



AGENDA  
CITY OF GLENWOOD SPRINGS  
REGULAR CITY COUNCIL MEETING  
MARCH 21, 2024  
101 W. 8<sup>TH</sup> 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](mailto: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](mailto:citycouncil@cogs.us).

**WORK SESSION**

|         |                                                  |                        |
|---------|--------------------------------------------------|------------------------|
| 3:00 pm | 1. Airport Lease Update                          | Information/Discussion |
| 3:30 pm | 2. Energy Climate Action Plan (ECAP) 2024 Update | Information/Discussion |
| 4:15 pm | 3. Zoning Reform                                 | Information/Discussion |
| 5:00 pm | 4. Funding Levels for the Shoshone Application   | Information/Discussion |

**ZOOM INSTRUCTIONS**

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**REGULAR SESSION**

|         |                                                                                                  |              |
|---------|--------------------------------------------------------------------------------------------------|--------------|
| 6:15 pm | 5. Roll Call                                                                                     |              |
|         | 6. Agenda Changes & Conflicts                                                                    |              |
|         | 7. Council Announcements                                                                         |              |
|         | 8. Citizens Appearing Before Council (for items not on the Agenda-comments limited to 3 minutes) |              |
|         | 9. Consent Agenda                                                                                |              |
|         | A. March 7, 2024 Council Minutes                                                                 |              |
|         | B. Resolution 2024-14; Landfill Fees                                                             |              |
|         | C. Housing Commission Appointments                                                               |              |
|         | D. Transportation Commission Appointment                                                         |              |
|         | 10. Proclamation for Arbor Day 2024                                                              | Presentation |

**ACTIONS AND/OR PRESENTATIONS**

|                                                                              |                          |
|------------------------------------------------------------------------------|--------------------------|
| 11. Request for Contribution to Glenwood High School Mock Trial Club         | Discussion and/or Action |
| 12. Housing Commission Reappointment                                         | Discussion and/or Action |
| 13. Ordinance 2024-04; Amend Section 100.010.040 Declare Graffiti a Nuisance | Discussion and/or Action |

- |                                                                                                          |                          |
|----------------------------------------------------------------------------------------------------------|--------------------------|
| 14. Ordinance 2024-05; Amend Section 100.040.020 Model Traffic Code License and Registration Enforcement | Discussion and/or Action |
| 15. Transportation Demand Management (TDM) Update                                                        | Information/Discussion   |
| 16. South Bridge Update                                                                                  | Information/Discussion   |
| 17. Request for Proposals (RFP) 2024-01P Strategic Communications and Engagement Services Contract Award | Discussion and/or Action |
| 18. Legislative Updates                                                                                  | Information/Discussion   |
| 19. Council Comments                                                                                     |                          |
| 20. Report from City Administration                                                                      |                          |
| A. City Manager                                                                                          |                          |
| B. City Attorney                                                                                         |                          |
| C. Correspondence Incoming/Outgoing                                                                      |                          |
| 21. Council Social Event Location                                                                        | Information Only         |
| 22. Adjournment                                                                                          |                          |

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**City Council**  
**STAFF REPORT**  
**City of Glenwood Springs**  
**March 21, 2024**

|                              |                                                                                                                                                                                   |
|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Agenda Item:</b>          | Airport Lease Update                                                                                                                                                              |
| <b>Action Requested:</b>     | NA                                                                                                                                                                                |
| <b>Department:</b>           | Attorney                                                                                                                                                                          |
| <b>Presented By:</b>         | Richard Peterson-Cremer                                                                                                                                                           |
| <b>Strategic Goals:</b>      | Protect and Preserve our Quality of Life                                                                                                                                          |
| <b>Background Info:</b>      | Council has been working with a group of airport users to enter a lease agreement for the group to manage the airport property.                                                   |
| <b>Issues:</b>               | The draft has been updated to reflect direction given at the last work session. Representatives of the prospective lessee will be in attendance to discuss any outstanding items. |
| <b>Fiscal Impact:</b>        | Unknown at this time. No additional appropriation will be needed.                                                                                                                 |
| <b>Legal Review:</b>         | Legal has been drafting the agreement.                                                                                                                                            |
| <b>Staff Recommendation:</b> | NA                                                                                                                                                                                |

City of Glenwood Springs Airport  
Minimum Standards for Aeronautical Activities

1. DEFINITIONS

- 1.1. **Aeronautical Activity.** Any activity conducted on airport property that involves the operation of an aircraft, makes the operation of an aircraft possible, or contributes to or is required for the safe operation of aircraft. The following activities are among those considered to be aeronautical activities within this definition:
- 1.1.1. Charter operations
  - 1.1.2. Pilot training
  - 1.1.3. Aircraft rental
  - 1.1.4. Sightseeing
  - 1.1.5. Aerial surveying
  - 1.1.6. Agricultural aircraft operation
  - 1.1.7. Air carrier operations (both airline passenger and air cargo)
  - 1.1.8. Aircraft sales and service
  - 1.1.9. Aviation fuel and oil sales (whether or not conducted in conjunction with other included activities)
  - 1.1.10. Repair and maintenance of aircraft
  - 1.1.11. Sale of aircraft parts
  - 1.1.12. Any other activities that, because of their direct relationship to the operation of aircraft, can appropriately be regarded as an aeronautical activity.
- 1.2. **Agreement.** A contract executed between the airport and any entity granting a concession that transfers rights or interest in property, or otherwise authorizes the conduct of certain activities. The agreement must be in writing, executed by both parties, and enforceable by law.
- 1.3. **Aircraft.** Any device used or intended to be used for flight in the air.
- 1.4. **Aircraft Maintenance.** The repair, adjustment, or inspection of Aircraft. “Major Repairs”- major alterations to airframe, power plant, propeller, and accessories as defined in 14 CFR Part 43. “Minor Repairs” - normal, routine annual inspection with attendant maintenance, repair, calibration or adjustment of Aircraft and accessories.
- 1.5. **Airport.** Any land owned, land under easement, or land controlled by the City of Glenwood Springs in support of operation of the Glenwood Springs Municipal Airport, and includes without limitation fixtures, roadways, parking areas, utilities, structures, runways, taxiways, ramps and aprons.
- 1.6. **Airport Manager.** the person duly authorized by the City of Glenwood Springs to exercise responsibility for the administration, maintenance, operation, protection and

supervision of the Airport, property, equipment, regardless of such person's title within City government.

- 1.7. **City, or Glenwood Springs.** City of Glenwood Springs, Colorado, the Glenwood Springs Municipal Airport owner, governed by the City Council of the City of Glenwood Springs.
- 1.8. **CFR.** Code of Federal Regulations.
- 1.9. **Fixed Base Operator or FBO.** A commercial business granted the right by the City to operate on an airport and provide aeronautical services such as fueling, hangaring, tie-down and parking, aircraft rental, aircraft maintenance, flight instruction.
- 1.10. **Improvements.** All buildings, structures and facilities, including, but not limited to, pavement, fencing, signs, and landscaping on, under or above any Airport area.
- 1.11. **Lease.** A contractual agreement between the City and a person as defined herein, granting use of a defined Airport area for a specified term, and establishing use conditions. The lease must be in writing, executed by both parties and enforceable by law.
- 1.12. **Minimum Standards.** The criteria established by an airport owner as the minimum requirements that must be met by Operators in order to engage in aeronautical activities or provide related services.
- 1.13. **Operator.** Means a person based on the Airport using the Airport for aeronautical activities.
- 1.14. **Person.** Any tenant, individual, firm, corporation, association, partnership or organization, either formal or informal.
- 1.15. **Sublease.** A lease granted by an Airport lessee to another entity of all or part of the property leased from the City, whether on a sole or joint lease basis.
- 1.16. **Through the Fence or Off-Airport Access.** Through the fence operations are those activities permitted by an airport sponsor by a written agreement that permits access to the public landing area by independent entities or operators offering an aeronautical activity or to owners of aircraft based on land adjacent to, but not a part of, the airport property.
- 1.17. **Unicom.** A nongovernment air/ground radio communication station which may provide airport information at public use airports. The Common Traffic Advisory Frequency (CTAF) at the Airport is 123.0.

## 2. INTRODUCTION

- 2.1. **Effective Date.** These Minimum Standards shall be in effect upon adoption by the Glenwood Springs City Council, unless repealed by the City. These Minimum Standards shall apply to all operations and activities at the Airport as of the date of adoption.
- 2.2. **Authority.** C.R.S. Sec. 41-4-204 provides, in part, that “[i]n connection with the erection or maintenance of any such airport or air navigation facilities, any city or town, or any municipal corporation, has the power and jurisdiction to ... provide rules and regulations covering the use of such airport and facilities and the use of other property or means of transportation within or over the airport...”
- 2.3. **Applicability.** The City of Glenwood Springs (“City”) owns and operates the Glenwood Springs Municipal Airport (“Airport”). These Minimum Standards specify the standards and/or requirements that must be met by any operator engaging in aeronautical activities at the Airport (“Operator”). No Operator shall be allowed to engage in aeronautical activities at the Airport under conditions that do not, in the Airport Manager’s sole discretion, fully comply with these Minimum Standards, unless an exemption or variance has been approved in writing by the Manager. These Minimum Standards shall apply to any use of Airport land or improvements for the purpose of engaging in aeronautical activities.
- 2.4. **Airport Manager Responsibilities and Authority.** The Airport Manager is responsible for the administration, maintenance, operation, protection and supervision of the Airport, property, and equipment. The City has authorized and directed the Manager to interpret, administer and enforce these Minimum Standards.
- 2.5. **Variance.** The Manager may, but is not obligated to, approve variances to these Minimum Standards when special conditions or unusual circumstances exist.
  - 2.5.1. Request for a variance must:
    - 2.5.1.1. State the specific provision(s) for which the variance is being sought;
    - 2.5.1.2. Describe the proposed variance;
    - 2.5.1.3. State the reason for the proposed variance, including any anticipated hardships resulting from strict enforcement of these standards;
    - 2.5.1.4. Identify the anticipated impact on the Airport and other entities including Operators, lessees, sublessees, users of the Airport, the City, and the public; and
    - 2.5.1.5. Identify the duration of the proposed variance.
  - 2.5.2. Prior to the approval or denial of a variance, the Manager shall conduct a review of all relevant information including the request for variance as well as any other information that may be requested or required by the Manager.
  - 2.5.3. In taking action on a request for variance, the Manager may grant the request only when it is determined that:
    - 2.5.3.1. Enforcement of specific provisions in these Minimum Standards will create an unnecessary hardship or practical difficulty in the intended use of the affected property;

- 2.5.3.2. The variance will not injure the existing or permitted use of adjacent conforming property; and
- 2.5.3.3. The granting of a variance is consistent with the purpose and intent of these Minimum Standards.
- 2.5.4. Approval or denial of a variance shall be determined by the Manager in their sole discretion. If approved, the variance shall only apply to the particular case for which the variance is granted. An approval by the Manager of a variance shall not serve to amend, modify, or alter these Minimum Standards or any existing Agreement.

## **2.6. Enforcement.**

- 2.6.1. In the event an Operator fails to comply with these Minimum Standards, the Manager shall send a written statement of violation to such Operator at its last known address. The Operator shall have 30 calendar days from the date of notice within which to provide a response to the Manager explaining why the violation occurred and to advise the Manager that the violation has been corrected. If the Operator fails to cure the violation within such time, the Manager shall have the authority to suspend or revoke the Operator's privileges at the Airport, as the Manager deems necessary in order to obtain a correction of the violation. In the event such violation is not curable within 30 calendar days, the Operator shall have such additional time to effect a cure, as determined by the Manager. In addition, the Operator's record of any such violation shall be considered any time the Operator submits an application, seeks permission, or requests approval from the Manager.
  - 2.6.2. Any person who violates a provision of these Minimum Standards, Colorado statutes, or City ordinance may be required to pay a civil penalty up to \$500.00 per violation. In addition, a violation which compromises the health, safety or public enjoyment of the airport, or a pattern of violating which demonstrates disregard to the rights of the City or other airport users may result, after written notice and opportunity to be heard, in an order of the City Council which prohibits the violator from entry upon or use of the airport for a specific period of time or permanently.
- 2.7. **Hold Harmless.** Operators, Users, or Tenants affected by these Minimum Standards (including, but not limited to, the drivers and registered owners or motor vehicles using the public parking areas of the Airport shall indemnify and holding harmless the City, it's Council members, officers, agents, and employees, from and against and any and all liabilities, obligations, claims, damages, costs, and expenses, including attorney's fees, incurred by or asserted against the City, it's Council members, officers, agents, and employees, by any person or entity whatsoever, resulting from the acts, omissions or wrongful conduct, related to use or occupation of the airport or operations thereon of the Operator, User, Tenant, or such entity's City Council members, officers, partners, employees, agents, representatives, contractors, subcontractors, customers, attests, invitees, or any third party acting under its direction or control.

### 3. GENERAL REQUIREMENTS AND STANDARDS

- 3.1. **Airport Closure/Unsafe Activities.** The Airport Manager may close any portion of the Airport, terminate or restrict any activity thereon or prohibit aircraft operations and issue a NOTAM when it is determined continued operations may be unsafe.
- 3.2. **Compliance with Regulatory Measures.** Any person or entity occupying or using, engaging in an aeronautical activity on, or developing Airport land or improvements shall comply, at the person's or entity's sole expense, with all applicable regulatory measures including, without limitation, these Rules, and those of any other entity or agency having jurisdiction over the Airport.
- 3.3. **Nonaeronautical Uses Prohibited.** Facilities located upon the Airport, including but not limited to hangars, may only be used for storage and maintenance of aircraft and equipment related to aeronautical activities. Storage of any other equipment, including but not limited to campers, boats, recreational vehicles, household items, or other items that can be stored at a commercial storage facility is prohibited anywhere on the Airport.
- 3.4. **Parking.** Aircraft parking for more than 30 days, both tie down and hangar, is not authorized without a signed parking rental/lease agreement. Temporary permission may be granted by the Manager.
- 3.5. **Signage/Advertisements.** Advertisements, signs, notices, circulars, handbills may be posted or distributed only with the prior written permission of the Manager. The Manager has the right to remove any unauthorized signs or any such items.
- 3.6. **Special Events.** Special events on the Airport require written coordination, regulation and authorization of the Airport Manager prior to the public disclosure or advertisement of the event. Certain events may require an executed lease, operating agreement, license or permit from the City.

### 4. SAFETY AND SECURITY

- 4.1. **Accidents or Incidents.** In addition to other appropriate notifications and actions, accidents resulting in damage to property, injury requiring medical treatment, or interference with normal Airport operations shall be reported to the Manager, who shall report such to the City Council. Other appropriate notifications may include FAA and/or NTSB.
- 4.2. **General Conduct.** No person shall use, keep, or permit to be used or kept, any foul or noxious gas or explosive substance at the Airport, or permit the Airport to be occupied or used in a manner reasonably objectionable to other users.
- 4.3. **Fire/Open Flames.** The use of open flame space heaters is prohibited on Airport property. Smoking and the use of any open-flame device is prohibited on any apron, or within fifty (50) feet of any aircraft, fuel truck, fueling facility, or flammable storage facility. Any fires (regardless of the size of the fire or whether or not the fire has been extinguished) shall be reported immediately to 911. No welding/cutting activities shall be conducted on

the Airport without an approved operational fire extinguisher nearby with a person trained in its proper usage present for the duration of any such activities.

- 4.4. **Fire Suppression.** Each hangar shall have available in an accessible location at least one operable, Fire Underwriter approved, ten pound or greater dry chemical fire extinguisher, maintained in accordance with local codes. FBO's and similar operators shall have appropriate types and number of extinguishers for their operation, located in readily apparent places.
- 4.5. **Hazardous Materials.** Used engine oil shall be disposed of only at approved waste oil stations or disposal points. Secondary containment is required for the storage of large quantities of gasoline, oils, solvents, or other hazardous waste in drums or receptacles. Aviation fuels or automotive gasoline in quantities greater than ten (10) gallons, except those fuels stored in internal aircraft fuel tanks for flight operations, shall not be stored at the Airport without the prior written permission of the Manager, which shall not be unreasonably withheld in the case of Commercial Operators or FBO. Fuels must be stored in accordance with any applicable local codes, regulations, and requirements for such storage.
- 4.6. **Hazardous Material Spills.** Any person who experiences spilling of more than a minimal amount of oil, grease, fuel, alcohol, glycol or any other hazardous material shall immediately call 911 and shall take action to prevent/minimize danger to personnel, property and the environment while awaiting arrival of emergency personnel.
- 4.7. **Compressed Gases.** Oxygen or any compressed gas in a cylinder or portable tank must be secured to a fixed location or secured to a portable cart designed and approved specifically for the cylinder or tank being secured, except Aviators' Breathing Oxygen bottles installed in aircraft, portable bottles being hand-carried to aircraft for use in flight operations, or medically prescribed oxygen in use by an Airport patron. Cylinders or tanks not in use shall have an approved transportation safety cap installed.
- 4.8. **Drugs/Alcohol, Under the Influence of.** No person under the influence of alcohol or illegal drugs shall enter or remain on the Airport.

## 5. NECESSARY AUTHORIZATIONS

- 5.1. **Written Agreement.** Prior to the commencement of an operation, the Operator shall be required to enter into a written agreement with the City authorizing operations and permitting the Operator's tenancy on the Airport. The conditions set forth in these Minimum Standards do not represent a complete recitation of the provisions to be included in the written agreement. The written agreement shall not, however, modify or be inconsistent with these Minimum Standards.
- 5.2. **Commercial Activities.** Commercial activity of any kind on the Airport requires the express prior written permission of the City through a specifically authorized agreement, lease, sublease, license, permit or written temporary permission; the payment of any required fees, and compliance with these Minimum Standards. Unless otherwise provided

therein, any permission may not be assigned or transferred and shall be limited solely to the approved activity.

5.2.1. **Transient Commercial Activities.** With the exception of governmental operations, transient commercial operators who land, refuel or use the Airport in any manner shall not be required to enter into an agreement with the City, but shall pay a fee of \$50 per day.

5.3. **Through-the-Fence Activities.** All "Through-the-Fence" activities may be conducted only in accordance with written Permit with City of Glenwood Springs. No such "Through the Fence" activity shall be authorized except in strict accordance with the Airport's Minimum Standards, and such activities are generally to be discouraged.

#### 5.4. **Ground Space, Facilities, and Accommodations**

5.4.1. The Operator shall lease from the City or sublease from another Operator sufficient ground space, buildings, facilities and accommodations for the proposed Aeronautical Activity. Leases between the City and the Operator shall be written in a form determined by the City and prepared by or approved by the Glenwood Springs City Attorney's Office. If the Operator proposes to sublease Premises from another Operator, Operator shall provide a copy of the proposed sublease to the City during the application process. An Operator based on the Airport by way of a sublease arrangement shall not commence operations at the Airport until the written agreement between the City and the Operator, referred to above, and the sublease are executed and filed with the City Clerk.

5.4.2. The proposed Premises shall include sufficient ground space, facilities, and accommodations for the Operator's proposed Aeronautical Activity, including at minimum, a paved walkway to accommodate pedestrian access and, when appropriate, a paved Aircraft apron with tie-down or hangar facilities within the Premises sufficient to accommodate the activities being performed.

5.4.3. Unless otherwise provided for in a written sublease between Operators, the Operator shall be responsible for utility costs, maintenance of all interior space and landscaped areas, and snow removal within ten feet of the perimeter of any structure, and trash removal from the premises.

5.4.4. Any new construction or alteration of existing improvements shall be subject to the Glenwood Springs Municipal Code and any other applicable governmental regulations.

5.4.5. Operator shall maintain the premises (including all related and associated appurtenances, facilities and equipment) in a neat, safe and orderly condition. Vegetation shall be kept under twelve (12) inches on premises.



5.4.6. Operator shall conduct its activities on and from the premises in a safe, efficient, and first class professional manner consistent with the degree of care and skill exercised by experienced operators providing comparable products and services in like markets.

5.5. **Licenses, Permits, Certifications and Ratings.** Any operator shall obtain and comply with all necessary licenses, permits, certifications, or ratings required for the conduct of operator's activities at the Airport as required by City of Glenwood Springs or any other duly authorized agency prior to engaging in any activity at the Airport. Upon request, operators shall provide copies of such licenses, permits, certifications, or ratings to the Airport Manager within 5 business days. Operators shall keep in effect and provide to the Airport Manager copies of all necessary or required licenses, permits, certifications, or ratings, excluding medical or other confidential information.

## 6. INSURANCE

6.1. The Operator shall procure and maintain insurance of the types and the minimum limits set forth in Exhibit A to these Minimum Standards. The insurance company with whom the Operator contracts shall be licensed to do business in the State of Colorado. The City shall be named as an additional insured, the policy shall include a waiver of subrogation, and the contract of insurance shall provide for ten (10) days notice to the City of changes in the policy and 30 days notice in the event of cancellation. Proof of insurance, in the form of Certificate(s) of Insurance and/or copies of the policy(s), shall be delivered to the Airport Administration office and shall be maintained as a public record in the files of the Airport Manager. Additional types and amounts of insurance may be required by the Airport Manager on a case-by-case basis.

6.2. When the Operator conducts more than one Aeronautical Activity, the minimum coverage limits required to insure the operations will vary depending upon the nature of the individual activities combined. The limits will not be cumulative in all instances; however, the Operator shall provide at least the minimum limits of insurance for all risk exposures.

6.3. **Failure to Produce Insurance.** Upon failure of the Operator to produce or maintain required insurance, the Manager, his or her sole discretion, may, upon ten (10) days written notice to Operator, procure or renew such insurance, pay any and all premiums in connection therewith, and the cost of any such insurance premiums shall be treated as additional rent.

6.4. **Notices.** All Operators conducting rental or sales of Aircraft, or flight training, shall post a notice and incorporate within their rental agreements the coverages and limits provided to the student or renter by the Operator, as well as a statement advising that additional

coverage is available to such student/renter through the purchase of an individual non-ownership liability policy. Operator shall provide a copy of such notice(s) to the Airport Manager to be maintained as a public record in the files of the Airport Manager's.

## 7. AIRCRAFT OPERATIONS

- 7.1. **Unattended Aircraft.** No aircraft is to be left running while unattended.
- 7.2. **Starting, Parking, Positioning, or Taxiing.** Shall be done in such a manner so as not to cause propeller or jet blast that may result in injury to persons or damage to property. It is the operator's responsibility to ensure the aircraft is secure and is properly tied down or chocked when parked.
- 7.3. **Unicom.** All aircraft, if able, shall monitor the 123.0 CTAF frequency and announce taxi, takeoff, departure or landing intentions.

## 8. HELICOPTER OPERATIONS

- 8.1. **Helicopter Take-Off/Landing.** All helicopters at the Airport shall take off, taxi or park only from parking pads, ramps or airport taxiways and runways designated by the Airport Manager, who will also provide a marked Helicopter landing area for transients.
- 8.2. **Helicopter Operations.** Helicopters operators shall make a best effort to minimize rotor wash impacts to other Operators and aircraft.

## 9. SPECIALIZED AERONAUTICAL ACTIVITIES

- 9.1. **Agricultural Aircraft.** Agricultural aircraft used for pesticide application are not permitted at the Airport except in transit, or for repairs by the FBO with advance notice, unless approved by the City in writing, in the form of an agreement that covers presentation of all applicable pilot, aircraft and operations credentials and assurance that all regulatory standards for loading, handling and storage are met. Washing of agricultural aircraft is not permitted except with prior written City permission and in compliance with all regulations, including state and federal environmental regulations and standards of the U.S. Department of Agriculture.
- 9.2. **Motorless Aircraft.** Hot air balloon operations, parachute drops, banner or glider towing, use of motorless Aircraft, and aeronautical transport of radioactive or Hazardous Materials are prohibited without prior written approval from the Airport Manager, based on safety concerns of coordinated Airport use. Approval may be granted, under scheduling guidelines, by the Airport Manager if the person proposing such activity demonstrates to the Airport Manager that such activities may be conducted on the Airport in a safe manner without interference with other aeronautical activities.

- 9.3. **Model Aircraft and Drones.** Except as authorized and regulated by law or FAA regulation, it shall be unlawful for any person to launch any Model Aircraft or Drone on or from the Airport. The City may, in its sole discretion, allow model aircraft airshows or flights, with proper advance NOTAMS from the Airport Manager.

## 10. AIRCRAFT FUEL

- 10.1. **Fueling.** All fueling operations on the Airport shall be in accordance with the directives of the Glenwood Springs Fire Department, the Uniform Fire Code. Persons engaged in the fueling of aircraft shall exercise care to prevent overflow of fuel and shall be responsible for the immediate cleanup if spillage should occur. During fueling or de-fueling, when ground points are available, the aircraft and the dispensing apparatus shall both be grounded. Fueling or de-fueling operations shall be conducted with adequate fire extinguishers immediately available. All extinguishers shall be inspected and certified as required by law.
- 10.2. **Prohibited Activities.**
- 10.3. No aircraft shall be fueled while an engine is running (“hot fueling”) unless prior authorization has been received from Airport Management.
- 10.4. No aircraft shall be fueled or de-fueled during an electrical storm that is within close proximity of the Airport.
- 10.5. Starting an aircraft when there is any flammable liquid posing a fire hazard on the aircraft or on the ground in the immediate vicinity of the aircraft is prohibited.
- 10.6. Only qualified personnel shall be permitted to defuel any aircraft.
- 10.7. **Permit.** Except for fuels stored in internal aircraft fuel tanks for flight operations, fuels in quantities greater than ten (10) gallons shall only be stored on the Airport by persons having written permission from the Airport Manager authorizing the fueling operation and approving the fuel storage facilities, refueling vehicles, and related equipment. This includes any third-party, public use, self-serve facilities.
- 10.8. **Use of Incendiary Devices.** Use of matches, lighters, or any other igniting or incendiary devices is prohibited on the AOA and within fifty (50) feet of any Aircraft, refueling vehicle, fuel storage facility, or any Aircraft being fueled or defueled.

## 11. AIRCRAFT MAINTENANCE

- 11.1. **Non-commercial Aircraft Maintenance.** Aircraft maintenance of a non-commercial nature, may be performed at tie downs and in individual hangars, on personal aircraft, by aircraft owners or their employees in accord with these Minimum Standards. Aircraft owners may hire a qualified individual to provide services for Owner's personal non-commercial Aircraft, providing this individual, if not a direct employee, but as an independent contractor, provides written evidence of liability insurance satisfactory to the City, is doing such work on an occasional and not on a continuing basis, and adheres to Airport Minimum Standards.
- 11.2. **Commercial Aircraft Maintenance.** Aircraft maintenance of a commercial nature is only permitted by written agreement with the City and including proof of sufficient liability insurance for such activities.
- 11.3. **Small-scale Manufacturing.** Small-scale one at a time aircraft manufacturing, such as homebuilt and experimental aircraft for the builder's personal education, hobby, or use, is permitted provided the process complies with all FAA and other applicable codes and regulations. All other aircraft manufacturing on the Airport is prohibited.
- 11.4. **Aircraft Painting.** Aircraft painting, stripping, doping, and refinishing shall be performed only in accord with local codes.
- 11.5. **Emergency Maintenance.** Major maintenance by anyone on ramps, in tie down areas, and hangar area taxiways is prohibited; provided, however, the Manager may grant temporary permission for emergency repairs.

## 12. MOTOR VEHICLES

- 12.1. **Air Operations Area.** The Airport Manager may restrict vehicles to certain portions or segments of the AOA. Such restrictions shall prohibit vehicle operations outside designated areas.
- 12.2. **Vehicle Licensing and Equipment.** All vehicles shall meet proper state licensing, registration, and inspection requirements.
- 12.3. **Vehicles Hauling Loose Material.** Vehicles used for hauling trash, dirt, or any loose material shall be operated in such a fashion as to prevent the contents of the vehicle from dropping, sifting, leaking, or otherwise escaping, especially in movement areas.

# KGWS MINIMUM STANDARDS - INSURANCE REQUIREMENTS

Please highlight or circle all applicable insurance requirements (activity/services provided, type of automobile liability, and largest aircraft)

|                                                                                                                                                                      | Base Operator<br>(FBO)                                            | Maintenance<br>Services Operator<br>(MSO)                         | Avionics Instruments<br>Services Operator<br>(AISO)               | Aircraft Rental Services<br>Operator (ARSO) Flight<br>Training Services<br>Operator (FTSO) | Aircraft Management<br>Services Operator<br>(AMSO) Aircraft<br>Charter Services<br>Operator (ACSO) | Aircraft Storage<br>Services Operator<br>(AST) | Other Aeronautical<br>Services Operator<br>(OASO) | Temporary<br>Specialized Aviation<br>Service Operator<br>(TSASO) | Non-Commercial<br>Lessee or Tie-<br>Down                               | Self-Fueling<br>Activities |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|-------------------------------------------------------------------|-------------------------------------------------------------------|--------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|------------------------------------------------|---------------------------------------------------|------------------------------------------------------------------|------------------------------------------------------------------------|----------------------------|
| <b>GENERAL LIABILITY (Combined Single Limit)</b>                                                                                                                     |                                                                   |                                                                   |                                                                   |                                                                                            |                                                                                                    |                                                |                                                   |                                                                  |                                                                        |                            |
| Each Occurrence                                                                                                                                                      | \$2,000,000<br>Premises,<br>Products,&<br>Completed<br>Operations | \$1,000,000<br>Premises,<br>Products,&<br>Completed<br>Operations | \$1,000,000<br>Premises,<br>Products,&<br>Completed<br>Operations | \$1,000,000<br>Premises                                                                    | \$1,000,000<br>Premises                                                                            | \$1,000,000<br>Premises                        | \$1,000,000<br>Premises                           | \$1,000,000                                                      | Must<br>maintain<br>Aircraft and<br>Passenger<br>Liability<br>Coverage | \$1,000,000                |
| <b>AUTOMOBILE LIABILITY (Combined Single Limit, Each Occurrence)</b>                                                                                                 |                                                                   |                                                                   |                                                                   |                                                                                            |                                                                                                    |                                                |                                                   |                                                                  |                                                                        |                            |
|                                                                                                                                                                      | \$1,000,000                                                       | \$1,000,000                                                       | \$1,000,000                                                       | \$1,000,000                                                                                | \$1,000,000                                                                                        | \$1,000,000                                    | \$1,000,000                                       | \$1,000,000                                                      | \$250,000                                                              | \$1,000,000                |
| <b>HANGAR KEEPER'S LEGAL LIABILITY (Largest Aircraft Accommodated)</b>                                                                                               |                                                                   |                                                                   |                                                                   |                                                                                            |                                                                                                    |                                                |                                                   |                                                                  |                                                                        |                            |
| SE Piston<br>Group I                                                                                                                                                 | Each Aircraft                                                     | \$250,000                                                         | \$250,000                                                         | \$250,000                                                                                  | \$250,000                                                                                          | \$250,000                                      | \$250,000                                         | \$250,000                                                        |                                                                        |                            |
|                                                                                                                                                                      | Each Occurrence                                                   | \$500,000                                                         | \$500,000                                                         | \$500,000                                                                                  | \$500,000                                                                                          | \$500,000                                      | \$500,000                                         | \$500,000                                                        |                                                                        |                            |
| ME Piston<br>Group I                                                                                                                                                 | Each Aircraft                                                     | \$500,000                                                         | \$500,000                                                         | \$500,000                                                                                  | \$500,000                                                                                          | \$500,000                                      | \$500,000                                         | \$500,000                                                        |                                                                        |                            |
|                                                                                                                                                                      | Each Occurrence                                                   | \$1,000,000                                                       | \$1,000,000                                                       | \$1,000,000                                                                                | \$1,000,000                                                                                        | \$1,000,000                                    | \$1,000,000                                       | \$1,000,000                                                      |                                                                        |                            |
| Turboprop<br>Group I                                                                                                                                                 | Each Aircraft                                                     | \$1,000,000                                                       | \$1,000,000                                                       | \$1,000,000                                                                                | \$1,000,000                                                                                        | \$1,000,000                                    | \$1,000,000                                       | \$1,000,000                                                      |                                                                        |                            |
|                                                                                                                                                                      | Each Occurrence                                                   | \$2,500,000                                                       | \$2,500,000                                                       | \$2,500,000                                                                                | \$2,500,000                                                                                        | \$2,500,000                                    | \$2,500,000                                       | \$2,500,000                                                      |                                                                        |                            |
| Turboprop<br>Group II                                                                                                                                                | Each Aircraft                                                     | \$2,500,000                                                       | \$2,500,000                                                       | \$2,500,000                                                                                | \$2,500,000                                                                                        | \$2,500,000                                    | \$2,500,000                                       | \$2,500,000                                                      |                                                                        |                            |
|                                                                                                                                                                      | Each Occurrence                                                   | \$5,000,000                                                       | \$5,000,000                                                       | \$5,000,000                                                                                | \$5,000,000                                                                                        | \$5,000,000                                    | \$5,000,000                                       | \$5,000,000                                                      |                                                                        |                            |
| <b>AIRCRAFT AND PASSENGER LIABILITY (Aircraft Premises aka "in and around aircraft", Each Occurrence, Each Passenger)</b>                                            |                                                                   |                                                                   |                                                                   |                                                                                            |                                                                                                    |                                                |                                                   |                                                                  |                                                                        |                            |
| SE Piston<br>Group II                                                                                                                                                | Each Aircraft                                                     |                                                                   |                                                                   |                                                                                            | \$1,000,000                                                                                        |                                                | \$1,000,000                                       | \$1,000,000                                                      | \$1,000,000                                                            |                            |
|                                                                                                                                                                      | Each Passenger                                                    |                                                                   |                                                                   |                                                                                            | \$100,000                                                                                          |                                                | \$100,000                                         | \$100,000                                                        | \$100,000                                                              |                            |
| ME Piston<br>Group I                                                                                                                                                 | Each Aircraft                                                     |                                                                   |                                                                   |                                                                                            | \$1,000,000                                                                                        |                                                | \$1,000,000                                       | \$1,000,000                                                      | \$1,000,000                                                            |                            |
|                                                                                                                                                                      | Each Passenger                                                    |                                                                   |                                                                   |                                                                                            | \$100,000                                                                                          |                                                | \$100,000                                         | \$100,000                                                        | \$100,000                                                              |                            |
| Turboprop/Group I & II                                                                                                                                               |                                                                   |                                                                   |                                                                   |                                                                                            | \$5,000,000                                                                                        |                                                | \$5,000,000                                       | \$5,000,000                                                      | \$5,000,000                                                            |                            |
| <b>POLLUTION LEGAL LIABILITY AND REMEDIATION (bodily injury, property damage, personal injury and environmental site restoration, including fines and penalties)</b> |                                                                   |                                                                   |                                                                   |                                                                                            |                                                                                                    |                                                |                                                   |                                                                  |                                                                        |                            |
| Applicable to above<br>ground fuel storage<br>tanks, mobile refueling<br>vehicles, fueling and or<br>refueling operations                                            | \$2,000,000                                                       |                                                                   |                                                                   |                                                                                            |                                                                                                    |                                                |                                                   |                                                                  |                                                                        |                            |
| <b>WORKERS COMPENSATION – Required - Limits Based Upon Statutory Requirements</b>                                                                                    |                                                                   |                                                                   |                                                                   |                                                                                            |                                                                                                    |                                                |                                                   |                                                                  |                                                                        |                            |

\* Group I and II categories are FAA designated grouping of Aircraft based upon wingspan. The groups are as follows:

Group I: Up to but not including 49 feet

Group II: 49 feet up to but not including 79 feet

## AIRPORT LEASE AND CONCESSION AGREEMENT

This LEASE AND CONCESSION AGREEMENT is made this \_\_\_\_ day of \_\_\_\_\_ 202\_\_, between THE CITY OF GLENWOOD SPRINGS, a Colorado home-rule municipality, (the “City”), and \_\_\_\_\_, (the “Lessee”).

### RECITALS

A. The City owns and operates the GLENWOOD SPRINGS MUNICIPAL AIRPORT, located in Garfield County, State of Colorado, (the “Airport”).

B. Lessee desires to lease a parcel of land on the Airport premises for the purpose of managing day-to-day airport operations, erecting new and/or managing existing aircraft hangars owned by Lessee and others for the storage of aircraft, making other improvements to the Airport premises, and maintaining all existing improvements and facilities currently owned and operated by the City.

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

1. PREMISES. The City hereby leases to Lessee the parcel of land and those improvements located thereon owned by the City commonly known as the Glenwood Springs Municipal Airport, Garfield County Colorado as more fully described on **Exhibit A** attached and made part hereof (the “Premises”).

2. CONCESSION.

a. The City hereby grants to Lessee the right to use the Premises for the purposes of operating the Airport as a public airport in accordance with the Glenwood Springs Charter and Municipal Code and applicable state and federal laws, all as may be amended from time to time (the “Concession”). The City agrees that Lessee shall be entitled to all revenue generated by the operation of this Concession, provided however, Lessee shall remit [    % of annual gross revenues] from operation of the Concession (the “Consideration”) to the City as consideration for such Concession and this Lease. The Consideration shall be paid in arrears annually on or before February 1<sup>st</sup> of each year of the Term. At the time the annual Consideration is paid, Lessee will also provide the City with financial statements for the immediately preceding year.

b. Prior to the effective date of this Lease, the City spent \$ \_\_\_\_\_ from its general fund to improve the Premises for Airport operations (the “General Fund

Loan”). The parties agree that the General Fund Loan will be repaid by Lessee in accordance with the payment schedule set forth on **Exhibit B** to this Lease.

3. TERM. Subject to all other provisions of this Agreement regarding termination reserved herein, the term of this Agreement shall commence on the \_\_\_\_ day of \_\_\_\_\_ 202\_\_, and end on the \_\_\_\_ day of \_\_\_\_\_ 205\_\_ (the “Initial Term”). In the event of an airport closure for the construction of a tunnel under the runway, the term of this Agreement shall toll for the period of such closure.

4. FIRST RIGHT OF REFUSAL TO RENEW AGREEMENT. Lessee shall have the first right of refusal to renew this Agreement on the condition that Lessee is not in default hereunder at the time of such renewal and provided the renewal term does not exceed ten years. To renew this Agreement under the first right of refusal, Lessee shall provide a minimum of six months written notice to the City prior to the expiration of the Initial Term stating Lessee's desire to exercise its first right of refusal. The terms and conditions contained herein shall remain in full force and effect during any renewal of this Agreement unless otherwise agreed between the parties hereto.

5. LESSEE'S RIGHT TO REMOVE IMPROVEMENTS. Upon the termination of this Agreement, Lessee shall have the right to remove any improvements erected by Lessee on the premises during the Initial Term or any renewal. Lessee, upon removal of any improvements, shall restore the land to as good a condition as it was in prior to the erection of any improvements thereon. Lessee hereby agrees that removal of any and all improvements shall be completed on or before sixty days from termination of this Agreement. Lessee hereby consents and agrees that any improvements remaining on the premises after the termination date of this Lease shall, at the option of the City, be deemed abandoned and owned by the City without any claim or right whatsoever in Lessee.

6. USE OF PREMISES. The leased premises and any and all improvements located thereupon shall be used solely for conducting the following activities:

- a. Storage of aviation related equipment;
- b. Non-Aviation storage as an incidental use on the condition the space is principally used for aviation purposes;
- c. Subleasing of space for commercial and noncommercial aviation-related activities;
- d. Establishment of a fixed-base operator;
- e. Conduct of public events such as air shows.

f. Fuel sales.

7. CONSTRUCTION – IMPROVEMENTS. Lessee may make improvements (including signage) on the Premises in accordance with the Glenwood Springs Municipal Code, as may be amended from time to time.

8. OBLIGATIONS OF LESSEE.

a. Lessee agrees to operate the Airport in a professional manner.

b. Lessee shall be solely responsible for all costs or charges for utility and other services required or procured by the Lessee during the term of this Agreement.

c. Lessee agrees to maintain the demised premises in a neat, orderly, and safe condition, and free from waste, rubbish, snow or other hazards throughout the term of this Agreement.

d. Lessee shall not store or let stand any equipment or property belonging to the Lessee or under the Lessee's custody, on other City property outside the boundaries of the leased areas without prior consent of the City, except when such equipment or property is in the process of being loaded or unloaded.

e. Lessee agrees at its own expense to cause the premises and improvements and appurtenances thereto to be maintained in a presentable condition consistent with good maintenance practices. This shall include, although not be limited to, the obligations of the Lessee to maintain the premises in a clean, neat, orderly, and safe condition at all times, which shall also include the obligation to perform maintenance on airport operations facilities including but not limited to the runway, taxiway, aprons, lights, and communications systems, as well as day-to-day mowing and snow removal on the premises. Should the Lessee fail to repair and maintain the leased premises in proper condition, the City shall notify the Lessee in writing. If the Lessee then fails to make such repair or maintenance, or in the case of a more complex repair, provide a remedial plan, within thirty days after the notice has been sent, the City may cause such repair or maintenance service to be made. Lessee agrees to pay all City's costs incurred thereby and reimburse the City therefore on demand. If said costs and expenses are not paid within thirty days after demand therefore, this Agreement shall be deemed to be in default and the City shall be entitled to all legal remedies provided hereunder, including termination of this Agreement.

f. Lessee shall exercise due and reasonable caution to prevent fire, accidents, hazards, or nuisances on the premises. Should the Lessee fail to remove or abate said



hazard or nuisance after being notified to do so, the City may abate said hazard or nuisance and charge the cost thereof to the Lessee as provided in subparagraph e above.

g. Lessee agrees to keep the demised premises free of any mechanic's or materialmen's liens or other lien of any kind or nature for any work done, labor performed, or material furnished thereon at instance or occasion of the Lessee and the Lessee further agrees to indemnify and save the City harmless from and against any and all claims, demands, costs, and expenses of any nature whatsoever from any such work done, labor performed, or materials furnished.

h. Lessee shall obey all applicable rules, regulations, ordinances, and laws that may be from time to time promulgated by the City, State and Federal Government or agency thereof.

i. Lessee agrees to cause to be removed from the premises at its own expense all waste, garbage and rubbish and agrees to deposit the same in a manner that ensures its proper disposal.

j. Lessee agrees to reserve one seat on its board of directors for a City representative to be appointed by the City Council. The City representative shall have full and equal authority to all other board members' authorities.

9. INDEMNIFICATION AND HOLD HARMLESS. Lessee expressly agrees to defend, protect, indemnify, and hold harmless the City, its officers, agents and employees free and harmless from and against any and all claims, demands, damages, expenses, losses or liability of any kind or nature whatsoever which the City, its officers, agents or employees may sustain or incur or which may be imposed upon them for injury to or death of persons or damages to property arising out of or resulting from the acts or omissions of the Lessee, its officers, agents, employees or guests in their use or misuse of the demised premises. Lessee agrees to defend at its own cost, expense and risk all claims or legal actions that may be instituted against either the Lessee or the City, which relate to or arise out of the occupancy or use of the demised premises, or any obligations contemplated, or other rights granted under this Agreement. Lessee agrees to pay any settlement entered into and satisfy any judgment that may be rendered against either the Lessee or the City as a result of any injuries or damages, including reasonable attorney fees, attributable to the Lessee, or its officers, agents, employees or licensees, which arise out of the occupancy or use of the demised premises.

