work load to staff.

At some point the City will be required to comply with a state issued storm water permit which regulates sources of storm water pollution from pipes and drains that flow from the City to a river or water system. The City does not currently have this permit requirement but will within 5 to 10 years. The City will then be responsible for inspecting stormwater facilities – both on public and private property - on a regular basis to confirm they are functioning as designed and in compliance with the permit.

From the Engineering Department's perspective, we would rather have a regional approach to storm water treatment where the City would construct and maintain regional storm water treatment facilities instead of having hundreds of dispersed treatment facilities that are constructed and maintained on private property. To accomplish and facilitate this goal, the City would like to establish a storm water fee in lieu process to allow developments to pay the City instead of installing small storm water facilities required under the code. The fees collected would be used to design and construct regional storm water facilities. The proposed fee in lieu will not be required of a development to pay; the owner/developer could still go through the current process of hiring an engineer, designing a storm water system, constructing the system and establishing an O&M agreement.

Engineering has reviewed multiple recent projects in the City and has developed the fee in lieu cost recommendation based on the constructed cost of the storm water systems installed. This fee in lieu does not include the cost of design or long term maintenance costs associated with the smaller storm water systems. The storm water fee in lieu proposed is \$50 per cubic foot of required detention or \$365 per 100 square ft of in impervious area. For example, a standard small home adding 1,000 square feet of impervious area could pay \$3,650 of fee in lieu instead of designing and constructing a costly system onsite.

Issues: None at this time.

Fiscal Impact: None at this time.

Legal Review: NA

Staff Recommendation: Staff has no recommendations at this time.



City Council
STAFF REPORT
City of Glenwood Springs
December 7, 2023

Agenda Item:	Ordinance 2023-22; An Ordinance Amending Article 100.060 of the Glenwood Springs Municipal Code
Action Requested:	Update code 100.060 to reduce idling times to a maximum of five minutes.
Department:	City Administration
Presented By:	Steve Boyd
Strategic Goals:	Protect and Preserve our Quality of Life Preserve and Improve Infrastructure
Background Info:	The current idling restriction of 15 minutes was set by Ordinance 1991-04. Councilor Kaup requested this ordinance at the last meeting after noticing that many vehicles were left idling around the Doc Holliday trail. We reviewed the current City ordinance regarding vehicle idling and compared it with current best practices. Additionally, we reviewed other jurisdictions' idling ordinances. Other municipalities in the valley have much more stringent idling restrictions. Carbondale has a 2-minute limit. Rifle has a 5-minute limit. Based on that research, Staff is recommending revising down the current idling limit from 15 minutes to 5 minutes.
Issues:	When looking at other cities and towns municipal codes, idling is restricted for multiple reasons including emissions reduction and noise pollution.
Fiscal Impact:	A minimal increase in tickets.
Legal Review:	Legal has reviewed.
Staff Recommendation:	Staff defers to Council.

ORDINANCE NO. 22

Series of 2023

AN ORDINANCE OF THE CITY OF GLENWOOD SPRINGS, COLORADO, AMENDING ARTICLE 100.060 OF THE GLENWOOD SPRINGS MUNICIPAL CODE.

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

WHEREAS, Article 100.060 of the Municipal Code addresses idling of motor vehicles the within the City; and

WHEREAS, idling just one car for five minutes per day can emit as many as 25 pounds of harmful air pollutants and 260 pounds of carbon dioxide a year, and these toxic air pollutants emitted from idling can impair our lungs and heart, and exhaust fumes have been linked to asthma, decreased lung function, cardiac disease, cancer and other serious health problems; and

WHEREAS, leaving a car unattended with the keys in the ignition can lead to more car thefts; and

WHEREAS, City Council finds and declares that the amendments to Article 100.060 of the Municipal Code regarding idling of motor vehicles within the City, as set forth herein are proper and necessary to advance the public health, safety and welfare of the City’s residents.

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

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

Section 2. Article 100.060 is hereby amended as set forth on **Exhibit A** attached hereto.

Section 3. The amendments to Article 100.060 shall become effective on _____.

INTRODUCED, READ ON FIRST READING, PASSED AND ORDERED
PUBLISHED BY TITLE ONLY THIS 7TH DAY OF DECEMBER 2023.