10. CITY ORDINANCES. Lessee hereby acknowledges the applicability of the Glenwood Springs Charter and Municipal Code to this Agreement. Lessee hereby acknowledges notice of the terms, conditions and requirements presently contained therein and agrees, so far as said charter or code provision applies to persons such as Lessee herein, to comply with such provisions as now in effect or as it may be amended during the term of this Agreement or any

renewal. Lessee further acknowledges the applicability and agrees to assist in the enforcement of the City of Glenwood Springs Airport Minimum Standards for Aeronautical Activities, attached hereto as **Exhibit C**.

11. INSURANCE. At all times while this Lease is in effect, the City shall maintain insurance on the Premises. As partial performance of the obligations assumed under paragraph 9, (INDEMNIFICATION AND HOLD HARMLESS) hereof, Lessee agrees to reimburse the City for all insurance costs attributable to the Premises. The above insurance policy or policies shall contain an endorsement which provides that the Lessee is named insured as it pertains to said leasehold.

Any insurance policies Lessee may elect to secure to provide the coverages which affect the leasehold premises shall require each insurer to notify the City by registered or certified mail of any modification, termination, or cancellation of any policy of insurance that affects the leasehold premises no less than thirty (30) days prior to the effective date of such modification, termination, or cancellation. Notice by the insurer shall be effective upon the receipt of said notice by the City. In addition to any other requirements of this Agreement, the Lessee shall notify the City of any modification which affects the leasehold premises, termination, or cancellation of any policy of insurance secured by the Lessee pursuant to this paragraph as soon as the Lessee learns of any such modification, termination, or cancellation.

Each of said policies shall stipulate that the policy provided coverage is not subordinate to nor contributing with any other insurance coverage held or maintained by the City. The procuring of such policy or policies of insurance shall not be construed to be a limitation upon the Lessee's liability or a waiver of performance on the Lessee's part of the indemnification and hold harmless provisions of this Agreement; and the Lessee understands and agrees that notwithstanding any policy or policies of insurance it remains the Lessee's obligation to protect, indemnify and hold harmless the City hereunder for the full and total amount of any damage, injuries, loss, expense, costs or liabilities caused by or in any manner connected with or attributed to the acts or omissions of the Lessee, its officers, agents, employees, licensees or the operations conducted by the Lessee, or the Lessee's use, misuse or neglect of the premises described herein.

12. PERMITS, LICENSES AND CERTIFICATES. Lessee shall obtain any and all permits, licenses and certificates which may be required in connection with the improvement and use of the demised premises and conduct of airport operations. Lessee shall comply with all applicable federal, state, and local laws and regulations and the Lessee shall keep in effect any and all licenses, permits, notices and certificates as are required.

13. ASSIGNMENT. Lessee shall not assign this Agreement, without prior written approval from the City. Lessee shall not sublease any part of the Premises without prior written approval of the City, which approval shall not be unreasonably withheld; provided, however, that Lessee may lease or sublease any hangars now or hereinafter located on the premises without prior

approval from the City. All subleasees shall be in a form approved by the City. Lessee shall reimburse the City for actual costs incurred to review any sublease. The City hereby agrees that this Agreement may be assigned as security for any hangar construction related loan required by Lessee, provided that such assignment permits Lessee to remain in possession except in the event of foreclosure. In the event of foreclosure or forfeiture by the holder of such security, the City consents to further assignment to any person, firm, or corporation which is fully competent and has the necessary facilities, experience, and financial resources to perform the obligations contained in this Agreement on the part of the Lessee to be performed, provided such proposed assignee shall expressly assume said obligations in writing.

14. RIGHT OF ENTRY AND INSPECTION. The City hereby reserves the right to enter into and upon the Premises and any improvements thereon owned by the City at all reasonable times and for all reasonable purposes with reasonable prior notice. The City or its designated representative shall have the right to exercise this right of inspection.

15. GOVERNMENTAL RESERVATIONS AND RESTRICTIONS.

a. There is hereby reserved to the City, its successors and assigns, for the use and benefit of the public, a right of flight for the passage of aircraft in the airspace above the surface of the premises hereby leased, together with the right to cause such noise as may be inherent in the operation of aircraft, now known or hereafter used for navigation of or flight in the air, using said airspace or landing at, taking off from or operating on the airport.

b. The City reserves the right to take any action it considers necessary to protect the aerial approaches of the airport against obstructions together with the right to prevent the Lessee from erecting, or permitting to be erected, or maintaining any building or other structure on or adjacent to the airport which, in the opinion of the City, would limit the usefulness of the airport or constitute a hazard to aircraft.

c. The City reserves the right to close the airport or a portion thereof for the period deemed necessary by the City for the construction of a tunnel under the airport runway.

d. The City reserves the right to close the airport or portion thereof for a period deemed necessary by the City for the construction or installation of public improvements that do not materially interfere with the operations of the airport and this agreement.

e. The City reserves the right to close the airport in the event of a declared local disaster emergency and, at the City's sole discretion, use it for aeronautical or nonaeronautical purposes. The duration of such closure shall not exceed the declaration of a local disaster emergency under state law and shall toll the term of this Agreement.

16. THE CITY'S RIGHT OF CANCELLATION. In addition to all other remedies reserved by the City, this Agreement shall be subject to cancellation by the City should one or more of the following events occur:

a. If the Lessee fails to pay when due the whole or any part of the Consideration and such default continues for sixty (60) days after the City has demanded payment in writing.

b. If the Lessee shall fail to perform or keep and observe any of the covenants and conditions contained in this contract to be performed, kept and observed by Lessee, and Lessee fails to correct any breach hereof after sixty (60) days written notice from the City or ten (10) days if the default constitutes a risk to the health or safety of others, then and in such event the City shall have the right at once to declare this contract terminated.

c. The City reserves the right to terminate this Agreement in the event City voters approve the closure of the Airport at a duly-held election pursuant to Section 13.2 of the City Charter.

17. LESSEE'S RIGHT OF CANCELLATION. In addition to all other remedies available to the Lessee, this Agreement shall be subject to cancellation by the Lessee should any one or more of the following events occur:

a. The permanent and complete abandonment of the airport as an aviation facility.

b. The issuance by any court of competent jurisdiction of an injunction in any way preventing or restricting the use of the airport and the remaining in force of such injunction for at least ninety days.

c. The breach by the City of any terms, conditions, and covenants of this Agreement to be kept, performed, and observed by the City and the failure to remedy such a breach for a period of thirty (30) days after written notice from the Lessee of the existence of such a breach.

18. SOUTH BRIDGE. Lesse acknowledges that the City intends to construct a bridge across the Roaring Fork River ("South Bridge") in a location that may interfere with the operations of the airport and require modification of this Agreement as follows:

a. The Parties agree to amend Exhibit A to this agreement in the event that construction plans are approved that require alteration of the Premises in order to accommodate the construction of South Bridge.

b. Lessee agrees not to engage in opposition to any governmental regulatory processes relating the South Bridge, including but not limited to that occurring under the National Environmental Policy Act, 42 U.S.C. §§ 4321 *et seq.*

19. FORCE MAJEURE. If either party hereto shall be delayed or prevented from the performance of any act required hereunder by reason or act of God, flood, hurricane, tornado, earthquake, pandemic, strikes, or lockouts, which are beyond the control of the party obligated (financial inability excepted), performance of such act shall be excused for the period of the delay and the period of the performance of any such act shall be extended for a period equivalent to the period of such delays; provided, however, nothing in this clause shall excuse the Lessee from the prompt payment of rental or other charges required hereunder to be paid by Lessee except as may expressly be provided elsewhere in this Agreement.

20. DESTRUCTION OF PREMISES. Should the improvements to the demised premises be damaged or destroyed in whole or in part, by fire, earthquake or any other casualty at any time during the term of this Agreement so that the same cannot be repaired within ninety working days to substantially the same condition it was in immediately prior to the happening of such casualty, then either the City or the Lessee may, within fifteen working days after the ninety working days after the happening of such casualty, terminate this Agreement as of the date of said casualty. Lessee shall proceed, within ninety (90) working days, with the restoration and reconstruction of the improvements on the demised premises to substantially the same condition in which they were in prior to the happening of the casualty. In no event shall the City be liable to the Lessee for any damages resulting to the Lessee from the happening of such fire or other casualty or from the repair or construction of the demised premises or from the termination of this Agreement as herein provided, nor shall the Lessee be released thereby from any of its obligations hereunder except as expressly stated in this clause.

21. COSTS OF SUSTAINING AN ACTION FOR BREACH OR DEFAULT. In the event either the City or the Lessee commences legal action against the other claiming a breach or default of this Agreement, the prevailing party in such litigation shall be entitled to recover from the other reasonable attorney fees and all costs connected with said litigation.

22. PARTIAL INVALIDITY. If any term, covenant, condition, or provision of this Agreement is held by a court of competent jurisdiction to be invalid, void or unenforceable, the remainder of the provisions hereof shall remain in full force and effect and shall in no way be affected, impaired or invalidated thereby.

23. ABANDONMENT. If the Lessee shall abandon the premises or be dispossessed by process of law or otherwise, any personal property belonging to the Lessee and left on the premises after such abandonment or dispossession shall at the option of the City be deemed to have been transferred to the City; and the City shall have the right to remove and to dispose of the

same without liability to account therefore to the Lessee or to any person claiming under the Lessee.

24. UNLAWFUL USE. Lessee agrees that no improvement shall be erected, placed upon, operated, or maintained on the demised premises, nor shall business be conducted or carried on therein in violation of the terms of this Agreement or any applicable law, statute, ordinance, regulation, rule, or order of any governmental agency having jurisdiction hereover.

25. BANKRUPTCY. Should the Lessee make an assignment for the benefit of creditors or should a voluntary or involuntary petition of bankruptcy or for reorganization or any arrangement be filed by or against the Lessee, or if the Lessee should become bankrupt or insolvent or if a receiver be appointed at the request of the Lessee's creditors (except as a receiver appointed at the request of the City) such action shall constitute a breach of this Agreement for which the City at its option, may terminate all rights of the Lessee or Lessee's successors in interest under this Agreement.

26. TAXES AND ASSESSMENTS. Lessee shall pay, before delinquency, all taxes, license fees, assessments, and other charges which are levied and assessed against and upon the premises, fixtures, equipment, or other property caused or suffered by the Lessee to be installed, located or placed upon the leased premises. The Lessee shall furnish the City with satisfactory evidence of these payments upon demand from the City. Lessee acknowledges that this Agreement may create a possessory interest subject to property taxation and that the Lessee may be subject to the payment of property taxes levied on such interest. Lessee agrees to assume and pay any such assessment.

27. MARGINAL CAPTIONS. The various headings and numbers herein and the grouping of the provisions of this Agreement into separate section, paragraphs and clauses are for the purpose of convenience only and shall not be considered a part thereof.

28. AMENDMENTS TO BE IN WRITING. This Lease sets forth all of the agreements and understandings of the parties and is not subject to modification except in writing, duly executed by the legally authorized representatives of each of the parties.

29. SUCCESSORS IN INTEREST. The covenants herein contained shall, subject to the provisions as to assignment, apply to and bind the heirs, successors, executors, administrators, and assigns of all the parties hereto; and all of the parties shall be jointly and severally liable hereunder.

30. WAIVER OF RIGHTS. The failure of the City to insist upon strict enforcement of any of the terms, conditions and covenants herein shall not be deemed a waiver of any rights or remedies that the City may have and shall not be deemed a waiver of any subsequent breach or default by Lessee of the terms, conditions and covenants herein contained.

31. NOTICES. All notices given or to be given, by either party to the other shall be given in writing and shall be addressed or delivered to the parties at the addresses hereinafter set forth or at such other addresses as the parties may by written notice hereafter designate. Notices to the City and the Lessee shall be addressed as follows:

To City:

City of Glenwood Springs  
101 8<sup>th</sup> Street  
Glenwood Springs, CO 81601

To Lessee:

32. HOLDOVER. In the event the Lessee shall hold over after the term granted herein, then such holding over shall be construed to be a tenancy from month-to-month only. Prepayment of rent beyond one month shall not be construed to alter or change the month-to-month status of any holdover tenancy. Lessee agrees to comply and abide with all other terms and conditions of this Agreement in the event Lessee holds over after the term provided in this Agreement expires.

33. TIME. Time is of the essence of this Agreement.

IN WITNESS WHEREOF, the parties hereto have caused these presents to be duly executed, with all the formalities required by law on the respective dates set forth opposite their signatures to be effective the day and year first above written.

**CITY OF GLENWOOD SPRINGS:**

By: \_\_\_\_\_  
Steve Boyd, City Manager

ATTEST:

\_\_\_\_\_  
Ryan Muse, City Clerk

*[Remainder of page intentionally left blank]*

**LESSEE:**

\_\_\_\_\_

By: \_\_\_\_\_

Title: \_\_\_\_\_

STATE OF \_\_\_\_\_ )

) ss

County of \_\_\_\_\_ )

The foregoing was acknowledged before me this \_\_\_\_ day of \_\_\_\_\_ 202\_\_\_\_, by  
\_\_\_\_\_ as \_\_\_\_\_ of \_\_\_\_\_.

**WITNESS** my hand and official seal.

My commission expires: \_\_\_\_\_

\_\_\_\_\_  
Notary Public



## Glenwood Springs Airport Financial Pro-Forma

| Revenue             | Increase | 2024      | 2025      | 2026      | 2027      | 2028      | 2029      | 2030      | 2031      | 2032      | 2033      |
|---------------------|----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Fuel Sales          | 5.0%     | \$240,000 | \$252,000 | \$264,600 | \$277,830 | \$291,722 | \$306,308 | \$321,623 | \$337,704 | \$354,589 | \$372,319 |
| Land Leases         | 4.0%     | \$32,000  | \$33,280  | \$34,611  | \$35,996  | \$37,435  | \$38,933  | \$40,490  | \$42,110  | \$43,794  | \$45,546  |
| Building Leases     | 5.0%     | \$0       | \$0       | \$0       | \$0       | \$0       | \$0       | \$0       | \$0       | \$0       | \$0       |
| Long Term Tie Downs | 5.0%     | \$8,000   | \$8,400   | \$8,820   | \$9,261   | \$9,724   | \$10,210  | \$10,721  | \$11,257  | \$11,820  | \$12,411  |
| Transient Tie Downs | 5.0%     | \$3,500   | \$3,675   | \$3,859   | \$4,052   | \$4,254   | \$4,467   | \$4,690   | \$4,925   | \$5,171   | \$5,430   |
| Grants              |          |           |           |           |           |           |           |           |           |           |           |
| Donations           |          | \$0       | \$0       | \$0       | \$0       | \$0       | \$0       | \$0       | \$0       | \$0       | \$0       |
| Fuel Flowage        | 5.0%     | \$1,000   | \$1,050   | \$1,103   | \$1,158   | \$1,216   | \$1,276   | \$1,340   | \$1,407   | \$1,477   | \$1,551   |
| Total Revenue=>     |          | \$284,500 | \$298,405 | \$312,992 | \$328,296 | \$344,351 | \$361,194 | \$378,864 | \$397,403 | \$416,852 | \$437,256 |

### Expenses

|                        |       |           |           |           |           |           |           |           |           |           |           |
|------------------------|-------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Employee Wages         | 4.0%  | \$40,000  | \$41,600  | \$43,264  | \$44,995  | \$46,794  | \$48,666  | \$50,613  | \$52,637  | \$54,743  | \$56,932  |
| Employee Benefits      | 10.0% | \$4,000   | \$4,160   | \$4,326   | \$4,499   | \$4,679   | \$4,867   | \$5,061   | \$5,264   | \$5,474   | \$5,693   |
| Fuel Expense           | 68.0% | \$163,200 | \$171,360 | \$179,928 | \$188,924 | \$198,371 | \$208,289 | \$218,704 | \$229,639 | \$241,121 | \$253,177 |
| Credit Card Fee        | 1.0%  | \$4,800   | \$5,040   | \$5,292   | \$5,557   | \$5,834   | \$6,126   | \$6,432   | \$6,754   | \$7,092   | \$7,446   |
| Fuel Flowage Charge    | 5.0%  | \$0       | \$0       | \$0       | \$0       | \$0       | \$0       | \$0       | \$0       | \$0       | \$0       |
| Utilities              | 5.0%  | \$5,500   | \$5,775   | \$6,064   | \$6,367   | \$6,685   | \$7,020   | \$7,371   | \$7,739   | \$8,126   | \$8,532   |
| Insurance              | 5.0%  | \$10,000  | \$10,500  | \$11,025  | \$11,576  | \$12,155  | \$12,763  | \$13,401  | \$14,071  | \$14,775  | \$15,513  |
| Supplies               | 5.0%  | \$1,000   | \$1,050   | \$1,103   | \$2,755   | \$2,893   | \$3,038   | \$3,189   | \$3,349   | \$3,516   | \$3,692   |
| Repair and Maintenance | 5.0%  | \$10,000  | \$10,500  | \$11,025  | \$11,576  | \$12,155  | \$12,763  | \$13,401  | \$14,071  | \$14,775  | \$15,513  |
| Rent/Lease             | 5.0%  | \$6,800   | \$7,140   | \$7,497   | \$7,872   | \$8,265   | \$8,679   | \$9,113   | \$9,568   | \$10,047  | \$10,549  |
| Capital Expenses       |       |           |           |           |           |           |           |           |           |           |           |
| General Fund Repayment | 0.0%  | \$33,600  | \$35,280  | \$37,044  | \$38,896  | \$40,841  | \$42,883  | \$45,027  | \$0       | \$0       | \$0       |
| Revenue Share          | 5.0%  | \$2,845   | \$2,987   | \$3,137   | \$3,293   | \$3,458   | \$3,631   | \$3,813   | \$4,003   | \$4,203   | \$4,414   |
| Total Expenses=>       |       | \$281,745 | \$295,392 | \$309,704 | \$326,311 | \$342,132 | \$358,724 | \$376,124 | \$397,095 | \$416,852 | \$437,256 |
| Net Income=>           |       | \$2,755   | \$3,013   | \$3,288   | \$1,985   | \$2,219   | \$2,470   | \$2,740   | \$50,307  | \$52,981  | \$55,794  |



**City Council**  
**STAFF REPORT**  
**City of Glenwood Springs**  
**March 21, 2024**

|                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Agenda Item:</b>          | Energy Climate Action Plan (ECAP) 2024 Update                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Action Requested:</b>     | This presentation is an update to the Climate Action Plan project by Blue Strike and the City, which is approximately at the halfway point.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Department:</b>           | Economic and Community Development                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Presented By:</b>         | Jim Hardcastle                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Strategic Goals:</b>      | Provide Efficient and Responsive City Government                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Background Info:</b>      | <p>The City of Glenwood Springs is updating its Energy and Climate Action Plan (ECAP) of 2009 with a plan that supports and expands the climate actions taken by the City in the years since. Through this updated ECAP, the City is seeking a robust set of goals, targets, and strategies that will guide City leaders in actions and policies that will reduce greenhouse gas (GHG) emissions. The update to the ECAP will also inspire businesses, residents, and visitors to reduce their carbon footprints and is being developed with a focus on equity and environmental justice to ensure all populations in the City have access to the benefits of climate action.</p> |
| <b>Issues:</b>               | <ol style="list-style-type: none"><li>1. Build on significant City achievements<ul style="list-style-type: none"><li>• Water loss improvements</li><li>• Waste management improvements</li><li>• Progress on 2009 ECAP (45% of strategies complete or in-progress)</li></ul></li><li>2. Create an ambitious and impactful plan for reducing emissions across City operations.</li><li>3. Identify cost savings opportunities for the City - both short term and long-term.</li><li>4. Develop a detailed and comprehensive implementation plan for the ECAP strategies.</li><li>5. Align the updated ECAP with existing plans at the City, regional and state levels.</li></ol>   |
| <b>Fiscal Impact:</b>        | Unknown at this time.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Legal Review:</b>         | Not applicable at this time.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Staff Recommendation:</b> | <p>Review and awareness of the next steps in this process:</p> <ul style="list-style-type: none"><li>• Continue strategy development phase - Project Operations Team and Steering Committee to review strategies and provide feedback</li><li>• Begin developing a comprehensive implementation plan for all emission reduction strategies</li><li>• Begin drafting the updated Energy &amp; Climate Action Plan</li><li>• Next update to City Council in May</li></ul>                                                                                                                                                                                                           |



# Energy & Climate Action Plan

## **Progress Report**

# WORK SESSION

# Agenda

1. *Introductions*
2. *Project goals*
3. *Timeline and current status*
4. *Project findings to date*
  - *City Staff Survey*
  - *Five Focus Group Meetings*
  - *Greenhouse Gas Inventory*
  - *Shaping Goals and Strategies*
5. *Sample strategies*
6. *Next steps*

# Introductions



Rich Swanson  
Project Manager



Sol Shepherd  
GHG Inventory Lead



Brennen Jensen  
Senior Advisor



Morgan Hill  
Associate Director



Andrea Green  
Project Assistant



Anna Bugankova  
Energy Lead



Christina Matzl  
Clean Energy Program Associate



# Project Goals

- Build on significant City achievements
- Create an ambitious and impactful plan for reducing emissions across City operations.
- Identify cost savings opportunities for the City - both short- and long-term.
- Develop a detailed and comprehensive implementation plan for the ECAP strategies.
- Align the updated ECAP with existing plans at the City, regional, and state levels.

# ECAP Update Framework





# ECAP Update Timeline

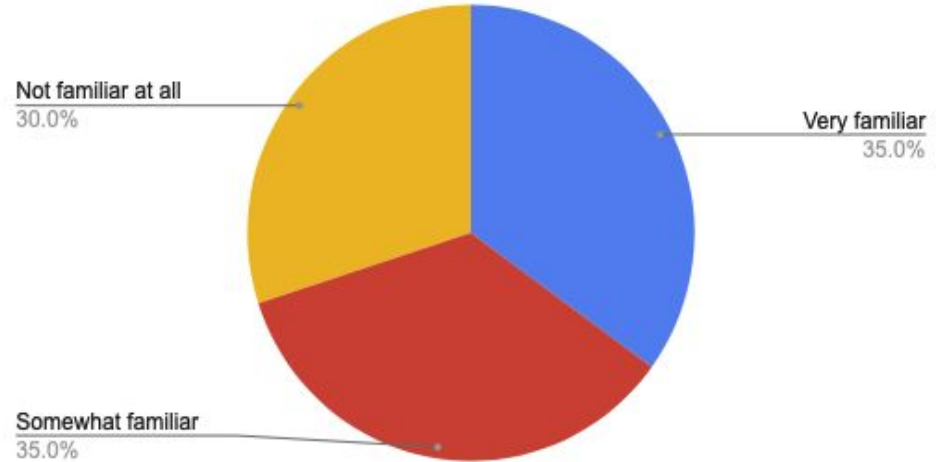




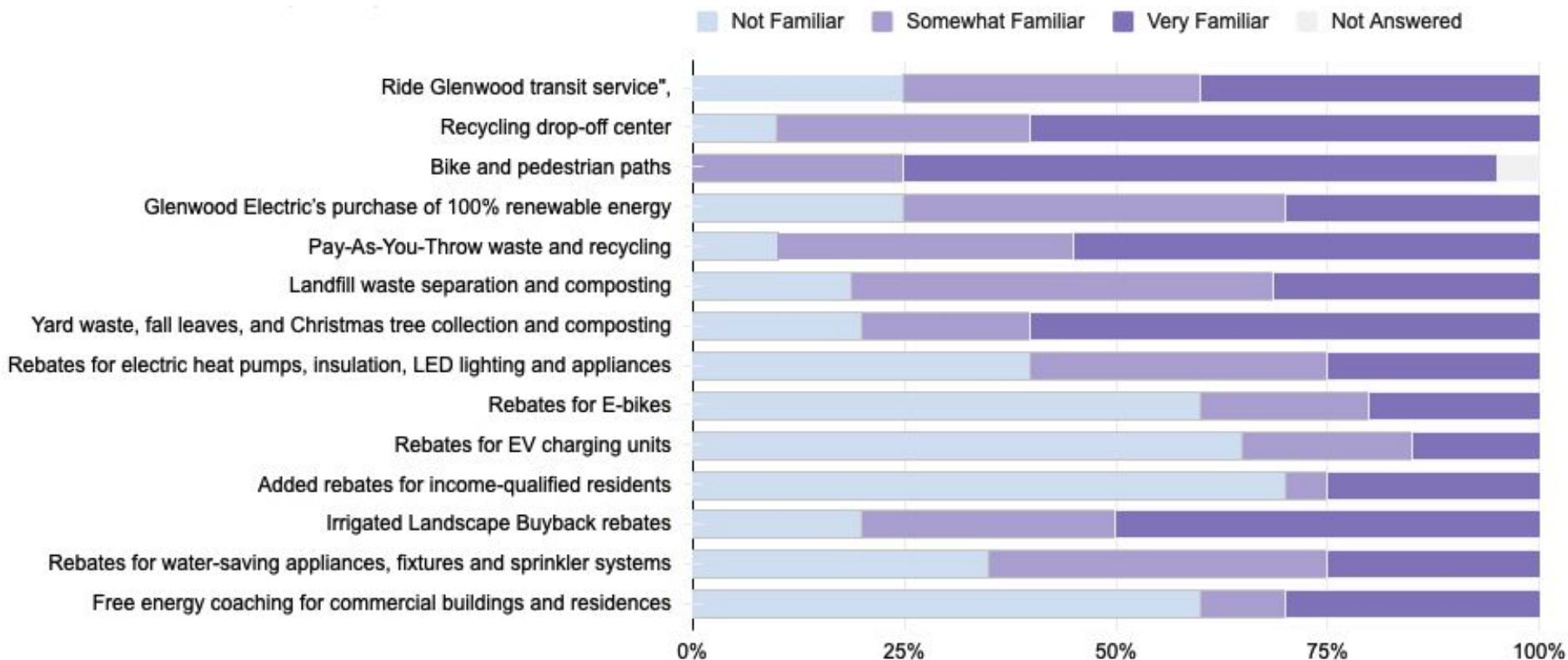
# STAFF SURVEY Results

## 1. How familiar are you with the City's current climate action efforts and goals?

|                     |   |
|---------------------|---|
| Very familiar       | 7 |
| Somewhat familiar   | 7 |
| Not familiar at all | 6 |



# Familiarity with City Sustainability Initiatives



## Stakeholder Engagement

# Staff Focus Groups

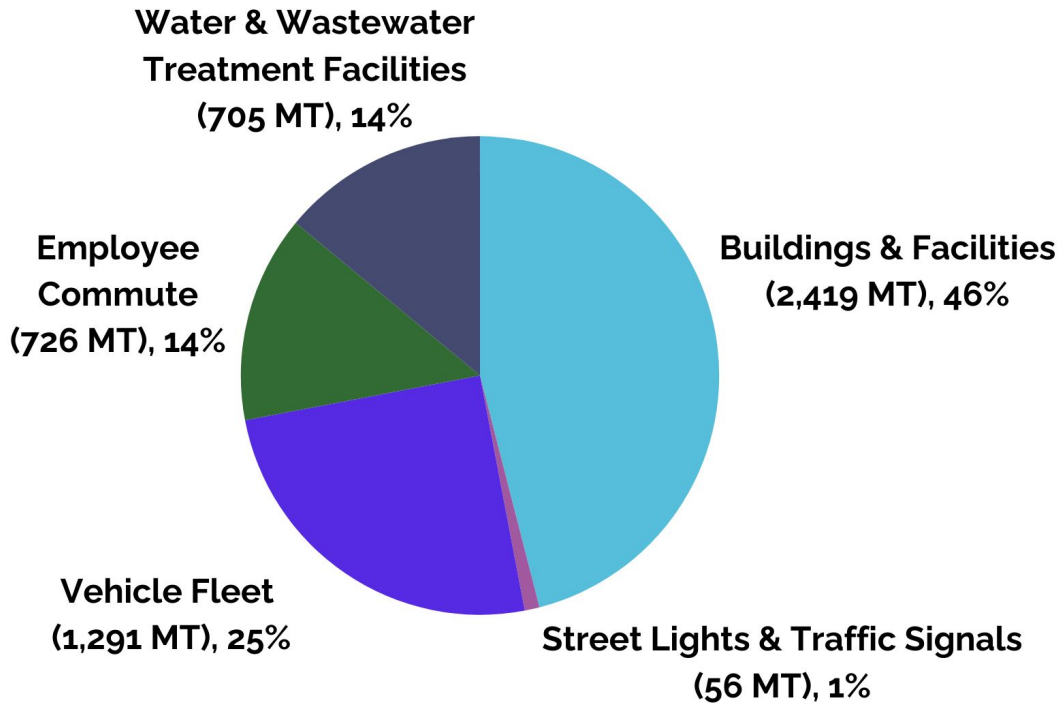
- Blue Strike and CLEER hosted five focus groups, covering each of the ECAP framework topics
- Participants included City staff and representatives from Roaring Fork Conservancy, the Middle Colorado Watershed Council, and Wright Water Engineers
  - 8 - 12 participants per focus group
- Participants were encouraged to share and discuss opportunities and challenges for further climate action related to the session's topic. Ideas included:
  - Give staff more control of their work environment, reducing the need for personal heaters
  - Lean into City-owned natural areas as a demonstration of best practices by showcasing xeriscaping, non-functional turf reduction, and water-smart vegetation
  - Consider regulations that require events within the City to be zero-waste



# Emissions Inventory

**without Landfill Emissions or 100% Renewable Energy**

**Total Emissions:  
5,197 MT CO<sub>2</sub>e**

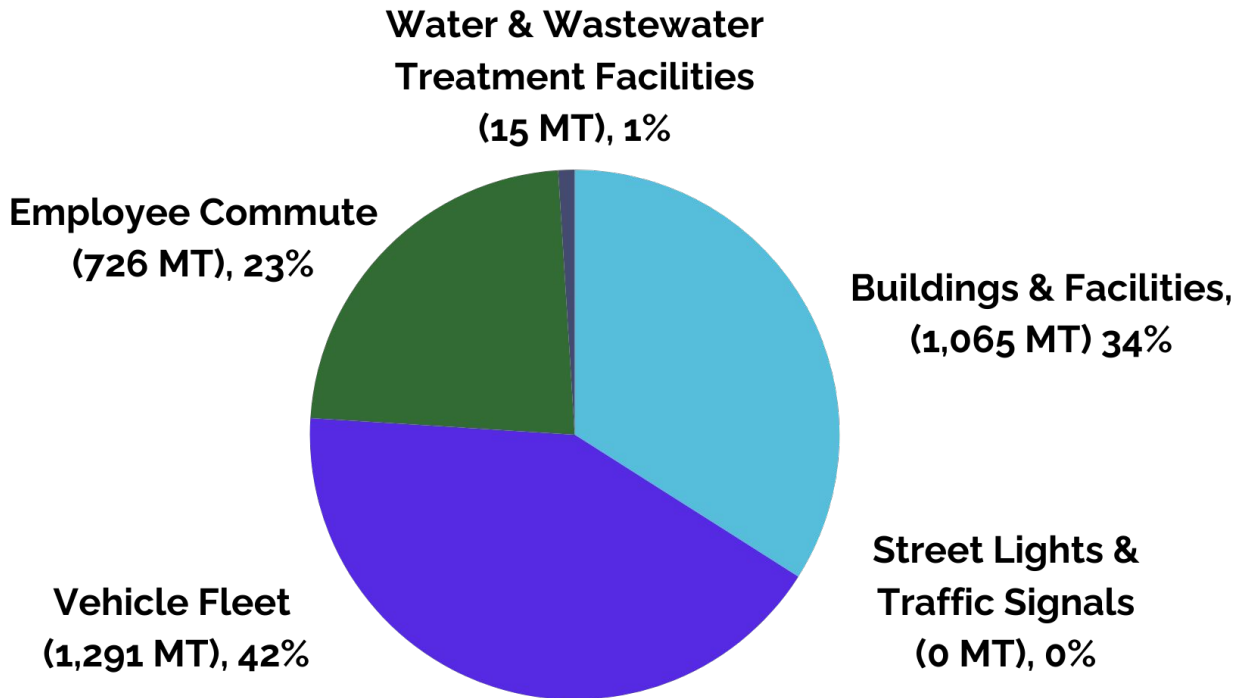


# Emissions Inventory

without Landfill Emissions

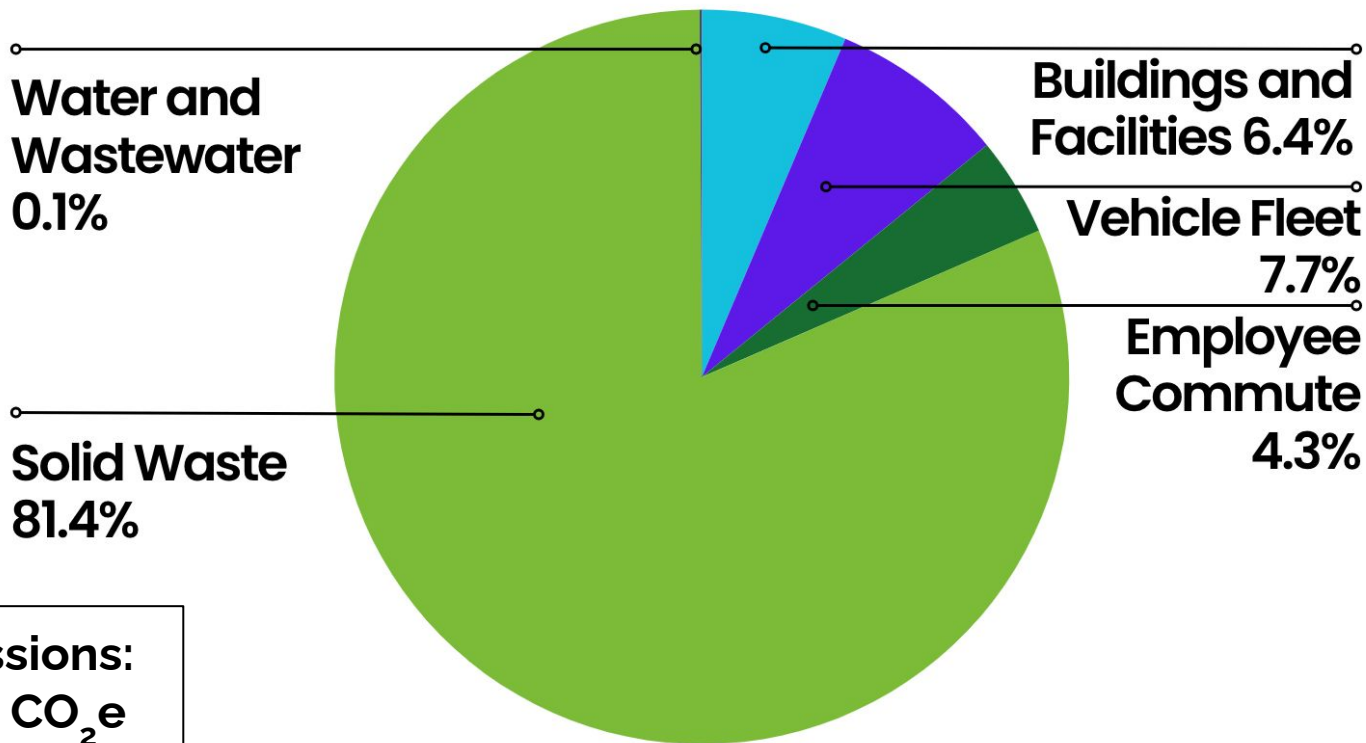
**Total Emissions:**  
**3,097 MT CO<sub>2</sub>e**

**Emissions Saved  
from RE:**  
**2,100 MT CO<sub>2</sub>e**



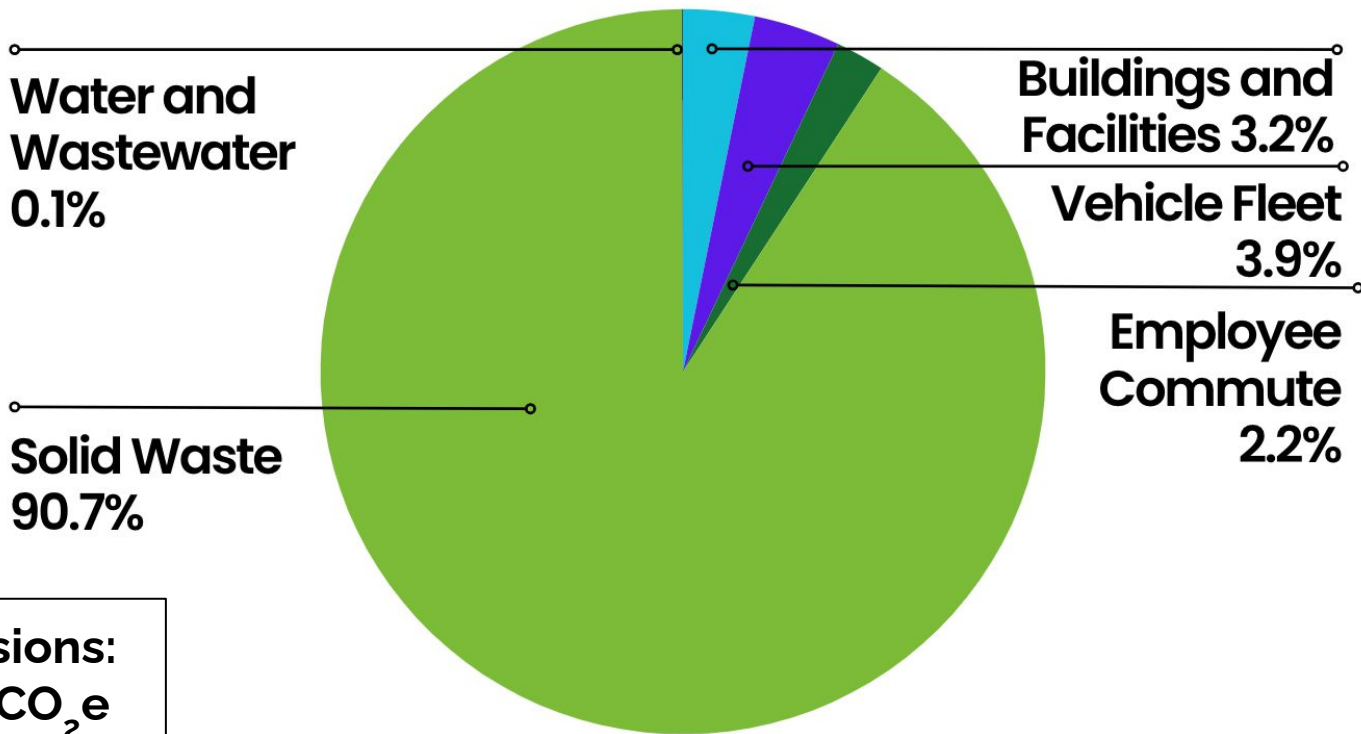
# Emissions Inventory

with Annual Landfill Emissions



# Emissions Inventory

## with Annual + Legacy Landfill Emissions



Total Emissions:  
33,430 MT CO<sub>2</sub>e

# Development of Goal, Strategies, and Actions

- Goals, strategies and actions will be organized using the 5-point ECAP framework.
- Each action will be traced back to a quantifiable goal with a specified target date.
- Feedback on goals, strategies, and actions will be collected from the Operations Team and Steering Committee.





# Example Goal, Strategies, and Actions

| GOALS                                     | STRATEGIES                                                                     | ACTIONS                                                                                                  |
|-------------------------------------------|--------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|
| T 1. Reduce employee VMTs by 20% by 2030. | T 1.1 Support opportunities for employees to bike to and from City facilities. | T 1.1.1 Install new and covered bike racks at City facilities.                                           |
|                                           |                                                                                | T 1.1.2 Advertise and expand e-bike rebate and incentive programs.                                       |
|                                           |                                                                                | T 1.1.3 Install solar-powered lighting on high-traffic pedestrian and bike paths.                        |
|                                           | T 1.2 Improve City infrastructure for electric vehicles.                       | T 1.2.1 Install L2 charging stations at City Hall and Community Center.                                  |
|                                           |                                                                                | T 1.2.2 Offer tax incentives from the City for businesses to install additional charging infrastructure. |

# Next Steps

- Continue strategy development phase
  - Project Operations Team and Steering Committee to review strategies and provide feedback
- Begin developing a comprehensive implementation plan for all emission reduction strategies
- Begin drafting the updated Energy & Climate Action Plan
- Next update to City Council in May

# Questions?



# Comparative Climate Goals

|                       | 2025                            | 2030                            | 2035           | 2040            | 2045          | 2050                      |
|-----------------------|---------------------------------|---------------------------------|----------------|-----------------|---------------|---------------------------|
| Paris Agreement       | -                               | -                               | -              | -               | -             | Net Zero Carbon           |
| Science Based Targets |                                 | 50% baseline reduction          |                |                 |               | Net Zero                  |
| U.S.A                 | -                               | 50%-52% below 2005 levels       | -              | -               | -             | -                         |
| State of Colorado     | 26% reduction below 2005 levels | 50% reduction 2005 levels       | -              | -               | -             | 90% reduction 2005 levels |
| City of Denver        | 30% reduction below 2005 levels | 45% reduction                   | 55% reduction  | 65% reduction   | 75% reduction | 80% reduction             |
| City of Boulder       | -                               | 70% Reduction of City Emissions | Carbon neutral | Carbon positive | -             |                           |
| Aspen                 | -                               | 63.4% by 2030                   | -              | -               | -             | 100% by 2050              |
| Eagle County          | -                               | 50% percent by 2030             | -              | -               | -             |                           |
| Garfield Clean Energy |                                 | 100% carbon-free electricity    | -              | -               |               |                           |

|                  |  |  |  |  |  |  |
|------------------|--|--|--|--|--|--|
| Glenwood Springs |  |  |  |  |  |  |
|------------------|--|--|--|--|--|--|



**City Council**  
**STAFF REPORT**  
**City of Glenwood Springs**  
**March 21, 2024**

|                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|--------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Agenda Item:</b>      | Zoning Reform                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Action Requested:</b> | Direct Staff to continue, discontinue, and/or modify Community Development's efforts to make housing development-friendly changes to the zoning regulations.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Department:</b>       | Economic and Community Development                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Presented By:</b>     | Watkins Fulk-Gray, Hannah Klausman                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Strategic Goals:</b>  | Protect and Preserve our Quality of Life<br>Generate Sustainable Economic Development                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Background Info:</b>  | <p>Planning project #39-23 considers zoning changes that aim to make the production of gentle density/smaller units/affordable homes/infill/duplexes and triplexes possible to build in more parts of Glenwood. The changes that are or have been under consideration are a product of the Comprehensive Plan, the Strategic Housing Plan Update, the City's Proposition 123 commitment, and City Council's 2020-2025 Strategic Vision.</p> <p>The following general categories of zoning changes have been under consideration:</p> <ul style="list-style-type: none"><li>• A change to allowed uses that would permit duplexes and triplexes in more zone districts.</li><li>• Changes to minimum lot standards to allow smaller subdivisions in some zone districts and allow more multifamily dwelling units in some zone districts.</li><li>• Changes to the existing density bonus provisions that would provide greater specificity and guidance and more targeted incentives for new development.</li><li>• A change to rules regarding accessory dwelling units (ADUs), allowing an additional "junior" ADU. This was first discussed at the February 15, 2024 work session with Council.</li></ul> <p>The project's timeline and milestones include the following:</p> <ul style="list-style-type: none"><li>• A two-session open house for the Strategic Housing Plan Update at the Community Center in February, where some of these ideas were proposed on boards. Attendees were also able to fill out a response form with their thoughts.</li><li>• Planning &amp; Zoning (P&amp;Z)/City Council joint meeting in June to discuss the Strategic Housing Plan Update, which included some of these ideas.</li><li>• City Council adoption of the Strategic Housing Plan Update in July.</li><li>• A P&amp;Z work session on these specific code changes was also held in July.</li><li>• Online survey over four weeks in September.</li><li>• In October, P&amp;Z recommended approval of code changes.</li><li>• In November, City Council tabled the discussion to allow for greater public engagement.</li><li>• In February 2024, City Council provided feedback and directed Staff to schedule another work session during the second meeting in March. Feedback from that work session is summarized in "Issues" below.</li></ul> |
| <b>Issues:</b>           | <p>Staff held a work session with City Council on February 15th in which individual City Councilors offered their priorities for moving forward with a package of zoning reforms. Not all Councilors shared the same priorities. Staff believes a majority were in favor of moving forward with a limited version of an upzoning (specifically, allowing duplexes by-right in the two zone districts in which they are currently Special Use Permits), changes to minimum lot standards, and allowing "junior" ADUs. Staff understood that there is not currently an appetite for a more comprehensive upzoning, and that while there is some interest in changes to density bonuses, this is likely to move at a different pace than the other components. Staff is seeking confirmation in this work session.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Fiscal Impact:</b>    | Staff will assess fiscal impacts when there is more clarity about next steps.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

**Legal Review:**

Legal previously reviewed the ordinance and resolution prepared for these topics. Any changes to those will be reviewed as well.

**Staff Recommendation:**

Confirm or modify what Staff believes to be next steps, summarized here:

1. Move forward with the following components: allowing duplexes as a use-by-right where currently it is a Special Use Permit; reduced minimum lot sizes; creation of "junior ADU" concept in Code.
2. Duplexes and minimum lot size can be scheduled for City Council's April 18 or May 16 regular meeting.
3. Changes to density bonus provisions and further changes to allowed use of duplexes/triplexes will be scheduled separately for a future work session.
4. Junior ADUs will need to first be reviewed by P&Z in either April or May.





March 9, 2024

To the City of Glenwood Springs City Council.

On March 8, 2024 the Glenwood Springs Golf Club held its annual shareholder meeting. The issue of the City proposed up-zoning plan was not on the agenda for the annual meeting as the Golf Club generally prefers to remain apolitical and quietly enjoy the symbiotic relationship with the City that has well served both parties for over 40 years. However, the issue did come up and after lengthy consideration the shareholders of the Golf Course, represented by a quorum, unanimously directed the Board of the Golf Club to issue an opinion statement to the City Council.

The Glenwood Springs Golf Club does not support the inclusion of the Golf Club property in the proposed up-zoning plan as approved by the Planning and Zoning Commission and currently under consideration by City Council.

Respectfully submitted this 14<sup>th</sup> day of March 2024 by

Glenwood Springs Golf Club Board of Directors



**City Council**  
**STAFF REPORT**  
**City of Glenwood Springs**  
**March 21, 2024**

**Agenda Item:** Funding Levels for the Shoshone Application

**Action Requested:** Listen to a progress update on the Shoshone purchase and associated funding request.

**Department:** Attorney

**Presented By:** Karl Hanlon

**Strategic Goals:** Protect and Preserve our Quality of Life

**Background Info:** The Colorado River District is under contract to purchase Shoshone.

**Issues:** NA

**Fiscal Impact:** Unknown at this time.

**Legal Review:** NA

**Staff Recommendation:** NA





# COLORADO RIVER DISTRICT

PROTECTING WESTERN COLORADO WATER SINCE 1937

## MEMORANDUM

**TO:** MEMBERS OF THE CITY COUNCIL, CITY OF GLENWOOD SPRINGS

**FROM:** ANDY MUELLER, GENERAL MANAGER  
ZANE KESSLER, DIRECTOR OF GOVERNMENT RELATIONS  
AMY MOYER, DIRECTOR OF STRATEGIC PARTNERSHIPS

**SUBJECT:** SHOSHONE WATER RIGHTS PRESERVATION

**DATE:** MARCH 11, 2024

### I. SHOSHONE PERMANENCY PROJECT SUMMARY

The Shoshone Hydro Plant, a unique run of the river hydroelectric power plant, sits alongside the Colorado River in Glenwood Canyon, about eight miles east of Glenwood Springs. Owned by the Public Service Company of Colorado (PSCo), a subsidiary of Xcel Energy, it produces 15 megawatts of electricity, enough power to serve approximately 15,000 customers. Importantly, Shoshone also holds a senior (1902), nonconsumptive water right on the Colorado River, returning the flows it uses to the river after a short trip through the hydropower plant's penstocks and turbines. The Shoshone call provides critical water supplies that drive the recreational economies supported by rafters, kayakers, and anglers from Eagle to Mesa County. Shoshone's flows also provide critical habitat to four fish listed under the Endangered Species Act, and water security and quality to our Western Slope agriculture and many of our cities who utilize the mainstem of the Colorado for drinking water supplies and wastewater discharge.

For more than 20 years, the Colorado River District and 19 other western Colorado governments and water entities, including the City of Glenwood Springs and Summit, Grand, Eagle, Garfield, and Mesa Counties and many of the other municipalities and major water organizations therein, have been working together to find a way to permanently preserve the Shoshone flows. In fact, the 2013 Colorado River Cooperative Agreement between Denver Water and 17 West Slope governments/water user organizations expressly recognizes the importance of – and memorialized the need to provide permanent protection of – the Shoshone flows.

We are now on the cusp of the unprecedented alignment of multiple factors that presents a real opportunity to finalize this long-standing goal. On December 19, 2023, Xcel Energy and the Colorado River District signed a Purchase & Sale Agreement (PSA) to transfer ownership of the historic Shoshone water rights to the River District for \$99 million. The historic agreement marks



a first step towards permanent protection of the historic flows and the resulting economic benefits provided by the Shoshone water rights.

Permanent protection of the Shoshone Flows will secure multiple benefits to the Colorado River water users on the West Slope and across the state such as:

**Recreation Economy:** Shoshone flows benefit Colorado communities both upstream and downstream of the call. Colorado's robust recreational economy relies heavily on the Colorado River mainstem, with Shoshone flows strengthening the state's iconic river recreation industry throughout Grand, Summit, Eagle, Garfield, and Mesa counties. River recreation in Colorado contributes \$14.6 billion annually to the state's GDP, with nearly \$4 billion coming directly from the Colorado River basin on the Western Slope. As temperatures rise and streams diminish, Shoshone permanency provides security for this economic industry, protecting the recreational fishery and boating that sustain local businesses and attract water-based recreators.

According to the Shoshone Outfitter Partnership, the Colorado River through Glenwood Canyon experiences over 70,000 commercial customer trips and an estimated 80,000 private boaters who launch from the Grizzly Creek and Shoshone boat ramps. River recreation drives the summer economy of the City of Glenwood Springs, which sustains local businesses and a foundational tax base for the city through its recreation- and tourism-based economy. Achieving Shoshone permanency provides certainty and security for outfitters, the hospitality industry, and all local businesses that rely on resident and non-resident tourists and qualified employees. In 2022, the Colorado River Outfitters Association estimated that commercial river rafting through Glenwood Canyon created an economic impact of \$23.5 million.<sup>1</sup>

**Ecosystem Benefits and Endangered Species Act Compliance:** Over 250 miles of the Colorado River mainstem directly benefit when Shoshone Water Rights are being administered, preserving aquatic habitat that would otherwise be diminished by the decrease in flows. Approximately 100 miles directly benefit along the upper Colorado River from the Shoshone diversion all the way up to Windy Gap Reservoir – this length does not include the many tributaries that also benefit from additional water brought downstream by the Shoshone call. These flows sustain a thriving fish population in Glenwood Canyon – currently undergoing evaluation for potential gold medal water designation.

The Colorado River downstream of Rifle is habitat for four fish listed under the Endangered Species Act. Without the exercise of the Shoshone call, the stretch of the Colorado River known as the 15-Mile Reach in and around Grand Junction would have significantly less flow during large periods of the year, especially in dry years, when Shoshone can contribute half of the flow in the 15-Mile Reach. All Colorado River water users rely upon the benefits of the Shoshone flows as a bedrock for the success of the Upper

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<sup>1</sup> Commercial Rafting Use Report 1988-2022: <https://www.croa.org/wp-content/uploads/2023/06/2022-CROA-Commercial-Rafting-Use-Report.pdf>



Colorado River Endangered Fish Recovery Program and continued compliance with the Endangered Species Act (ESA), which provides compliance protections for over 1,250 projects in Colorado.

**Agricultural Benefits:** Shoshone flows support Colorado’s \$11.9 billion agricultural economy in a number of important ways. Water security for Western Slope agriculture is intimately linked to the Upper Colorado Endangered Fish Recovery Program where continued cooperative water management allows for streamlined ESA compliance. Additionally, Shoshone permanency preserves Green Mountain Reservoir’s Historic User Pool (HUP) water supplies. According to Colorado’s Division of Water Resources, without Shoshone flows, the downstream Cameo call would be longer and deeper each year (up to 2,260 cfs vs. 1,950 cfs), triggering less opportunity for upstream agricultural diversions, a greater frequency of April calls, and an insufficient replacement of supplies for some West Slope augmentation plans. Furthermore, the historical flow regime that the Shoshone call ensures in the Colorado River creates higher water quality for irrigators up and down the mainstem which brings greater agricultural production.

**Maintaining Stream Flow Through Upper Colorado River Wild & Scenic Alternative Management Plan River Sections:** The Shoshone water rights command higher flows and associated lower water temperatures through key segments with recreational fishing and wildlife habitat identified as Outstandingly Remarkable Values (ORVs) of the Upper Colorado River. The Upper Colorado River Wild & Scenic Stakeholder Group’s Alternative Management Plan lists the Shoshone water right as one of four long-term protection measures for the streamflow influenced ORVs – thus providing a critical role in removing the burdens of a potential federal Wild and Scenic designation on the Colorado River from Kremmling to No Name.

**Water Quality Improvements:** Communities large and small along the Colorado River mainstem benefit from the enhanced water quality Shoshone flows provide. Without the higher flows of clean and cold headwater sourced supplies provided by the Shoshone call, a higher concentration of salinity, sediment, and other water quality constituents creates increased costs for municipal drinking and wastewater treatment.

## II. PURCHASE AND SALE AGREEMENT

The Purchase and Sale Agreement (“PSA”) contemplates the conveyance of the Shoshone Water Rights from the Public Service Company of Colorado (PSCo) to the Colorado River District. As defined in the PSA, the “Shoshone Water Rights” to be acquired by the Colorado River District include both the senior Shoshone Power Plant water right in the amount of 1,250 cfs with an appropriation date of January 7, 1902, and the junior Shoshone Power Plant water right in the amount of 158 cfs with an appropriation date of May 15, 1929. The purchase price for the Shoshone Water Rights is \$98,500,000, with an additional \$500,000 payment for PSCo’s transaction costs for a total deal cost of \$99,000,000.

To close the transaction and authorize the expenditure of public funds for the acquisition of the Shoshone Water Rights, the PSA contains four closing conditions that must be met by December



31, 2027, unless that deadline is extended by mutual agreement. The four closing conditions described in the PSA are as follows:

1. **Negotiation of an instream flow agreement with the CWCB.** The PSA contemplates that the River District and PSCo will negotiate with the CWCB for an agreement that authorizes the CWCB to use the Shoshone Water Rights for instream purposes when the rights are not being used for hydropower generation.
2. **A change of water right decree.** The PSA provides that the parties anticipate being co-applicants with the CWCB in the filing of an application for adjudication of a change of water right decree to allow the Shoshone Water Rights to be used by the CWCB for instream flow purposes in accordance with the terms of the instream flow agreement.
3. **Approval by the Colorado Public Utilities Commission.** The PSA contemplates that PSCo will petition the Colorado Public Utilities Commission (PUC) to approve the sale of the Shoshone Water Rights and the disposition of proceeds.
4. **Secured funding.** The PSA requires the River District to secure funding for the negotiated purchase price prior to the commencement of the PUC process.

### III. FUNDING STRATEGY

**Local Funding:** The funding strategy relies on a diverse partnership of local, state, and federal funding sources. The broad-based West Slope Coalition proposes to contribute \$30 to \$40 million, \$20 million of which has already been approved and committed by the River District's Board of Directors.

Recognizing the importance of Shoshone permanency to current and future water security on Colorado's Western Slope, local partners are beginning to take action to formalize their own financial commitments to this project. Currently, Ute Water Conservancy District has formally committed \$2 million, Clifton Water District has formally committed \$250,000, Grand Valley Irrigation Company has committed \$250,000, Grand Valley Water Users Association has formally committed \$100,000, the City of Rifle has formally committed \$100,000, Orchard Mesa Irrigation District has formally committed \$100,000, West Divide Water Conservancy District has formally committed \$50,000, and Palisade Irrigation Company has committed \$50,000.00.

**State:** On January 29, 2024, the Colorado Water Conservation Board (CWCB) voted unanimously to recommend a \$20 million investment in the Shoshone Water Rights Preservation effort. The funding commitment represents another key milestone in the campaign to permanently protect the historic, non-consumptive Shoshone water rights on the upper Colorado River for future generations, an outcome long sought by 20 Western Slope water entities and local governments.

**Federal:** In recognition of the critical importance of the Shoshone flows to the continued success of the Upper Colorado River Endangered Fish Species Recovery Program and other benefits to federal interests, we have initiated discussions with the Bureau of Reclamation to contribute the



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remaining \$49 million of the acquisition costs through funding made available as part of the Inflation Reduction Act. The Inflation Reduction Act provides \$4 billion in drought mitigation funding to support actions that deliver:

- (i) Compensation for temporary or multiyear voluntary reductions in diversion of water or consumptive water use; and
- (ii) Voluntary system conservation projects that achieve verifiable reductions in use of or demand for water supplies or provide environmental benefits in the Lower Basin or Upper Basin of the Colorado River; and
- (iii) Ecosystem and habitat restoration projects that address issues directly caused by drought in a river basin or inland water body.

This funding must be committed by September 30, 2026. The Shoshone Water Rights acquisition is in strong alignment with funding category (iii) given the measurable benefits, particularly evident in drought years, to the Colorado River ecosystem and critical habitat, which is important to meeting recovery requirements to maintain ESA compliance.

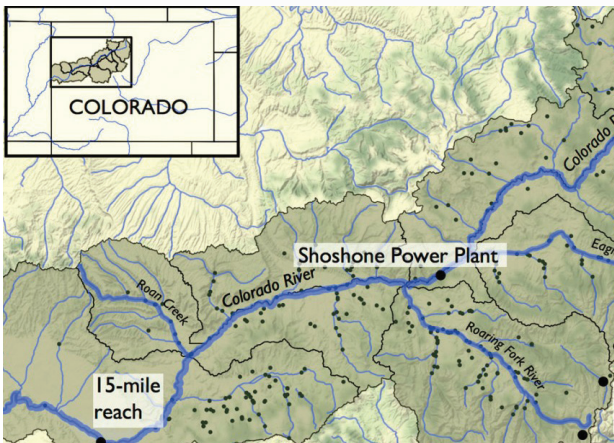
The \$99 million PSA to acquire the Shoshone water rights is no small price tag, but the one-time investment to protect Colorado River flows in perpetuity is a durable solution with priceless benefits for generations of water users to come. Under current water use demands in Colorado, the absence of the Shoshone call would mean that, in a dry-year such as 2012, 41,000 acre-feet of water would no longer flow through the critical 15-Mile Reach section of the Colorado River. Under increased future demands in a similar dry-year conditions like 2012, the protected amount increases to approximately 86,000 acre-feet. The Shoshone call impact is most realized in dry years but is also seen under wet-years and average-year hydrology contributing approximately 3,000 – 27,000 AF.





# SHOSHONE

## WATER RIGHT PRESERVATION



*The Shoshone Water Right commands essential flows upstream and downstream of Glenwood Canyon on the Upper Colorado River. Credit: Antonia Hadjimichael/Cornell University.*

## SENIOR WEST SLOPE WATER RIGHTS

In Colorado, the right to divert and use water is governed by a legal priority system of water rights administered by the State of Colorado. Water is scarce in the arid West, more with climate change-induced aridification. The priority system is a means of rationing water when river flows subside after spring runoff. Shoshone holds the most senior, major water right on the mainstem Colorado River. This non-consumptive 1902 water right for 1,250 cubic feet per second makes the plant incredibly valuable to Western Colorado. This water right commands the flow of the Colorado River, making it essential for both upstream and downstream ecological and economic benefits in the face of ongoing drought.

## THE SHOSHONE HYDRO PLANT IN COLORADO WATER HISTORY

In 1902, 20 years after Glenwood Springs was first settled and about 14 years after the railroads reached the new town, the Colorado Power & Irrigation Company organized to furnish electrical power to various western Colorado towns. The selected position for a hydroelectric plant was at Shoshone Falls, eight miles east of Glenwood Springs in Glenwood Canyon.

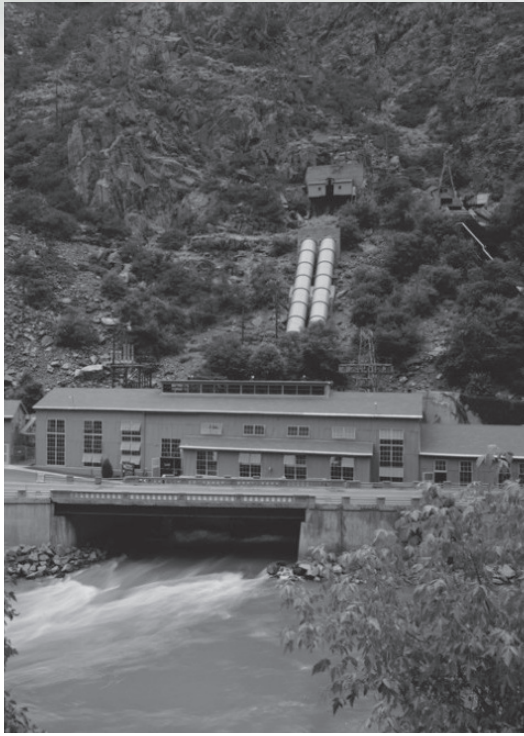


*Credit: Library of Congress.*

When Central Colorado Power Company incorporated in 1906, construction of the plant began. A major engineering feat for its time, the Shoshone Hydropower Plant's construction employed up to 1,500 workers for two and a half years, and to this day operates from the run of the river rather than an upstream reservoir. Since its creation, the Shoshone Hydro Plant has been owned by the Colorado Power Company and the Public Service Company of Colorado, eventually absorbed by Xcel Energy.

[WWW.KEEPSHOSHONEFLOWING.ORG](http://WWW.KEEPSHOSHONEFLOWING.ORG)





*Credit: Library of Congress.*

## SHOSHONE HYDRO PLANT: HOW IT WORKS

The Shoshone Hydro Plant consists of four elements: a diversion dam, a 2.3-mile tunnel drilled through the north wall of Glenwood Canyon, a power plant with two turbines, and transmission lines.

The diversion dam is located at the Hanging Lake exit off Interstate 70. The dam directs water into a 2.3-mile tunnel drilled through the north wall of Glenwood Canyon. The tunnel is approximately 13 feet tall and 16-feet, 8-inches wide. The tunnel terminates at the hydro plant, 165 feet above the turbines. Water falls down two penstocks and the power created by the weight of the water falling turns two turbines, which in turn power two generators, producing up to 15 megawatts of electricity. The electricity benefits consumers across Western Colorado.

The water emerges from the plant unconsumed and ready to support the environment, recreation, and municipal uses. The famed Shoshone boat ramp is located right at the plant for this very reason, and remains a popular destination for recreational boaters.

## A COMMAND OF THE RIVER TODAY & IN A HOTTER, DRIER FUTURE

The seniority of Shoshone's water right brings exceptional value for West Slope communities and water users. Without these flows, river levels would be lower, temperatures higher, and other interests upstream could take more water out of the natural river basin. Bolstered by Shoshone flows, the Colorado River supports a robust \$14.6 billion water-based recreational economy in Colorado from Grand County westward for rafters, kayakers, and anglers – both commercial and private.



Shoshone flows are also essential for maintaining both upstream and downstream environments for native fish and wildlife, including Colorado's four listed threatened and endangered fish: the humpback chub, the bonytail chub, the Colorado pikeminnow, and the razorback sucker - occupying critical habitat in the 15-Mile Reach near Grand Junction. Shoshone's senior water rights act as a bedrock for the success of the Upper Colorado Endangered Fish Recovery Program and continued, streamlined compliance with the Endangered Species Act (ESA). The consistent flow regime also helps sustain local agricultural producers and Colorado's \$11.9 billion agricultural economy through increased flows and higher water quality and provides water quality benefits for West Slope communities that rely on the Colorado River for drinking water.

**[WWW.KEEPSHOSHONEFLOWING.ORG](http://WWW.KEEPSHOSHONEFLOWING.ORG)**

## OPINION: OPINION COLUMNS

# Opinion: Shoshone water rights offer once-in-a-lifetime opportunity for Colorado's namesake river that we must secure

With agreement in place, the state's lead water agency can help to protect these key senior rights for future generations



Julie McCluskie and Russell George

1:30 AM MST on Jan 25, 2024

**A**t the narrowest point in Glenwood Canyon, where steep cliffs compress the Colorado River, the Union Pacific Railroad, and all four lanes of Interstate 70 into an area no more than 50 yards across, a small brown building houses the historic Shoshone Hydropower Plant. For more than a century, the turbines inside that building have spun Colorado River water into electricity for local communities. It may not look like much on the outside, but like so many places in our beautiful state, there is far more than meets the eye.

Today, the Shoshone Hydropower Plant still produces energy for Colorado's electric grid, but its true importance is on the river. The senior water rights tied to Shoshone's power production hold the key to a more secure water future not only for the Western Slope, but for the entire state of Colorado.

Shoshone's benefits are unique because its water rights are nonconsumptive, which means the water used for hydropower production — more than 1,400 cubic feet per second — returns entirely to the river after a short trip through its turbines.

Because of its nonconsumptive nature, communities large and small along the Colorado River benefit from the water security and water quality provided by Shoshone's flows. These water rights provide certainty for farmers, ranchers and recreational outfitters upstream and downstream of Glenwood Canyon. And all Colorado River water users — from Greeley and Colorado Springs to Grand Junction — benefit from the Shoshone's flows as a bedrock for the success of the Upper Colorado River Endangered Fish Recovery Program, which



provides Endangered Species Act compliance and protections for over 1,250 water projects on both sides of the Continental Divide.

In an increasingly arid West, where the Colorado River is stretched-thin, we believe that permanent protection of the Shoshone Water Rights presents a once-in-a-lifetime opportunity to preserve many of the values we hold dear as Coloradans — clean drinking water, productive agriculture, world-class recreation, a healthy environment and much more.

With these benefits in mind, an unlikely coalition of western Colorado governments and water users — including Summit, Grand, Eagle, Garfield and Mesa counties — have been working for decades with the Colorado River District to forge a path toward preservation of Shoshone's flows. Together with Denver Water, many of these entities recognized Shoshone's importance, and memorialized the need to protect it, in the **2013 Colorado River Cooperative Agreement**.

And now, for the first time, Colorado River water users and the state of Colorado have an opportunity to finalize this long-standing goal.

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#### \* MORE IN OPINION

**Opinion: Colorado lawmakers have a chance to help formerly incarcerated people with a step up when they get out**

1:30 AM MST on Feb 6, 2024

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**Zornio: Colorado doesn't have a "migrant crisis," we have a political circus**

3:02 AM MST on Feb 5, 2024

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**Opinion: Closer look at evictions in Denver shows the good, the bad and the promising**

1:30 AM MST on Feb 5, 2024

Just a few weeks ago, Xcel Energy, the owner and operator of the Shoshone hydropower plant, and the Colorado River District **signed a purchase and sale agreement** setting out a clear path to transfer ownership of the historic Shoshone water rights to the river district for \$98.5 million. This historic agreement marks the start of a broad-based effort to partner with the state of Colorado to protect the Shoshone water rights.

We strongly support the agreement reached between Xcel Energy and the Colorado River District, and we applaud the tireless efforts of Xcel, the river district and everyone else

involved in getting to this historic point.

In order to succeed, this effort will need the support and partnership of the state of Colorado through the Colorado Water Conservation Board. Gov. Jared Polis recently praised the deal, and next week the conservation board will decide whether to match the river district's investment of \$20 million and move forward toward permanent protection of Shoshone's flows. This presents an opportunity for the people of Colorado to come together to achieve durable and permanent protections for the Colorado River.

The \$98.5 million agreement to acquire the Shoshone water rights is no small price tag, but the one-time investment to protect Colorado River flows in perpetuity will provide priceless benefits for generations of water users to come. The effort aligns with the Colorado Water Plan's focus on healthy watersheds and vibrant communities, and we believe it is a true value — especially in view of the permanent protection that the funding will help to ensure.

The state- and basin-wide importance of this effort cannot be overstated. If the power plant were to cease operation without permanent protection of the water right, the negative economic and environmental impacts to Western Colorado and to the state of Colorado would be immediate and profound.

Colorado has a once-in-a-lifetime opportunity to permanently protect the most influential water right on our state's namesake river. We cannot let this opportunity pass us by, because we all depend on a healthy Colorado River — whether we live on the Front Range or the West Slope. Our fortunes are tied. Our futures are linked. When the Colorado River thrives, we all thrive.

*Julie McCluskie is the speaker of the Colorado House and has served as a Representative since 2018 and was re-elected in 2022 to represent House District 13. She is the first woman Speaker elected from the Western Slope.*

*Russ George is a fourth generation resident of the Rifle area. He represented northwestern Colorado counties in the Colorado House for four terms, serving as Speaker from 1999-2000.*

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# Monday letters: Water rights, budget approval, Jan. 6 and democracy

Letter To The Editor [FOLLOW LETTER-TO-THE-EDITOR](#) | Jan 7, 2024



## Keeping water in the river has always been the goal

I have co-owned and operated Blue Sky Rafting and Glenwood Canyon Rafting since 2007 and 2020. Born and raised in Glenwood Springs, one of my earliest memories is driving through Glenwood Canyon in 1984 as the historic high water on the Colorado River threatened to overtop the sandbags protecting Highway 6 near the Hanging Lake Dam. At the time, CDOT was beginning construction of I-70, already laying out the public river access points which would become the foundation of the town’s rafting and fishing economy. The Colorado River in Glenwood Canyon has always been a part of my life. And it is my livelihood, too.

As river outfitters, we are greatly impacted by mother nature and need certainty if we are going to confidently reinvest in our companies and in our community. Finding and keeping reliable employees, for example, is increasingly challenging due to housing shortages, cost of living and the unpredictable nature of an industry that depends on flowing rivers in a hotter, dryer future.

Hearing that the Colorado River District had signed an agreement to purchase the Shoshone power plant water rights and keep that water in the river was like being able to release a breath I didn’t know I was holding. The possibility of sustained, reliable flows through Glenwood Canyon means that business owners like me will be able to plan confidently months and years out and make sound business decisions knowing that we are still going to have water to be able to operate in the future.

The positive impact of this kind of certainty is so much larger than just on the business owner. Our employees will know that they have a stable job throughout the season without wondering when the flows will drop unexpectedly, forcing them to uproot and find something different.

I know that this agreement between Xcel and the River District has come from a lot of people’s efforts over decades, and I am very glad to see it moving forward. This has always been the goal — keeping water in the river, and that has never been more important than it is now.

Patrick Drake, Glenwood Springs

Dear Greg,

The Shoshone Outfitter Partnership represents the 16 licensed commercial operators who provide safe and accessible river recreation on the Colorado River through Glenwood Canyon. The Partnership is responsible for managing over 70,000 commercial user days (or individual customer trips) each year, and an estimated 80,000 private boaters take advantage of the access points and Forest Service staffing at the Grizzly Creek and Shoshone boat ramps which are paid for by those commercial fees. River recreation is the foundation of summer tourism in the City of Glenwood Springs and reliable flows through Glenwood Canyon are essential for sustaining our businesses and the whitewater rafting industry on the Colorado River.

With this reality in mind, we strongly support the Colorado River District's Non-Reimbursable Project Investment application to be considered as part of the 2024 Water Projects Bill. If granted, the Colorado Water Conservation Board's support for and investment in protecting the flows of the Colorado River currently tied to Shoshone hydropower protection will help provide much-needed certainty for Glenwood Canyon outfitters in the decades to come.

The companies which make up the Shoshone Outfitter Partnership are locally owned, and our operations account for a significant part of the area's recreation and tourism-based economy. The Colorado River and Glenwood Canyon are internationally known whitewater destinations, and both resident and non-resident tourists who come to raft and fish here often travel across the state, infusing other towns and counties with tourism travel dollars as well.

One of the reasons these visitor numbers are so large is because the Shoshone Hydropower Plant "call" keeps boatable flows in the river after most other stretches of whitewater are no longer accessible. Anglers and fishing enthusiasts also flock to Colorado in the late summer and fall after flows have dropped across the Front Range and other basins.

Consistent flows also support our employees. Like so many small businesses across the state, commercial outfitters are struggling to attract and retain qualified staff due to cost of living increases and housing shortages in mountain communities. When we can offer the certainty of employment which comes from knowing that we can book trips far in advance, we are better able to hire and keep skilled employees who will live and work in the community.

During the past four years, the Colorado River through Glenwood Canyon has experienced significant impacts from climate change ranging from wildfires to mudslides to high water temperatures and early low streamflow. By helping to permanently secure the recreational benefits of the Shoshone Water Rights against these increasing pressures, the CWCB would be supporting local businesses, local economies, and the long-term health of our state's namesake river.

Ken Murphy  
Shoshone Partnership Chair  
Adventure Outdoors LLC

- Alpine Kayak
- Aspen kayak Academy

- Aspen Whitewater Rafting
- Anderson camps
- Blazing Adventures
- Blue Sky Rafting
- Colorado Rocky Mountain School

- Colorado River School
- Defiance Rafting
- Glenwood canyon rafting
- Sage Outdoors
- Timberline Tours
- Whitewater Rafting LLC



## Middle Colorado Watershed Council

January 22, 2023  
Middle Colorado Watershed Council  
200 Lion's Park Circle  
Rifle CO 8165

***Via electronic mail***

Lauren Ris, Director  
Colorado Water Conservation Board  
1313 Sherman Street, Room 721  
Denver, CO 80203

RE: Non-Reimbursable Project Investment: Shoshone Hydro Plant – Water Right Permanency

Dear Director Ris:

Middle Colorado Watershed Council (MCWC) is pleased to support the Colorado River Water Conservation District's (Colorado River District's) Non-Reimbursable Project Investment application to be considered as part of the 2024 Water Projects Bill.

The Middle Colorado Watershed Council finalized its Integrated Water Management Plan (IWMP) in the Spring of 2021 with a goal to improve security for all water uses in the Middle Colorado River by understanding and protecting existing uses, meeting shortages, and maintaining healthy riverine ecosystems and agriculture in the face of increased future demand and climate uncertainty. The Shoshone Hydro Generating Station in Glenwood Canyon has a senior 1902 non-consumptive water right that provides baseline flows of 1,250 cfs (less if the hydrology is dry) in the middle Colorado River, which is important in late summer and winter to this region. These flows serve irrigation, recreational, environmental, and municipal interests. The IWMP identified that protecting these flows against the eventuality of the plant ever shutting down permanently making the water rights moot would damage Western Slope interests who depend on these flows. Securing Shoshone flows is a top planning priority for MCWC.

For more than 20 years, the Colorado River District and 19 other western Colorado governments and water entities, including Summit, Grand, Eagle, Garfield and Mesa counties and many of the municipalities therein, have been working together to find a way to permanently preserve the Shoshone flows. The 2013 Colorado River Cooperative Agreement between Denver Water and 17 West Slope governments/water user organizations expressly recognized the importance of – and memorialized the need to provide permanent protection of – the historical flow regime created by the Shoshone Plant.

Colorado River water users benefit greatly from Shoshone's flows, which provide vital environmental, economic, and community benefits both upstream and downstream from the hydroelectric plant. Shoshone's flows provide critical habitat to four fish listed under the Endangered Species Act in the 15-Mile Reach of the Colorado River. Without the exercise of the Shoshone call, the stretch of the Colorado River known as the 15-Mile Reach in and around Grand Junction would have significantly less flow during large periods of the year, especially in dry years, when Shoshone can contribute half of the flow in the 15-Mile Reach. All Colorado River water users rely upon the benefits of the Shoshone flows as a bedrock for

the success of the Upper Colorado River Endangered Fish Recovery Program and continued compliance with the Endangered Species Act (ESA), which provides compliance protections for over 1,250 projects in Colorado. In addition, Shoshone flows are one of the four identified long-term protection measures for the Upper Colorado River Wild and Scenic River Alternative Management Plan.

Shoshone flows support Colorado's \$11.9 billion agricultural economy through greater water security by preserving Green Mountain Reservoir's Historic User Pool (HUP) water supplies, supporting Endangered Species Act compliance, and creating higher water quality for irrigators up and down the mainstem. According to Colorado's Division of Water Resources, without Shoshone flows, the downstream Cameo call would be longer and deeper each year (up to 2,260 cfs vs. 1,950 cfs), triggering less opportunity for in-priority diversions, a greater frequency of April calls, and an insufficient replacement of supplies for some West Slope augmentation plans.

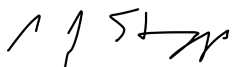
Colorado's robust recreational economy relies heavily on the Colorado River mainstem, with Shoshone flows strengthening the state's iconic river recreation industry throughout Grand, Summit, Eagle, Garfield, and Mesa counties. River recreation in Colorado contributes \$14.6 billion annually to the state's GDP, with nearly \$4 billion coming directly from the Colorado River basin on the Western Slope. As temperatures rise and streams diminish, Shoshone permanency provides security for this economic industry, protecting the recreational fishery and boating that sustain local businesses and attract water-based recreators.

Communities large and small along the Colorado River mainstem benefit from the enhanced water quality Shoshone flows provide, diluting salinity in the source drinking water for towns like Silt, Parachute, De Beque, Palisade, Clifton, and the greater Grand Junction area served by Ute Water Conservancy District. Without the higher flows of clean and cold headwater sourced supplies provided by the Shoshone call, a higher concentration of salinity and other water quality impairments creates increased costs for municipal drinking and wastewater treatment.

During the last 23 years of severe drought, the benefit of the Shoshone call to the flow of the river has become even more evident and important. If the power plant were to cease operation without permanent protection of the water right through an instream flow, the negative economic and environmental impacts to Western Colorado and to the State of Colorado would be immediate and profound.

Thank you for your consideration.

Sincerely,



Paula Stepp  
Executive Director, MCWC  
[pstepp@midcowatershed.org](mailto:pstepp@midcowatershed.org)  
970-404-0162





January 18, 2024

Dear Director Ris, Chief Viehl, and Colorado Water Conservation Board Members,

The Water for Colorado Coalition supports the Non-Reimbursable Project Investment request submitted by the Colorado River Water Conservation District to secure permanence for the Shoshone Water Right, and in doing so, advance water security for Colorado's water users and the environment.

The Water for Colorado Coalition is a group of nine organizations that works to ensure the Colorado River and its tributaries maintain a healthy river system, sustain diverse populations of fish and wildlife, and provide for outstanding recreational opportunities, while providing water to support resilient communities, business, and agriculture throughout the State of Colorado. In Colorado, Shoshone flows are the backbone to advancing water reliability in the Colorado River Basin. Over the past 20+ years, the Colorado River has been compromised by drought and noticeable changes in temperature and precipitation. Flows to operate the Shoshone Power Plant have helped to buffer the uncertainty of water supply variability within the State. In addition to providing water stability for all who depend on the Colorado River, Shoshone flows also benefit the State's critical agricultural and recreational based economies on the Western Slope and provide essential protections for the State's natural environment. Granting \$20 million to help obtain Shoshone permanence, therefore, is an essential step toward achieving Colorado's water security in the face of increasing water supply challenges, and we collectively support taking appropriate actions to ensure the permanency of the Shoshone flows in perpetuity.

Shoshone permanence means:

- Guaranteed flows for habitat that is home to four fish species listed in the Endangered Species Act, meeting goals outlined in the Upper Colorado Endangered Fish Recovery Program, and in so doing ensuring access to Colorado River water for all water users who rely on it;
- Security for the Historic User Pool (HUP) on the West Slope, supporting the State's \$11.9 billion agricultural economy and the family farmers and ranchers whose livelihood relies on healthy, flowing rivers;
- Support for the State's \$19 billion recreation economy, \$4 billion of which comes directly from the Colorado River Basin and the West Slope, where permanent flows mean economic security for the communities that rely on this critical source of income;
- Improved water quality throughout the West Slope, where Shoshone flows help mitigate pollutants and other threats to safe, reliable drinking water for Western Coloradans.

Given these fundamental benefits, the Water for Colorado Coalition views a CWCB approval of \$20 million in furtherance of the Shoshone permanence effort as an important first step for the State to take in advancing water reliability for Colorado's economies, communities, agriculture, recreation, and the environment. Additional, equally important, steps will follow, including a CWCB science-based in-stream flow evaluation process and the water court processes for securing the appropriate in-stream flow protections for the Shoshone flows going forward. Given the potential flow benefits for or impacts on the environment, we look forward to following these processes as they unfold, engaging in the relevant issues, and serving as a useful resource along the way. The need for these and other steps, however, should not prevent the pursuit of the unprecedented





opportunity that exists now for securing critical funding that will help advance Shoshone permanence for Colorado's benefit.

The State of Colorado and the wider Colorado River Basin currently benefit from significant state and federal investments to address near-term water supply challenges. Since the federal Bipartisan Infrastructure Law and Inflation Reduction Act funds were authorized in 2021 and 2022 respectively, approximately \$2 billion has been invested in projects across the Western United States to help adapt to the impacts of drought, improve aging infrastructure, and stretch water supplies further<sup>1</sup>. Both of these federal funding authorizations, however, are time limited. A sustained focus on utilizing the remaining resources available is required now, while the much needed funds exist, to drive greater investments in projects that build long-term resilience like permanence of the Shoshone flows to address growing water supply uncertainties in Colorado. A \$20 million funding commitment from the State of Colorado does just that. It ensures that we make the most of this moment in time, and will present a unified front that will only help secure additional, larger commitments from federal sources. Moreover, any perceived risk of the CWCB setting aside funding before other essential elements for Shoshone permanence are secured can be mitigated by making spending of such funding contingent upon meeting the express conditions of the Purchase and Sale Agreement, which include actions that help preserve the integrity of the CWCB's instream flow program (e.g., a successful State in-stream flow evaluation and a change of water right process to add instream flow as a beneficial use for the Shoshone flows going forward).

As Colorado grapples with severe drought and river flows that are set to reduce dramatically over the next several years, we often find ourselves asking: "What can we do to protect our rivers?" When an opportunity to take meaningful action presents itself — to do something that will not only stabilize river flows now but create resilience for future generations — it's imperative for us to seize that opportunity. Ensuring Shoshone's permanence through an in-stream flow is an important and essential next-step in advancing drought security for Colorado, and providing the Colorado River and its communities with the stability and resilience necessary to protect Colorado's natural resources and economies for both current and future generations.

Sincerely,  
The Water For Colorado Coalition



Cc: Andy Mueller, General Manager, Colorado River Water Conservation District  
Peter Fleming, General Counsel, Colorado River Water Conservation District

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<sup>1</sup>American Rivers, et al. (2023) ACCELERATING INVESTMENT IN RESILIENCE FOR THE COLORADO RIVER BASIN.  
<https://resilientcoriver.org/resources/>

## Colorado Water Conservation Board Approves Funding for Continued Shoshone Preservation Efforts

**January 29, 2024**—The Colorado Water Conservation Board (CWCB) has voted to recommend \$20 million in funding to the Colorado River District as part of the annual Water Projects Bill contributing to a larger funding effort to secure Shoshone permanence and foster water security on the Colorado River.

“The CWCB Board considered this funding application very carefully. This is a significant step towards maintaining historic flows on the Colorado River,” said Lauren Ris, CWCB Director. “As an agency, we will continue to do our due diligence in this process, with the hope that these efforts can benefit the environment and give West Slope water users more certainty.”

The decision follows a special workshop held on January 25, and a final vote during CWCB’s January Board Meeting. On [December 19](#), 2023, the Colorado River Water Conservation District and Public Service Company signed an agreement that would allow the River District to purchase the water rights associated with the Shoshone power plant. The River District is also planning to seek funds from the Bureau of Reclamation and others.

In the coming months to years, CWCB will work with the River District to negotiate an instream flow agreement. If approved, the two entities would then seek a change in water right decree through Colorado Water Court. The CWCB’s Instream Flow Program secures instream flow water rights to protect streamflow to preserve the natural environment of streams and lakes where fish and other species live. The integrity of this long-standing program depends on a thorough review, so it’s critical CWCB staff follow public processes.

“We also greatly appreciate the hard work and dedication of CWCB staff in this effort and their positive recommendation of funding to the Board,” said Andy Mueller, Colorado River District General Manager. “We consider the state an integral partner in protecting Shoshone’s flows in perpetuity, and the \$20 million funding milestone brings this generational investment in Colorado water security one step closer to the finish line.”

“If completed, Shoshone water right preservation would help maintain flows on the Colorado River, and support the system as a whole,” said Dan Gibbs, Executive Director of the Colorado Department of Natural Resources. “Securing this water right and negotiating an instream flow use agreement could mean supporting healthy agriculture, providing clean drinking water, fostering healthy environments, and more. We look forward to working with the Colorado River District and Xcel Energy as this process enters the next phases of evaluation and approval.”