CITY OF GLENWOOD SPRINGS, COLORADO

Ingrid Wussow, Mayor

ATTEST:

Ryan Muse, City Clerk

INTRODUCED, READ ON SECOND READING, AND ORDERED PUBLISHED BY
TITLE ONLY TO BE EFFECTIVE TEN DAYS FOLLOWING THE DATE OF SECOND
PUBLICATION THIS ____ DAY OF _____ 2023.

CITY OF GLENWOOD SPRINGS, COLORADO

Ingrid Wussow, Mayor

ATTEST:

Ryan Muse, City Clerk

EXHIBIT A

The following sections of the Municipal Code are amended as follows with double underlined text added and ~~strike through text~~ deleted.

ARTICLE 100.060 IDLING OF MOTOR VEHICLE ENGINES

100.060.010 Declaration of nuisance.

Continuous idling in excess of ~~fifteen (15)~~ five (5) minutes of motors of any diesel fuel-burning bus or motor vehicle or the motor of any motor vehicle of any kind whatsoever is hereby declared to be a nuisance and a public health hazard.

100.060.020 Unlawful idling.

Except as specifically provided herein, it shall be unlawful for any person to idle or permit the idling of the motor of any diesel fuel-burning bus or motor vehicle or any motor of any motor vehicle of any kind whatsoever for any continuous period of time in excess of ~~fifteen (15)~~ five (5) minutes, within the limits of the City at any time of day or night.

100.060.030 Exceptions.

The idling restriction in this article shall not apply to emergency vehicles; to vehicles engaged in traffic operations; to vehicles which are being serviced; or to vehicles en route to a destination that are stopped by traffic congestion. Furthermore, the idling restriction in this article shall not apply to vehicles which idle to operate auxiliary equipment, including, but not limited to, pumps, compressors, air-conditioning units or refrigeration units, but only when such vehicles are actively engaged in an operation for which the auxiliary equipment is required to be engaged.

Drive Your Best to SAVE FUEL & KEEP COLORADO'S AIR CLEAN

Engines OFF!



Vehicle Engine Idling: Myths and Facts

MYTH: *Pollution emitted from idling vehicles is insignificant to my health and the environment.*

FACT: It's actually quite significant. One minute of idling produces more carbon monoxide than the smoke from three packs of cigarettes. The toxic air pollutants emitted from idling can impair our lungs and heart, and exhaust fumes have been linked to asthma, decreased lung function, cardiac disease, cancer and other serious health problems. Kids, the elderly and folks with respiratory ailments are especially at risk.

Idling just one car for five minutes per day can emit as many as 25 pounds of harmful air pollutants and 260 pounds of carbon dioxide a year, the primary greenhouse gas. Throughout the Denver Metro area, idling is responsible for an estimated 40,000 tons of harmful air pollution a year and 400,000 tons of CO₂ emissions. This results in over 40 million gallons of fuel wasted while idling, costing area residences and businesses over \$100 million dollars a year.

MYTH: *Idling is good for my engine.*

FACT: An idling engine is not operating at its peak temperature, which means that fuel does not undergo complete combustion. This leaves fuel residue that can deposit on spark plugs and increase fuel consumption by up to 5%. Also, water condensation in the exhaust system can reduce the system's life.

MYTH: *Eliminating unnecessary idling won't save me money.*

FACT: One hour of idling can burn up to one gallon of fuel. Most drivers end up wasting 1-2 tanks of fuel per year due to idling. Avoiding five minutes of idling each day can save \$35-115 every year, depending on the size of your gas tank. When you idle, you get 0 miles per gallon. Talk about money going up in smoke!

MYTH: *It wastes more fuel to restart my vehicle than it does to leave it idling.*

FACT: For cars with fuel injection (which includes almost all vehicles built since the late 1980s), idling for even 10 seconds uses more fuel than restarting the engine. In fact, Ford Motor Company recommends that drivers "turn the engine off when stopped for more than 30 seconds to save fuel and reduce exhaust emission." Of course, we do not advocate turning off your engine while waiting in normal traffic. That's not a safe opportunity to prevent idling.

MYTH: *I should turn my engine off at traffic lights and stop signs.*

FACT: While your vehicle *is* idling during short stops for red lights and stop signs, this is not a safe opportunity to turn your engine off to protect air quality. The Colorado State Patrol and Engines Off Colorado discourage drivers from turning their engines off on active roadways because you cannot predict how quickly you will have to move again. But, you can still safely avoid voluntary idling in common situations, like warming up vehicles in the winter and waiting to pick up passengers.