###



**SHOSHONE**  
WATER RIGHT PRESERVATION

**FOR IMMEDIATE RELEASE**

Tuesday, December 19, 2023

**CONTACT:**

Xcel Energy, Tyler Bryant - 813.951.4169  
GBSM, Sam Stookesberry - 303.981.8332  
CRD, Lindsay DeFrates - 970.456.8973

**Historic Agreement Reached to Advance Colorado Water Security**

*Shoshone Water Right Preservation Campaign kicks-off with Purchase & Sale Agreement to permanently protect flows in the Upper Colorado River.*

**Glenwood Springs, CO** — This afternoon, Xcel Energy and the Colorado River District signed a Purchase & Sale Agreement (PSA) to transfer ownership of the historic Shoshone water rights to the River District for \$98.5 million. The agreement marks a first step towards permanent protection of the most senior, non-consumptive water right on the Colorado River, a project with a 20-year history of support from 19 western Colorado governments and water entities.

“This announcement is a critical first step in preserving the water rights that flow through our Shoshone Hydro Plant turbines on the Colorado River,” said Robert Kenney, president of Xcel Energy – Colorado. “This is an important agreement for the 1.6 million electric customers and communities we serve statewide by allowing us to continue generating clean electricity as part of our commitment to be good stewards of the Colorado River and all who rely on it.”

Leadership from Xcel Energy and the River District celebrated this milestone alongside a broad base of Shoshone Water Right Preservation campaign partners at the Hotel Colorado. Remarks from county commissioners, local and state elected officials, as well as environmental and recreation-based interests followed the official signing of the agreement.

“On behalf of the Colorado River District and the headwaters communities in Eagle County, we thank Xcel Energy for being a committed partner to the West Slope, our economy, and our environment,” said Colorado River District Board President and Eagle County Commissioner Kathy Chandler-Henry.

With the PSA signed, the Shoshone Water Right Preservation Coalition – a diverse and growing partnership of stakeholders – now begins a multi-year effort to secure funding for the purchase and to add an ‘instream flow’ benefit to the historic Shoshone water rights in water court. With its command of 1,408 cfs (or up to 1.02-million-acre feet of water per year) on the Colorado mainstem and benefits both upstream and downstream of Glenwood Canyon, Coalition members see Shoshone permanency as a generational investment in water security for Colorado’s environment, economy, and communities across the state.

“We now look forward to working alongside the State of Colorado, the Bureau of Reclamation, the U.S. Fish & Wildlife Service, and Colorado water users, all of whom will be integral partners in this effort’s success,” Commissioner Chandler-Henry added.

Central to the statewide benefit of the Shoshone water right is the vital role it plays in Endangered Species Act (ESA) compliance. Over 1,250 Colorado water projects on both sides of the divide rely on the Upper Colorado River Endangered Fish Recovery Program to maintain ESA compliance and continued operation. In dry years, Shoshone calls between 41,000 and 86,000-acre-feet (AF) of water downstream from the Shoshone Hydropower Plant, bolstering needed cold-water flows in the Grand Valley’s 15-Mile Reach – critical habitat for Colorado’s four native fish listed under the Endangered Species Act.

The consistent flow regime also helps sustain local agricultural producers and Colorado’s \$11.9 billion agricultural economy through increased flows and higher water quality. It also provides water quality benefits for West Slope communities that rely on the Colorado River for drinking water, and drives the state’s \$14.6 billion water-based recreation economy along the Colorado River.

“Protection of Shoshone’s flows presents a unique opportunity to protect the long-term viability of the Colorado River and the communities across the state that depend on it, many of which I represent,” said state Senator Dylan Roberts (SD-8). “There is still a lot of work to be done, but today is incredibly exciting. Taking action on behalf of current and future water users is absolutely worth it and should be a top priority.”

"Agriculture, recreation, and the environment all benefit from Shoshone’s flows. But it’s important to remember that the drinking water supplies for many of the communities in my district come directly from the Colorado River,” said State Representative Elizabeth Velasco (HD-57). “Towns like New Castle, Silt, Rifle, and others all benefit from the flows that Shoshone provides. Higher, consistent stream flows provide clean drinking water for thousands of people in my district and reduce the cost of water treatment for rural communities."

“Colorado has an opportunity with Shoshone permanency to take durable, decisive action on water security for the sake of our productive agriculture and our hard-working farmers and ranchers here in the Grand Valley,” stated Mesa County Commissioner Bobbie Daniel.

After today’s official kickoff, the Shoshone Water Right Preservation Campaign moves forward with in-depth public engagement planned across Colorado. Both West Slope and Front Range residents are encouraged to stay tuned in the coming year as local events are announced. Learn more at [www.KeepShoshoneFlowing.org](http://www.KeepShoshoneFlowing.org).

###



**City Council**  
**STAFF REPORT**  
**City of Glenwood Springs**  
**March 21, 2024**

**Agenda Item:** March 7, 2024 Council Minutes  
**Action Requested:** March 7, 2024 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  
MARCH 7, 2024  
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 4. 4:29 Roll Call

Present: Mayor Wussow, Mayor Pro-Tem Dehm, Councilor Godes, Councilor Weimer, Councilor Kaup. Also present were; Steve Boyd, City Manager; Police Lieutenant John Hassell; Yvette Gustad, Finance Director; Ryan Muse, City Clerk; Hannah Klausman, Director of Economic and Community Development; Ryan Gordon, City Engineer; Richard Peterson-Cremer, City Attorney; Executive Administrative Assistant Sara Weigel.

### Item 5. 4:43 Agenda changes and conflicts

Item J, Agreement for Polling Services Related to the Street and Infrastructure Tax, was removed from the Consent Agenda and added as Item 12 of the agenda.

### Item 6. 5:16 Council Announcements

There were no announcements.

### Item 7. 5:24 Citizens Appearing Before Council (for items not on the agenda-comments limited to 3 minutes)

Citizen comments were made.

### Item 8. 11:49 Consent Agenda

***11:54 Councilor Kaup moved to approve the consent agenda minus Item J. Mayor Pro-Tem Dehm seconded the motion.***

***The motion passed unanimously.***

## Item 9. 12:17 Update from Mind Springs on the progress of Detox Center

Hans Lutgring, Program Director at Mind Springs, presented.

Comments were made by Councilor Kaup and Mayor Wussow.

## Item 10. 21:15 Update from Roaring Fork Outdoor Volunteers (RFOV)

Becca Schild, Executive Director at Roaring Fork Outdoor Volunteers, presented.

## Item 11. 31:50 South Bridge Update

City Engineer Ryan Gordon and Public Works Director Matt Langhorst presented.

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

***1:25:24 Mayor Wussow opened the floor for public comment.***

***1:31:19 Mayor Wussow closed the floor for public comment.***

## Item 12. 1:32 Agreement for Polling Services Related to the Street and Infrastructure Tax

City Manager Steve Boyd presented.

Comments were made by Councilor Kaup.

***1:34:02 Councilor Kaup moved to approve the agreement for polling services related to the street infrastructure tax. Councilor Weimer seconded the motion.***

Comments were made by Councilor Godes, Councilor Kaup, and Mayor Wussow.

***The motion passed 4-1 with Councilor Godes voting nay.***

## Item 13. 1:39 Councilor Comments

Comments were made by Councilor Kaup.

Comments were made by Councilor Godes.

Comments were made by Mayor Wussow.

## Item 17. 1:46 Report from City Administration

Comments were made by City Manager Steve Boyd.

Comments were made by City Attorney Richard Peterson-Cremer.

## Item 19. 1:53 Council Social Event Location

Comments were made by Mayor Pro-Tem Dehm.

## Item 19. 1:55 Adjournment

***1:55:12 Mayor Pro-Tem Dehm moved to adjourn. Councilor Kaup seconded.***

***The motion passed unanimously.***





**City Council**  
**STAFF REPORT**  
**City of Glenwood Springs**  
**March 21, 2024**

|                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
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| <b>Agenda Item:</b>          | Resolution 2024-14; Landfill Fees                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Action Requested:</b>     | City Council Approval of Resolution 2024-14 Updating Landfill Fees and Category Definitions Within Exhibits A & B.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Department:</b>           | Public Works                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Presented By:</b>         | Matthew Langhorst, Elizabeth Mauro                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Strategic Goals:</b>      | Preserve and Improve Infrastructure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Background Info:</b>      | <p>The City of Glenwood Springs Landfill reviews its pricing each fall/winter to verify that the prices being charged are reasonable for both the users of the landfill and for the revenue stream to keep the landfill solvent. A majority of these changes are to the pricing of e-waste due to the price increases we have seen from our existing recycler. We have attempted to change or bid this work before, but with little luck for a reliable long-term recycler. We would like to continue to use the existing company since they have a good reputation in the industry, which helps us verify that they are recycling the materials appropriately and to industry standards.</p> <p>We have two new categories we have added to the pricing list. One is the landscaper special, which will streamline the dropping of material and purchasing of compost from the landfill. We are also adding a Misuse of Scale penalty to the pricing. In 2022, the landfill scale was completely rebuilt as a modern digital truck scale. This was necessary because parts were no longer available for our 40-year-old mechanical scale. Our scale can be damaged by sudden jerking movements caused by trucks driving too fast, braking hard, or accelerating too fast on the scale as it causes the metal pieces (load cells) under the scale, which physically register the weight, to jump. When these pieces jump a little bit, there is cumulative damage to the point where they become misaligned and then fail catastrophically the next time the scale gets jolted hard. The main problem we are seeing is drivers of heavy trucks driving onto the scale at 5-10 mph and then suddenly putting their air brakes on before their truck has fully stopped – this is the most damaging kind of movement on the scale as it causes all 10 load cells to be jerked out of place and then slam back down. So far we have had two load cells fail, both times because of this cumulative damage from misuse. These load cells should last 5-10 years, it is not normal for them to fail this often. Each repair costs us around \$10,000 and 1-2 weeks of either doing extra work to estimate tickets or losing revenue if we have to turn away business. Our scale attendants have educated the drivers and constantly give reminders, but there are some who are still a persistent problem and refuse to listen. We feel that a penalty will get the persistent drivers to adhere to our signage and constant reminders.</p> |
| <b>Issues:</b>               | None at this time.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Fiscal Impact:</b>        | It is estimated that the changes will bring in an additional \$100,000 to the landfill this year.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Legal Review:</b>         | Legal has reviewed the resolution.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Staff Recommendation:</b> | Staff is Recommending Approval of Resolution 2024-14 Updating Landfill Fees and Category Definitions Within Exhibits A & B.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

## **RESOLUTION 2024-14**

### **A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF GLENWOOD SPRINGS, COLORADO, SETTING 2024 LANDFILL FEES.**

**WHEREAS**, pursuant to Section 080.080.050 of the Glenwood Springs Municipal Code, City Council is the governing body for the Glenwood Springs Landfill Enterprise (the “Landfill Enterprise”); and

**WHEREAS**, the Landfill Enterprise Fund must remain financially sustainable and should increase savings to be prepared for future landfill expansion costs while maintaining the current level of service; and

**WHEREAS**, collection and recycling of electronics requires dedicated staff and services from specialized certified vendors to ensure that recyclable materials are recycled rather than landfilled; and

**WHEREAS**, producing high quality compost and diverting organics from the landfill is beneficial to our community; and

**WHEREAS**, the City should ensure that the composting operation brings in enough revenue to cover its costs; and

**WHEREAS**, City Council sets fees for the Landfill Enterprise; and

**WHEREAS**, City staff recommends, and City Council agrees, that imposing the additional fees described in **Exhibit A** and the definition of certain fees as described on **Exhibit B** takes into account the needs of the community, the City, and the operational needs of the Landfill Enterprise and other area landfills; and

**WHEREAS**, City Council finds that the updated fees for 2024 as set forth on **Exhibit A** and as defined on **Exhibit B** 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 Landfill Fee Schedule as set forth on **Exhibit A** and **Exhibit B** attached hereto and incorporated herein, effective March 21, 2024.

INTRODUCED, READ, AND PASSED THIS 21<sup>ST</sup> DAY OF MARCH 2024.

CITY OF GLENWOOD SPRINGS, COLORADO

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Ingrid Wussow, Mayor

ATTEST:

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Ryan Muse, City Clerk

## EXHIBIT A

### Landfill Price Update

#### Organics, Electronics, Recyclables Price Update for April 2024

| Category – Product Out | Price   | Unit |
|------------------------|---------|------|
| Compost                | \$40.00 | ton  |
| Topsoil (Soil Blend A) | \$55.00 | ton  |

| Category – Material In                                                        | Price    | Unit |
|-------------------------------------------------------------------------------|----------|------|
| Wood, Chipped                                                                 | \$10.00  | ton  |
| Grass and Leaves                                                              | \$15.00  | ton  |
| Manure                                                                        | \$25.00  | ton  |
| Landscapers' Special                                                          | \$325.00 | each |
| Television (between 18 and 23 inches)                                         | \$25.00  | each |
| Television (between 24 and 31 inches)                                         | \$44.00  | each |
| Television (between 32 and 36 inches)                                         | \$56.00  | each |
| Television (37 inches and larger)                                             | \$75.00  | each |
| Flat Screen TV (between 15 and 22 inches)                                     | \$19.00  | each |
| Flat Screen TV (between 23 to 27 inches)                                      | \$25.00  | each |
| Flat Screen TV (between 28 and 39 inches)                                     | \$31.00  | each |
| Flat Screen TV (between 40 to 50 inches)                                      | \$37.00  | each |
| Flat Screen TV (between 51 and 70 inches)                                     | \$50.00  | each |
| Any broken or disassembled TV                                                 | \$20.00  | each |
| CPU, tower                                                                    | \$20.00  | each |
| Laptop, audio-video accessories                                               | \$10.00  | each |
| Computer Monitors                                                             | \$25.00  | each |
| Small Printer                                                                 | \$20.00  | each |
| Microwave                                                                     | \$10.00  | each |
| Municipal Solid Waste (Compacted)<br>containing 20% single stream recyclables | \$150.00 | ton  |
| Misuse of Scale                                                               | \$150.00 | each |

## **EXHIBIT B**

### **Definition For New Service/Product/Damages Categories**

#### **“Landscapers’ Special”**

Definition: When purchased at the landfill, this landfill item entitles the customer to offload one (1) dump trailer load of up to seven (7) cubic yards (CY) of only brush, leaves, or grass into the correct pile and to have the same dump trailer loaded in the same visit with up to five (5) tons of compost without re-weighing. This item is to be paid for upfront at the scale window.

#### **“Municipal Solid Waste (Compacted) containing 20% single stream recyclables”**

Definition: Any load of Municipal Solid Waste that is 20% or more, by volume, as visually assessed by Landfill Staff, recyclable materials that could be recycled in normal curbside or commercial single stream collection in Glenwood Springs, Colorado.

#### **“Misuse of Scale”**

Definition: Driving faster than 2 mph onto or off of the scale or sudden braking that causes the scale to jump. Using the scale in any manner other than as directed by the scale attendant.

| CATEGORY                                  | 2023 PRICE | 2024 PRICE | UNITS | % CHANGE |
|-------------------------------------------|------------|------------|-------|----------|
| Compost                                   | 31.50      | 40.00      | TON   | 25%      |
| Topsoil (Soil Blend A)                    | 42.00      | 55.00      | TON   | 30%      |
| Wood, Chipped                             | 8.00       | 10.00      | TON   | 25%      |
| Grass and Leaves                          | 12.00      | 15.00      | TON   | 25%      |
| Manure                                    | 20.00      | 25.00      | TON   | 25%      |
| Landscapers' Special                      | -          | 325.00     | EACH  | NEW      |
| Television (between 18 and 23 inches)     | 20.00      | 25.00      | EACH  | 25%      |
| Television (between 24 and 31 inches)     | 35.00      | 44.00      | EACH  | 25%      |
| Television (between 32 and 36 inches)     | 45.00      | 56.00      | EACH  | 25%      |
| Television (37 inches and larger)         | 60.00      | 75.00      | EACH  | 25%      |
| Flat Screen TV (between 15 and 22 inches) | 15.00      | 19.00      | EACH  | 25%      |
| Flat Screen TV (between 23 to 27 inches)  | 20.00      | 25.00      | EACH  | 25%      |
| Flat Screen TV (between 28 and 39 inches) | 25.00      | 31.00      | EACH  | 25%      |

| CATEGORY                                                                   | 2023 PRICE | 2024 PRICE | UNITS | % CHANGE |
|----------------------------------------------------------------------------|------------|------------|-------|----------|
| Flat Screen TV (between 40 to 50 inches)                                   | 30.00      | 37.00      | EACH  | 25%      |
| Flat Screen TV (between 51 and 70 inches)                                  | 40.00      | 50.00      | EACH  | 25%      |
| Any broken or disassembled TV                                              | 10.00      | 20.00      | EACH  | 100%     |
| CPU, tower                                                                 | 15.00      | 20.00      | EACH  | 30%      |
| Laptop, audio-video accessories                                            | 8.00       | 10.00      | EACH  | 25%      |
| Computer Monitors                                                          | 20.00      | 25.00      | EACH  | 25%      |
| Small Printer                                                              | 15.00      | 20.00      | EACH  | 30%      |
| Microwave                                                                  | 5.00       | 10.00      | EACH  | 100%     |
| Municipal Solid Waste (Compacted) containing 20% single stream recyclables | -          | 150.00     | TON   | NEW      |
| Misuse of Scale                                                            | -          | 150.00     | EACH  | NEW      |



**City Council**  
**STAFF REPORT**  
**City of Glenwood Springs**  
**March 21, 2024**

**Agenda Item:** Housing Commission Appointments

**Action Requested:** Housing Commission Appointments

**Department:** City Clerk

**Presented By:** Ryan Muse

**Strategic Goals:** Provide Efficient and Responsive City Government

**Background Info:** **Councilor Kaup and Councilor Schachter Recommendation**  
Reappoint Bobbi Hodge and Jon Harman to regular seats on the Housing Commission with terms from April 2024 through April 2027.

### **Vacancies**

#### Upcoming Vacancies

- Four regular seats with terms from April 2024 through April 2027.
  - These seats will need to be filled this month.

### **Applicants**

- Jon Harman, a city resident, has served one partial term on the Commission since January 2024. Jon was deemed eligible for reappointment to a regular seat.
- Bobbi Hodge, a city resident, has served one full term on the Commission. Bobbi was deemed eligible for reappointment to a regular seat.
- ***Sean Nesbitt, a city resident. Sean's reappointment will be considered separately as a regular agenda item as he has served two full successive terms on the Commission.***

### **Composition of the Housing Commission**

- Seven (7) citizens, at least six (6) who are residents of the city and one (1) who may reside outside the city but within the 81601 zip code area or own real property or a business within the City.
- Membership should reflect a broad representation of organizations and other entities which are related to housing, including but not limited to the financial community, the building and development community, the real estate industry, and organizations which support low income residents of the community.

**Issues:** None.

**Fiscal Impact:** None.

**Legal Review:** None.

**Staff Recommendation:** Staff defers to City Council.



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## 020.020.020 Composition of boards and commissions.

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

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

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

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

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## **020.020.030 Powers and duties of boards and commissions.**

(a) *Local Liquor Licensing Authority.*

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

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

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

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

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

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

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

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

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

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

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

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Glenwood Springs Housing Commission.

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

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

[View results](#)

Respondent

13

Anonymous

13:30

Time to complete

## Housing Commission Application

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

**Composition of the Housing Commission:**

*(Per the Glenwood Springs, CO Municipal Code 020.020.040)*

- Seven (7) citizens, at least six (6) who are residents of the City and one (1) who may reside outside of the City but within the 81601 zip code area or own real property or a business within the City.
- Membership should reflect a broad representation of organizations and other entities which are related to housing, including but not limited to the financial community, the building and development community, the real estate industry, and organizations which support low income residents of the community.

## Personal Information

### 1. Membership Qualifications \*

You must qualify with one of the options below to be eligible to serve on the Housing Commission. Please select the option that applies to you.

- ☒ Resident of Glenwood Springs within city limits.
- ☐ Resident outside of Glenwood Springs city limits, but within the 81601 zip code.
- ☐ Owner of real property or a business within Glenwood Springs city limits.

### 2. Name \*

### 3. Home Address \*

## 4. Mailing Address \*

## 5. Home Phone \*

## 6. Work Phone \*

## 7. Mobile Phone \*

## 8. Email Address \*

## 9. Occupation \*

## Personal and Professional Interests

## 10. Why are you interested in serving on the Housing Commission? \*

## 11. What do you view as your role if selected as a member of the Housing Commission? \*

## 12. What personal or professional experience do you have relative to the mission of the Housing Commission (see Powers and Duties attached)? \*

## 13. Have you previously served in any policy advisory capacity relative to Housing? If so, state your role. \*

14. What do you see as the role that Housing play in the character and function of the Glenwood Springs Community? \*

Glenwood is facing a market where people cannot afford to live here, and we are losing valuable work force.

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

Absolutely

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

I am currently on the Glenwood Springs Transportation Commission and have been recently inducted to join the Glenwood Springs Association of Realtors board for 2024.

17. Are you able to attend a monthly meeting of the Housing Commission held at 4:00pm on the second Wednesday of each month? \*

☒ Yes

☐ No

18. Please select today's date. \*

11/1/2023



19. Have you served on the Housing Commission before? \*

☒ No

☐ Yes

## Powers and Duties of the Housing Commission

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

(k) Powers and duties of Housing Commission.

The powers and duties of the Housing Commission shall be:

- (1) To investigate, study and report to the City Council any and all matters concerning housing issues which directly affect the City, including the preparation of a Comprehensive Housing Affordability Strategy (CHAS).
- (2) To assist City Council in defining the nature and scope of housing opportunities in the City.
- (3) To meet with the City Council on an annual basis to identify which housing issues require priority attention.
- (4) To investigate, study and report to the City Council on grants, donations and other forms of funding to assist in meeting the housing needs of the City.
- (5) To perform functions concerning oversight of housing issues or functions as delegated by the City Council, including monitoring the implementation of activities as described in the CHAS.
- (6) To appoint subcommittees as necessary to carry out the foregoing functions subject to the approval of the City Council.

## Appointment, Removal, Term and Vacancies of Boards and Commissions

*(Per the Glenwood Springs, CO Municipal Code 020.020.040)*

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

(3) April:

Glenwood Springs Housing Commission

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

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

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

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

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

Print

## Housing Commission Application - Submission #2461

Date Submitted: 3/12/2024

### Housing Commission Application

City of Glenwood Springs  
101 W. 8th St.  
Glenwood Springs, CO 81601

Watkins Fulk-Gray  
watkins.fulkgray@cogs.us  
970-384-6428



Thank you for your interest in serving your community. Please answer all questions on this application.

#### Membership Qualifications\*

You must qualify with one of the options below to be eligible to serve on the Housing Commission. Please select the option that applies to you.

- ☒ Resident of Glenwood Springs within city limits.
- ☐ Resident outside of Glenwood Springs city limits, but within the 81601 zip code.
- ☐ Owner of real property or a business within Glenwood Springs city limits.

Please select today's date\*

3/12/2024

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#### Personal Information

First Name\*

Bobbi

Last Name\*

Hodge

Occupation\*

Property Manager

Home Address\*

[REDACTED]

**City\***

Glenwood Springs

**State\***

CO

**Zip Code\***

81601

**Mobile Phone Number\***

[REDACTED]

**Email Address\***

[REDACTED]

**Home Phone Number**

**Work Phone Number**

[REDACTED]

**Mailing Address (If different than home address)**

[REDACTED]

**City**

Glenwood Springs

**State**

CO

**Zip Code**

81601

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**Personal and Professional Interests**

**Why are you interested in serving on the Housing Commission?\***

I am already serving on the commission and would like to continue with the work that has started.

**What do you view as the role of a Housing Commission member?\***

Advising the city council on housing issues.

**What personal or professional experience do you have relative to the mission of the Housing Commission (see Powers and Duties at the end).\***

I meet a lot of prospective tenants through out the day so understand the need for housing. As a property manager I understand the needs of investor landlords.

**Have you previously served in any policy advisory capacity relative to housing? If so, state your role.\***

Historic commission in Glenwood Springs and Steamboat Springs. Currently on the housing commission.



**What do you see as the role that housing plays in the character and function of the Glenwood Springs community?\***

It is important to keep city employees in Glenwood as there is a sense of pride in ones' community.

//

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

Yes

//

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

No, the one hour per month works perfectly.

//

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

I have served on boards since I was a teen.

//

**Have you previously served on the Housing Commission?\***

Yes



---

### Reappointment Applicants

These questions only required for reappointment applicants.

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

We are working on several issues that have been in the works for a while and I would like to see them to fruition.

//

**Have you served two full successive terms on the Housing Commission?**

No



**Powers and Duties of the Housing Commission**

*(as defined in Title 020 of the Glenwood Springs Municipal Code) (k) Powers and duties of Housing Commission.*

The powers and duties of the Housing Commission shall be:

- (1) To investigate, study and report to the City Council any and all matters concerning housing issues which directly affect the City, including the preparation of a Comprehensive Housing Affordability Strategy (CHAS).
  - (2) To assist City Council in defining the nature and scope of housing opportunities in the City.
  - (3) To meet with the City Council on an annual basis to identify which housing issues require priority attention.
  - (4) To investigate, study and report to the City Council on grants, donations and other forms of funding to assist in meeting the housing needs of the City.
  - (5) To perform functions concerning oversight of housing issues or functions as delegated by the City Council, including monitoring the implementation of activities as described in the CHAS.
  - (6) To appoint subcommittees as necessary to carry out the foregoing functions subject to the approval of the City Council.
-

## **Appointment, Removal, Term, and Vacancies of Boards and Commissions**

*(Per the Glenwood Springs, CO Municipal Code 020.020.040)*

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

(1)

February:

Planning and Zoning Commission;

Finance Advisory Board;

Tourism Management Board;

Building Board of Appeals.

(2)

March:

Transportation Commission;

Arts and Culture Board;

Parks and Recreation Commission;

Airport Board;

River Commission.

(3)

April:

Local Liquor Licensing Authority;

Victim's Witnesses Assistance and Law Enforcement Board;

Historic Preservation Commission;

Workforce Housing Fund Advisory Board;

Glenwood Springs Housing Commission.

(4)

August:

Workforce Housing Fund Advisory Board.

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

(c) Limit to term of members. Unless it is deemed vital by the City Council that an appointed member of a board or commission be retained in office, no Board member shall serve more than two (2) full successive terms on the same board or commission. An individual may serve multiple non-successive terms on the same board or commission.

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

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

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



**City Council**  
**STAFF REPORT**  
**City of Glenwood Springs**  
**March 21, 2024**

**Agenda Item:** Transportation Commission Appointment

**Action Requested:** Transportation Commission Appointment

**Department:** City Clerk

**Presented By:** Ryan Muse

**Strategic Goals:** Provide Efficient and Responsive City Government

**Background Info:** **Mayor Wussow and Councilor Kaup Recommendation**  
Appoint Nate Klingensein to an alternate seat on the Transportation Commission with a term from April 2024 through April 2027.

### **Vacancies**

#### Upcoming Vacancies

- Two alternate seats with terms from April 2024 through April 2027.
  - These seats will need to be filled this month.

### **Applicants**

- Nate Klingenstein, a city resident, was interviewed on March 5, 2024, and deemed eligible for appointment to an alternate seat.

### **Composition of the Transportation Commission**

Seven (7) citizens, at least six (6) who are residents of the city and one (1) who may reside outside of the city but within the 81601 zip code area or own real property or a business within the city.

### **Alternate Members**

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

**Issues:** None

**Fiscal Impact:** None.

**Legal Review:** None.

**Staff Recommendation:** Staff defers to City Council.

[View results](#)

Respondent

15

Anonymous

17:50

Time to complete

## Transportation Commission Application

Thank you for your interest in serving your community. Please answer all questions on this application.

### Composition of the Transportation Commission

*(Per the Glenwood Springs, CO Municipal Code 020.020.040)*

- Seven (7) citizens, at least six (6) who are residents of the City and one (1) who may reside outside of the City but within the 81601 zip code area or own real property or a business within the City.

## Personal Information

### 1. Membership Qualifications \*

You must qualify with one of the options below to be eligible to serve on the Transportation Commission. Please select the option that applies to you.

- ☒ Resident of Glenwood Springs within city limits
- ☐ Resident outside of Glenwood Springs city limits, but within the 81601 zip code.
- ☐ Owner of real property or a business within Glenwood Springs city limits.

### 2. Name \*

Nate Klingenstein

### 3. Home Address \*

[REDACTED]

### 4. Mailing Address \*

[REDACTED]

5. Home Phone \*

[REDACTED]

6. Work Phone \*

[REDACTED]

7. Mobile Phone \*

[REDACTED]

8. Email Address \*

[REDACTED]

9. Occupation \*

Sr. Systems Engineer & AI Developer at Johns Hopkins University

## Personal and Professional Interests

10. Why are you interested in serving on the Transportation Commission? \*

In the 41 years I've been alive, I've been to 26 countries. I think Glenwood can do much better than allocating so much of its limited valley floor to parking and asphalt. Improved multi-modal transit would "create" room for affordable workforce housing and businesses, get folks around, and hopefully get more people downtown.

11. What do you view as your role if selected as a member to the Transportation Commission? \*

I have the soul of an engineer and seek optimal long-term solutions. Additionally, as someone who has depended entirely on public transit in many parts of the world, I think I can lend a unique perspective on what works and what fails. It is highly dependent on density, traffic patterns, and services.

12. Please list any of Glenwood Springs past transit/transportation studies and your familiarities with them. \*

I had a cursory following of the Grand Avenue bridge replacement, but I was not deeply involved. I also read about the 6th and 7th Street redesigns, but was similarly not directly involved. I am now particularly interested in what will become of Blake Avenue.

13. Do you have any particular areas of interest or a particular perspective relating to transit or transportation in Glenwood Springs? \*

I get around town using nothing but RFTA, an electric bike, an electric scooter, and my own two feet. I can identify points where safe options literally do not exist (no sidewalks on Midland near its juncture with I-70, for instance) and routes through town that work well.

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

The clarion call from cyclists has long been to share the roads, and there is obviously a large role to play for private vehicles even as multi-modal transportation is more widely adopted. Better transit and cycling services will make the city more accessible and affordable for all.

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

I've had several intense disagreements with colleagues on standards committees in my formal career. These were resolved amicably; sometimes with my solution, and sometimes with another. The grouching was largely kept to the hallways as different factions banded together, but I always strove to be a mediator and to ensure the best solution was adopted.

16. Transportation Commission members generally meet the first Tuesday of each month at 7:30 AM. Special meetings may occur during the month, such as an evening work session with City Council. In addition to meetings, there are monthly packet materials to review in preparation for the meetings. Do you have any existing time commitments that will hamper your ability to serve? \*

I work for Johns Hopkins, which is on East Coast time, but they recognize I live in Colorado and it is very rare that any meeting is scheduled before 11:00 Eastern. I have few other commitments at this point in my life.

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

I served as the co-Chair of the SSTC, the committee that designed SAML, the most widely used login system on the Internet. I worked with many other committees, and I have a wealth of experience in navigating their peculiarities. I have served on no board nor commission.

18. Please enter today's date \*

2/7/2024



19. Have you previously served on the Transportation Commission? \*

☒ No

☐ Yes

## Powers and Duties of the Transportation Commission

*(as defined in Title 020 of the Glenwood Springs Municipal Code; (i) Powers and Duties of Transportation Commission)*

The powers and duties of the Transportation Commission shall be:

- (1) To investigate, study and report to the City Council any and all matters concerning transportation issues which directly affect the City.
- (2) To investigate, study and report to the City Council on other intergovernmental committees, boards or commissions working on transportation issues in the Tri-County (Pitkin, Garfield and Eagle) area.
- (3) To meet with the City Council on an annual basis to identify which transportation issues require priority attention.
- (4) To investigate, study and report to the City Council on grants, donations and other forms of funding to assist in meeting the transportation needs of the City.
- (5) To perform functions concerning oversight of transportation issues or functions as delegated by the City Council.
- (6) To appoint subcommittees as necessary to carry out the foregoing functions subject to the approval of the City Council



## Appointment, Removal, Term and Vacancies of Boards and Commissions

*(Per the Glenwood Springs, CO Municipal Code 020.020.040)*

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

(2) March:  
Transportation Commission;

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

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

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

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

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



**City Council**  
**STAFF REPORT**  
**City of Glenwood Springs**  
**March 21, 2024**

|                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Agenda Item:</b>          | Proclamation for Arbor Day 2024                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Action Requested:</b>     | Proclaim April 27, 2024 to be Arbor Day in the City of Glenwood Springs.                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Department:</b>           | Parks & Recreation                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Presented By:</b>         | Rod Tarullo                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Strategic Goals:</b>      | Provide Efficient and Responsive City Government<br>Protect and Preserve our Quality of Life<br>Preserve and Improve Infrastructure                                                                                                                                                                                                                                                                                                                                                        |
| <b>Background Info:</b>      | The City of Glenwood Springs has been recognized as a Tree City USA by the National Arbor Day Foundation and desires to continue its tree-planting ways. This proclamation designates April 27, 2024 as Arbor Day in the City of Glenwood Springs and urges all residents to support efforts to care for our trees and woodlands, to support our City's community forestry program, and to plant trees to gladden the hearts and promote the well-being of present and future generations. |
| <b>Issues:</b>               | None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Fiscal Impact:</b>        | None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Legal Review:</b>         | None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Staff Recommendation:</b> | Proclaim April 27, 2024 to be Arbor Day in the City of Glenwood Springs.                                                                                                                                                                                                                                                                                                                                                                                                                   |



\*\*\*

## OFFICIAL PROCLAMATION

\*\*\*

**WHEREAS** in 1872, the Nebraska Board of Agriculture established a special day to be set aside for the planting of trees, *and*

**WHEREAS** this holiday, called Arbor Day, was first observed with the planting of more than a million trees in Nebraska, *and*

**WHEREAS** Arbor Day is now observed throughout the nation and the world, *and*

**WHEREAS** trees can be a solution to combating climate change by reducing the erosion of our precious topsoil by wind and water, cutting heating and cooling costs, moderating the temperature, cleaning the air, producing life-giving oxygen, and providing habitat for wildlife, *and*

**WHEREAS** trees are a renewable resource giving us paper, wood for our homes, fuel for our fires, and countless other wood products, *and*

**WHEREAS** trees in our city increase property values, enhance the economic vitality of business areas, and beautify our community, *and*

**WHEREAS** trees — wherever they are planted — are a source of joy and spiritual renewal.

**NOW, THEREFORE,** I, Ingrid Wussow, Mayor of the City of Glenwood Springs, Colorado, do hereby proclaim April 27th, 2024 as **ARBOR DAY** In the City of Glenwood Springs, and I urge all citizens to celebrate Arbor Day and to support efforts to protect our trees and woodlands, *and*

**FURTHER,** I urge all citizens to plant trees to gladden the heart and promote the well-being of this and future generations.

**DATED THIS** 21st day of March, 2024

Mayor Wussow



**City Council**  
**STAFF REPORT**  
**City of Glenwood Springs**  
**March 21, 2024**

|                              |                                                                                                                                                                                                                        |
|------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Agenda Item:</b>          | Request for Contribution to Glenwood High School Mock Trial Club                                                                                                                                                       |
| <b>Action Requested:</b>     | Decide whether and how much to contribute to the Mock Trial team that has qualified for Nationals in Wilmington, Delaware May 3-5, 2024.                                                                               |
| <b>Department:</b>           | City Administration                                                                                                                                                                                                    |
| <b>Presented By:</b>         | Steve Boyd                                                                                                                                                                                                             |
| <b>Strategic Goals:</b>      | Protect and Preserve our Quality of Life                                                                                                                                                                               |
| <b>Background Info:</b>      | Glenwood's Mock Trial team won the State Championship last week in Denver and has qualified for the national finals. Travel expenditures are significant and the team is asking the City for a financial contribution. |
| <b>Issues:</b>               | NA                                                                                                                                                                                                                     |
| <b>Fiscal Impact:</b>        | Staff recommends that if Council decides to grant a funding request it will come from the City Manager's Discretionary line item in the General Fund and be included on the next budget amendment.                     |
| <b>Legal Review:</b>         | NA                                                                                                                                                                                                                     |
| <b>Staff Recommendation:</b> | Staff defers to Council.                                                                                                                                                                                               |



**City Council**  
**STAFF REPORT**  
**City of Glenwood Springs**  
**March 21, 2024**

**Agenda Item:** Housing Commission Reappointment

**Action Requested:** Housing Commission Reappointment

**Department:** City Clerk

**Presented By:** Ryan Muse

**Strategic Goals:** Provide Efficient and Responsive City Government  
Preserve and Improve Infrastructure  
Protect and Preserve our Quality of Life

**Background Info:** **Applicant**

- Sean Nesbitt, a city resident, has served two full successive terms on the Housing Commission. Sean is seeking reappointment.
- ***City Council considered other applicants separately on the Consent Agenda.***

### **Current Vacancies**

- Four regular seats with terms from April 2024 through April 2027.

### **Term Limits**

(c) Limit to term of members. Unless it is deemed vital by the City Council that an appointed member of a board or commission be retained in office, no Board member shall serve more than two (2) full successive terms on the same board or commission. An individual may serve multiple non-successive terms on the same board or commission.

### **Composition of the Housing Commission**

- Seven (7) citizens, at least six (6) who are residents of the city and one (1) who may reside outside the city but within the 81601 zip code area or own real property or a business within the City.
- Membership should reflect a broad representation of organizations and other entities which are related to housing, including but not limited to the financial community, the building and development community, the real estate industry, and organizations which support low-income residents of the community.

**Issues:** None.

**Fiscal Impact:** None.

**Legal Review:** None.

**Staff Recommendation:** Staff defers to City Council.

Housing Commission Application - Submission #2462

Date Submitted: 3/12/2024

Housing Commission Application

City of Glenwood Springs  
101 W. 8th St.  
Glenwood Springs, CO 81601

Watkins Fulk-Gray  
watkins.fulkgray@cogs.us  
970-384-6428



Thank you for your interest in serving your community. Please answer all questions on this application.

**Membership Qualifications\***

You must qualify with one of the options below to be eligible to serve on the Housing Commission. Please select the option that applies to you.

☒ Resident of Glenwood Springs within city limits.  
☐ Resident outside of Glenwood Springs city limits, but within the 81601 zip code.  
☐ Owner of real property or a business within Glenwood Springs city limits.

Please select today's date\*

3/12/2024

Personal Information

First Name\*

Sean

Last Name\*

Nesbitt

Occupation\*

Director of Facilities-Colorado Mountain College

Home Address\*

[Redacted Address]

**City\***

Glenwood Springs

**State\***

Colorado

**Zip Code\***

81601

**Mobile Phone Number\***

[REDACTED]

**Email Address\***

[REDACTED]

**Home Phone Number**

**Work Phone Number**

**Mailing Address (If different than home address)**

**City**

**State**

**Zip Code**

---

**Personal and Professional Interests**

**Why are you interested in serving on the Housing Commission?\***

I want to help the City of Glenwood find creative ways to provide affordable housing to the workforce through both rentals and home ownership. I also believe it is in the community's best interest to use city-owned land to accommodate such housing needs if so zoned.

**What do you view as the role of a Housing Commission member?\***

Make informed recommendations to City Council that serves the best interest of the community with a focus on providing creative solutions directed at smart growth and affordable housing.

**What personal or professional experience do you have relative to the mission of the Housing Commission (see Powers and Duties at the end).\***

I have served for two terms on the housing commission and oversee CMC's employee housing program.

**Have you previously served in any policy advisory capacity relative to housing? If so, state your role.\***

Two terms on the Glenwood Springs Housing Commission and two years on the West Mountain Regional Housing Coalition.

**What do you see as the role that housing plays in the character and function of the Glenwood Springs community?\***

I think it's important to provide opportunities for the Glenwood Springs workforce to actually live in Glenwood and not have to commute from west Garfield County and beyond.

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

Yes, I am very focused on the stated goals and policies of the city.

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

I have been able to make the monthly meetings on Thursday afternoons for the past two terms.

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

I have served on this particular commission for two terms as well as the West Mountain Regional Housing Coalition and the RFSD Family Resource Center Advisory Board.

**Have you previously served on the Housing Commission?\***

Yes

**Reappointment Applicants**  
These questions only required for reappointment applicants.

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

I think it takes a bit of time to become familiar with the city's current policies and goals and I would like to carry that knowledge through for one last term.

**Have you served two full successive terms on the Housing Commission?**

Yes



**Powers and Duties of the Housing Commission**

*(as defined in Title 020 of the Glenwood Springs Municipal Code) (k) Powers and duties of Housing Commission.*

The powers and duties of the Housing Commission shall be:

- (1) To investigate, study and report to the City Council any and all matters concerning housing issues which directly affect the City, including the preparation of a Comprehensive Housing Affordability Strategy (CHAS).
  - (2) To assist City Council in defining the nature and scope of housing opportunities in the City.
  - (3) To meet with the City Council on an annual basis to identify which housing issues require priority attention.
  - (4) To investigate, study and report to the City Council on grants, donations and other forms of funding to assist in meeting the housing needs of the City.
  - (5) To perform functions concerning oversight of housing issues or functions as delegated by the City Council, including monitoring the implementation of activities as described in the CHAS.
  - (6) To appoint subcommittees as necessary to carry out the foregoing functions subject to the approval of the City Council.
-

## **Appointment, Removal, Term, and Vacancies of Boards and Commissions**

*(Per the Glenwood Springs, CO Municipal Code 020.020.040)*

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

(1)

February:

Planning and Zoning Commission;

Finance Advisory Board;

Tourism Management Board;

Building Board of Appeals.

(2)

March:

Transportation Commission;

Arts and Culture Board;

Parks and Recreation Commission;

Airport Board;

River Commission.

(3)

April:

Local Liquor Licensing Authority;

Victim's Witnesses Assistance and Law Enforcement Board;

Historic Preservation Commission;

Workforce Housing Fund Advisory Board;

Glenwood Springs Housing Commission.

(4)

August:

Workforce Housing Fund Advisory Board.

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

(c) Limit to term of members. Unless it is deemed vital by the City Council that an appointed member of a board or commission be retained in office, no Board member shall serve more than two (2) full successive terms on the same board or commission. An individual may serve multiple non-successive terms on the same board or commission.

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

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

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

## ORDINANCE NO. 02

Series of 2024

### AN ORDINANCE OF THE CITY OF GLENWOOD SPRINGS, COLORADO, AMENDING SECTION 020.020.040(C) TO LIMIT BOARD MEMBER TERMS ON BOARDS AND COMMISSIONS.

**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**, Section 020.020.040(c) of the Glenwood Springs Municipal Code regulates term limits for members of boards and commissions; and

**WHEREAS**, the City Council amended Section 020.020.040(c) via Ordinance 29, Series of 2020 strictly limiting the term of Boards and Commission members to two, three-year terms; and

**WHEREAS**, the City Council has determined that the original language better suits the needs of the City and is in the best interest of the City to allow City Council to appoint members to additional terms if City Council wishes to; and

**WHEREAS**, the City Charter of the City of Glenwood Springs requires that an ordinance be enacted to effectuate the amendments.

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

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

**Section 2.** Section 020.020.040(c) is hereby amended as follows, with double underlined text added and strike through language deleted:

**Section 020.020.040 – Appointment, removal, term and vacancies of boards and commissions.**

\*\*\*\*

(c) *Limit to term of members.* Unless it is deemed vital by the City Council that an appointed member of a board or commission be retained in office, each member shall be replaced after having served for six (6) years on a board or commission; however, nothing in this subsection shall be construed to prevent the appointment of a member to a new term where, at the expiration of their current term, they will have served for less than six (6) years. No no Board member shall serve more than

two (2) full successive terms on the same board or commission. An individual may serve multiple non-successive terms on the same board or commission.

\*\*\*\*

INTRODUCED, READ, PASSED, AND ORDERED PUBLISHED BY TITLE ONLY  
THIS \_\_\_\_ DAY OF JANUARY 2024.

CITY OF GLENWOOD SPRINGS, COLORADO

\_\_\_\_\_  
Ingrid Wussow, Mayor

ATTEST:

\_\_\_\_\_  
Ryan Muse, City Clerk

INTRODUCED, READ ON SECOND READING, PASSED AND ORDERED  
PUBLISHED BY TITLE ONLY TO BE EFFECTIVE IMMEDIATELY THIS \_\_\_\_ DAY OF  
\_\_\_\_\_ 2024.

CITY OF GLENWOOD SPRINGS, COLORADO

\_\_\_\_\_  
Ingrid Wussow, Mayor

ATTEST:

\_\_\_\_\_  
Ryan Muse, City Clerk



**City Council**  
**STAFF REPORT**  
**City of Glenwood Springs**  
**March 21, 2024**

|                              |                                                                                                                                                                                                                                                                                                                                                  |
|------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Agenda Item:</b>          | Ordinance 2024-04; Amend Section 100.010.040 Declare Graffiti a Nuisance                                                                                                                                                                                                                                                                         |
| <b>Action Requested:</b>     | Approval on First Reading                                                                                                                                                                                                                                                                                                                        |
| <b>Department:</b>           | Police Department                                                                                                                                                                                                                                                                                                                                |
| <b>Presented By:</b>         | Joseph Deras, Karl Hanlon                                                                                                                                                                                                                                                                                                                        |
| <b>Strategic Goals:</b>      | Ensure Public Safety<br>Protect and Preserve our Quality of Life                                                                                                                                                                                                                                                                                 |
| <b>Background Info:</b>      | Code enforcement requested a code amendment to address unwanted graffiti on private property that is not being removed.                                                                                                                                                                                                                          |
| <b>Issues:</b>               | The existing nuisance code provides proper notice and opportunity for property owners to address conditions that have been declared nuisances, as well as City authority to abate such conditions if not addressed by the owner. Adding graffiti to this list will give the City additional enforcement authority to address this growing issue. |
| <b>Fiscal Impact:</b>        | N/A                                                                                                                                                                                                                                                                                                                                              |
| <b>Legal Review:</b>         | Drafted by legal.                                                                                                                                                                                                                                                                                                                                |
| <b>Staff Recommendation:</b> | Approval on First Reading                                                                                                                                                                                                                                                                                                                        |

## **ORDINANCE NO. 04**

Series of 2024

### **AN ORDINANCE OF THE CITY OF GLENWOOD SPRINGS, COLORADO, AMENDING SECTION 100.010.040 TO DECLARE GRAFFITI A NUISANCE AND PROVIDE FOR ITS ABATEMENT.**

**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**, section 100.010.040 of the Glenwood Springs Municipal Code declares and regulates nuisances on property in the City which shall be abated pursuant to section 100.010.050 of the Code; and

**WHEREAS**, the City has experienced an increase in the occurrence of graffiti on public and private property; and

**WHEREAS**, the City Council finds and declares that it is necessary for the preservation of health and safety of the City and its residents to declare graffiti a nuisance and provide for its abatement.

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

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

**Section 2.** Section 100.010.040 is hereby amended as follows, with double underlined text added and strike through language deleted:

#### **100.010.040 Certain conditions declared nuisances.**

- (a) Garbage, junk, refuse, trash, noxious and non-noxious weeds and property maintenance standards. Any of the conditions which are prohibited by the provisions of Section 100.010.030 are hereby declared to be a nuisance.
- (b) Toilets and garbage containers. Any unclean, leaking, foul, unsafe or dangerous, defective or filthy drain, privy, toilet, ditch, tank or gutter or any leaking or broken garbage container for waste products hereby is declared to be a nuisance.
- (c) Adoption of common law and state law nuisance. In all cases where no provision is made defining nuisances in this Code or by City ordinance, those offenses which are known to the common law of the land and the statutes of the State as nuisances may, in case the same exist within the City or within one (1) mile of the corporate

limits of the City, be treated as such and proceeded against as provided in this article or in accordance with any other provision of law.

(d) Graffiti. The unauthorized inscription, word, sign, symbol, marking, design, figure or other defacement that is written, marked, etched, scratched, sprayed, drawn, painted, engraved on or otherwise affixed to any surface of public or private property, including but not limited to buildings, structures, fixtures, sidewalks or other improvements, whether permanent or temporary, by any graffiti implement, and which is visible from the City's public right-of-way, to the extent that the graffiti was not authorized in advance by the owner or occupant of the property, or, despite advance authorization, is otherwise deemed a public nuisance by the City Council.

INTRODUCED, READ, PASSED, AND ORDERED PUBLISHED BY TITLE ONLY  
THIS 21 DAY OF MARCH 2024.

CITY OF GLENWOOD SPRINGS, COLORADO

\_\_\_\_\_  
Ingrid Wussow, Mayor

ATTEST:

\_\_\_\_\_  
Ryan Muse, City Clerk

INTRODUCED, READ ON SECOND READING, PASSED AND ORDERED  
PUBLISHED BY TITLE ONLY TO BE EFFECTIVE IMMEDIATELY THIS \_\_\_\_ DAY OF  
\_\_\_\_\_ 2024.

CITY OF GLENWOOD SPRINGS, COLORADO

\_\_\_\_\_  
Ingrid Wussow, Mayor

ATTEST:

\_\_\_\_\_  
Ryan Muse, City Clerk





**City Council**  
**STAFF REPORT**  
**City of Glenwood Springs**  
**March 21, 2024**

|                              |                                                                                                                                                                                                                                      |
|------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Agenda Item:</b>          | Ordinance 2024-05; Amend Section 100.040.020 Model Traffic Code License and Registration Enforcement                                                                                                                                 |
| <b>Action Requested:</b>     | Approval on First Reading                                                                                                                                                                                                            |
| <b>Department:</b>           | Police Department                                                                                                                                                                                                                    |
| <b>Presented By:</b>         | Joseph Deras, Karl Hanlon                                                                                                                                                                                                            |
| <b>Strategic Goals:</b>      | Ensure Public Safety<br>Protect and Preserve our Quality of Life                                                                                                                                                                     |
| <b>Background Info:</b>      | The City has adopted the Model Traffic Code, which does not provide for vehicle and driver licensing and registration violations.                                                                                                    |
| <b>Issues:</b>               | Municipalities are authorized to adopt local amendments to the Model Traffic Code. The Police Department has proposed these local amendments to provide for enforcement of vehicle and driver licensing and registration violations. |
| <b>Fiscal Impact:</b>        | N/A                                                                                                                                                                                                                                  |
| <b>Legal Review:</b>         | Drafted by legal.                                                                                                                                                                                                                    |
| <b>Staff Recommendation:</b> | Aporoval on First Reading.                                                                                                                                                                                                           |

## ORDINANCE NO. 05

Series of 2024

### **AN ORDINANCE OF THE CITY OF GLENWOOD SPRINGS, COLORADO, AMENDING SECTION 120.040.020 TO PROVIDE FOR THE ENFORCEMENT OF VEHICLE REGISTRATION AND LICENSURE LAWS AND DRIVER LICENSURE LAWS.**

**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**, section 120.040.020 of the Glenwood Springs Municipal Code provides for local amendments to the Model Traffic Code as adopted in section 120.040.010; and

**WHEREAS**, Model Traffic Code does not provide for the enforcement of state laws governing vehicle licensing and registration or driver licensing; and

**WHEREAS**, the City Council finds and declares that it is necessary for the preservation of health and safety of the City and its residents to provide for the local enforcement of vehicle licensing and registration and driver licensing.

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

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

**Section 2.** Section 120.040.020 is hereby amended as follows, with double underlined text added and ~~strike through~~ language deleted:

#### **120.040.020 - Additions, deletions, or modifications to Model Traffic Code.**

\*\*\*

(20) Part 14 of the Model Traffic Code is hereby amended by the addition of Section 1419 to read as follows:

#### **“Section 1419. Expired license plates/improper use of title or registration.”**

- (1) Pursuant to State Law, § 42-3-114, C.R.S., as amended, every vehicle registration issued by the State of Colorado shall expire on the last day of the month at the end of each twelve-month registration period and shall be renewed, upon application of the owner, by the payment of the fees required by law not later than the last day of the month following the date of expiration. No license plates other than those of the registration period to which

they pertain shall be displayed on a motor vehicle operating on any street or highway within the City.

- (2) No person shall lend to or knowingly permit the use by one not entitled thereto any certificate of title, registration card, or registration number plate issued to the person so lending or permitting the use thereof.
- (3) A violation of this section is a class 1 misdemeanor.

(21) Part 14 of the Model Traffic Code is hereby amended by the addition of Section 1420 to read as follows:

**Section 1420. Driving without a current driver's license.**

- (1) No person shall drive any motor vehicle upon a street, road or highway within the City unless such person has been issued a currently valid driver's or minor driver's license or an instruction permit by a State Department of Motor Vehicles.
- (2) No person who has been issued a currently valid driver's or minor driver's license or an instruction permit shall drive a type or general class of motor vehicle upon a street, road or highway within the City for which such person has not been issued the correct type or general class of license or permit.
- (3) No person who has been issued a currently valid driver's or minor driver's license or an instruction permit shall operate a motor vehicle upon a street, road or highway within the City without having such license or permit in such person's immediate possession.
- (4) A charge of a violation of subsection (4) of this section shall be dismissed by the court if the defendant elects not to pay the penalty assessment and, at or before the defendant's scheduled court appearance, exhibits to the court a currently valid driver's or minor driver's license issued to such person or an officially issued duplicate thereof if the original was lost, stolen or destroyed; provided that such currently valid driver's license or minor driver's license shall also have been valid on the date the defendant was issued the citation.

INTRODUCED, READ, PASSED, AND ORDERED PUBLISHED BY TITLE ONLY THIS  
\_\_\_ DAY OF MARCH 2024.

CITY OF GLENWOOD SPRINGS, COLORADO

\_\_\_\_\_  
Ingrid Wussow, Mayor

ATTEST:

---

Ryan Muse, City Clerk

INTRODUCED, READ ON SECOND READING, PASSED AND ORDERED  
PUBLISHED BY TITLE ONLY TO BE EFFECTIVE IMMEDIATELY THIS \_\_\_\_ DAY OF  
\_\_\_\_\_ 2024.

CITY OF GLENWOOD SPRINGS, COLORADO

---

Ingrid Wussow, Mayor

ATTEST:

---

Ryan Muse, City Clerk



**City Council**  
**STAFF REPORT**  
**City of Glenwood Springs**  
**March 21, 2024**

**Agenda Item:** Transportation Demand Management (TDM) Update

**Action Requested:** Update on Transportation Demand Management (TDM) activities

**Department:** City Administration

**Presented By:** Steve Boyd, Lee Barger, Ryan Gordon

**Strategic Goals:** Protect and Preserve our Quality of Life

**Background Info:** We have been working on a local and regional TDM program for some time. Urban Trans, recently acquired by Alta Planning + Design (Alta), issued its final report to the City on March 12th which is attached to this agenda item. This study was intended to inform the next steps in the process which include selecting a board of Directors, incorporating the TMO as a 501(c)3 non-profit organization, and involving our neighbors and community partners in developing and implementing a plan.

On March 12th we had a regional kick-off call where Alta summarized its report and educated the group on what a Transportation Management Organization (TMO) is, how it is established, and how it coordinates and implements TDM measures. Along with Glenwood Springs, Clean Energy Economy for the Region (CLEER) is leading the regional TDM efforts with its experience in these plans and having goals that are aligned with Glenwood Springs.

Organizations participating in our kick-off call included the City, Garfield County, Carbondale, Basalt, Pitkin County, Eagle County, Snowmass Village, Aspen, New Castle, Silt, Rifle, Parachute, Roaring Fork Transportation Authority (RFTA), Colorado Department of Transportation (CDOT), and CLEER. All attendees of the call were in general agreement and supportive of the goals of reducing single-occupant vehicles on our roadways and improving multi-modal transportation options for the region.

A grant of \$100,000 from CDOT is available for application that would fund research into and the establishment of a TMO that is due on March 29th. We are planning a regular quarterly update and conversation with involved parties, looking to begin a pilot TMO likely consisting of the City, CDOT, RFTA, CLEER, local businesses and organizations, and other local governments.

**Issues:** In addition to the organizations listed above, large area employers will be involved in our TDM activities as they progress.

**Fiscal Impact:** Unknown at this time.

**Legal Review:** NA

**Staff Recommendation:** NA



## Transportation Commission recommendation transportation management organization seed grant

---

**unanimously approved March 5, 2024**

The Transportation Commission recommends that city council support application for transportation management organization seed funding grant (grants offered by *Colorado Department of Transportation*), and that city council and city staff promptly confer with *Clean Energy Economy for the Region* (CLEER) regarding application content, context, and partnerships that will address transportation needs in Glenwood Springs.

# Glenwood Springs Transportation Management Association (TMA) Work Plan

Setting the Foundation

February 2024



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# Acknowledgements

- City of Glenwood Springs
  - Project Manager: Ryan Gordon, City Engineer
  - Support and Engagement: Bryanna Starbuck
  - Support: Lee Barger
- UrbanTrans North America
  - Project Manager: Jonny Rotheram
  - Analysis and Support: Robby Long
  - Engagement Support: Jossimar Fuentes
  - TMA Logo development: Ashley-Grace Jaber



# Introduction

The City of Glenwood Springs is characterized by its significant ecological diversity and a population of nearly 10,000 residents. With its status as a premier tourist destination, Glenwood Springs exemplifies the need for innovative transportation demand management and underscores the importance of regional transportation demand management (TDM) collaboration. This work plan presents an in-depth analysis of the city's transportation dynamics, challenges, and a strategic roadmap for the establishment of a TMA. Emphasizing regional coordination, this plan aims to address the unique transportation needs of Glenwood Springs while fostering partnerships across the Roaring Fork Valley.

The Glenwood Springs TMA Work Plan 2024 outlines strategies for enhancing transportation in Glenwood Springs through the formation of a TMA. It emphasizes regional collaboration and innovative transportation demand management to cater to the city's unique needs. The plan involves a detailed analysis of current transportation challenges, strategies for transit improvement, parking management, and active transportation promotion. It also highlights the importance of stakeholder engagement and financial sustainability for the TMA's success. The work plan sets out short-term, medium-term, and long-term goals, including establishing a governance structure, securing funding, and implementing targeted transportation programs.

## Study Objectives and Scope

The primary objective of this study is to explore the development and implementation of a TMA in Glenwood Springs. It aims to critically assess a strategic plan focused on creating a balanced and responsive transportation system, tailored to the city's specific needs. The study will delve into strategies for improving transit education, managing parking scarcity, and fostering a unified approach to mobility. Targeting a broad audience encompassing employers, employees, tourists, students, and community groups, this study will evaluate proposed TDM strategies and first and last mile solutions.

The goal of this study is to provide insights into how a city like Glenwood Springs can develop a sustainable, efficient, and inclusive transportation system that not only addresses its unique geographical and demographic challenges but also leverages technological advancements and community engagement in sustainable transportation.

This study will help to provide identity to the TMA through developing a color pallet and logo. This can be found in Appendix A.



### Objectives for Local and Regional Advancement:

1. **Regional Shared Vision for Mobility:** Develop a unified vision for transportation in Glenwood Springs and throughout the region.
2. **Comprehensive Transportation Approach:** Foster collaboration between various transportation partners and seamless integration between modes.
3. **First and Last Mile Solutions:** Enhance connectivity and accessibility for the first and last mile of a commuter's journey.

## Background Documents Review

In this section, we provide a detailed review of several critical documents and studies that are instrumental in shaping the strategic direction of the TMA in Glenwood Springs. This review synthesizes findings from the Glenwood Springs Streetlight Data Analysis, the MOVE Glenwood Springs report, the Business Survey, and the RFTA First and Last Mile Mobility Plan. Each document offers valuable insights into the city's current transportation dynamics, commuter behaviors, and potential areas for improvement. By analyzing these reports, we aim to extract pivotal data and recommendations that will inform the development of a comprehensive, efficient, and responsive TMA. This assessment is essential for understanding the unique transportation challenges faced by Glenwood Springs and for identifying effective strategies to address them within the framework of the TMA.

### Glenwood Springs Streetlight Data Analysis (2022)

This analysis provides pivotal insights into traffic patterns and behaviors in Glenwood Springs, crucial for the effective planning of a TMA. Streetlight is a program that uses anonymized mobile phone data to understand traffic patterns. Key findings include:

- *Pass-Through Traffic:* A significant volume of traffic along CO 82 south of Glenwood Springs consists of pass-through traffic, with about half of the vehicles in peak directions not making stops in the city. This highlights the need for TMA strategies that address through traffic efficiently.
- *Commuter Patterns:* Most outbound commute trips from the city head towards southern destinations such as Carbondale, Basalt/El Jebel, Aspen, and Snowmass Village. This trend underscores the importance of developing TMA strategies that facilitate and manage these commuting flows.



- *Route Preferences:* The analysis reveals preferred traffic routes, with the majority of pass-through traffic using the Grand Avenue Bridge, and a smaller fraction opting for Midland Avenue. The 27th Street bridge is favored over the 8th Street bridge for Midland Avenue users, indicating potential areas for traffic management focus.
- *Employment Center Commuting:* There is a significant inflow of commuters into Glenwood Springs from Rifle and New Castle, primarily heading to major employment centers like Valley View Hospital and downtown businesses. This influx demands targeted TMA initiatives to manage the commuting needs and patterns effectively.

## Move Glenwood Springs (2021)

The "Multimodal Options for a Vibrant Economy (MOVE)" report highlights the necessity for a comprehensive and multimodal transportation strategy in Glenwood Springs. Key aspects include:

- Developing safe, efficient multimodal connections to improve the city's vitality and quality of life.
- Focusing on enhancing bus rapid transit services, pedestrian and bicycle infrastructure, and addressing traffic, safety, and parking issues.

These strategies aim to provide more transportation choices, reduce congestion, and support sustainable growth, vital for accommodating the city's expanding population and tourist numbers.

## City of Glenwood Springs Business Survey (2023)

The "Glenwood TDM Questionnaire" results offer valuable insights for a Transportation Demand Management (TDM) strategy:

- *Obstacles to Alternative Transportation:* Common barriers include challenges with snow and ice, the convenience of driving, lack of transit alternatives, and practical issues like carrying loads. Addressing these could encourage alternative transportation use.
- *Transportation Improvement Suggestions:* Responses highlighted the need for better speed enforcement, safer conditions for non-motorized commuters, microtransit services, improved biking facilities, and more reliable bus services.
- *Concerns in Commuting:* Issues were raised about crossing busy areas like Grand Avenue, the need for safer bike lanes, and the inadequacy of public transportation coverage and timing.



- *Additional Ideas:* Suggestions included creating bypasses for through traffic, improving parking management, enhancing public transportation connectivity, and addressing construction-related challenges.

These findings are crucial for developing a TDM that addresses local challenges and promotes sustainable transportation options.

## RFTA First and Last Mile Mobility Plan (2022)

The RFTA plan focuses on First and Last Mile Mobility (FLMM), offering recommendations tailored to different community contexts in Glenwood Springs:

- *Microtransit Pilot:* Implementing microtransit technology to connect West Glenwood Springs with Downtown, potentially involving route deviations or new services.
- *Carpool Marketing Pilot:* Collaborating with New Castle to promote a unified carpool service.
- *Improved Pick-up and Drop-off Locations:* Enhancing facilities at transit stops, including signage or curb space repurposing.
- *Enhanced Bike Parking:* Securing bike parking at transit stops, possibly with e-bike charging stations.
- *E-bike Subsidy Program:* Developing a program targeting West Glenwood Springs to promote e-bike usage.
- *Materials for Spanish-Speakers:* Creating transit marketing and information materials for the local Spanish-speaking community.

These recommendations align with TDM strategies and could be effectively incorporated into the TMA's initiatives.

## Conclusion

The comprehensive review of the Glenwood Springs Streetlight Data Analysis, MOVE Glenwood Springs report, Business Survey, and the RFTA First and Last Mile Mobility Plan has provided a foundational understanding of the current transportation situation in Glenwood Springs. These documents collectively highlight the critical transportation dynamics, challenges, and opportunities within the city, offering a roadmap for the strategic development of the Transportation Management Association (TMA).

Key insights derived from these studies underscore the necessity for an integrated and multimodal approach to address the unique transportation needs of Glenwood Springs and the



region. The identification of significant pass-through traffic, specific commuter patterns, and the preferences for certain routes lays the groundwork for targeted TMA strategies aimed at enhancing the city's transportation efficiency and sustainability. Furthermore, the feedback from the business community and the proposed initiatives for first and last mile mobility enrich the TMA's potential strategies with community-centric solutions, emphasizing the importance of accessibility, safety, and convenience in transportation planning.





# Feasibility Study Overview

This section of the report describes the research that was undertaken to evaluate the feasibility of a TMA in Glenwood Springs. This research included an evaluation of various economic, environmental, and transportation factors. The findings of this study helped to inform development of the workplan by providing a discussion framework and set of opportunities and challenges for TMA formation.

## Methodology and Criteria

This study applied a multifaceted methodology, refined through a partnership between UrbanTrans and the Atlanta Regional Commission, and further customized for this analysis. Drawing on proven TMA frameworks from Atlanta, insights from a North American and Australian TMA survey, and UrbanTrans's comprehensive expertise in TMA feasibility and operations, the methodology centers on evaluating four critical dimensions: local transportation challenges, area characteristics, stakeholder engagement, and financial viability. Each dimension was assessed through a set of specific criteria tailored to the context of Glenwood Springs.

## Key Findings

Findings from the four assessment areas are listed below. The criteria evaluated for each assessment area are described in more detail in the following section.

### Transportation Challenges

A foundational element for TMA success is the recognition of distinct transportation issues that can be collectively addressed by both public and private sectors. The absence of such challenges, or a lack of agreement on them, significantly undermines TMA initiatives. Effective TMAs emerge when transportation issues are clearly identified, and viable solutions and funding mechanisms are established. Common issues prompting TMA formation include traffic congestion, access and mobility concerns, parking limitations, recruitment and retention difficulties, and environmental concerns. In Glenwood Springs, a variety of transportation challenges, including land use conflicts, limited travel options, and peak congestion, necessitate the consideration of a TMA.

### Area Characteristics

The adaptability of a TMA to the unique needs of its service area is essential. The scope and operational focus of a TMA can vary widely, influenced by factors such as land use patterns, employer concentration, and the delineation of the geographic area it covers. Despite its smaller size compared to similar initiatives, Glenwood Springs possesses the employment density and defined geographic boundaries conducive to supporting a TMA.



## Stakeholder Commitment

Critical to the success of a TMA is the readiness and willingness of local private and public sector stakeholders to engage in collective action. Key indicators of stakeholder commitment include a history of collaborative efforts and the formation of a dedicated stakeholder group. Glenwood Springs demonstrates strong stakeholder engagement, evident in the commitment shown by participants in this study.

## Financial Sustainability

The feasibility of a TMA also hinges on the financial commitment of stakeholders, beyond initial expressions of support. Evaluating the availability of funding from local or state sources, and the stakeholders' readiness to provide financial or in-kind support, is crucial for sustaining the TMA. The identification of both local and extended funding commitments in Glenwood Springs suggests a favorable environment for the TMA's success.

In conclusion, the thorough assessment of these dimensions indicates that establishing a TMA in Glenwood Springs is not only feasible but also well-positioned to enhance accessibility and mobility for the area's employees, residents, and visitors. Further details on the criteria used for each assessment area follow, providing insight into the study's comprehensive approach.

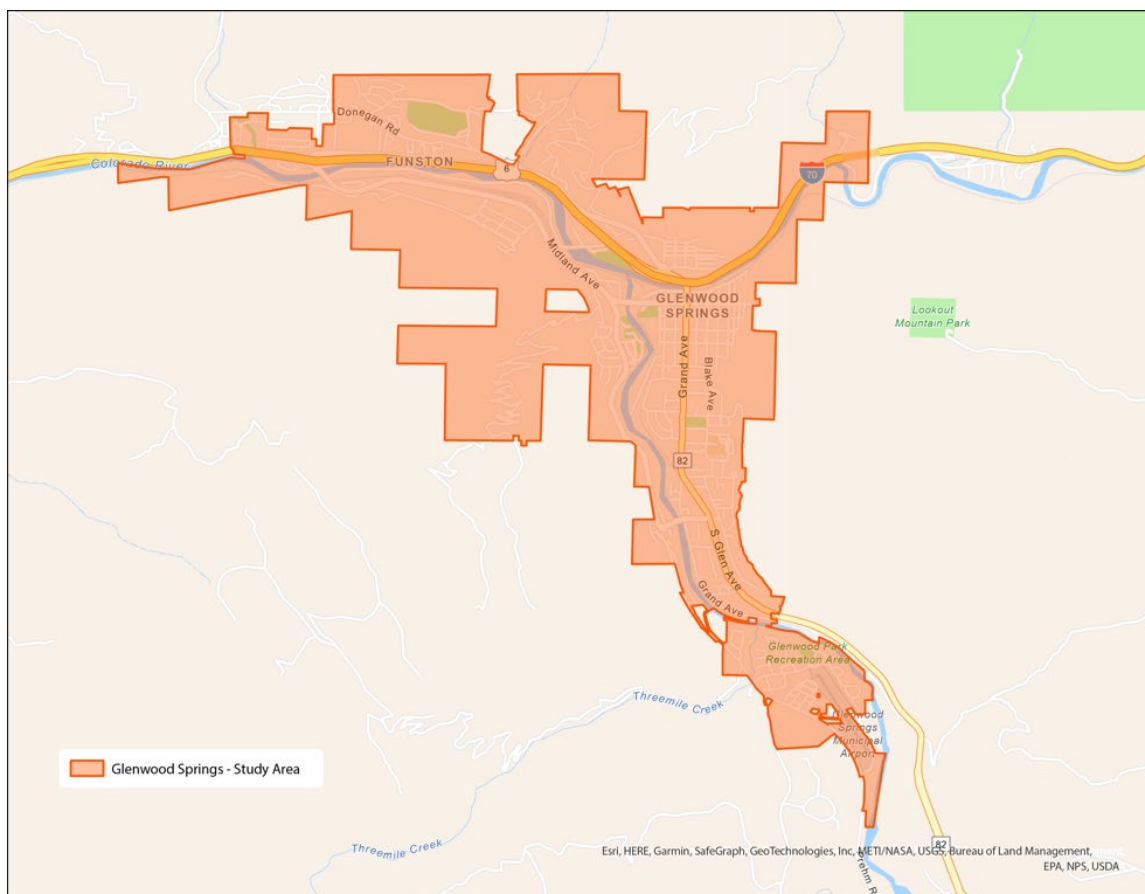


# Feasibility Study Analysis

This section offers a succinct feasibility analysis for initiating a Transportation Management Association (TMA) in Glenwood Springs, aimed at addressing the pressing challenges of traffic congestion, access, and mobility within the area. Through a detailed examination of local transportation issues, commuter patterns, and existing transit services, the analysis underscores the potential benefits of a TMA. It highlights the importance of defining a specific study area, understanding traffic dynamics, enhancing transportation options, and engaging stakeholders to improve the overall quality of life for residents and visitors. By presenting data on employment trends, parking management, and air quality, the analysis also connects the proposed TMA's objectives with economic development and public health goals.

## Study Area

Figure 1: Study Area



While TMA feasibility depends on factors beyond legal borders, a study area must be defined to make findings comparable and to evaluate stakeholder and financial feasibility that aligns with local funding mechanisms. For this research, the boundary for the city of Glenwood Springs was used.

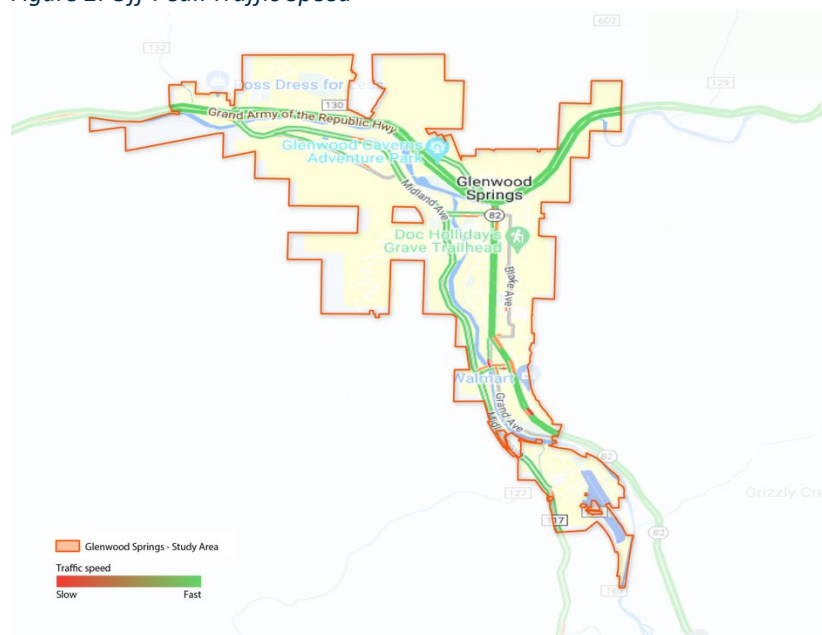


## Transportation Challenges

### Traffic Congestion

Existing traffic congestion on roads or highways within and leading to Glenwood Spring is a key motivation for TMA formation. Traffic congestion provides varying types of motivations to action among public-sector entities, businesses, developers, property managers and individual

Figure 2: Off-Peak Traffic Speed



travelers. Addressing these various motivations is an important strength and key role for a TMA. Traffic congestion was measured by estimating PM Peak travel times using Google Maps. The peak of and off-peak hours were reviewed along I-70 to and from New Castle and Dotsero, and along CO-82 to and from Aspen. Table 1 shows the variation between off and on-peak travel times, particularly the PM peak congestion along CO-82 from Aspen to Glenwood Springs.

Table 1: Off-Peak and On-Peak Travel Times

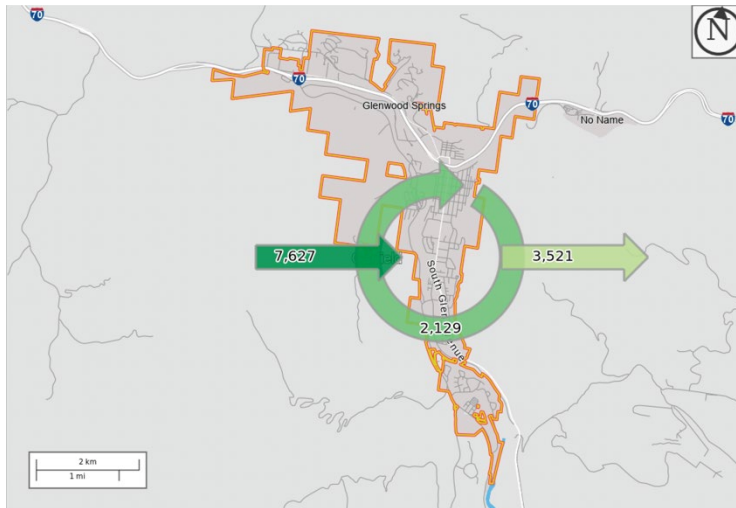
|            | Off-peak to Glenwood Springs                    | PM peak from Glenwood Springs |
|------------|-------------------------------------------------|-------------------------------|
| New Castle | 18 to 22 minutes                                | 16 to 20 minutes              |
| Aspen      | 50 to 70 minutes (PM Peak<br>70 to 110 minutes) | 50 to 70 minutes              |
| Dotsero    | 20 to 26 minutes                                | 22 to 28 minutes              |



## Access and Mobility

The relative number of commuters traveling to or from the study area can help understand whether marketing and outreach efforts of a future TMA will have an audience, and the potential for behavior change among single occupant commuters not living in the area. Based

*Figure 3: Daily Commuters*



Source: <https://onthemap.ces.census.gov/>

on 2019 ACS data, there are 5,650 people who are employed and live in Glenwood. 62 percent (3,521) commute outside the city and 38 percent (2,129) stay within the city. 7,627 employees who work in Glenwood Springs live outside the city, resulting in a net daily employed persons gain of 4,106 within city limits, a 73 percent increase.

## Ride Glenwood and Active Transportation

The ability of employees, customers, and suppliers to access local businesses and other destinations can be just as important as traffic congestion issues. A TMA can play a key role in improving the viability of alternative transportation to and within an area either by increasing demand for underutilized services and infrastructure or by advocating for, and occasionally implementing, new services. Transit services serving the study area include RFTA service to Aspen and the Snowmass Valley and New Castle, and the Ride Glenwood Service (Figure 4). CDOT also operates a Bustang service connecting Glenwood Springs to Grand Junction and Denver, which operates 4 daily routes in each direction. Active transportation options (Figure 5) include bike lanes along Midland Avenue and Devereux Road providing connectivity to West Glenwood, and Grand Avenue and the Rio Grande Trail provide connections to the south.



Figure 4: Ride Glenwood

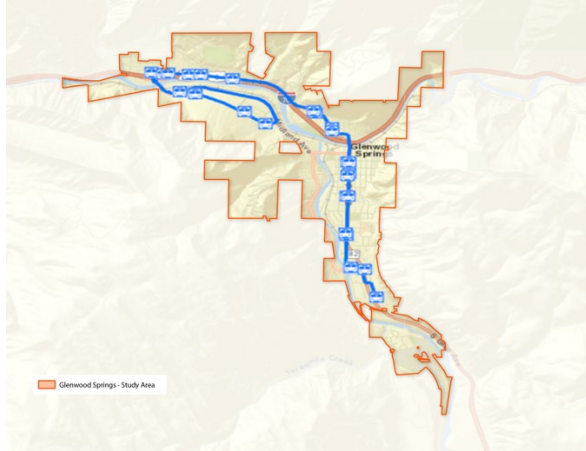
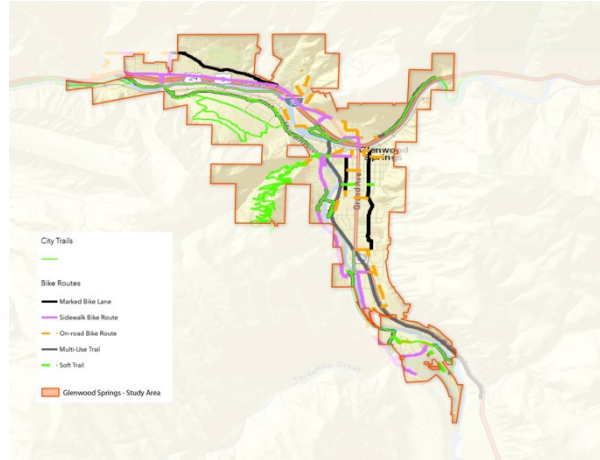


Figure 5: Bike Lanes and Paths



## Parking Issues

Parking supply issues are often linked to congestion and access concerns. A TMA is well suited to address these issues, as strategies exist to encourage employers and developers to charge for parking or, minimally, make employees more aware of the true cost of parking. This study inventoried parking areas available around downtown Glenwood Springs and discussed them with stakeholders. The following parking areas were identified (not exhaustive):

- City Parking Garage
- Cooper Street Public Parking
- Sayre Park
- 7th and Colorado (west of Grand Ave)
- Library (after 6:00 PM)
- Courthouse (after 6:00 PM)
- City Hall (after 6:00 PM)



## Area Characteristics

### Employee Retention and Jobs

Traffic congestion often deters employers from locating/remaining in an area and may also discourage many employees from working there. As transportation problems worsen, some employees may seek other employment opportunities. A TMA is uniquely suited to work with employers to address congestion, accessibility, and mobility, and can provide economic benefits to area businesses. Table 2 shows the increase in primary jobs from 2009 to 2019 in Glenwood Springs compared to Colorado and Garfield and Eagle Counties. While Glenwood Springs increase in primary jobs hasn't met the pace of Colorado as a whole, it outpaces Garfield County and neighboring Eagle County, indicating that it has strong regional growth. The reason it hasn't met the pace of Colorado could relate to transportation and land use challenges that could be helped by the TMA.

*Table 2: Total Primary Jobs by Year*

|                         | 2009      | 2019      | Percent Change |
|-------------------------|-----------|-----------|----------------|
| <b>Glenwood Springs</b> | 7,611     | 8,909     | 15%            |
| <b>Garfield County</b>  | 20,305    | 22,842    | 11%            |
| <b>Eagle County</b>     | 24,896    | 28,360    | 12%            |
| <b>Colorado</b>         | 1,985,054 | 2,487,642 | 20%            |





## Employment Density

A TMA is designed to be flexible and to adapt to the specific needs of the area that it will serve

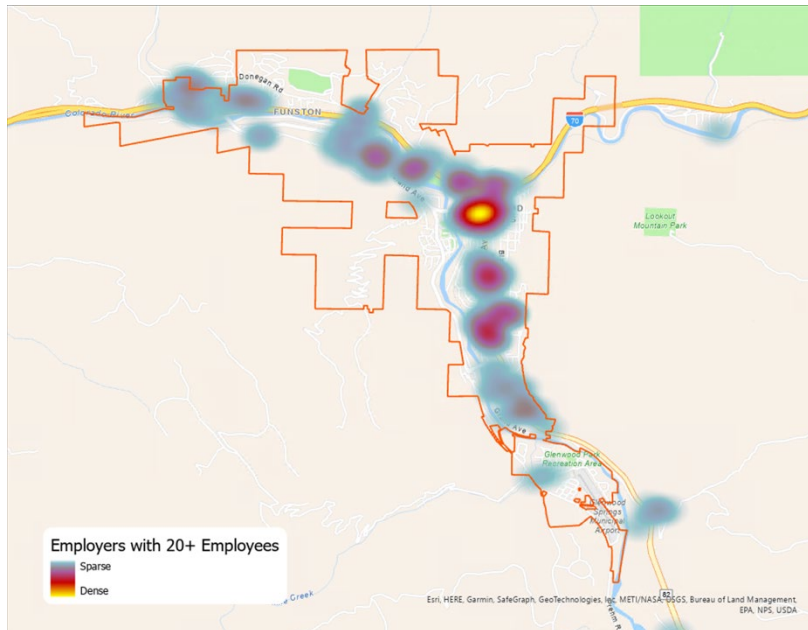


Figure 6: Land Use and Employer Density

and the geographic scope of a TMA varies with each organization. The primary regional characteristics that should be considered in determining TMA feasibility relate to land use and employer density. This study researched density of employers with 20 or more employees (Figure 6), finding the clusters of larger employees then to be located in Downtown Glenwood Springs, with commercial areas comprising larger employers in West Glenwood and to the south.

In total, there are around 140 employers with 20 or more employees in Glenwood Springs. Some larger employers are listed below.

- *Berthod Motors Inc*
- *Buxman Enterprises LTD*
- *Calaway Young Cancer Ctr*
- *City Market*
- *County Of Garfield*
- *County Of Garfield*
- *Garfield County Sheriffs Ofc*
- *Glenwood Hot Springs Resort*
- *Glenwood Springs City Hall*
- *Glenwood Springs Office*
- *Gould Construction*
- *Holy Cross Energy*
- *Hot Springs Athletic Club*
- *Lowe's Home Improvement*
- *Mountain Valley Developmental*
- *Sunlight Mountain Resort*
- *Target*
- *Walmart*

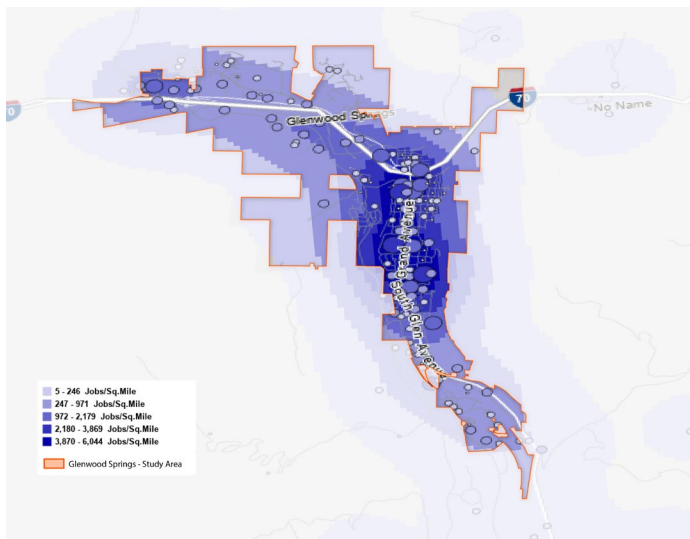




## Economic Development

A primary indicator of economic development is an area's job density (Figure 7) relative to the region and change in total number of primary jobs over time (Table 2). Glenwood Springs' primary job density is 1,524 jobs per square mile. Compared to the primary job density of Garfield County, 8/square-mile, Glenwood Springs has significant economic activity.

Figure 7: Job Density/Square-Mile

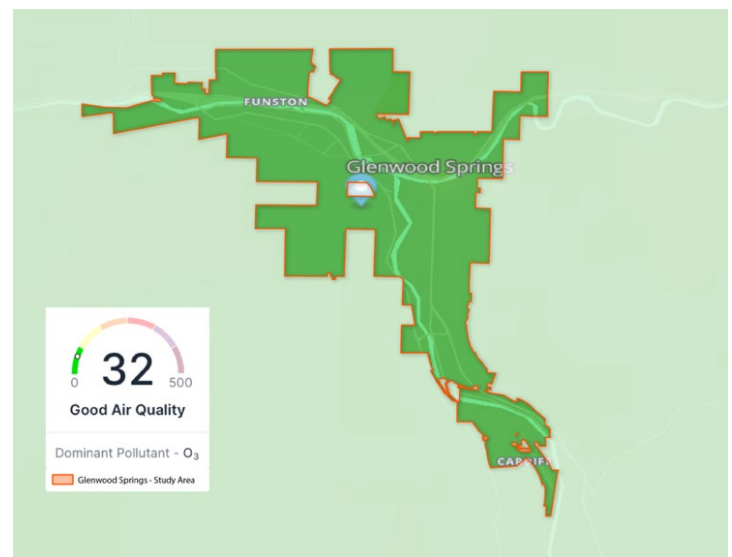


## Air Quality and Public Health

Concerns with public health and air quality require localized solutions with both public- and private-sector cooperation, and in some cases transportation funding is contingent upon the resolution of air quality issues. Air quality and public health issues doesn't necessarily have to be present. Preserving existing good air quality or maximizing public health benefits can be supported by at TMA.

Figure 8 shows the air quality around the study area. When researched in June 2023, PM2.5 levels over the preceding 30 days remained below the World Health Organization guidelines.

Figure 8: Air Quality on a Typical Day in Glenwood Springs



## Stakeholder Commitment

Assuming appropriate transportation challenges and regional characteristics exist, another critical element of TMA success is whether area private- and public-sector stakeholders are prepared and motivated to formalize collaborative action. Several critical elements of appropriate stakeholder commitment include a history of involvement and the presence of a champion or core group of stakeholders.

### History of Involvement

Formation of a TMA is often easier if public- and private-sector stakeholders have undertaken successful collaborative action on past challenges, transportation or otherwise. The process of creating



a TMA or organization where one hasn't existed can be a daunting and time-consuming task. The residents, employees, and visitors of Glenwood Springs have a long history of involvement in local issues, particularly when it comes to transportation challenges and other issues a TMA can help address. A key example of this took place in 2017 when the Colorado Department of Transportation worked with the community to manage traffic delays and pedestrian access during the Grand Avenue Bridge replacement.

### Presence of a Champion

One factor cited for the early success of many TMA formation efforts is the presence of a community leader, developer, or an individual business that makes a commitment to promote and facilitate the creation and formation of the TMA. Even better is the existence of multiple champions; a small group of advocates who are willing to serve as the TMA formation committee and provide the needed leadership and time to undertake the feasibility study and early formation tasks. This group should include several large employers, developers, and/or property managers that can commit time and resources to a long-term program, even if there is no payoff in the first few years. The ongoing effort by the City of Glenwood Springs to create a TMA Advisory Board, and the ongoing commitment from area stakeholders, exemplifies that this core group of stakeholders is already in place and has been working to champion a TMA for over a year. This continued support will be essential for success of the TMA.

## Financial Sustainability

Related to stakeholder commitment is the ability for a TMA to secure long-term guaranteed revenue sources. TMAs with the best long-term financial stability have an appropriate balance of funding, including but not limited to, membership dues, grants, assessments, and fees for service. Top-ranking

TMA's rely less on federal grants, and the more local funding TMA's get, generally the more successful they are. Several long-term funding sources are available for a Glenwood Springs program (Table 3). As the TMA gains momentum, garnering additional local support will be crucial to ensure the program can remain solvent.

*Table 3: Funding Sources*

| <b>Funding Source</b>          | <b>Administrator</b>   | <b>Cycle</b>    | <b>Size</b>            |
|--------------------------------|------------------------|-----------------|------------------------|
| TMO Support Grants             | CDOT                   | Annual          | <\$60,000 (unmatched)  |
| TDM Innovation Grants          | CDOT                   | Annual          | <\$50,000 (20% match)  |
| TDM Seed Funding Grants        | CDOT                   | Every 2 years   | <\$100,000 (20% match) |
| Multimodal Options Fund (MMOF) | Intermountain West TPR | Every 2-3 years | unknown                |

## Feasibility Summary

Based on the research of area characteristics and transportation challenges, conditions exist that will help ensure that a TMA can be implemented successfully. The assessment areas pertaining to stakeholder commitment and a history of involvement help ensure this feasibility will lead to successful formation. This level of involvement should be maintained and grow as the TMA is enabled to involve more stakeholders and address varying issues as they become identified. The procurement of multi-year funding through a successful grant application will ensure near-term success, and identification of a long-term funding source will enable ongoing impact of the program.



# Outreach and Engagement

This section of the report outlines the comprehensive outreach efforts undertaken as part of the development process for the Transportation Management Association (TMA) in Glenwood Springs. These efforts were aimed at gathering a wide range of perspectives and insights to inform the creation of an effective TMA. The outreach included a public meeting, a business questionnaire, a city council meeting, and several TMA Advisory Committee meetings. Each of these platforms provided valuable feedback from different segments of the community, including residents, businesses, city officials, and other stakeholders. This section details the key findings from these outreach activities, highlighting the community's needs, challenges, and expectations regarding transportation and mobility. The insights gained through this outreach are critical in shaping a TMA that is responsive to the specific needs of Glenwood Springs and contributes to the city's overall mobility goals.

## Public Meeting

In January 2023, a public meeting was conducted to gather community input on mobility challenges in Glenwood Springs. Some significant points raised were:

- The need for transit options closer to residents' front doors.
- A desire for more frequent transit services.
- Requests for accommodations for carrying tools and heavy items.
- Concerns about the current inconvenience of transit systems.

## Glenwood Springs Business Questionnaire

A business questionnaire was conducted to understand how Transportation Demand Management (TDM) could better support local businesses. Key findings included:

- Among responding businesses, 6 offered private parking, while 26 did not.
- Most businesses had not implemented TDM incentives like bus pass discounts or carpool/vanpool programs.
- 65% of employees reported commuting alone.
- 72% of these employees commuted from the Glenwood Springs area.

## Glenwood Springs City Council Meeting

A city council meeting in February 2023 focused on discussing the development of a Glenwood Springs TMA and the potential advantages of TDM for the city.



## TMA Advisory Committee Meetings

The TMA Advisory Committee, consisting of diverse representatives from major sectors of the community, met three times during the TMA work plan development process, offering crucial support and guidance. The committee included members from major businesses, tourism, city staff, council members, educational institutions, RFTA, CDOT, Garfield County, and Colorado Mountain College. The meetings covered:

- An introduction to TMAs and TDM, discussing how a TMA could support Glenwood Springs' mobility goals, including identifying key audiences and addressing mobility issues.
- An overview of key TDM programs suitable for the city, categorized into themes like equitable TDM strategies, First and Last Mile strategies, and parking strategies.
- Discussion on brand concepts for the new TMA and the selection and prioritization of strategies to form the TMA work plan.

A detailed summary of each meeting is provided in Appendix B of this report.



# Glenwood Springs TMA Work Plan

The detailed work plan for the Glenwood Springs TMA covers a range of short-term, medium-term, and long-term goals, each with specific actions, rationales, and key benefits. The work plan was developed with input from the public, business questionnaires and the TMA advisory committee. Included here is a table summarizing the work plan, before a more detailed description of each strategy categorized by short-, medium- and long-term strategies.

Table 4: Overview of Glenwood Springs TMA Work Plan

| Term      | Description                                               | Rationale                                                                                  |
|-----------|-----------------------------------------------------------|--------------------------------------------------------------------------------------------|
| 1-2 years | Program management, marketing and outreach.               | Establishes TMA identity and branding while providing tools for TMA.                       |
| 1-2 years | Travel planning and incentive platform.                   | Key to TMA campaigns and future TDM programming.                                           |
| 1-2 years | Campaigns and Events.                                     | Quick-win to establish TMA and gain recognition.                                           |
| 1-2 years | Anchor Employer Transportation Coordinator (ETC) Network  | Anchor ETC network to provide stability to the new TMA.                                    |
| 1-2 years | Employer and developer TDM toolkit.                       | Resource for employer/developer use and to help expand ETC network.                        |
| 3-4 years | Schoolpool including bike trains or walking school buses. | Builds upon materials developed in years 1-2, uses recognition to gain trust with schools. |
| 3-4 years | Expansion of ETC network.                                 | Build upon anchor employers using case studies and results from years 1-2.                 |



|          |                                                            |                                                                                                                                                                                                                                                        |
|----------|------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4+ years | Microtransit Pilot.                                        | Requires regional cooperation and established TMA. Utilizes the established ETC network and travel planning/incentives platform to ensure programs are successful. Uses established TMA brand to gain trust and buy-in from surrounding jurisdictions. |
| 4+ years | Vanpool program.                                           |                                                                                                                                                                                                                                                        |
| 4+ years | Support first and last mile infrastructure implementation. |                                                                                                                                                                                                                                                        |

## Short-term

In the short-term (1-2 years), the focus is on establishing the TMA's identity and foundational programs. This includes program management, marketing, outreach, travel planning and incentive platforms, campaigns and events, and creating an Employer Transportation Coordinator (ETC) network. These initiatives aim to increase TDM awareness, promote alternative transportation modes, and foster community engagement.

### Program Management, Marketing, and Outreach

The Program Management, Marketing, and Outreach strategy is a holistic plan designed to elevate the effectiveness and reach of TDM initiatives. Leveraging a multi-channel communication strategy, it aims to connect with the community through various media, foster direct engagement, and celebrate shared successes. By implementing targeted marketing and dynamic campaigns, the strategy seeks to boost participation and make a tangible impact on traffic and air quality, with success measured through precise metrics and community feedback, ultimately cultivating a vibrant, eco-conscious community.

- **Comprehensive Communication Strategy:** This will be a multi-channel approach using digital media, face-to-face interactions, and community events. The strategy will also include regular feedback mechanisms to refine messaging.
- **Targeted Marketing Materials:** These will be both digital and print, designed to be visually appealing and informative, and will highlight individual and community success stories.
- **Engagement Campaigns:** A series of targeted campaigns will be rolled out to increase TDM program participation, with a focus on the most congested routes and areas with poor air quality.
- **Metrics of Success:** Regularly monitor and report on increased participation rates, reduced traffic, and lower emissions to demonstrate the benefits and adjust strategies as needed.



**Key Outcomes:** Increased awareness and participation in the TMA, leading to reduced traffic congestion and emissions, and fostering a sense of community engagement.

## Travel Planning and Incentive Platform

The Travel Planning and Incentive Platform strategy is designed to revolutionize the way individuals and employers approach commuting. By offering a user-friendly online platform for personalized travel planning, tracking, and analytics, it incentivizes the use of alternative transportation modes. The platform not only rewards users but also provides employers with tools to encourage and monitor employee participation. This approach aims to foster a shift towards more sustainable commuting habits, contributing to a more efficient and environmentally friendly transportation ecosystem. To see an example of a travel planning and incentive platform see the Denver Regional Council of Governments (DRCOG) platform called Way to Go, accessed at <https://mywaytogo.org>.

- **Personalized Travel Planning:** Users can create profiles on the online platform, inputting their typical routes and preferences, receiving customized travel plans that utilize alternative transportation modes.
- **Tracking and Analytics:** The platform would track user participation and the use of alternative transportation modes, providing data for further program refinement and targeted incentives.
- **Incentive Programs:** Users and employers would earn points for each use of alternative transportation, redeemable for discounts, rewards, or recognition. This system aims to reward consistent behavior.
- **Employer Dashboards:** Employers would have access to dashboards to track employee participation and earn recognition or financial incentives for facilitating alternative transportation use.
- **Behavioral Insights:** Using data from the platform, insights into travel behavior can be used to adjust incentives and improve the user experience.

**Key Outcomes:** The platform's key benefits would be making alternative transportation easier and more rewarding, encouraging long-term changes in commuting habits, and contributing to a more sustainable transportation ecosystem. The platform can also be used to track engagement and program impacts which can be useful for securing funding in the future.

## Campaigns and Events

The strategy for enhancing transportation demand management (TDM) through community events and campaigns is designed to foster a culture of sustainable transportation. By establishing a comprehensive event calendar, crafting mode-specific campaigns, forging incentive partnerships, and promoting continuous engagement, the initiative seeks to embed alternative transportation choices into the daily lives of community members, strengthening their commitment to TDM goals and creating lasting change in commuting habits.

- **Event Calendar:** Develop a year-round calendar of TDM events that aligns with national campaigns, local festivities, and seasonal opportunities to maximize participation.





- **Custom Campaigns:** Create tailored campaigns for specific transportation modes, like biking, which could include safety workshops, free bike tune-ups, or guided bike tours.
- **Incentive Partnerships:** Partner with local businesses to offer perks on event days, such as discounts for cyclists or carpoolers, to encourage participation.
- **Engagement Programs:** Design programs that turn single events into ongoing commitments, like challenges or leaderboards, to maintain interest and participation beyond the events themselves.
- **Community Involvement:** Encourage local groups to participate in organizing and leading events, strengthening community bonds and commitment to TDM goals.

**Key Outcomes:** These initiatives are aimed at cultivating a community culture that values and regularly chooses sustainable transportation options.

### Anchor Employer Transportation Coordinator (ETC) Network

The Anchor Employer Transportation Coordinator (ETC) Network strategy is a comprehensive approach aimed at integrating Transportation Demand Management (TDM) within the fabric of workplace culture. By identifying and training key individuals in businesses, this network will champion sustainable commuting, providing expertise and ongoing support. The strategy encompasses recruitment, training, support, recognition, and evaluation, ensuring a proactive and rewarding environment for TDM practices, ultimately enhancing employee engagement and reducing parking demand for a greener commute.

- **Identification and Recruitment:** Select and recruit ETCs from among motivated individuals in key businesses, focusing on those with influence over workplace policies and employee engagement.
- **Comprehensive Training:** Develop a robust training program that equips ETCs with the knowledge and tools to advise employees on commuting options, as well as to devise and manage TDM strategies tailored to their workplace.
- **Support Network:** Create a support network for ETCs, including a dedicated liaison from the TMA, to provide ongoing assistance, resources, and a forum for ETCs to share experiences and best practices.
- **Recognition Programs:** Implement recognition programs that acknowledge the efforts of ETCs and their companies, incentivizing their continued participation and success in meeting TDM objectives.
- **Evaluation Metrics:** Establish clear metrics to assess the impact of the ETC network on commuting patterns, parking demand, and employee engagement in TDM initiatives.



**Key Outcomes:** Creates a structured and sustainable approach to promoting TDM within the workplace, leading to higher employee engagement and reduced parking demand.

## Employer and Developer TDM Toolkit

The Employer and Developer TDM Toolkit strategy aims to facilitate sustainable commuting practices within the community. By equipping local businesses and developers with a comprehensive set of tools and knowledge, this strategy serves to streamline the implementation of effective Transportation Demand Management (TDM) measures. The toolkit will act as a manual, providing step-by-step instructions, best practices, case studies, and measurement tools, all designed to reduce vehicular traffic and support the city's environmental and traffic reduction goals. The initiative stands to not only alleviate infrastructural strain but also to empower stakeholders to contribute to a greener, more efficient urban landscape.

- **Comprehensive Guide Development:** Assemble a guide that encompasses a wide array of TDM resources, including implementation strategies, communication tactics, and engagement methodologies tailored for various workplace environments.
- **Inclusion of Practical Tools:** Incorporate practical tools such as surveys, data tracking sheets, and model policies that employers and developers can utilize to measure and report on the effectiveness of their TDM strategies.
- **Educational Materials:** Include educational content that explains the principles of TDM, its importance for urban planning, and its benefits for traffic management and environmental sustainability.
- **Case Studies and Examples:** Provide real-world examples of successful TDM implementations, highlighting different approaches and outcomes to inspire and guide new initiatives.
- **Key Benefits Elaborated:** By empowering employers and developers with this toolkit, they are enabled to actively participate in achieving the city's TDM goals, which can lead to a reduction in traffic volumes and a diminished need for extensive parking infrastructure, contributing to a more sustainable urban environment.

**Key Outcomes:** Empowers local businesses and developers to contribute to the city's TDM goals, potentially reducing the number of vehicles on the road and the need for parking infrastructure.

## Potential Costs for Short-term programming

- *Program Management, Marketing, and Outreach:* \$20,000 - \$40,000. This includes costs for strategy development, material design, production, and distribution.
- *Travel Planning and Incentive Platform:* \$10,000 - \$30,000. Development of a customized online platform and budget for incentives.



- *Campaigns and Events*: \$5,000 - \$15,000. Costs for organizing events, promotional materials, and logistics.
- *Anchor Employer Transportation Coordinator (ETC) Network*: \$15,000 - \$25,000. Includes training costs, material development, and network setup.
- *Employer and Developer TDM Toolkit*: \$7,000 - \$20,000. Creation of the toolkit, research, and compilation of resources.

**These are approximate costs and can vary based on the scale of implementation, local rates, and specific requirements. For accurate budgeting, it's advisable to seek quotes from service providers.**



## Medium-term

For the medium-term (2-4 years), the plan builds upon the initial programs with an expansion of the ETC network and the introduction of 'Schoolpool' programs, including bike trains or walking school buses. These steps are designed to broaden participation in TDM programs and encourage sustainable transportation among younger demographics.

### Schoolpool including Bike Trains or Walking School Buses

The Schoolpool initiative, encompassing 'Bike Trains' and 'Walking School Buses', is a comprehensive strategy aimed at transforming school commutes into healthier, community-oriented experiences. It involves creating structured programs for group biking and walking, under adult supervision, and collaborating with various stakeholders to ensure safety and efficiency. This initiative not only aims to reduce traffic congestion around schools but also promotes physical activity and fosters a sense of community among students, parents, and local authorities, contributing to a more connected and health-conscious community.

- **Program Development:** Designing initiatives where children bike together in 'bike trains' or walk in 'walking school buses', all under adult supervision. This includes defining routes, schedules, and safety protocols.
- **Collaboration with Stakeholders:** Working closely with schools, parent groups, and local law enforcement to ensure routes are safe and efficient. This may involve route planning, safety workshops, and regular communication with all parties.

**Key Outcomes:** The primary advantages include reducing traffic congestion around schools during peak hours, promoting physical activity and health among children, and strengthening community ties through increased engagement of parents, teachers, and local authorities in student transportation. This approach not only alleviates traffic issues but also contributes to a healthier, more connected community.

### Expansion of ETC Network

The expansion of the Employer Transportation Coordinator (ETC) Network is a key strategy to enhance local businesses' involvement in Transportation Demand Management (TDM). It focuses on engaging a wider range of employers, offering specialized training to ETCs, and creating a platform for knowledge sharing and collaboration. This approach not only strengthens the capacity of businesses to manage transportation demands effectively but also fosters a more comprehensive and sustainable local transportation system through increased TDM program participation.

- **Engaging More Businesses:** Actively recruiting more employers, particularly major employers and new developments, to join the network. This could involve outreach campaigns, presentations, and meetings to highlight the benefits of participation.



- **Training and Support for ETCs:** Offering comprehensive training programs for new ETCs, including best practices in transportation demand management (TDM), and providing ongoing support.
- **Creating a Sharing Platform:** Developing a platform or forum where ETCs can share experiences, strategies, and challenges. This could be a digital platform, regular meetings, or workshops.
- **Key Benefits:** Enhanced capacity of local businesses to manage transportation demands, leading to increased participation in TDM programs and a more sustainable transportation system overall.

This approach is aimed at creating a robust, community-wide effort to address transportation challenges through collaborative and informed practices.

**Key Outcomes:** Enhances the capacity of local businesses to manage their transportation demand effectively, leading to broader participation in TDM programs and a more sustainable local transportation system.

## Potential Costs for Medium-term programming

### SchoolPool Program Development:

- *Staff Costs:* \$40,000 - \$80,000 per year for a coordinator (part-time or full-time depending on the scale).
- *Route Planning:* \$2,000 - \$10,000 for initial assessment and mapping.
- *Safety Equipment:* \$500 - \$3,000 for initial supplies.

### Collaboration with Stakeholders:

- *Stakeholder Meeting Costs:* \$500 - \$2,000 per meeting.
- *Safety Workshops:* \$1,000 - \$5,000 per workshop.

### Ongoing Costs:

- *Program Administration:* 10-20% of initial setup costs annually.
- *Periodic Safety Audits and Updates:* \$1,000 - \$5,000 annually.

### Expansion of ETC Network

#### Engaging More Businesses:

- *Outreach Campaigns:* \$5,000 - \$20,000 initially.



- Staff Time: \$30,000 - \$70,000 per year for staff involved in outreach.

*Training and Support for ETCs:*

- Training Materials Development: \$2,000 - \$10,000 initially.
- Training Sessions: \$1,000 - \$5,000 per session.

*Creating a Sharing Platform:*

- Development Costs: \$10,000 - \$50,000 for a basic to intermediate platform.
- Maintenance Costs: \$2,000 - \$10,000 annually.

*Ongoing Support and Network Activities:*

- Regular Meetings or Workshops: \$1,000 - \$5,000 per event.
- Staff Costs for Network Coordination: \$30,000 - \$70,000 per year.

**These are approximate costs and can vary based on the scale of implementation, local rates, and specific requirements. For accurate budgeting, it's advisable to seek quotes from service providers.**



## Long-term

In the long-term (4+ years), the plan proposes more complex initiatives like a microtransit pilot, a vanpool program, and support for first and last mile infrastructure implementation. These are aimed at enhancing accessibility, reducing private vehicle use, and improving connections to public transit.

### Vanpool Program

The vanpooling initiative is a structured program designed to efficiently connect commuters with similar routes through a shared van system. It encompasses establishing a dedicated fleet, offering incentives to encourage participation, and engaging in robust outreach and partnership efforts with local businesses. The initiative aims to reduce road traffic, lower commuting costs, and foster community among users, while being monitored for effectiveness and environmental impact, thereby contributing to a more sustainable and interconnected community.

- **Program Structure:** Set up a structured vanpool program to connect groups with similar commutes. This would involve route mapping, scheduling, and establishing pickup/drop-off points.
- **Vanpool Fleet:** Acquire or lease one or two vans. Consider different sizes and types, including accessible vehicles, to accommodate various group needs.
- **Incentive Scheme (integrate with incentive platform):** Develop a tiered incentive program that offers tangible benefits such as reduced parking fees, priority parking spots, and financial subsidies to encourage participation.
- **Outreach and Promotion:** Market the vanpooling initiative through local employers, community centers, and social media to raise awareness.
- **Partnership with Local Businesses:** Collaborate with local businesses to support the program, possibly through sponsorship or incentives for their employees to join.
- **Monitoring and Evaluation:** Implement a system to track participation rates, cost savings, and environmental impact to gauge success and guide improvements.

**Key Outcomes:** it reduces the number of vehicles on the road, cuts individual commuting costs, and builds a sense of community among participants by sharing rides regularly.

### Microtransit Pilot

The Microtransit Pilot Program for the City of Glenwood Springs is a comprehensive initiative aiming to evaluate the feasibility and effectiveness of on-demand transit services. The strategy involves reviewing past studies, designing a pilot to test microtransit across various neighborhoods and times, integrating advanced technology for user interaction and route optimization, selecting appropriate vehicles, actively engaging with the community for feedback, and continuously assessing and adapting the service. This approach is geared towards enhancing local transportation efficiency and meeting specific community needs.

- **Review past studies:** Review City of Glenwood Springs “On-Demand Transit Feasibility Study” from 2019.
- **Pilot Program Design:** The program will be designed to test the effectiveness of microtransit in different areas and times of the day. It may start in specific neighborhoods or during peak travel times to assess demand and operational logistics.
- **Technology Integration:** The service could use an app or online platform for users to request rides, track vehicles, and manage payments. This technology will be crucial for route optimization and user convenience.
- **Vehicle Selection:** The choice of vehicles will be critical. They should be small enough for easy navigation but large enough to be cost-effective and accommodate several passengers.
- **Community Engagement:** Engage with local residents to understand their needs and preferences, ensuring the service is user-friendly and effectively addresses the community's transportation gaps.
- **Assessment and Adaptation:** Continuously monitor the pilot's performance and gather feedback to make necessary adjustments, ensuring the service meets the community's needs effectively.

**Key Outcomes:** This service aims to provide an alternative to traditional public transit and personal vehicle use, particularly in areas with limited transit options. It's expected to offer more direct routes, reduce travel time, and contribute to decreased traffic congestion.

## Potential Costs for Long-term Programming

Estimating cost ranges for long-term Transportation Demand Management (TDM) strategies, specifically a vanpool program and a microtransit pilot, involves considering several factors. These programs can vary greatly in cost based on the location, scale, and specific features of the initiatives. Here's a rough estimate of the potential costs for these strategies:

### Vanpool Program

- *Program Structure:* Administrative Costs: \$50,000 - \$150,000 annually for staffing, route planning, and management.
- *Vanpool Fleet:* Acquisition/Lease Costs: \$20,000 - \$40,000 per van, depending on the size and features. Leasing can reduce upfront costs but may increase long-term expenses. Maintenance and Fuel: \$5,000 - \$10,000 per van annually. This cost does not include insurance.
- *Incentive Scheme:* Program Incentives: \$1,000 - \$5,000 per participant annually, depending on the level of incentives provided.
- *Outreach and Promotion:* Marketing Costs: \$10,000 - \$50,000 initially and ongoing costs for maintaining awareness.





- *Partnership with Local Businesses:* Variable costs, potentially offset by partnerships and sponsorships.
- *Monitoring and Evaluation:* Data Collection and Analysis: \$10,000 - \$30,000 annually.

#### **Microtransit Pilot**

- *Pilot Program Design and Review of Past Studies:* Initial Studies and Planning: \$30,000 - \$100,000 for comprehensive planning and feasibility studies.
- *Technology Integration:* Development/Integration Costs: \$50,000 - \$200,000 for app development, software integration, and technology setup. Ongoing Technology Maintenance: \$10,000 - \$50,000 annually.
- *Vehicle Selection:* Acquisition/Lease Costs: \$30,000 - \$60,000 per vehicle, depending on type and features. Maintenance and Fuel: \$5,000 - \$10,000 per vehicle annually.
- *Community Engagement:* Outreach and Feedback Collection: \$10,000 - \$40,000 for community meetings, surveys, and engagement activities.
- *Assessment and Adaptation:* Ongoing Analysis and Adjustments: \$20,000 - \$50,000 annually for data analysis, reporting, and program modifications.
- *Partnerships:* Collaborating with businesses or other organizations can offset some costs.

These are estimated ranges and can vary greatly depending on specific program designs, local market conditions, and the scale of implementation. For precise budgeting, detailed local analysis and consultation with experts in TDM program implementation are recommended.



## Next Steps

To successfully launch the Glenwood Springs Transportation Management Association (TMA), a clear roadmap is essential. This section outlines the critical steps for establishing the TMA's foundation, securing funding, and initiating key transportation programs. It highlights the importance of forming a governance structure, identifying financial resources, and implementing services that align with the city's transportation goals. These steps are crucial for the TMA to effectively serve Glenwood Springs and its community, ensuring a sustainable and responsive transportation system.

### Establish TMA, Governance and Management Structure

The foundational step in establishing a TMA is creating a robust governance and management structure. This involves several key actions:

1. **Form a Board of Directors:** Utilizing the insights and expertise from the previous TMA advisory committee, a board of directors should be established. This board, which could also function as a steering committee, will be responsible for overseeing the TMA's strategic direction and operations. It's essential to ensure that this board represents a diverse cross-section of stakeholders, including local businesses, city officials, and community members.
2. **Determine the Organizational Structure:** Decide whether the TMA will be an internal part of the City of Glenwood Springs or a separate entity. Regardless of the choice, it's vital to register the TMA as a 501(c)(3) nonprofit. This status will not only formalize the TMA's position but also open up opportunities for funding and grants.
3. **Staffing Decisions:** Decide on the staffing model for the TMA. Options include running the TMA with city staff or hiring external professionals. The decision should be based on the expertise required, budget constraints, and the specific goals of the TMA.

### Secure Funding

- Identify and secure funding sources. This can include membership dues from participating businesses, City of Glenwood Springs funds, private sponsorships, and other funding mechanisms.
- Identify grants for future funding:
  - [CDOT grants:](#)
    - *TMO Support Grants:* Available annually, offering up to \$60,000 in unmatched funding.



- *Innovation grants:* Incentivizing Innovation grant ideas that reach new audiences or address gaps in current practice or scale up existing best practices to expand their impact. Innovation grants are <\$50,000 and require a 20% local match.
- *Seed funding:* The current grant award is seed funded. This funding was used to develop a clear work plan with support to be implemented. Potential to work with CDOT to gain access to further seed funding to set up and implement TMA programs as developed in this workplan. Seed grants are <\$100,000 every 2 years and require a 20% local match.
- **Multimodal Transportation and Mitigation Options Fund (MMOF):** This is a funding source created within the state treasury and administered by the state's 15 Transportation Planning Regions. The program seeks to promote a "complete and integrated multimodal system" through projects that benefit seniors, residents of rural communities, safe routes to school, and other projects that reduce emissions of air pollutants and greenhouse gases. Eligible multimodal projects can include capital or operating costs for fixed-route and on-demand transit services, TDM programs, and other GHG mitigation projects that decrease vehicle miles traveled. It is recommended the future TMA contact the CDOT Planning Contact for Region 3, Geoff Guthrie at [geoff.guthrie@state.co.us](mailto:geoff.guthrie@state.co.us), to discuss potential project types and funding eligibility.
- **RFTA Mobility Fund:** The Roaring Fork Transportation Authority has stood up a fund for improving mobility in the region.
- **[Colorado Health Foundation](#):** Occasionally includes grants that could forward the TMAs mission and improve community participation.
- **[Colorado Department of Health and Environment](#):** Includes environmental health grants that may align with the TMA's goals.



## APPENDIX A: Connect Glenwood Springs Logo Development

This appendix includes the refined TMA logo created alongside this study. For more information about the evolution of the logo, please see Appendix B, which includes the TMA Advisory Committee presentations.





# Connections

GLENWOOD SPRINGS



**Connections**  
GLENWOOD SPRINGS



**Connections**  
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**Connections**  
GLENWOOD SPRINGS





**Connections**  
NEW CASTLE



**Connections**  
NEW CASTLE

## APPENDIX B: TMA Advisory Committee Presentations

This appendix includes three TMA Advisory Committee presentations and associated Menti poll results.

The committee included members from major businesses, tourism, city staff, council members, educational institutions, RFTA, CDOT, Garfield County, and Colorado Mountain College. The meetings covered:

1. An introduction to TMAs and TDM, discussing how a TMA could support Glenwood Springs' mobility goals, including identifying key audiences and addressing mobility issues.
2. An overview of key TDM programs suitable for the city, categorized into themes like equitable TDM strategies, First and Last Mile strategies, and parking strategies.
3. Discussion on brand concepts for the new TMA and the selection and prioritization of strategies to form the TMA work plan.



# TMA Advisory Board Meeting #1

June 7<sup>th</sup> 9am, 2023



# Agenda

- Introduction and Welcome
- Presentation:
  - What is TDM?
  - Summary of findings from the downtown business questionnaire and public meetings
  - What is a TMA?
  - Summary of the TMA feasibility criteria
- Discussion
- Next Steps



# What is TDM



# What is TDM?



# Evolving Applications for TDM



# TDM and Glenwood Springs

MOVE Glenwood Springs specifies:

“Complementary improvements in pedestrian/bicycle infrastructure, parking facilities, **Transportation Demand Management (TDM) measures**, and traffic signal optimization to enhance the transit operations and overall mobility in the City.”

The plan has numerous recommendations, though none fall within traditional TDM. TDM can help elevate the impacts of recommendations within Move Glenwood Springs.

The closure of the Grand Avenue bridge included numerous successful TDM measures, though all were temporary.



**GLENWOOD SPRINGS  
MULTIMODAL OPTIONS FOR A  
VIBRANT ECONOMY FINAL REPORT**



# Public meeting and business questionnaire summary

# Glenwood Springs Public Meeting Summary

- Getting transit closer to front door.
- More frequent transit.
- Accommodations for carrying tools and other heavy items.
- Transit isn't convenient.

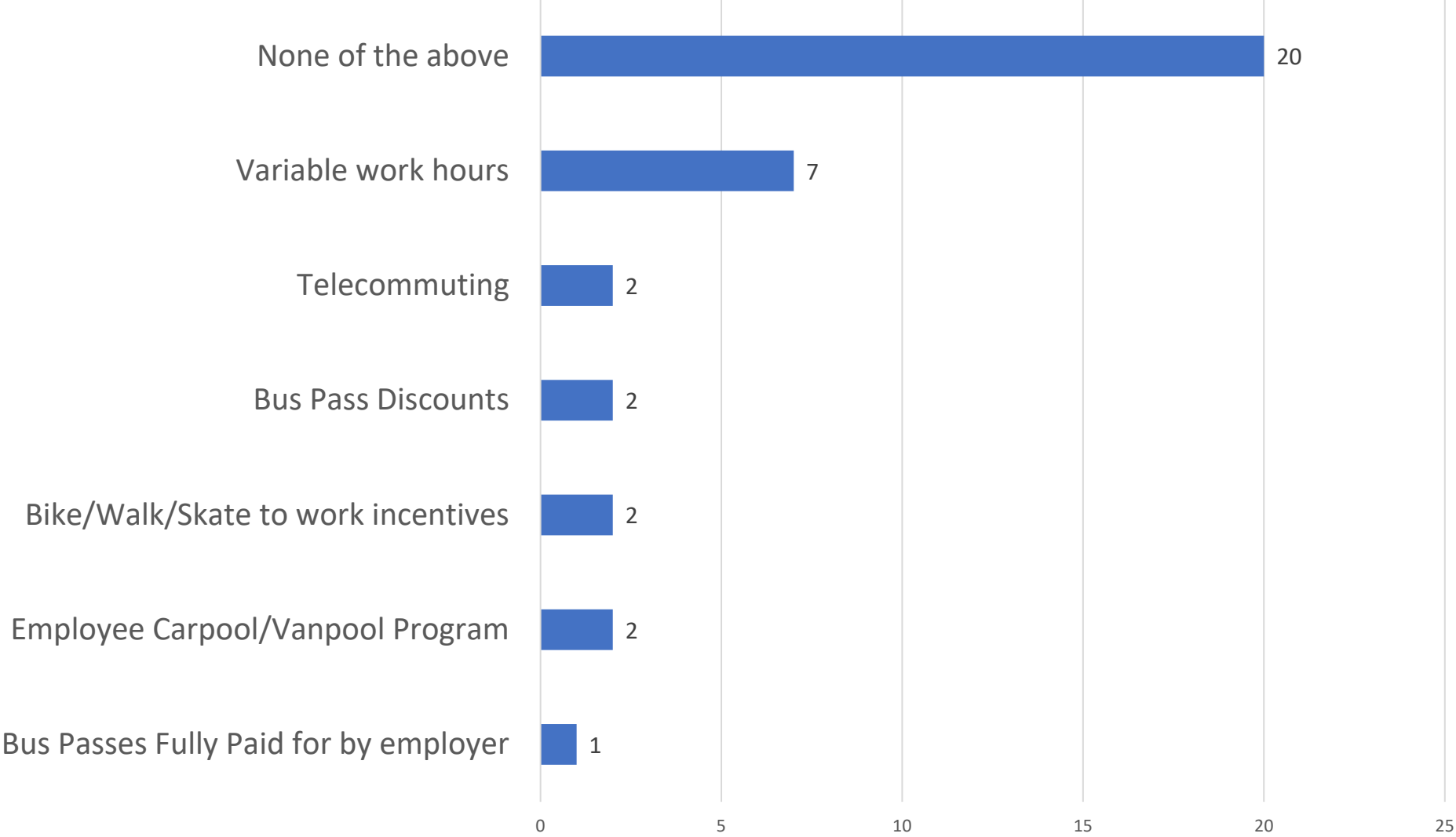


# Glenwood Springs Business Questionnaire Summary

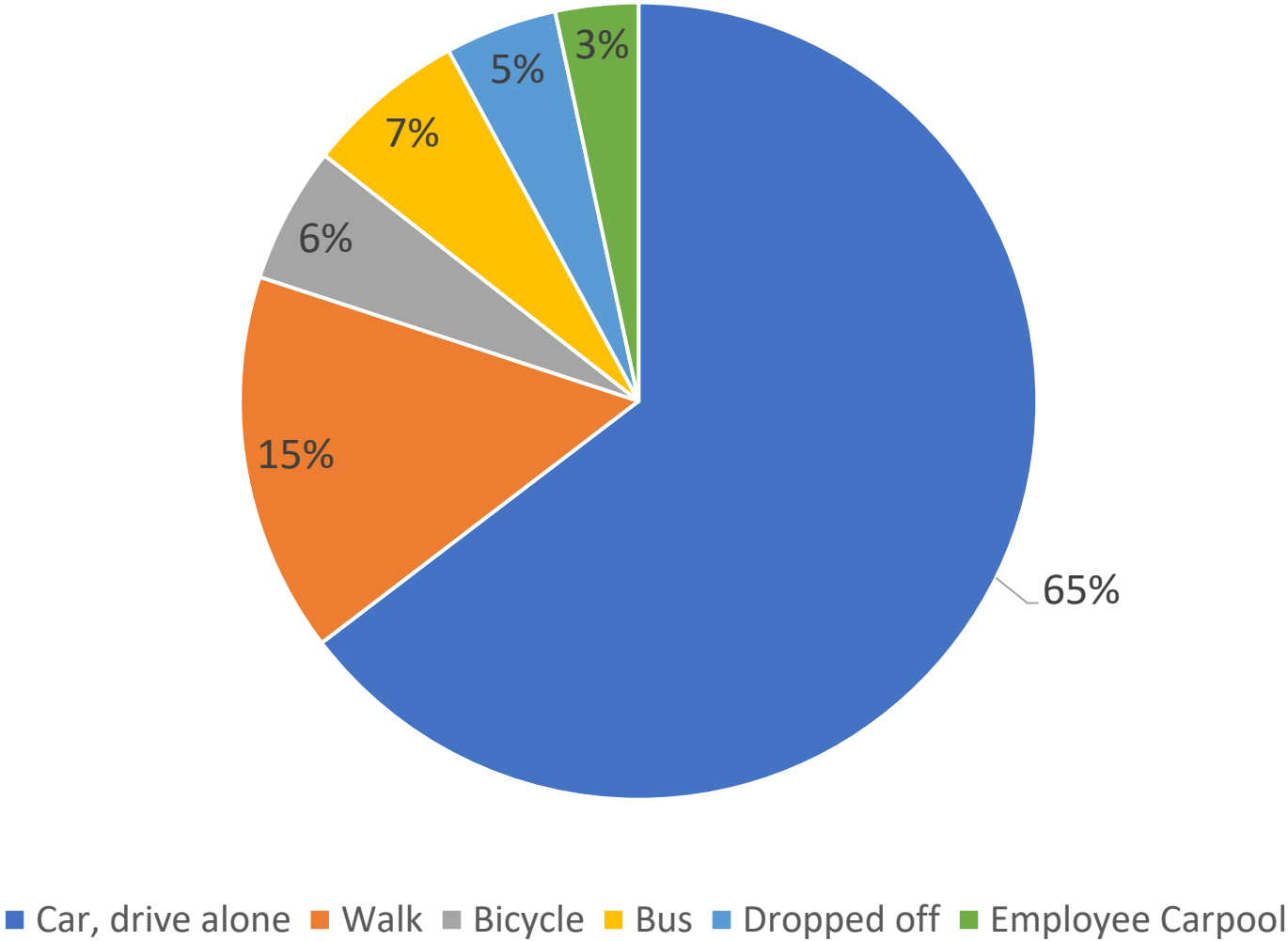
- 56 responses
- 36 business owners or senior managers, 20 employees
- Average of 14 employees at full staff
- Private parking provided: 6
- No private parking: 26



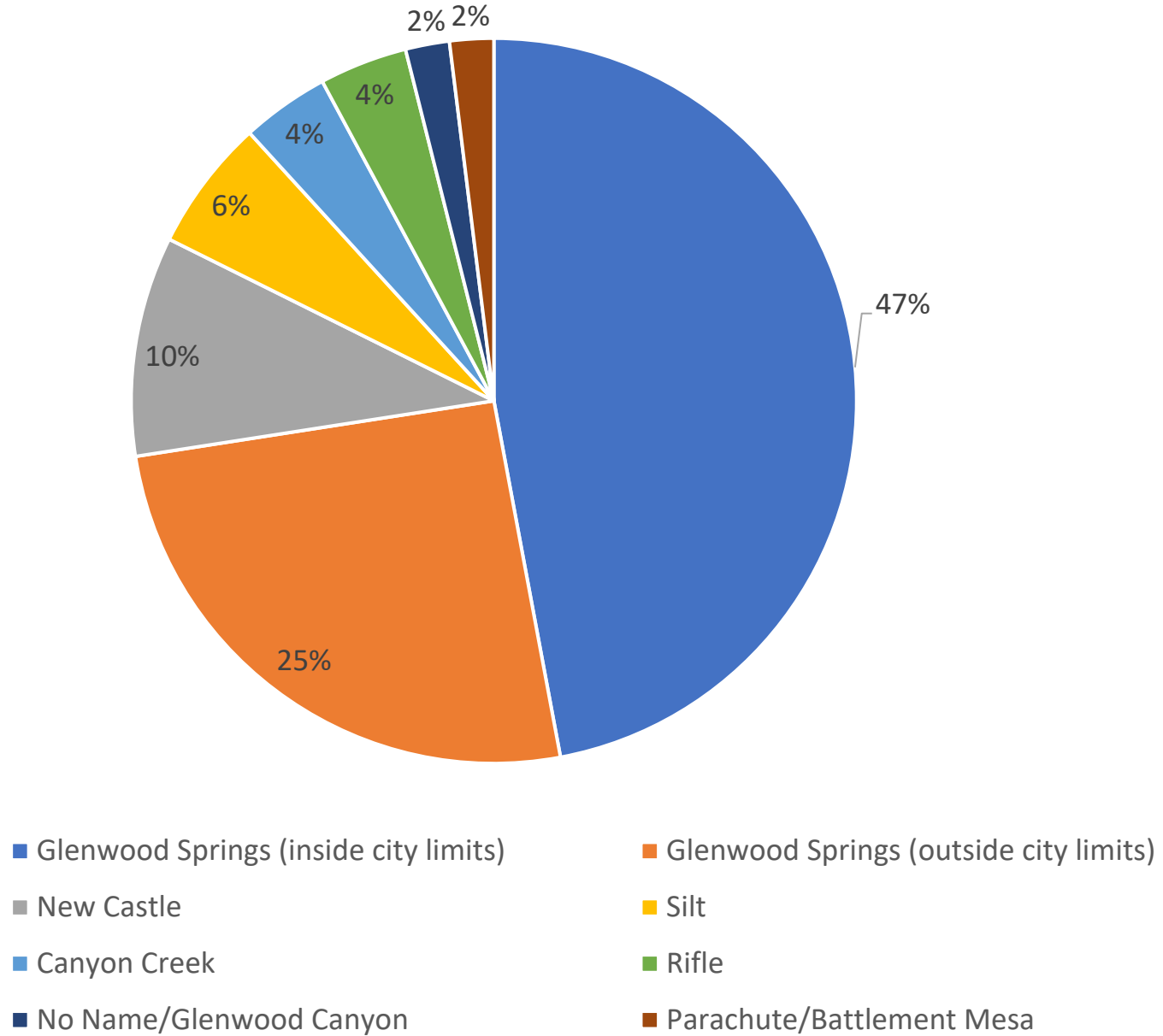
Type of Incentive Provided by Employer



Please estimate which modes of transportation do your employees most often use to get to work? Fill in the approximate number of employees for each mode.



## Where do you travel from?



# What is a TMA/TMO?



# What is a TMA/TMO?

---

- Transportation Management Association/Organization
- Created to implement TDM programs, in partnership with municipalities, businesses and other organizations.
- All about partnerships to accomplish more than any one agency or organization could.
- Generally, has goals that involve reducing vehicle miles travelled, improving air quality and mobility choices.
- Can differ geographically, from regions, central business districts down to transportation corridors and tourist venues.
- Benefits of TMA/TMO establishment include access to grants to develop TDM programs.

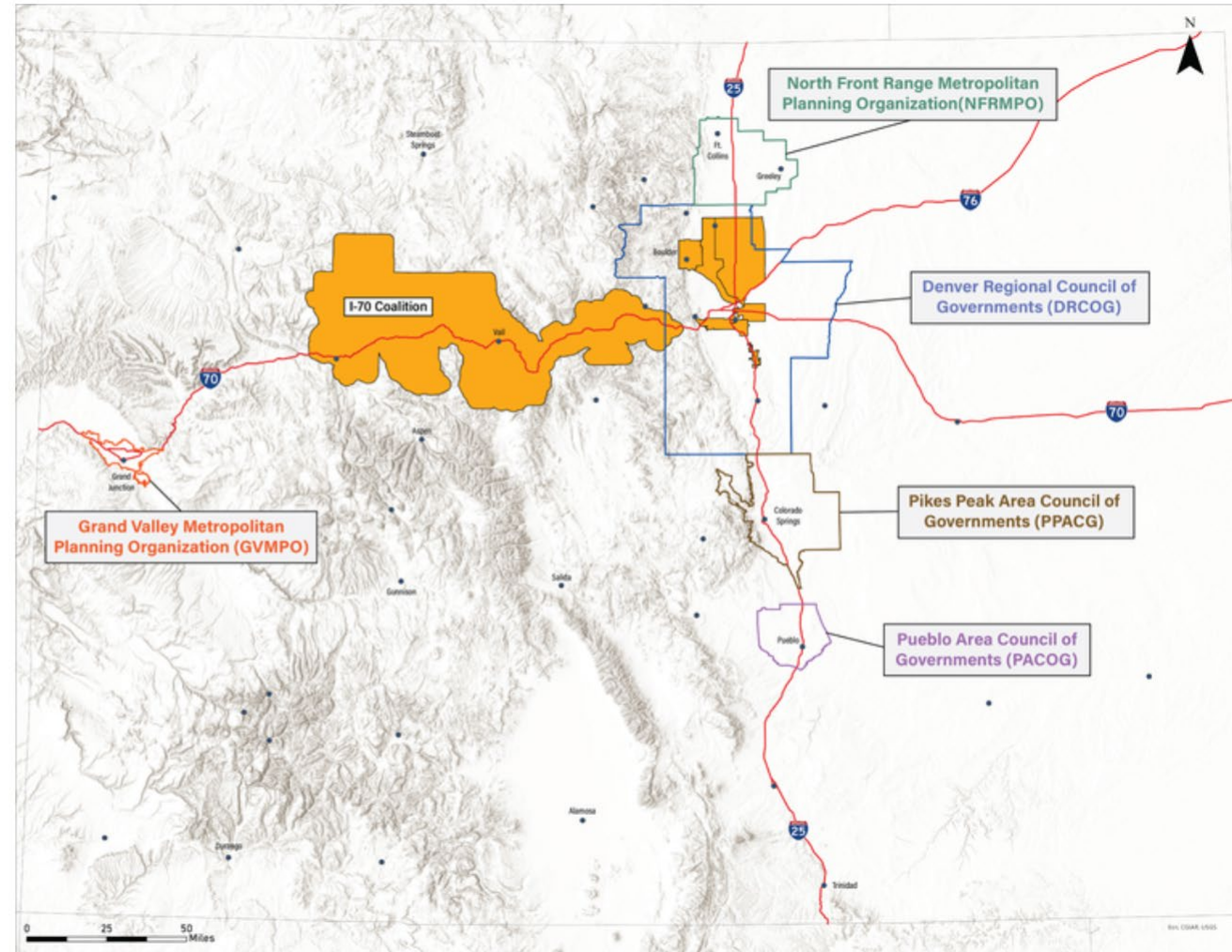




# What is a TMA?

## TMA/TMOs in Colorado

- [Boulder Transportation Connections](#) (Boulder Chamber)
- [Commuting Solutions](#)
- [Denver South](#)
- [Downtown Denver Partnership](#)
- [I-70 Coalition](#)
- [Northeast Transportation Connections](#)
- [Smart Commute Metro North](#)
- [Transportation Solutions](#)
- [West Corridor TMA](#)



# Example TMAs

---

## West Corridor (Denver/Lakewood/Golden)

- Funded in-part by each city, other funding from affordable housing developers.
- Focus on low-income, shift and migrant workers.
- Key aim to increase transit ridership in the west corridor.
- **Example program:** eBike Libraries at low-income housing.



# Example TMAs

---

## Transportation Solutions (Denver/Glendale)

- Funded in-part by each city, other funding from major developers, business centers and Cherry Creek Mall.
- Focus on air quality and white-collar commuters.
- Key aim to improve air quality through encouraging sustainable modes of transportation.
- **Example program:** Encouraging increased biking to Denver University through supporting development of secure bike parking facilities.

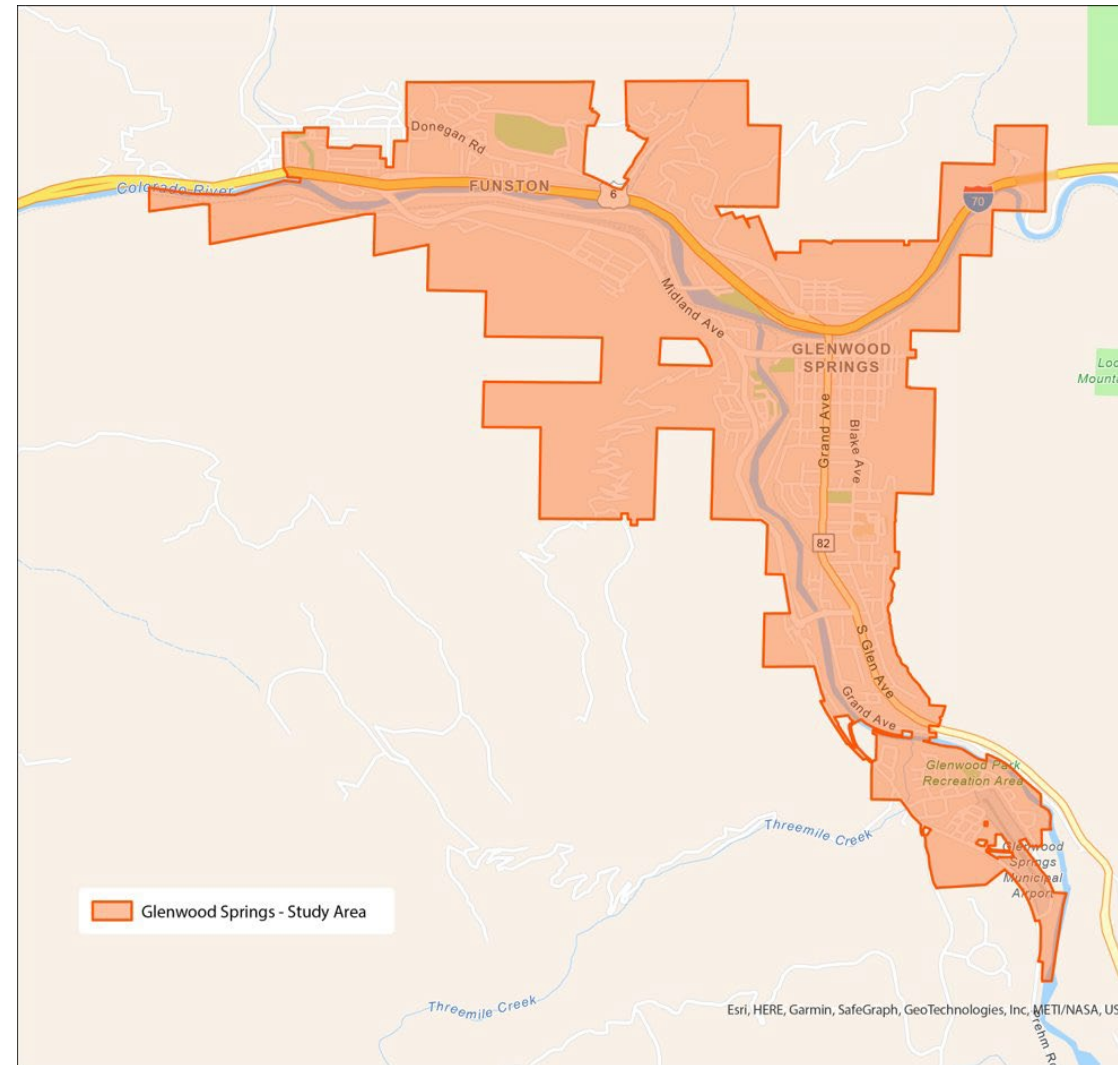


# Summary of the TMA feasibility criteria



# TMA Feasibility Criteria

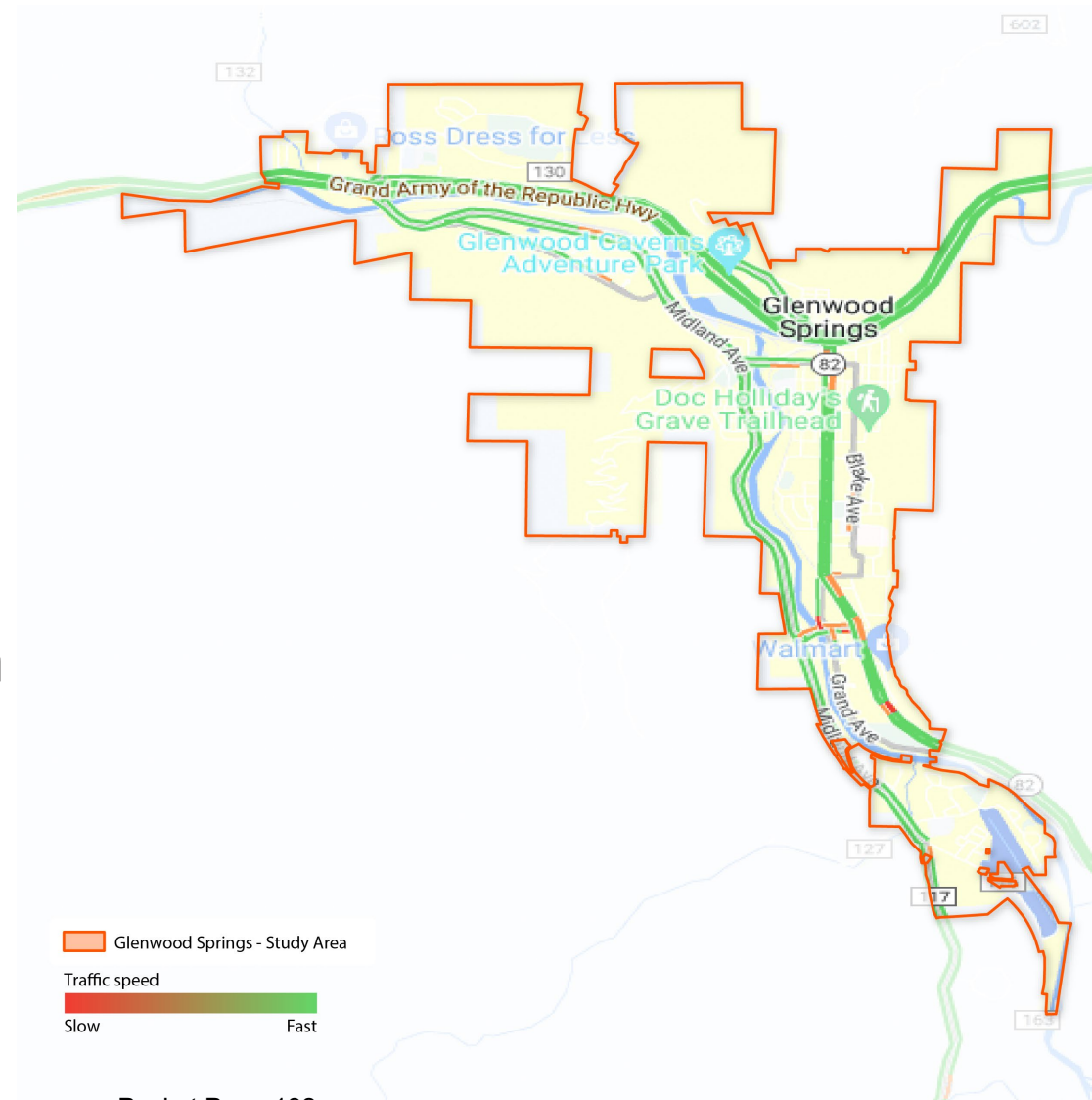
- Transportation Challenges
- Area Characteristics
- Stakeholder Commitment
- Financial Sustainability



# TMA Feasibility Criteria

## Transportation Challenges

- Traffic Congestion
- Access and Mobility
- Parking Issues
- Employer and Employee Recruitment and Retention
- Air Quality/Climate Change/Public Health

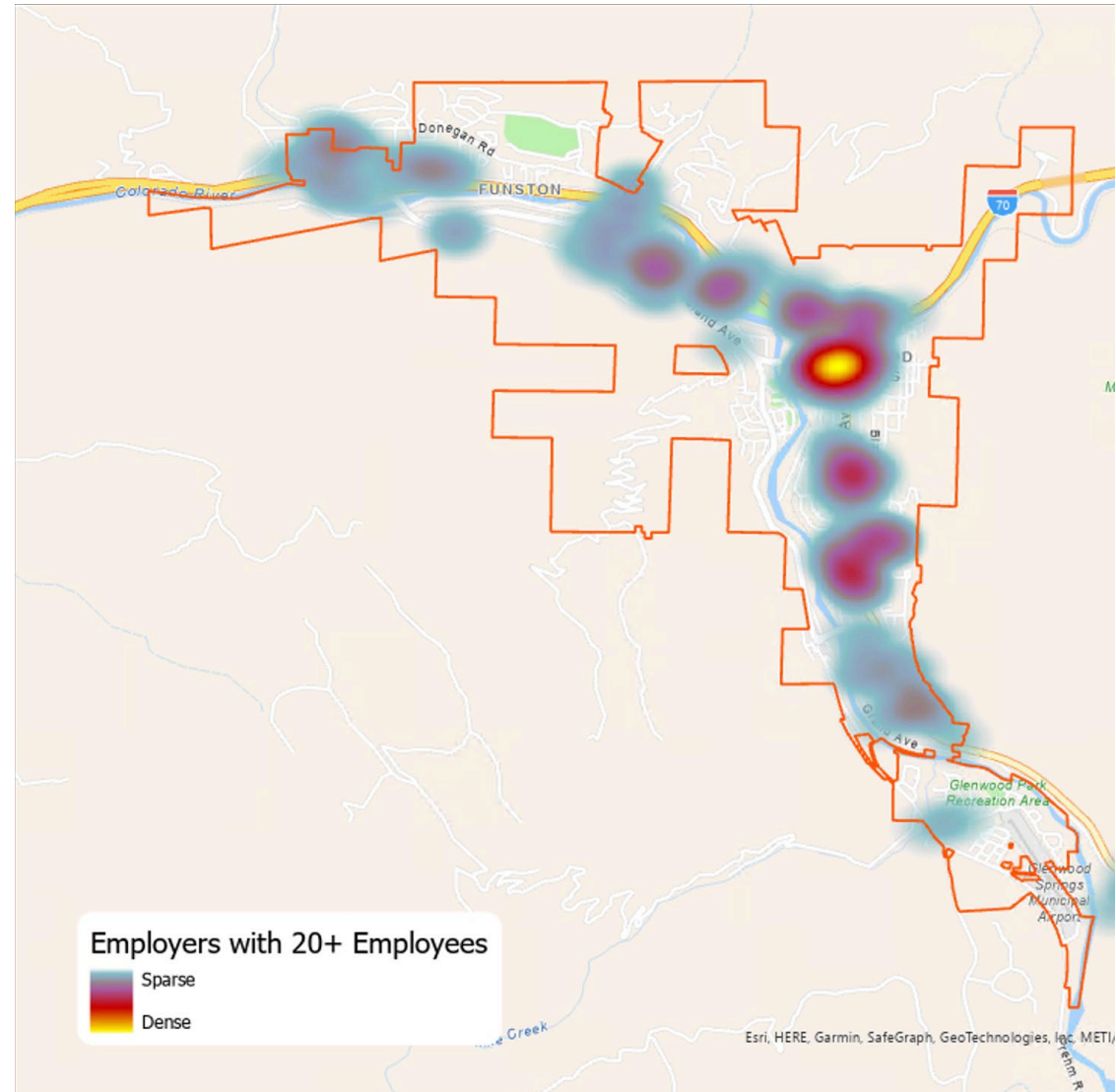




# TMA Feasibility Criteria

## Area Characteristics

- Land use
- Distinct Geographic Area
- Economic Development



# TMA Feasibility Criteria

## Stakeholder Commitment

- History of Involvement
- Presence of a Champion or Core Group of Stakeholders





# Determining Funding Sustainability

## Financial Sustainability

- Local Funding Commitments
- Multiyear Funding Commitments

## Funding Sources

- Local government
- Business group (BID/CID) or visitors bureau
- Memberships
- Fee for service
- Grants

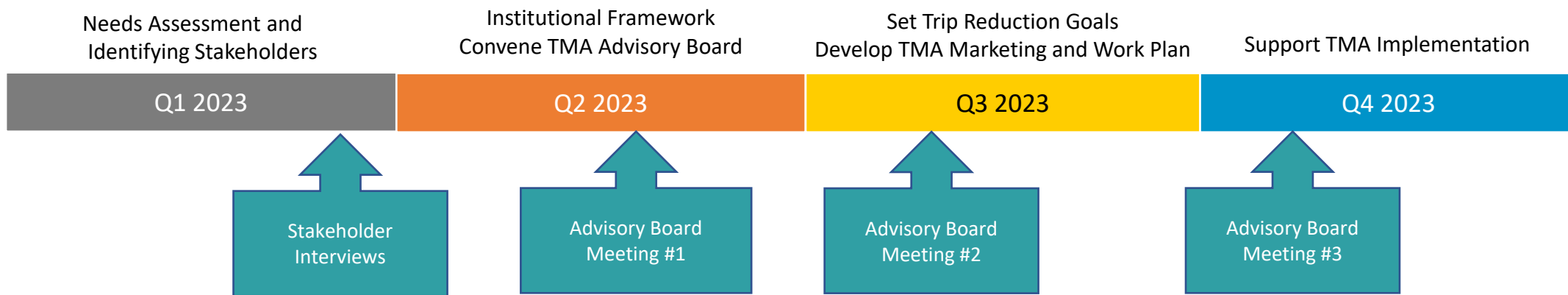
| Funding Source                 | Administrator          | Cycle           | Size                      |
|--------------------------------|------------------------|-----------------|---------------------------|
| TMO Support Grants             | CDOT                   | Annual          | <\$60,000<br>(unmatched)  |
| TDM Innovation Grants          | CDOT                   | Annual          | <\$50,000<br>(20% match)  |
| TDM Seed Funding Grants        | CDOT                   | Every 2 years   | <\$100,000<br>(20% match) |
| Multimodal Options Fund (MMOF) | Intermountain West TPR | Every 2-3 years | unknown                   |

# Project Intent and Schedule

# Project Intent

- Collect and analyze data to back up TMA formation.
- Set up TMA advisory board to help guide TMA establishment.
- Provide TMA with trip reduction goals, key audiences served, financial framework and overall “culture”.
- Set up TMA for future success.

# Project Schedule



# Discussion/Workshop

# Discussion

Identifying the needs in Glenwood Springs, and the potential goals of a Glenwood Springs TMA:

- What are the issues that a TMA could address in Glenwood Springs?
- What can a TMA help foster to advance local and regional goals?
- What audiences should the TMA serve?



# Next Steps

- Develop options for TMA framework
- Create goals and potential TDM strategies for the TMA
- Reconvene TMA advisory committee



# Thank you!

Jonny Rotheram- [rotheramj@urbantrans.com](mailto:rotheramj@urbantrans.com)





# Glenwood TMA Advisory Meeting #2



# Introductions

- City of Glenwood Springs
- Consultant team
- Participants

# Agenda

- Previous meeting review
- Potential TDM programs
  - Menti polls
- Next steps



## Previous meeting

- **Question 1:** What are the issues that a TMA could address in Glenwood Springs?
- **Question 2:** What can a TMA help foster to advance local and regional goals?
- **Question 3:** What audiences should the TMA serve?



# Results

- **Question 1:** What are the issues that a TMA could address in Glenwood Springs?
  - Employee Retention
  - Affordability
  - Transit education
  - Parking scarcity

# Results

- **Question 2:** What can a TMA help foster to advance local and regional goals?
  - Shared Vision
  - Comprehensive view of transportation
  - First and Last Mile improvements

# Results

- **Question 3:** What audiences should the TMA serve?
  - Employers (both large and small businesses)
  - Employees (shift, contractors and traditional)
  - Tourists/Visitors
  - Low-income individuals
  - Immigrant communities
  - Developers
  - Students



# TDM Themes

- **Equitable TDM Strategies**
- **First and Last Mile (FLM) Strategies**
- **Parking TDM Strategies**



# Equitable TDM Strategies

# Equitable TDM Strategies

- TDM Toolkits
- Travel Options Welcome Kits
- Educational Outreach/Community Engagement
- Cash incentives for using other modes



# TDM Toolkits

- TDM toolkits are used by employers and developers to identify ways to implement impactful TDM strategies.
- TMAs collaborate with companies to conduct surveys among employees to pinpoint their commuting needs.
- Often toolkits include indicators, such as type of worker (9-5, shift), access to transit or active transportation infrastructure.
- TDM toolkits are a good way to both promote TDM strategies and to show the potential benefits and cost savings, such as tax benefits.
- Each toolkit item usually has guidance for how to implement equitably.



# Example

- Northwest Developer TDM Toolkit provides resources specific to developers in the region.
- Helps inform and guide users to the best potential TDM strategies to implement.
- Includes 20 separate TDM strategies.





# Travel Options Welcome kits

- Create tailored Travel Options Welcome kits, enhancing local transit network utility and promoting eco-friendly commuting habits.
- Kits can be created focused on new residents, or new employees to the area.
- Kits should be translated into Spanish.
- Distribution methods and access points are key to finding best ways to provide equal opportunity for all who are eligible.





# Key Components

- **Transit Maps:** Detailed graphics showcasing regional bus pathways, railway routes, and other crucial public transport services.
- **Guides for Cyclists and Pedestrians:** Information on bike-friendly areas, walking routes, and safety guidelines.
- **Eco-friendly Commuting Alternatives:** Insights on car-sharing, pooled rides, and prevalent green commuting methods in the region.
- **Fare Perks:** Details on fare reductions, subsidies, and incentives encouraging public and green transport usage.
- **Current Schedules:** Updated timetables to facilitate efficient daily travel planning.
- **Introductory Offers:** Free transit passes for new users to explore and adapt to regional transport services.



## Educational outreach/Community Engagement

There are many components of TDM outreach and engagement, including:

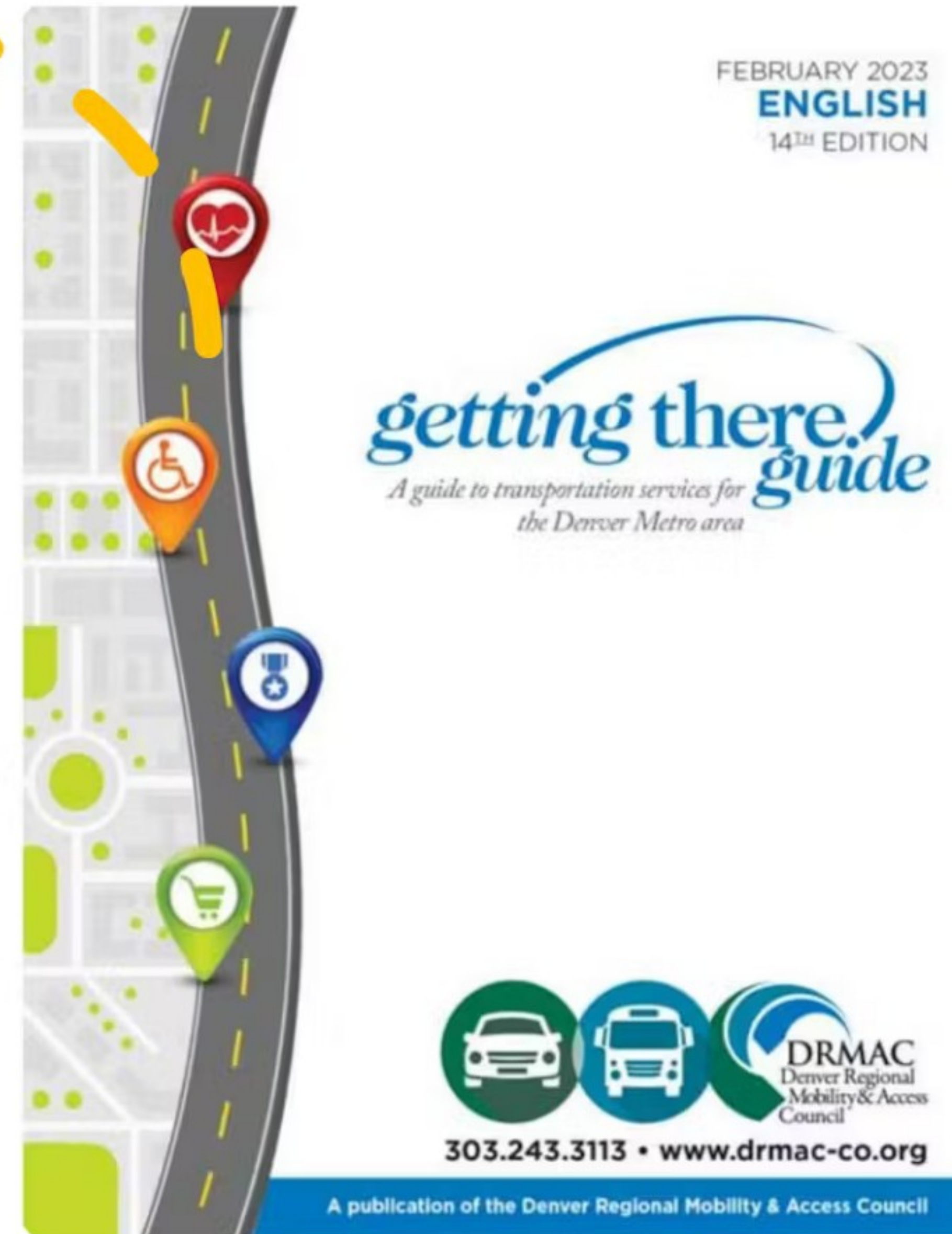
- Formalize existing events.
- Events (bike maintenance pop-ups, transit promotion)
- Campaigns (targeted try- it days such as bike to work day, month long commuter challenges using gamification)
- Transit Training
- Working with Community Based Organizations





# DRMAC (Denver Regional Mobility & Access Council)

- Transit training and promotion focused on those that are less-able bodied.
- “The Getting There Guide” from DRMAC (Denver Regional Mobility & Access Council) provides information in a variety of languages to getting around the Denver region. This includes providing information for different online apps and tools, and a full range of transportation options alternative to driving. Similar informational guides could be developed for specific station or bus stop locations within the district.





# Cash Incentives for using other modes



- Cash incentives are a type of TDM strategy where financial rewards or subsidies are provided to individuals or groups to encourage the use of more sustainable transportation options, thereby reducing traffic congestion, vehicle emissions, and the demand for parking spaces.
- The goal is to lessen the reliance on single-occupancy vehicles (SOVs) which are less efficient and more polluting compared to other transportation modes.



# Case Study - Incentivizing Other Modes

- Palo Alto TMA
  - \$2 Carpools - Employees can pay \$2 per carpool trip using carpool mobile apps for trips to and from downtown Palo Alto.
  - Free Transit Passes - Employees that earn less than \$70,000 per year and commit to taking transit at least three days per week qualify for a free transit passes.
  - Lyft for short trips - The Palo Alto TMA paid up to \$10 per ride for up to 15 rides per month for employees using Lyft to and from downtown Palo Alto.
  - Survey results demonstrated that the largest decreases in SOV was in the service industry.



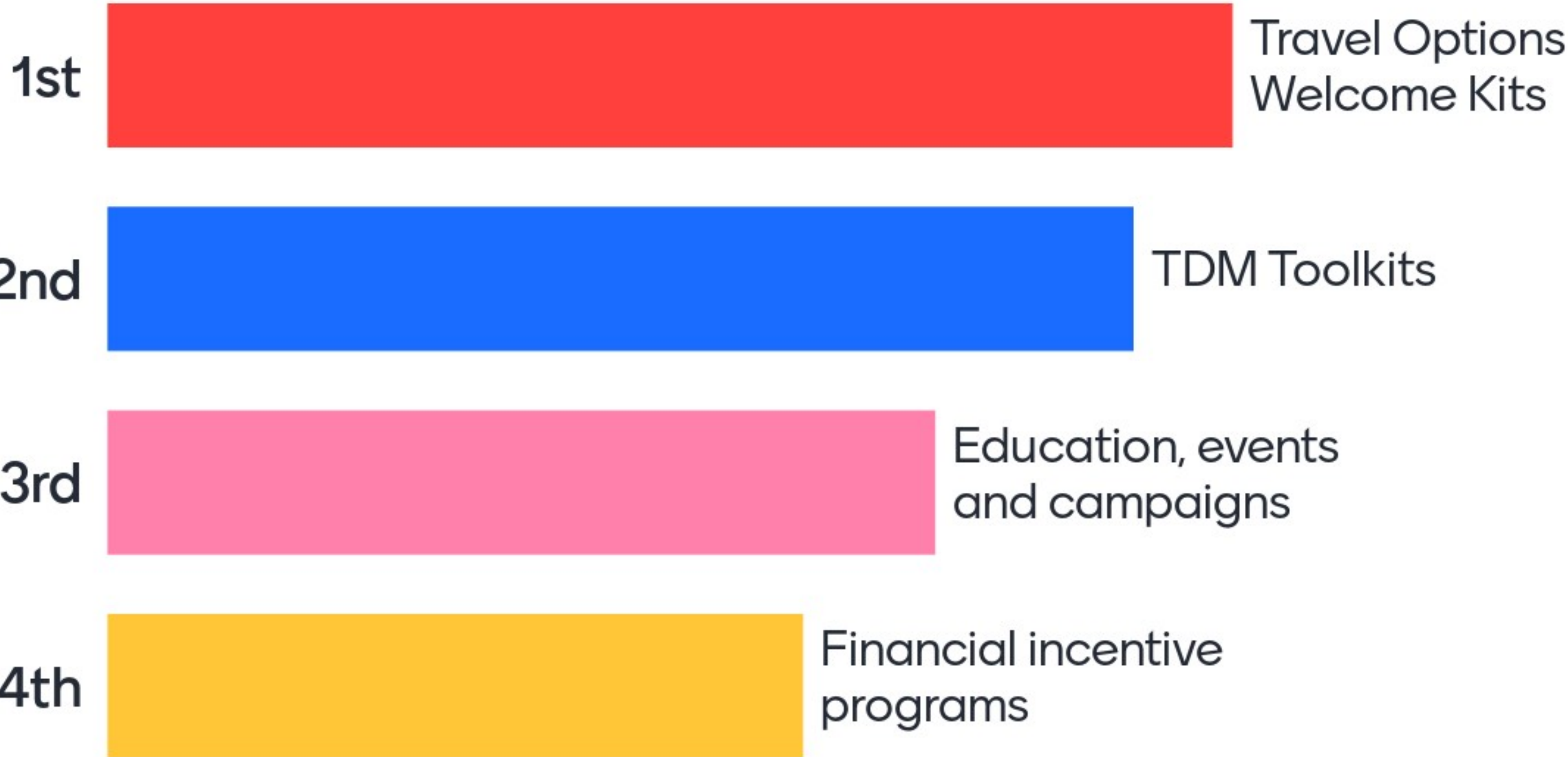
# City of Denver Climate Action, Sustainability and Resiliency (CASR)

- Recently began a program of paying low-income individuals to ride their bike rather than drive.
- Payments will be made per trip.
- Numerous TMAs within the city of Denver setting up bike incentive programs using funding from CASR.

# Vote and Discussion!

- Use your phone, laptop or other device to vote using Menti!

# Ranking



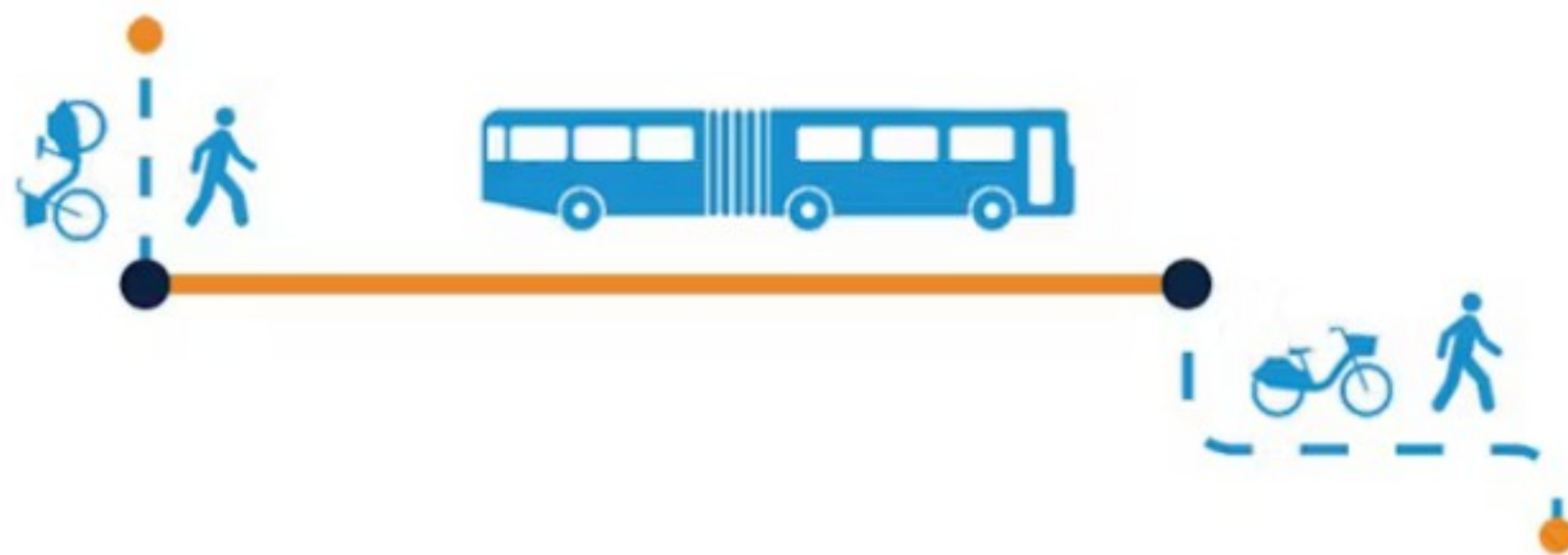


# First and Last Mile (FLM)

# First/Last Mile Strategies

Effective transit relies on the accessibility of First and Last Mile (FLM) journeys, which represent the initial and final segments of a trip to and from transit systems. These segments can vary significantly in distance, mode, and intent, and are not limited to a one-mile radius, but depend on the type of transit service accessed. For instance, a light rail service might attract riders from a wider area compared to a local bus stop. To increase ridership, it's vital to enhance connectivity with different transportation modes and introduce new incentives and alternatives for accessing transit services.

RFTA's First and Last Mile Mobility Study (July 2022) included specific recommendations for Glenwood Springs.





# FLMM Recommendations

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- Microtransit Pilot
- Carpool to transit
- Improved pick-up and drop-off at transit
- Improved secure bike parking at transit
- eBike subsidy program

# Microtransit Pilot

Pilot microtransit to expand the reach and efficiency of transit connections between West Glenwood Springs, west of the Roaring Fork River, and Downtown Glenwood Springs. This could be done by allowing route deviations on the existing Ride Glenwood service, or through piloting a new service.

Free Neighborhood  
**onnecto**  
Service



# Denver Connector Microtransit Program

The Denver Connector launched in 2021 by the City and County of Denver. The program began as a pilot in the Montebello neighborhood to allow residents and visitors to commute to local neighborhood destinations and transit stations for no cost. The program was extremely successful, and in 2023 the Montebello service areas was expanded to include the Gateway neighborhood. Additionally, new service was established in the Globeville and Elyria-Swansea (GES) neighborhoods. Service remains free and is available from 6 AM to 8 PM on weekdays

Northeast Transportation Connections, a TMA, worked with the city to support implementation.





# Carpool to Transit options

- Identify and promote a carpool program, especially links to RFTA services.
- ThreadShare is a Colorado based carpool app that could be promoted in Glenwood Springs.





# Improved pick-up and drop-off locations

- Identify transit stop locations where pick-up and drop-off could be improved (e.g., adding signage or repurposing curb space).
- Pick-up and drop-off locations may use dedicated curb space or curb space shared with other vehicles. Areas that are already being used for pick-up and drop-off should be formalized with signage and markings.





# Improved secure bike parking



- Analyze transit stop locations where secure bike parking improvements could be made, such as bike lockers or shelters with secured access.
- The analysis should consider the physical space available, utilization of existing bike racks, and bikeway connections.
- Charging stations may be considered at secure bike parking locations as e-bikes become more prevalent.
- Commuting Solutions TMA partnered with RTD and Boulder County to implement “bike-n-ride” secure shelters.



# eBike subsidy program

- Expand and promote the e-bike CLEER (Clean Energy Economy for the Region) subsidy program, targeting the West Glenwood Springs community.
- This program would discount e-bike purchases from local bike shops for the selected audience and provide a flexible mobility option to program participants.

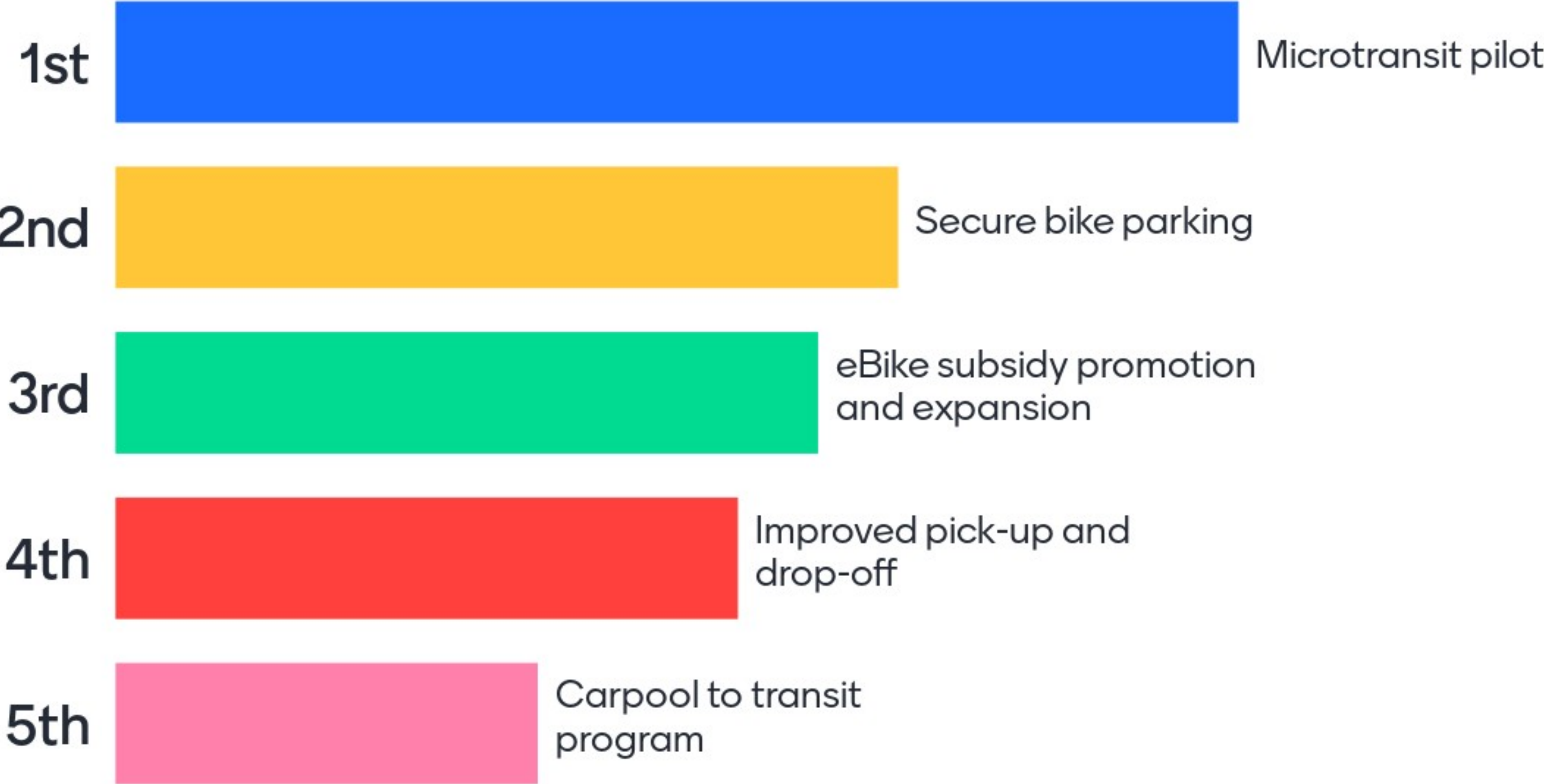




# Vote and Discussion!

- Use your phone, laptop or other device to vote using Menti!

# Ranking



# Parking Management



# Parking Management - Strategies

- Unbundled Parking
- Parking Cash Out
- Preferential parking for carpooling



# Unbundling Parking Costs From Residential Buildings

Unbundling parking costs provides transparency towards how much parking really costs and allows individuals to opt out.

## For-Rent Buildings

- Parking costs are covered through a separate monthly or quarterly fee, not included in the rent.

## For-Sale Buildings

- Parking costs are separately priced from each dwelling unit, making the expenses more transparent.

## Benefits

- Encourages residents to explore vehicle ownership alternatives.
- For those who do not use parking spaces, unbundling can result in cost savings, as they will not be paying for a service they do not use.
- Allows tenants to choose and pay for the number of parking spaces they need without subsidizing others' parking costs.





# Parking Cash-Out Program

To incentivize employees to opt for alternative travel modes by offering cash reimbursements for not utilizing workplace parking spaces.

## Implementation

- Applicable where parking is provided free of charge to employees.
- Employees prove their non-reliance on individual car commuting on a daily, weekly, or monthly basis.

## Compensation

- Employees receive cash payments equal to or exceeding the cost of the parking space they choose not to use.

## Benefits

- Shift in Travel Behavior: Encourages employees to consider various travel options.
- Economical & Sustainable: Aids in reducing the number of solo car commutes, fostering a greener and economical workplace environment.







# Preferential Parking for Carpooling

To incentivize employees to opt for alternative travel modes by offering opportunities to park closer to job site or other access points that are beneficial to visitors or employees

## Implementation

- Carpools are matched and tracked
- Carpool spots are established based on actual carpool users and increased based on each newly formed carpool

## Benefits

- Users of the parking spaces notice that carpool spots are always full, providing instant credibility.
- Carpool spot users are able to use the most coveted spots.



# Vote and Discussion!

- Use your phone, laptop or other device to vote using Menti!

# Ranking



# Ranking





# Next Steps



## Next Steps - work plan

- Using the input from today, our team will formulate a workplan for the TMA.
- Success of the TMA requires commitment from the TMA advisory group!
- The workplan will help provide the TMA with an identity.
- Next meeting will include discussion of a more detailed workplan, TMA branding, and steps for establishment.



## Next Steps - formation of the TMA

- TMAs are formed in numerous ways; the most common method is to initially have the TMA set up through a local government (in this case, the City of Glenwood Springs).
- TMAs are almost all set up as a 501(c)3 organization.
- Numerous grants are available once a TMA is set up.
- As TMAs become more stable through regular funding, they can gain more autonomy from the city.
- Often, businesses support TMAs by becoming a member, usually involving helping to support the TMA financially.
- In exchange, businesses gain individualized TDM expertise from the TMA.



# Glenwood TMA Advisory Meeting #3



# Introductions

- City of Glenwood Springs
- Consultant team
- Participants

# Agenda

- Brand Concepts
- Workplan
- Next Steps



# Branding Concepts



# Brand Concepts

- As part of developing and implementing the Glenwood Springs TMA, we will need to foster program awareness, establish its credibility, and ultimately motivate behavior change. To achieve this, the TMA's brand should:
  1. Establish a strong identity for the program that differentiates it from other transportation services within the city, county and region.
  2. Provide an effective communications framework that supports delivery of the program's TDM services, initiatives and campaigns.
  3. Provide a foundation for long-term growth as the TMA adapts and evolves to the community's needs.



# Transportation Service & TMA Brand Comparisons





# TMA Naming & Tagline Option 1



**CONNECTIONS**  
GLENWOOD SPRINGS

- **Suggested Tagline: Flexibility, Efficiency, Glenwood Springs**
  - The name directly conveys the function of the TMA, ensuring users immediately understand the service as a transportation link within and beyond the city.
  - Offers a name that is not overly complex, aligning with a straightforward value proposition while maintaining the ability to scale and adapt as the service evolves.
  - Emphasizes the potential for future expansion beyond Glenwood Springs, suggesting a network that grows with community needs.

# TMA Naming & Tagline Option 2



- **Suggested Tagline: Simplify Your Trip**
  - Implies direct action and progression, resonating with users looking for a straightforward transportation solution.
  - 'Reach' has a strong association with mobility, and visually we can communicate this by paralleling the upward direction of the city's topography and economic aspirations.
  - Maintains a local feel while also suggesting an aspirational quality.



# TMA Naming & Tagline Option 3



- **Suggested Tagline: Elevate Your Journey**
  - "Uplift" hints at an improved and elevated transportation experience, aligning with the shared vision of enhancing mobility and access in the community.
  - The name has inherent positive connotations that ties in with the local identity as a ski town and suggests that the TMA's services can enhance quality of life.

# TMA Logo Options







**CONNECTIONS**  
GLENWOOD SPRINGS



**REACH**  
GLENWOOD SPRINGS



**UPLIFT**  
GLENWOOD SPRINGS







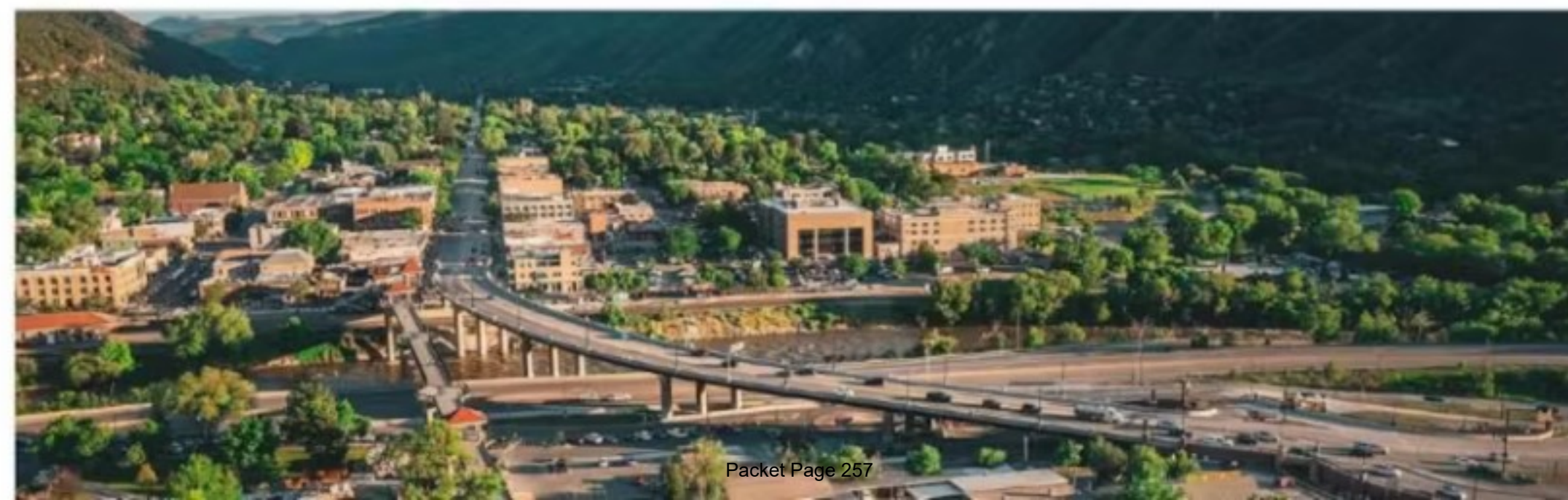
**CONNECTIONS**  
GLENWOOD SPRINGS



**REACH**  
GLENWOOD SPRINGS

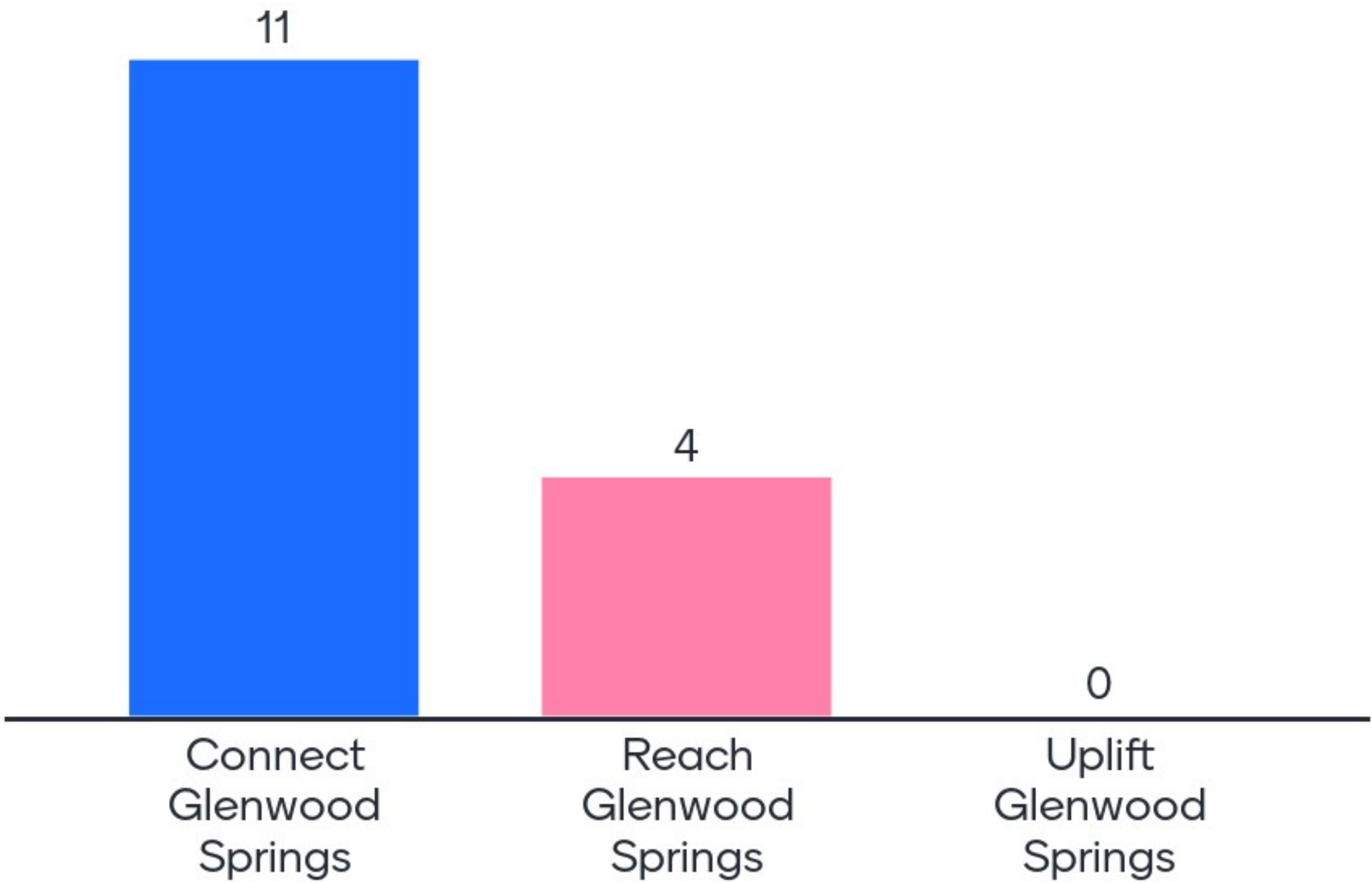


**UPLIFT**  
GLENWOOD SPRINGS





# Which draft TMA brand most resonates with you?





# Work Plan

- Work plan is split into short-term (1-2 years), medium-term (2-4 years) and long-term (4+ years).
- **Short-term:** Programs that establish the brand, provide a foothold for the TMA and are relatively low-hanging/quick wins.
- **Medium-term:** Build-upon short-term programs and expand services.
- **Long-term:** More expensive or involved programs that require longer lead times, planning and resources from a more established TMA.



# Work Plan (establishing TMA 1-4 years)

| Term      | Description                                                                                                     | Rationale                                                                                  |
|-----------|-----------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|
| 1-2 years | Program management, marketing and outreach materials for communicating with employers/employees.                | Establishes TMA identity and branding while providing tools for TMA.                       |
| 1-2 years | Travel planning and incentive platform                                                                          | Key to TMA campaigns and future TDM programming.                                           |
| 1-2 years | Campaigns and Events - including formalizing existing events                                                    | Quick-win to establish TMA and gain recognition.                                           |
| 1-2 years | Create anchor employer transportation coordinator (ETC) network (inc. City of Glenwood Springs - test employer) | Anchor ETC network to provide stability to the new TMA.                                    |
| 1-2 years | Employer and developer TDM toolkit                                                                              | Resource for employer/developer use and to help expand ETC network.                        |
| 3-4 years | Schoolpool including bike trains or walking school buses                                                        | Builds upon materials developed in years 1-2, uses recognition to gain trust with schools. |
| 3-4 years | Expansion of ETC network                                                                                        | Build upon anchor employers using case studies and results from years 1-2.                 |



# Work Plan (expanding TMA 4+ years)

| Term     | Description                                               | Rationale                                                                                                                                                                                                                                              |
|----------|-----------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4+ years | Microtransit Pilot                                        | Requires regional cooperation and established TMA. Utilizes the established ETC network and travel planning/incentives platform to ensure programs are successful. Uses established TMA brand to gain trust and buy-in from surrounding jurisdictions. |
| 4+ years | Vanpool program                                           |                                                                                                                                                                                                                                                        |
| 4+ years | Support first and last mile infrastructure implementation |                                                                                                                                                                                                                                                        |



## Short-term (1-2 years)

1. Program management, marketing and outreach materials for communicating with employers/employees.
2. Travel planning and incentive platform
3. Campaigns and Events - including formalizing existing events
4. Create anchor employer transportation coordinator (ETC) network (inc. City of Glenwood Springs - test employer)
5. Employer and developer TDM toolkit



# 1. Program Management, Marketing, and Outreach

- Develop a comprehensive communication strategy tailored to local businesses and their employees, emphasizing the personal and community benefits of alternative transportation.
- Design and distribute engaging materials such as brochures, flyers, and digital content that inform about TDM programs, success stories, and how to participate.
- **Key Benefits:** Increased awareness and participation in TDM programs, leading to reduced traffic congestion and emissions, and fostering a sense of community engagement.



## 2. Travel Planning and Incentive Platform

- Implement an online platform that facilitates personal travel planning and tracks usage of alternative transportation modes.
- Offer incentives like discounts, rewards, or recognition to individuals and employers who consistently use or support alternative transportation.
- **Key Benefits:** Encourages behavior change by making alternative transportation easier to use and rewarding, leading to long-term shifts in travel habits.



### 3. Campaigns and Events

- Formalize existing TDM-related events and create new campaigns to promote specific modes of transportation, such as biking, walking, or carpooling.
- Host regular events like 'Bike to Work Day', 'Carpool Week', or 'Transit Trial Runs' to encourage trial and adoption of alternative modes.
- **Key Benefits:** Builds community spirit and encourages residents to try new modes of transportation, potentially finding new, more sustainable commute methods.



## 4. Anchor Employer Transportation Coordinator (ETC) Network

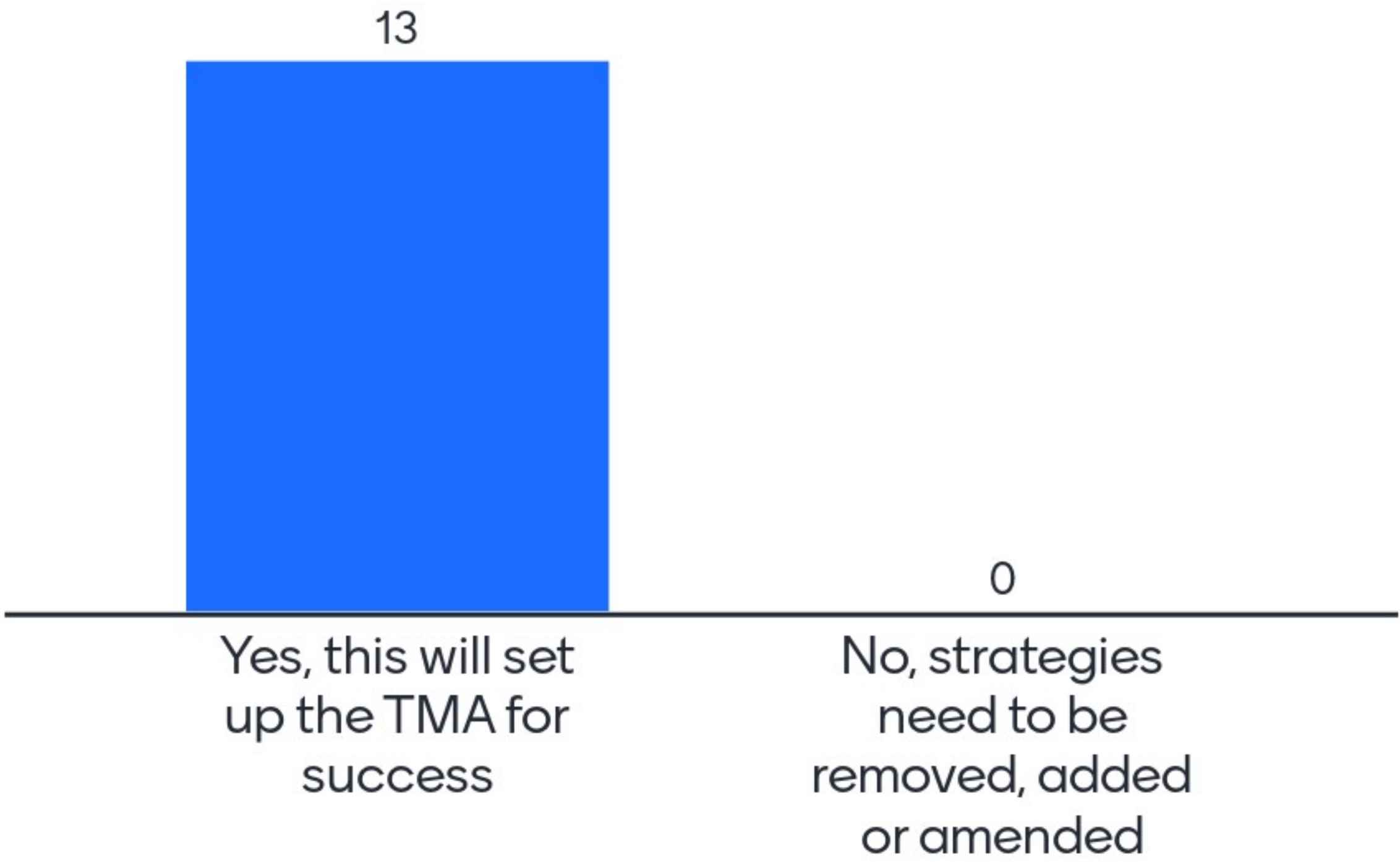
- Establish a network of ETCs within key businesses in the city, including the City of Glenwood Springs, to champion and oversee TDM efforts within their organizations.
- Train ETCs to provide personalized travel assistance to employees and to implement employer-specific TDM strategies.
- **Key Benefits:** Creates a structured approach to promoting TDM within the workplace, leading to higher employee engagement and reduced parking demand.



## 5. Employer and Developer TDM Toolkit

- Create a comprehensive guide with resources, best practices, and step-by-step instructions for employers and developers to implement TDM measures.
- Include case studies, sample policies, and tools for measuring impacts of TDM initiatives.
- **Key Benefits:** Empowers local businesses and developers to contribute to the city's TDM goals, potentially reducing the number of vehicles on the road and the need for parking infrastructure.

# Does the short-term TMA plan meet expectations?





# Workplan

- Medium-term (2-4 years):
  1. Schoolpool including bike trains or walking school buses
  2. Expansion of ETC network

# 1. Schoolpool including Bike Trains or Walking School Buses:

- Develop programs that encourage children to travel to school together under adult supervision by biking ('bike trains') or walking ('walking school buses').
- Coordinate with schools, parent groups, and local law enforcement to ensure safety and create designated routes.
- **Key Benefits:** Reduces traffic congestion during school drop-off and pick-up times, promotes physical activity among children, and fosters community engagement.



## 2. Expansion of ETC Network

- Grow the network of Employer Transportation Coordinators by engaging more businesses, especially major employers and new developments.
- Offer training and support to new ETCs and create a platform for sharing experiences and strategies among the network.
- **Key Benefits:** Enhances the capacity of local businesses to manage their transportation demand effectively, leading to broader participation in TDM programs and a more sustainable local transportation system.

## Long-term (3+ years)

1. Microtransit Pilot
2. Vanpool program
3. Support first and last mile infrastructure implementation



# 1. Microtransit Pilot

- Launch a pilot microtransit service, which is a demand-responsive transport option that can provide flexible routing and scheduling.
- Use smaller, more agile vehicles that can navigate residential streets and areas not served by traditional public transit.
- **Key Benefits:** Improves accessibility for residents in transit deserts, offers a personalized travel experience, and reduces the need for private vehicle use.



## 2. Vanpool Program

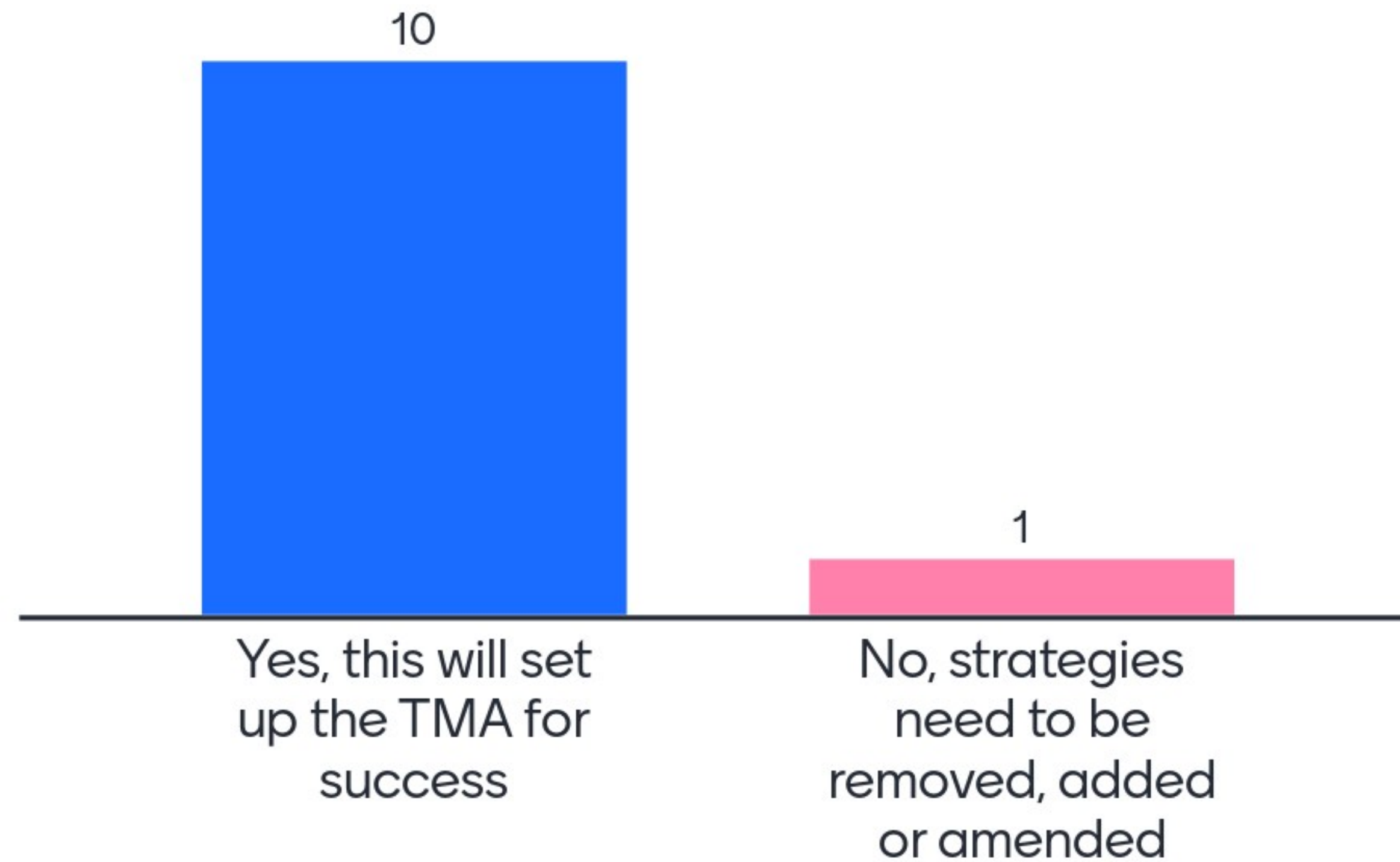
- Establish a vanpooling initiative that facilitates groups of people with similar routes and schedules to share a ride in a van.
- Provide incentives for vanpooling, such as reduced parking fees, priority parking, or financial subsidies.
- **Key Benefits:** Decreases the number of vehicles on the road, lowers commuting costs for individuals, and fosters a community among commuters.



### 3. Support First and Last Mile Infrastructure Implementation

- Invest in infrastructure such as improved sidewalks, bike lanes, and safe pedestrian crossings near transit stops to support seamless connections to and from public transit.
- Partner with businesses and developers to integrate these improvements in their planning and development.
- **Key Benefits:** Encourages use of public transit by making it easier and safer to reach transit stops, and promotes healthier, more active modes of transportation like walking and biking.

# Does the medium-long term strategy set up the TMA for success?





# Next Steps

- Revise logo and branding.
- Develop work plan.
- Establish TMA through setting up 501(c)(3).
- Identify grant opportunities in 2024.



**City Council**  
**STAFF REPORT**  
**City of Glenwood Springs**  
**March 21, 2024**

**Agenda Item:** South Bridge Update

**Action Requested:** NA

**Department:** Engineering

**Presented By:** Ryan Gordon

**Strategic Goals:** Preserve and Improve Infrastructure

**Background Info:** City staff will be meeting representatives of the Colorado Department of Transportation (CDOT) and Federal Highway Administration (FHWA) on Wednesday March 20th in Denver to discuss the tunnel beneath the runway, the sound wall/sound study and other aspects of the South Bridge project as it relates to potential changes to the design to bring the project under budget while maintaining the goals and functionality. Staff will provide an update to council on the results of this meeting.

**Issues:** None at this time.

**Fiscal Impact:** None at this time.

**Legal Review:** None at this time.

**Staff Recommendation:** Staff Update.





**City Council**  
**STAFF REPORT**  
**City of Glenwood Springs**  
**March 21, 2024**

|                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Agenda Item:</b>          | Request for Proposals (RFP) 2024-01P Strategic Communications and Engagement Services Contract Award                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Action Requested:</b>     | Direct staff to enter into discussions to award a contract to one of the finalists.                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Department:</b>           | City Administration                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Presented By:</b>         | Steve Boyd                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Strategic Goals:</b>      | Provide Efficient and Responsive City Government                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Background Info:</b>      | <p>Request for Proposal 2024-01P was launched on January 10 and closed February 5. We had 13 responses, many of which were very qualified.</p> <p>The staff interview committee included Steve Boyd, Bryana Starbuck, Matt Langhorst, Hannah Klausman, and Rod Tarullo. Staff conducted virtual interviews with six candidates the week of February 12 and provided a status report at the February 15 city council meeting. Council interviewed 4 finalists on March 14, 2024.</p> |
| <b>Issues:</b>               | We need to negotiate a scope of work and compensation to award a contract. The initial RFP document and scope are attached.                                                                                                                                                                                                                                                                                                                                                         |
| <b>Fiscal Impact:</b>        | The City currently has \$125,000 appropriated in the General Fund for this contract.                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Legal Review:</b>         | Legal will review the agreement.                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Staff Recommendation:</b> | Staff defers to Council.                                                                                                                                                                                                                                                                                                                                                                                                                                                            |



**Request for Proposal 2024-01P**  
**Strategic Communications and Engagement Services**

**Buyer:**  
**City of Glenwood Procurement Department**  
**101 West 8th St / Glenwood Springs, CO 81601 / [ryan.muse@cogs.us](mailto:ryan.muse@cogs.us)**



## RFP 2024-01P Communications and Engagement

### ***Section I: Introduction***

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

#### **Project Summary**

The City of Glenwood Springs ("City") is seeking proposals from highly qualified consultants to work closely with the Public Information Officer and other city staff to provide strategic communications consulting, community engagement services, graphic design services, marketing, and general communications support to the City.

### ***Section II: Timeline***

#### a. **Proposal Timeline.**

| ACTIVITY                                                                                                                                            | DATE                      | TIME       |
|-----------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|------------|
| Pre-Proposal Meeting, Teams Meeting                                                                                                                 | JANUARY 18, 2024          | 10:00 a.m. |
| Questions and Clarifications Due                                                                                                                    | JANUARY 24, 2024          | 5:00 p.m.  |
| Answer Addendum Posted to Bidnet                                                                                                                    | JANUARY 29, 2024          | 10:00 a.m. |
| Request for Proposal (RFP) Due<br><a href="http://www.bidnetdirect.com/cityofglenwoodsprings">http://www.bidnetdirect.com/cityofglenwoodsprings</a> | FEBRUARY 5, 2024          | 5:00 p.m.  |
| Virtual Interviews                                                                                                                                  | FEBRUARY 6 AND 7,<br>2024 | tba        |
| Target Award Date (Subject to Change)                                                                                                               | FEBRUARY 15, 2024         | 8:00 p.m.  |

The optional pre-proposal Teams meeting will begin at 10:00am and will only be available on the Teams meeting link. This meeting is not mandatory but highly recommended. A recording of the meeting will be placed on BidNet as an addendum.

### Microsoft Teams meeting

**Join on your computer, mobile app or room device**

[Click here to join the meeting](#)

Meeting ID: 260 427 599 459

Passcode: Bo59nX

[Download Teams](#) | [Join on the web](#)



## **RFP 2024-01P Communications and Engagement**

### ***Section III: Instructions to Submitters***

- a. The City of Glenwood Springs endeavors to provide a uniform distribution of information to vendors and conduct a fair selection process. We ask that you please follow these instructions carefully. Any submittal that does not meet the requirements set forth in this document and any addenda will not be considered by the Selection Committee.
- b. We ask that you do not contact any member of staff directly with questions or comments about the RFP other than Ryan Muse, City Clerk. Any attempts to contact City personnel other than the Clerk will result in disqualification. Please send questions to [bidresponse@cogs.us](mailto:bidresponse@cogs.us) and they will be answered as addendums on the BidNet site.
- c. Please upload your submittal to BidNet in one single PDF file.
- 1) Cover Sheet
  - 2) Qualifications and experience of the firm and project team
  - 3) Understanding of the project scope
  - 4) Any exceptions taken to the Tasks and Scope of Work
  - 5) Price schedule
  - 6) Three relevant portfolio items
  - 7) Three client references
  - 8) Any add alternates
- d. Questions regarding this RFP should not be submitted to BidNet but submitted to [bidresponse@cogs.us](mailto:bidresponse@cogs.us).
- e. All addenda issued by The City of Glenwood Springs will be placed on the BidNet site prior to the time that proposals are received and shall be considered part of the RFP. It shall be the Bidder's responsibility to view all documents posted at BidNet. The City may issue several addenda during the process as needed for clarification.
- f. BidNet will automatically stop allowing uploads at the date and time of closing. Sometimes the process takes a few minutes so please upload your proposal well ahead of the closing time. The City of Glenwood cannot see who or how many responses have been submitted to BidNet prior to the closing date so we are unable to confirm receipt. However, you may assume your upload was successful if BidNet accepts the document.
- g. The City of Glenwood Springs makes no guarantee that an award will be made as a result of this RFP and reserves the right to accept or reject any or all proposals, waive any formalities or technical inconsistencies, or delete any item/requirements from this RFP or resulting contract when deemed to be in the City's best interest.
- h. From the responses received, the City will rank the responses and schedule oral interviews with the top-ranked firms. After completing the interviews, the City will select a firm, then negotiate and finalize the specific work plan with the selected firm. Council may, in its sole discretion, expand or reduce the criteria upon which it bases its final decisions regarding selection of the consultant.
- i. Representations made within the proposal will be binding on Bidder. Failure to comply with the requirements contained in this RFP will result in the rejection of your proposal.
- j. Bidder recognizes and understands that any costs incurred by the Bidder from submitting a response to this RFP are the responsibility of the bidder.





## **RFP 2024-01P Communications and Engagement**

### ***Section IV: Scope***

Please see attached documents.

### ***Section V: Selection Criteria***

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

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

### ***Section VI: RFP Terms & Conditions***

#### **Discussions/Negotiations**

The City of Glenwood Springs reserves the right to contact any Bidder for clarification of information submitted and to conduct discussions with Bidders, to accept or not accept revisions of Proposals, and to negotiate any point in the proposal or the subsequent contract at the sole discretion of the City's Chief Operating Officer. Due to budget restrictions, this project may not be awarded in full to the selected contractor.

#### **Indemnification**

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

#### **Proprietary Information**

It is understood that the City is a public institution and, as such, is subject to the Colorado Open Records Act, CRS §§ 24-72-101 et. seq. ("CORA"). Any information uploaded to BidNet or otherwise submitted will become a public record and subject to inspection following the final selection of a bidder and the award of a contract. Bid tabulations and results will be posted to BidNet. Except as otherwise agreed prior to the award or finalization of any vendor transaction, the City shall provide upon request by any third party all information pertaining to such transaction which must be disclosed pursuant to CORA, and the City's obligations under CORA supersede its obligations under any agreement, contract, purchase order or negotiated transaction. If you object to the disclosure of any confidential or privileged information as such is defined in CORA, any such pages must be marked confidential and submitted as outlined herein. If you fail to mark the documents confidential and fail to include the explanation, any objection to the release of any information will be deemed waived by the City. Please note that your objection will be considered but is not binding on the City. The City is required to make a determination under CORA, and may only withhold documents that are confidential under the law. If the City



## **RFP 2024-01P Communications and Engagement**

releases documents marked as confidential in compliance with CORA, the Bidder waives any claims for liability or damages. To avoid disclosure of trade secrets, privileged information, or confidential commercial, financial, geological, or geophysical data ("Confidential Information"), the Bidder must clearly mark all Confidential Information as such and provide a written, detailed justification with its proposal of the protected nature of the Confidential Information under CORA. This justification must address, at a minimum, the specific competitive harm that may result from any disclosure, the intrinsic value of the Confidential Information to the Bidder, and any safeguards used to protect the Confidential Information from disclosure. By submitting a proposal, the firm agrees to hold the City harmless from any claim arising from the release of Confidential Information not clearly marked as such by the Bidder or lacking written, detailed justification as supported by CORA.

### ***Section VII: Warranties, Representations and Acknowledgements of Bidder***

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

# Request for Proposals: Strategic Communications and Engagement Services

## Background

Glenwood Springs is a beautiful mountain community located at the confluence of the Roaring Fork and Colorado Rivers. Like most mountain communities, Glenwood Springs is experiencing significant growth pressures, traffic congestion, a deficit of attainable and affordable housing, and climate impacts such as wildfires and mudslides. Improved transparency, communication and community engagement routinely are raised as a priority for residents, City Council, volunteer boards & commissions, and staff.

Glenwood has an estimated 10,264 population (2022 Census estimate). Roughly 60% of the population is White and 30% of the population is Hispanic or Latino. In about 34% of households a language other than English is spoken at home (primarily Spanish). U.S. Interstate 70 and Colorado State Highway 82 pass through Glenwood Springs, putting the city at the central point connecting the Roaring Fork and Colorado River valleys. A significant part of Glenwood's workforce commutes from outside the city limits. There is a strong regional pattern of individuals commuting from the Colorado River Valley to jobs in Glenwood and the Roaring Fork Valley.

The City of Glenwood Springs ("City") is a home rule municipality led by a seven-member City Council. It also serves as the county seat for Garfield County. The City also has 15 volunteer boards and commissions.

The City offers the following municipal services:

- General government (City administration, finance, and human resources)
- Public Works (engineering, water and sewer, streets, electric, Community Broadband Network, Pay as You Throw trash & recycling, South Canyon landfill, and recycle center)
  - The City contracts with the Roaring Fork Transportation Authority to operate the Ride Glenwood
  - The City contracts with Mountain Waste & Recycling to operate the Pay as You Throw city-wide trash and recycling collection program.
- Public safety (police and the Glenwood Springs Rural Fire Protection District)
  - Glenwood Fire services the Glenwood Springs Rural Fire Protection District covers a territory of 72 square miles.
- Leisure and neighborhood services (Ride Glenwood, Community Center, Community Arts Center, parks, trails, recreation, therapeutic and adaptive recreation)
- Community development (building, planning, and economic development).

Most of the city's services and utilities serve residential and commercial customers in the City and in areas beyond the jurisdictional limits.

## Current City Communications

The Public Information Officer (PIO) serves as lead on city communications and community engagement and is responsible for stakeholder communications, issuing news releases, responses to media inquiries, social media, city websites, and digital accessibility compliance. The City also employs the following personnel with focuses in communications:

- Marketing Specialist (part-time) who supports graphic design, videography, newsletter and marketing efforts for the Parks and Recreation department.
- Emergency Service Coordinator (full-time) who serves as lead PIO for the fire department.
- Community Engagement Coordinator (part-time) who supports outreach for the parks and recreation department particularly with Spanish-language and Latino/a community members.

The City's primary methods of direct communications with the public include its websites and social media. Websites include cogs.us, GlenwoodRec.com, cogs.us/Police, and GSCBN.com. Each department is responsible for its own content on the website. Most of the city's graphic design work is conducted with Canva.

Social media platforms include Nextdoor (3 pages), Facebook (6 pages, 1 city-hosted group), Instagram (~2), YouTube (4 channels), WhatsApp, and X (Twitter, ~1).

The city uses a combination of email and text notifications through the website vendor Civic Plus (Newsflash and CivicSend) and MailChimp.

The City has an existing contract with the Glenwood Springs Chamber and Resort Association for all tourism and destination marketing.

## Scope of Work

The City of Glenwood Springs ("City") is seeking proposals from highly qualified consultants to work closely with the Public Information Officer and other city staff to provide strategic communications consulting, community engagement services, graphic design services, marketing, and general communications support to the City.

A successful applicant will have a demonstrated ability to develop strategy and materials to support complex community outreach on topics such as infrastructure, funding and tax measures, emergency preparedness, community planning, and transportation. Ability to render in-person outreach as needed is ideal.

Proposers shall have substantial experience with the following:

- Navigating complex political landscapes and issues
- Fostering collaborative relationships among members of the public and civic leaders
- Enhancing transparency, accessibility, and efficacy of municipal communications
- Producing quality graphic design and copywriting for diverse and inclusive audiences
- Producing native and promoted content for a wide range of mediums and platforms including but not limited to print, digital, social media, radio, television, and outdoor materials
- Creating engaging, creative, and effective content for social media and the digital space
- Developing, implementing, monitoring, and adjusting media strategies



- Organizing detailed and thorough budgets
- Coordinating with multiple parties to meet deadlines.

In 2021, Colorado HB21-1110 strengthened the Colorado law for protection against discrimination against persons with disabilities; specifically, it requires the accessibility of all digital government information technology. To comply, all digital experiences provided by the contactor must meet all applicable Level A and AA success criteria of the current non-draft version of the Web Content Accessibility Guidelines (WCAG).

## Tasks

The three primary types of communications support sought are listed below:

1. One-Time Consulting Services
  - a. Analyze the City's existing public communication platforms and tools. Identify and recommend opportunities for improvement and propose metrics for measuring success.
  - b. Update the City's strategic communications plan.
2. Regular, Scheduled, Community Updates
  - a. Schedule and facilitate communications team meetings (monthly or as needed) to determine content development and schedules for editing and publishing.
    - i. Prepare Communication Calendars, which will include, for example, daily/weekly/monthly communication content and graphics suitable for different types of communications tools (i.e. e-newsletter, social media, news releases, mailers, website, etc.)
  - b. Develop updates and information about City projects, programs, successes, and areas for civic engagement. Staff will coordinate translation of materials into Spanish.
    - i. Draft monthly digital newsletter and supporting social media content.
    - ii. Develop twice-monthly advertorial newspaper placement.
    - iii. Event coordination and marketing materials for every-other-month chat with council gathering.
3. Ongoing, Issue-Specific, Strategic Communications and Community Engagement Support
  - a. As needed, the City will need issue-specific strategic communications support related to a special event, project, initiative, or other topic. For these issue-specific situations, the Consultant may need to provide the following types of strategic communications and community engagement support. This is not an exhaustive list, and the Consultant will need to be flexible.
    - i. Prepare strategy, budget, and materials to communicate complex topics simply.
    - ii. Organize and co-facilitate community meetings such as open houses, pop-up events, charettes, workshops, discussion groups, etc.
    - iii. Draft news releases, fact sheets, briefing papers, talking points, statements, and inbound media protocols.
    - iv. Monitor local publications and online alerts including newspapers and digital media stories where the City of Glenwood Springs is mentioned.

- v. Recommend and implement media strategies, including media buys. Negotiate with advertising media and oversee and evaluate services provided by advertising media.
- vi. Foster positive community relations and two-way communication by monitoring and responding to comments and messages across multiple platforms.
- vii. Identify new marketing avenues for the City to connect directly with residents. Assist in strategy and implementation of innovative audience reach, grassroots community involvement and participation.



**City Council**  
**STAFF REPORT**  
**City of Glenwood Springs**  
**March 21, 2024**

|                              |                                                                                                                     |
|------------------------------|---------------------------------------------------------------------------------------------------------------------|
| <b>Agenda Item:</b>          | Legislative Updates                                                                                                 |
| <b>Action Requested:</b>     | Karl will give a breakdown of the current legislation that affects the City of Glenwood.                            |
| <b>Department:</b>           | Attorney                                                                                                            |
| <b>Presented By:</b>         | Karl Hanlon                                                                                                         |
| <b>Strategic Goals:</b>      | Provide Efficient and Responsive City Government                                                                    |
| <b>Background Info:</b>      | With multiple bills that have the possibility to affect Glenwood Springs, Legal found it prudent to update Council. |
| <b>Issues:</b>               | NA                                                                                                                  |
| <b>Fiscal Impact:</b>        | NA                                                                                                                  |
| <b>Legal Review:</b>         | NA                                                                                                                  |
| <b>Staff Recommendation:</b> | NA                                                                                                                  |



**City Council**  
**STAFF REPORT**  
**City of Glenwood Springs**  
**March 21, 2024**

**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**  
**March 21, 2024**

**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**  
**March 21, 2024**

**Agenda Item:** Correspondence Incoming/Outgoing

**Action Requested:**

**Department:** City Clerk

**Presented By:**

**Strategic Goals:**

**Background Info:**

**Issues:**

**Fiscal Impact:**

**Legal Review:**

**Staff Recommendation:**



## Transportation Commission recommendation infrastructure fund ballot proposal

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**unanimously approved March 5, 2024**

Transportation Commission recommends that city council refer to the November 2024 election ballot renewal and expansion of sales tax support for city infrastructure fund, at rate of at least  $\frac{3}{4}\%$ .



**City Council**  
**STAFF REPORT**  
**City of Glenwood Springs**  
**March 21, 2024**

**Agenda Item:** Council Social Event Location

**Action Requested:** In accordance with the Colorado Open Meetings Act, Council will give the location of where some members plan to meet after the meeting.

**Department:** City Clerk

**Presented By:**

**Strategic Goals:**

**Background Info:**

**Issues:**

**Fiscal Impact:**

**Legal Review:**

**Staff Recommendation:**





**City Council**  
**STAFF REPORT**  
**City of Glenwood Springs**  
**March 21, 2024**

**Agenda Item:** Adjournment

**Action Requested:**

**Department:** City Clerk

**Presented By:**

**Strategic Goals:**

**Background Info:**

**Issues:**

**Fiscal Impact:**

**Legal Review:**

**Staff Recommendation:**