MYTH: *Shutting off and restarting my vehicle is hard on the engine.*

FACT: Again, Ford Motor Company recommends turning the engine off, even for stops of 30 seconds, to save fuel, money, and air quality. They have said, “Frequent restarting has little impact on components that include the battery and starter motor.” Component wear caused by restarting the engine is estimated to add \$10 per year to the cost of driving, money likely to be saved many times over due to fuel savings from less idling.

MYTH: *I need to warm up my car for several minutes in the winter.*

FACT: Idling is not an effective way to warm up your vehicle. Modern engines only need to warm up for 30 seconds on cold days. Idling is a slow and ineffective way to warm up your engine. Furthermore, idling your car for several minutes before driving creates extra air pollution, since your car’s catalytic converter is not effective at reducing the pollution in your car’s exhaust until it is sufficiently hot— generally only after driving a few minutes. The best approach is to only idle for 30 seconds, and then just drive gently for the first few miles.

And whatever you do, don’t leave your car running unattended. During the winter months, thieves are on the lookout for cars left idling in driveways, alleys, and at convenience stores—and they’re ready to hop in and drive away in your car! Denver Police can ticket you for leaving a running vehicle unattended.

EXCEPTIONS FOR EXTREME COLD TEMPERATURE: Many idling regulations include exemptions for the cold temperatures that are common in Colorado’s cold winters. For example, the City & County of Denver’s idling ordinance provides exemptions if the ambient temperature has been 20 degrees or colder for the last 24 hours or 10 degrees or colder for the last hour – but this generally occurs only 10-15 days per winter.

Idling wastes fuel and pollutes our air. ***When you stop, turn your Engine Off!***



City Council
STAFF REPORT
City of Glenwood Springs
December 7, 2023

Agenda Item: Digital Accessibility Plan Update

Action Requested: NA

Department: City Administration

Presented By: Bryana Starbuck

Strategic Goals: Provide Efficient and Responsive City Government
Protect and Preserve our Quality of Life

Background Info: Colorado House Bill 21-1110 (HB 21-1110), Colorado laws for persons with disabilities, was signed into law on June 30, 2021 by Governor Jared Polis. The act adds language to strengthen current Colorado law related to protections against discrimination on the basis of disability for persons with disabilities, specifically as those laws relate to the accessibility of Government information technology.

The act applies to any Colorado state or local government, any department, agency, special district, or other instrumentality of a state or local government. Public entities and/or state agencies may not exclude any person with a disability from the use and benefits of their services, programs, and activities. All public entities and/or state agencies are required to develop an accessibility plan and fully comply with accessibility guidelines on or before July 1, 2024. Any Colorado government entity that does not meet the Colorado office of information technology's web accessibility standards could be subject to injunctive relief. This includes a fine of \$3,500 payable to the plaintiff, a court order to fix the damages, and/or actual monetary damages.

Staff is presenting the updated digital accessibility plan.

Issues: NA

Fiscal Impact: Unknown at this time.

Legal Review: NA

Staff Recommendation: NA

Accessibility Plan and Policy Update



Why do we need an accessibility plan?

- Accessibility is a commitment to providing equitable access to our services; not an item on a project checklist. It is the responsibility of each city employee and not a single person, team, or department.
- The City of Glenwood Springs is a title II organization under the Americans with Disability Act (ADA).
- Covered entities that use the Internet for communications regarding their programs, goods, or services must be prepared to offer those communications through accessible means as well.
- Colorado House Bill 21-1110, Colorado Laws for Persons with Disabilities, passed in 2021, strengthens protections for persons with disabilities. Entities must comply by July 1, 2024.



What is covered in the accessibility plan?

- Background information on the Americans with Disability Act (ADA) and Colorado House Bill 21-1110
- Accessibility Policy
- Governance, Roles and Responsibilities
- Evaluation and Remediation
- Skills and training
- Communication and Support Process
- Procurement and Vendor Management
- Action Plan

Accessibility Policy

The City of Glenwood Springs ensures meaningful access to City programs, services, and activities to comply with the Americans with Disabilities Act (ADA) and reasonably provides: translation, interpretation, modifications, accommodations, alternative formats, auxiliary aids, and services.

To request these services, email ADAteam@cogs.us or call 970-384-6441. Please submit requests as soon as possible but no later than three business days (Monday-Thursday, excludes holidays) before scheduled events.





How does the plan affect city operations?

- Everyone who provides the content to a document or website is a content creator and shares the responsibility to create an equitable experience for users of all abilities.
 - The goal is to create content that is accessible as it's created.
 - Additional time will be required for developing materials in accessible formats.
 - Accessibility is a habit. Fostering a culture of accountability.
- **ADA Team and quarterly meetings**
 - Stay updated on accessibility best practices and make recommendations
- **Staff training will be ongoing.**
 - Four basic modules
 - Staff newsletter
 - Updated job description
- **Budgeting for compliance**
 - Software
 - Professional Services

Highlights

Prioritizing content and providing paths for content to be requested in alternative formats to ensure equal access to our programs and services.

- The city has identified that the priority for content remediation is as follows:
 - Business critical content (EX: utility services and billing, permits, municipal court information, public records request, staff directory, business licensing, forms, etc.)
 - High community interest content (EX: project information, special event information, etc.)
 - All other website and digital content by request
- For new content, content creators are responsible for developing and publishing content that meets best practices for digital accessibility. For assistance developing or reviewing accessible content staff may contact the Public Information Officer for guidance.



Staff Recommendation

- Adopt the Accessibility Plan and Policy.



What are we doing to improve accessibility?

- Designing accessibility policies, guidelines and strategies alongside partners with a diverse range of abilities and perspectives.
- Providing a range of easy-to-find paths for people to request accommodation and report accessibility issues.
- Providing staff with ongoing training, support and resources for accessibility.
- User-friendly, accessible guidelines to help city employees make web content accessible to users with sensory, cognitive and mobility disabilities and ultimately to all users, regardless of ability.
- Improving procurement processes and supporting city employees with procurement guidelines, training and support.
- Following WCAG 2.1 AA as our minimum standard of accessibility when developing new materials and updating existing materials by priority.





City of Glenwood Springs

Digital Accessibility Plan

Updated November 2023

Accessibility is a commitment to providing equitable access to our services, not an item on a project checklist. It is the responsibility of each City employee and not a single person, team, or department.

This plan will be updated as needed to reflect changes in technology and best practices for meeting accessibility requirements.

Background Information

Americans with Disabilities Act (ADA)

Although there are not regulations in the Americans with Disabilities Act (ADA) that directly relate to web accessibility, the Department of Justice (DOJ) has a long-held position that the ADA covers websites. The DOJ states that covered entities under the ADA are required to provide effective communication regardless of whether they generally communicate through print media, audio media, or computerized media such as the Internet. Covered entities that use the Internet for communications regarding their programs, goods, or services must be prepared to offer those communications through accessible means as well.

The City of Glenwood Springs is a Title II organization under the ADA.

Colorado House Bill 21-1110

Passed in 2021, Colorado House Bill 21-1110 (HB 21-1110), Colorado laws for persons with disabilities, strengthens protections for persons with disabilities. The compliance date is before or on July 1, 2024.

What We're Doing to Improve Digital Accessibility

This plan and guidance are just part of a meaningful change in making City services as inclusive and accessible as possible. The City of Glenwood Springs is also committed to:

- Designing digital accessibility policies, guidelines, and strategies alongside partners with a diverse range of abilities and perspectives.
- Providing a range of easy-to-find paths for people to request accommodation and report accessibility issues.
- Providing staff with ongoing training, support, and resources for digital accessibility.

- User-friendly, accessible guidelines to help City employees make web content accessible to users with sensory, cognitive, and mobility disabilities, and ultimately to all users regardless of ability.
- Improving procurement processes and supporting City employees with procurement guidelines, training and support.
- Following Web Content Accessibility Guidelines (WCAG) 2.2 AA as our minimum standard of accessibility when developing new materials and updating existing materials by priority.

Impact

Accessibility is one of the most important parts of creating web services because when you improve the online experience for people with disabilities, you improve usability for all. In addition, you enhance trust in government, drive innovation, and extend service reach. The quality of accessible content you create and share is the difference between a colleague or community member's success and failure in their ability to accomplish a goal or receive essential services.

Accessibility Policy

The City of Glenwood Springs ensures meaningful access to City programs, services, and activities to comply with the Americans with Disabilities Act (ADA) and reasonably provides translation, interpretation, modifications, accommodations, alternative formats, auxiliary aids, and services. To request these services, email ADAteam@cogs.us or call 970-384-6441. Please submit requests as soon as possible but no later than three business days (Monday-Thursday, excludes holidays) before scheduled events.

Governance, Roles, and Responsibilities

Designing, developing, and maintaining accessible technology starts by understanding roles and responsibilities.

ADA Team

The ADA Team will be comprised of at least three staff members including a representative from the Administration department, a manager from the Parks and Recreation department, and a representative from the Information Technology department.

This group is responsible for meeting once each quarter to track progress on this plan, review updates from the State of Colorado Office of Information Technology (OIT) related to digital accessibility, make recommendations for improving digital accessibility, and lead projects related to digital accessibility compliance.

Procurement

The City Clerk and City Manager oversee procurement for the city and are responsible for implementing policies and procedures to ensure applicable vendor products and services are in alignment with federal and state accessibility requirements and this plan.

Content Creators

Any City staff who creates print or digital materials, documents, or webpages is a content creator and has the responsibility to create an equitable experience for users of all ability levels.

The goal is to create content that is accessible as it's created by understanding the State Accessibility Technical Standards and best practices for meeting compliance guidelines for all digital content produced by the City.

Leaders and Managers

Managers inspire action by communicating the roles and responsibilities that employees have in achieving the vision by creating clear goals for employees and through providing accessibility training and tools. The role of leaders and managers is to:

- Create accessibility goals and expectations for employees that support professional growth.
- Communicate that accessibility is a priority by setting individual goals and tracking progress through performance evaluations.
- Increase accessibility skills across teams by encouraging that employees participate monthly practice exercises offered through the employee newsletter and other accessibility training such as those offered by the Rock Mountain ADA Center or the state's Office of Information Technology (OIT).
- Ensure that all newly procured technology is accessible and compatible with assistive technology.

Evaluation and Remediation

To identify priorities for content remediation and encourage new content to meet requirements, the City has implemented the AudioEye reporting program on the main city website (cogs.us) and the parks and recreation website (GlenwoodRec.com). In addition to providing accessibility tools to front end users, AudioEye includes a monthly report of issues fixed by the AudioEye software and identifies issues that must be fixed at the source or need a custom fix.

The City has identified that the priority for content remediation is as follows:

1. Business critical content (EX: utility services and billing, permits, municipal court information, public records request, staff directory, business licensing, forms, etc.)
2. High community interest content (EX: project information, special event information, etc.)
3. All other website and digital content by request

Due to funding and staffing limitations, remediating all digital content before the July 2024 deadline would cause an undue burden to the City of Glenwood Springs. By prioritizing content and providing paths for content to be requested in alternative formats, we ensure equal access to our programs and services.

For new content, content creators are responsible for developing and publishing content that meets best practices for digital accessibility. For assistance in developing or reviewing accessible content staff may contact the Public Information Officer for guidance.

Skills and Training

As part of the mission of the City of Glenwood Springs, managers will coordinate with staff on presentations for their offices to be compliant with the standards of the ADA.

During their training, staff members, managers, coordinators, and other personnel will learn the basics of web accessibility which includes the knowledge, skills, abilities, and other characteristics of how to effectively communicate with members who use these services.

Communication & Support Process

Through established communication and support processes, the City is able to track and resolve incoming accessibility complaints and ensure that there are clear and well-tended channels for receiving feedback on digital accessibility issues. These criteria include internal communications regarding accessibility process improvement, resources, and training as well as public statements of compliance.

Public Notice and Grievance Procedure under the ADA are listed on city websites and posted in public-facing city buildings including City Hall, the Community Center, and the Community Arts Center. To view these notices or to file a complaint, members of the public can visit, cogs.us/ADA.

The Accessibility Policy text shall appear in full or as a link on all digital platforms including websites, social media platforms, public notices, staff email signatures, and digital newsletters. Broad distribution of the policy will help encourage community awareness for the city's accessibility policy.

Read more at cogs.us/ADA.

Procurement and Vendor Management

The City of Glenwood Springs plans to utilize the [State of Colorado's procurement toolkit](#) to guide procurement efforts.

The City will add boilerplate language to new contracts outlining accessibility expectations and requirements.

The vendor accessibility checklist should be referred to before purchasing digital products and services. It provides guidance about what to look for when evaluating digital products and services, including questions and information that can be requested of vendors.

The vendor should indicate whether the goods and/or services proposed to be provided fully conform with the accessibility guidelines of the WCAG 2.2 level A and AA published by the World Wide Web Consortium (W3C).

During vendor demonstrations, the vendor should demonstrate the WCAG 2.2 level A and AA published by W3C.

Action Plan

This action plan will be updated as needed by the ADA Team.

Plan Section	Task	Staff Lead	Notes
Evaluation and Remediation	Annual Digital Accessibility Review	ADA Team & Department Heads	To be completed in 2024
Evaluation and Remediation	Quarterly Accessibility Committee meetings	ADA Team	Ongoing, quarterly
Evaluation and Remediation	Monthly AudioEye reports	ADA Team	Ongoing, monthly
Evaluation and Remediation	Remediating forms	ADA Team	Great progress has been made on frequently utilized forms. Remediation is ongoing for city forms.
Skills and Training	Module One – All staff accessibility training	Human Resources	Ongoing - All employees have either completed the training or receive training during onboarding.
Skills and Training	Module Two – Content creator training on accessible Microsoft Word products (email, documents, PowerPoint)	Human Resources	Ongoing - All employees have either completed the training or receive training during onboarding.
Skills and Training	Module Three – Website editors training	Public Information Officer then Human Resources	Module is in development. Applicable staff planned to receive training by March 2024.
Skills and Training	Module Four – Digital accessibility on social media training	Public Information Officer then Human Resources	Module is in development. Applicable staff planned to receive training by March 2024.

Plan Section	Task	Staff Lead	Notes
Skills and Training	Update job descriptions to reflect required trainings	Human Resources	In progress – job descriptions are updated upon publishing for applicants.
Skills and Training	Staff newsletter	Executive Administrative Assistant, Human Resources	Ongoing, monthly task
Communication and Support Process	Post ADA notice and grievance procedure online and in public areas	Public Information Officer	Complete
Communication and Support Process	Track and respond to grievances submitted to the City	ADA Team	Ongoing as needed
Procurement and Vendor Management	Reviews and validate that contract language in procurement documents addresses accessibility standards compliance	City Manager and City Clerk	In progress - The City will add boilerplate accessibility language to new contracts
Procurement and Vendor Management	Vendor Letter Template to send to existing vendors letting them know of their compliance requirements	City Manager, City Clerk, and Executive Administrative Assistant	In progress

For additional information and guidance, visit oit.colorado.gov/accessibility.



City Council
STAFF REPORT
City of Glenwood Springs
December 7, 2023

Agenda Item: Acquisition of a Property on South Grand Avenue and a Property on Blake Avenue

Action Requested: Legal Counsel will give an update on the acquisition of these two properties.

Department: City Administration

Presented By: Karl Hanlon

Strategic Goals: Provide Efficient and Responsive City Government
Preserve and Improve Infrastructure
Ensure Public Safety

Background Info:

Issues:

Fiscal Impact:

Legal Review:

Staff Recommendation:



City Council
STAFF REPORT
City of Glenwood Springs
December 7, 2023

Agenda Item: Update on Case Number: 23CV030160 involving the August 10th Executive Session, the Open Records Act, and the Open Meetings Law

Action Requested: Legal Counsel will give an update of the recent developments in Case Number 23CV030160.

Department: City Administration

Presented By: Karl Hanlon

Strategic Goals: Provide Efficient and Responsive City Government

Background Info:

Issues:

Fiscal Impact:

Legal Review:

Staff Recommendation:



City Council
STAFF REPORT
City of Glenwood Springs
December 7, 2023

Agenda Item: City Manager

Action Requested:

Department: City Clerk

Presented By:

Strategic Goals:

Background Info:

Issues:

Fiscal Impact:

Legal Review:

Staff Recommendation:



City Council
STAFF REPORT
City of Glenwood Springs
December 7, 2023

Agenda Item: City Attorney

Action Requested:

Department: City Clerk

Presented By:

Strategic Goals:

Background Info:

Issues:

Fiscal Impact:

Legal Review:

Staff Recommendation:



City Council
STAFF REPORT
City of Glenwood Springs
December 7, 2023

Agenda Item: Correspondence Incoming/Outgoing

Action Requested:

Department: City Clerk

Presented By:

Strategic Goals:

Background Info:

Issues:

Fiscal Impact:

Legal Review:

Staff Recommendation:



City Council
STAFF REPORT
City of Glenwood Springs
December 7, 2023

Agenda Item: Adjournment

Action Requested:

Department: City Clerk

Presented By:

Strategic Goals:

Background Info:

Issues:

Fiscal Impact:

Legal Review:

Staff Recommendation: