



AGENDA
CITY OF GLENWOOD SPRINGS
REGULAR CITY COUNCIL MEETING
NOVEMBER 21, 2024
101 W. 8TH STREET
6:15 p.m.

The agenda is subject to *change, including the addition of items 24 hours in advance or the deletion of items at any time.*

The order and times of agenda items listed are approximate and intended as a guideline for the City Council.

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

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

WORK SESSION

3:00	1. Planning and Zoning Commission Interviews	Information/Discussion
3:20	2. Meter Sizing Based Water Rates 2025	Information/Discussion
3:40	3. Destination Management Plan	Information/Discussion
4:05	4. South Canyon Firearms Range Safety Discussion	Information/Discussion
4:35	5. Pay As You Throw (PAYT) Program Pricing Updates	Information/Discussion
5:05	6. Glenwood Springs Historical Society Budget	Information/Discussion
5:20	Break to get dinner	
5:30	7. Downtown Development Authority Joint Work Session	Information/Discussion

ZOOM INSTRUCTIONS

Please click the link below to join the webinar:

<https://us02web.zoom.us/j/82239523566>

Or Telephone:

+1 719 359 4580 US +1 669 900 6833 US +1 253 205 0468 US +1 253 215 8782 US

Webinar ID: 822 3952 3566

International numbers available: <https://us02web.zoom.us/j/82239523566>

REGULAR SESSION

8. Roll Call
9. Agenda Changes & Conflicts
10. Council Announcements
11. Citizens Appearing Before Council (for items not on the Agenda-comments limited to 3 minutes)
12. Council Response to Citizen Comments
13. Consent Agenda Discussion and/or Action
 - A. Ordinance 2024-24; Prohibit Disposal of Yard Waste in the Community Landfill. Second Reading
 - B. Hanging Lake Forest Service Agreement
 - C. Resolution 2024-34; Landfill Fee Schedule
 - D. November 7, 2024 Council Minutes

ACTIONS AND/OR PRESENTATIONS

14. Resolution 2024-35; Pay As You Throw (PAYT) Program Pricing Discussion and/or Action

- | | |
|---|--------------------------|
| 15. Planning and Zoning (P&Z) Commission Appointments | Discussion and/or Action |
| 16. Employer-Based Rental Assistance Program | Discussion and/or Action |
| 17. South Bridge Update | Information/Discussion |
| 18. Ordinance 2024-22; Animal Impound Policy | Discussion and/or Action |
| 19. Ordinance 2024-26; Fixing and Certifying Mill Levy for the City | Discussion and/or Action |
| 20. Ordinance 2024-27; Fixing and Certifying Mill Levy for General Improvement District | Discussion and/or Action |
| 21. Update from Clean Energy Economy for the Region (CLEER) | Discussion and/or Action |
| 22. Resolution 2024-36; Adoption of Tourism Destination Management Plan | Discussion and/or Action |
| 23. Council Comments | |
| 24. Report from City Administration | |
| A. City Manager | |
| B. City Attorney | |
| C. Correspondence Incoming/Outgoing | |
| 25. Council Social Event Location | Information |
| 26. Adjournment | |

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City Council
STAFF REPORT
City of Glenwood Springs
November 21, 2024

Agenda Item: Planning and Zoning Commission Interviews

Action Requested: Two interviews for membership of the Planning and Zoning Commission.

Department: Economic and Community Development

Presented By: Ryan Muse

Strategic Goals: Provide Efficient and Responsive City Government

Background Info: **Upcoming Vacancies**

- One regular seat to fill through February 2026 and two alternate seats with terms ending in 2025 and 2026.

Scheduled Interview

- Patrick Corcoran
- Connie Geiman

Applicants

- **New applicants with an interview scheduled.**
 - Patrick Corcoran, a city resident.
 - Connie Geiman, a city resident.

Composition of the Planning and Zoning Commission

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

Powers and Duties of the Planning and Zoning Commission

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

f. Powers and Duties

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

1. To develop and recommend a master plan subject to the approval of the City Council and its environ in accordance with the provisions of this Code and the laws of the State.
2. To recommend to the City Council boundaries of zone districts and regulations to be enforced therein, in accordance with the provisions of this Code and the laws of the State.

3. To review proposals relating to subdivision, development and use of land and make decisions or recommendations on such proposals, in accordance with the procedures and provisions set forth in this Code.
4. To hear and decide appeals wherein there is a question of interpretation of the zone district map, the master plan or related documents and similar questions as they may arise in the administration of this Code.
5. The Planning and Zoning Commission shall have the duty and power to act on appeals with regard to matters arising from enforcement of provisions of Title 070 of this Code, including:
 - 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.
 - 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.

(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.

Issues:	None
Fiscal Impact:	None
Legal Review:	None
Staff Recommendation:	Staff defers to Council

Print**Planning and Zoning Commission Application - Submission #2830****Date Submitted: 10/29/2024****Planning and Zoning Commission Application**

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

Hannah Klausman; Director, Economic and Community Development
hannah.klausman@cogs.us
970-384-6407



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

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

Membership Qualifications*

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

Please select today's date***Personal Information****First Name*****Last Name*****Occupation*****Home Address***

City*

GLENWOOD SPRINGS

State*

CO

Zip Code*

81601

Mobile Phone Number***Email Address*****Home Phone Number****Work Phone Number****Mailing Address (If different than home address)****City**

GLENWOOD SPRINGS

State

CO

Zip Code

81601

Personal and Professional Interests**Why are you interested in serving on the Planning and Zoning Commission?***

I have 24 years of professional real estate experience and the free time to help the City with the current issued it is facing.

What do you view as the role of a Planning and Zoning Commission member?*

An active participant with years of real life experience in the real estate markets.

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

None

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

No

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

Not as much as I should or would like to.

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

A a father of four kids and a fee appraiser for 24 years. Yes, I have had to make decisions that upset people many times.

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

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

yes

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

I have been a volunteer sunlight ski patroller for 24 years and on the volunteer board of directors for 15 years

Have you previously served on the Planning and Zoning Commission?*

No



Reappointment Applicants

These questions only required for reappointment applicants.

Why do you think you should be reappointed?

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

-- Select One --



Powers and Duties of the Planning and Zoning Commission

(as defined in Title 020 of the Glenwood Springs Municipal Code); f. Powers and Duties of the Planning and Zoning Commission

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

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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.
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6. To perform such other functions as required by the provisions of Title 070.
7. To service as the Building Board of Appeals.

(as defined in Title 020 of the Glenwood Springs Municipal Code); c. Powers and Duties of Building Board of Appeals.

The powers and duties of the Building Board of Appeals shall be:

1. 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.
-

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.

(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)

Print**Planning and Zoning Commission Application - Submission #2852****Date Submitted: 11/8/2024****Planning and Zoning Commission Application**

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

Hannah Klausman; Director, Economic and Community Development
hannah.klausman@cogs.us
970-384-6407



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

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

Membership Qualifications*

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

Please select today's date***Personal Information****First Name*****Last Name*****Occupation*****Home Address***

City*

Glenwood Springs

State*

CO

Zip Code*

81601

Mobile Phone Number***Email Address*****Home Phone Number****Work Phone Number****Mailing Address (If different than home address)**

1117 Palmer Ave

City

Glenwood Springs

State

CO

Zip Code

81601

Personal and Professional Interests**Why are you interested in serving on the Planning and Zoning Commission?***

I am interested in serving on the P&Z Commission because I want to actively contribute to the future development of Glenwood Springs. I want to have a direct voice in shaping land use decisions and ensure thoughtful growth while preserving the character of Glenwood Springs. Finally, it is important for me to make informed decisions so that I can represent my fellow citizens in a responsible way.

What do you view as the role of a Planning and Zoning Commission member?*

As a member of the P&Z Commission, I see myself representing my community by reviewing and making recommendations to the City Council regarding land use development proposals, zoning, subdivision plans, and other major development projects. Also, I will serve on a commission that reviews appeal and variances. It is very important that decisions also align with the Comprehensive Plan and the Housing Plan, while considering factors that maintain the character and authenticity of Glenwood Springs.

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

I have limited experience with land use approval process, but I am a fast learner and want to learn. I'm really interested in jumping in and studying so I can bring myself up to speed. I have paid attention to Glenwood Springs P&Z deliberations and decisions such as the Donnegan Road housing project and the Six Canyon Apartments by reading about these events in the local paper.

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

A primary area of interest is balancing the preservation of the character of Glenwood with the need for responsible growth. I particularly want ensure new development incorporates sustainable practices, keeps traffic and parking in mind, and prioritizes pedestrian-friendly design. One challenge of P&Z is navigating the delicate balance between providing affordable housing for our workforce and keeping the small town feel of Glenwood.

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

P&Z Commission acts in a "quasi-judicial" capacity when it reviews and makes decisions on applications by applying existing codes and laws to specific properties. From what I understand, when P&Z hears a land use application for a specific property, it applies the standards of an existing codes to the facts presented at the hearing. It is important that the commission remains impartial and apply codes fairly and consistently when making decisions.

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

As a nursing faculty, I had to give a lot of difficult feedback and sadly had to fail multiple nursing students in a 10 year period. Failing student because they did not pass a test is less difficult because an exam is an objective form of assessing someone's knowledge; they understand the concepts or they don't. On the other hand, there were a few times I had to fail a student out of a clinical course, which is much more subjective. One such student was obviously not putting together the clinical picture and not critically thinking. I had to meet with her multiple times and create a success plan. Despite the success plan, she continued to not be safe at the bedside, and I made the decision that she could not move forward. When you fail a course in a nursing school, you cannot continue (e.g you fail out of nursing school). This was a very difficult decision and it made her very unhappy.

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.

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

No. I work a part time job (24 hours per week) but hours are flexible.

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

I have a lot of experience working with people on committees. Currently I am on the hospital wide Education Committee, Facilitator Committee, and Inpatient Leadership Team. When I worked at CMC I was the Chair of the Evaluation and Effectiveness Committee and served on the Curriculum Committee and the Student Faculty Committee. I also was on the Faculty Senate at CMC which is a college-wide committee.

This fall, I'm leading a team in writing a self study for our Nurse Resident Program. This was last done in 2021 where I was on the team, but not leading.

Have you previously served on the Planning and Zoning Commission?*

No

Reappointment Applicants

These questions only required for reappointment applicants.

Why do you think you should be reappointed?

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

-- Select One --



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(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
November 21, 2024

Agenda Item:	Meter Sizing Based Water Rates 2025
Action Requested:	Staff is looking for input on the rates based on the draft resolution setting rates in 2025.
Department:	Public Works
Presented By:	Matthew Langhorst
Strategic Goals:	Preserve and Improve Infrastructure
Background Info:	City staff is looking to move the water and sewer rates from a flat service fee that is the same for all users and the same volumetric tiers for all customers to a meter-sized based water and sewer rate service fee along with volumetric tiers that are adjusted based on a base 3/4" meter at the base tier and all other tiers above will be based on the volumetric change from the 3/4" meter to the actual meter size at the address of the account. Aka, a 3/4" meter would have a tier structure of 0 gallons to 7,000 gallons, 7,001 gallons to 14,000 gallons and 14,001 gallons and greater, whereas a 2" meter would be 0 gallons to 37,000 gallons, 37,001 gallons to 75,000 gallons and 75,001 gallons and greater. The tier range is expanded so that the larger meter user does not move to the higher cost volumetric rate as quickly as the 3/4" meter, but they pay a higher flat service fee to help balance out the tier adjustments. Staff will go over all the rates and tiers with the council at this work session in detail. The change in rates based on meter sizing instead of one flat rate across the board balances out the cost of service based on the actual impact of that customer on the system. A 3/4" meter customer will have less overall impact on the water and sewer system versus a customer that has an 8" water meter. The city has to plan and design around one new or existing 8" meter customer versus one 3/4" meter customer. The overall change for 2025 would be an average increase in water fees of 10.3% and sewer fees of 12.9% across all categories, with irrigation use seeing the largest increase. The average residential customer will see a 6.3% cost savings, and small users could see a savings of up to 22.1%.
Issues:	None at this time.
Fiscal Impact:	The change in rates based on meter sizing instead of one flat rate across the board balances out the cost of service based on the actual impact of that customer on the system.
Legal Review:	Legal will review the rate resolution prior the next meeting if council is ok with moving this to a formal public meeting.
Staff Recommendation:	Staff is recommending a good conversation.



Water and Wastewater Rate Restructuring

City of Glenwood Springs



Issues With Current Water/Wastewater Rates

- **Water System: All Customers Pay the Same \$21.92 Monthly Base Charge**
 - Monthly Base Charges Pay for Portion of Utility's Fixed Costs (e.g., Salaries and Benefits, Debt Payments) That Are the Same Regardless of Water Usage
 - If Larger Customer Has Greater Demand on System, Should Pay Higher Amount of System Fixed Costs
- **Water System: Current Base Charge Recovery of 23% Is Relatively Low**
 - Utility Industry Recommended Minimum: 30%
- **Wastewater System: All Customers Pay the Same \$83.53 Minimum Monthly Charge**
 - If Larger Customer Has Greater Demand on System, Should Pay Higher Amount of System Fixed Costs



Proposed Rate Adjustments

■ Recognized Revenue Adjustments

- "Catch Up" with 2021 Rate and Financial Plan Over Two Years
- Restructured Rates in 2025
- Uniform / Across-the-Board Adjustments After 2025

Proposed Water and Wastewater User Rate Revenue Adjustments

Year	Water System Revenue Adjustment	Wastewater System Revenue Adjustment
2025	10.3%	12.9%
2026	10.3%	12.9%
2027 to 2030	5% Automatic Annual Adjustments	
After 2030	Automatic Annual Consumer Price Index Adjustments	



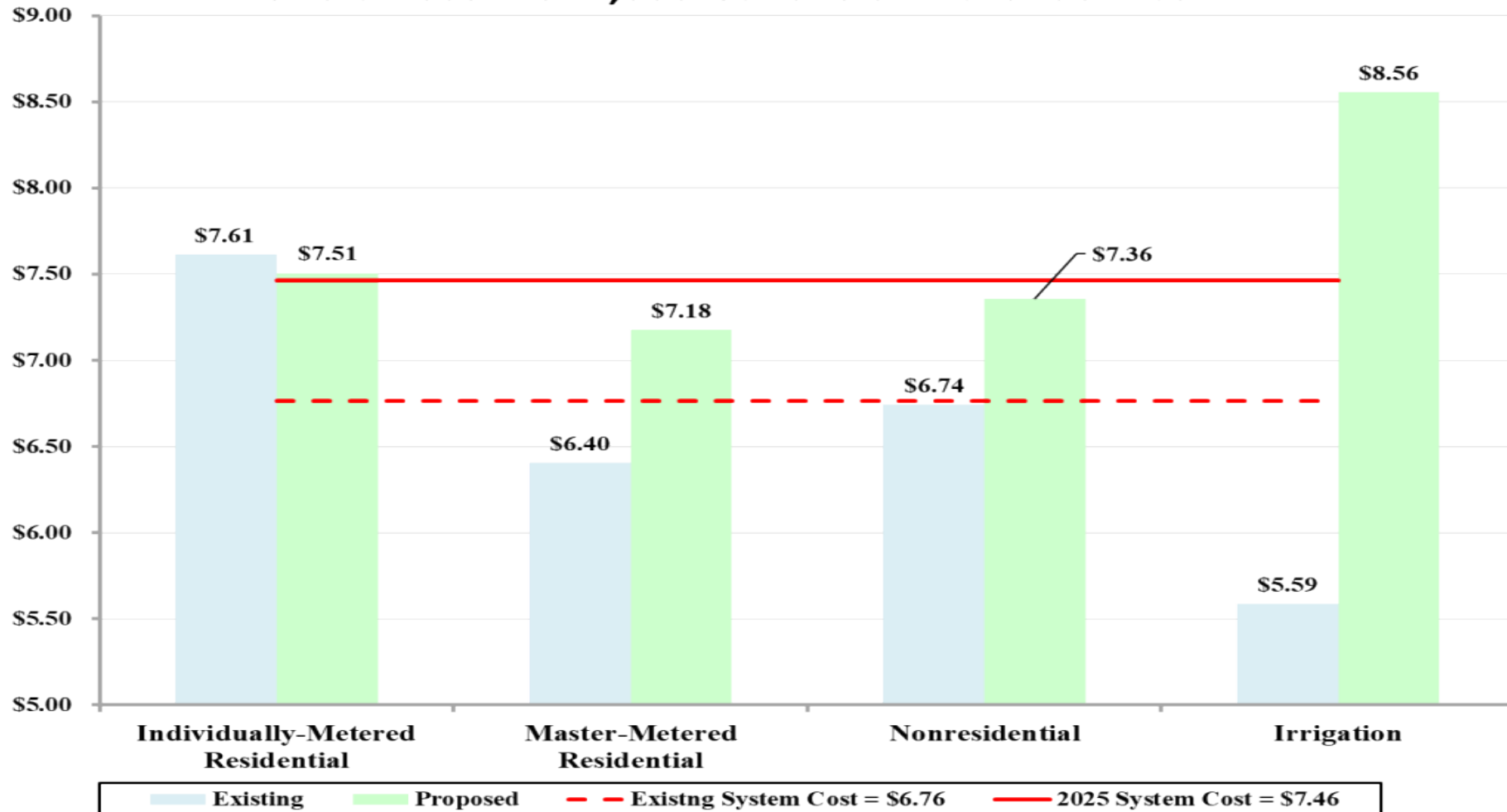
2025 Restructured User Rate Highlights

- **Higher Base Charges for Larger Meter Sizes**
 - Based on Capacities of Larger Meters Compared With 3/4" Meter of Individually Metered Residential Customer
 - For Wastewater, Replace Minimum Charge With Lower Monthly Base Charge for Smallest Meter Size
- **Multifamily Residential Customers Charged Based on Number of Units**
 - Based on Historical Usage Trend-, Unit Base Charge = 50% of Single Family Residential Base Charge
- **Water: Expanded Price Blocks for Larger Meter Sizes**
 - Based on Meter Capacity Relationships
 - Provides Better Link to Indoor/Essential, Discretionary, and Excessive Usage
- **Irrigation Water Usage Priced as Discretionary**

Proposed Rate Restructuring Helps to Reduce Current Subsidization of Other Customer Classes By Individually Metered Residential Customers



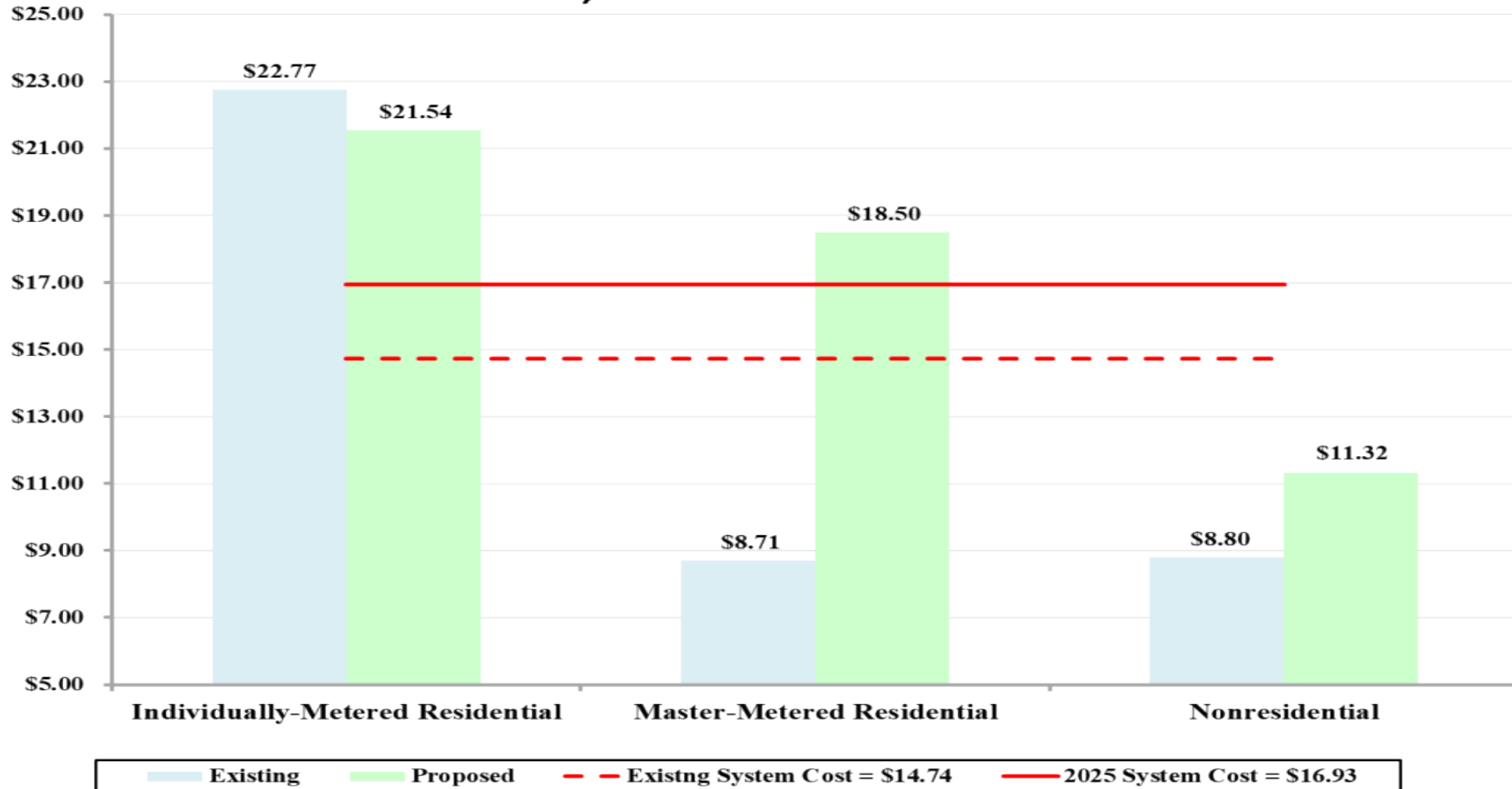
Overall Cost Per 1,000 Gallons of Water Service



Proposed Rate Restructuring Helps to Reduce Current Subsidization of Other Customer Classes By Individually Metered Residential Customers (cont.)



Overall Cost Per 1,000 Gallons of Wastewater Service



Breakdown of Existing and Projected Water Revenues By Customer Class



WATER SYSTEM					
Customer Class	Revenue Under Existing Rates	Revenue Under Proposed Rates	Usage (000's Gallons)	Existing Cost Per 1,000 Gallons	Proposed Cost Per 1,000 Gallons
Individually-Metered Residential	\$ 1,957,687	\$ 1,930,618	257,189	\$7.61	\$7.51
Master-Metered Residential	406,827	455,966	63,536	6.40	7.18
Commercial	722,322	814,332	104,276	6.93	7.81
Restaurants	136,601	146,247	21,227	6.44	6.89
Motel / Hotel	365,900	376,152	55,413	6.60	6.79
Hospitals / Nursing Facilities	144,702	148,994	22,145	6.53	6.73
Schools	43,875	56,436	6,573	6.67	8.59
Irrigation	519,875	795,927	93,034	5.59	8.56
Bulk Users	70,815	97,216	22,546	3.14	4.31
Total	\$ 4,368,604	\$ 4,821,889	645,940	\$6.76	\$7.46
Increase in Revenue		10.3%			

- Customer Responses to Rate Structure Changes Could Significantly Affect How Revenue Is Recovered
- Utility Staff Will Work With Larger Meter Customers Requesting a Review to Make Sure They Have the Right Meter Size for Their Demand

Breakdown of Existing and Projected Wastewater Revenues By Customer Class



WASTEWATER SYSTEM					
Customer Class	Revenue Under Existing Rates	Revenue Under Proposed Rates	Usage (000's Gallons)	Existing Cost Per 1,000 Gallons	Proposed Cost Per 1,000 Gallons
Individually-Metered Residential	\$ 2,200,086	\$ 2,090,442	96,508	\$22.80	\$21.66
Master-Metered Residential	301,607	627,083	34,717	8.69	18.06
Commercial	469,815	623,957	36,713	12.80	17.00
Restaurants	149,889	182,931	17,573	8.53	10.41
Hospitals / Nursing Facilities	159,965	210,289	19,556	8.18	10.75
Schools	23,571	49,672	2,356	10.01	21.08
Motel / Hotel	329,774	425,415	39,259	8.40	10.84
Outside-City Metered Customers	133,205	120,367	9,026	14.76	13.34
Flat Rate Customers	207,672	159,690			
Total	\$ 3,975,585	\$ 4,489,846	255,707	\$14.74	\$16.93
Increase in Revenue		12.9%			

- Customer Responses to Rate Structure Changes Could Significantly Affect How Revenue Is Recovered
- Utility Staff Will Work With Larger Meter Customers Requesting a Review to Make Sure They Have the Right Meter Size for Their Demand

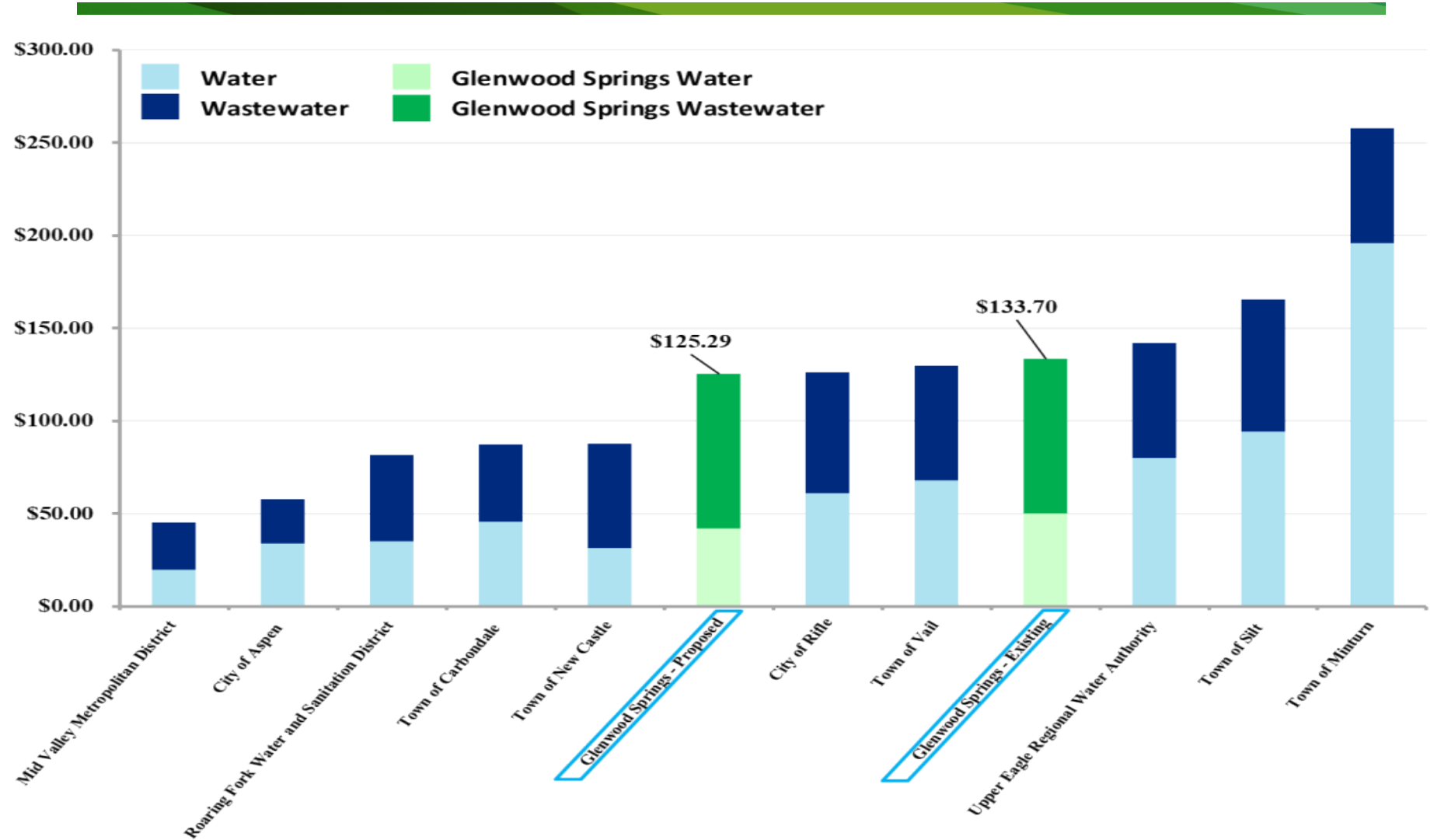
Individually Metered Residential Customers Comprise About 77% of Total Water Customers and About 83% of Total Wastewater Customers (cont.)



■ Combined Bill Comparison (Average Usage Level Outlined in Red)

Description	Existing	Proposed 2025			
		Monthly Bill	Difference		
			Amount	Percent	
<u>Usage Level (gallons)</u>					
0	\$ 105.45	\$ 74.18	\$ (31.27)	-29.7%	
1,000	109.22	85.06	(24.16)	-22.1%	
2,000	112.99	95.94	(17.05)	-15.1%	
3,000	116.76	106.82	(9.94)	-8.5%	
4,000	120.53	117.70	(2.83)	-2.3%	
5,000	124.30	128.58	4.28	3.4%	
6,000	128.69	139.46	10.77	8.4%	
7,000	133.70	150.34	16.64	12.4%	
10,000	148.73	190.57	41.84	28.1%	
15,000	212.95	260.15	47.20	22.2%	
20,000	283.03	339.85	56.83	20.1%	
25,000	357.23	419.55	62.33	17.4%	
30,000	431.43	499.25	67.83	15.7%	
40,000	579.83	658.65	78.82	13.6%	
50,000	728.23	818.05	89.82	12.3%	
7,000 Water, 4,000 Wastewater	133.70	125.29	(8.41)	-6.3%	

User Rate Comparison – 7,000 Gallons Monthly Water Usage and 4,000 Gallons of Billed Sewer (Winter Average)





Recommendations

- **Adopt Revised Financial and Rate Plan**
 - Restructured (More Equitable) Rates in 2025 with Increases Discussed
 - Uniform / Across-the-Board Increases for 2026 and Beyond
 - Have Recognized Elimination of Current 50% Outside-City Surcharge for Wastewater Service

- **Perform Another Formal Rate Study After City Has One or Two Years of Operating Performance Under Restructured Rates**
 - Monitor Customer Responses to Rate Changes
 - Some Customers May Want to "Right-Size" Their Meter Size Based on Their Current Demand

QUESTIONS AND DISCUSSION





Utility Overview

- **Provides Essential Service on a Continuous Basis:**
 - Public Health and Safety – Primary Objective
 - Highly Regulated (Colorado Department of Public Health and Environment / EPA)
 - Permits Require Compliance With Regulations
- **Enterprise Fund: Operations Primarily Funded Through User Rates and Fees**
 - Formal Rate Study Completed in 2021 With Multi-Year Financial and Rate Plan
- **Substantial Infrastructure Under City Management**
 - About \$97 Million Installed Cost of Assets

2021 Water and Wastewater Rate Study Recommendations



- **Recommended Revenue Adjustments Vs. Adjustments Implemented By City**
 - Proactive Financial Planning Helps to Avoid Future Large "Catch Up" Rate Increases

Year	Water System			Wastewater System		
	Rate Study Recommended Adjustment	Actual Adjustment Implemented By City	Cumulative Difference from Rate Study Recommendation	Rate Study Recommended Adjustment	Actual Adjustment Implemented By City	Cumulative Difference from Rate Study Recommendation
2021 [*]	51.0%	51.0%	0.0%	25.0%	25.0%	0.0%
2022	5.0%	0.0%	-5.0%	5.0%	0.0%	-5.0%
2023	5.0%	5.0%	-5.0%	5.0%	0.0%	-10.3%
2024	5.0%	0.0%	-10.3%	5.0%	0.0%	-15.8%
2025	5.0%	?	?	5.0%	?	?

[*] "Catch up" increase - first increase in six years (last adjustment in 2015).

- **Council Discussions Included Reviewing Water and Wastewater Rate Structure Based on Water Meter Size Once the Data Was Collected – Goal to Make Rates More Equitable**

RESOLUTION 2024-__
(Supersedes No. 2021-07 and 2022-45)

**A RESOLUTION OF THE CITY COUNCIL OF THE
CITY OF GLENWOOD SPRINGS, COLORADO
PROVIDING FOR ADJUSTMENTS TO THE MONTHLY WATER AND
WASTEWATER RATES; PROVIDING FOR ANNUAL RATE INDEXING OF THE
MONTHLY RATES; AND PROVIDING EFFECTIVE DATES.**

WHEREAS, the City of Glenwood Springs owns and operates a utility system that provides essential water and wastewater services to residences and businesses, and that operates 24 hours per day and 365 days per year; and

WHEREAS, the operational and financial sustainability of the utility system is vital to the public health and safety of the City's residents; and

WHEREAS, because of its important link to public health and safety, the City's utility system is highly regulated, and the City could face fines or consent orders from regulatory agencies as a result of infrastructure failures or if current regulatory requirements are not met; and

WHEREAS, the City's utility rates for water and wastewater services are structured to collect the necessary revenues to meet annual operating and maintenance costs of the water and wastewater infrastructure; to cover debt service for water and wastewater financing activities; to fund capital improvements to the City's utility system infrastructure, and to maintain adequate operating fund and capital reserves; and

WHEREAS, Article 080.050 of the City's Municipal Code provides that water and wastewater rates be established by Resolution; and

WHEREAS, the City completed a formal rate study in 2021 (the "2021 Rate Study") to determine the rate adjustments needed to fund critical capital needs and address certain operating deficiencies over the next several years, and the recommendations of the 2021 Rate Study were adopted by the City Council; and

WHEREAS, rate adjustments are needed to provide access to capital markets for financing the critical capital needs, and funding the critical needs on a pay-as-you-go basis would require much higher rate adjustments; and

WHEREAS, securing debt financing requires the City to demonstrate to lenders, bondholders, and credit rating agencies that the City has adopted a multi-year schedule of rates to support the debt; and

WHEREAS, without rate adjustments, the utility may have issues meeting its existing debt obligations, which could lead to rate covenant default remedies available to lenders (e.g., accelerated payments); and

WHEREAS, the City staff needs to know the revenue stream to implement the multi-year capital program since projects usually take more than one year to complete and funding must be in place to enable bidding for projects; and

WHEREAS, one of the recommendations of the 2021 Rate Study was for the City to consider restructuring the rates once meter size and master-meter unit data was collected; and

WHEREAS, the City retained a professional rate consultant to explore rate structure alternatives, and the results of this analysis were discussed with the Financial Advisory Board on [REDACTED], 2024 and at City Council meetings on [REDACTED], 2024 and November 7, 2024; and

WHEREAS, the proposed restructured rates are intended to generate the revenue levels based on the rate adjustments recognized in the 2021 Rate Study adopted by the City Council; and

WHEREAS, the proposed restructured rates improve equity and reduce subsidization among customer classes; and

WHEREAS, the proposed restructured rates are considered affordable by utility industry standards; and

WHEREAS, the proposed restructured rates are competitive with those charged by neighboring Colorado local governments; and

WHEREAS, the City Council finds that it is in the best interest of the public to adopt the multi-year schedule of water and wastewater service charges as recommended by the rate consultant and as provided for in this Resolution; and

WHEREAS, the City Council by this Resolution will set water and wastewater rates until otherwise amended by the City Council.

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

Section 1: The multi-year schedule of water and wastewater rates set forth on **Exhibit A**, attached hereto and incorporated herein, is adopted, and the first year of adjustments shall be effective for all water and wastewater bills rendered on or after [REDACTED], 2025.

Section 2: The City Manager or their designee has the authority to determine the applicable utility service rates based on the adopted amounts, the intent of the charges, and the customer's specific configurations or circumstances.

Section 3: Commencing in 2031, and in the absence of a formal study recommendation or action by the City Council, the water and wastewater rates shall be automatically increased for inflationary effects on the costs of operations – without a public hearing – effective for all bills rendered on or after January 1st of each year. The percentage increase shall be the percentage increase, if any, in the Consumer Price Index for the Denver-Aurora-Lakewood Area – as published by the U.S. Bureau of Labor Statistics – from July of the preceding calendar year to July of the current calendar year. IF the D-A-L CPI index does not exist after 2031, staff will choose the most applicable replacement CPI from the front range. The first increases under these provisions, if any, shall become effective on January 1, 2031.

Section 4: The City shall analyze the financial position of the utility systems regularly to monitor customer responses to the restructured rates and evaluate the need for subsequent rate adjustments. The City shall proactively perform formal rate studies to update the ten-year financial project planning forecast and to minimize rate adjustments over time while conforming with appropriate utility best financial management practices.

INTRODUCED, READ, AND PASSED THIS _____ DAY OF _____, 2024.

CITY OF GLENWOOD SPRINGS, COLORADO

Ingrid Wussow, Mayor

ATTEST:

Ryan Muse, City Clerk

EXHIBIT A
City of Glenwood Springs, Colorado

Monthly Water and Wastewater User Rates

Line No.	Description	Billing Period	Existing	Effective January 1, 2025	Effective January 1, 2026	Effective January 1, 2027	Effective January 1, 2028	Effective January 1, 2029
WATER SERVICE								
<u>Treated Water Rates - Existing</u>								
1	Monthly Customer Charge		\$ 21.92					
Usage Rate Per 1,000 Gallons								
2	Up to 5,500 Gallons		\$ 3.77					
3	From 5,500 Gallons to 17,500 Gallons		5.01					
4	Over 17,500 Gallons		6.66					
<u>Treated Water Rates - 2025 and Subsequent Years</u>								
Monthly Base Charge								
<i>Individually-Metered Residential</i>								
<u>Meter Size</u>								
5	3/4"			\$ 24.18	\$ 26.67	\$ 28.00	\$ 29.40	\$ 30.87
6	1"			40.30	44.45	46.67	49.00	51.45
7	1.5"			80.60	88.90	93.35	98.02	102.92
8	2"			128.96	142.24	149.35	156.82	164.66
<i>Master-Metered Residential</i>								
9	Per Unit			\$ 12.09	\$ 13.34	\$ 14.01	\$ 14.71	\$ 15.45
<i>Nonresidential</i>								
<u>Meter Size</u>								
10	3/4"			\$ 24.18	\$ 26.67	\$ 28.00	\$ 29.40	\$ 30.87
11	1"			40.30	44.45	46.67	49.00	51.45
12	1.5"			80.60	88.90	93.35	98.02	102.92
13	2"			128.96	142.24	149.35	156.82	164.66
14	3"			241.80	266.71	280.05	294.05	308.75
15	4"			403.00	444.51	466.74	490.08	514.58
16	6"			806.00	889.02	933.47	980.14	1,029.15

EXHIBIT A
City of Glenwood Springs, Colorado

Monthly Water and Wastewater User Rates

Line No.	Description	Billing Period	Existing	Effective January 1, 2025	Effective January 1, 2026	Effective January 1, 2027	Effective January 1, 2028	Effective January 1, 2029
17	8"			1,289.60	1,422.43	1,493.55	1,568.23	1,646.64
	Usage Rate Per 1,000 Gallons:							
18	Block 1			\$ 2.53	\$ 2.79	\$ 2.93	\$ 3.08	\$ 3.23
19	Block 2			5.06	5.58	5.86	6.15	6.46
20	Block 3			7.59	8.37	8.79	9.23	9.69
	Treated Water Domestic Usage Block Ranges (gallons)							
				Block 1		Block 2		Block 3
	Meter Size							
21	3/4"			0 to 7,000		7,001 to 14,000		Greater Than 14,000
22	1"			0 to 12,000		12,001 to 23,000		Greater Than 23,000
23	1.5"			0 to 23,000		23,001 to 47,000		Greater Than 47,000
24	2"			0 to 37,000		37,001 to 75,000		Greater Than 75,000
25	3"			0 to 70,000		70,001 to 140,000		Greater Than 140,000
26	4"			0 to 117,000		117,001 to 233,000		Greater Than 233,000
27	6"			0 to 233,000		233,001 to 467,000		Greater Than 467,000
28	8"			0 to 373,000		373,001 to 747,000		Greater Than 747,000
29	Master-Metered Residential Unit			0 to 4,000		4,001 to 7,000		Greater Than 7,000
Bulk Water Rates and Raw Water Irrigation Rates - Existing								
30	Monthly Customer Charge		\$ 21.92					
31	Usage Rate Per 1,000 Gallons		3.12					

EXHIBIT A
City of Glenwood Springs, Colorado

Monthly Water and Wastewater User Rates

Line No.	Description	Billing Period	Existing	Effective January 1, 2025	Effective January 1, 2026	Effective January 1, 2027	Effective January 1, 2028	Effective January 1, 2029
<u>Bulk Water Rates and Raw Water Irrigation Rates - 2025 and Subsequent Years</u>								
	Monthly Base Charge							
	<u>Meter Size</u>							
32	3/4"			\$ 24.18	\$ 26.67	\$ 28.00	\$ 29.40	\$ 30.87
33	1"			40.30	44.45	46.67	49.00	51.45
34	1.5"			80.60	88.90	93.35	98.02	102.92
35	2"			128.96	142.24	149.35	156.82	164.66
36	3"			241.80	266.71	280.05	294.05	308.75
37	4"			403.00	444.51	466.74	490.08	514.58
38	6"			806.00	889.02	933.47	980.14	1,029.15
39	8"			1,289.60	1,422.43	1,493.55	1,568.23	1,646.64
40	Usage Rate Per 1,000 Gallons			\$ 3.93	\$ 4.33	\$ 4.55	\$ 4.78	\$ 5.02
<u>Treated Water Irrigation Only Rates - Existing</u>								
41	Monthly Customer Charge		\$ 21.92	\$ 24.18	\$ 26.67	\$ 28.00	\$ 29.40	\$ 30.87
42	Usage Rate Per 1,000 Gallons		5.01	5.53	6.10	6.41	6.73	7.07
<u>Treated Water Irrigation Only Rates - 2025 and Subsequent Years</u>								
	Monthly Base Charge							
	<u>Meter Size</u>							
43	3/4"			\$ 24.18	\$ 26.67	\$ 28.00	\$ 29.40	\$ 30.87
44	1"			40.30	44.45	46.67	49.00	51.45
45	1.5"			80.60	88.90	93.35	98.02	102.92
46	2"			128.96	142.24	149.35	156.82	164.66
47	3"			241.80	266.71	280.05	294.05	308.75
48	4"			403.00	444.51	466.74	490.08	514.58
49	6"			806.00	889.02	933.47	980.14	1,029.15
50	8"			1,289.60	1,422.43	1,493.55	1,568.23	1,646.64
	Usage Rate Per 1,000 Gallons							
51	Block 1			\$ 5.06	\$ 5.58	\$ 5.86	\$ 6.15	\$ 6.46

EXHIBIT A
City of Glenwood Springs, Colorado

Monthly Water and Wastewater User Rates

Line No.	Description	Billing Period	Existing	Effective January 1, 2025	Effective January 1, 2026	Effective January 1, 2027	Effective January 1, 2028	Effective January 1, 2029
52	Block 2			7.59	8.37	8.79	9.23	9.69
	Treated Water Irrigation Usage Block Ranges (gallons)							
				Block 1		Block 2		
53	<u>Meter Size</u>							
54	3/4"			0 to 14,000		Greater Than 14,000		
55	1"			0 to 23,000		Greater Than 23,000		
56	1.5"			0 to 47,000		Greater Than 47,000		
57	2"			0 to 75,000		Greater Than 75,000		
58	3"			0 to 140,000		Greater Than 140,000		
59	4"			0 to 233,000		Greater Than 233,000		
60	6"			0 to 467,000		Greater Than 467,000		
61	8"			0 to 747,000		Greater Than 747,000		

WASTEWATER SERVICE

Wastewater Rates for All Customers Inside City - Existing

62	Minimum Monthly Bill - All Users		\$	83.53
Volume Charge Per 1,000 Gallons				
63	Restaurant	Year Round	\$	8.18
64	Hotel or Motel with Food / Beverage Service	Year Round		8.18
65	Hotel or Motel without Food / Beverage Service	Year Round		8.18
66	All Others [*]	[*]		8.18

[*] During the winter months of December to April, all flow based on metered water usage is billed. During the months of May to November, the winter average flow is b

EXHIBIT A
City of Glenwood Springs, Colorado

Monthly Water and Wastewater User Rates

Line No.	Description	Billing Period	Existing	Effective January 1, 2025	Effective January 1, 2026	Effective January 1, 2027	Effective January 1, 2028	Effective January 1, 2029
<u>Wastewater Rates for All Customers Outside City - Existing</u>								
67	Minimum Monthly Bill - All Users		\$ 125.30					
Volume Charge Per 1,000 Gallons								
68	Restaurant	Year Round	\$ 12.27					
69	Hotel or Motel with Food / Beverage Service	Year Round	12.27					
70	Hotel or Motel without Food / Beverage Service	Year Round	12.27					
71	All Others [*]	[*]	12.27					

[*] During the winter months of December to April, all flow based on metered water usage is billed. During the months of May to November, the winter average flow is b

Wastewater Rates for All Customers Both Inside and Outside City - 2025 and Subsequent Years

Monthly Base Charge

Individually-Metered Residential

Meter Size

72	3/4"		\$ 50.00	\$ 56.45	\$ 59.27	\$ 62.23	\$ 65.34
73	1"		50.00	56.45	59.27	62.23	65.34
74	1.5"		50.00	56.45	59.27	62.23	65.34
75	2"		50.00	56.45	59.27	62.23	65.34

Master-Metered Residential

76	Per Unit		\$ 25.00	\$ 28.23	\$ 29.64	\$ 31.12	\$ 32.68
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Nonresidential

Meter Size

77	3/4"		\$ 50.00	\$ 56.45	\$ 59.27	\$ 62.23	\$ 65.34
78	1"		83.33	94.08	98.78	103.72	108.91
79	1.5"		166.67	188.17	197.58	207.46	217.83
80	2"		266.67	301.07	316.12	331.93	348.53
81	3"		500.00	564.50	592.73	622.37	653.49
82	4"		833.33	940.83	987.87	1,037.26	1,089.12
83	6"		1,666.67	1,881.67	1,975.75	2,074.54	2,178.27

EXHIBIT A
City of Glenwood Springs, Colorado

Monthly Water and Wastewater User Rates

Line No.	Description	Billing Period	Existing	Effective January 1, 2025	Effective January 1, 2026	Effective January 1, 2027	Effective January 1, 2028	Effective January 1, 2029
84	8" Volume Charge Per 1,000 Gallons			2,666.67	3,010.67	3,161.20	3,319.26	3,485.22
85	Restaurant	Year Round		\$ 8.35	\$ 9.43	\$ 9.90	\$ 10.40	\$ 10.92
86	Hotel or Motel with Food / Beverage Service	Year Round		8.35	9.43	9.90	10.40	10.92
87	Hotel or Motel without Food / Beverage Service	Year Round		8.35	9.43	9.90	10.40	10.92
88	All Others [*]	[*]		8.35	9.43	9.90	10.40	10.92

[*] During the winter months of December to April, all flow based on metered water usage is billed. During the months of May to November, the winter average flow is b

Bulk Service Outside Corporate Limits Wastewater Rates

All bulk wastewater treatment service outside the corporate limits will be a negotiated rate, on a case-by-case basis.

**Effective
January 1,
2030**

\$ 32.41
54.02
108.07
172.89

\$ 16.22

\$ 32.41
54.02
108.07
172.89
324.19
540.31
1,080.61

**Effective
January 1,
2030**

1,728.97

\$ 3.39
6.78
10.17

ck 3

ian 14,000
ian 23,000
ian 47,000
ian 75,000
an 140,000
an 233,000
an 467,000
an 747,000

han 7,000

**Effective
January 1,
2030**

\$ 32.41
54.02
108.07
172.89
324.19
540.31
1,080.61
1,728.97

\$ 5.27

\$ 32.41
7.42

\$ 32.41
54.02
108.07
172.89
324.19
540.31
1,080.61
1,728.97

\$ 6.78

**Effective
January 1,
2030**

10.17

illed.

**Effective
January 1,
2030**

illed.

\$ 68.61
68.61
68.61
68.61

\$ 34.31

\$ 68.61
114.36
228.72
365.96
686.16
1,143.58
2,287.18

**Effective
January 1,
2030**

3,659.48

\$ 11.47
11.47
11.47
11.47

illed.



City Council
STAFF REPORT
City of Glenwood Springs
November 21, 2024

Agenda Item:	Destination Management Plan
Action Requested:	None at this time
Department:	City Administration
Presented By:	Steve Boyd
Strategic Goals:	Generate Sustainable Economic Development
Background Info:	The Tourism Management Board has been working with Dave Santanucci from Mission2Market to develop a marketing plan to take Glenwood Springs into the next few years. The Board would like to present the final report to Council for its comments.
Issues:	The Tourism Promotion Board would like to have Council formally adopt this plan after review and considering any comments.
Fiscal Impact:	The plan only calls for resources that are in the Tourism Promotion Fund, no other City funds are expected to be used.
Legal Review:	NA
Staff Recommendation:	NA



2025-2027
GLENWOOD SPRINGS
DESTINATION MANAGEMENT
& STRATEGIC MARKETING
PLAN



VISIT GLENWOOD SPRINGS

802 Grand Avenue
Glenwood Springs, CO 81601
970-945-6580
info@visitglenwood.com



DESTINATION MANAGEMENT TABLE OF CONTENTS



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OVERVIEW

The 2025-2027 Glenwood Springs Destination Management Strategy is the community’s first comprehensive three-year plan for managing tourism in Glenwood Springs. Prior plans have been developed focusing on economic growth through marketing and promotion. This plan proposes a major shift for Glenwood Springs that is reflective of the advancement of the community from an emerging destination to an established destination. Emerging destinations tend to take any visitors at any time. Established destinations work to recruit visitors who meet their destination goals, such as staying longer, spending more time, and being more respectful of the natural and cultural assets of the community.

Visit Glenwood Springs has been proactively shifting

The future goal is to consider the impacts of tourism on residents in every decision.

messaging away from the peak season for the past decade. For example, the organization no longer promotes peak summer visitation and focuses on developing off-peak seasons instead. This plan not only leans into this shift but introduces new tools and ideas that will support the destination’s current and future needs as an established destination.

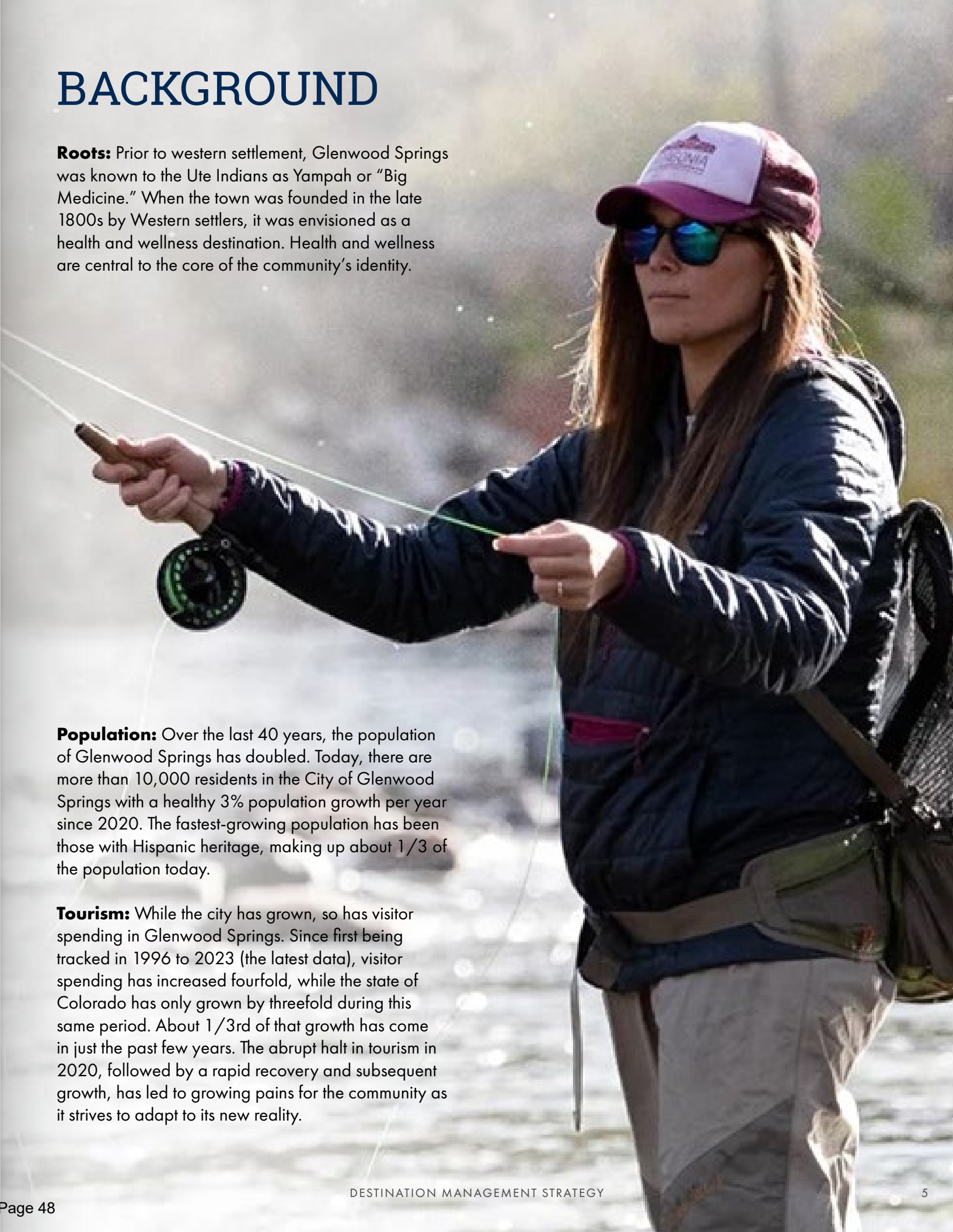
The Tourism Management Board selected Colorado-based destination consulting firm Mission2Market in a competitive bid process to develop the Destination Management Plan. The process to develop this plan included reviewing current research and best practices, as well as previous community and tourism plans, conducting a dozen stakeholder interviews, and facilitating a half-day tourism board workshop.

BACKGROUND

Roots: Prior to western settlement, Glenwood Springs was known to the Ute Indians as Yampah or “Big Medicine.” When the town was founded in the late 1800s by Western settlers, it was envisioned as a health and wellness destination. Health and wellness are central to the core of the community’s identity.

Population: Over the last 40 years, the population of Glenwood Springs has doubled. Today, there are more than 10,000 residents in the City of Glenwood Springs with a healthy 3% population growth per year since 2020. The fastest-growing population has been those with Hispanic heritage, making up about 1/3 of the population today.

Tourism: While the city has grown, so has visitor spending in Glenwood Springs. Since first being tracked in 1996 to 2023 (the latest data), visitor spending has increased fourfold, while the state of Colorado has only grown by threefold during this same period. About 1/3rd of that growth has come in just the past few years. The abrupt halt in tourism in 2020, followed by a rapid recovery and subsequent growth, has led to growing pains for the community as it strives to adapt to its new reality.



DESTINATION MANAGEMENT STRATEGY OVERVIEW

The 2025-2027 Glenwood Springs Destination Management Strategy represents a pivotal shift from marketing-driven tourism growth to a holistic management approach prioritizing residents' quality of life. Developed by Mission2Market, this comprehensive three-year plan transitions Glenwood Springs from an emerging to an established destination, focusing on attracting highly compatible & responsible visitors who contribute positively to the community and respect its natural and cultural assets.

New Mantra: Residents First

Align tourism with residents' needs, enhancing their quality of life and fostering community pride.

Goals:

- **Develop a long-term tourism master plan**
- **Recruit highly compatible & responsible visitors**
- **Support local tourism-related businesses**
- **Create local advocates for tourism**
- **Encourage responsible visitation**

The strategy emphasizes collaboration with local businesses, community engagement, and sustainable development to ensure that Glenwood Springs remains a vibrant and attractive community for residents to live and visitors to enjoy.



OBJECTIVE OF THE STRATEGIC PLAN

- ✓ **Primary Objective: Shift to Residents First Mentality**
- ✓ **Define our path forward with a community-driven tourism master plan**
- ✓ **Define the current state of the tourism industry and the vital need to continue marketing, with a major shift in the approach going forward**
- ✓ **Create strategies to share the stories of how tourism is benefitting Glenwood Springs, such as the affordable housing funded by overnight visitors**
- ✓ **Identify the tools and resources needed to reach highly-compatible visitors that have more positive impacts and less negative impacts on our community**
- ✓ **Redevelop our marketing plan to target highly-compatible visitors**
- ✓ **Support our local businesses that we all know and love**
- ✓ **Encourage responsible visitation including the use of public transportation, respect for our natural resources, and support of our cultural assets**
- ✓ **Define our brand's positioning, mission, and guiding principles to return to our roots and look to the future as a health, wellness, and adventure destination**

STRATEGY OVERVIEW

PROCESS OF CREATING THE STRATEGIC PLAN



RESEARCH & SURVEYING

A. Review all existing research and plans for Visit Glenwood Springs, the Chamber of Commerce, and the City of Glenwood Springs
B. Conduct a survey of the tourism board and key stakeholders about the future of tourism in Glenwood Springs



RESEARCH GAP ANALYSIS

Review the existing research and insights with which Visit Glenwood Springs works and recommend the necessary research to achieve the goals of this plan



CREATE A DESTINATION MANAGEMENT PLAN

Create a plan to improve the quality of life of the residents of Glenwood Springs through tourism



CREATE ONE-YEAR BUSINESS PLAN

Carve out the top priorities from the plan that need to be executed in the first year of this three-year strategic plan



WORKSHOP

Bring the survey findings into a workshop and review national and Colorado trends in tourism management to spark conversation about Glenwood's future



CREATE GOALS

Create goals for the next three years for Visit Glenwood Springs



CREATE A STRATEGIC MARKETING PLAN

Enhance the existing marketing plan to better align with the future goals of the Tourism Management Board



CREATE BUDGET

Create a budget that supports the plan

DESTINATION MANAGEMENT

VISIT GLENWOOD SPRINGS & TOURISM MANAGEMENT BOARD



LISA LANGER
Director of Tourism
Visit Glenwood Springs



HEIDI PANKOW
Tourism Project Manager
Visit Glenwood Springs

Tourism Management Board Members:

JUSTINE SMITH
Rocky Mountaineer
(Tourism)

MIKE MERCATORIS
Grind Bar & Restaurant Owner
(Chamber)

ANDY WALLACE
Best Western Antlers
General Manager
(Lodging)

HEATHER MONTROSS-COWAN
Defiance Rafting Owner/
Operator (Resident)

AARON MCCALLISTER
Iron Mountain Hot Springs
General Manager
(Resident/Business)

KEVIN KENNEDY
Courtyard by Marriott
- Residence Inn Area
General Manager
(Lodging)

JUSTIN BISHOP
Bluebird Cafe Owner
(Restaurant)

SHARON BRADY
Cooper Wine &
Spirits Co-Owner,
(Resident/Business)

LORETTA AYALA
Glenwood Hot Springs
Resort Lodge Manager
(Tourism)

Tourism Management Board Council Liaisons:

MITCHELL WEIMER

ERIN ZALINSKI

DESTINATION MANAGEMENT TERMS

Brand Promise: A commitment made by the organization to deliver a specific experience or value to its target audience, encapsulating the essence of the brand.

Champion Value of Tourism: A strategic initiative focused on emphasizing the positive impact of tourism on the community and local businesses, aiming to garner support and understanding among residents.

Destination Ambassadors: Enthusiastic individuals or groups appointed or self-appointed to represent and promote the destination to visitors, embodying the spirit and values of the community while providing guidance, information, and hospitality services.

Destination Leadership: A new approach aimed at actively managing and shaping the development of the destination, focusing on responsible tourism practices and community engagement.

Destination Marketing: The process of promoting a specific location, in this case, Glenwood Springs, to potential visitors through various marketing channels and strategies.

Expand Organizational Influence & Relevance: A strategic goal to enhance the organization's capacity and effectiveness in implementing the tourism strategy, aligning with community desires and ensuring sustainability and growth.

Highly Compatible & Responsible Visitor: Travelers who match best to Glenwood Springs offerings, likely to partake in cultural activities, stay longer, respect the natural assets and become advocates to other compatible visitors.

Front-line Worker: Individuals who directly interact with visitors and tourists, such as hospitality staff, tour guides, and customer service representatives, playing a crucial role in delivering quality experiences and shaping visitors' perceptions of the destination.

Off Peak Tourism Development: Efforts aimed at expanding tourism beyond traditional peak seasons, particularly focusing on fall and winter months, to sustainably increase visitation and support local businesses year-round.

Partner Promise: A pledge to collaborate with local businesses and organizations dependent on tourism, fostering partnerships and creating new opportunities together.

Resident Promise: The commitment of the organization to involve and prioritize the interests of the local community in tourism development efforts.

Responsible Recreation Messaging: Communication efforts aimed at promoting responsible behavior among locals and visitors to preserve the community's way of life and natural resources.

Tourism Volunteerism: The act of individuals contributing their time and skills voluntarily to support tourism-related initiatives and activities, ranging from event organization to visitor assistance, enhancing the overall visitor experience and community engagement.

Visitor Promise: An assurance provided to visitors that they will be connected with authentic experiences and opportunities within Glenwood Springs.

DESTINATION MANAGEMENT OUR WHY



"Improve the quality of life in our community through tourism management and development." - Loretta Ayala

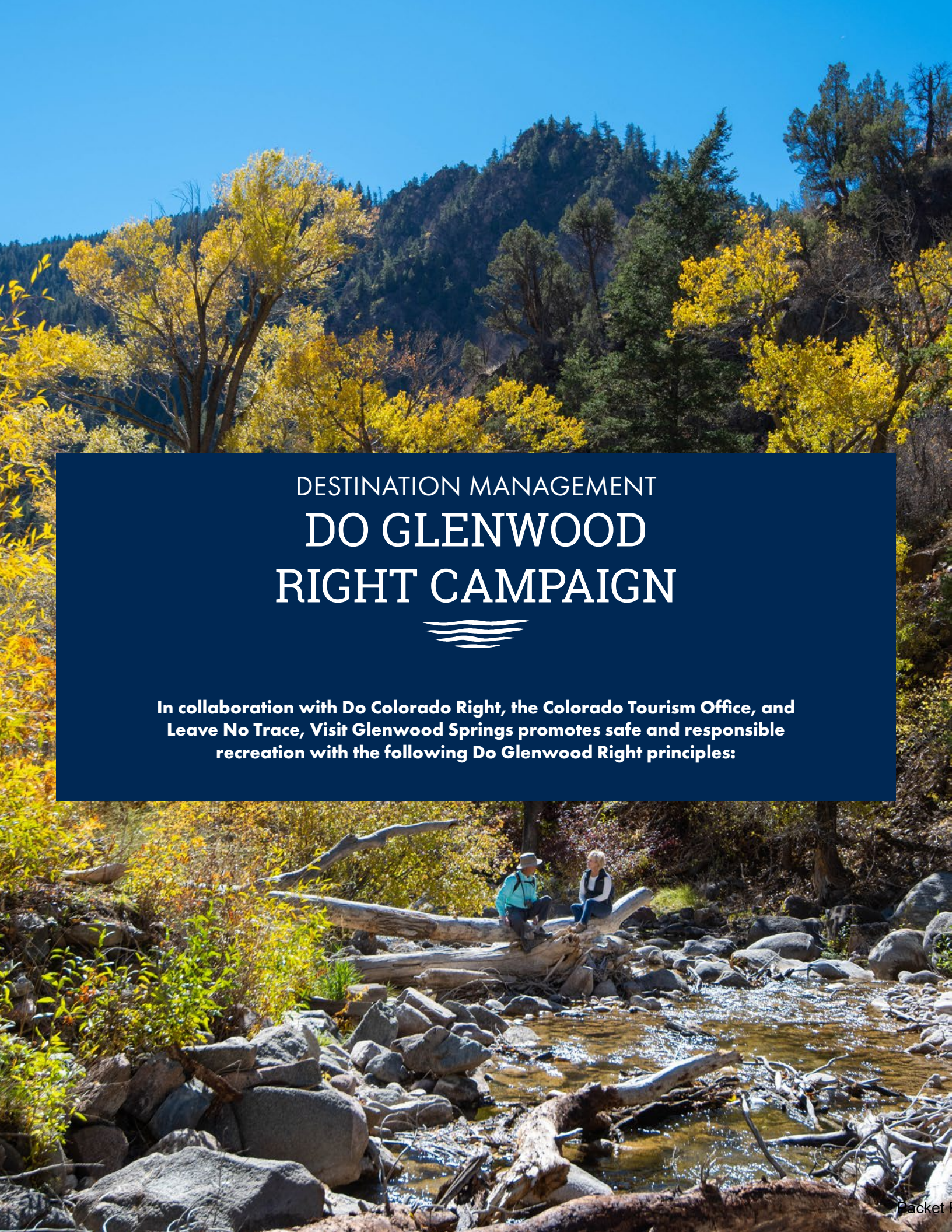
Tourism Management Board Chairperson: "We are at a pivotal moment for Glenwood Springs. We must act now, with significant and meaningful changes to our approach to tourism management in order for our way of life in Glenwood Springs to continue to be one of the best in the state and the country. That is why we started implementing destination management strategies in 2021 and why we developed this plan to solidify our transition from a destination marketing organization to a destination management organization."

*Highly Compatible +
Responsible Visitor Recruitment
Destination Leadership +
Community Partnership +
Stewardship +*

= Destination Management

OUR PRINCIPLES

- ✓ **Our Vision:** Be the preferred regional tourism destination.
- ✓ **Our Mission:** Manage marketing and responsible promotion for the Glenwood Springs area to benefit the local economy, enhance residents' quality of life, and protect natural resources.
- ✓ **Our "Why":** Improve the quality of life in our community through tourism development.
- ✓ **How We Do It:** We connect visitors and locals to Glenwood Springs experiences.
- ✓ **Brand Promise:** Land of Water.
- ✓ **Visitor Promise:** We connect you with Glenwood Springs experiences.
- ✓ **Our Promise to Our Community:** We will manage tourism in partnership with our community.
- ✓ **Our Partner Promise:** We create new opportunities for our industry partners.
- ✓ **Our Two-fold Approach:** Destination marketing (Current) and destination leadership (New)



DESTINATION MANAGEMENT
**DO GLENWOOD
RIGHT CAMPAIGN**

In collaboration with Do Colorado Right, the Colorado Tourism Office, and Leave No Trace, Visit Glenwood Springs promotes safe and responsible recreation with the following Do Glenwood Right principles:



***CARE FOR COLORADO
LEAVE NO TRACE PRINCIPLES*** ***CUIDA COLORADO
DEJA SIN RASTROS PRINCIPIOS***



KNOW BEFORE YOU GO
Have a plan to minimize your impact.

CONOCE ANTES DE IR
Tener un plan para minimizar tu impacto.



STICK TO TRAILS
Keep your boots on the path to keep flowers in bloom.

MANTENTE EN LOS SENDEROS
Mantén tus botas en el sendero para mantener las flores en floración.



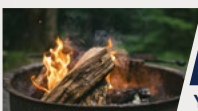
TRASH THE TRASH
A little clean-up goes a long way.

TIRA LA BASURA
Un poco de limpieza hace una gran diferencia.



LEAVE IT AS YOU FIND IT
Allow others the experience of untouched beauty.

DÉJALO COMO LO ENCUENTRAS
Permite a otros la experiencia de la belleza intocada.



BE CAREFUL WITH FIRE
You're Colorado's first defense against wildfires.

TEN CUIDADO CON EL FUEGO
Tu eres la primera defensa de Colorado contra los fuegos forestales.



KEEP WILDLIFE WILD
Keep your distance, and keep food locked up.

MANTÉN LA VIDA SILVESTRE SALVAJE
Mantén tu distancia, y mantén la comida guardada bajo llave.



SHARE OUR TRAILS & PARKS
Keep noises low and respect high.

COMPARTE NUESTROS SENDEROS Y PARQUES
Mantén el ruido bajo y el respeto alto.

To learn more visit docoloradoright.com Para saber más visita docoloradoright.com



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CURRENT VISIT GLENWOOD SPRINGS EFFORTS

Who we are: Visit Glenwood Springs is a department of the Glenwood Springs Chamber. The organization is responsible for marketing and managing our community’s visitor economy for the purposes of growth and prosperity. It is funded through a portion of the lodging tax paid by visitors when they stay overnight within the City of Glenwood Springs.

Branding

WHAT: Strengthen the brand of Glenwood Springs as a destination

HOW: Telling the story of Glenwood Springs and its community’s unique offerings to potential visitors through ongoing and growing branding efforts

- Develop branded materials for consistent community branding
- Update photography and video assets to promote off-peak seasons & responsible recreation

RESULTS: Set record visitor spending in 2023 in Garfield County at \$324M, growing 50% since 2018, significantly outpacing the state’s tourism spending growth

Marketing & Public Relations

WHAT: Market Glenwood Springs to potential visitors

HOW: Tell the stories of our community

- Ongoing advertising to potential visitors driving the \$324M visitor economy and supporting thousands of jobs in our community
- Create and manage paid social media campaigns
- Publish and distribute Glenwood Springs’ Official Travel Guide
- Maximize marketing dollars through partnership with Colorado Tourism Office Marketing Opportunities

RESULTS: Award-winning organization: LuxLife’s 2024 - Best Destination Marketing & Management Organization; 2017 & 2022 Destination Marketing Association West Best Ideas Achievement Award; GovCon 2021 Governor’s Award for Outstanding Community Tourism Initiative

Visitor Center Operations

WHAT: One-stop-shop for visitors to learn about all things Glenwood Springs (“The Front Door of the Community”)

HOW: Excellent service and comprehensive knowledge and information base, recently made even better through CO Tourism Management Grant (4-1 match with CTO; \$5K from VGS, \$20K from CTO)

- Provide inclusive map of Glenwood Springs’ lodging, dining, attractions, activities, shopping areas, bus stops, and trails with WanderMap digital wayfinding software
- Provide accessible iPad kiosks allowing guests to plan and navigate their visit
- Educate visitors about car-free access to city amenities

RESULTS: Visitor count trending up year over year: 2021 – 11,579; 2022 – 15,744; 2023 – 16,499

VisitGlenwood.com

WHAT: New Visit Glenwood Springs website completed in 2023

HOW: Collaboration between Visit Glenwood Springs staff and developer

- New features, pages, and content
- Updated existing content
- Continual updates, maintenance, and search engine optimization conducted by Visit Glenwood Springs staff and developer

RESULTS: 2023 statistics include 789,841 new users, 1,068,632 sessions, 38,029 conversions, and 3.32% conversion rate

Media & Travel Trade FAMs (Familiarization Tours)

WHAT: Increase visitation by targeted audience

HOW: Visit Glenwood Springs staff facilitates and

hosts domestic and international journalists, tour operators, and travel agents; builds long-term, working relationships with journalists, operators, and influencers

- Work with industry partners to highlight them
- Build itineraries to highlight our community’s assets
- Schedule interviews with local experts
- Set up site visits for lodging properties and meeting venues
- Meet one-on-one to explain the Glenwood Springs’ experience

RESULTS: Visit Glenwood Springs featured in numerous domestic and international magazines and media outlets; Added 200+ overnight stays in Glenwood Springs on international routes developed in Colorado





OVERVIEW

This is a strategic overview. Rationale and activation details can be found in the Detailed Rationale Report. This is our 3-year tourism strategy for fiscal years: 2025, 2026, and 2027. Over the next three years, we plan to expand our services to enhance the quality of life for Glenwood Springs residents by growing the tourism economy in partnership with the community.

New Mantra:



- Listen: Conduct regular surveys, workshops, and focus groups to gauge residents' sentiments towards tourism.
- Rethink: Align tourism development with residents' needs, creating enhancements that benefit locals and visitors.

- Access: Work to preserve and enhance residents' access to community attractions and activities.
- Track: Develop Quality of Life dashboard for residents to access and see how tourism benefits their lives and how negative impacts are being addressed

Adopt a Resident First Mentality - Give residents a voice in how tourism develops, pride in the place they live, and access to the things they love most about Glenwood Springs.

PRIORITY INITIATIVE: Conduct Resident Surveys

- Organize a sub-committee to develop questions for resident, business, and visitor sentiment surveys to identify pain points
- Survey the workforce and partners to gather comprehensive data
- Distribute to residents in partnership with the city to gather input on resident sentiment and desired direction for tourism in Glenwood Springs
- Partner with City to reach residents and Visit

Glenwood Spring's contact lists to reach businesses
VGS Role: Partner - City of Glenwood Springs
Timing: 2025 and every other year
Metric of Success: Resident sentiment rises each time the survey is conducted

PRIORITY INITIATIVE: Advocate for Local Access Opportunities

- A restaurant week with a pre-fixed menu could be offered to create access for locals to try restaurants in April, prior to their busiest season. This could increase local familiarity with the restaurants and potentially create more local advocates for the restaurants
- A local attraction could create mid-week passes during slower seasons with deeper discount days available to locals only
- The City and natural resource partners could provide a deep discount or waiver of fees/permits during times with capacity

VGS Role: Advocate and communicate
Timing: 2025
Metric of Success: Creation of locals only program and content with strong local awareness and usage

PRIORITY INITIATIVE: Develop a quality of life dashboard

- Amount of dollars spent by visitors every day in Glenwood Springs
- Efforts to encourage alternative transportation use by visitors
- Do Glenwood Right Campaign and its reach and impacts

VGS Role: Lead
Timing: 2025
Metric of Success: At least 1,000 resident access dashboard; resident sentiment measurement move positive in next survey

PRIORITY INITIATIVE: Live Music Development

- With the city's investment in the North Landing and riverfront of Two Rivers Park, contract with a local promoter/event organizer to expand the live music offerings for residents to enjoy and utilize live music as a way to persuade visitors to extend their stay
- Seed money would need to be provided to get the festivities going with a Levitt Foundation Grant, vendor sales, and sponsorships able to self-sustain for the first three years
- Partner with Aspen Music Program and other regional music programs to create opportunities for musicians to play in Glenwood Springs

VGS Role: Partner - City and Local Event Organizers are leads
Timing: 2026-2028
Metric of Success: Increased resident attendance at local shows

GOALS & PRIORITY INITIATIVES

Goal # 1 - Partner with the City of Glenwood Springs to Develop a Long-Term Tourism Master Plan

Thinking of residents first, a long-term comprehensive plan will create intentional development that aligns with the residents' wants and needs, creating a platform on which the City of Glenwood Springs can develop in the way its current and future residents desire.

- Embracing the water and rivers central to the community
- Developing a plan for long-term protection of the natural environment
- Identifying missing infrastructure needed to support

group events

- Identifying missing lodging options needed to attract highly-compatible & responsible travelers
- Identifying sports facilities desired by local residents that could be financially supported by the visitor economy
- Making public investments in areas of town that are underutilized to spark private investment
- Developing a cultural development plan that celebrates the local culture
- Identifying new funding opportunities beyond current sources of funding
- Identifying new opportunities for the community to invest that increase the quality of life for residents and make Glenwood Springs an even more attractive destination

PRIORITY INITIATIVE:

Determine Financing and Lead for Tourism Master Plan

VGS Role: Partner - City of Glenwood Springs

Timing: 2025-2026

Metric of Success: Tourism Master Plan financing is secured and RFP is released

Budget: Tourism Master Plans can vary greatly. This would require the city to pay for the planning process and finished tourism master plan and to adopt it into the city's comprehensive plan

PRIORITY INITIATIVE:

Embrace the Rivers (Confluence), Health & Wellness, and Adventure

VGS Role: Partner - City of Glenwood Springs is lead

Timing: 2026-2028

Metric of Success: Investments and community brand align around the pillar strength of Glenwood Springs

Goal # 2 - Shift Focus to Recruit Highly-Compatible, Responsible Travelers

We will recruit travelers who stay longer, spend more, support local cultural assets, and respect our natural resources.

PRIORITY INITIATIVE:

Incorporate the recommendations from the Destination Management Plan into the annual marketing plan to recruit Highly-Compatible, Responsible (HCR) Travelers

VGS Role: Lead with Tourism Management Board

Timing: 2025 (Test), 2026 Full Domestic Implementation and International Testing, 2027 Full Implementation

Metric of Success: Increase resident sentiment, increase length of stay, increase ADR, increase visitor spending

Goal # 3 - Support Local Tourism-Related Businesses

We will strengthen local tourism-related businesses through research, training, and partnerships.

PRIORITY INITIATIVE:

Aid Businesses with Marketing and Visibility

VGS Role: Partner with Chamber

Timing: 2025 and every other year

Metric of Success: Increase in revenue year over year

PRIORITY INITIATIVE:

Enhance Visitor Insight for Partners

VGS Role: Lead/Partner

Timing: 2026

Metric of Success: Increase in visitation by targeted groups

PRIORITY INITIATIVE:

Create Community Amongst Tourism Businesses and

Advocate for Local Businesses

VGS Role: Lead/Advocate/Partner with Chamber and Local Businesses

Timing: 2026

Metric of Success: Monthly meetings of local tourism business leaders, expansion of tourism in master planning

Goal # 4 - Create Local Advocates for the Destination and Tourism

We will develop initiatives to build community support for tourism and highlight its benefits.

PRIORITY INITIATIVE:

Advocate for Local Access Opportunities

VGS Role: Partner with Tourism Businesses

Timing: 2025

Metric of Success: Strong local participation

PRIORITY INITIATIVE:

Ambassador Training

VGS Role: Lead/Partner with Chamber

Timing: 2026

Metric of Success: Strong local participation

PRIORITY INITIATIVE:

Community Engagement to Champion the Tourism Story

VGS Role: Lead/Advocate/Partner with Local businesses/Chamber

Timing: 2025

Metric of Success: Improved resident sentiment towards tourism in bi-annual surveying

Goal # 5 - Encourage Responsible Visitation

We will promote sustainable tourism practices to protect Glenwood Springs' natural and cultural assets.

PRIORITY INITIATIVE:

Responsible Recreation Messaging

VGS Role: Lead/Partner with Land Managers, City of Glenwood Springs, Roaring Fork Valley Destination Alliance

Timing: 2025

Metric of Success: More visitors arriving via train and bus, using alternate transportation

PRIORITY INITIATIVE:

Promote Sustainable Tourism

VGS Role: Lead/Partner with Local businesses

Timing: 2025

Metric of Success: Marked reduction in traffic congestion

SUMMARY

This Destination Management & Strategic Marketing Plan lays out major shifts for Visit Glenwood Springs to focus on strategic initiatives that enhance the quality of life for residents, attract highly-compatible, responsible visitors, and still achieve sustainable economic growth in the tourism sector. The plan emphasizes a community-driven approach, ensuring that tourism development aligns with the needs and desires of local residents.



WHY GLENWOOD SPRINGS MUST CONTINUE & SHIFT MARKETING EFFORTS

There may be pressure and temptation to shift marketing funds to other purposes as Glenwood Springs moves from an emerging destination to an established destination.

MYTH: “We don’t need to market, we’ve been discovered.”

For about 2/3 of visitors, this is at least partially true. For those who live in the area, and day trip or spend one night, Glenwood has been discovered. The role of marketing now is to stay top of mind and compete for their business. Beyond the more local/region visitor, for the other 1/3 of visitors, these are our highly-compatible & responsible visitors. This segment of the market is about 1/3 of visitors and likely up to half of visitor spending or \$160M dropped into the community each year by visitors supporting 1,000+ local jobs. In order to grow this essential and desirable market segment, Visit Glenwood Springs must market continually.

A 2023 case study from Clear Creek County, located on the eastern side of the Rockies and intersected by I-70, highlights the impact of drastic marketing budget cuts. Known for its white water rafting, local ski hill, hot springs, and the towns of Idaho Springs and Georgetown, the county cut their marketing budget by 90%. That year, the county experienced the worst performance in the state, with a 13% decline in visitor spending. Trends indicate that 2024 is shaping up

to be even worse. There couldn’t be a more relevant community to show the impacts of a significant and deep cut to marketing.

Destinations International commissioned [a study](#) by Tourism Economics, a leading research firm in our industry. The study examined 26 communities and found that marketing delivers an 85:1 return on investment (ROI) for destinations. For Glenwood Springs, this 85:1 ROI translates to approximately \$93.5 million in visitor spending, accounting for 40% of the visitor economy, which can be attributed to the marketing efforts of Visit Glenwood Springs.

The positive impacts of marketing extend beyond the visitor economy. For many residents, life in Glenwood Springs began with a visit. Some visitors-turned-residents go on to become investors, creating businesses in tourism and other sectors. Additionally, marketing supports economic development by attracting new investments to the community and creating jobs and opportunities. Branding also fosters local pride and community loyalty.

Marketing can also be used to manage tourism. This plan lays out the ways in which marketing can be shifted to recruit the most desirable visitors, responsible and respectful highly-compatible travelers. It can also be used to spread loyalty or affinity for the destination that can benefit the community during times of need.

UNDESIRED OUTCOMES OF CUTTING BACK MARKETING

Shorter Stays

Less marketing dollars means targeting closer visitors who spend less and stay less time

Loss of Talent

Strong branded communities have stronger economies and retain their talent better

Higher Peaks Lower Valleys

Lower budget = Less promotion for off-season visitation

Loss Community

Less ability to support community events locals enjoy

THE COMMUNITY VITALITY WHEEL



85:1

RETURN ON INVESTMENT

Source: 2024 Destinations International Study
26 Destinations Case Studies



PROPOSED MARKETING SHIFTS

Visit Glenwood has been very successful in driving visitation to Glenwood Springs. Growth in visitor spending in the area has outpaced inflation and the state of Colorado significantly. With that success has come some talk of shifting funds away from marketing. Shifts could cause a significant decline in visitor spending as we are seeing in Clear Creek County and other destinations that have made drastic budget cuts. Instead, the recommendation is to shift the way in which the marketing dollars are spent, to focus on recruiting responsible highly-compatible visitors. This will drive long-term sustainable growth for the community, support local businesses and afford residents with job opportunities.

Marketing Shifts

1. Utilize detailed visitor profiles and visitor spending reports to identify highly-compatible, responsible travelers

2. Shift a significant portion of the marketing efforts to drive these highly-compatible visitors during need times, but reserve enough to keep the current visitor economy thriving. The exact shift should be determined by Visit Glenwood Springs, its marketing agency and the tourism board.
3. Track the arrivals of these targeted visitors through marketing attribution to quickly assess the effectiveness of this approach and confirm that the visitors are arriving and spending as intended

This approach can be accomplished by investing with a few partners (listed below) to secure the needed data and insights necessary to better target the highly-compatible visitors:

CURRENT.



Will make the adjustments to the media buy to target highly-compatible visitors



Will provide marketing attribution to track visitors that show up in market as a result of the campaigns



Will track visitor spending to indicate if the marketing is driving an increase in spending in Glenwood Springs



Will provide hotel tracking and projection to inform Visit Glenwood & its partners of progress towards driving overnight guests at need times





VISIT GLENWOOD SPRINGS

Authorized by Glenwood Springs Tourism Management Board



City Council
STAFF REPORT
City of Glenwood Springs
November 21, 2024

Agenda Item: South Canyon Firearms Range Safety Discussion

Action Requested: Discussion of shooting range safety and security

Department: City Administration

Presented By: Steve Boyd

Strategic Goals: Ensure Public Safety
Preserve and Improve Infrastructure

Background Info: The city owns an area of approximately 3,000 acres in the south canyon area. The gun club is on a month-to-month lease for access to this area. The city has invested resources covering an area of approximately 3.2 acres primarily for law enforcement training and equipment. The gun club and PD share access to approximately 312 acres.

Issues: Over the past few years there have been several incidents involving theft, vandalism and general neglect of the facility. There have been a few events that resulted in some conflict between the Police Department and members of the Gun Club. We are trying to resolve those and give our Police Department a safe place to train and certify.

A few considerations:

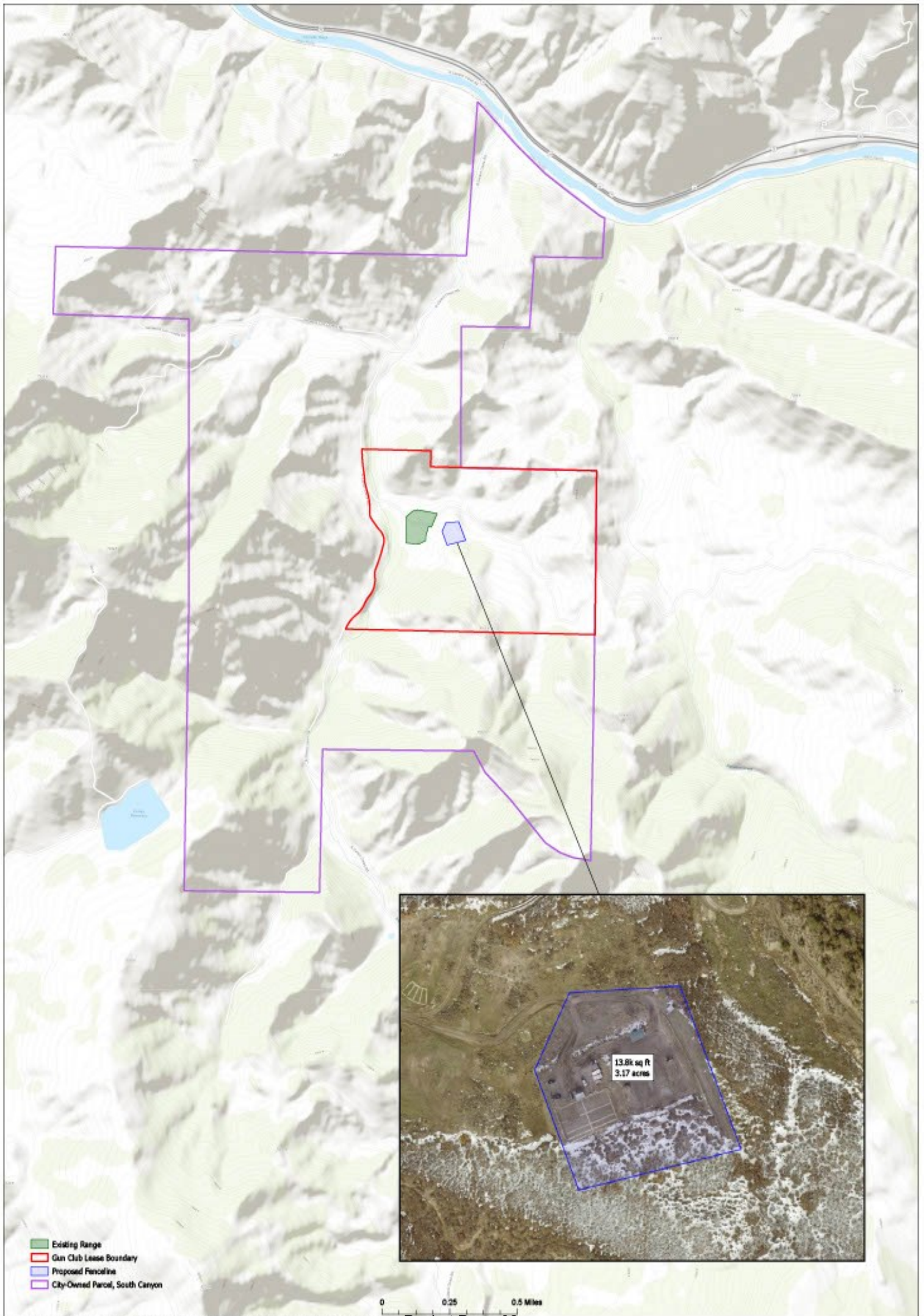
- The facility is seasonal; at certain times in the winter and during periods of higher fire risk the area is not accessible.
- As conditions become more conducive to fire threats, this area is particularly exposed as it has lots of fuel that can be dry at times, an existing coal seam and difficult communication ability resulting from substandard cell service. A spark from a discharged round may ignite a fire that takes some time for our fire department to be made aware of, which can increase the impact of the fire.
- We have had complaints from users of the relatively new adjacent trail system of weapons being aimed outside the range.
- Mountain biking trails have brought additional traffic to the South Canyon area. Aside from basic maintenance issues that result from higher usage, the South Canyon Master Plan encourages us to limit growth of usage in the area.
- The area is within our rural fire district, but our police department's jurisdiction for enforcement is a gray area.
- The process of checking out keys and scheduling time for Gun Club members is a bit cumbersome and not always followed.
- There is a locked gate at the main road just past the landfill for which Police and the Gun Club have keys. Occasionally, keys are duplicated making it difficult to know who is on the range at any particular time. That uncertainty can sometimes create conflict between Police who are wanting to use the facility and residents who access it without the City's knowledge.

Staff has considered several possible solutions including a more streamlined scheduling/access system for gun club users. Challenges around that are a lack of power and cell service at the gate resulting in the need for hard keys or combination locks that are easy to duplicate and promote a general inability to enforce imposed rules and regulations. The Police department has proposed fencing an area of approximately 3.2 acres for its use, and use by other approved law enforcement entities in the area. The cost of the fencing project is approximately \$53,000.

Considerations include:

- If the Police department doesn't have a safe and reliable place to train it will need to utilize a range outside the area like Gypsum or Rifle. That presents additional travel time, certain fees for use and can limit operational training if the range limits the user's ability to move around and simulate a situation they may encounter on duty.
- The fenced area includes the improvements made by the City that both the Police department and Gun Club use. The sporting clay range is outside of this area and may continue to be accessed by the Gun Club.
- The Gun Club would have access to the rest of the site. Some Gun Club members have raised the idea of hosting more and larger competitions throughout the year. If the proposed area is fenced it may lead to additional investment of structures and equipment by the Gun Club in other areas of the range.
- A fence around the Police area of the range would eliminate the need for a gate at the South Canyon road during times the range is operable. When it is not passable at times of fire restriction we could close it to the public at that location.

Fiscal Impact:	To fence the area would cost \$53,000 from the Capital Projects Fund. Other improvements that may be desired over time can be considered in the future.
Legal Review:	NA
Staff Recommendation:	Staff defers to Council.





HEARING ASSOCIATES INC

Blake Summers/Owner

401 23rd St

Suite #100

GLENWOOD SPRINGS, CO 81601

Dear Members of the City Council,

I am writing to strongly oppose the proposal to fence off the pistol and rifle bays, the zeroing range, and the long-range hut at the South Canyon Firearms Range for exclusive use by the Glenwood Springs Police Department. This proposal is a blatant overreach that prioritizes a single group's needs at the expense of the broader community, undermining the range's purpose and value.

These areas represent the primary usable acreage for the Glenwood Springs Gun Club, a vital community resource. The club provides a controlled and managed environment for firearms use, diverting activity from unmanaged public lands like BLM areas, where risks are higher.

The risk concerns outlined in the proposal are flawed and disingenuous:

1. Fire Risk: The claim that civilian use increases fire risk is unfounded. Police bullets pose the same risk as civilian bullets, and the community uses the range far more often than the Police Department. If the city is genuinely concerned about fire, it should address the creosote-soaked railroad ties left in the area—materials flagged by fire mitigation experts as a significant hazard.
2. Trail User Complaints: While some mountain bikers and trail users have expressed unease about hearing gunshots, there is no evidence of firearms being aimed in unsafe directions. It is irrational and insulting to assume that responsible gun owners would endanger others deliberately. These concerns should be addressed through education and communication, not by restricting range access.
3. Maintenance and Collaboration: The gun club has long been the primary steward of the range, handling fire mitigation, maintenance, and upkeep. Yet we are limited in our ability to improve the range and enforce rules because the city has refused to grant us a long-term lease. Instead of dividing the community and the Police Department, the city should work with the club to address concerns collaboratively.
4. To address the issue of not being able to replicate real life situations for training is absurd. I am also a member at the Rifle Sportsman's Club. That range is much better suited for drills the GWS PD is referring to and is the reason every other Law Enforcement office uses that range. Furthermore that private range demonstrates what can be achieved by working together. This honestly feels like a "one hand washes the other" situation that is a direct

conflict with the civic responsibilities of the GWS City Council and I feel like it's an affront to the Council for the GWS PD to even ask this of the honorable Council Members.

Finally, the financial proposal to spend \$53,000 solely on fencing for the Police Department I feel is a complete misuse of taxpayer funds. Improving the range for all users, encouraging safe practices, and strengthening the relationship between the Police Department and the community should be the concern for where those taxpayer dollars are spent.

This range is an important and valuable community resource, and it should remain accessible to everyone. I urge the City Council to reject this divisive proposal and instead work with the gun club on a long-term plan that addresses concerns while preserving this shared resource.

Sincerely,

Blake Summers
Member, Glenwood Springs Gun Club

From: [Joseph Gamble](#)
To: [Ryan M. Muse](#)
Subject: Pistol Range in South Canyon
Date: Wednesday, November 20, 2024 11:59:43 AM

You don't often get email from jcgamble@mac.com. [Learn why this is important](#)

With regard to the proposed fencing of the South Canyon pistol range for the exclusive use of law enforcement, it seems this move would be exclusionary to the greater community and its use of this space. Rather than putting in a fence that costs \$50+k, the city should consider an online calendar system that blocks out shooting days/times in the pistol range for law enforcement. This would then give them priority when needed and allow for this space to be continually used by dues paying members of the Glenwood Springs Gun Club. This would be no different than the range having blocked out set weekend times for its existing sporting clay shoots.

If this pistol range goes away, members will then be inconvenienced with having to drive throughout the county to other ranges and some may just head into public lands to shoot, a less than ideal scenario. Eliminating access to these facilities would strip the community of a safe, centralized location for firearms practice, leaving residents with few alternatives. With regard to the trail use complaints, it is important to remember that the gun range predated the expansion of trail projects within this region. The very limited and responsible use of this range does not exacerbate fire risk in the region.

I greatly appreciate the opportunity to use this range and I pay my dues and use it respectfully and would hope to see its continued access available for our community.

Sincerely,
Joseph Gamble, member, Glenwood Springs Gun Club
Faculty, Colorado Mountain College

Joseph Gamble
jcgamble@icloud.com | 912.441.5172

From: [Scott Hemmen](#)
To: [Ryan M. Muse](#)
Subject: Council discussion re: gun range changes
Date: Wednesday, November 20, 2024 11:02:54 AM

You don't often get email from hemmenscott@gmail.com. [Learn why this is important](#)

The gun range is a critical community asset. Any proposal to limit public access to the short ranges at the club key features of the club is inappropriate and short sighted. Such limitations will limit the public's ability to practice which could be a threat to public health and safety.

I am strongly against any such change.

Scott Hemmen
1204 Pitkin Avenue,
GWS, CO 81601

From: [Michael Merrill](#)
To: [Ryan M. Muse](#)
Subject: Public Comment - South Canyon Firearms Range Safety Discussion
Date: Wednesday, November 20, 2024 9:34:31 AM

You don't often get email from michael.merrill@glenwoodspringsgunclub.org. [Learn why this is important](#)

Dear Members of the City Council,

I am writing to strongly oppose the proposal to fence off the pistol and rifle bays, the zeroing range, and the long-range hut at the South Canyon Firearms Range for exclusive use by the Glenwood Springs Police Department. This proposal is a blatant overreach that prioritizes a single group's needs at the expense of the broader community, undermining the range's purpose and value.

These areas represent the primary usable acreage for the Glenwood Springs Gun Club, a vital community resource. The club provides a controlled and managed environment for firearms use, diverting activity from unmanaged public lands like BLM areas, where risks are higher. We also support hunters in developing ethical and effective shooting practices, contributing to responsible wildlife management. Eliminating access to these facilities would strip the community of a safe, centralized location for firearms practice, leaving residents with few alternatives.

The risk concerns outlined in the proposal are flawed and disingenuous:

1.

Fire Risk: The claim that civilian use increases fire risk is unfounded. Police bullets pose the same risk as civilian bullets, and the community uses the range far more often than the Police Department. If the city is genuinely concerned about fire, it should address the creosote-soaked railroad ties left in the area—materials flagged by fire mitigation experts as a significant hazard.

2.

Trail User Complaints: While some mountain bikers and trail users have expressed unease about hearing gunshots, there is no evidence of firearms being aimed in unsafe directions. It is irrational and insulting to assume that responsible gun owners would endanger others deliberately. These concerns should be addressed through education and communication, not by restricting range access.

3.

Maintenance and Collaboration: The gun club has long been the primary steward of the range, handling fire mitigation, maintenance, and upkeep. Yet we are limited in our ability to improve the range and enforce rules because the city has refused to grant us a long-term lease. Instead of dividing the community and the Police Department, the city should work with the club to address concerns collaboratively.

Finally, the financial proposal to spend \$53,000 solely on fencing for the Police Department is an insult to the taxpayers who fund this critical community asset. These funds could be better spent improving the range for all users, encouraging safe practices, and strengthening the relationship between the Police Department and the community.

This range is an important and valuable community resource, and it should remain accessible to everyone. I urge the City Council to reject this divisive proposal and instead work with the gun club on a long-term plan that addresses concerns while preserving this shared resource.

Sincerely,

Michael Merrill
Board Member, Glenwood Springs Gun Club

From: Greg Rosenmerkel
To: [Ryan M. Muse](#)
Cc: ralph.delaney@glenwoodspringsgunclub.org; michael.merrill@glenwoodspringsgunclub.org
Subject: Glenwood Springs Gun Club Range
Date: Wednesday, November 20, 2024 12:00:19 PM

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<<https://aka.ms/LearnAboutSenderIdentification>>

City Council Members,

I wanted to share some thoughts on the proposal I just saw to fence off the portion of the south canyon gun range for the exclusive use of the GSPD. I have been a member of the gun club for several years and have not experienced any of the concerns raised in the report, though admittedly don't use the range very often. I am a retired military officer and retired Forest Service and some of the points made in the proposal are neither consistent nor logical in my mind.

Here are a few of my thoughts based on the considerations listed:

- If fire is a primary concern, I'd ask council to see a report of the number of rounds discharged on a GSPD day as compared to a day of club member use. My guess is that the volume of ammunition used on a training event is significantly higher than the amount the typical club member can afford. In any case, from a fire prevention standpoint it is far better to have shooters in a designated area where proper fuels management can be conducted and mitigation can be prepared in the form of fire extinguishers. Club members do that kind of mitigation work annually and are a great partner to the city in that regard. Without a designated range, citizens can legally shoot on the public lands both BLM and USFS surrounding the community making emergency response significantly harder. In periods of fire restriction, the range can be closed and notification clearly made at the gate. The National Forests nearer to the front range have struggled for many years with this problem and are actually working hard to establish designated ranges to better manage the risk. Eliminating a range will create a problem, not solve it.
- The GSPD schedule is available to the public and I check it on my Google Calendar before planning a day on the range. According to the calendar I'm reviewing, it looks like the GSPD used the range three days in July, one day in Sep, and two days in Oct. Perhaps communicating how to access that schedule can be improved, but it is an easy way to avoid a conflict which would have only been possible on 6 days in the past four months. That seems quite manageable to me and while I acknowledge the importance of the training I would ask why we'd spend \$53K on something that is used so infrequently. If the police needed the range on an unscheduled day, I can't imagine a club member objecting. We are all law-abiding citizens who respect and appreciate law enforcement. In fact, I would submit that the club members are the kind of safety-conscious people that the police would want more of in our community.
- The report cites that checking out keys is cumbersome and residents can access the range without the city's knowledge. A quick stop at the Community Center is a reasonable process to track keys and usage and not unlike the process used since I joined the club years ago. In fact, since there is now only one place to get a key, it is even more manageable, controlled and safe. If there is ever someone at the range that didn't sign out a key they are in violation of our club agreement and should be cited. Who better but the GSPD to have that contact? I would hope that they check that occasionally for all of our protection. All club members know that being at the range without signing out a key properly is grounds for removal from the club.
- I often ride the MTB trails at south canyon and in fact my son and I used to enjoy a 'biathlon' of a quick ride before a stop at the range. While I have heard shooting a couple times, I feel the uses are very effectively and safely managed. If there has been a specific incident, I hope it was reported quickly to the GSPD and any violator was

punished.

- It is true that the sporting clays range is outside the fence, but it's not fair to assume that sporting clays is the primary destination for club members as I personally have used it only one time. It is primarily the pistol and 100-yard range that I use and the proposal suggests that those uses are eliminated. I have used the range primarily to help young people with limited firearm experience prepare for basic military training at the USAF Academy or other services' and to help current cadets remain proficient. After basic training, the cadets don't handle firearms until after graduation and I feel it is important to be ready upon commissioning.

If there are specific incidents of vandalism, unreasonable fire risk, unauthorized access, weapons aimed outside the range, or other consistent problems it would have been helpful if those specifics have been cited. As I read it, the points are generally 'could be' issues. I think those general concerns can be addressed through partnership, processes, and agreements between the GSPD and the GSGC. It seems to me that if done in partnership, there is an opportunity to make the range better for all uses for less than \$53K. The club relies on volunteers and while dues are affordable we don't have budget for significant improvements. As a taxpayer, an investment of \$53K for a resource that is only used a day or two a month on recent average is unnecessary. We are all on the same team and I think that with a little communication and creative solutions around things like schedule clarity and a joint mitigation plan we can easily solve all the potential problems cited. Further, we would save some of the very limited city budget, retain a valuable recreation asset for the community, and foster a positive relationship between the police and the people.

I'm very thankful that to date we've had a good working relationship with the CoGS and the GSPD and I don't take this privilege for granted but I hope it will continue. I would welcome the opportunity to work with the GSPD to talk through some ideas and have a shared work day to address specific improvement needs.

Thanks for the consideration of my input.

Greg

--

Greg Rosenmerkel
618-978-1431

From: [Miguel Lopez](#)
To: [Ryan M. Muse](#)
Subject: Gun club
Date: Wednesday, November 20, 2024 11:32:40 AM

[You don't often get email from ml0411@icloud.com. Learn why this is important at <https://aka.ms/LearnAboutSenderIdentification>]

Dear Members of the City Council,

I am writing to strongly oppose the proposal to fence off the pistol and rifle bays, the zeroing range, and the long-range hut at the South Canyon Firearms Range for exclusive use by the Glenwood Springs Police Department. The proposal is a blatant overreach that prioritizes a single group's needs at the expense of the broader community, undermining the range's purpose and value.

These areas represent the primary usable acreage for the Glenwood Springs Gun Club, a very important community resource. The club provides a controlled and managed environment for firearms use, diverting activity from unmanaged public lands like BLM areas, where risks are higher. We also support hunters in developing ethical and effective shooting practices, contributing to responsible wildlife management. By cutting access to these facilities would strip the community of a safe, centralized location for firearms practice, leaving residents and club members with few alternatives.

The risk concerns outlined in the proposal are flawed and disingenuous:

1. **Fire Risk:** The claim that civilian use increases fire risk is unfounded. Police bullets pose the same risk as civilian bullets, and the community uses the range far more often than the Police Department. If the city is genuinely concerned about fire, it should address the creosote-soaked railroad ties left in the area—materials flagged by fire mitigation experts as a significant hazard.
2. **Trail User Complaints:** While some mountain bikers and trail users have expressed unease about hearing gunshots, there is no evidence of firearms being aimed in unsafe directions. It is irrational and insulting to assume that responsible gun owners would endanger others deliberately. These concerns should be addressed through education and communication, not by restricting range access.
3. **Maintenance and Collaboration:** The gun club has long been the primary steward of the range, handling fire mitigation, maintenance, and upkeep. Yet we are limited in our ability to improve the range and enforce rules because the city has refused to grant us a long-term lease. Instead of dividing the community and the Police Department, the city should work with the club to address concerns collaboratively.

Finally, the financial proposal to spend \$53,000 solely on fencing for the Police Department is an insult to the taxpayers who fund this critical community asset. These funds could be better spent improving the range for all users, encouraging safe practices, and strengthening the relationship between the Police Department and the community.

This range is an important and valuable community resource, and it should remain accessible to everyone. I urge the City Council to reject this divisive proposal and instead work with the gun club on a long-term plan that addresses concerns while preserving this shared resource.

Sincerely,

Miguel Lopez
Glenwood Springs Gun Club member

From: [Garret Jammaron](#)
To: [Ryan M. Muse](#)
Subject: Glenwood Springs gun club
Date: Wednesday, November 20, 2024 12:16:26 PM

You don't often get email from garretjammaron@alpinebank.com. [Learn why this is important](#)

Dear Members of the City Council,

I am writing to strongly oppose the proposal to fence off the pistol and rifle bays, the zeroing range, and the long-range hut at the South Canyon Firearms Range for exclusive use by the Glenwood Springs Police Department. This proposal is a blatant overreach that prioritizes a single group's needs at the expense of the broader community, undermining the range's purpose and value.

These areas represent the primary usable acreage for the Glenwood Springs Gun Club, a vital community resource. The club provides a controlled and managed environment for firearms use, diverting activity from unmanaged public lands like BLM areas, where risks are higher. We also support hunters in developing ethical and effective shooting practices, contributing to responsible wildlife management. Eliminating access to these facilities would strip the community of a safe, centralized location for firearms practice, leaving residents with few alternatives.

The risk concerns outlined in the proposal are flawed and disingenuous:

1. **Fire Risk:** The claim that civilian use increases fire risk is unfounded. Police bullets pose the same risk as civilian bullets, and the community uses the range far more often than the Police Department. If the city is genuinely concerned about fire, it should address the creosote-soaked railroad ties left in the area—materials flagged by fire mitigation experts as a significant hazard.

2. **Trail User Complaints:** While some mountain bikers and trail users have expressed unease about hearing gunshots, there is no evidence of firearms being aimed in unsafe directions. It is irrational and insulting to assume that responsible gun owners would endanger others deliberately. These concerns should be addressed through education and communication, not by restricting range access.

3. **Maintenance and Collaboration:** The gun club has long been the primary steward of the range, handling fire mitigation, maintenance, and upkeep. Yet we are limited in our ability to improve the range and enforce rules because the city has refused to grant us a long-term lease. Instead of dividing the community and the Police Department, the city should work with the club to address concerns collaboratively.

Finally, the financial proposal to spend \$53,000 solely on fencing for the Police Department is an insult to the taxpayers who fund this critical community asset. These funds could be better spent improving the range for all users, encouraging safe practices, and strengthening the relationship between the Police Department and the community.

This range is an important and valuable community resource, and it should remain accessible to everyone. I urge the City Council to reject this divisive proposal and instead work with the gun club on a long-term plan that addresses concerns while preserving this shared resource.

Sincerely,



Garret Jammaron

Branch President, Lender/Manager
Tel: +19707043104 | Ext. 2404
350 Highway 133
Carbondale, CO 81623
NMLS# 458840

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From: [Thomas Wessel](#)
To: [Ryan M. Muse](#)
Subject: GWS Gun Club
Date: Wednesday, November 20, 2024 11:15:51 AM

You don't often get email from thomaswwessel@gmail.com. [Learn why this is important](#)

Dear Members of the City Council,

I am writing to express my firm opposition to the proposal to fence off the pistol and rifle bays, the zeroing range, and the long-range hut at the South Canyon Firearms Range for exclusive use by the Glenwood Springs Police Department. This plan unfairly prioritizes the needs of a single group while disregarding the broader community's interests and the essential role the range plays in our area. The Glenwood Springs Gun Club provides a safe, structured environment for firearms use, drawing activity away from less regulated public lands such as BLM areas where risks are higher. Additionally, the range supports ethical and responsible hunting practices, contributing to wildlife management and safety. Restricting access to these key areas would leave the community without a safe, centralized option for firearms practice, which is unacceptable.

The arguments presented in favor of the proposal are not only flawed but also misleading. The claim that civilian use poses a greater fire risk than police use is unfounded. There is no evidence to suggest police bullets are safer than civilian bullets in this regard. Furthermore, while some trail users may feel uneasy hearing gunshots, there is no indication of unsafe firearms handling at the range. Responsible gun owners take safety seriously, and concerns like these are best addressed through outreach and education—not by imposing restrictions on access.

It is also worth noting that the gun club has consistently managed fire mitigation, maintenance, and other critical tasks at the range. However, the lack of a long-term lease from the city hampers the club's ability to make necessary improvements and enforce rules effectively. A cooperative approach with the club would benefit everyone, rather than dividing the community and the Police Department.

Spending \$53,000 of taxpayer funds solely on fencing for the Police Department is a misstep. This money would be far better spent enhancing the range for all users, fostering safer practices, and strengthening the relationship between the Police Department and the community. The South Canyon Firearms Range is an invaluable resource for our community, and it should remain accessible to everyone. I strongly encourage the City Council to reject this divisive proposal and instead collaborate with the gun club on a plan that addresses legitimate concerns while protecting this shared asset.

Sincerely,
Dr. Thomas Wessel
Concerned Community Member

Dear Members of the City Council

The Glenwood Springs Gun Club has leased the land used for the South Canyon Range since 1983. During that time, we have worked to work with the city staff and the police department and to provide a safe and usable range.

The gate to the ranges was originally installed by the Gun Club at the request of the city council (at that time, 1980s) because of problems with vandalism, camping and dumping on the range areas. To open that gate now would bring back the same problems and endanger Gun Club Property.

The current key system is not perfect but it does seem to provide a workable solution for providing access. Keys to the range are checked out by Gun Club members from the Community Center for a maximum of 48 hours. A written record is kept of everyone with a key so if a problem occurs it will be fairly easy to locate the offending party. For this service I want to thank the staff at the community center the great polite and friendly service they have provided to gun club members.

Since the city took over the key check out, if there are instances of vandalism or theft of the police department property, the Gun Club has not been notified.

The area that the police department wants to fence off has been shared with the gun club members since the 1990s. I believe that with better communication between the police department and the gun club we should be able to work together to share the facilities.

It is true that the gun club is on a month-to-month lease. This arrangement has severely restricted the Gun Club's ability to secure grants for improvements to the range. I believe the city council should consider granting the gun club a long-term lease of 20 or 30 years so that we could seek funding for improvements to the range.

The staff comments refer to gun ranges in Gypsum and Rifle that the police department would be forced to use if they aren't allowed to fence out gun club members on their current range. I would like to note that those ranges are also run by gun clubs. If those ranges have worked out a system where law enforcement can amicably share ranges with gun club members, then presumably we could do the same here in Glenwood.

Sincerely
Ralph Delaney
President Glenwood Springs Gun Club

Ryan M. Muse

From: Rick Abernethy <abbersfamily@live.com>
Sent: Wednesday, November 20, 2024 2:44 PM
To: Ryan M. Muse
Subject: Glenwood Gun Range

You don't often get email from abbersfamily@live.com. [Learn why this is important](#)

Dear Mr. Muse

I speak out against the police proposal concerning the Glenwood gun range. The range provide training, safety education and experience for gun owners young and old. As well as experienced and novice. The range is also important part of game management. Providing hunters a location to hone their shooting skills and shooting accuracy.

When I was 13 I attended a gun safety class. There I learned proper range etiquette, how to safely handle a fire arm and respect for the shooting sports. I am currently 73 years old and have never in 60 years seen anyone mishandle a fire arm who had attended and completed a gun safety training program.

Respectfully Yours

Rick Abernethy

Glenwood Springs gun club member

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Ryan M. Muse

From: Ron Myers <myersinc4@gmail.com>
Sent: Wednesday, November 20, 2024 2:58 PM
To: Ryan M. Muse
Subject: Glenwood Springs gun club, why do they continue to try and close the gun club they can go anywhere they want and shoot. If the police one is special course, why not go down to the lower 200 yard rifle range and make a custom range down there

[You don't often get email from myersinc4@gmail.com. Learn why this is important at <https://aka.ms/LearnAboutSenderIdentification>]

Sent from my iPhone
Ron Myers
970-618-6616

Ryan M. Muse

From: Brian Arbuckle <barbuckl@yahoo.com>
Sent: Wednesday, November 20, 2024 3:09 PM
To: Ryan M. Muse
Subject: GWS Shooting Range

You don't often get email from barbuckl@yahoo.com. [Learn why this is important](#)

Dear Members of the City Council,

I am writing to strongly oppose the proposal to fence off the pistol and rifle bays, the zeroing range, and the long-range hut at the South Canyon Firearms Range for exclusive use by the Glenwood Springs Police Department.

This proposal is an overreach that prioritizes a single group's needs at the expense of the broader community, undermining the range's purpose and value. These areas represent the primary usable acreage for the Glenwood Springs Gun Club, a vital community resource. The club provides a controlled and managed environment for firearms use, diverting activity from unmanaged public lands like BLM areas, where risks are higher. We also support hunters in developing ethical and effective shooting practices, contributing to responsible wildlife management. Eliminating access to these facilities would strip the community of a safe, centralized location for firearms practice, leaving residents with few alternatives. The risk concerns outlined in the proposal are flawed and disingenuous:

1. **Fire Risk:** The claim that civilian use increases fire risk is unfounded. Police bullets pose the same risk as civilian bullets, and the community uses the range far more often than the Police Department. If the city is genuinely concerned about fire, it should address the creosote-soaked railroad ties left in the area—materials flagged by fire mitigation experts as a significant hazard.
2. **Trail User Complaints:** While some mountain bikers and trail users have expressed unease about hearing gunshots, there is no evidence of firearms being aimed in unsafe directions. It is irrational and insulting to assume that responsible gun owners would endanger others deliberately. These concerns should be addressed through education and communication, not by restricting range access. Also, the gun range was setup in South Canyon long before the mountain bike trails were built.
3. **Maintenance and Collaboration:** The gun club has long been the primary steward of the range, handling fire mitigation, maintenance, and upkeep. Yet we are limited in our ability to improve the range and enforce rules because the city has refused to grant us a long-term lease. Instead of dividing the community and the Police Department, the city should work with the club to address concerns collaboratively.

Finally, the financial proposal to spend \$53,000 solely on fencing for the Police Department is an insult to the taxpayers who fund this critical community asset. These funds could be better spent improving the range for all users, encouraging safe practices, and strengthening the relationship between the Police Department and the community. This range is an important and valuable community resource, and it should remain accessible to everyone. I urge the City Council to reject this divisive proposal and instead work with the gunclub on a long-term plan that addresses concerns while preserving this shared resource.

Sincerely,
Brian Arbuckle
Gun Club Member and Range User

November 20, 2024
Glenwood Springs City Council
107 8th Street
Glenwood Springs, CO 81601

Re: November 21, 2024 Regular Meeting – South Canyon Firearms Range Safety Discussion

Dear City Council members:

I urge Council to reject the proposal to fence an area of the Glenwood Springs Gun Club for solely police use. Glenwood Springs Police Department's use of the two pistol bays and rifle range is a small fraction of the use of this area. This area is commonly used by the public for training, sighting-in prior to hunting season, and other firearms activities. It is in common use because it is the safest area to conduct these activities. This area specifically has a gravel or crushed asphalt surface to reduce fire risk, it has berms to the sides and end of the ranges to reduce the risk of ricochet or misfired rounds, and it is directed into the Southern hillside and to the East, away from any mountain bike activity elsewhere in South Canyon.

The Club and its members and guests are the primary stewards of the whole of the property in question. City Staff characterizes it as a city investment that the public destroys. To the contrary, the Glenwood Springs Gun Club provides a tremendous amount of maintenance, cleanup, fire mitigation, and upkeep to make sure that the Police and all others have a safe place for firearm training. It has always been the practice and policy of the Club to defer to law enforcement activity or avoid the range altogether on police training days. What minimal conflicts exist can and should be addressed between Glenwood Springs Police Department and the Gun Club, not by excluding the public. Doing so will drive firearm activity to other public lands without the safety measures discussed above.

I encourage City Council to find another, better use of \$53,000 from the city's coffers rather than excluding citizens from this community asset. Council should direct staff to work with the Gun Club on solutions to their issues, rather than simply fencing-out the public.

Sincerely,



Graham Jackson
Bennett Avenue
Glenwood Springs



City Council
STAFF REPORT
City of Glenwood Springs
November 21, 2024

Agenda Item: Pay As You Throw (PAYT) Program Pricing Updates

Action Requested: Discussion Only

Department: Public Works

Presented By: Matthew Langhorst

Strategic Goals: Provide Efficient and Responsive City Government

Background Info: City Staff and Mountain Waste and Recycling (MWR) Staff have been working together to create a plan that makes wildlife containers more affordable for 2025, but impacts the overall pricing of the Pay as you Throw (PAYT) program for standard cart users as little as possible. Council and staff discussed pricing options at the November 7th council work session. Staff and MWR staff have gotten together and created two modified versions of the scenario #3 and #5 options that were presented then and have narrowed it down to two pricing scenarios. Scenario #1/Exhibit A1 reduces the large wildlife container costs from the 2024 pricing and leaves the medium pricing basically the same. This has the effect of increasing pricing on almost all other categories to balance out the monthly revenue going to MWR. Scenario #2/Exhibit A2 increases pricing on all line items a straight 6.5%. The contract states that adjustments are to be made by November 1st of each contract year, MWR has pushed that to December 1st, 2024 to give staff and council more time to discuss options. The third attachment shows Exhibit A1/A2 pricing, including the 20% city service fee.

Section 20 of the contract with MWR states:

20. ANNUAL PRICE CHANGE. The Contractor's rate schedule shall be automatically adjusted subject to Contractor's written notice annually on November 1st beginning on November 1, 2024. The adjustments shall be measured by fluctuations in the Consumer Price Index for the Denver-Aurora-Lakewood area. Any percentage change in the Consumer Price Index will equal the percent change in the Contractor's rate schedule to a maximum of six percent (6%) per year unless it is considered an "Uncontrollable Cost" as defined in Section 21.

Staff would also like to discuss with Council the option to move our hold times from a minimum of 3 months and a maximum of 4 months, to a minimum of 3 months and a maximum of 5 months to accommodate more of the "bluebird" homeowners in town. From our last work session, this seemed to be a reasonable request, and will be brought back to council next meeting with a few other code changes to clarify the PAYT program for the public.

Issues: Discussion on pricing updates for 2025.

Fiscal Impact: Pricing increases needed as labor, equipment, landfill and other fees go up.

Legal Review: Legal has reviewed the evening agenda items.

Staff Recommendation: None at this time.

MWR Base Rates to the City - Exhibit A1

	Current	2025 Pricing
Service		
Super-Saver-EOW trash & EOW recycling	\$9.00	\$9.50
Small weekly trash & EOW recycling	\$10.60	\$12.20
Medium weekly trash & EOW recycling	\$21.20	\$24.00
Large weekly trash & EOW recycling	\$31.80	\$36.25
Super-saver- EOW wildlife trash & EOW recycling	\$19.00	\$21.50
Small weekly wildlife trash & EOW recycling	\$20.60	\$23.00
Medium weekly wildlife trash & EOW recycling	\$41.20	\$41.50
Large weekly wildlife trash & EOW recycling	\$61.80	\$51.75
Additional weekly large trash & EOW recycling	\$63.60	\$72.50
Additional weekly large wildlife trash & EOW recycling	\$123.60	\$102.50
	Proposed	\$62,162.00
	Current	\$58,348.00
	% Change	6.54%

MWR Base Rates to the City - Exhibit A2

	Current	2025 Pricing
Service		6.5% Increase
Super-Saver-EOW trash & EOW recycling	\$9.00	\$9.59
Small weekly trash & EOW recycling	\$10.60	\$11.29
Medium weekly trash & EOW recycling	\$21.20	\$22.58
Large weekly trash & EOW recycling	\$31.80	\$33.87
Super-saver- EOW wildlife trash & EOW recycling	\$19.00	\$20.24
Small weekly wildlife trash & EOW recycling	\$20.60	\$21.94
Medium weekly wildlife trash & EOW recycling	\$41.20	\$43.88
Large weekly wildlife trash & EOW recycling	\$61.80	\$65.82
Additional weekly large trash & EOW recycling	\$63.60	\$67.74
Additional weekly large wildlife trash & EOW recycling	\$123.60	\$131.63
	Proposed	\$62,140.62
	Current	\$58,348.00
	% Change	6.50%

City Base Rates to the Public			
Service	Current	Exhibit A1 Pricing	Exhibit A2 Pricing
			6.5% Increase
Super-Saver-EOW trash & EOW recycling	\$10.80	\$11.40	\$11.51
Small weekly trash & EOW recycling	\$12.72	\$14.64	\$13.55
Medium weekly trash & EOW recycling	\$25.44	\$28.80	\$27.10
Large weekly trash & EOW recycling	\$38.16	\$43.50	\$40.64
Super-saver- EOW wildlife trash & EOW recycling	\$22.80	\$25.80	\$24.29
Small weekly wildlife trash & EOW recycling	\$24.72	\$27.60	\$26.33
Medium weekly wildlife trash & EOW recycling	\$49.44	\$49.80	\$52.66
Large weekly wildlife trash & EOW recycling	\$74.16	\$62.10	\$78.98
Additional weekly large trash & EOW recycling	\$76.32	\$87.00	\$81.29
Additional weekly large wildlife trash & EOW recycling	\$148.32	\$123.00	\$157.96



City Council
STAFF REPORT
City of Glenwood Springs
November 21, 2024

Agenda Item: Glenwood Springs Historical Society Budget

Action Requested: Discuss the budget request from the Historic Museum

Department: City Administration

Presented By: Steve Boyd

Strategic Goals:

Background Info: Each year the City makes a contribution to support the Frontier Historic Museum from the A&I Fund. Previously the amount was \$60,000 per year. To adjust for inflation and engage in some succession and strategic planning the City funded the museum in the past two years at an amount of \$120,000. Executive Director Bill Kite will be here to address the 2025 budgetary needs of the museum.

Issues: None at this time.

Fiscal Impact: Any impact to the City will be in the A&I Fund.

Legal Review: NA

Staff Recommendation: NA

					2023	2024 YTD	2024 Projected	2025
Revenue								
4000 Contributed Income								
				4010 City Funds	80,000.00	122,218.00	122,218.00	120,000.00
				4020 Donations	42,908.10	13,792.24	18,389.65	19,125.24
				4050 Directors Pledge	0.00	8,000.00	8,000.00	8,000.00
				4060 Donations - Matching	26,293.73	0.00	0.00	0.00
				4070 In Kind Donations	0.00	12,192.71	16,256.95	16,907.22
				Total 4020 Donations	69,201.83	33,984.95	42,646.60	44,032.46
				4025 Estate Bequests	1,000.00	0.00	0.00	0.00
				4090 Membership Dues	2,633.65	0.00	0.00	0.00
				Total 4000 Contributed Income	152,835.48	156,202.95	164,864.60	164,032.46
4100 Earned Revenue								
				4105 Doc's Museum				
				4110 Doc's Program Inc-Don. Box	20,032.98	8,781.33	11,708.44	12,176.78
				4120 Doc's Program Inc Ticket Sales	515.00	0.00	0.00	0.00
				4130 Sales of Product	0.00	841.96	1,122.61	1,167.52
				4140 VENMO for Doc's Museum Donations	0.00	782.76	1,043.68	1,085.43
				4171 Doc's Museum - Program Expenses	(2,257.21)	(5,213.51)	(6,951.35)	(7,229.40)
				Total 4105 Doc's Museum	18,290.77	5,192.54	6,923.39	7,200.32
				4180 Speaking Engagements		500.00	500.00	520.00
				4205 Frontier Museum				
				4210 Admissions	9,527.87	7,081.00	9,441.33	9,818.99
				4215 Tours	228.00	0.00	0.00	0.00
				4220 Archival Income	460.00	0.00	0.00	0.00
				4225 Product Sales - Museum				
				4230 Lawn Sale Income	1,869.00	0.00	0.00	0.00
				4240 Sale of Excess Property	0.00	50.00	50.00	52.00
				4250 Sales of Product	2,262.89	2,526.79	3,369.05	3,503.82
				4270 Cost of Goods Sold	(707.94)	(2,288.87)	(3,051.83)	(3,173.90)
				Total 4225 Product Sales - Museum	3,423.95	287.92	367.23	381.92
				Total 4205 Frontier Museum	13,639.82	7,368.92	9,808.56	10,200.90
				Total 4100 Earned Revenue	31,930.59	13,061.46	17,231.95	17,921.22
4300 Special Events								
				4310 Ghost Walk				
				4320 Ghost Walk - Program Income	16,012.12	7,000.00	16,000.00	16,640.00
				4370 Ghost Walk - Program Expenses	(4,107.96)	(1,459.71)	(4,100.00)	(4,264.00)
				Total 4310 Ghost Walk	11,904.16	5,540.29	11,900.00	12,376.00
				4410 Strawberry Days Parking Fundraiser				
				4420 Strawberry Days - Program Income	7,310.00	8,100.00	8,100.00	8,424.00
				4470 Strawberry Days - Program Expenses	(331.00)	(200.00)	(200.00)	(208.00)
				Total 4410 Strawberry Days Parking Fundraiser	6,979.00	7,900.00	7,900.00	8,216.00

					2023	2024 YTD	2024 Projected	2025
				4510 Gingerbread Competition				
				4520 Gingerbread House - Program Income	4,369.40	0.00	0.00	0.00
				4570 Gingerbread House - Program Expense	(1,466.96)	0.00	0.00	0.00
				Total 4510 Gingerbread Competition	2,902.44	0.00	0.00	0.00
				Total 4300 Special Events	21,785.60	13,440.29	19,800.00	20,592.00
				9996 Recurring Revenue				
				9995 Advertising	198.28	0.00	0.00	0.00
				Total 9996 Recurring Revenue	198.28	0.00	0.00	0.00
				Total Revenue	206,749.95	182,704.70	201,896.55	202,545.69
				Gross Profit	206,749.95	182,704.70	201,896.55	202,545.69
				Expenditures				
				5100 Archival, Library & Display	745.61	0.00	0.00	0.00
				5150 Bank and CC Fees	849.85	687.91	917.21	953.90
				5200 Cost of Labor				
				5205 Taxable Employee Wages				
				5210 Payroll Wages	71,987.80	66,234.03	88,312.04	91,844.52
				5215 Payroll Phone Allowance	1,300.00	980.60	1,307.47	1,359.77
				Total 5205 Taxable Employee Wages	73,287.80	67,214.63	89,619.51	93,204.29
				5220 Payroll Taxes	5,505.76	5,097.50	6,796.67	7,068.53
				5230 Contract Labor (Archivist)	23,420.00	14,240.00	18,986.67	19,746.13
				5240 In Kind Donated Labor	0.00	9,244.56	22,000.00	22,880.00
				5280 FAMLI Benefit Remitted	0.00	(3,079.44)	(3,079.44)	(3,202.62)
				5290 Employee Enhancement	339.95	0.00	0.00	0.00
				Total 5200 Cost of Labor	102,553.51	92,717.25	134,323.40	139,696.34
				5400 General & Administrative Expenses				
				5410 Advertising	25.00	200.00	200.00	208.00
				5420 Building Expenses				
				5424 Outdoor Maintenance	3,446.39	2,155.84	2,874.45	2,989.43
				5426 Repairs & Maintenance	3,562.14	2,576.95	3,435.93	18,573.37
				5427 Security	1,955.30	1,149.30	1,532.40	1,593.70
				5428 Utilities	9,906.98	5,783.54	7,711.39	8,019.84
				Total 5420 Building Expenses	18,870.81	11,665.63	15,554.17	31,176.34
				5430 Promotional Meals	134.95	0.00	0.00	0.00
				5450 Dues, Subscriptions, Licenses	2,763.25	1,846.09	2,461.45	2,559.91
				5460 Insurance	6,429.77	6,606.33	6,606.33	6,870.58
				5470 Office Equipment	1,136.98	2,069.00	2,758.67	2,869.01
				5475 Office Supplies	1,957.52	1,103.51	1,471.35	1,530.20
				5476 Supplies	(21.62)	0.00	0.00	0.00
				5480 Postage & Delivery	196.26	65.61	87.48	90.98
				5490 Printing & Reproduction	936.15	930.11	1,240.15	1,289.75
				5500 Professional Fees	9,929.71	10,784.03	14,378.71	14,953.85

					2023	2024 YTD	2024 Projected	2025
				5510 Software & Internet	3,507.11	5,405.24	7,206.99	7,495.27
				Total 5400 General & Administrative Expenses	45,865.89	40,675.55	51,965.29	69,043.90
				5455 Display, Exhibit & Archival Expenses	725.62	851.86	1,135.81	1,181.25
				5600 Linwood Project	900.00	0.00	0.00	0.00
				5700 Other On-Going Projects				
				5710 S. Canyon Coal Mine - Project Expenses	7,500.00	0.00	0.00	0.00
				Total 5700 Other On-Going Projects	7,500.00	0.00	0.00	0.00
				9980 Grant Expense	3,527.50	0.00	0.00	0.00
				Total Expenditures	162,667.98	134,932.57	188,341.72	210,875.39
				Net Operating Revenue	44,081.97	47,772.13	13,554.83	(8,329.70)
				Other Expenditures				
				7000 Coke Ovens Grant				
				7110 Grant Income - Coke Ovens	(35,431.39)	(633.75)	(9,881.86)	0.00
				7115 Preservation Activities	23,960.14	390.00	1,906.86	0.00
				7120 Project Management	3,946.25	0.00	853.75	0.00
				7130 Archeological Monitoring	3,617.50	0.00	402.50	0.00
				7135 Grant Administration	4,537.50	243.75	6,718.75	0.00
				Total 7000 Coke Ovens Grant	630.00	0.00	(0.00)	0.00
				Total Other Expenditures	630.00	0.00	(0.00)	0.00
				Net Other Revenue	(630.00)	0.00	0.00	0.00
				Net Revenue	43,451.97	47,772.13	13,554.83	(8,329.70)



It's About Time.

**City Council Work Session
November 21, 2024**

Presenters

- Jamie LaRue (2025 President elect)
- Kevin Gibson (2025 Treasurer elect)

Meeting Materials

1. 2024 Accomplishments

- a. New Board Directors
- b. Financial Accountability
 - i. 2024 YTD Financials
 - ii. Fundraising Activities
 - iii. Volunteer Engagement
- c. Governance – strategic plan, organization bylaws, policies, committee structure
- d. Marketing Efforts

2. 2025 Looking Forward

- a. New Officers
- b. Executive Director Succession
- c. Programs
 - i. Updated Downtown Walking Guide
 - ii. Downtown Tours
 - iii. Oral Histories
 - iv. Auction
 - v. Shoshone Tour
 - vi. Monthly Speaker Series
 - vii. Exhibits Updated Frontier Museum, Doc Collection, and Rotating
 - viii. New Website

3. 2025 Budget

- a. Adopted 2025 Budget
- b. Funding Request
 - i. A&I Fund
 1. Executive Director Succession
 - ii. Tourism Fund
 1. New Programming Development



It's About Time.

Meet Our Board of Directors for 2024....



Rob Anderson has long been interested in history and the romance of the West. After moving to Glenwood Springs with his wife Manette in 1976, he became fascinated with early days of Glenwood Springs. After retiring as a dentist he joined the Historical Society where he enjoys volunteering with like-minded history buffs. He and his wife have three grown children. They live in Glenwood Springs.



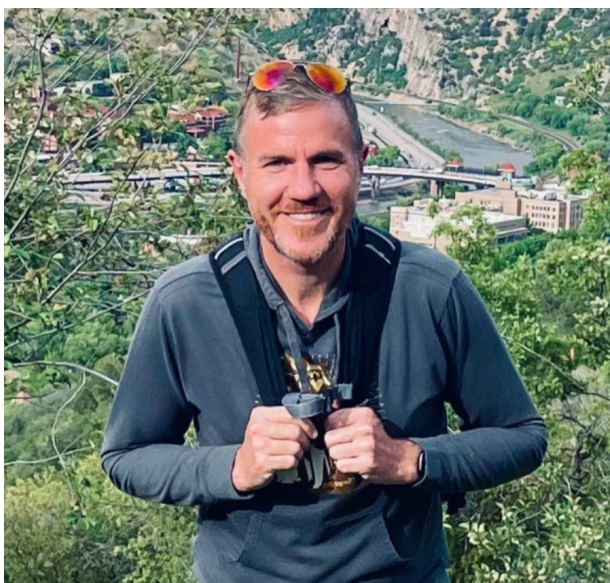
Tyler Benton is a fifth generation Colorado native with roots in farming and ranching communities in eastern Colorado. He has been passionate about Glenwood Springs since first moving here in 2009. He is a professional engineer and lifelong learner who enjoys experiencing the world through travel, meeting new people, exploring museums and reading great books. Tyler enjoys local mountain adventures with his partner Marc, and many friends and family whether it be hiking, skiing or soaking in the local hot springs.



Diane Delaney is a fourth generation Coloradan. Her family settled on then lower White River in the 1880s, and has been engaged in ranching, mining and the law ever since. She was born and raised in Glenwood Springs, and grew up with what would be a lifelong interest in the history of the western slope. She joined the Historical Society Board through a commitment to preserving the unique and interesting history that has formed Glenwood Springs.



Nick Daley received his B.A. from the University of Pennsylvania and his Masters of Architecture from Ohio State University. Over a 40 year career, as the managing partner of a nationally recognized architectural firm and as the principal of his own firm, he has been responsible for the design of over 1,000 projects in six states including office buildings, manufacturing facilities, banking facilities, data centers, automobile dealerships and retail centers. Daley has served on numerous governmental committees and non-profit boards of directors including Trout Unlimited, The Children's Literacy Center of Colorado Springs and The Glenwood Springs Historical Society. Upon retirement, he and his wife, Carla, searched for the right place to settle down. Having visited and worked in Glenwood Springs, they decided to make it their permanent home, where their 4 children and 5 grandchildren often come to visit. He continues to enjoy life with his family and friends by volunteering at the Frontier Museum, fly fishing, painting and traveling.



Kevin Gibson has spent his entire life on the Western Slope of Colorado. His family has long roots in Colorado – coming to Colorado in 1933 and settling in Cameo, Colorado as coal miners. Kevin started life in Grand Junction. His family moved to Meeker in 1983 where he graduated from high school in 1994. After completing his bachelor's degree in accounting, Kevin moved to Glenwood Springs and started his career as a public accountant and tax advisor, which he continues to do currently. Kevin enjoys the outdoor lifestyle in the Roaring Fork Valley and can be regularly found on his bike on the Rio Grand Trail and the Glenwood Canyon bike path. He is currently working on obtaining his private pilot's license as well. Kevin is very passionate about traveling the world and visiting historic sites – most recently the pyramids and tombs in Egypt.



Brenda Grumley: *Profile not yet available*



Jamie LaRue is the executive director of the Garfield County Public Library District. He's been a librarian for a long time, but has only lived in Garfield County since May of 2022. LaRue is also an author (*On Censorship: A Public Librarian Examines Cancel Culture in the US*, Fulcrum, 2007) and a frequent speaker on censorship, leadership, organizational development, and the future of libraries.



Lisa Passmore

Lisa Passmore moved to Glenwood Springs in 1987 to attend CMC. She met and married her husband, Lindsey, and raised two children here. Lisa began working with the Frontier Museum to research a Veteran's Memorial Project. Research soon became volunteering at the museum's front desk and then becoming a member of the Board of Directors. Raised to love learning about and appreciating history, she is passionate about preserving history for future generations. She believes everyone should know the past to learn and prepare for the future. She and her husband love to travel, explore new places, and visit museums and historical sites wherever they travel. When she isn't on an adventure, she spends as much time as possible with her husband, children, and grandchildren.

Staff:

Sharon Haller is a past member of the Board of Directors, the Volunteer Coordinator and Office Manager for the Frontier Historical Museum handling all financial transactions. Haller is retired from the hospitality/tourism field. She has also been a volunteer for the Glenwood Springs Historical Society for 14 years. Sharon says she is “fascinated by the wealth of history in the Roaring Fork Valley and thusly invested in sharing that history with everyone.”

Peggy Vidakovich works as a contractor performing the duties of archivist. Peggy is a native whose local knowledge of the region’s people and history is invaluable in maintaining the Frontier Museum collections and supervising our intern.

Ari Beachey is the Frontier Museum intern thanks to a two-year appointment through funding from the Garfield County Public Library District.



Bill Kight has thirty-eight years’ experience as cultural resource manager/heritage resource manager for both the Bureau of Land Management (U.S. Dept. of Interior) and the Forest Service (U.S. Dept. of Agriculture) in New Mexico and Colorado. Bill retired from the Forest Service in 2016 as Public Affairs Officer and became the Executive Director of the Glenwood Springs Historical Society and Frontier Museum. Since becoming executive director Bill has overseen, managed and helped write grants totaling \$123,723.

Our 2024 Officers:

- **President:** Rob Anderson
- **Vice President:** Jamie LaRue
- **Secretary:** Lisa Passmore
- **Treasurer:** Kevin Gibson

Our New Officers for 2025:

- **President:** Jamie LaRue
- **Vice President:** Tyler Benton
- **Secretary:** Lisa Passmore
- **Treasurer:** Kevin Gibson

Standing Committees:

- Collections
- Executive
- Finance
- Facilities
- Governance
- Fundraising & Marketing
- Programming

Glenwood Springs Historical Society
Statement of Financial Position
As of October 31, 2024

ASSETS

Current Assets

Bank Accounts

1110 Alpine Bank-Checking	102,680.39	
1120 Donor Advised Funds Account	100.00	
1130 Restricted Funds Account (Grants)	100.00	

Total Bank Accounts	\$ 102,880.39	\$ 102,880.39
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Accounts Receivable		3,356.93
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Other Current Assets

1300 Undeposited Funds	397.00	
1355 Receivable - CDOR Payroll Pmt	841.00	

Total Other Current Assets	\$ 1,238.00	\$ 1,238.00
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Total Current Assets		\$ 107,475.32	\$ 107,475.32
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Fixed Assets

1510 Fixed Assets at Cost Basis

1505 Building Improvements	27,350.00	
1515 Furniture & Fixtures	7,331.01	
1520 Doc Holliday Derringer	85,000.00	
1525 Equipment	20,672.66	
1530 Land Improvements	10,000.00	
1535 Museum Collection	8,120.24	

Total 1510 Fixed Assets at Cost Basis	\$ 158,473.91	\$ 158,473.91
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1550 Fixed Assets at Estimated FMV

1555 1001 Colorado Ave Bldg (Est FMV not Cost)	500,000.00	
1560 Museum Collection - Est FMV - Donated Items (at Ins Value)	392,745.00	

Total 1550 Fixed Assets at Estimated FMV	\$ 892,745.00	\$ 892,745.00
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Total Fixed Assets		\$ 1,051,218.91	\$ 1,051,218.91
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TOTAL ASSETS

\$ 1,158,694.23

LIABILITIES AND EQUITY

Liabilities

Current Liabilities

2000 Accounts Payable	1,382.45	
2400 Payroll Liabilities	\$ 306.01	
2600 Sales Tax Payable (GWS)	114.05	

Total Current Liabilities	\$ 1,802.51	
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TOTAL LIABILITIES	\$ 1,802.51	\$ 1,802.51
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Equity

3000 Net Assets without Donor Restrictions (Gen Funds)	1,100,767.24	
3010 Net Assets with Donor Restrictions (Donor-Advised)	100.00	
3020 Net Assets - Restricted (Grants)	100.00	
Net Revenue	55,924.48	

TOTAL EQUITY	\$ 1,156,891.72	\$ 1,156,891.72
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TOTAL LIABILITIES AND EQUITY		\$ 1,158,694.23
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Internally-Prepared Financial Statements - Not Subject to Audit or Review Procedures

Glenwood Springs Historical Society
Statement of Activity
January 1 - October 31, 2024

REVENUE - UNRESTRICTED

4000 CONTRIBUTED INCOME - CASH

4010 City Funds		122,218.00	
4020 Donations		12,525.89	
4050 Directors Pledge		8,000.00	
Total 4000 CONTRIBUTED INCOME - CASH		\$ 142,743.89	\$ 142,743.89

4070 CONTRIBUTED INCOME - NON-CASH (IN-KIND)

4070.1 CONTRIBUTED LABOR (In-Kind) - Non-Cash			
4071 Donated Labor - Board Volunteers	9,060.91		
4072 Donated Labor - Museum & Event Volunteers	49,740.48		
4073 Donated Labor - Attend City Meetings	563.58		
4074 Donated Labor - Archivist (GCPLD)	40,864.00		
Total 4070.1 CONTRIBUTED LABOR (In-Kind) - Non-Cash	\$ 100,228.97	\$ 100,228.97	
4075 Contributed Services - Outside Vendors		4,178.15	
Total 4070 CONTRIBUTED INCOME - NON-CASH (IN-KIND)		\$ 104,407.12	\$ 104,407.12

4100 EARNED INCOME - ONGOING ACTIVITIES

4105 Doc's Museum			
4110 Doc's Museum - Program Income Donation Box	11,776.68		
4130 Sales of Product	798.76		
4140 VENMO for Doc's Museum Donations	782.76		
4171 Doc's Museum - Program Expenses	-5,714.97		
Total 4105 Doc's Museum	\$ 7,643.23	\$ 7,643.23	
4180 Speaking Engagements		500.00	
4205 Frontier Museum			
4210 Admissions	8,217.10		
Total 4225 Product Sales - Museum	\$ 178.32		
Total 4205 Frontier Museum	\$ 8,395.42	\$ 8,395.42	
Total 4100 EARNED INCOME - ONGOING ACTIVITIES		\$ 16,538.65	\$ 16,538.65

4300 EARNED INCOME - SPECIAL EVENTS

4310 Ghost Walk			
4320 Ghost Walk - Program Income	26,321.94		
4370 Ghost Walk - Program Expenses	-2,319.42		
Total 4310 Ghost Walk	\$ 24,002.52	\$ 24,002.52	
4410 Strawberry Days Parking Fundraiser			
4420 Strawberry Days - Program Income	8,100.00		
4470 Strawberry Days - Program Expenses	-200.00		
Total 4410 Strawberry Days Parking Fundraiser	\$ 7,900.00	\$ 7,900.00	
Total 4300 EARNED INCOME - SPECIAL EVENTS		\$ 31,902.52	\$ 31,902.52

TOTAL REVENUE - UNRESTRICTED		\$ 295,592.18	\$ 295,592.18
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Internally-Prepared Financial Statements - Not Subject to Audit or Review Procedures

EXPENDITURES:**5200 COST OF LABOR**

5205 Taxable Employee Wages			
5210 Payroll Wages	73,306.03		
5215 Payroll Phone Allowance	1,050.00		
5220 Payroll Taxes	5,638.50		
5280 FAMLI Benefit Remitted	-3,079.44		
Total 5205 Taxable Employee Wages	<u>\$ 76,915.09</u>	<u>\$ 76,915.09</u>	
5230 Contract Labor (Archivist)		16,140.00	
5240 In Kind Donated Labor (Non-Cash)		100,228.97	
Total 5200 COST OF LABOR		<u>\$ 193,284.06</u>	<u>\$ 193,284.06</u>

5400 GENERAL & ADMINISTRATIVE EXPENSES

5150 Bank and CC Fees		619.94	
5410 Advertising		1,280.00	
5420 Building Expenses			
5424 Outdoor Maintenance	2,405.84		
5426 Repairs & Maintenance	2,576.95		
5427 Security	1,314.30		
5428 Utilities	6,140.22		
Total 5420 Building Expenses	<u>\$ 12,437.31</u>	<u>\$ 12,437.31</u>	
5450 Dues, Subscriptions, Licenses		1,964.09	
5460 Insurance		6,606.33	
5470 Office Equipment		2,069.00	
5475 Office Supplies		1,220.32	
5480 Postage & Delivery		65.61	
5490 Printing & Reproduction		930.11	
5500 Professional Fees		12,061.53	
5510 Software & Internet		6,277.54	
Total 5400 GENERAL & ADMINISTRATIVE EXPENSES		<u>\$ 45,531.78</u>	<u>\$ 45,531.78</u>

5455 Display, Exhibit & Archival Expenses		851.86	
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TOTAL EXPENDITURES		<u>\$ 239,667.70</u>	<u>\$ 239,667.70</u>
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NET OPERATING REVENUE - UNRESTRICTED			<u>\$ 55,924.48</u>
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GRANT ACTIVITY: RESTRICTED

7000 Coke Ovens Grant			
7110 Grant Income - Coke Ovens		633.75	
7115 Preservation Activities		-390.00	
7135 Grant Administration		-243.75	
Total 7000 Coke Ovens Grant		<u>\$ 0.00</u>	
TOTAL GRANT ACTIVITY: RESTRICTED		<u>\$ 0.00</u>	<u>\$ 0.00</u>

TOTAL NET REVENUE - ALL SOURCES			<u><u>\$ 55,924.48</u></u>
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Internally-Prepared Financial Statements - Not Subject to Audit or Review Procedures

Glenwood Springs Historical Society
Revenue By Source & Kind (Cash/Non-Cash)
January - October, 2024

	Total Revenue All Sources	City Donated Funds	GSHS Raised	Total Revenue		GSHS Raised Revenue	
				Cash	In-Kind	Cash	In-Kind
Revenue							
4010 City Funds	122,218.00	122,218.00		122,218.00			
4020 Donations	12,525.89		12,525.89	12,525.89		12,525.89	
4050 Directors Pledge	8,000.00		8,000.00	8,000.00		8,000.00	
4071 Donated Labor - Board Volunteers	9,060.91		9,060.91		9,060.91		9,060.91
4072 Donated Labor - Museum & Event Volunteers	49,740.48		49,740.48		49,740.48		49,740.48
4073 Donated Labor - Attend City Meetings	563.58		563.58		563.58		563.58
4074 Donated Labor - Archivist (GCPLD)	40,864.00		40,864.00		40,864.00		40,864.00
4075 Contributed Services	4,178.15		4,178.15		4,178.15		4,178.15
4110 Doc's Museum - Program Income Donation Box	11,776.68		11,776.68	11,776.68		11,776.68	
4130 Sales of Product	798.76		798.76	798.76		798.76	
4140 VENMO for Doc's Museum Donations	782.76		782.76	782.76		782.76	
4180 Speaking Engagements	500.00		500.00	500.00		500.00	
4210 Admissions	8,217.10		8,217.10	8,217.10		8,217.10	
4240 Sale of Excess Property	46.04		46.04	46.04		46.04	
4250 Sales of Product	2,421.15		2,421.15	2,421.15		2,421.15	
4320 Ghost Walk - Program Income	26,321.94		26,321.94	26,321.94		26,321.94	
4420 Strawberry Days - Program Income	8,100.00		8,100.00	8,100.00		8,100.00	
Revenue - All Sources & Activities	\$ 306,115.44	\$ 122,218.00	\$ 183,897.44	\$ 201,708.32	\$ 104,407.12	\$ 79,490.32	\$ 104,407.12
Revenue % by Source		39.93%	60.07%	65.89%	34.11%	43.23%	56.77%
				\$	306,115.44	\$	183,897.44
Reconciliation to Statement of Activity:							
Total Gross Revenue as Shown Above:	\$ 306,115.44						
Program Costs Netted from Gross Revenue on Financial Stmt:							
Strawberry Days - Program Expenses	\$ (200.00)						
Ghost Walk - Program Expenses	\$ (2,319.42)						
Doc's Museum - Program Expenses	\$ (5,714.97)						
Cost of Goods Sold - Fronteir Museum	\$ (2,288.87)						
Total Gross Revenue per Statement of Activity	\$ 295,592.18						

Value of Volunteer Time by State (2009-2023)

	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009
US Total	\$33.49	\$31.80	\$29.95	\$28.54	\$27.20	\$25.43	\$24.69	\$24.14	\$23.56	\$23.07	\$22.55	\$22.14	\$21.79	\$21.36	\$20.85
Alabama	\$29.82	\$28.38	\$26.89	\$25.25	\$23.52	\$22.65	\$21.92	\$22.28	\$21.22	\$20.84	\$20.50	\$20.47	\$18.26	\$18.06	\$17.70
Alaska	\$35.51	\$33.60	\$31.34	\$30.30	\$28.19	\$27.88	\$27.45	\$27.80	\$27.51	\$26.59	\$26.50	\$25.49	\$21.96	\$21.69	\$21.38
Arizona	\$32.07	\$30.13	\$28.00	\$26.94	\$25.67	\$24.83	\$24.51	\$23.57	\$22.83	\$22.37	\$22.52	\$22.25	\$20.08	\$19.71	\$19.48
Arkansas	\$27.74	\$25.66	\$23.79	\$22.87	\$21.57	\$20.49	\$20.01	\$19.66	\$19.14	\$19.31	\$18.93	\$18.23	\$16.77	\$16.48	\$16.24
California	\$38.61	\$37.32	\$35.56	\$33.61	\$31.51	\$29.95	\$29.09	\$28.46	\$27.59	\$26.87	\$26.34	\$26.01	\$24.75	\$24.18	\$23.42
Colorado	\$36.36	\$34.36	\$31.51	\$30.31	\$29.50	\$28.02	\$26.78	\$25.97	\$25.96	\$25.68	\$25.10	\$24.23	\$22.43	\$22.03	\$21.62
Connecticut	\$36.44	\$34.56	\$33.35	\$33.28	\$32.07	\$31.05	\$30.24	\$29.29	\$27.77	\$26.79	\$26.43	\$26.92	\$28.26	\$27.77	\$26.98
Delaware	\$31.16	\$29.56	\$28.47	\$28.02	\$26.17	\$25.38	\$25.45	\$23.20	\$21.37	\$20.22	\$20.29	\$20.44	\$23.02	\$22.34	\$21.88
District of Columbia	\$50.88	\$50.00	\$50.48	\$48.67	\$44.14	\$41.72	\$39.45	\$39.17	\$38.77	\$39.86	\$38.69	\$37.11	\$34.04	\$33.61	\$32.79
Florida	\$31.61	\$29.41	\$27.68	\$26.32	\$24.93	\$24.04	\$23.33	\$22.70	\$22.08	\$21.61	\$21.24	\$20.86	\$18.85	\$18.66	\$18.40
Georgia	\$31.24	\$29.67	\$27.66	\$26.77	\$25.86	\$25.78	\$25.15	\$24.39	\$23.80	\$23.26	\$22.25	\$21.42	\$20.77	\$20.38	\$19.94
Hawaii	\$35.50	\$33.48	\$32.10	\$30.55	\$27.98	\$26.87	\$25.40	\$23.80	\$23.33	\$23.14	\$22.16	\$21.67	\$18.14	\$18.08	\$17.94
Idaho	\$30.12	\$27.79	\$26.11	\$24.24	\$22.54	\$22.14	\$21.83	\$21.10	\$20.97	\$20.21	\$19.92	\$19.89	\$16.13	\$15.93	\$15.57
Illinois	\$33.76	\$32.68	\$30.97	\$29.37	\$27.98	\$26.89	\$26.02	\$25.95	\$25.34	\$24.74	\$24.08	\$23.73	\$23.19	\$22.77	\$22.34
Indiana	\$30.16	\$28.84	\$26.76	\$25.67	\$24.85	\$24.13	\$23.73	\$23.38	\$22.69	\$22.34	\$21.56	\$20.87	\$18.33	\$18.04	\$17.61
Iowa	\$28.88	\$28.09	\$26.40	\$25.16	\$24.03	\$23.41	\$22.73	\$22.95	\$22.25	\$21.75	\$20.93	\$20.14	\$17.55	\$17.22	\$16.77
Kansas	\$29.69	\$28.50	\$26.87	\$25.48	\$24.70	\$23.35	\$22.56	\$22.14	\$22.02	\$21.64	\$20.88	\$20.65	\$18.45	\$18.13	\$17.80
Kentucky	\$28.53	\$26.85	\$24.83	\$23.10	\$22.18	\$21.42	\$21.17	\$21.38	\$21.16	\$20.29	\$19.68	\$19.58	\$17.91	\$17.65	\$17.37
Louisiana	\$28.70	\$27.39	\$26.33	\$24.80	\$23.51	\$22.76	\$22.30	\$22.77	\$22.67	\$22.73	\$22.13	\$21.75	\$19.33	\$19.06	\$18.71
Maine	\$30.55	\$28.89	\$26.77	\$25.56	\$24.21	\$23.12	\$22.53	\$21.61	\$21.31	\$20.54	\$20.10	\$20.11	\$17.03	\$16.84	\$16.53
Maryland	\$34.99	\$34.12	\$32.82	\$31.29	\$29.51	\$28.65	\$27.50	\$26.79	\$26.64	\$26.41	\$25.43	\$24.82	\$23.05	\$22.77	\$22.32
Massachusetts	\$40.97	\$39.19	\$36.38	\$34.97	\$32.96	\$32.15	\$31.17	\$29.88	\$29.00	\$27.82	\$27.00	\$26.11	\$27.43	\$26.84	\$26.18
Michigan	\$31.59	\$30.15	\$28.35	\$26.93	\$25.79	\$24.85	\$23.91	\$23.67	\$23.54	\$22.96	\$22.13	\$21.59	\$20.63	\$20.07	\$19.79
Minnesota	\$36.31	\$34.47	\$32.33	\$30.98	\$29.44	\$28.15	\$27.58	\$26.40	\$25.20	\$24.83	\$24.31	\$23.59	\$21.91	\$21.62	\$20.90
Mississippi	\$25.42	\$23.90	\$22.57	\$21.83	\$20.95	\$19.70	\$19.81	\$19.85	\$19.51	\$19.60	\$19.35	\$18.86	\$15.58	\$15.43	\$15.28
Missouri	\$31.16	\$28.66	\$27.21	\$25.96	\$24.65	\$23.96	\$23.21	\$21.57	\$21.31	\$21.30	\$21.17	\$20.91	\$19.00	\$18.80	\$18.57
Montana	\$30.84	\$27.87	\$26.48	\$25.23	\$23.66	\$23.09	\$22.42	\$21.04	\$20.44	\$19.89	\$19.64	\$19.34	\$15.73	\$15.28	\$14.89
Nebraska	\$31.07	\$29.50	\$27.44	\$26.40	\$24.97	\$24.01	\$23.40	\$22.25	\$21.51	\$20.62	\$20.13	\$20.04	\$17.10	\$16.86	\$16.67
Nevada	\$29.76	\$28.50	\$26.18	\$25.46	\$23.82	\$22.61	\$21.85	\$21.51	\$20.98	\$19.81	\$19.05	\$18.97	\$18.97	\$18.82	\$19.00
New Hampshire	\$34.64	\$32.54	\$30.75	\$28.84	\$26.23	\$25.76	\$25.52	\$24.90	\$23.79	\$22.98	\$22.86	\$22.07	\$21.70	\$21.29	\$20.85
New Jersey	\$35.50	\$33.82	\$32.39	\$31.41	\$29.49	\$28.82	\$28.32	\$27.46	\$26.70	\$25.68	\$25.33	\$25.00	\$25.91	\$25.64	\$25.20
New Mexico	\$27.38	\$26.95	\$24.32	\$23.34	\$22.31	\$21.20	\$20.58	\$19.77	\$19.91	\$20.13	\$19.77	\$19.41	\$17.62	\$17.44	\$17.10
New York	\$37.29	\$35.71	\$34.59	\$33.17	\$31.29	\$30.18	\$29.19	\$28.06	\$27.59	\$26.86	\$26.45	\$26.00	\$28.73	\$28.32	\$27.17
North Carolina	\$31.64	\$29.86	\$27.63	\$25.98	\$24.72	\$24.19	\$23.41	\$22.99	\$21.88	\$21.47	\$21.04	\$21.07	\$19.09	\$18.80	\$18.18
North Dakota	\$33.34	\$30.69	\$27.95	\$27.00	\$26.67	\$25.77	\$25.29	\$25.40	\$25.24	\$25.13	\$23.92	\$22.49	\$19.18	\$17.49	\$16.48
Ohio	\$31.18	\$29.17	\$27.07	\$25.47	\$24.60	\$24.05	\$23.33	\$22.99	\$22.06	\$21.46	\$21.40	\$21.12	\$19.23	\$18.87	\$18.54
Oklahoma	\$29.31	\$26.88	\$24.96	\$24.35	\$23.74	\$22.95	\$22.18	\$22.08	\$21.50	\$21.45	\$20.88	\$20.82	\$18.28	\$17.49	\$17.05
Oregon	\$34.74	\$32.37	\$29.75	\$28.22	\$26.39	\$25.40	\$24.89	\$24.15	\$22.75	\$21.99	\$21.35	\$21.14	\$19.33	\$18.85	\$18.47
Pennsylvania	\$31.30	\$29.78	\$27.98	\$26.67	\$25.41	\$24.94	\$24.35	\$23.89	\$23.40	\$22.63	\$21.94	\$21.13	\$21.25	\$20.86	\$20.51
Rhode Island	\$35.02	\$31.96	\$29.17	\$28.24	\$27.17	\$26.82	\$26.17	\$24.34	\$23.48	\$23.45	\$23.53	\$23.28	\$19.82	\$19.57	\$19.10
South Carolina	\$29.95	\$28.11	\$26.59	\$25.47	\$24.01	\$23.21	\$22.22	\$21.85	\$21.14	\$20.56	\$20.15	\$19.84	\$17.20	\$16.91	\$16.53
South Dakota	\$29.32	\$27.25	\$25.52	\$23.94	\$22.57	\$21.91	\$21.30	\$20.81	\$20.29	\$19.65	\$19.04	\$18.96	\$15.99	\$15.60	\$15.18
Tennessee	\$29.93	\$28.12	\$26.02	\$24.52	\$23.50	\$22.67	\$21.98	\$22.16	\$20.92	\$20.72	\$20.13	\$20.05	\$19.42	\$19.21	\$18.62
Texas	\$31.94	\$29.86	\$28.14	\$26.43	\$25.47	\$25.10	\$24.64	\$25.15	\$25.11	\$24.66	\$23.40	\$22.75	\$22.57	\$21.91	\$21.35
Utah	\$33.46	\$31.46	\$29.14	\$27.82	\$26.20	\$24.99	\$24.39	\$24.27	\$23.92	\$23.51	\$22.65	\$22.07	\$18.19	\$17.92	\$17.54
Vermont	\$32.73	\$30.04	\$28.14	\$26.85	\$25.18	\$24.60	\$23.71	\$23.29	\$22.79	\$21.91	\$21.65	\$21.67	\$18.00	\$17.77	\$17.54
Virginia	\$33.38	\$32.59	\$30.80	\$29.14	\$28.46	\$27.50	\$26.75	\$26.96	\$26.09	\$24.90	\$24.49	\$24.60	\$22.90	\$22.60	\$22.03
Washington	\$40.28	\$37.63	\$34.87	\$33.75	\$33.02	\$31.72	\$30.46	\$30.04	\$28.99	\$27.54	\$26.72	\$26.52	\$22.69	\$22.01	\$21.62
West Virginia	\$28.17	\$26.67	\$25.07	\$23.97	\$23.01	\$22.29	\$21.10	\$20.98	\$20.47	\$20.24	\$19.76	\$18.93	\$17.57	\$17.01	\$16.65
Wisconsin	\$31.86	\$29.97	\$27.87	\$26.96	\$25.66	\$25.12	\$24.00	\$23.06	\$22.48	\$22.24	\$21.78	\$21.09	\$18.50	\$18.20	\$17.85
Wyoming	\$30.06	\$28.49	\$27.13	\$26.05	\$25.53	\$24.60	\$23.17	\$22.13	\$23.13	\$23.46	\$23.16	\$23.09	\$19.54	\$18.97	\$18.38
Puerto Rico	\$15.82	\$14.87	\$14.11	\$13.74	\$13.16	\$12.64	\$12.71	\$13.26	\$13.33	\$13.41					



It's About Time.

FINANCIAL POLICIES & PROCEDURES:

ADOPTED BY BOARD RESOLUTION – 9/21/2024

Financial Policy: It is the mission of the board to maintain stakeholder confidence and support overall mission effectiveness.

Maintenance of Accurate Financial Records:

- The society shall maintain its books on a contemporary basis, with all business activities recorded on the books as soon as practicable.
- Bank account reconciliations and credit card reconciliations shall be completed by the 15th of the month following the issuance of the statement.
- A reconciliation of the balance sheet shall be made monthly:
 - Cash accounts will be reconciled to the bank statements
 - Payroll liabilities will be reconciled to quarterly statements and payroll tax deposits for the preceding month.
 - Credit card liabilities per the books will be reconciled to statements monthly.
- A draft of the financial statements shall be given to the treasurer and executive director for review prior to any further distribution.
- Upon completion of the monthly reconciliation, the board shall receive financial statements on a monthly basis. The financial statements should be given to the treasurer and executive director by the 15th of the month and distributed to the board members by the 18th of the month.
- The most recent financial statement should be included with the minutes for any upcoming meetings of the board of directors. The financial statements will include a Statement of Financial Position (comparative balance sheet), Statement of Activities (comparative profit & loss statement) and year-to-date payroll summary.
- In general, the society shall retain records of its financial activities for ten years. Fixed asset records shall be kept permanently.

Financial Statement Presentation:

- The books shall be maintained using the accrual method of accounting.
- Restricted use funds shall be accounted for on the financial statements segregating the current cash available, liabilities for amounts that must be returned, and revenue/expense for the current fiscal year.
- The profit and loss statement will be organized as follows:

- Unrestricted revenue will be recorded in separate revenue accounts at a level of detail deemed necessary by the board. General and administrative expenses shall be recorded as necessary to provide summary detail of activities.
- Ongoing Projects: Revenue and expenses from ongoing fundraising activities will be grouped to show the revenue of the project, the direct expenditures for that project, and the net result of the effort.
- General / Administrative Expenses
- Restricted Use Grants will be accounted for as “Other Income/Other Expenses.”
- Valuing Major Fixed Assets: In the absence of an appraisal or other supporting valuation information, the society will adjust the value of any real property it owns to the real property county tax assessors’ actual value on an annual basis.

Matters Related to Cash:

- Maintaining a full accounting for cash is critically important. The books should represent the “check register” for the society’s cash balances. Cash transactions will be recorded on the books and reconciled to the bank account no less than weekly.
- Cash on hand represents the greatest risk for theft, loss due to break-in or fraud. Leadership should view cash with the risk it creates and mitigate that risk by depositing cash and checks received as soon as possible. All cash and checks received should be deposited no less frequently than twice per week. Any time cash on hand exceeds \$2,500, a deposit should be made same day.
- Cash donations will be collected by the executive director. Both the executive director and one member of staff should count cash donations and agree to the amount for deposit.
- Cash and check deposits will be recorded on the books as soon as practicable. Outgoing checks and other electronic payments (EFT, ACH) payments should be recorded as they occur.
- Bank statements should be received by the executive director unopened. After a short review, they should be given to the bookkeeper for reconciliation to the books.
- All checks will be signed by two signers. All checks will be signed by the Executive Director and Assistant Executive Director of the organization. In the event of an absence of the executive director or additional signer on the bank account, the Treasurer will be a third signer of the account. This should be used on a limited basis.
- No debit cards should be issued for the society’s bank accounts.
- Any electronic payment portals (Venmo, Zelle, etc) should be treated as bank accounts and have the same accounting procedures applied as checking accounts. These should be established in the name of the society.
- Expense Reimbursement Policy: The society shall reimburse an employee, volunteer or other person who has been authorized to incur an expense on behalf of the society for reasonable costs incurred on our behalf. All requests for expense reimbursements should note the purpose for the expenditure and should be accompanied by receipts to substantiate the amount requested. We will process requests for expense reimbursements in the normal cycle for our accounts payable (twice per month).
- Creation of a Sinking Fund: The society should keep adequate reserves on hand to provide for an orderly dissolution of the organization in the event of liquidation. Efforts should be made to always maintain account balances to pay all liabilities, necessary payroll, professional fees and other costs associated with the dissolution of the organization.

Fixed Asset Capitalization Policy:

- Fixed assets are the physical assets with long useful lives, such as buildings, furniture, fixtures, computers, equipment, etc. They are used by the organization to support its operations and are expected to last more than one year.
- The society will adopt a \$2,500 capitalization threshold. For expenditures in the amount of \$2,500 or greater, the society will evaluate the expenditure for consideration of capitalization (adding to the fixed asset schedule). Expenditures of \$2,500 or less will be deducted as repairs, supplies or other appropriate expense accounts.
- The following criteria will be used to evaluate capitalization:
 - Is the expenditure expected to last more than one year?
 - Evaluation of repair or improvement – if the expenditure does not extend the normal useful life of the asset, rather keeps it operating within its original expected useful life, we will treat as a repair (immediate expensing). If the expenditure extends the useful life of the asset beyond its normal expected useful life, we will capitalize it as a fixed asset.
- The society will use Federal Tax depreciation guidance for determining fixed asset lives and will use a straight-line depreciation method for book purposes.

Regarding Credit Cards:

- The executive director will hold a credit card. The activity on the credit card will only be for the business of the society. This should be the only credit card the society has available.
- It is expected that there will be limited use of the credit card. There are better financial controls through bill payments following accounts payable/check writing processes.
- A reconciliation of the credit card activity will be completed on a monthly basis, and will be recorded on the books by the 15th of the month.

Accounts Payable:

- Accounts payable will be processed twice per month – mid month and end of month.

Equity:

- We will account for our equity (Total Assets less Total Liabilities), also known as “Net Assets” with the following categories:
 - *Net Assets without Donor Restrictions* – General Funds
 - *Net Assets with Donor Restrictions* – Donor Advised Funds
 - *Net Assets Held in Perpetuity* – Donations received with permanent restrictions
- Funds accounted for as “Net Assets” do not include any grant funds that are refundable in the event the purpose of the grant is not completed. Grant funds that must be returned if the project is not completed will be accounted for as liabilities.
- A schedule of Net Assets - Donor Restricted and Net Assets-Help in Perpetuity shall accompany the annual financial statements

Revenue Recognition Matters:

- Contributions by cash and check will be recognized as revenue in the month received at their face value.
- Non-Cash Contributions:

- *Contributed Items for the museum collection:* Valuation information for items donated to the museum is often difficult to obtain. The society will use it's best efforts as follows:
 - Items with an estimated value of \$5,000 or less: No revenue recognition will occur.
 - Items with an estimated value in excess of \$5,000 – generally a donor must obtain an appraisal of items valued at \$5,000 or more to substantiate their tax deduction for their donation. Efforts should be made to obtain a copy of the appraisal (when available) for significant donation items. Values included in any estate tax filings may also provide information for revenue recognition on significant donation items. In the absence of this information, online marketplace values of comparable items or consultation with other experts shall be made. We will record revenue for significant non-cash contributions only when a value can be reasonably established using one of the above methods.
 - In no circumstances will we provide an estimated value of contributed property to our donors. This must be done by qualified appraisers to substantiate tax deductions under the Internal Revenue Code.
- *Contributed Services of volunteers:* The society will recognize as revenue and expense the value of contributed services by volunteers as follows:
 - *Independent Sector* provides state by state data of the estimated value of volunteer not-for-profit hours. The Colorado rate for the immediately preceding year will be used to recognize volunteer hours as revenue. For reference, as of 2023, the hourly rate for volunteer hours is \$36.36/hr.
 - *Source:* [Value of Volunteer Time Report | Independent Sector Resources](#)
 - The Federal tax code does not presently permit donors of services to take a deduction for their volunteer hours. No contribution acknowledgement letter shall be issued to any volunteer. Other correspondence or methods of appreciation to our volunteer staff shall be made.
 - Volunteers will be asked to sign in and sign out to log the number of volunteer hours. These records are to be given to the bookkeeper for recording on the books on a monthly basis.
- Accounting for Grants and Other Restricted Use Funds:
 - Grants received requiring an accounting to the donor for specific use shall be segregated into separate bank accounts.
 - Grants will be recorded on the books as follows:
 - Cash shall be posted into a separate bank account
 - A liability shall be recorded for the amount that must be used for that purpose or returned to the donor organization.
 - As the grant proceeds are spent on the project, revenue will be recognized by reducing the liability on the balance sheet.
 - Grant expenditures during the fiscal year shall be reported on the profit & loss statement, with revenue and expenditure on the grant project separately stated. These will be shown in the Other Income/Other expense section of our Statement of Activities.

- Accounting for Donor Advised Funds:
 - Our organization will set a limited number of annual projects/priorities to which our donors may direct their contributions. We will make these priorities known through our newsletters and website.
 - Every effort will be made to spend donor advised contributions toward the project selected by the donor. In accounting for funds received from donors and funds directed from our general funds for the same purpose, donor advised funds will be deemed spent first, general funds last.
 - We will disclose at the time of receiving the contribution that we will make every effort to use donor advised funds toward the purpose selected. However, if we determine later that a project is complete or no longer practical to complete, we will redirect those funds to our general fund.
 - Donor Advised Funds will be deposited into their own bank account and accounted for in the equity section of the financial statement as described above.
 - In the event we receive any donor-advised contributions in excess of \$25,000 that are not directed toward one of the annual categories we have created, the board may approve creating a new category to honor the request of the donor for the purpose of the contribution.

Consideration for Independent Accountant Agreed Upon Procedures:

- While a full financial statement audit or review by an independent accountant is likely cost prohibitive, the Treasurer, Executive Director and bookkeeper shall meet with the preparer of the society's tax return to discuss accounting policies and procedures, with a goal of identifying any areas of weakness in internal controls.
- On an annual basis, the board of directors will give guidance to the treasurer about engaging an independent accountant to do limited agreed-upon procedures to review any aspects of the financial controls, efficiency of operations, or other matters identified by the board to achieve financial targets. The board will consider accruing an expense annually to accumulate funds for this endeavor at an interval determined by the board (every 3 years, every 5 years, etc).

Preparation of Form 990 (Return of Exempt Organization from Income Tax) and Other Tax Matters:

- The treasurer will engage a qualified tax preparer to complete the Form 990 for the society. The annual tax return shall be filed no later than the extended due date of the return. The annual return shall be signed by the Executive Director.
- Any other tax filings shall be filed by the due date of each return (Forms 1099, 941, etc).
- The society should obtain a Form W9 from any payee that it may be required to send a 1099. The W9 should be received in advance of making a payment to the vendor.
- Any filings necessary to maintain the exemption for property taxes for any real property owned by the association should be filed in a timely manner by the Treasurer.
- The annual report with the Colorado Secretary of State shall be filed by the Treasurer.
- Any other filings necessary to maintain the tax-exempt status of the organization should be filed by the treasurer.

- The annual Form 990 shall be published on the Society's website, along with our internally-prepared annual financial statements.

Authority for Entering into Contracts:

- The executive director shall have the authority to enter into basic contracts needed to maintain facilities and handle basic ongoing operations.
- Contracts with a dollar amount exceeding \$2,500 should be approved by the board. Long-term contracts with a period of time exceeding three months should be reviewed by the board.

Relationships with Outside Service Providers:

- To avoid risks associated with misclassification of workers related to employee vs independent contractor status, the following steps will be taken:
 - There should be absolute clarity between the organization and any service providers engaged to provide ongoing services to the organization regarding status as an employee or independent contractor. This should be clear and in writing.
 - Reference should be made to guidance provided by the Internal Revenue Service and Department of Labor in determining worker status as employee or independent contractor.
 - Communication should be given to any independent contractor indicating the society's position that they are an independent contractor, not subject to any Federal/State wage withholding, FICA Taxes, or Workman's Compensation.
 - Written contracts with any on-going service providers should include language acknowledged by both parties that they believe the relationship to be that of an independent contractor.
 - In general, ongoing relationships with service providers to the society should be formalized into written agreements. Long-term verbal agreements can lead to conflicts of interest and misunderstandings as to conditions.

Conflicts of Interest / Prohibited Transactions / Self-Dealing:

- The appearance of financial independence from any employee or board member is critical to maintaining a good public standing.
- Business should be conducted in an arms-length manner from any business or financial interests of any member of the board or employee.
- In general, the society should look to engage service providers that are independent of any business interests of current and/or recent former members of the board of directors or employees. We should be aware at all times of the importance actual independence and the appearance of independence with the business and financial interests of our leadership and staff.
- Any transactions involving cash transfers, expense reimbursements, and bill payments made by a member of the leadership or staff should be reviewed and approved by the highest-ranking member of staff who is not connected to the reimbursement.
- Expenditures incurred by the historical society should be made with good stewardship of the funds and purpose for which our organization is formed – promoting awareness and education of the history of the Glenwood Springs area and Roaring Fork Valley.

Contribution Acknowledgement Letters:

- Recognition of our donors and expressing the appreciation of the organization for donations received is high priority to the society. Donor contribution letters should be mailed within one week of receiving contributions by the Executive Director or other staff designated by the director.
- IRS guidelines for the exact content required for donors to receive a tax deduction for their contributions should be monitored. The society's contribution letters should contain all required information necessary to provide donors a Federal income tax deduction.

Form 990 Department of the Treasury Internal Revenue Service	Return of Organization Exempt From Income Tax Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations) Do not enter social security numbers on this form as it may be made public. Go to www.irs.gov/Form990 for instructions and the latest information.	OMB No. 1545-0047 2023 Open to Public Inspection
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A For the 2023 calendar year, or tax year beginning , and ending			
B Check if applicable: ☐ Address change ☐ Name change ☐ Initial return ☐ Final return/terminated ☐ Amended return ☐ Application pending	C Name of organization The Glenwood Springs Historical Society, Inc Doing business as Number and street (or P.O. box if mail is not delivered to street address) 1001 Colorado Avenue Room/suite City or town, state or province, country, and ZIP or foreign postal code Glenwood Springs CO 81601	D Employer identification number 23-7136776 E Telephone number 970-945-4448 G Gross receipts\$ 292,333	
F Name and address of principal officer: Robert Anderson 1405 Donegan Road Glenwood Springs CO 81601		H(a) Is this a group return for subordinates? ☐ Yes ☒ No H(b) Are all subordinates included? ☐ Yes ☐ No If "No," attach a list. See instructions	
I Tax-exempt status: ☒ 501(c)(3) ☐ 501(c) () (insert no.) ☐ 4947(a)(1) or ☐ 527		J Website: www.glenwoodhistory.com H(c) Group exemption number	
K Form of organization: ☒ Corporation ☐ Trust ☐ Association ☐ Other		L Year of formation: 1964 M State of legal domicile: CO	

Part I Summary			
Activities & Governance	1 Briefly describe the organization's mission or most significant activities: To educate the public about the history of our area.		
	2 Check this box ☐ if the organization discontinued its operations or disposed of more than 25% of its net assets.		
	3	9	
	4	8	8
	5	2	2
	6	80	80
	7a	0	0
Revenue	8 Contributions and grants (Part VIII, line 1h)		
	9 Program service revenue (Part VIII, line 2g)		
	10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)		
	11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)		
	12 Total revenue – add lines 8 through 11 (must equal Part VIII, column (A), line 12)		
Expenses	13 Grants and similar amounts paid (Part IX, column (A), lines 1–3)		
	14 Benefits paid to or for members (Part IX, column (A), line 4)		
	15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)		
	16a Professional fundraising fees (Part IX, column (A), line 11e)		
	b Total fundraising expenses (Part IX, column (D), line 25) 32,925		
	17 Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)		
	18 Total expenses. Add lines 13–17 (must equal Part IX, column (A), line 25)		
Net Assets or Fund Balances	19 Revenue less expenses. Subtract line 18 from line 12		
	20 Total assets (Part X, line 16)		
	21 Total liabilities (Part X, line 26)		
	22 Net assets or fund balances. Subtract line 21 from line 20		

Part II Signature Block			
Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.			
Sign Here	Signature of officer Bill Kight Type or print name and title	Date Director	
Paid Preparer Use Only	Print/Type preparer's name Don Tapp, CPA/PFS, CFP	Preparer's signature Don Tapp, CPA/PFS, CFP	Date 11/08/24
	Check ☐ if self-employed PTIN P00195761		Firm's EIN 20-2001681
	Firm's address 1227 Grand Ave Glenwood Springs, CO 81601-3803		Phone no. 970-945-9156

May the IRS discuss this return with the preparer shown above? See instructions ☒ Yes ☐ No

Part III **Statement of Program Service Accomplishments**

Check if Schedule O contains a response or note to any line in this Part III ☐

1 Briefly describe the organization's mission:

To educate the public about the history of our area.

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? ☐ Yes ☒ No

If "Yes," describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? ☐ Yes ☒ No

If "Yes," describe these changes on Schedule O.

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code:) (Expenses \$ **135,209** including grants of \$) (Revenue \$ **31,073**)

The Society maintains a history museum and artifacts that have been donated to the Society. It also conducts events which highlight the history and culture of the area.

4b (Code:) (Expenses \$ including grants of \$) (Revenue \$)

N/A

4c (Code:) (Expenses \$ including grants of \$) (Revenue \$)

N/A

4d Other program services (Describe on Schedule O.)

(Expenses \$ including grants of \$) (Revenue \$)

4e Total program service expenses **135,209**

Part IV Checklist of Required Schedules

	Yes	No
1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes," complete Schedule A	X	
2 Is the organization required to complete Schedule B, Schedule of Contributors? See instructions	X	
3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I		X
4 Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? If "Yes," complete Schedule C, Part II		X
5 Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Rev. Proc. 98-19? If "Yes," complete Schedule C, Part III		X
6 Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? If "Yes," complete Schedule D, Part I		X
7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? If "Yes," complete Schedule D, Part II		X
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III	X	
9 Did the organization report an amount in Part X, line 21, for escrow or custodial account liability; serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? If "Yes," complete Schedule D, Part IV		X
10 Did the organization, directly or through a related organization, hold assets in donor-restricted endowments or in quasi-endowments? If "Yes," complete Schedule D, Part V		X
11 If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X, as applicable.		
a Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D, Part VI	X	
b Did the organization report an amount for investments—other securities in Part X, line 12, that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VII		X
c Did the organization report an amount for investments—program related in Part X, line 13, that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VIII		X
d Did the organization report an amount for other assets in Part X, line 15, that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part IX	X	
e Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X		X
f Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? If "Yes," complete Schedule D, Part X		X
12a Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI and XII		X
b Was the organization included in consolidated, independent audited financial statements for the tax year? If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional		X
13 Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E		X
14a Did the organization maintain an office, employees, or agents outside of the United States?		X
b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? If "Yes," complete Schedule F, Parts I and IV		X
15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? If "Yes," complete Schedule F, Parts II and IV		X
16 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? If "Yes," complete Schedule F, Parts III and IV		X
17 Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? If "Yes," complete Schedule G, Part I. See instructions		X
18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II		X
19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes," complete Schedule G, Part III		X
20a Did the organization operate one or more hospital facilities? If "Yes," complete Schedule H		X
b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?		
21 Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? If "Yes," complete Schedule I, Parts I and II		X

Part IV Checklist of Required Schedules (continued)

	Yes	No
22 Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i>		X
23 Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i>		X
24a Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i>		X
b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?		
c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?		
d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?		
25a Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i>		X
b Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i>		X
26 Did the organization report any amount on Part X, line 5 or 22, for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part II</i>		X
27 Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i>		X
28 Was the organization a party to a business transaction with one of the following parties? (See the Schedule L, Part IV, instructions for applicable filing thresholds, conditions, and exceptions).		
a A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? <i>If "Yes," complete Schedule L, Part IV</i>		X
b A family member of any individual described in line 28a? <i>If "Yes," complete Schedule L, Part IV</i>		X
c A 35% controlled entity of one or more individuals and/or organizations described in line 28a or 28b? <i>If "Yes," complete Schedule L, Part IV</i>		X
29 Did the organization receive more than \$25,000 in noncash contributions? <i>If "Yes," complete Schedule M</i>		X
30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i>		X
31 Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>		X
32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i>		X
33 Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i>		X
34 Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i>		X
35a Did the organization have a controlled entity within the meaning of section 512(b)(13)?		X
b If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i>		
36 Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i>		X
37 Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i>		X
38 Did the organization complete Schedule O and provide explanations on Schedule O for Part VI, lines 11b and 19? Note: All Form 990 filers are required to complete Schedule O.		X

Part V Statements Regarding Other IRS Filings and Tax ComplianceCheck if Schedule O contains a response or note to any line in this Part V ☐

	Yes	No
1a Enter the number reported in box 3 of Form 1096. Enter -0- if not applicable		
b Enter the number of Forms W-2G included on line 1a. Enter -0- if not applicable		
c Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?		

Part V Statements Regarding Other IRS Filings and Tax Compliance (continued)		Yes	No
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return	2a	2
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns?	2b	X
3a	Did the organization have unrelated business gross income of \$1,000 or more during the year?	3a	X
b	If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation on Schedule O	3b	
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?	4a	X
b	If "Yes," enter the name of the foreign country See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).		
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	5a	X
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	5b	X
c	If "Yes" to line 5a or 5b, did the organization file Form 8886-T?	5c	
6a	Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?	6a	X
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	6b	
7	Organizations that may receive deductible contributions under section 170(c).		
a	Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?	7a	
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?	7b	
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	7c	
d	If "Yes," indicate the number of Forms 8282 filed during the year	7d	
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	7e	
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	7f	
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	7g	
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	7h	
8	Sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?	8	
9	Sponsoring organizations maintaining donor advised funds.		
a	Did the sponsoring organization make any taxable distributions under section 4966?	9a	
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?	9b	
10	Section 501(c)(7) organizations. Enter:		
a	Initiation fees and capital contributions included on Part VIII, line 12	10a	
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	10b	
11	Section 501(c)(12) organizations. Enter:		
a	Gross income from members or shareholders	11a	
b	Gross income from other sources. (Do not net amounts due or paid to other sources against amounts due or received from them.)	11b	
12a	Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?	12a	
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year	12b	
13	Section 501(c)(29) qualified nonprofit health insurance issuers.		
a	Is the organization licensed to issue qualified health plans in more than one state? Note: See the instructions for additional information the organization must report on Schedule O.	13a	
b	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	13b	
c	Enter the amount of reserves on hand	13c	
14a	Did the organization receive any payments for indoor tanning services during the tax year?	14a	X
b	If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation on Schedule O	14b	
15	Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year? If "Yes," see instructions and file Form 4720, Schedule N.	15	X
16	Is the organization an educational institution subject to the section 4968 excise tax on net investment income? If "Yes," complete Form 4720, Schedule O.	16	X
17	Section 501(c)(21) organizations. Did the trust, any disqualified or other person engage in any activities that would result in the imposition of an excise tax under section 4951, 4952 or 4953? If "Yes," complete Form 6069.	17	

Part VI Governance, Management, and Disclosure For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes on Schedule O. See instructions. Check if Schedule O contains a response or note to any line in this Part VI ☒

Section A. Governing Body and Management

	1a	9	1b	8	Yes	No
1a Enter the number of voting members of the governing body at the end of the tax year If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain on Schedule O.						
b Enter the number of voting members included on line 1a, above, who are independent						
2 Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?						X
3 Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, trustees, or key employees to a management company or other person?						X
4 Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?						X
5 Did the organization become aware during the year of a significant diversion of the organization's assets?						X
6 Did the organization have members or stockholders?						X
7a Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?						X
b Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?						X
8 Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:						
a The governing body?					X	
b Each committee with authority to act on behalf of the governing body?					X	
9 Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses on Schedule O						X

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

	Yes	No
10a Did the organization have local chapters, branches, or affiliates?		X
b If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?		
11a Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	X	
b Describe on Schedule O the process, if any, used by the organization to review this Form 990.		
12a Did the organization have a written conflict of interest policy? If "No," go to line 13		X
b Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?		
c Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe on Schedule O how this was done		
13 Did the organization have a written whistleblower policy?		X
14 Did the organization have a written document retention and destruction policy?		X
15 Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?		
a The organization's CEO, Executive Director, or top management official	X	
b Other officers or key employees of the organization		X
If "Yes" to line 15a or 15b, describe the process on Schedule O. See instructions.		
16a Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?		X
b If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?		

Section C. Disclosure

17 List the states with which a copy of this Form 990 is required to be filed **None**

18 Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.
☐ Own website ☐ Another's website ☒ Upon request ☐ Other (explain on Schedule O)

19 Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.

20 State the name, address, and telephone number of the person who possesses the organization's books and records.

The Organization
Glenwood Springs

1001 Colorado Avenue

CO 81601

970-945-4448

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent ContractorsCheck if Schedule O contains a response or note to any line in this Part VII ☐**Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees****1a** Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
 - List all of the organization's **current** key employees, if any. See instructions for definition of "key employee."
 - List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (box 5 of Form W-2, box 6 of Form 1099-MISC, and/or box 1 of Form 1099-NEC) of more than \$100,000 from the organization and any related organizations.
 - List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
 - List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.
- See the instructions for the order in which to list the persons above.

☐ Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/ 1099-MISC/ 1099-NEC)	(E) Reportable compensation from related organizations (W-2/ 1099-MISC/ 1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) Bill Kight										
Director	40.00 0.00			X				40,000	0	0
(2) Robert Anderson										
President	1.00 0.00			X				0	0	0
(3) Jamie LaRue										
Vice President	1.00 0.00			X				0	0	0
(4) Lisa Passmore										
Secretary	1.00 0.00			X				0	0	0
(5) Tyler Benton										
Director	1.00 0.00	X						0	0	0
(6) Kevin Gibson										
Director	1.00 0.00	X						0	0	0
(7) Brenda Grumley										
Director	1.00 0.00	X						0	0	0
(8) Nick Daley										
Director	1.00 0.00	X						0	0	0
(9) Diane Delaney										
Director	1.00 0.00	X						0	0	0
(10)										
(11)										

Part VII

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/ 1099-MISC/ 1099-NEC)	(E) Reportable compensation from related organizations (W-2/ 1099-MISC/ 1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(12)										
(13)										
(14)										
(15)										
(16)										
(17)										
(18)										
(19)										
1b Subtotal								40,000		
c Total from continuation sheets to Part VII, Section A										
d Total (add lines 1b and 1c)								40,000		

2

Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization

0

	Yes	No
3 Did the organization list any former officer, director, trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i>	3	X
4 For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual</i>	4	X
5 Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i>	5	X

Section B. Independent Contractors

1

Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation

2

Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization

0

Part VIII Statement of RevenueCheck if Schedule O contains a response or note to any line in this Part VIII ☐

				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514
Contributions, Gifts, Grants and Other Similar Amounts	1a Federated campaigns	1a					
	b Membership dues	1b	2,634				
	c Fundraising events	1c					
	d Related organizations	1d					
	e Government grants (contributions)	1e	176,712				
	f All other contributions, gifts, grants, and similar amounts not included above	1f	70,235				
	g Noncash contributions included in lines 1a-1f	1g	\$				
	h Total. Add lines 1a-1f			249,581			
	Program Service Revenue			Business Code			
2a Ghost Walk				16,012	16,012		
b Admissions				10,043	10,043		
c Gift Shop				2,263	2,263		
d Other				2,067			2,067
e Archival Income				460	460		
f All other program service revenue				228	228		
g Total. Add lines 2a-2f				31,073			
Other Revenue	3 Investment income (including dividends, interest, and other similar amounts)						
	4 Income from investment of tax-exempt bond proceeds						
	5 Royalties						
	6a Gross rents	(i) Real	(ii) Personal				
		6a					
	b Less: rental expenses	6b					
	c Rental inc. or (loss)	6c					
	d Net rental income or (loss)						
	7a Gross amount from sales of assets other than inventory	(i) Securities	(ii) Other				
		7a					
	b Less: cost or other basis and sales exps.	7b					
	c Gain or (loss)	7c					
	d Net gain or (loss)						
	8a Gross income from fundraising events (not including \$ of contributions reported on line 1c). See Part IV, line 18	8a	11,679				
		b Less: direct expenses	8b	1,798			
	c Net income or (loss) from fundraising events			9,881			2,902
9a Gross income from gaming activities. See Part IV, line 19	9a						
	b Less: direct expenses	9b					
c Net income or (loss) from gaming activities							
10a Gross sales of inventory, less returns and allowances	10a						
	b Less: cost of goods sold	10b					
c Net income or (loss) from sales of inventory							
Miscellaneous Revenue			Business Code				
	11a						
	b						
	c						
	d All other revenue						
	e Total. Add lines 11a-11d						
12 Total revenue. See instructions			290,535	29,006	0	4,969	

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX

☒

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.

	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21				
2 Grants and other assistance to domestic individuals. See Part IV, line 22				
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	40,000	13,334	13,333	13,333
6 Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	31,988	10,664	10,662	10,662
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)				
9 Other employee benefits				
10 Payroll taxes	5,506	1,836	1,835	1,835
11 Fees for services (nonemployees):				
a Management				
b Legal				
c Accounting	9,930		7,944	1,986
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees				
g Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O.)	23,130	23,130		
12 Advertising and promotion	25	25		
13 Office expenses	4,896	1,401	1,988	1,507
14 Information technology	5,764	3,133	1,754	877
15 Royalties				
16 Occupancy	18,871	18,871		
17 Travel				
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	340	340		
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	370	370		
23 Insurance	6,430	5,787	643	
24 Other expenses. Itemize expenses not covered above. (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a Coke Oven Preservation	40,240	40,240		
b Exhibit Expenses	9,871	9,871		
c Dues & Subscriptions	2,763	277	414	2,072
d Supplies	2,142	2,142		
e All other expenses	4,959	3,788	518	653
25 Total functional expenses. Add lines 1 through 24e	207,225	135,209	39,091	32,925
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here ☐ if following SOP 98-2 (ASC 958-720)				

Part X Balance SheetCheck if Schedule O contains a response or note to any line in this Part X ☐

		(A) Beginning of year		(B) End of year
Assets	1 Cash—non-interest-bearing	82,047	1	91,524
	2 Savings and temporary cash investments		2	50,000
	3 Pledges and grants receivable, net		3	
	4 Accounts receivable, net		4	
	5 Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		5	
	6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)		6	
	7 Notes and loans receivable, net		7	
	8 Inventories for sale or use		8	
	9 Prepaid expenses and deferred charges		9	
	10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a 62,733		
	b Less: accumulated depreciation	10b 370	37,983	10c 62,363
	11 Investments—publicly traded securities		11	
	12 Investments—other securities. See Part IV, line 11		12	
	13 Investments—program-related. See Part IV, line 11		13	
	14 Intangible assets		14	
	15 Other assets. See Part IV, line 11	93,120	15	93,520
16 Total assets. Add lines 1 through 15 (must equal line 33)	213,150	16	297,407	
Liabilities	17 Accounts payable and accrued expenses	1,892	17	2,839
	18 Grants payable		18	
	19 Deferred revenue	50,000	19	50,000
	20 Tax-exempt bond liabilities		20	
	21 Escrow or custodial account liability. Complete Part IV of Schedule D		21	
	22 Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		22	
	23 Secured mortgages and notes payable to unrelated third parties		23	
	24 Unsecured notes and loans payable to unrelated third parties		24	
	25 Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D		25	
	26 Total liabilities. Add lines 17 through 25	51,892	26	52,839
Net Assets or Fund Balances	Organizations that follow FASB ASC 958, check here ☒ and complete lines 27, 28, 32, and 33.			
	27 Net assets without donor restrictions	161,258	27	208,096
	28 Net assets with donor restrictions		28	36,472
	Organizations that do not follow FASB ASC 958, check here ☐ and complete lines 29 through 33.			
	29 Capital stock or trust principal, or current funds		29	
	30 Paid-in or capital surplus, or land, building, or equipment fund		30	
	31 Retained earnings, endowment, accumulated income, or other funds		31	
	32 Total net assets or fund balances	161,258	32	244,568
33 Total liabilities and net assets/fund balances	213,150	33	297,407	

Part XI Reconciliation of Net AssetsCheck if Schedule O contains a response or note to any line in this Part XI ☐

1	Total revenue (must equal Part VIII, column (A), line 12)	1	290,535
2	Total expenses (must equal Part IX, column (A), line 25)	2	207,225
3	Revenue less expenses. Subtract line 2 from line 1	3	83,310
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	161,258
5	Net unrealized gains (losses) on investments	5	
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain on Schedule O)	9	
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	10	244,568

Part XII Financial Statements and ReportingCheck if Schedule O contains a response or note to any line in this Part XII ☐

	Yes	No
1 Accounting method used to prepare the Form 990: ☒ Cash ☐ Accrual ☐ Other _____ If the organization changed its method of accounting from a prior year or checked "Other," explain on Schedule O.		
2a Were the organization's financial statements compiled or reviewed by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both. ☐ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis		X
b Were the organization's financial statements audited by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both. ☐ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis		X
c If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O.		
3a As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Uniform Guidance, 2 C.F.R. Part 200, Subpart F?		
b If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why on Schedule O and describe any steps taken to undergo such audits		

Form **990** (2023)

SCHEDULE A
(Form 990)Department of the Treasury
Internal Revenue Service**Public Charity Status and Public Support**

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

Attach to Form 990 or Form 990-EZ.

Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2023**Open to Public
Inspection**

Name of the organization

**The Glenwood Springs Historical
Society, Inc**

Employer identification number

23-7136776**Part I Reason for Public Charity Status.** (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.)

- 1 ☐ A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i).**
- 2 ☐ A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E (Form 990).)
- 3 ☐ A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**
- 4 ☐ A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state:
- 5 ☐ An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II.)
- 6 ☐ A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**
- 7 ☐ An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 8 ☐ A community trust described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 9 ☐ An agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university:
- 10 ☒ An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions, subject to certain exceptions; and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2).** (Complete Part III.)
- 11 ☐ An organization organized and operated exclusively to test for public safety. See **section 509(a)(4).**
- 12 ☐ An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2).** See **section 509(a)(3).** Check the box on lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.
- a ☐ **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
- b ☐ **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
- c ☐ **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
- d ☐ **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**
- e ☐ Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.
- f Enter the number of supported organizations
- g Provide the following information about the supported organization(s).

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1–10 above (see instructions))	(iv) Is the organization listed in your governing document?		(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
			Yes	No		
(A)						
(B)						
(C)						
(D)						
(E)						
Total						

For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

Schedule A (Form 990) 2023

Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 Total. Add lines 1 through 3						
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						
6 Public support. Subtract line 5 from line 4						

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(f) Total
7 Amounts from line 4						
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources						
9 Net income from unrelated business activities, whether or not the business is regularly carried on						
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
11 Total support. Add lines 7 through 10						

12 Gross receipts from related activities, etc. (see instructions)	12	
13 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here		☐

Section C. Computation of Public Support Percentage

14 Public support percentage for 2023 (line 6, column (f) divided by line 11, column (f))	14	%
15 Public support percentage from 2022 Schedule A, Part II, line 14	15	%
16a 33 1/3% support test — 2023. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization		☐
b 33 1/3% support test — 2022. If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization		☐
17a 10%-facts-and-circumstances test — 2023. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and stop here. Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization		☐
b 10%-facts-and-circumstances test — 2022. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and stop here. Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization		☐
18 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions		☐

Part III Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II.
If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")	103,501	110,973	111,815	180,734	249,581	756,604
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose	45,718	13,693	47,161	31,749	36,316	174,637
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 Total. Add lines 1 through 5	149,219	124,666	158,976	212,483	285,897	931,241
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year						
c Add lines 7a and 7b						
8 Public support. (Subtract line 7c from line 6.)						931,241

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(f) Total
9 Amounts from line 6	149,219	124,666	158,976	212,483	285,897	931,241
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b						
11 Net income from unrelated business activities not included on line 10b, whether or not the business is regularly carried on					3,969	3,969
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
13 Total support. (Add lines 9, 10c, 11, and 12.)	149,219	124,666	158,976	212,483	289,866	935,210
14 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here						☐

Section C. Computation of Public Support Percentage

15 Public support percentage for 2023 (line 8, column (f), divided by line 13, column (f))	15	99.58 %
16 Public support percentage from 2022 Schedule A, Part III, line 15	16	100.00 %

Section D. Computation of Investment Income Percentage

17 Investment income percentage for 2023 (line 10c, column (f), divided by line 13, column (f))	17	%
18 Investment income percentage from 2022 Schedule A, Part III, line 17	18	%

- 19a 33 1/3% support tests — 2023.** If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization ☒
- b 33 1/3% support tests — 2022.** If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization ☐
- 20 Private foundation.** If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions ☐

Part IV Supporting Organizations

(Complete only if you checked a box on line 12 on Part I. If you checked box 12a, Part I, complete Sections A and B. If you checked box 12b, Part I, complete Sections A and C. If you checked box 12c, Part I, complete Sections A, D, and E. If you checked box 12d, Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

	Yes	No
1 Are all of the organization's supported organizations listed by name in the organization's governing documents? <i>If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.</i>		
2 Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? <i>If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).</i>		
3a Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? <i>If "Yes," answer lines 3b and 3c below.</i>		
b Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? <i>If "Yes," describe in Part VI when and how the organization made the determination.</i>		
c Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? <i>If "Yes," explain in Part VI what controls the organization put in place to ensure such use.</i>		
4a Was any supported organization not organized in the United States ("foreign supported organization")? <i>If "Yes," and if you checked box 12a or 12b in Part I, answer lines 4b and 4c below.</i>		
b Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? <i>If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.</i>		
c Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? <i>If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.</i>		
5a Did the organization add, substitute, or remove any supported organizations during the tax year? <i>If "Yes," answer lines 5b and 5c below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).</i>		
b Type I or Type II only. Was any added or substituted supported organization part of a class already designated in the organization's organizing document?		
c Substitutions only. Was the substitution the result of an event beyond the organization's control?		
6 Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? <i>If "Yes," provide detail in Part VI.</i>		
7 Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? <i>If "Yes," complete Part I of Schedule L (Form 990).</i>		
8 Did the organization make a loan to a disqualified person (as defined in section 4958) not described on line 7? <i>If "Yes," complete Part I of Schedule L (Form 990).</i>		
9a Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons, as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? <i>If "Yes," provide detail in Part VI.</i>		
b Did one or more disqualified persons (as defined on line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? <i>If "Yes," provide detail in Part VI.</i>		
c Did a disqualified person (as defined on line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? <i>If "Yes," provide detail in Part VI.</i>		
10a Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? <i>If "Yes," answer line 10b below.</i>		
b Did the organization have any excess business holdings in the tax year? <i>(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)</i>		

Part IV Supporting Organizations (continued)

	Yes	No
11 Has the organization accepted a gift or contribution from any of the following persons?		
a A person who directly or indirectly controls, either alone or together with persons described on lines 11b and 11c below, the governing body of a supported organization?		
11a		
b A family member of a person described on line 11a above?		
11b		
c A 35% controlled entity of a person described on line 11a or 11b above? If "Yes" to line 11a, 11b, or 11c, provide detail in Part VI.		
11c		

Section B. Type I Supporting Organizations

	Yes	No
1 Did the governing body, members of the governing body, officers acting in their official capacity, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's officers, directors, or trustees at all times during the tax year? If "No," describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove officers, directors, or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.		
1		
2 Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? If "Yes," explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.		
2		

Section C. Type II Supporting Organizations

	Yes	No
1 Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? If "No," describe in Part VI how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).		
1		

Section D. All Type III Supporting Organizations

	Yes	No
1 Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?		
1		
2 Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).		
2		
3 By reason of the relationship described on line 2, above, did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.		
3		

Section E. Type III Functionally Integrated Supporting Organizations

1 Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions).			
a ☐ The organization satisfied the Activities Test. Complete line 2 below.			
b ☐ The organization is the parent of each of its supported organizations. Complete line 3 below.			
c ☐ The organization supported a governmental entity. Describe in Part VI how you supported a governmental entity (see instructions).			
2 Activities Test. Answer lines 2a and 2b below.			
a Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.		Yes	No
2a			
b Did the activities described on line 2a, above, constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.			
2b			
3 Parent of Supported Organizations. Answer lines 3a and 3b below.			
a Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? If "Yes" or "No," provide details in Part VI.			
3a			
b Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? If "Yes," describe in Part VI the role played by the organization in this regard.			
3b			

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations

- 1 ☐ Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (*explain in Part VI*). See instructions. All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

Section A – Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
1	Net short-term capital gain	1	
2	Recoveries of prior-year distributions	2	
3	Other gross income (see instructions)	3	
4	Add lines 1 through 3.	4	
5	Depreciation and depletion	5	
6	Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6	
7	Other expenses (see instructions)	7	
8	Adjusted Net Income (subtract lines 5, 6, and 7 from line 4)	8	

Section B – Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):		
a	Average monthly value of securities	1a	
b	Average monthly cash balances	1b	
c	Fair market value of other non-exempt-use assets	1c	
d	Total (add lines 1a, 1b, and 1c)	1d	
e	Discount claimed for blockage or other factors (<i>explain in detail in Part VI</i>):		
2	Acquisition indebtedness applicable to non-exempt-use assets	2	
3	Subtract line 2 from line 1d.	3	
4	Cash deemed held for exempt use. Enter 0.015 of line 3 (for greater amount, see instructions).	4	
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5	
6	Multiply line 5 by 0.035.	6	
7	Recoveries of prior-year distributions	7	
8	Minimum Asset Amount (add line 7 to line 6)	8	

Section C – Distributable Amount			Current Year
1	Adjusted net income for prior year (from Section A, line 8, column A)	1	
2	Enter 0.85 of line 1.	2	
3	Minimum asset amount for prior year (from Section B, line 8, column A)	3	
4	Enter greater of line 2 or line 3.	4	
5	Income tax imposed in prior year	5	
6	Distributable Amount. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	6	

- 7 ☐ Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations (continued)

Section D – Distributions		Current Year
1	Amounts paid to supported organizations to accomplish exempt purposes	1
2	Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	2
3	Administrative expenses paid to accomplish exempt purposes of supported organizations	3
4	Amounts paid to acquire exempt-use assets	4
5	Qualified set-aside amounts (prior IRS approval required—provide details in Part VI)	5
6	Other distributions (describe in Part VI). See instructions.	6
7	Total annual distributions. Add lines 1 through 6.	7
8	Distributions to attentive supported organizations to which the organization is responsive (provide details in Part VI). See instructions.	8
9	Distributable amount for 2022 from Section C, line 6	9
10	Line 8 amount divided by line 9 amount	10

Section E – Distribution Allocations (see instructions)	(i) Excess Distributions	(ii) Underdistributions Pre-2023	(iii) Distributable Amount for 2023
1 Distributable amount for 2023 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2023 (reasonable cause required—explain in Part VI). See instructions.			
3 Excess distributions carryover, if any, to 2023			
a From 2018			
b From 2019			
c From 2020			
d From 2021			
e From 2022			
f Total of lines 3a through 3e			
g Applied to underdistributions of prior years			
h Applied to 2023 distributable amount			
i Carryover from 2018 not applied (see instructions)			
j Remainder. Subtract lines 3g, 3h, and 3i from line 3f.			
4 Distributions for 2023 from Section D, line 7: \$			
a Applied to underdistributions of prior years			
b Applied to 2023 distributable amount			
c Remainder. Subtract lines 4a and 4b from line 4.			
5 Remaining underdistributions for years prior to 2023, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, explain in Part VI. See instructions.			
6 Remaining underdistributions for 2023. Subtract lines 3h and 4b from line 1. For result greater than zero, explain in Part VI. See instructions.			
7 Excess distributions carryover to 2024. Add lines 3j and 4c.			
8 Breakdown of line 7:			
a Excess from 2019			
b Excess from 2020			
c Excess from 2021			
d Excess from 2022			
e Excess from 2023			

Part VI

Supplemental Information. Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a, and 3b; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions.)

**Schedule B
(Form 990)**Department of the Treasury
Internal Revenue Service**Schedule of Contributors**Attach to Form 990, 990-EZ, or 990-PF.
Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2023

Name of the organization

**The Glenwood Springs Historical
Society, Inc**

Employer identification number

23-7136776

Organization type (check one):

Filers of:

Section:

Form 990 or 990-EZ

☒ 501(c)(**3**) (enter number) organization☐ 4947(a)(1) nonexempt charitable trust **not** treated as a private foundation☐ 527 political organization

Form 990-PF

☐ 501(c)(3) exempt private foundation☐ 4947(a)(1) nonexempt charitable trust treated as a private foundation☐ 501(c)(3) taxable private foundationCheck if your organization is covered by the **General Rule** or a **Special Rule**.**Note:** Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.**General Rule**

- ☒
- For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling \$5,000 or more (in money or property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor's total contributions.

Special Rules

- ☐
- For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33
- $\frac{1}{3}$
- % support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of
- (1)**
- \$5,000; or
- (2)**
- 2% of the amount on (i) Form 990, Part VIII, line 1h; or (ii) Form 990-EZ, line 1. Complete Parts I and II.

- ☐
- For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than \$1,000
- exclusively*
- for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I (entering "N/A" in column (b) instead of the contributor name and address), II, and III.

- ☐
- For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions
- exclusively*
- for religious, charitable, etc., purposes, but no such contributions totaled more than \$1,000. If this box is checked, enter here the total contributions that were received during the year for an
- exclusively*
- religious, charitable, etc., purpose. Don't complete any of the parts unless the
- General Rule**
- applies to this organization because it received
- nonexclusively*
- religious, charitable, etc., contributions totaling \$5,000 or more during the year \$

Caution: An organization that isn't covered by the General Rule and/or the Special Rules doesn't file Schedule B (Form 990), but it **must** answer "No" on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990-PF, Part I, line 2, to certify that it doesn't meet the filing requirements of Schedule B (Form 990).

For Paperwork Reduction Act Notice, see the instructions for Form 990, 990-EZ, or 990-PF.

Schedule B (Form 990) (2023)

Name of organization

The Glenwood Springs Historical

Employer identification number

23-7136776**Part I Contributors** (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
1	City of Glenwood Springs 101 W 8th Street Glenwood Springs CO 81601	\$ 100,000	Person ☒ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)
2	History Colorado 1200 Broadway Denver CO 80203	\$ 76,712	Person ☒ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)
3	Steve & Christy Nilsson 787 Canyon Creek Drive Glenwood Springs CO 81601	\$ 7,500	Person ☒ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)
4	Hubbard Family 2040 Rustic Drive Casper WY 82605	\$ 5,000	Person ☒ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)
		\$	Person ☐ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)
		\$	Person ☐ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)

**SCHEDULE D
(Form 990)**Department of the Treasury
Internal Revenue Service**Supplemental Financial Statements**Complete if the organization answered "Yes" on Form 990,
Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.
Attach to Form 990.Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2023**Open to Public
Inspection**

Name of the organization

**The Glenwood Springs Historical
Society, Inc**

Employer identification number

23-7136776**Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts**

Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

	(a) Donor advised funds	(b) Funds and other accounts
1 Total number at end of year		
2 Aggregate value of contributions to (during year)		
3 Aggregate value of grants from (during year)		
4 Aggregate value at end of year		
5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control?		☐ Yes ☐ No
6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit?		☐ Yes ☐ No

Part II Conservation Easements

Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply). ☐ Preservation of land for public use (for example, recreation or education) ☐ Protection of natural habitat ☐ Preservation of open space ☐ Preservation of a historically important land area ☐ Preservation of a certified historic structure	
2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.	Held at the End of the Tax Year
a Total number of conservation easements	2a
b Total acreage restricted by conservation easements	2b
c Number of conservation easements on a certified historic structure included on line 2a	2c
d Number of conservation easements included on line 2c acquired after July 25, 2006, and not on a historic structure listed in the National Register	2d
3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year	
4 Number of states where property subject to conservation easement is located	
5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds?	☐ Yes ☐ No
6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year	
7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year	
8 Does each conservation easement reported on line 2d above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)?	☐ Yes ☐ No
9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.	

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets

Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

1a If the organization elected, as permitted under FASB ASC 958, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide in Part XIII the text of the footnote to its financial statements that describes these items.	
b If the organization elected, as permitted under FASB ASC 958, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items.	
(i) Revenue included on Form 990, Part VIII, line 1	\$
(ii) Assets included in Form 990, Part X	\$ 91,320
2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under FASB ASC 958 relating to these items.	
a Revenue included on Form 990, Part VIII, line 1	\$
b Assets included in Form 990, Part X	\$

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)

3 Using the organization's acquisition, accession, and other records, check any of the following that make significant use of its collection items (check all that apply).

- a** ☒ Public exhibition
b ☐ Scholarly research
c ☒ Preservation for future generations
d ☐ Loan or exchange program
e ☐ Other

4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.

5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? ☐ Yes ☒ No

Part IV Escrow and Custodial Arrangements

Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII and complete the following table.

- c** Beginning balance
d Additions during the year
e Distributions during the year
f Ending balance

	Amount
1c	
1d	
1e	
1f	

2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided on Part XIII ☐

Part V Endowment Funds

Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance					
b Contributions					
c Net investment earnings, gains, and losses					
d Grants or scholarships					
e Other expenditures for facilities and programs					
f Administrative expenses					
g End of year balance					

2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:

- a** Board designated or quasi-endowment %
b Permanent endowment %
c Term endowment %

The percentages on lines 2a, 2b, and 2c should equal 100%.

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:

- (i)** Unrelated organizations?
(ii) Related organizations?

b If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R?

	Yes	No
3a(i)		
3a(ii)		
3b		

4 Describe in Part XIII the intended uses of the organization's endowment funds.

Part VI Land, Buildings, and Equipment

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land		10,000		10,000
b Buildings				
c Leasehold improvements				
d Equipment				
e Other		52,733	370	52,363
Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, line 10c, column (B))				62,363

Part VII Investments – Other Securities

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely held equity interests		
(3) Other		
(A)		
(B)		
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		
Total. (Column (b) must equal Form 990, Part X, line 12, col. (B))		

Part VIII Investments – Program Related

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
Total. (Column (b) must equal Form 990, Part X, line 13, col. (B))		

Part IX Other Assets

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	(b) Book value
(1) Collection of Artwork & Artifacts	93,120
(2) Employee Advances	400
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, line 15, col. (B))	93,520

Part X Other Liabilities

Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, line 25, col. (B))	

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FASB ASC 740. Check here if the text of the footnote has been provided in Part XIII ☐

Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total revenue, gains, and other support per audited financial statements		1	
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:			
a	Net unrealized gains (losses) on investments	2a		
b	Donated services and use of facilities	2b		
c	Recoveries of prior year grants	2c		
d	Other (Describe in Part XIII.)	2d		
e	Add lines 2a through 2d		2e	
3	Subtract line 2e from line 1		3	
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:			
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a		
b	Other (Describe in Part XIII.)	4b		
c	Add lines 4a and 4b		4c	
5	Total revenue. Add lines 3 and 4c. (This must equal Form 990, Part I, line 12.)		5	

Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total expenses and losses per audited financial statements		1	
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:			
a	Donated services and use of facilities	2a		
b	Prior year adjustments	2b		
c	Other losses	2c		
d	Other (Describe in Part XIII.)	2d		
e	Add lines 2a through 2d		2e	
3	Subtract line 2e from line 1		3	
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:			
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a		
b	Other (Describe in Part XIII.)	4b		
c	Add lines 4a and 4b		4c	
5	Total expenses. Add lines 3 and 4c. (This must equal Form 990, Part I, line 18.)		5	

Part XIII Supplemental Information

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

Part III, Line 4 - Collections and Relation to Exempt Purpose

Collection of Artwork and Artifacts related to the history of Glenwood Springs Colorado

Part XIII Supplemental Information (continued)

**SCHEDULE O
(Form 990)**Department of the Treasury
Internal Revenue Service**Supplemental Information to Form 990 or 990-EZ**Complete to provide information for responses to specific questions on
Form 990 or 990-EZ or to provide any additional information.

Attach to Form 990 or Form 990-EZ.

Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2023**Open to Public
Inspection**

Name of the organization

**The Glenwood Springs Historical
Society, Inc**

Employer identification number

23-7136776**Form 990, Part VI, Line 11b - Organization's Process to Review Form 990**The directors review the return and approve it prior to the Executive
Director signs it.**Form 990, Part VI, Line 15a - Compensation Process for Top Official**

Compensation of Executive Director is determined through an annual review.

Form 990, Part VI, Line 19 - Governing Documents Disclosure Explanation

No documents available to the public

Form 990, Part IX, Line 11g - Other Fees for Services**Description****Tot/Prog Service****Mgt & General****Fundraising****Archivist****\$ 23,130****\$ 0****\$ 0**

Form **4562**Department of the Treasury
Internal Revenue Service

Name(s) shown on return

Depreciation and Amortization
(Including Information on Listed Property)

Attach to your tax return.

Go to www.irs.gov/Form4562 for instructions and the latest information.

OMB No. 1545-0172

2023Attachment
Sequence No. **179****The Glenwood Springs Historical
Society, Inc**Identifying number
23-7136776

Business or activity to which this form relates

Indirect Depreciation**Part I Election To Expense Certain Property Under Section 179****Note:** If you have any listed property, complete Part V before you complete Part I.

1	Maximum amount (see instructions)	1	1,160,000
2	Total cost of section 179 property placed in service (see instructions)	2	
3	Threshold cost of section 179 property before reduction in limitation (see instructions)	3	2,890,000
4	Reduction in limitation. Subtract line 3 from line 2. If zero or less, enter -0-	4	
5	Dollar limitation for tax year. Subtract line 4 from line 1. If zero or less, enter -0-. If married filing separately, see instructions	5	
6	(a) Description of property	(b) Cost (business use only)	(c) Elected cost
7	Listed property. Enter the amount from line 29	7	
8	Total elected cost of section 179 property. Add amounts in column (c), lines 6 and 7	8	
9	Tentative deduction. Enter the smaller of line 5 or line 8	9	
10	Carryover of disallowed deduction from line 13 of your 2022 Form 4562	10	
11	Business income limitation. Enter the smaller of business income (not less than zero) or line 5. See instructions	11	
12	Section 179 expense deduction. Add lines 9 and 10, but don't enter more than line 11	12	
13	Carryover of disallowed deduction to 2024. Add lines 9 and 10, less line 12	13	

Note: Don't use Part II or Part III below for listed property. Instead, use Part V.**Part II Special Depreciation Allowance and Other Depreciation (Don't include listed property. See instructions.)**

14	Special depreciation allowance for qualified property (other than listed property) placed in service during the tax year. See instructions	14	
15	Property subject to section 168(f)(1) election	15	
16	Other depreciation (including ACRS)	16	370

Part III MACRS Depreciation (Don't include listed property. See instructions.)**Section A**

17	MACRS deductions for assets placed in service in tax years beginning before 2023	17	0
18	If you are electing to group any assets placed in service during the tax year into one or more general asset accounts, check here ☐		

Section B—Assets Placed in Service During 2023 Tax Year Using the General Depreciation System

(a) Classification of property	(b) Month and year placed in service	(c) Basis for depreciation (business/investment use only—see instructions)	(d) Recovery period	(e) Convention	(f) Method	(g) Depreciation deduction
19a 3-year property						
b 5-year property						
c 7-year property						
d 10-year property						
e 15-year property						
f 20-year property						
g 25-year property			25 yrs.		S/L	
h Residential rental property			27.5 yrs.	MM	S/L	
i Nonresidential real property			39 yrs.	MM	S/L	
				MM	S/L	

Section C—Assets Placed in Service During 2023 Tax Year Using the Alternative Depreciation System

20a Class life					S/L	
b 12-year			12 yrs.		S/L	
c 30-year			30 yrs.	MM	S/L	
d 40-year			40 yrs.	MM	S/L	

Part IV Summary (See instructions.)

21	Listed property. Enter amount from line 28	21	
22	Total. Add amounts from line 12, lines 14 through 17, lines 19 and 20 in column (g), and line 21. Enter here and on the appropriate lines of your return. Partnerships and S corporations—see instructions	22	370
23	For assets shown above and placed in service during the current year, enter the portion of the basis attributable to section 263A costs	23	

For Paperwork Reduction Act Notice, see separate instructions.

Form **4562** (2023)

DAA

There are no amounts for Page 2

OFFICE OF THE SECRETARY OF STATE
OF THE STATE OF COLORADO

CERTIFICATE OF FACT OF GOOD STANDING

I, Jena Griswold, as the Secretary of State of the State of Colorado, hereby certify that, according to the records of this office,

THE GLENWOOD SPRINGS HISTORICAL SOCIETY, INC.

is a

Nonprofit Corporation

formed or registered on 04/27/1964 under the law of Colorado, has complied with all applicable requirements of this office, and is in good standing with this office. This entity has been assigned entity identification number 19871172651 .

This certificate reflects facts established or disclosed by documents delivered to this office on paper through 10/28/2024 that have been posted, and by documents delivered to this office electronically through 11/02/2024 @ 17:19:37 .

I have affixed hereto the Great Seal of the State of Colorado and duly generated, executed, and issued this official certificate at Denver, Colorado on 11/02/2024 @ 17:19:37 in accordance with applicable law. This certificate is assigned Confirmation Number 16529721 .



Jena Griswold

Secretary of State of the State of Colorado

*****End of Certificate*****

Notice: A certificate issued electronically from the Colorado Secretary of State's website is fully and immediately valid and effective. However, as an option, the issuance and validity of a certificate obtained electronically may be established by visiting the Validate a Certificate page of the Secretary of State's website, <https://www.coloradosos.gov/biz/CertificateSearchCriteria.do> entering the certificate's confirmation number displayed on the certificate, and following the instructions displayed. Confirming the issuance of a certificate is merely optional and is not necessary to the valid and effective issuance of a certificate. For more information, visit our website, <https://www.coloradosos.gov> click "Businesses, trademarks, trade names" and select "Frequently Asked Questions."



Periodic Report

filed pursuant to §7-90-301, et seq. and §7-90-501 of the Colorado Revised Statutes (C.R.S)

The entity name is THE GLENWOOD SPRINGS HISTORICAL SOCIETY, INC.

The entity ID Number is 19871172651

Jurisdiction under the law of which the entity was formed or registered is

Colorado

The principal office street address is

1001 Colorado Ave
Glenwood Springs CO 81601
US

The principal office mailing address is

1001 Colorado Ave
Glenwood Springs CO 81601
US

The name of the registered agent is Bill H Kight

The registered agent's street address is

1001 Colorado Ave
Glenwood Springs CO 81601
US

The registered agent's mailing address is

1001 Colorado Ave
Glenwood Springs CO 81601
US

The person above has agreed to be appointed as the registered agent for this entity.

Causing this document to be delivered to the Secretary of State for filing shall constitute the affirmation or acknowledgment of each individual causing such delivery, under penalties of perjury, that the document is the individual's act and deed, or that the individual in good faith believes the document is the act and deed of the person on whose behalf the individual is causing the document to be delivered for filing, taken in conformity with the requirements of part 3 of article 90 of title 7, C.R.S., and, if applicable, the constituent documents, and the organic statutes, and that the individual in good faith believes the facts stated in the document are true and the document complies with the requirements of that Part, the constituent documents, and the organic statutes.

This perjury notice applies to each individual who causes this document to be delivered to the Secretary of State, whether or not such individual is named in the document as one who has caused it to be delivered.

Name(s) and address(es) of the individual(s) causing the document to be delivered for filing

Bill H Kight
1001 Colorado Ave
Glenwood Springs CO 81601
US



1891 photo of Glenwood Springs by John Shutte

GLENWOOD SPRINGS HISTORICAL SOCIETY

2024 STRATEGIC PLAN

GSHS BOARD
LAURA KIRK
MAY 2024

GLENWOOD SPRINGS HISTORICAL SOCIETY – 2024 STRATEGIC PLAN

ROLE OF HISTORICAL SOCIETY:

The Glenwood Springs Historical Society (GSHS) serves a multifaceted role in the community, contributing both to its cultural vibrancy and its economic vitality. Accordingly, the GSHS is an important cultural and economic asset for the City of Glenwood Springs:

Cultural Preservation: By collecting, preserving, and sharing the stories of Glenwood Springs and Garfield County's history, the GSHS plays a vital role in preserving cultural heritage for future generations. This not only enriches the community's cultural landscape but also serves as an educational resource for schools, researchers, historians, and tourists. These stories can be told and explored through a variety of means including museum exhibits, educational programming, online resources, publications, community events, collaborations, oral history projects, and various social media channels. By employing a combination of these strategies, the GSHS can ensure that the stories of the past continue to be told and appreciated by present and future generations.

Economic Impact: The activities and offerings provided by the GSHS contribute to the local economy by attracting tourists, boosting local business revenue, and creating jobs. Though undefined, the economic impact is considerable. The GSHS attracts visitors from near and far who are interested in exploring the area's rich history and has taken advantage of Doc Holliday being a huge draw to tourists visiting Glenwood Springs with the popular Doc Holliday Collection.

Community Pride: Long-term residents of Glenwood Springs take pride in the shared history of their community. The GSHS provides opportunities for residents to build community by celebrating the shared sense of belonging and connection to the place they call home.

Newcomer Integration: For newcomers to Glenwood Springs, the GSHS offers a welcoming environment where they can learn about the community's history and heritage. By connecting newcomers with the stories and traditions of the area, the GSHS helps them feel more integrated and invested in their new home playing a crucial role in creating a sense of belonging in the community.

Overall, the Glenwood Springs Historical Society serves as a cornerstone of the community, promoting cultural enrichment, economic development, and a sense of belonging for residents and visitors alike. The goal of the strategic plan is to ensure that the GSHS become financially viable well into the future so that it can expand these critical resources for the City of Glenwood Springs community.



Kindergarten class at the Frontier Museum



Versatile Productions filming the annual Ghostwalk during the Pandemic

STRATEGIC PLAN APPROACH

In 2023, the City of Glenwood Springs and the Glenwood Springs Historical Society agreed to hire a consultant to assist in creating a strategic plan to help guide the organization over the next one, three and five-year timeframe. The plan is envisioned as a living document, prioritizing efforts to ensure a sustainable future for this important community resource. The current plan builds on documents and work previously completed by the Historical Society including: the 2017 strategic plan (and all the public input received at that time); and the Historic Structural Assessment of the Frontier Museum in the Shumate House at 1001 Colorado Avenue.

The plan has been developed through close coordination with the Executive Director, the Board of Directors, staff, volunteers, and Council liaisons through interviews, review of plan iterations, and follow-up meetings. The Historical Society Board has been committed to the process with several meetings devoted to review and input on the plan including a full day retreat resulting in specific action plans, with timelines, and assignment of responsible parties.

PURPOSE STATEMENT

The Glenwood Springs Historical Society collects and preserves artifacts and materials relating to the history of Glenwood Springs and Garfield County, Colorado. It makes these materials available for research and interprets them through temporary and permanent exhibits at the Frontier Historical Museum, in off-site exhibits, publications and educational programs. The Society cooperates with other individuals and organizations to accomplish these goals.

MISSION STATEMENT

“Serving as the Living Legacy of our Local Life”

“It’s About Time” (tag line)



George Gibbons Hayes delivering Glenwood’s mail in 1914



Mrs. Lucas & Mrs. McPhillips visiting from Memphis, TN (late 1800s)

HISTORY OF THE SOCIETY

The Frontier Historical Society was formed in 1963 by a group of local Glenwood Springs individuals who saw a need to collect and preserve artifacts and materials from Glenwood Springs' past. Many of the pioneers were dying, and with them, their stories.

At the time, the City of Glenwood Springs had been in existence for seventy-eight years. The Society was officially incorporated in the state of Colorado, April of 1964. The society and museum were governed by a board of directors and volunteer staff. Soon after, a small museum was put

together and housed in the basement of the Hotel Colorado. Sometime later, a small house located in the 800 block of School Street housed the museum and its collections. Every year, the collection grew and housing it became more of a challenge. In 1971, Stella Shumate passed away leaving no heirs. Her attorney had earlier suggested that she consider leaving her home to the society for a new museum. She did so in her will and the museum was moved to 1001 Colorado Avenue in 1971. The name was changed to the Glenwood Springs Historical Society in 2016.

The museum continues today in this location. The first and second floors of the building are open to the public as museum exhibit space. The basement and renovated garage are used as archives and research, photo collection storage, and offices.

In 2021 the Society celebrated its 50th anniversary at the Frontier Museum with many activities planned by the Board of Directors.

ORGANIZATIONAL STRUCTURE

The museum staff includes one full-time director, one part-time assistant director, a part-time registrar/archivist, and an intern archivist sponsored by the Garfield County Public Library District. The society also depends on the dedicated service of its core volunteers. The Board of Directors ranges in size from 3 to 9 people. As of March, 2024, the Board of Directors consists of 7 members with a variety of expertise to address the range of topics and issues that arise in running an organization like this.

Concurrent with the strategic planning process, the Board has updated the Bylaws for the Historical Society and created policies describing the structure and responsibility of Standing Committees and Officer Duties. These accompanying documents provide a solid foundation for creating increased organization transparency and for developing best practices for Board and staff accountability.

FINANCIAL STRUCTURE

During the strategic planning process, several similar historical society organizations across the state were contacted considering programming, staffing, and financial structure. Golden and Steamboat Springs provided the most relevant information, with organizations similar in size and function to Glenwood.

The Steamboat Springs Tread Pioneers Museum has a dedicated staff of five with an annual budget in excess of \$500,000, half of that funded through a mill levy. The annual budget for the Golden historical museum is more than \$700,000 with half of that paid for through the City budgeting process and the remainder through museum operations and fund raising.

Reflective of the impact of museum operations on the economies of Golden and Steamboat, along with preservation of the cultural history, both of these organizations have a steady, dedicated stream of funds sufficient for sustainable on-going operations. A priority for the GSHS is creation of a similar financial foundation.

The 2024 budget for the GSHS is estimated at \$200,000 divided as noted:

Total Budget: \$200,000

Allocation of Budget:

- 60% to staffing
- 40% to building upkeep, insurance, and programming support

Funding Sources:

- 50% of the budget from the City of Glenwood Springs
- 50% from the GSHS through donations, events, and grants

The long-term goal is to create sustainable funding mechanisms for programing, operations, facilities and staffing. Determination of the long-term budget needs and identify strategies to increase funding opportunities is a priority task detailed in the strategic plan.

STRATEGIC PLAN PRIORITIES

The GSHS Board has been involved in the Strategic Plan process throughout by identifying specific priorities, tasks, deadlines, and responsibilities assigned at an all-day board retreat on January 20th, 2024. The priorities for the plan are illustrated in two ways: one as a running list below and in the accompanying graphic depiction. Plan priorities will evolve over time in response to opportunities, conditions at the time, and information gathered. But the basic outline of the plan provides a roadmap for the Historical Society which can be easily amended and updated to meet changing circumstances.

This Strategic Plan priorities are divided into six main categories in order of priority:

1. Financial;
2. Physical Facilities;
3. Collections;
4. Board/Staffing Development and Succession Planning;
5. Marketing/Fundraising; and
6. Program Development.

As the process unfolds, work on each of the categories will undoubtedly inform other parts of the operation in a synergistic fashion. Regular communication and updates at the board level will ensure the process moves forward in a coordinated manner.

Implementation of the strategic plan will be carried out under the direction of the GSHS Executive Director with support from standing committees as described below. Standing committees are comprised of GSHS board members and volunteer community members. It is envisioned that these committees will focus their efforts to identify specifics of how the organization can best achieve these goals within the 5-year planning window. Each committee will report back to the larger GSHS Board to receive feedback and adjust the priorities/plan of action as necessary.

The process relies on continued exploration, evaluation, review, and action by GSHS standing committees. The GHSS Board is committed to holding each committee responsible for progress throughout the year at regular GSHS Board meetings, as well as developing annual reports which detail accomplishments, lessons learned, and new strategies to fulfill the organization's mission. The GSHS Board will meet in an annual workshop to discuss these committee reports each January. Final committee reports will be attached as appendices to the strategic plan annually to document progress in achieving these goals, and if needed reasoning for shifting strategies as the organization evolves.

5 Year Plan Priorities			
1. FINANCIAL: Develop Internal Accountability Processes.			
Objective: Create a financial protocol that supports donor and community trust			
Responsible Party: Staff and Financial Committee			
Completed	1 year	3 year	5 year
Third party financial review of 2023 operations. Successful reconciliation of financial accounts.	Review and standardize financial reporting, bookkeeping, and accounting practices of the organization. Document these best practices in an official financial policy which will be adopted by the GSHS Board	Review Financial Policies and adjust as necessary	Establish reserve fund to cover 6 months of operations
Hired new bookkeeper	Formalize and adopt protocol for donor recognition/communication of appropriate tax information	Hire outside financial review/audit in line with grant standards	
Reviewed budgeting process evaluating costs and revenues	Develop annual budget for organization. Defining realistic revenue goals by source and tie expenses to mission focused programs (divide out labor, materials, facilities, and other cost by program)	Publish third Party financial review on GSHS website.	
	Develop monthly financial reports for GSHS Board with respect to annual budget.		
2. PHYSICAL FACILITIES: Current facility is inadequate; decide whether to retrofit current location or relocate.			
Objective: Evaluate GSHS physical space requirements to meet organization mission. Identify and execute best alternative to meet physical space requirements.			
Responsible Party: Staff and Facilities Committee			
Completed	1 year	3 year	5 year
Developed functional space requirements to meet GSHS mission.	Consider and analyze alternatives to existing space with respect to cost and ability to meet identified functional needs.	Identify preferred alternative with strategic funding plan	Implement plan for adequately sized facility for museum exhibits, operations, research, and archival storage
Evaluated existing facility with respect to functional space requirements using 2022 Historical Building Assessment	Evaluate financial options to pay for facility upgrades at current site versus alternative locations		

COMPLETED

COMPLETED

3. COLLECTIONS: Priceless artifacts are at risk, and not being used effectively meet organization mission.

Objective: Assess collections and inventory artifacts which meet organization mission.

Responsible Party: Staff and Collections Committee

Completed	1 year	3 year	5 year
Hired archivist to assist with assessment of collections, organization, and digitization	Adopt collections policy with emphasis on collection content, organization, proper storage, and assessing value of artifacts.	Assign values to discreet collections	Complete digitization process of photos
Hired archivist intern with funding support from Garfield Public Library District	Assess and broadly describe current collection	Secure appropriate storage and relocate collections (if needed) based on best practices.	Develop online database for public to search collections from GSHS website
	Clean and organize the house including disposing of artifacts that do not meet collection policy criteria (toss/sell/donate)		Develop rotation schedule for displays and exhibits
	Determine storage requirements for remaining artifacts		
	Explore climate-controlled storage opportunities considering ease of use and proximity to staff		
	Create safe storage and expanded use of photo collections and scans		
	Continue digitization of collections with appropriate staff and quality control	Continue digitization of collections with appropriate staff and quality control	
	Develop a disaster management plan that addresses risk management	Implement completed disaster plan	

COMPLETED**4. BOARD/STAFF DEVELOPMENT AND SUCCESSION PLANNING: Current staff is over extended and cannot effectively meet GSHS mission.**

Objective: Create a staffing structure that supports the organization including succession planning, board development, and volunteer coordination

Responsible Party: Staff and Governance Committee

Completed	1 year	3 year	5 year
Accepted 5 new Board of Directors and held a Board retreat in January, 2024 to build relationships and team dynamics	Finalized and adopted new GSHS bylaws and governing policy documents COMPLETED	Continue with annual board retreats to reinvigorate board engagement and spur new recruitment	Seek advice in non-profit leadership and best practices

Remainder in Progress

Established standing committee structure to support implementation of strategic plan	Develop and prioritize ideal staffing arrangement, and associated budget. Evaluate gaps between the ideal staffing structure and existing staff structure, and associated funding gaps	Create a plan, including increased funding mechanisms to move from existing staff levels to ideal arrangement	Move to ideal staffing structure
Completed a position description for the ED	Establish a process and timeline for future ED recruitment/selection	Transitioned to new ED	
	Review current volunteer efforts to identify areas for improvement	Establish system for volunteer management, and improved communication	Expand volunteer support based on defined needs and untapped demographics
5. MARKETING/FUNDRAISING: Promote and communicate the story to increase organization fundraising.			
Objective: Achieve firm financial footing. Increase visibility and outreach to achieve greater fundraising success.			
Responsible Party: Staff and Fundraising / Marketing Committee			
Completed	1 year	3 year	5 year
	Hire marketing consultant to help develop strategy for increased communication with local community and donor base.	Hire marketing staff person based on input from marketing consultant	Scale up or scale down organization depending on success of fundraising efforts.
	Develop a strategy for improved communication with the City, including Historic Preservation Commission	Implement pro-active promotion plan growing external communication	
	Develop grant template	Apply for applicable grants	
	Identify and carry out 3 signature fundraising efforts. Develop sponsor structure per event.	Grow signature events through direct participation, and sponsorship donations. Aiming for net program revenue made up of 30% ticket sales, and 70% sponsorship donations.	
	Investigate feasibility of public funding including such as a local a mill levy.	Identify if mill levy funding is possible.	
	Secure City funding for annual budget. Commitment of 50% City / 50% GSHS Fundraising		

	Develop expanded fundraising programs (e.g., partnerships with local hotels, estate planning, Colorado Gives Day, and Director giving targets)	Expand successful programs.	
	Develop effective website that is useful to community with regular updates.		
6. PROGRAM DEVELOPMENT: Expand the reach of the organization to fulfill mission.			
Objective: Grow the offerings			
Responsible Party: Programming Committee			
Completed	1 year	3 year	5 year
	Identify three goal projects, and develop business plans to execute said projects.	Build on successful programs and expand to six ongoing mission related programs.	
		Expand outreach/participation within local community.	Engage with History Colorado's network of community focused historical societies.

In Progress

CONCLUSION AND NEXT STEPS:

The GSHS 2024 strategic plan is an important milestone in the evolution of the organization: establishing priorities for future consideration and creating synergy around shared goals for staff, the GSHS Board, the City, and the larger community. While priorities and objectives may shift in response to real time opportunities, the plan provides a road map for check-ins and accountability, with built-in flexibility. This is an exciting time for the GSHS as it prepares for the future, dedicated to meeting the changing needs of the community while remaining true to its mission of collecting, preserving, and telling the story of Glenwood Springs.



1920 photo of Hanging Lake by John Shutte

Article I: Name

- A. The name of the organization shall be the Glenwood Springs Historical Society, Inc. (GSHS)

Article II: Mission

- A. The GSHS collects and preserves artifacts and information relating to the history of Garfield County, Colorado and vicinity.
- B. It makes these materials available to the public for research and interprets them through temporary and permanent exhibits, publications, and educational programs as a living legacy of our local life.
- C. The GSHS cooperates with individuals, organizations, and the City of Glenwood Springs to accomplish these goals.

Article III: Office

- A. The office of the organization is 1001 Colorado Avenue, Glenwood Springs, Colorado

Article IV: Board of Directors

- A. The Board of Directors shall have the power to oversee all the affairs of the organization.
- B. Directors are responsible for setting policy and hiring an Executive Director (ED).
- C. Directors shall financially support the organization annually by soliciting donations and through direct giving.
- D. Directors must regularly participate in GSHS functions and events.
- E. Each Director must actively participate in a Standing Committee. Committee assignments will be designated either when a Director joins the board or at the January Board of Directors meeting.
- F. Directors shall be covered under the GSHS Directors and Officers Liability Insurance policy.
- G. Board of Directors must pass a budget for the upcoming year at each regularly scheduled November meeting.
- H. The Board of Directors shall consist of a minimum of three members, up to nine.
- I. No person paid by GSHS shall be permitted to serve as a Director.
- J. The term of office for a Director shall be three years. A Director term begins on the month of the Director's approval at a regular Board meeting.
- K. A Director may serve two (2) consecutive terms. Following two consecutive terms, a Director may re-join the Board after a one-year hiatus from date of exit.

- L. A Director may resign upon giving written notice to the Board President or the Board Secretary.
- M. A Director may be asked to resign or be removed by the Governance Committee for missing three consecutive regularly scheduled Board or Standing Committee meetings without having given proper notice to the President or respective Standing Committee Chair. Directors may also be removed, with a majority Director vote, for failure to fulfill other duties as described in the Bylaws.
- N. Executive Committee Directors will meet with the ED for an annual performance review in January of each year.
- O. In the event of the resignation, incapacity, or removal of any Director, the vacancy shall be filled as soon as possible at a regularly scheduled meeting.
- P. Nominations for new Directors shall be discussed at regular Board meetings. Once a potential Director is nominated, a Board member will meet with the nominee (along with the ED if desired) and determine whether to formally recommend the nominee for Board membership at the next BOD meeting.
- Q. Board Directors need not be a full-time resident of Glenwood Springs, Garfield County, or the State of Colorado. However, Directors must attend a minimum of 10 out of 12 board meetings per calendar year.
- R. Board of Director Meetings
 - 1. Meetings shall be held monthly at a location, date and time specified by Directors.
 - 2. A quorum, defined as a majority of active Directors, is required to conduct business requiring a vote.
 - 3. Voting by written proxy will be allowed, including email. A Director may submit no more than one proxy in addition to his or her own.
 - 4. Directors may attend meetings by electronic means and are responsible for making arrangements in advance to make it so.
 - 5. Meeting notice and agenda shall be delivered by email to Directors by the Board President at least one week in advance.
 - 6. Special board decisions that are required between meetings of the Board may be made by the Executive Committee. Notice of said electronic vote shall be recorded in the following month's meeting minutes.

Article V: Officers

- A. The Officers of the Board of Directors shall be elected for the following calendar year during the regularly scheduled November meeting and shall comprise of President, Vice President, Secretary, and Treasurer.
- B. Responsibilities and duties of each officer position shall be set by the Governance Committee in an adopted policy. Such policy shall be reviewed annually.

Article VI: Committees

No Committee may obligate the organization in a contract, agreement or expend funds without approval by the Board of Directors at a regularly held Board Meeting or a special meeting of the Executive Committee. Committee members shall be comprised of at least one Board of Director. Community member volunteers may also be

members of Committees. Specific description and duties of each Committee are described in the Committee Policy.

No less than one week prior to each regular Board Meeting, each Committee Chair shall submit a brief, one or two sentence summary of said committee's activity during the previous month. The Board President shall be responsible for collecting the Committee summaries. These summaries will be included in the Committee section of the meeting agenda.

Article VII: Amendment to Bylaws

- A. Amendments to the Bylaws may be executed by active Board of Directors by two-thirds affirmative vote as follows:
 - 1. Director or the Governance Committee shall make proposal of bylaw changes at a regularly scheduled Board of Directors meeting at which a quorum is present.
 - 2. Directors who are not present at said meeting shall be emailed or mailed a physical copy of the proposed amendment with return receipt.
 - 3. Board of Directors shall vote on the proposed amendment(s) at the following regular meeting, but no less than 30 days from date first introduced.

Article VIII: Executive Session

Executive sessions are intended to function as a mechanism for board independence and oversight where confidential discussion of important matters can take place.

- A. The Board of Directors or any committee of the board may hold an executive or closed-door session and may restrict attendance to board members and such other persons requested by the board during a regular or specially announced meeting, or a part thereof.
- B. The matters discussed at such executive session may include only matters pertaining to employees, managing agent's contract, or involving employment, promotion, discipline or dismissal of an officer, agent, or employee;
 - 1. Consultation with legal counsel concerning disputes that are the subject of pending or imminent court proceedings or matters that are privileged or confidential between attorney & client;
 - 2. Investigative proceedings concerning possible or actual criminal misconduct;
 - 3. Matters subject to specific constitutional, statutory or judicially imposed requirements protecting particular proceedings or matters from public disclosure;
 - 4. Any matter the disclosure of which would constitute an unwarranted invasion of individual privacy;
 - 5. Review of or discussion relating to any written or oral communication from legal counsel.
- C. Executive session minutes shall be limited to general topics and shall specifically exclude specific details.

Article IX: Organization Dissolution:

Dissolution of the corporation for any reason, shall be executed per terms of Articles of Incorporation on file with Colorado Secretary of State.

COLLECTIONS POLICY

The Glenwood Springs Historical Society and its Frontier Museum is dedicated to the acquisition, preservation, interpretation, and exhibition of information and materials primarily deriving from or relevant to the social history of Glenwood Springs and Garfield County. Museum collections are used for exhibition, research and other educational purposes for residents and tourists.

Accessions:

The Museum will only collect those objects such as archives, artifacts, library, and photos of the above nature that it is able to care for and use in a manner consistent with current museum professional standards.

Because the Museum periodically changes exhibits, no objects can be considered on/or for permanent exhibit. Accessioned objects may be used for exhibition, study, research, loan, or deaccession.

Donations to the Museum are tax deductible, but the Museum shall not appraise donations for tax purposes. Nor shall the Museum staff appraise items as a service to visitors. For the protection of the donor, it is recommended that appraisals be conducted by a disinterested third party before the item is conveyed to the Museum.

Deaccessions:

Objects which do not fall within the scope of this policy are liabilities and subject to removal from the collection. Possible examples are duplicate, irrelevant, or badly deteriorated items. Museum ownership of any item must be established before said item may be deaccessioned.

To improve existing collections, make the maximum best use of available space, and best serve the public interest, the Executive Director has the authority for approval.

Deaccessioned items may be removed to the expendable collections, traded to other institutions, or conveyed to other museums or educational institutions.

Loaned Items:

Loans may normally be made from the permanent collections only for specific and temporary purposes, and for a specified period. Incoming loans will normally be accepted only for specific and temporary purposes, and for a specified period. Long-term loans, except where the interests of the institution benefit, are to be discouraged. Persons or institutions loaning items to the Museum must declare in writing that they have full authority to make said loans.

The loan of museum objects from the permanent collection will be made only with proper security or insurance assurances as determined by the Director. The Museum should insure incoming loans unless it is otherwise specified in the loan agreement.

Outgoing loans may be made to organizations and individuals for public educational – not personal – purposes. Outgoing loans from the permanent collections may normally be made only for professional use to museums, institutions of higher education, or professionals in the appropriate field. Borrower must assume full monetary responsibility for any damage/loss to items.

Museum Staff shall maintain current records of donations (Accessions/Deed of Gift), deaccessioned, and loaned items.



FALL 2024 NEWSLETTER

GHOST WALK 2024 IS HERE!

The Fall season is upon us, which means our signature event – the **24th Annual Historic Ghost Walk** is just around the corner. History comes to life as local actors portray “ghosts” of real-life characters buried in Linwood Cemetery, including the infamous Doc Holliday and Kid Curry. This popular event highlights historical characters of Glenwood’s past - telling the stories of their lives and their impact on the community. The Ghost Walk occurs over three weekends in October, beginning on October 4th. Tickets sell out fast as over 750 members of the community walk the lantern-lit path to Linwood Cemetery. Guides will escort you as you walk gravestone to gravestone, hearing stories from Glenwood Springs’ past. As the October evenings set in, come prepared for cooler temperatures and wear appropriate shoes for a short hike to the cemetery. Don’t forget about the hot apple cider and homemade cookies waiting for you back at the bottom should you come back alive.

We couldn’t do this without our volunteer ghosts.
Thank you to our cast including:

Nick Daley as Kid Curry

Jacquie Tannenbaum as Louisa Schwartz

Will Holgate as Hervey Lyle

Jamie LaRue and **Brad Hancock** as Doc Holliday

Stephanie Deaton as Elmira Keir

Ainsley McClachrie as Amelia Williams

Chip Wells as Carloine Clark Barlow

Merrilee Hindman as Katie Bender

Ryan Sarno as Harry Landis

Paul Hamilton as Ed Hughes

Lindsey Hamilton as Ida Lee Alburn

Aubrey Parks as Ella Sellar

VOLUNTEER OPPORTUNITY:

We have a few openings for guides during the Ghost Walk! If you or someone you know have an interest in guiding, please call our office at 970-945-4448 or email us at History@Rof.Net

Original photo by Laura Speck

GLENWOOD VAUDEVILLE REVUE

GHOST WALK ON STAGE!

We are also very excited to announce that our 24th Ghost Walk will include a new event! We are partnering with the *Glenwood Vaudeville Revue* to have an evening with the Glenwood Ghosts on stage at the Vaudeville Theater (913 Grand Avenue). If you are unable to make the trek up to Linwood Cemetery, don't miss this one night only event taking place October 30th. It's sure to be a fun evening with the wonderful and talented group of the Glenwood Vaudeville Revue. We want to express our gratitude to John Goss and his cast at Glenwood Vaudeville Review for helping make this evening possible. We also would like to gratefully acknowledge our sponsors – **Alpine Bank, Bank of Colorado, Balcomb & Green, and Stifel Investments** for their sponsorship of the Ghost Walk.

TICKETS

Available on our website:

www.glenwoodhistory.com/ghost-walk

GOLD SPONSOR



Alpine Bank
Member FDIC

SILVER SPONSOR



Bank of Colorado
THERE'S ONLY ONE

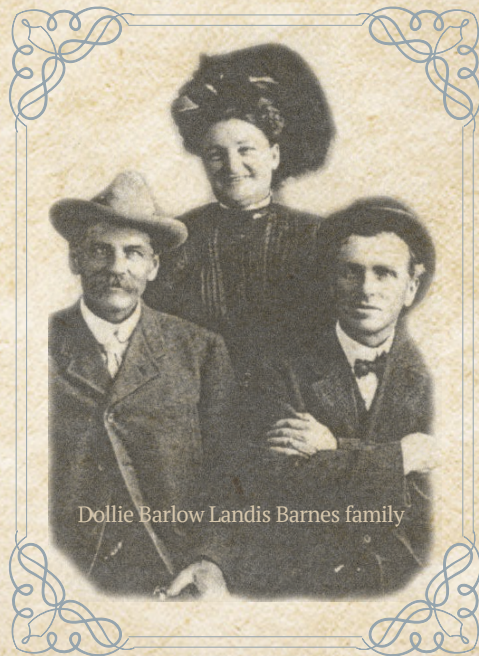
BRONZE SPONSORS



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Investment Services Since 1890



Dollie Barlow Landis Barnes family

Thank you for supporting us!

Board of Directors and
Ghost Walk Coordinator

Clara Miller



Original photos by Laura Speck

HAPPENINGS AT THE HISTORICAL SOCIETY:

WHAT WE'VE ACCOMPLISHED

- This was a big year for our organizational governance, particularly regarding organizing our finances and adopting new financial policies to promote stakeholder confidence and mission effectiveness.
- We are in the process of cataloging and digitizing our photo archives to make our collection available for access by the public via the internet.
- Peek into the Past Photo Series. Look for our historic photos printed weekly in the Glenwood Springs Post Independent and posted on our social media pages.

WHAT WE ARE WORKING ON

- We are very honored to have been entrusted with a wonderful collection of photos and historic items from the family of Carlton "Hub" Hubbard. We are in the process of archiving and organizing this wonderful treasure given to the society by Hub's family.



- We are developing a new website with renewed content, information on upcoming events and improved methods for donor-advised giving.

WATCH FOR OUR
WINTER
NEWSLETTER

WHAT WE ARE PLANNING

- Looking forward to 2025 our Board of Directors is planning to engage with our community with many new programs and events including a speakers series, traveling exhibits, oral histories and an auction event.
- New and interesting displays are being rotated throughout the Frontier Museum. Please stop by for a guided tour by one of our docents.



- Watch for our 2025 walking history guide – featuring a refreshed map of historically significant structures around town that seeks to inform visitors and the community about important events and people from Glenwood Springs past and present.
- As we close in on the 150th anniversary of our Colorado statehood in 2026, we are excited to plan new events and exhibits to celebrate our wonderful state. Please watch for more updates as this major milestone approaches.

Our donors and volunteers help us continue to tell the stories of how Glenwood Springs became a sought-out destination for families and famous alike. We are very grateful for the contributions – monetary, volunteer time and museum collection donors for helping to preserve our unique town.



From the director
Bill Kight



W I N T E R 2 0 2 4 N E W S L E T T E R

MEET OUR NEW BOARD PRESIDENT AND DIRECTORS

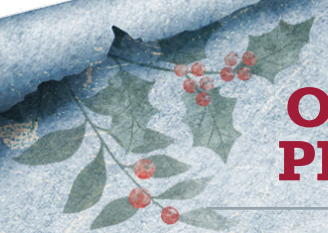
It has been a year of big change for our Board of Directors. Since summer of 2023, we welcomed five new members to our board. We welcome their new ideas, new energy and new perspectives. Joining our long-time board members Rob Anderson, Nick Daley and Lisa Passmore are new members Tyler Benton, Diane Delaney, Kevin Gibson, Brenda Grumley and Jamie LaRue.



We are also very excited to announce that Jamie LaRue will serve as the new president of our board of directors for the coming year. Jamie is the executive director of the Garfield County Public Library District. He's been a frequent speaker on leadership, organizational development, censorship and the future of libraries. Jamie has been instrumental in guiding our efforts to catalogue and organize our museum collection.

Recognizing the alignment of missions of the Library District and local historical societies, Jamie created a pilot program - placing an archivist intern, Ari Beachey, with Glenwood Historical Society to create a system to digitize, catalogue and organize the museum collection. This experimental program has been hugely successful in advancing the organization of our museum collection, as well as providing access to digitized content such as historical new papers to a larger library archives. Ari is a student at Colorado Mountain College and benefits from on-the-job training through this unique partnership.

Our board of directors began the year with the creation of a new strategic plan which will guide our programs and efforts in the coming years. We developed financial policies and procedures, new bylaws, a collection policy for the museum, and succession planning for our board and leadership. We are very happy to report we have made great progress on all of these areas of focus.



OUR FINANCIAL PERFORMANCE:

Creating financial transparency and adopting new financial policies and procedures has been a major focus of our organization in the past year. Gaining the confidence of our community by adopting strong internal controls, clear policies that will guide the preparation of our financial statements, and consistent financial reporting procedures have been first and foremost on our list of organizational goals during the past year. As a not-for-profit that relies heavily on the contribution of volunteers who generously give us their valuable time, we have incorporated accounting for the great contribution of volunteers into our financial statements. The efforts of our volunteers represent one third of the year-to-date activity of our organization.

Revenue Summary: 1/1/2024 to 10/31/2024

Revenue Raised from GSHS Activities:	\$183,897	60.07%
Revenue Donated by the City of Glenwood Springs:	\$122,218	39.93%
Total Revenue from All Sources:	<u>\$306,115</u>	

Revenue by Kind:

Cash Revenue Generated:	\$201,708	65.89%
Revenue from In-Kind Contributions:	\$104,407	34.11%
Total Revenue from All Sources:	<u>\$306,115</u>	

Year to Date Volunteer Hours Logged:	<u>2,913 hrs</u>
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We continue to be grateful for the support of the citizens and the Glenwood Springs City Council for their generous support of our cause - promoting awareness and education of the history of the Glenwood Springs and larger Garfield County region. In our recently adopted Strategic Plan, we have challenged ourselves to generate as much revenue as we were receiving from the city. We are very pleased to be able to report that we have met that goal - creating 60.07% of our revenue through our own programs, contributions and in-kind donations of our hard-working volunteers. Please watch for our financial statements and annual IRS Form 990 to be posted on our new website as part of our commitment to transparency.

HISTORICAL SOCIETY GHOST WALK

We would like to extend a grateful thank you to our 2024 Historic Ghost Walk sponsors Alpine Bank, Bank of Colorado, Balcomb & Green, Stifel Investment Services AND to our critically important and talented volunteers who came together to help make this year's event a great success. The Historic Ghost Walk is a beloved tradition in our community and functions as our largest fundraiser of the year.



Cast of Glenwood Springs Historical Society's Ghost Walk Revue at Glenwood Vaudeville Revue Theater. From left, Aubrey Parks, Chip Wells, Jacquie Tannenbaum, Brad Hancock, Lindsey Hamilton, Nick Daley, Paul Hamilton. Photo by Kevin Gibson on October 30, 2024

The Historic Ghost Walk took place during the first three weekends in October. In total we welcomed nearly 570 patrons to Linwood Cemetery, up 20% from last year. In addition, we expanded from our traditional Linwood Cemetery venue to include a one-night-only Ghost Walk Revue thanks to our new partnership with John Goss at the Glenwood Vaudeville Revue. This sold-out performance allowed new and old fans to experience the magic regardless of physical fitness.

If your business is interested in learning more about becoming a sponsor for our 2025 Historic Ghost Walk, please contact us at museumoffice@rof.net.



FOLLOW US ON FACEBOOK:

 www.facebook.com/HistoryGlenwood

A NOTE FROM OUR EXECUTIVE DIRECTOR

Dear Friends of the Glenwood Springs Historical Society and Frontier Museum,

As we reflect on the past year, we express our deepest gratitude for your support in 2024. Your involvement has been invaluable, enabling us to continue to preserve the rich history of Glenwood Springs, then share it with our community and beyond.

Looking to the future, our Board of Directors is excited to introduce new programs and events, including a speaker series, traveling exhibits, oral histories and even an auction event. With your continued support, we will share the remarkable stories that have made Glenwood Springs a destination for visitors from all over the world.

Thank you for being a part of our journey. Your support in preserving and celebrating our heritage means everything to us.

Warmest regards,



From the director
Bill Kight

Scan this QR code to make
a donation now or visit
glenwoodhistory.com



WHAT'S COMING IN 2025

- **Shoshone Tour.** Join us for an in-person tour of the storied hydroelectric plant tucked in the Glenwood Canyon.
- **New Exhibits.** Come visit the Frontier Museum and Doc Collection.
- **Speaker Series.** January kicks off our new monthly programming.
- **Oral Histories.** Know someone who is a great storyteller and has a firsthand account about a local event or experience? Send them our way! We are developing an audio recording program to preserve these stories for future generations.
- **2025 Glenwood Springs Downtown Walking Tour Guidebook.** New and improved



9NEWS HEADLINES

TODAY
AM WIND, SUNNY

WARMING UP
60° ON FRIDAY?

DRY
INTO NEXT WEEK



WATCH NOW ON 9NEWS+



9NEWS at 7 a.m.

3 spots in Colorado for Halloween fun

Places to visit:

Hotel Colorado

Glenwood Springs Hot Springs

Glenwood Caverns Adventure Park

With Halloween around the corner, Estes Park, Glenwood Springs, and Manitou Springs may be a few locations you'll want to visit for your Halloween fix.

Author: 9news.com

Published: 9:20 PM MDT October 22, 2024

Updated: 9:20 PM MDT October 22, 2024

MEASURE 2A
From page **A5**

will also cover upgrades to sidewalks, bike lanes, and pedestrian infrastructure as part of a holistic approach.

Feedback from the community has been mixed, as the tight voting margin illustrates. Wussow noted that residents are divided, with about half pleased and half disappointed by the outcome.

“The vote probably reflects that about half the people are pleased and half are not,” she said. “It’s a close margin, and it shows how people feel about taxes.”

To ensure continued transparency, Wussow said that the city of Glenwood Springs plans to create an interactive website, similar to Colorado Springs’ 2C website, where residents can see how their tax dollars are being used.

Some residents have expressed concern about potential traffic disruptions during construction, a sentiment familiar to those who remember recent projects like the 27th Street Underpass. Wussow acknowledged these challenges but underscored the necessity of improvements.

“There’s always the possibility of disruptions, but without funding, we risk having streets that are hardly passable,” she said. According to Wussow, the funds will likely be used for residential streets and smaller thoroughfares to avoid major disruptions on primary routes.

Beyond roads and utilities, the new tax allows the city to install sidewalks, bike lanes, and other amenities that can make streets safer and more accessible for everyone. Glenwood’s bike advocacy groups pushed for this broader scope, advocating for a measure that goes beyond the basics to improve quality of life.

“This funding allows us to add bike lanes and pedestrian features when we do a street,” Wussow said. “We’re able to make these improvements right the first time, and that’s been a key concern for many residents.”

While the new tax is designed to last two decades, the measure includes a sunset clause, giving residents an opportunity to reassess its necessity. Wussow stressed that the sunset clause builds accountability and voter trust.

“It allows us to stop and ask, ‘Is this still working for our community?’” she said. “It’s a chance to pause and reflect.”

LETTERS
From page **A6**

From ‘We will not forget’ to ‘We have forgotten’

On this Veterans Day, as I think of my father who was stationed in England for most of World War 2 in the army air corps, I know how stunned he would be by the election of Donald Trump. Entire plane crews were lost routinely on bombing raids, these in battle to defeat the fascist regime of Germany. We have just elected a leader with the same beliefs in power, cruelty and national white purity as the then leader of Germany. I learned the facts and realities of this war both at home and in the classroom.

I wonder if the majority of the current electorate have had any history classes that made clear what WW2 and fascism was all about: the loss of life, how brutal and disruptive it was, the actual characteristics of fascism and how it was tolerated in Germany; the horror of extermination of children, women and men.

This Veteran’s Day is especially somber. “We will not Forget” has become “we have forgotten.”

Barb Coddington
Glenwood Springs

Thank-you from a veteran to Two Rivers Community School

To The Staff and Children of Two Rivers Community School. As a Veteran of our US Armed Forces I thank you for the invitation, delicious breakfast, choir production singing the songs of all the branches of the services and finally a wonderful and loving parade through the hallways of your beautiful school. Fortunately for me my Grandson attends this TRCS so he got to accompany me as I walked the hallways where so many of the students thanked me for my service.

TRCS is such a special place to educate our kids and all thanks to the amazing group of selfless staff and teachers. You need only visit this school to see the genuineness of everyone there dedicated to our kids. In these times of uncertainty it’s refreshing to witness a place where kids are cared for and are receiving a fantastic education. Thank you Teachers and Staff of Two Rivers Community School for all you do to help raise and nurture our future leaders.

Michael Bodrogi
Carbondale

Historical Society Ghost Walk

Twenty-four-year tradition builds steam in 2024



Above: Cast of Glenwood Springs Historical Society’s Ghost Walk Revue at Glenwood Vaudeville Revue Theater. From left, Aubrey Parks, Chip Wells, Jacquie Tannenbaum, Brad Hancock, Lindsey Hamilton, Nick Daley, Paul Hamilton. Photo by Kevin Gibson on October 30, 2024

The Glenwood Springs Historical Society Board of Directors would like to extend a grateful thank you to our 2024 Historic Ghost Walk sponsors Alpine Bank, Bank of Colorado, Balcomb & Green, Stifel Investments AND to our critically important and talented volunteers who came together to help make this year’s event a great success. The Historic Ghost Walk is a beloved tradition in our community and functions as Glenwood Springs Historical Society’s largest fundraiser of the year.

The Historic Ghost Walk took place during the first three weekends in October and featured five tours per night (up from four per night in previous years). In total we welcomed nearly 570 patrons to Linwood Cemetery, up 20% from the prior year. Volunteers donned period costumes, guided patrons grave to grave by lantern light and then at the end of their journey offered homemade treats and hot apple cider courtesy of Roaring Fork Spice Co. It’s through the thoughtful care which each of our volunteers has put into their portrayal, and the behind-the-scenes logistic planning, that makes the experience come to life.

The event provides an opportunity for both locals and tourists to connect with residents of Glenwood’s past and learn about the people who helped form Glenwood into the community we all love.

The Historic Ghost Walk was expanded from our traditional Linwood Cemetery venue to include a one-night-only Ghost Walk Revue held on October 30 thanks to our new partnership with John Goss at the Glenwood Vaudeville Revue. This sold-out performance directed by Aristotle Beachey and stage managed by Jet Ryan allowed new and old fans to experience the magic regardless of physical fitness.

Volunteers are the heart of the Historic Ghost Walk requiring help from over 40 individuals. This treasured event is a favorite of so many each October and would not be possible without dedicated staff, committed volunteers and local business sponsors who make the event a success. Special thanks to Clara Miller and Carla Malmquist who provided much of the organizational support.

This year featured the following apparitions: Chip Wells as Caroline Clark Barlow, Jacquie Tannenbaum as Louisa Schwartz, Jamie LaRue and Brad Hancock as John Henry “Doc” Holliday, Lindsey Hamilton as Ida Lee Alburn, Merrilee Hindman as Katie Bender, Nick Daley as Harvey “Kid Curry” Logan, Paul Hamilton as Ed Hughes, Ryan Sarno as Harry Landis, Stephanie Deaton as Elmira Keir, Aubrey Parks as Ella Sellar, and Bill Kight as Jasper Ward.

Glenwood Springs Historical Society Board of Directors: Robert Anderson, Jamie LaRue, Lisa Passmore, Kevin Gibson, Nick Daley, Diane Delaney, Brenda Grumley and Tyler Benton.

Look out for another appearance of Louisa Schwartz during the Historical Society’s “Christmas Through the Years: Glenwood Edition” event at the Hotel Colorado Lighting Ceremony on Friday, November 29.

If you have a passion for our community and would like to learn more about this or other volunteer opportunities with Glenwood Springs Historical Society, please contact museumoffice@rof.net.



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The ghost of Elmira tells her story...from outside the cemetery

News [FOLLOW NEWS](#) | Oct 20, 2024

Katherine Tomanek [FOLLOW](#)
ktomanek@postindependent.com



Stephanie Deaton, who plays Elmira on the Glenwood Springs Historical Society's Ghost Walk, sits outside the Frontier Museum in Glenwood Springs on Monday afternoon.
Katherine Tomanek/Post Independent

It's pretty fun being Glenwood Springs' Lady of the Night, even if it means spending a lot of time in Linwood Cemetery.

Stephanie Deaton currently plays Elmira, the Lady of the Night in the Glenwood Springs Historical Society's annual fundraiser, the Ghost Walk. This is her second year doing it and so far, she said she's enjoying it.

"I have a friend who's involved in the Historical Society, and we were at this play at CMC (Colorado Mountain College)," Deaton said. "And she asked if I wanted to be in the ghost tour."

The Ghost Walk features a number of notable people, like Doc Holliday and Louis Schwarz that reside in Linwood Cemetery.

Elmira, in particular, represents all the mothers and prostitutes and destitutes that are buried in Potter's Field within the cemetery, where the people who couldn't afford a headstone or a casket are laid to rest.

Even with her passion for theater, she's a shy person, Deaton said.

"It's technical theater," Deaton said. "I do lighting and rigging and set design, stuff like that. I've never done acting before and I've always wanted to."

Deaton has a degree in fine arts and used to be an art teacher, teaching technical theater in several schools in Arkansas and Indiana, mainly teaching middle school. She was also a set artist for a children's theater.

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in Carbondale with her dog and works for the U.S. Forest Service as a recreation director.

"I love nature and the outdoors," Deaton said. "This (the Ghost Walk) feeds this art thing in me that I absolutely need."

When Deaton got out of college, she looked into doing something for the Forest Service then, but it didn't work out, so she became a teacher. After about a decade of loving teaching, she pivoted back to trying to follow her dreams.

"It's a calming and wonderful environment, I like working for them a lot," Deaton said. "I work in recreation, so I basically get to play for a living. What everyone does on their days off, I get paid for that."

Deaton said Elmira is the perfect role for her, to be dressed in a long dark cloak at night in the cemetery, waiting for tours to come by so she can play her role.

"It's definitely out of character for me to dress a little risque in daily life," she said. "Sometimes it's a little strange, out there in the cemetery, in the night, at dark, dressed as a prostitute, alone, waiting on the next ghost tour, and I think, 'huh, this might be strange if someone didn't know what was going on.'"

Deaton doesn't get scared being in the cemetery alone at night.

"I'm the last one on the tour, so I'm way far out there," she said. "You can hear the football games going on, then after a certain time, it gets really quiet up there and it's peaceful and nice. You can see the stars and lights from town."

Deaton said that last year she was hanging out, waiting for the last tour to come around and a fox came and sat next to her for a few minutes and she enjoyed its company.

"In between tours sometimes, I'll put my cloak on and walk around," she said. "I picked up a stick with the back of my cloak, I was like, 'Ah! What's following me?' but it was just a stick."

While Deaton could let her mind run when she's up there alone and scare herself, she said she's too busy memorizing her lines.

"I have a horrible memory," she said. "Last year, I was so on top of it. I would walk the dog and run my lines, brush my teeth and run my lines."

This year, Deaton said that she wasn't worried about her lines because they were the same as last year.

"The first night of performances, I thought, whoa, I need to do more memorization, but this past weekend, I was on fire," Deaton said.

Deaton is stationed at the monument to the people buried in Potter's Field and tries to convey to the tours that even though it looks rough, it's still a sacred place.

"The people here just didn't have a lot of money," she said. "That's what I try to drive home. A lot of graves are unmarked up there just from time passing, and when I'm walking around, I hope I'm not walking on anyone."

All the rest of the Ghost Walks are sold out for this weekend.

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Haunting history at the Vaudeville Revue

AdProof [FOLLOW ADPROOF](#) | Oct 24, 2024

PI Staff Report [FOLLOW](#)



Glenwood's Vaudeville Revue.

A special event is happening at the Glenwood Springs Vaudeville Revue from their collaboration with the Glenwood Springs Historical Society: The Ghost Walk is coming to the Vaudeville for one night only.

The ghosts who are usually up in Linwood Cemetery, up Doc Holliday's trail, are coming down to inhabit the Vaudeville on Oct. 30, where guests can enjoy food and drink while listening to the ghostly tales of Doc Holliday, Elmira Kier and Kid Curry.

This is a chance to connect with Glenwood Springs' rich history of how it was built by families, business people and those from the red light district.

The show starts at 7 p.m. on Wednesday, Oct. 30. Tickets are \$25, food and drink are separately charged per person. All ticket sales are final, as this is the Historical Society's largest fundraiser of the year.

Get tickets at <http://www.gvrshow.com/special-events.html>

If you go...

What: Historical Society Ghost Walk

Where: Glenwood Vaudeville Revue at 915 Grand Ave. in Glenwood Springs.

When: 7p.m. Oct. 30

Cost: \$25 tickets, food and drink extra

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2025 Annual Budget

	BUDGET
	1/1/2025-12/31/2025
REVENUE	
4000 Contributed Income - Cash	153,000.00
4070 In Kind Donations - Non-Cash	115,000.00
Total 4020 Donations	\$ 268,000.00
4025 Estate Bequests	0.00
Total Contributed Income	\$ 268,000.00
 4105 Doc's Museum	
4110 Doc's Museum - Program Income	15,000.00
4130 Sales of Product	1,200.00
4171 Doc's Museum - Program Expenses	-2,400.00
Total 4105 Doc's Museum	\$ 13,800.00
 4180 Speaking Engagements	1,200.00
 4205 Frontier Museum	
4210 Admissions	12,000.00
4240 Sale of Excess Property	2,500.00
4250 Sales of Product	3,500.00
4270 Cost of Goods Sold	-2,800.00
Total 4205 Frontier Museum	\$ 15,200.00
 4310 Ghost Walk	
4320 Ghost Walk - Program Income	27,000.00
4370 Ghost Walk - Program Expenses	-9,000.00
Total 4310 Ghost Walk	\$ 18,000.00
 4410 Strawberry Days Parking Fundraiser	
4420 Strawberry Days - Program Income	8,500.00
4470 Strawberry Days - Program Expenses	-200.00
Total 4410 Strawberry Days Parking Fundraiser	\$ 8,300.00
 9995 Advertising	2,000.00
 TOTAL REVENUE	\$ 326,500.00

EXPENDITURES

5200 Cost of Labor

5205 Taxable Employee Wages	
5210 Payroll Wages	90,000.00
5215 Payroll Phone Allowance	1,200.00
5220 Payroll Taxes	7,200.00
5230 Contract Labor (Archivist)	20,000.00
5240 In Kind Donated Labor	110,000.00
Total 5200 Cost of Labor	<u>\$ 228,400.00</u>

5400 General & Administrative Expenses

5410 Advertising	240.00
5150 Bank and CC Fees	1,200.00
5420 Building Expenses	
5424 Outdoor Maintenance	3,000.00
5426 Repairs & Maintenance	19,000.00
5427 Security	1,600.00
5428 Utilities	8,000.00
5450 Dues, Subscriptions, Licenses	2,600.00
5460 Insurance	7,000.00
5470 Office Equipment	3,000.00
5475 Office Supplies	1,600.00
5480 Postage & Delivery	2,400.00
5490 Printing & Reproduction	1,600.00
5500 Professional Fees	15,000.00
5510 Software & Internet	7,500.00
Total 5400 General & Administrative Expenses	<u>\$ 72,540.00</u>

5100 Archival & Library Costs	5,000.00
5455 Displays New Equipment & Mobile Exhibits	12,000.00

TOTAL EXPENDITURES	<u>\$ 319,140.00</u>
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NET BUDGETED REVENUE	<u><u>\$ 7,360.00</u></u>
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Adopted by Board Resolution - 10/15/2024



City Council
STAFF REPORT
City of Glenwood Springs
November 21, 2024

Agenda Item: Downtown Development Authority Joint Work Session

Action Requested: NA

Department: City Administration

Presented By: Steve Boyd

Strategic Goals: Generate Sustainable Economic Development

Background Info: DDA will present on their current strategic plan and the 2024 Work Plan.

Issues: N/A

Fiscal Impact: N/A

Legal Review: N/A

Staff Recommendation: N/A

Glenwood Springs DDA Strategic Plan 2024 - 2028 *updated April 2024*

Mission and Values	Vision & Desired Outcomes	Goals/Objectives	Priority Projects
MISSION To create vitality for the downtown; strengthening downtown as the retail, entertainment, office, government & tourist; ensuring access for all. VALUES Focus on the Local Collaboration Access & Equity You Are Here The Third Place 	Economic Vitality Use creativity, economic diversification and a local emphasis to ensure economic prosperity and opportunity for a diversity of businesses and ventures.	Goal 1: Activate & Revitalize North Glenwood	Now ☐ 6th Street Phase 1 ☐ North Landing ☐ Market on 7th ☐ Enhancement Projects (2 per year goal) ☐ Cooper Streetscape ☐ Facade Grant Program ☐ Alley Lighting Program ☐ Alley Blocks 44 & 45 ☐ Two Rivers Lighting
	Placemaking Emphasize the authentic small town character, tone, art and history of Glenwood Springs.	Goal 2: Create Active Alley Connections Goal 3: Revitalize Cooper	Next ☐ Expanded Downtown Event Production ☐ Commercial Building Retrofit Grant Program ☐ Support Downtown Shuttle ☐ Waste Consolidation on TreadZ Block ☐ 7th Street Parking Lot
	Communications Clear communication conveys the character, history and sense of place downtown. Leadership & Activation Advocate for downtown perspectives and serve as a resource for partners hoping to engage in downtown.	Goal 4: Increase Economic Vitality through Activation, Promotion & Communication Goal 5: Promote Facade Improvements Goal 6: Improve Traffic & Parking Management	
	Connectivity & Mobility Create a downtown that is bicycle and pedestrian friendly encouraging movement, connectivity and vitality.	Goal 7: Connect to Two Rivers	Future ☐ Temporary Confluence Area Improvements ☐ Organize Truck Deliveries ☐ Phase 2 6th Street

Glenwood Springs Downtown Development Authority Plan of Work

Strategic Plan Goal 1: Activate & Revitalize North Glenwood						
Project		Tasks/Activities	Timeline	Partner(s)	Target/Measure	Resources
1	Celebrate 6th! Pop Up Event	Assemble Partnership Team	Completed - 6/24	City, Chamber, Arts & Culture, Parks & Rec, Property/Biz Owners	Team of 8 Champions	
		Draft Event/Street Plan	Completed - 6/24	See above		
		Secure Permits, Vendors, Supplies	Completed - 6/24	See above		
		Build & Execute Event	Completed - 6/20/24	See Above		\$5k (2024 Budget), Partners
2	Phase 1 6th Street Implementation	Complete Construction Documents for Bid	COMPLETE	City	Shovel Ready Project	\$292k (\$175k 2022 Budget, \$117k Reserve) + \$50k contingency
		Phase 1 Construction	2024/2025	City	Project Build Out	\$2.59M (DDA); \$1.17M (CDOT); \$2M (City)
3	North Landing Implementation	Final Design Complete	COMPLETE	City/DHM	BID Set	\$90k (2022 Budget)
		Construction	2025	City	Project Build Out	\$679k (DDA), \$600k (City)

Glenwood Springs Downtown Development Authority Plan of Work

Strategic Plan Goal 2: Create Active Alley Connections						
Project		Tasks/Activities	Timeline	Partner(s)	Target/Measure	Resources
1	Cooper Alley Upgrades	Complete Construction Documents	Q4/2023	Boundaries Unlimited		\$25k (2023 Budget)
		Create Funding Plan & Apply for Grants for Construction	2023	City, AARP, NAR, FMLD, CDOT, DOLA		DOLA EIAF Grant, City, DDA
		Alley Build Out	Block 45: 2024 Block 44: 2025	City, DOLA		\$1.46M (DDA); \$353k (DOLA); \$353k (City)
2	Waste Consolidation	Implement 1 Waste Consolidation/year	2026	City		\$100k/year
3	Alley Lighting Program	Reassess Targeted Buildings for Lighting	Q4/2024			
		Outreach for Alley Lighting Program	ongoing	City, Chamber		
		Purchase lights as needed	ongoing		4 Additional Lights	Annual Grant Fund (\$150k total/year)

Glenwood Springs Downtown Development Authority Plan of Work

Strategic Plan Goal 3: Revitalize Cooper						
Project		Tasks/Activities	Timeline	Partner(s)	Target/Measure	Resources
1	700 Block Streetscape Improvement	Execute Streetscape Design Plan Process	Complete	City, Chamber		\$30k (2023 Budget)
		Construction Documents	2024	City, Boundaries	BID Documents Complete - October 2024	\$199k (2024 Budget)
		Create Funding Plan & Apply for Grants for Construction	2025	City, AARP, NAR, FMLD, CDOT, DOLA		
		Implementation	TBD			TBD
2	Love Cooper! Pop Up Event	Assemble Pop Up Demonstration Team	Q2/25	City, Chamber, Arts & Culture, Parks & Rec	Team of 8 Champions	
		Draft Event/Street Plan	Q2/25	See above		
		Secure Permits, Vendors, Supplies	Q3/25	See above, NAR		
		Build & Execute Event	Q3/25			TBD

Glenwood Springs Downtown Development Authority Plan of Work

Strategic Plan Goal 4: Increase Economic Vitality through Activation, Promotion & Communication						
Project		Tasks/Activities	Timeline	Partner(s)	Target/Measure	Resources
1	Market on 7th	Recruit vendors, hire a market manager, purchase advertising, Book music, etc.	Q1/Q2 2024	City	Minimum 20 Vendors, contract w market mgr	\$10k First Bank Sponsorship; \$5k Market Fees, \$9k FAB Grant; \$1750 Misc. Sponsorships
		Execute Market	June - Sept 2024		12 Markets	
2	6th Street Kick-Off Party	Organize & execute	June 2024	City, Chamber	Complete	\$5k (2024 Budget)
3	Glenwood Oktoberfest		Q3/2025			TBD
4	Grand Holiday Chriskindl Market		Q4/2025			TBD
5	Invest in 2 enhancement projects per year	Butterfly Wings & Signs Refresh	Q4/2024	City; Chrissy Lee-Manes		\$5,000
		Banners Refresh	Q4/2024		New Banners	\$10k (2024 Budget)
6	Entertainment Grant Program	Up to \$1k per business	2024	Bob Campbell	6 month pilot	Up to \$25k

2024 Budget Resources:

\$10,000 in Professional Services

\$65,000 in Economic Development

Glenwood Springs Downtown Development Authority Plan of Work

Strategic Plan Goal 5: Promote Facade Improvements						
Project		Tasks/Activities	Timeline	Partner(s)	Target/Measure	Resources
1	Annual Program Assessment	Review program performance and potential improvements	January 2025 Board Meeting			
2	Provide Grants	Review applications as received	ongoing			Up to \$150,000/year (2024 Budget & Beyond)
3	Plaques for Grant Recipients	Complete Design	Q4/24	City		\$750 (2024 Budget)
		Issue & Mount Plaques	ongoing	City	3/year	\$2k (2024 Budget)

Glenwood Springs Downtown Development Authority Plan of Work

Strategic Plan Goal 6: Improve Traffic & Parking Management						
Project		Tasks/Activities	Timeline	Partner(s)	Target/Measure	Resources
1	Support existing parking enforcement	Support investments in necessary infrastructure for increased enforcement	TBD	City		TBD
		Partner w City to add signage if needed	2025	City		TBD
2	Invest in additional parking structures	Facilitate civic & stakeholder engagement around prioritized locations parking structures		City, Visit Glenwood, Chamber		
		Utilize TIF to broker partnership for construction	TBD	City		

Glenwood Springs Downtown Development Authority Plan of Work

Strategic Plan Goal 7: Connect to Two Rivers Park						
Project		Tasks/Activities	Timeline	Partner(s)	Target/Measure	Resources
1	Understand Park Improvement Needs	Meet with Parks and Recreation Staff	Q3/2023 - COMPLETE	City	Projects Identified	ED Time
2	Assess multimodal connections & signage	Meet with Engineering Staff	Q3/2023 - COMPLETE	City	Projects Identified	ED Time
3	Improved Pedestrian Lighting - Funeral Home to 6th Street Connection	Install handrail lights on pedestrian bridge	2024 - COMPLETE	City - Parks & Rec	Lighting Installed	\$44,000 (2024 Budget)



City Council
STAFF REPORT
City of Glenwood Springs
November 21, 2024

Agenda Item:	Ordinance 2024-24; Prohibit Disposal of Yard Waste in the Community Landfill. Second Reading
Action Requested:	Consider banning yard waste from landfill disposal at the South Canyon Landfill.
Department:	Public Works
Presented By:	Elizabeth Mauro, Matthew Langhorst
Strategic Goals:	Protect and Preserve our Quality of Life
Background Info:	The July 2024 waste composition study showed that about 7% of waste being land filled at the South Canyon Landfill is yard waste which could be composted if it was disposed of into the composting area at the landfill instead of the solid waste face of the landfill. Composting this material is the best way to dispose of it so that it can be recycled into a useful soil amendment. Eighteen states have either a statewide yard waste landfill ban or an organics landfill ban. Colorado has considered this policy for the whole state, but has not done it yet because there are some rural communities that do not have access to a composting site. Our community is fortunate to have had a composting site available for over 30 years.
Issues:	None at this time.
Fiscal Impact:	The tipping fee to compost yard waste is lower than the tipping fee for solid waste, so if all yard waste is composted rather than land filled the city may see a loss of up to \$150,000 in tipping fees. However, the city would be able to produce up to 3,000 additional tons of topsoil with these materials which could be sold, increasing revenues by \$165,000 which would offset the reduction in tipping fees collected. In the long term, any type of diversion that saves space in the landfill by recycling materials instead of burying them will save money by making the existing space last longer and push costly expansion further into the future.
Legal Review:	Legal has reviewed the ordinance language.
Staff Recommendation:	Staff recommends that yard waste is banned from landfill disposal.



Yard Waste Landfill Ban

Goal: to divert yard waste away from landfilling and into the composting system

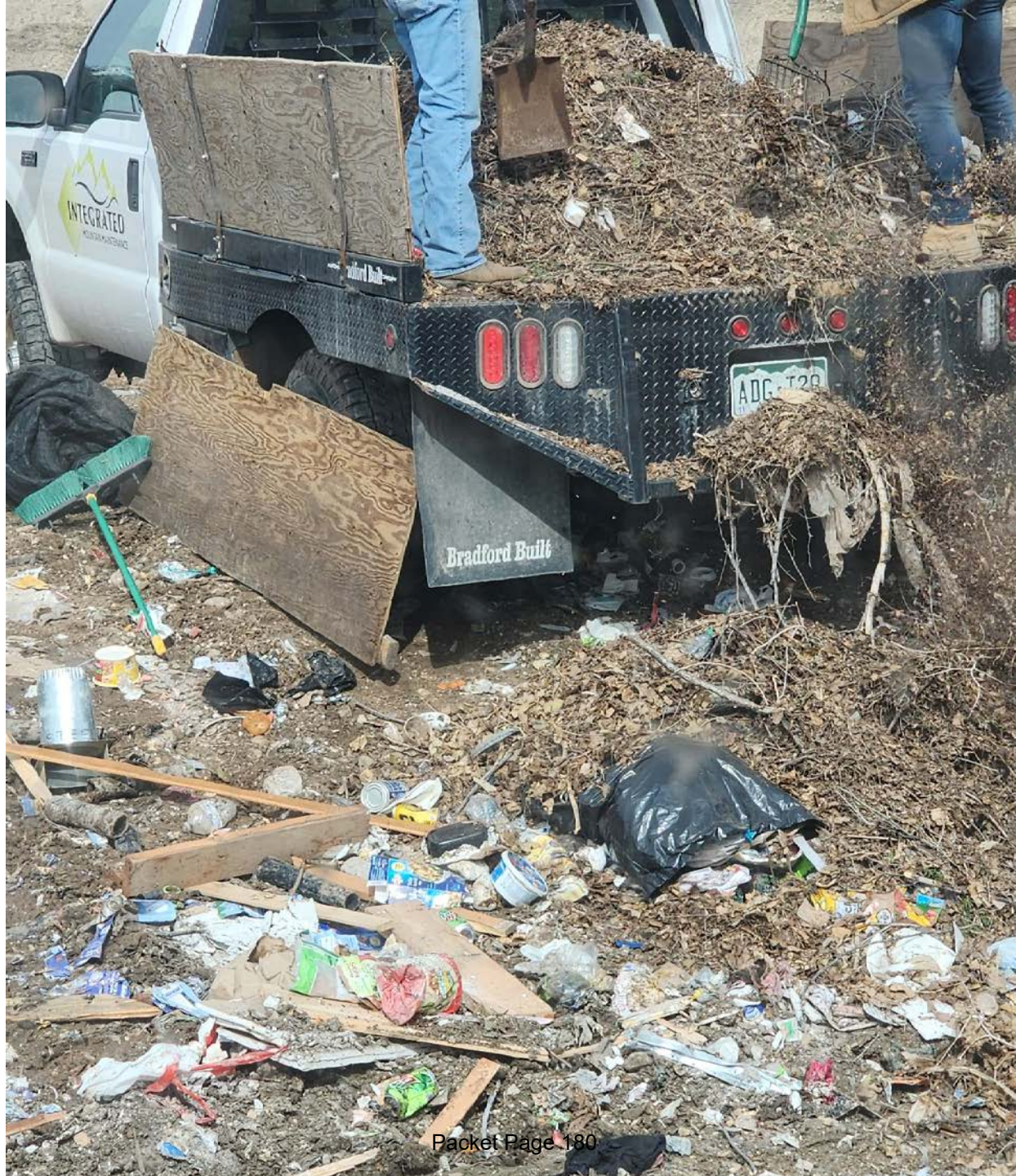
What is a landfill ban?

A landfill ban is used to ban a specific material from landfill disposal when it is determined that landfilling is not the best disposal method for that material.

A Landfill ban can be enacted at the state level, county level, or by an individual landfill owner. As a landfill owner, Glenwood Springs may enact landfill bans on materials at the South Canyon Landfill.

For example, the State of Colorado banned electronics from landfill disposal state-wide in 2013 because they contain materials that are valuable for recycling and can be hazardous to groundwater if landfilled.









Potential Materials to Ban from Landfilling at South Canyon

- **Yard Waste**

- Recycled on site into compost, capacity is available
- 7% of landfilled waste or 2,500 tons each year could be diverted by ban

- **Metal**

- Well established recycling infrastructure and markets
- 5% of landfilled waste or 1,785 tons each year could be diverted by ban

- **Cardboard**

- Less established recycling infrastructure, susceptible to instability in materials markets and high transport costs
- 8.2% of landfilled waste or 2,928 tons each year could be diverted by ban

- **Food Waste**

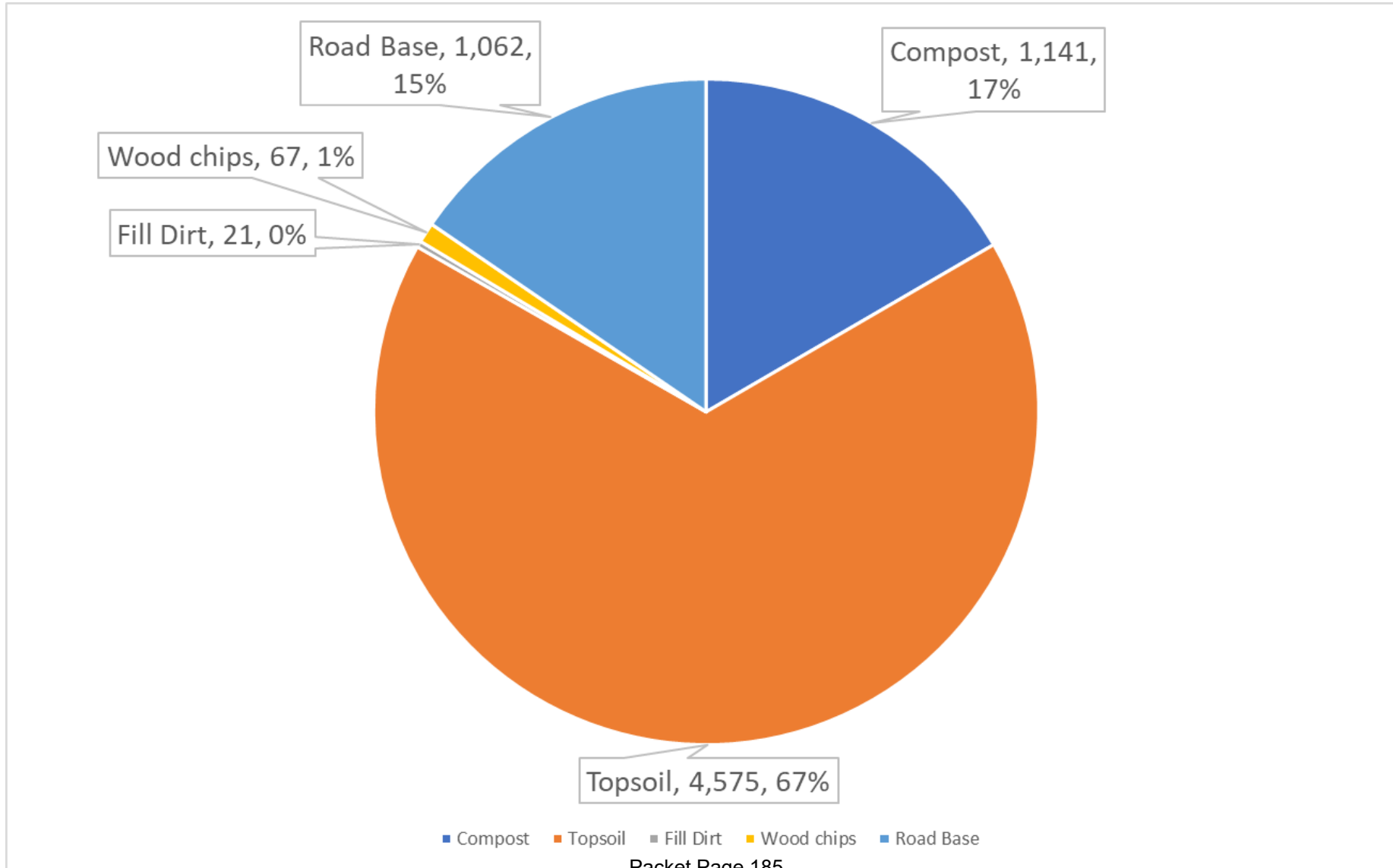
- Collection infrastructure exists but is not well established in our region
- 16% of landfilled waste or 5,713 tons each year could be diverted by ban

Things to think about:

- Does the infrastructure exist to handle recycling all of what's diverted?
- Is the collection method already established?
- How can we increase and support that recycling infrastructure?
- How strong is the end market?



2023 Product Sold (tons)



Discussion, Questions



ORDINANCE NO. 24

Series of 2024

AN ORDINANCE OF THE CITY OF GLENWOOD SPRINGS AMENDING SECTION 100.010.020 OF THE GLENWOOD SPRINGS MUNICIPAL CODE RELATED TO DISPOSAL OF YARD WASTE IN THE SOUTH CANYON LANDFILL

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 100.010.120 of the Glenwood Springs Municipal Code provides definitions related to Public Health; and

WHEREAS, the City recognizes that yard waste is a valuable, compostable material that is not suitable for landfill disposal.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF GLENWOOD SPRINGS, COLORADO, AS FOLLOWS:

Section 1. The foregoing recitals are hereby incorporated herein as findings of the City Council.

Section 2. Section 100.010.020 of the Municipal Code of the City of Glenwood Springs is hereby amended by the addition of two new definitions which read in their entirety as follows:

* * * *

Yard Waste shall mean any brush, wood, or plant material, and shall include, but not be limited to branches, sticks, whole trees, leaves, pine needles, grass clippings, shrubs, Christmas trees, pinecones, weeds, flowers, and potted plants.

Landfilled Load Containing Yard Waste shall mean any load disposed of into the working face of the South Canyon landfill, by any individual or commercial hauler, that contains 5% or more by volume yard waste as determined visually by landfill staff.

* * * *

Section 3. Landfill policy shall be changed to incorporate the definitions as of January 1, 2025, and these changes shall be incorporated in the next Engineering Design and Operations Plan update.

INTRODUCED, READ ON FIRST READING, PASSED AND ORDERED
PUBLISHED BY TITLE ONLY THIS 7TH DAY OF NOVEMBER 2024.

CITY OF GLENWOOD SPRINGS, COLORADO

Ingrid Wussow, Mayor

ATTEST:

Ryan Muse, City Clerk

INTRODUCED, READ ON SECOND READING, AND ORDERED PUBLISHED BY
TITLE ONLY TO BE EFFECTIVE TEN DAYS FOLLOWING THE DATE OF SECOND
PUBLICATION THIS _____ DAY OF _____ 202__.

CITY OF GLENWOOD SPRINGS, COLORADO

Ingrid Wussow, Mayor

ATTEST:

Ryan Muse, City Clerk



City Council
STAFF REPORT
City of Glenwood Springs
November 21, 2024

Agenda Item:	Hanging Lake Forest Service Agreement
Action Requested:	Approval of United States Department of Agriculture, Forest Service Non-Funded Challenge Cost Share Agreement for Hanging Lake
Department:	Parks & Recreation
Presented By:	Rod Tarullo
Strategic Goals:	Protect and Preserve our Quality of Life
Background Info:	The City and USDA Forest Service entered into an agreement in October of 2018 for the City, through an independent contractor, to implement the 2018 Hanging Lake Area Management Plan. The plan included a permit reservation system, shuttle service (has not functioned since Covid in 2020), and other trail-head/parking area services. This agreement has expired. The Forest Service desires to continue this agreement with the City as an intermediate to the independent contractor providing the services. The attached agreement is basically the same as the previous agreement with the exception of the term on the new agreement to be for one year. The intent of the new term is to provide both parties with time to investigate the potential of having the Forest Service be able to directly contract for these services without the use of an intermediate party. The agreement includes an Operating Plan and Financial Plan as Exhibit A.
Issues:	With approval of this Forest Service agreement, the City will need to work with the independent contractor for a new agreement, aligning with the term of the Forest Service document.
Fiscal Impact:	There is no out-of-pocket expense to the City with this agreement. Currently, the Permit system provides the funds to the contractor to cover operating expenses. The City receives from the contractor a small percentage of the gross which in turn is used for Hanging Lake improvements through the Forest Service Foundation.
Legal Review:	The City Attorney has reviewed the agreement.
Staff Recommendation:	City Council approval of the Non-Funded Challenge Cost Share Agreement between the City of Glenwood Springs and the USDA, Forest Service, White River National Forest- Hanging Lake.

FS Agreement No. 25-CS-11021500-

Cooperator Agreement No. _____

NON FUNDED CHALLENGE COST SHARE AGREEMENT
Between The
CITY OF GLENWOOD SPRINGS
And The
USDA, FOREST SERVICE
WHITE RIVER NATIONAL FOREST

This NON FUNDED CHALLENGE COST SHARE AGREEMENT is hereby entered into by and between the City of Glenwood Springs, hereinafter referred to as “the Cooperator,” and the United States Department of Agriculture (USDA), Forest Service, White River National Forest, hereinafter referred to as the “U.S. Forest Service,” under the authority: the Department of Interior and Related Agencies Appropriation Act of 1992, Pub. L. 102-154

Background: Partnership project and planning work anticipated under this agreement promotes management of America’s Forests; improves visitor experience; contributes to Rural Community Economic Development; improves Visitor Access; ensures Health & Safety; and leverages State Resources. This partnership provides a framework for the parties to cost share and to cooperatively develop, plan, and implement projects that are mutually beneficial to the parties by providing local residents as well as the American public with high quality recreation experiences and excellent customer service.

Title: Recreation Enhancement and Sustainability Partnership

I. PURPOSE:

The purpose of this agreement is to document the cooperation between the parties to enhance recreation opportunities, improve access, promote eco-tourism, and sustain infrastructure, recreation facilities, and trails on National Forest System lands within and adjacent to the Hanging Lake recreation area and trail in accordance with the following provisions and the hereby incorporated Operating Plan, attached as Exhibit A, and Financial Plan, attached as Exhibit B.

II. STATEMENT OF MUTUAL BENEFIT AND INTERESTS:

The U.S. Forest Service and the Cooperator share a mutual interest in resource protection, enhancing visitor experience, and enhancing Eco-Tourism for local and visiting public to Glenwood Springs, Colorado.

The U.S. Forest Service, within its mandated responsibilities, strives to provide high quality, sustainable recreation opportunities on the White River National Forest. To



accomplish this aim, the U.S. Forest Service desires to partner with City of Glenwood Springs to improve opportunities for high quality recreation experiences, and sustain infrastructure that addresses high use visitation, and promotes a connection to this special place that thereby enhances stewardship and increases partnerships and volunteerism at Hanging Lake.

To properly accomplish this, the U.S. Forest Service desires to partner with the City to collaborate on implementing the 2018 *Hanging Lake Visitor Use Management Plan* that both sustains and maintains the area's defined desired conditions by meeting the following objectives: protect natural resources; manage congestion; enhance public safety; improve visitor experience; and support local tourism and communities. Through these objectives the U.S. Forest Service and the City will work together to improve recreational opportunities, and sustain infrastructure, address high visitation and parking congestion at Hanging Lake, improve and protect resources and promote shared stewardship through education, funding sources, and adaptive management planning decisions. The City is a home-rule municipality interested in improving recreational opportunities in and around the City. The City benefits from this partnership by: retaining and promoting tourism in the area; socio-economic contributions tied to Hanging Lake and Glenwood Canyon; providing visitors with opportunities for high quality recreation experiences; and enhancing public safety and transportation options.

Mutual benefits to the parties include, but not limited to, increased capacity for both organizations to improve recreation and tourism messaging and marketing opportunities; interpretive programs and services; shared expertise, skills and labor; opportunity to work together to maximize resources and leverage funding opportunities; and opportunities to demonstrate project accomplishments. It is in the public interest, as well as the mutual interest of both parties of this agreement, to jointly perform projects and activities incorporated under this agreement.

In consideration of the above premises, the parties agree as follows:

III. THE COOPERATOR SHALL:

- A. LEGAL AUTHORITY. The Cooperator shall have the legal authority to enter into this agreement, and the institutional, managerial, and financial capability to ensure proper planning, management, and completion of the project, which includes funds sufficient to pay the nonfederal share of project costs, when applicable.
- B. Perform in accordance with the attached Exhibits, Operating Plans, Financial Plans, Supplements, and/or Attachments.
- C. Coordinate the goals of its activities and programs to be consistent with U.S. Forest Service goals in order to provide consistent management of the Project.
- D. Proactively collaborate with applicable U.S. Forest Service Public Affairs staff in the development and sharing of press releases, photos, social media posts, and other



- similar opportunities to emphasize the successful implementation of the agreement activities and its impacts.
- E. Timely share critical data and associated accomplishments related to partnership work incorporated under this agreement.
 - F. The Cooperator shall manage and oversee subcontractors, the reservation system, and solutions that reduce congestion at the high-use area.

IV. THE U.S. FOREST SERVICE SHALL:

- A. Perform in accordance with the attached Exhibits, Operating Plans, Financial Plans, Supplements, and/or Attachments.
- B. The U.S. Forest Service will coordinate and provide leadership in the development of cooperative environmental education and interpretive materials and publications.
- C. Coordinate with the Cooperator's liaison on planning, projects, and activities that meet the purposes of this Agreement, as applicable.
- D. Provide relevant Federal direction and guidance on federal laws and policy, as necessary.

V. IT IS MUTUALLY UNDERSTOOD AND AGREED BY AND BETWEEN THE PARTIES THAT:

- A. Parties will meet at the end of each calendar year to evaluate the effectiveness of the Project and discuss operations, scope of services, cost recovery options, and potential financial contributions of the parties for the following year.
- B. Both parties will make themselves available at mutually agreeable times for continuing consultation to discuss the conditions covered by this agreement and agree to actions essential to fulfill its purposes.
- C. This Agreement is not a commitment to or approval of any activities that are subject to completion of environmental analysis, National Environmental Policy Act and other applicable Federal law, regulations, forest plans and approval by the appropriate U.S. Forest Service official.
- D. The U.S. Forest Service or the Cooperator may require immediate temporary suspension of all or any part of the activities under this agreement when either party determines it is necessary to protect the public health, safety, or the environment.
- E. Neither party to this agreement will directly supervise employees of the other party to this Agreement.



- F. The U.S. Forest Service and the Cooperator may mutually agree to collaborate in the review of draft publications, interpretive signs, manuscripts and other printed material; and audiovisuals prior to completions. This agreement, in and of itself does not authorize development of these materials.
- G. PRINCIPAL CONTACTS. Individuals listed below are authorized to act in their respective areas for matters related to this agreement.

Principal Cooperator Contacts:

Cooperator Program Contact	Cooperator Administrative Contact
Steve Boyd 101 West 8 th Street Glenwood Springs, CO 81601 Telephone: 970-384-6422 FAX: 970-384-6599 Email: steve.boyd@cogs.us	Rod Tarullo 100 Wulfsohn Road Glenwood Springs, CO 81601 Telephone: 970-384-6313 FAX: 970-945-4128 Email: rodney.tarullo@cogs.us

Principal U.S. Forest Service Contacts:

U.S. Forest Service Program Manager Contact	U.S. Forest Service Administrative Contact
Sam Massman Forest Recreation Program Manager P.O. Box 620 Silverthorne, CO 80498 Phone: 970-309-3268 Email: samuel.massman@usda.gov Clark M. Woolley Forest Partnership Coordinator 900 Grand Avenue Glenwood Springs, CO 81601 Telephone: 970-948-9803 Email: clark.woolley@usda.gov	Alex Specht G&A Specialist 900 Grand Avenue Glenwood Springs, CO 81601 Telephone: (970) 945-3227 Email: alex.specht@usda.gov

- H. NOTICES. Any communications affecting the operations covered by this agreement given by the U.S. Forest Service or the Cooperator are sufficient only if in writing and delivered in person, mailed, or transmitted electronically by e-mail or fax, as follows:



To the U.S. Forest Service Program Manager, at the address specified in the agreement.

To the Cooperator, at the address shown in the agreement or such other address designated within the agreement.

Notices are effective when delivered in accordance with this provision, or on the effective date of the notice, whichever is later.

- I. PARTICIPATION IN SIMILAR ACTIVITIES. This agreement in no way restricts the U.S. Forest Service or the Cooperator from participating in similar activities with other public or private agencies, organizations, and individuals.
- J. ENDORSEMENT. Any of the Cooperator's contributions made under this agreement do not by direct reference or implication convey U.S. Forest Service endorsement of the Cooperator's products or activities.
- K. USE OF U.S. FOREST SERVICE INSIGNIA. In order for the Cooperator to use the U.S. Forest Service insignia on any published media, such as a Web page, printed publication, or audiovisual production, permission must be granted from the U.S. Forest Service's Office of Communications (Washington Office). A written request will be submitted by the U.S. Forest Service White River National Forest to the Office of Communications Assistant Director, Visual Information, and Publishing Services prior to use of the insignia. The U.S. Forest Service White River National Forest will notify the the Cooperator when permission is granted.
- L. NON-FEDERAL STATUS FOR COOPERATOR PARTICIPANTS. The Cooperator agree(s) that any of the Cooperator's employees, volunteers, and program participants shall not be deemed to be Federal employees for any purposes including Chapter 171 of Title 28, United States Code (Federal Tort Claims Act) and Chapter 81 of Title 5, United States Code (OWCP), as the Cooperator has hereby willingly agreed to assume these responsibilities.

Further, the Cooperator shall provide any necessary training to the Cooperator's employees, volunteers, and program participants to ensure that such personnel are capable of performing tasks to be completed. The Cooperator shall also supervise and direct the work of its employees, volunteers, and participants performing under this agreement.
- M. MEMBERS OF U.S. CONGRESS. Pursuant to 41 U.S.C. 22, no member of, or delegate to, Congress shall be admitted to any share or part of this agreement, or benefits that may arise therefrom, either directly or indirectly.
- N. NONDISCRIMINATION. The U.S. Department of Agriculture (USDA) prohibits discrimination in all its programs and activities on the basis of race, color, national origin, age, disability, and where applicable, sex, marital status, familial status,



parental status, religion, sexual orientation, genetic information, political beliefs, reprisal, or because all or a part of an individual's income is derived from any public assistance program. (Not all prohibited bases apply to all programs.) Persons with disabilities who require alternative means for communication of program information (Braille, large print, audiotape, and so forth.) should contact USDA's TARGET Center at (202) 720-2600 (voice and TDD). To file a complaint of discrimination, write to USDA, Director, Office of Civil Rights, 1400 Independence Avenue, S.W., Washington, D.C. 20250-9410 or call (800) 795-3272 (voice) or (202) 720-6382 (TDD). USDA is an equal opportunity provider and employer.

- O. ELIGIBLE WORKERS. The Cooperator shall ensure that all employees complete the I-9 form to certify that they are eligible for lawful employment under the Immigration and Nationality Act (8 USC 1324a). The Cooperator shall comply with regulations regarding certification and retention of the completed forms. These requirements also apply to any contract awarded under this agreement.
- P. MINIMUM WAGE AND PAID SICK LEAVE REQUIREMENTS. Executive Order 14026, Increasing the Minimum Wage for Federal Contractors, and its implementing regulations, including the federal contractor minimum wage clause at 29 CFR Part 23, Appendix A, and Executive Order 13706, Establishing Paid Sick Leave for Federal Contractors, and its implementing regulations, including the federal contractor paid sick leave clause at 29 CFR Part 13, Appendix A, apply to the Cooperator and any subcontractors under this agreement. These regulatory requirements are incorporated by reference into this agreement as if fully set forth in this agreement.
- Q. SYSTEM FOR AWARD MANAGEMENT REGISTRATION REQUIREMENT (SAM). The Cooperator shall maintain current organizational information and the original Unique Entity Identifier (UEI) provided for this agreement in the System for Award Management (SAM) until receipt of final payment. This requires annual review and updates, when needed, of organizational information after the initial registration. More frequent review and updates may be required for changes in organizational information or agreement term(s). Any change to the original UEI provided in this agreement will result in termination of this agreement and de-obligation of any remaining funds. For purposes of this agreement, System for Award Management (SAM) means the Federal repository into which an entity must provide information required for the conduct of business as a Cooperative. Additional information about registration procedures may be found at the SAM Internet site at www.sam.gov.
- R. AGREEMENT CLOSEOUT. Within 120 days after expiration or notice of termination the parties shall close out the agreement.

Within a maximum of 120 days following the date of expiration or termination of this agreement, all reports required by the terms of the agreement must be submitted to the U.S. Forest Service by The Cooperator.



- S. PROGRAM MONITORING AND PROGRAM PERFORMANCE REPORTS. The parties to this agreement shall monitor the performance of the agreement activities to ensure that performance goals are being achieved.

Performance reports must contain information on the following:

- A comparison of actual accomplishments to the goals established for the period. Wherever the output of the project can be readily expressed in numbers, a computation of the cost per unit of output, if applicable.
- Reason(s) for delay if established goals were not met.
- Additional pertinent information

The Cooperator shall submit annual performance reports to the U.S. Forest Service Program Manager. These reports are due 90 days after the reporting period. The final performance report must be submitted no later than 120 days from the expiration date of the agreement.

- T. RETENTION AND ACCESS REQUIREMENTS FOR RECORDS. The Cooperator shall retain all records pertinent to this agreement for a period of no less than 3 years from the expiration or termination date. As used in this provision, records includes books, documents, accounting procedures and practice, and other data, regardless of the type or format. The Cooperator shall provide access and the right to examine all records related to this agreement to the U.S. Forest Service Inspector General, or Comptroller General or their authorized representative. The rights of access in this section must not be limited to the required retention period but must last as long as the records are kept.

If any litigation, claim, negotiation, audit, or other action involving the records has been started before the end of the 3-year period, the records must be kept until all issues are resolved, or until the end of the regular 3-year period, whichever is later.

- U. FREEDOM OF INFORMATION ACT (FOIA). Public access to agreement records must not be limited, except when such records must be kept confidential and would have been exempted from disclosure pursuant to Freedom of Information regulations (5 U.S.C. 552). Requests for research data are subject to 2 CFR 215.36.

Public access to culturally sensitive data and information of Federally recognized Tribes may also be explicitly limited by P.L. 110-234, Title VIII Subtitle B §8106 (2009 Farm Bill).

- V. TEXT MESSAGING WHILE DRIVING. In accordance with Executive Order (EO) 13513, "Federal Leadership on Reducing Text Messaging While Driving," any and all text messaging by Federal employees is banned: a) while driving a Government owned vehicle (GOV) or driving a privately owned vehicle (POV) while on official



Government business; or b) using any electronic equipment supplied by the Government when driving any vehicle at any time. All Cooperators, their Employees, Volunteers, and Contractors are encouraged to adopt and enforce policies that ban text messaging when driving company owned, leased or rented vehicles, POVs or GOVs when driving while on official Government business or when performing any work for or on behalf of the Government.

- W. GOVERNMENT-FURNISHED PROPERTY. The Cooperator may only use U.S. Forest Service property furnished under this agreement for performing tasks assigned in this agreement. The Cooperator shall not modify, cannibalize, or make alterations to U.S. Forest Service property. A separate document, Form AD-107, must be completed to document the loan of U.S. Forest Service property. The U.S. Forest Service shall retain title to all U.S. Forest Service-furnished property. Title to U.S. Forest Service property must not be affected by its incorporation into or attachment to any property not owned by the U.S. Forest Service, nor must the property become a fixture or lose its identity as personal property by being attached to any real property.

Cooperator Liability for Government Property.

1. Unless otherwise provided for in the agreement, the Cooperator shall not be liable for loss, damage, destruction, or theft to the Government property furnished or acquired under this contract, except when any one of the following applies:
 - a. The risk is covered by insurance or the Cooperator is otherwise reimbursed (to the extent of such insurance or reimbursement).
 - b. The loss, damage, destruction, or theft is the result of willful misconduct or lack of good faith on the part of the Cooperator's managerial personnel. The Cooperator's managerial personnel, in this provision, means the Cooperator's directors, officers, managers, superintendents, or equivalent representatives who have supervision or direction of all or substantially all of the Cooperator's business; all or substantially all of the Cooperator's operation at any one plant or separate location; or a separate and complete major industrial operation.
2. The Cooperator shall take all reasonable actions necessary to protect the Government property from further loss, damage, destruction, or theft. The Cooperator shall separate the damaged and undamaged Government property, place all the affected Government property in the best possible order, and take such other action as the Property Administrator directs.
3. The Cooperator shall do nothing to prejudice the Government's rights to recover against third parties for any loss, damage, destruction, or theft of Government property.
4. Upon the request of the Grants Management Specialist, the Cooperator shall, at the Government's expense, furnish to the Government all reasonable assistance and cooperation, including the prosecution of suit and the execution of agreements of assignment in favor of the Government in obtaining recovery.



- X. REMEDIES FOR COMPLIANCE RELATED ISSUES. If the Cooperator materially fail(s) to comply with any term of the agreement, whether stated in a Federal statute or regulation, an assurance, or the agreement, the U.S. Forest Service may wholly or partly suspend or terminate the current agreement.
- Y. TERMINATION BY MUTUAL AGREEMENT. This agreement may be terminated, in whole or part, as follows:
1. When the U.S. Forest Service and the Cooperator agree upon the termination conditions, including the effective date and, in the case of partial termination, the portion to be terminated.
 2. By 30 days written notification by the Cooperator to the U.S. Forest Service setting forth the reasons for termination, effective date, and in the case of partial termination, the portion to be terminated. If the U.S. Forest Service decides that the remaining portion of the agreement does not accomplish the purpose for which the award/agreement was made, the U.S. Forest Service may terminate the award upon 30 days written notice in its entirety.
- Z. ALTERNATE DISPUTE RESOLUTION – PARTNERSHIP AGREEMENT. In the event of any issue of controversy under this agreement, the parties may pursue Alternate Dispute Resolution procedures to voluntarily resolve those issues. These procedures may include, but are not limited to conciliation, facilitation, mediation, and fact finding.
- AA. DEBARMENT AND SUSPENSION. The Cooperator shall immediately inform the U.S. Forest Service if they or any of their principals are presently excluded, debarred, or suspended from entering into covered transactions with the Federal Government according to the terms of 2 CFR Part 180. Additionally, should the Cooperator or any of their principals receive a transmittal letter or other official Federal notice of debarment or suspension, then they shall notify the U.S. Forest Service without undue delay. This applies whether the exclusion, debarment, or suspension is voluntary or involuntary.
- BB. MODIFICATIONS. Modifications within the scope of this agreement must be made by mutual consent of the parties, by the issuance of a written modification signed and dated by all properly authorized, signatory officials, prior to any changes being performed. Requests for modification should be made, in writing, at least 60 days prior to implementation of the requested change.
- CC. COMMENCEMENT/EXPIRATION DATE. This agreement is executed as of the date of the last signature and is effective through 12/31/2025 at which time it will expire. The expiration date is the final date for completion of all work activities under this agreement.



DD. AUTHORIZED REPRESENTATIVES. By signature below, each party certifies that the individuals listed in this document as representatives of the individual parties are authorized to act in their respective areas for matters related to this agreement. In witness whereof, the parties hereto have executed this agreement as of the last date written below.

INGRID WUSSOW, Mayor
City of Glenwood Springs, Colorado

Date

SCOTT G. FITZWILLIAMS, Forest Supervisor
U.S. Forest Service, White River National Forest

Date

The authority and format of this agreement have been reviewed and approved for signature.

ALEX SPECHT
U.S. Forest Service, Grants Management Specialist

Date

Burden Statement

According to the Paperwork Reduction Act of 1995, an agency may not conduct or sponsor, and a person is not required to respond to a collection of information unless it displays a valid OMB control number. The valid OMB control number for this information collection is 0596-0217. The time required to complete this information collection is estimated to average 4 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information.

The U.S. Department of Agriculture (USDA) prohibits discrimination in all its programs and activities on the basis of race, color, national origin, age, disability, and where applicable, sex, marital status, familial status, parental status, religion, sexual orientation, genetic information, political beliefs, reprisal, or because all or part of an individual's income is derived from any public assistance. (Not all prohibited bases apply to all programs.) Persons with disabilities who require alternative means for communication of program information (Braille, large print, audiotope, etc.) should contact USDA's TARGET Center at 202-720-2600 (voice and TDD).

To file a complaint of discrimination, write USDA, Director, Office of Civil Rights, 1400 Independence Avenue, SW, Washington, DC 20250-9410 or call toll free (866) 632-9992 (voice). TDD users can contact USDA through local relay or the Federal relay at (800) 877-8339 (TDD) or (866) 377-8642 (relay voice). USDA is an equal opportunity provider and employer.

Instructions: Use this form in conjunction with Forest Service Handbook (FSH) 1509.11, Ch. 70, Financial Planning Requirements, for participating, challenge cost-share, joint venture, and cost-reimbursable agreements. This form may be used for other types of Forest Service Manual 1580 agreements, when useful. Choose one of the three (3) financial plan versions and complete. Each version requires identical information and result in calculations and cost analysis that are the same. Version 1 cost analysis data values are automatically entered into the financial plan matrix. Version 2 requires manual entry of the cost analysis data values into the financial plan matrix. Version 3 should be used if there are multiple Cooperators. Users do not have to use or print versions/sheets that are not applicable to their agreement.

The purpose of this form is to capture the total estimated value of the proposed agreement. Once the agreement is approved, in writing, by the parties, then this financial plan becomes the financial estimates for the agreement. This financial plan must display the parties' expected contributions to the agreement. These contributions should be broken down by party contribution type (e.g., non-cash, in-kind, cash to cooperator), see below for definitions, and cost elements (e.g., salaries, supplies, travel). Cost element values should be the result of documented cost analysis on this form. Each financial plan version provides samples of cost analysis calculations, see associated Excel comment balloons. Additional instructions are located on version 1 cost analysis tabs.

Definitions for the Matrix Column Headings:

(a) Forest Service Noncash Contribution: Forest Service noncash contributions may consist of employee salaries, overhead (indirect), travel provided, and/or equipment and supplies purchased and provided to the Cooperator for use in the project. These costs are an expense to the Forest Service, but do not include funding for reimbursement of Cooperator expenses.

(b) Forest Service Cash to Cooperator: This is the maximum amount of funding that will be reimbursed or advanced by the Forest Service to the Cooperator. This is an expense to the Forest Service.

(c) Cooperator Noncash Contribution: These are expenses the Cooperator incurs that are contributed to the project in lieu of cash, but for which costs are incurred, such as employee salaries, overhead (indirect costs), travel, equipment, supplies, and so forth. These do not include in-kind contributions from third parties, such as donations from other entities or volunteer labor. All the costs listed here are an expense to the Cooperator.

(d) Cooperator In-Kind Contribution: In-kind contribution provided to the Cooperator from a third party organization(s) for use in the project for which the Cooperator has incurred no expense. Value assessed for volunteer labor and donated materials, equipment and supplies should be valued based on FSH 1509.11, Ch. 70. These values are not reimbursable and can only be used to satisfy the Cooperator's matching requirement. Display these contributions by Cost Element Expenditures.

(e) Total Project Value: The sum of all the values provided toward the project. This figure reflects the true estimated cost of the project.

Definitions for Cost Allowability

(a) Allowable Cost: A cost, as recorded on the Agreements Financial Plan (Long, Medium, and Short) forms, associated with an agreement, which meets the criteria for authorized expenditures specific in a cost principle methodology. Generally, it meets the cost principle methodology, and is a cost the parties to an agreement intend to charge, and must be: Reasonable for the performance of the award; Necessary and reasonable for proper and efficient performance and administration of the agreement; Consistently treated as either a direct or indirect cost; Generally, determined in accordance with generally accepted accounting principles (GAAP); Net of all applicable credits (that is, less any future rebates from the purchase of goods or services); Separate from a cost or from a cost-sharing/matching requirement of another Federal award or agreement, unless otherwise permitted by Federal law or regulation; Adequately documented; Authorized or not prohibited by Federal, State, or local laws and regulations; Compliant with limits or exclusions on types or amounts of costs, as set forth in relevant Federal laws, agreement terms and conditions, or other governing regulations (examples of such costs include: entertainment, alcohol, and taxes); and, Consistent with the agency's and cooperator's internal policies, regulations, and procedures that apply to both Federal awards or agreements and other cooperator activities.

(b) Allocable Cost: A cost, as recorded on the Agreements Financial Plan (Long, Medium, and Short) forms, associated with an agreement, which in accordance with the relative benefit received by either party for the award, is treated consistently with other costs incurred for the same purpose and in like circumstances, and if it: Is incurred specifically for the award; Benefits both the award and other ancillary work, and the cost may be distributed in reasonable proportion to the benefits received (an example of this type of cost is a piece of equipment that is used for multiple projects); or Necessary to the overall operation of the organization, although a direct relationship to any particular cost objective may not be shown.

(c) Reasonable Cost: A cost, as recorded on the Agreements Financial Plan (Long, Medium, and Short) forms, associated with an agreement, that, in its nature and amount, does not exceed an amount that a prudent person, under the circumstances prevailing at the time the decision was made, would incur. Other factors to consider are: Whether the cost is of a type generally recognized as ordinary and necessary for the entity's operation or agreement performance; The restraints or requirements imposed by factors such as generally accepted, sound, business practices; arms-length bargaining; Federal and State laws and regulations; and the terms and conditions of the agreement; Market prices or industry standard costs for similar goods and services (that is, is the cooperator offering goods or services for an amount that exceeds what is readily available in the marketplace); Whether individuals concerned acted with prudence under the circumstances, considering their responsibilities to the entity; its members, employees, and clients; the public; and the government; and Significant deviations from established practices of the governmental entity that might unjustifiably increase costs charged to the agreement.

Burden Statement

According to the Paperwork Reduction Act of 1995, an agency may not conduct or sponsor, and a person is not required to respond to a collection of information unless it displays a valid OMB control number. The valid OMB control number for this information collection is 0596-0217. The time required to complete this information collection is estimated to average 45 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. The U.S. Department of Agriculture (USDA) prohibits discrimination in all its programs and activities on the basis of race, color, national origin, age, disability, and where applicable, sex, marital status, familial status, parental status, religion, sexual orientation, genetic information, political beliefs, reprisal, or because all or part of an individual's income is derived from any public assistance. (Not all prohibited bases apply to all programs.) Persons with disabilities who require alternative means for communication of program information (Braille, large print, audiotape, etc.) should contact USDA's TARGET Center at 202-720-2600 (voice and TDD). To file a complaint of discrimination, write USDA, Director, Office of Civil Rights, 1400 Independence Avenue, SW, Washington, DC 20250-9410 or call toll free (866) 632-9992 (voice). TDD users can contact USDA through local relay or the Federal relay at (800) 877-8339 (TDD) or (866) 377-8642 (relay voice). USDA is an equal opportunity provider and employer.

Attachment: USFS Agreement No.:
Cooperator Agreement No.: Mod. No.: **Note: This Financial Plan may be used when:**

- (1) No program income is expected and
- (2) The Cooperator is not giving cash to the FS and
- (3) There is no other Federal funding

Agreements Financial Plan (Short Form)**Financial Plan Matrix:** Note: All columns may not be used. Use depends on source and type of contribution(s).

	FOREST SERVICE CONTRIBUTIONS		COOPERATOR CONTRIBUTIONS		(e) Total
	(a) Noncash	(b) Cash to Cooperator	(c) Noncash	(d) In-Kind	
COST ELEMENTS					
Direct Costs					
Salaries/Labor	\$28,882.00	\$0.00	\$432,305.60	\$0.00	\$461,187.60
Travel	\$9,000.00	\$0.00	\$1,007.00	\$0.00	\$10,007.00
Equipment	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Supplies/Materials	\$2,000.00	\$0.00	\$19,445.00	\$0.00	\$21,445.00
Printing	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Other	\$0.00	\$0.00	\$348,241.50	\$0.00	\$348,241.50
Other	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Subtotal	\$39,882.00	\$0.00	\$800,999.10	\$0.00	\$840,881.10
Coop Indirect Costs		\$0.00	\$0.00		\$0.00
FS Overhead Costs	\$6,381.12				\$6,381.12
Total	\$46,263.12	\$0.00	\$800,999.10	\$0.00	\$847,262.22
Total Project Value:					\$847,262.22

Matching Costs Determination	
Total Forest Service Share =	(f)
$(a+b) \div (e) = (f)$	5.46%
Total Cooperator Share	(g)
$(c+d) \div (e) = (g)$	94.54%
Total $(f+g) = (h)$	(h)
	100.00%

WORKSHEET FOR

FS Non-Cash Contribution Cost Analysis, Column (a)

Use this worksheet to perform the cost analysis that supports the lump sum figures provided in the matrix. NOTE: This worksheet auto populates the relevant and applicable matrix cells.

Cost element sections may be deleted or lines may be hidden, if not applicable. Line items may be added or deleted as needed. The Standard Calculation sections provide a standardized formula for determining a line item's cost, e.g. cost/day x # of days=total, where the total is calculated automatically. The Non-Standard Calculation sections provide a write-in area for line items that require a calculation formula that is other than the standardized formulas, e.g. instead of salaries being calculated by cost/day x # of days, costs may be calculated simply by a contracted value that is not dependent on days worked, such as 1 employee x \$1,200/contract= \$1,200. Be sure to review your calculations when entering in a Non-Standard Calculation, and provide a brief explanation of units used to make calculation, e.g. '1 month contract'.

Salaries/Labor

Standard Calculation

Job Description	Cost/Day	# of Days	Total
Forest Program Manager	\$ 520.00	\$ 10.00	\$5,200.00
District Recreation Staff (GS-11)	\$396.00	15.00	\$5,940.00
District Glenwood Canyon Manager (GS-9)	\$342.00	30.00	\$10,260.00
Program Tech (GS-7)	\$260.00	20.00	\$5,200.00
Forest Service Intern	\$163.00	14.00	\$2,282.00

Total Salaries/Labor

\$28,882.00

Travel

Standard Calculation

Travel Expense	Employees	Cost/Trip	# of Trips	Total
Transportation to/from site	3	\$50.00	60.00	\$9,000.00
				\$0.00
				\$0.00
				\$0.00
				\$0.00

Non-Standard Calculation

Total Travel

\$9,000.00

Equipment

Standard Calculation

Piece of Equipment	# of Units	Cost/Day	# of Days	Total
				\$0.00
				\$0.00
				\$0.00
				\$0.00

Non-Standard Calculation

Total Equipment	\$0.00
-----------------	--------

Supplies/Materials				
Standard Calculation				
Supplies/Materials		# of Items	Cost/Item	Total
Misc Supplies/Materials - Trail				
Counter/Game Cameras/Signage/Trail				
Maintenance Tools		1.00	\$2,000.00	\$2,000.00
				\$0.00
				\$0.00
				\$0.00

Non-Standard Calculation				
--------------------------	--	--	--	--

Total Supplies/Materials	\$2,000.00
--------------------------	------------

Printing				
Standard Calculation				
Paper Material		# of Units	Cost/Unit	Total
				\$0.00

Non-Standard Calculation				
--------------------------	--	--	--	--

Total Printing	\$0.00
----------------	--------

Other Expenses				
Standard Calculation				
Item		# of Units	Cost/Unit	Total
				\$0.00
				\$0.00
				\$0.00
				\$0.00

Non-Standard Calculation				
--------------------------	--	--	--	--

Total Other	\$0.00
-------------	--------

Subtotal Direct Costs	\$39,882.00
------------------------------	--------------------

Forest Service Overhead Costs				
Current Overhead Rate	Subtotal Direct Costs			Total
16.00%	\$39,882.00			\$6,381.12
Total FS Overhead Costs				\$6,381.12

TOTAL COST	\$46,263.12
-------------------	--------------------

WORKSHEET FOR

FS Cash to the Cooperator Cost Analysis, Column (b)

Use this worksheet to perform the cost analysis that supports the lump sum figures provided in the matrix.
NOTE: This worksheet auto populates the relevant and applicable matrix cells.

Cost element sections may be deleted or lines may be hidden, if not applicable. Line items may be added or deleted as needed. The Standard Calculation sections provide a standardized formula for determining a line item's cost, e.g. cost/day x # of days=total, where the total is calculated automatically. The Non-Standard Calculation sections provide a write-in area for line items that require a calculation formula that is other than the standardized formulas, e.g. instead of salaries being calculated by cost/day x # of days, costs may be calculated simply by a contracted value that is not dependent on days worked, such as 1 employee x \$1,200/contract=\$1,200. Be sure to review your calculations when entering in a Non-Standard Calculation, and provide a brief explanation of units used to make calculation, e.g. '1 month contract,' on a line below the figures.

Salaries/Labor

Standard Calculation

Job Description		Cost/Day	# of Days		Total
					\$0.00
					\$0.00
					\$0.00
					\$0.00
					\$0.00

Non-Standard Calculation

Total Salaries/Labor		\$0.00
-----------------------------	--	---------------

Travel

Standard Calculation

Travel Expense	Employees	Cost/Trip	# of Trips		Total
					\$0.00
					\$0.00
					\$0.00
					\$0.00
					\$0.00

Non-Standard Calculation

Total Travel		\$0.00
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Equipment

Standard Calculation

Piece of Equipment	# of Units	Cost/Day	# of Days		Total
					\$0.00
					\$0.00
					\$0.00
					\$0.00
					\$0.00

Non-Standard Calculation

Total Equipment		\$0.00
-----------------	--	--------

Supplies/Materials

Standard Calculation				
Supplies/Materials		# of Items	Cost/Item	Total
				\$0.00
				\$0.00
				\$0.00
				\$0.00

Non-Standard Calculation

Total Supplies/Materials		\$0.00
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Printing

Standard Calculation				
Paper Material		# of Units	Cost/Unit	Total
				\$0.00
				\$0.00

Non-Standard Calculation

Total Printing		\$0.00
----------------	--	--------

Other Expenses

Standard Calculation				
Item		# of Units	Cost/Unit	Total
				\$0.00
				\$0.00
				\$0.00
				\$0.00

Non-Standard Calculation

Total Other		\$0.00
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Subtotal Direct Costs	\$0.00
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Cooperator Indirect Costs

Current Overhead Rate	Subtotal Direct Costs		Total
	\$0.00		\$0.00
Total Coop. Indirect Costs			\$0.00

TOTAL COST	\$0.00
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WORKSHEET FOR

Cooperator Non-Cash Contribution Cost Analysis, Column (c)

Use this worksheet to perform the cost analysis that supports the lump sum figures provided in the matrix.

NOTE: This worksheet auto populates the relevant and applicable matrix cells.

Cost element sections may be deleted or lines may be hidden, if not applicable. Line items may be added or deleted as needed. The Standard Calculation sections provide a standardized formula for determining a line item's cost, e.g. cost/day x # of days=total, where the total is calculated automatically. The Non-Standard Calculation sections provide a write-in area for line items that require a calculation formula that is other than the standardized formulas, e.g. instead of salaries being calculated by cost/day x # of days, costs may be calculated simply by a contracted value that is not dependent on days worked, such as 1 employee x \$1,200/contract=\$1,200. Be sure to review your calculations when entering in a Non-Standard Calculation, and provide a brief explanation of units used to make calculation, e.g. '1 month contract,' on a line below the figures.

Salaries/Labor				
Standard Calculation				
Job Description		Cost/Day	# of Days	Total
Reservation and Permit System Manager		\$325.47	260.00	\$84,621.60
On-site parking Coordinator		\$244.10	260.00	\$63,465.75
On-site Customer Service		\$406.83	260.00	\$105,776.25
Gatekeeper		\$162.73	260.00	\$42,310.50
Trailhead Supervisor		\$244.10	260.00	\$63,465.75
Operations Supervisor		\$244.10	260.00	\$63,465.75
Work Comp	1		\$9,200.00	\$9,200.00
Total Salaries/Labor				\$432,305.60

Travel				
Standard Calculation				
Travel Expense	Employees	Cost/Trip	# of Trips	Total
				\$0.00
				\$0.00
Non-Standard Calculation				
Fuel	1	\$246.00		\$246.00
Maintenance	1	\$761.00		\$761.00
Total Travel				\$1,007.00

Equipment				
Standard Calculation				
Piece of Equipment	# of Units	Cost/Day	# of Days	Total
				\$0.00
				\$0.00
Non-Standard Calculation				
Total Equipment				\$0.00

Supplies/Materials				
Standard Calculation				

Supplies/Materials		# of Items	Cost/Item	Total
Computer/Software/Internet		1	\$8,015.00	\$8,015.00
Signage		1	\$902.00	\$902.00
Uniforms		1	\$2,728.00	\$2,728.00
Phone VOIP		1	\$6,000.00	\$6,000.00
Office Supplies		1	\$1,800.00	\$1,800.00

Non-Standard Calculation

\$0.00

\$0.00

Total Supplies/Materials

\$19,445.00

Printing

Standard Calculation

Paper Material		# of Units	Cost/Unit	Total
				\$0.00
				\$0.00

Non-Standard Calculation

\$0.00

Total Printing

\$0.00

Other Expenses

Standard Calculation

Item		# of Units	Cost/Unit	Total
Reservation Software Fees & Credit Card Fees		1.00	\$164,178.00	\$164,178.00
Forest Service Fee		1.00	\$51,987.00	\$51,987.00
Other Ops Expense		1.00	\$12,267.00	\$12,267.00
Rent		1.00	\$36,000.00	\$36,000.00
Meals/Entertainment		1.00	\$1,659.00	\$1,659.00
Interest Expense		1.00	\$36,330.50	\$36,330.50
Bank Fees		1.00	\$120.00	\$120.00
Advertising/Marketing/Software Development		1.00	\$14,700.00	\$14,700.00
Bookkeeping and Accounting Services		\$1.00	\$31,000.00	\$31,000.00

Non-Standard Calculation

\$0.00

Total Other

\$348,241.50

Subtotal Direct Costs

\$800,999.10

Cooperator Indirect Costs

Current Overhead Rate	Subtotal Direct Costs		Total
0.00%	\$800,999.10		\$0.00

Total Coop. Indirect Costs

\$0.00

TOTAL COST

\$800,999.10

WORKSHEET FOR

Cooperator In-Kind Contribution Cost Analysis, Column (d)

Use this worksheet to perform the cost analysis that supports the lump sum figures provided in the matrix.

NOTE: This worksheet auto populates the relevant and applicable matrix cells.

Cost element sections may be deleted or lines may be hidden, if not applicable. Line items may be added or deleted as needed. The Standard Calculation sections provide a standardized formula for determining a line item's cost, e.g. cost/day x # of days=total, where the total is calculated automatically. The Non-Standard Calculation sections provide a write-in area for line items that require a calculation formula that is other than the standardized formulas, e.g. instead of salaries being calculated by cost/day x # of days, costs may be calculated simply by a contracted value that is not dependent on days worked, such as 1 employee x \$1,200/contract=\$1,200. Be sure to review your calculations when entering in a Non-Standard Calculation, and provide a brief explanation of units used to make calculation, e.g. '1 month contract,' on a line below the figures.

Salaries/Labor					
Standard Calculation					
Job Description	No.	Cost/Day	# of Days	- Stipends/other	Total
Volunteer Hours (FSH 1830)	0	\$228.32	1.00	0	\$0.00
Service Hours (FSM 1817)	0	\$228.32	1.00		\$0.00

Independent Sector National Volunteer Hour Rate: \$ 28.54

FSM 1830: The value of volunteer hours generated as a result of the cooperative relationship between the Forest Service and the partner may count towards the partner's match.

FSM 1817 - Hosting Non-Federal Programs

Partner organization may utilize the value of their volunteer's unpaid hours minus any costs paid for stipends or similar payments provided by the U.S. Forest Service.

Non-Standard Calculation					
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Total Salaries/Labor	\$0.00
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Travel					
Standard Calculation					
Travel Expense	Employees	Cost/Trip	# of Trips		Total
					\$0.00
					\$0.00

Non-Standard Calculation					
--------------------------	--	--	--	--	--

Total Travel	\$0.00
---------------------	---------------

Equipment					
Standard Calculation					
Piece of Equipment	# of Units	Cost/Day	# of Days		Total
					\$0.00
					\$0.00

Non-Standard Calculation					
--------------------------	--	--	--	--	--

Total Equipment		\$0.00
-----------------	--	--------

Supplies/Materials

Standard Calculation				
Supplies/Materials		# of Items	Cost/Item	Total
				\$0.00
				\$0.00

Non-Standard Calculation

Total Supplies/Materials		\$0.00
--------------------------	--	--------

Printing

Standard Calculation				
Paper Material		# of Units	Cost/Unit	Total
				\$0.00

Non-Standard Calculation

Total Printing		\$0.00
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Other Expenses

Standard Calculation				
Item		# of Units	Cost/Unit	Total
				\$0.00
				\$0.00

Non-Standard Calculation

Total Other		\$0.00
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Subtotal Direct Costs	\$0.00
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TOTAL COST	\$0.00
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Attachment: USFS Agreement No.:
Cooperator Agreement No.: Mod. No.: **Note: This Financial Plan may be used when:**

- (1) No program income is expected and
- (2) The Cooperator is not giving cash to the FS and
- (3) There is no other Federal funding

Agreements Financial Plan (Short Form)**Financial Plan Matrix:** Note: All columns may not be used. Use depends on source and type of contribution(s).

	FOREST SERVICE CONTRIBUTIONS		COOPERATOR CONTRIBUTIONS		(e) Total
	(a) Noncash	(b) Cash to Cooperator	(c) Noncash	(d) In-Kind	
COST ELEMENTS					
Direct Costs					
Salaries/Labor					\$0.00
Travel					\$0.00
Equipment					\$0.00
Supplies/Materials					\$0.00
Printing					\$0.00
Other					\$0.00
Other					\$0.00
Subtotal	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Coop Indirect Costs					\$0.00
FS Overhead Costs					\$0.00
Total	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Project Value:					\$0.00

Matching Costs Determination	
Total Forest Service Share =	(f)
$(a+b) \div (e) = (f)$	#DIV/0!
Total Cooperator Share	(g)
$(c+d) \div (e) = (g)$	#DIV/0!
Total $(f+g) = (h)$	(h)
	#DIV/0!

2. Cost Analysis:

Use the following section to show additional information that supports the lump sum figures provided above. The following Cost Analysis boxes, (a)-(d), should provide a cost analysis of the corresponding matrix columns, (a)-(d), above, e.g. matrix column (a) *FS Non-Cash Contribution* should be analyzed under block (a), below, and matrix column (b) *FS In-Kind Contribution* should be analyzed under block (b), below, etc. Furthermore, each cost analysis box, below, should have clear labels indicating which cost element, above, is being analyzed, e.g. Salary/Labor = hrs or days x rate; Travel = miles x rate, or months x FOR rate (that is, days x per diem rate; Equipment Use = hrs or days x rate; Supplies & Materials--list of items and estimated cost; Printing = estimated cost per item; Indirect Cost = Direct cost x current indirect rate.

If necessary, add additional sheets for cost analysis. To compress any unwanted portion(s) of this section, highlight the section to be hidden, then select "Format", "Row", and "Hide" from the toolbar.

Column (a)
Forest
Service
Noncash
Contribution

Column (b)
Forest
Service
Cash to
Cooperator

Column (c)
Cooperator
Noncash
Contribution

Column (d)
Cooperator
Third Party
In-Kind
Contribution

Attachment: USFS Agreement No.:
Cooperator Agreement No.: Mod. No.: **Note: This Financial Plan may be used when:**

- (1) No program income is expected and
- (2) The Cooperator is not giving cash to the FS and
- (3) There is no other Federal funding

Agreements Financial Plan (Short Form)**Financial Plan Matrix:**

Note: All columns may not be used. Use depends on source and type of contribution(s).

	FOREST SERVICE CONTRIBUTIONS		COOPERATOR 1 CONTRIBUTIONS		COOPERATOR 2 CONTRIBUTIONS		
	(a)	(b)	(c)	(d)	(e)	(f)	(g)
COST ELEMENTS	Noncash	Cash to Cooperator	Noncash	In-Kind	Noncash	In-Kind	Total
Direct Costs							
Salaries/Labor							\$0.00
Travel							\$0.00
Equipment							\$0.00
Supplies/Materials							\$0.00
Printing							\$0.00
Other							\$0.00
Other							\$0.00
Subtotal	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Coop Indirect Costs							\$0.00
FS Overhead Costs							\$0.00
Total	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Project Value:							\$0.00

Matching Costs Determination	
Total Forest Service Share =	(h)
$(a+b) \div (g) = (h)$	#DIV/0!
Total Cooperator Share	(i)
$(c+d+e+f) \div (g) = (i)$	#DIV/0!
Total $(h+i) = (j)$	(j)
	#DIV/0!

2. Cost Analysis:

Use the following section to show additional information that supports the lump sum figures provided above. The following Cost Analysis boxes, (a)-(d), should provide a cost analysis of the corresponding matrix columns, (a)-(d), above, e.g. matrix column (a) *FS Non-Cash Contribution* should be analyzed under block (a), below, and matrix column (b) *FS In-Kind Contribution* should be analyzed under block (b), below, etc. Furthermore, each cost analysis box, below, should have clear labels indicating which cost element, above, is being analyzed, e.g. Salary/Labor = hrs or days x rate; Travel = miles x rate, or months x FOR rate (that is, days x per diem rate; Equipment Use = hrs or days x rate; Supplies & Materials--list of items and estimated cost; Printing = estimated cost per item; Indirect Cost = Direct cost x current indirect rate.

If necessary, add additional sheets for cost analysis. To compress any unwanted portion(s) of this section, highlight the section to be hidden, then select "Format", "Row", and "Hide" from the toolbar.

Column (a)

Forest
Service
Noncash
Contribution

Column (b)

Forest
Service
Cash to
Cooperator

Column (c)

Cooperator
Noncash
Contribution

Column (d)

Cooperator
Third Party
In-Kind
Contribution

Column (e)

Cooperator

Noncash
Contribution

Column (f)
Cooperator
Third Party
In-Kind
Contribution

EXHIBIT A

Operating and Financial Plan

PROJECT SUMMARY:

The purpose of this Operating Plan is to outline the cooperation between the parties to cost-share and to cooperatively develop, plan, and implement mutually beneficial projects related to partnership activities at Hanging Lake Recreation Area and Trail located on the White River National Forest.

OBJECTIVES AND SCOPE:

In order to accomplish the Parties' shared goals and objectives, this agreement will support both organizations and the mutual goals to:

- I. Protect Natural Resources
- II. Manage Congestion
- II. Enhance Recreation Infrastructure
- III. Improve Visitor Experience and Enhance Public Safety
- IV. Support local tourism

This Operating Plan outlines the specific activities that the Cooperator and the U.S. Forest Service have identified and prioritized incorporated below in the following tasks:

Task 1: Restore and Enhance Recreation Infrastructure

Massive debris flows in Colorado's Glenwood Canyon triggered by heavy rain in the Grizzly Creek burn scar deposited rocks, mud, and debris decimating the beloved Hanging Lake trail system and surrounding recreation area. Parties will continue to work to re-open and re-construct the trail while identifying opportunities for improvements to the existing recreation infrastructure.

Task 2: High-Visitation Congestion Management

Parties implement the *2018 Hanging Lake Visitor Use Management Plan* by operating the year-round reservation system which allocates the determined daily Hanging Lake Area (HLA) capacity people/day via a ticket system at the time of reservation. Parties will also continue to implement and support long-term management actions leading to high quality recreation experiences and excellent customer service.

TERM OF OPERATING PLAN: TIMELINE

All associated tasks will begin as of the last signature of the agreement and parties will endeavor to complete them by the expiration of the agreement.

PERSONNEL

U.S. Forest Service personnel will work closely with the Cooperator to accomplish the work outlined in this operating plan.

Attached is Financial Plan for this Agreement and Operating Plan. The financial plan estimates the interchange of services, equipment, supplies, and other resources contributed to the cost of the project and outlines the funding responsibilities of each party.

ROLES AND RESPONSIBILITIES:

The USFS will perform the following:

- Coordinate the logistics and planning for the project.
- Provide staff, supplies, materials, and tools, as requested.
- Provide oversight of the project and provide any necessary training, as needed.

The Cooperator will perform the following:

- The Cooperator shall hire, train and supervise City employees and its agents.
- The Cooperator shall manage and oversee subcontractors, the reservation system, and solutions that reduce congestion at the high-use area.
- The Cooperator may consider voluntarily funding Forest staff supporting the objectives of this agreement via a separate agreement.



City Council
STAFF REPORT
City of Glenwood Springs
November 21, 2024

Agenda Item:	Resolution 2024-34; Landfill Fee Schedule
Action Requested:	Approve Resolution 2024-34 to set 2025 Landfill Fees
Department:	Public Works
Presented By:	Matthew Langhorst, Elizabeth Mauro
Strategic Goals:	Provide Efficient and Responsive City Government Generate Sustainable Economic Development
Background Info:	The proposed 2025 fee schedule for the South Canyon Landfill includes a 3% inflation adjustment on general materials, plus a \$1/ton increase on municipal waste which will be used to create a new budget line for education and outreach for the landfill and recycling center.
Issues:	None
Fiscal Impact:	Maintain current services through the South Canyon landfill and downtown recycle center.
Legal Review:	NA
Staff Recommendation:	Approve Resolution 2024-34

RESOLUTION 2024-34

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY
OF GLENWOOD SPRINGS, COLORADO, ADOPTING THE
2025 SOUTH CANYON LANDFILL FEE SCHEDULE.**

WHEREAS, the City Council annually sets fees for the South Canyon Landfill; and

WHEREAS, the City Council has reviewed the proposed 2025 Fee Schedule, Budget and supporting information; and

WHEREAS, City Council finds that the changes to the South Canyon Landfill Fee Schedule as set forth on **Exhibit A** is 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 South Canyon Landfill Fee Schedule as set forth on **Exhibit A** attached hereto and incorporated herein, effective January 1, 2025.

INTRODUCED, READ, AND PASSED THIS 21st DAY OF NOVEMBER 2024.

CITY OF GLENWOOD SPRINGS, COLORADO

Ingrid Wussow, Mayor

ATTEST:

Ryan Muse, City Clerk

Exhibit A

Landfill Price Update As of 01/01/2025

Price Update: South Canyon Landfill Pricing

Category	In-County Price	Out-of-County Price	Unit
Municipal Solid Waste (Compacted)	\$55.59	\$110.18	ton
Food Waste	\$12.36	N/A	ton
Residential (1) 30-gallon bag of trash	\$5.00	N/A	each
Construction/Demolition/Loose Trash	\$61.80	\$92.70	ton
Unsorted C&D/Loose Trash (contains divertible materials)	\$104.03	\$161.71	ton
Concrete/porcelain/masonry/crushable rock	\$41.20	N/A	ton
Contaminated Soil	\$72.10	N/A	ton
Screenable Soil	\$10.30	N/A	ton
Waste Soil	\$25.75	N/A	ton
Brush and Wood (separated)	\$41.20	N/A	ton
Appliances	\$10.30	N/A	each
Refrigerator / Freezer / AC Unit	\$41.20	N/A	each
Other Recyclable Metal (separated)	\$0.00	\$0.00	ton
Mattress / Box Spring	\$15.45	N/A	each
Large Animal (elk, cow, etc - over 500 lbs)	\$103.00	N/A	each
Medium Animal (deer, etc - up to 500 lbs)	\$20.60	N/A	each
Non-friable Asbestos	\$69.53	N/A	ton
Septic Tank Liquid	\$0.25	\$0.37	gallon
Car Wash Liquid Waste	\$0.31	\$0.37	gallon
Grease Liquid Waste	\$0.25	\$0.37	gallon
Biosolids	\$41.20	N/A	ton
Minimum Charge	\$12.00	N/A	each
Recycled Road Base	\$10.00	N/A	ton
Landfilled Load Containing Yard Waste	\$500.00	N/A	each
Compost	\$40.00	N/A	ton
Topsoil	\$55.00	N/A	ton
Wood Chips (out)	\$30.00	N/A	ton
Fill dirt (out)	\$8.00	N/A	ton
Tire (passenger/light truck)	\$6.00	N/A	each
Tire with rim (passenger/light truck)	\$12.00	N/A	each
Tire (Large truck)	\$12.00	N/A	each
Tire with rim (Large truck)	\$24.00	N/A	each
Tires Cut	\$89.00	N/A	ton
Television (between 18 and 23 inches)	\$25.00	N/A	each
Television (between 24 and 31 inches)	\$44.00	N/A	each

Television (between 32 and 36 inches)	\$56.00	N/A	each
Television (37 inches and larger)	\$75.00	N/A	each
Flat Screen TV (between 15 and 22 inches)	19.00	N/A	each
Flat Screen TV (between 23 to 27 inches)	\$25.00	N/A	each
Flat Screen TV (between 28 and 39 inches)	\$31.00	N/A	each
Flat Screen TV (between 40 to 50 inches)	\$37.00	N/A	each
Flat Screen TV (between 51 and 70 inches)	\$50.00	N/A	each
Any broken or disassembled TV	\$20.00	N/A	each
CPU, tower	\$20.00	N/A	each
Laptop, audio-video accessories	\$10.00	N/A	each
Solar Panel (smaller than 9 square feet)	\$20.00	N/A	each
Solar Panel (9 square feet or larger)	\$40.00	N/A	each
Computer monitors	\$25.00	N/A	each
Small printer	\$20.00	N/A	each
Medim printer	\$25.00	N/A	each
Floor standing copier or printer	\$65.00	N/A	each
Microwave	\$10.00	N/A	each
Wood, chipped (in)	\$10.00	N/A	ton
Grass and Leaves	\$15.00	N/A	ton
Cardboard	\$20.00	N/A	ton
Manure	\$25.00	N/A	ton
Clean up fee	\$100.00	N/A	each
Clean out fee	\$50.00	N/A	each



City Council
STAFF REPORT
City of Glenwood Springs
November 21, 2024

Agenda Item: November 7, 2024 Council Minutes

Action Requested: November 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
NOVEMBER 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 5. 5:24 Roll Call

Present: Mayor Wussow, Councilor Zalinski, Councilor Schachter, Councilor Godes, Mayor Pro Tem Dehm. Also present were; City Manager Steve Boyd; City Clerk Ryan Muse; City Attorney Karl Hanlon; Finance Director Yvette Gustad; Director of Economic and Community Development Hannah Klausman; Public Information Officer Bryanna Starbuck; and Public Works Director Matt Langhorst.

Absent: Councilor Weimer

Item 6. 6:08 Agenda Changes & Conflicts

City Attorney Karl Hanlon requested to move item 19 to the meeting in December.

Item 7. 6:32 Council Announcements

There were none.

Item 8. 6:40 Citizens Appearing Before Council (for items not on the agenda - comments limited to 3 minutes)

Resident Ned Carter made comments about HOAs and the Holliday House, which is managed by Crystal Property management.

Item 9. 10:39 Council Reactions to Public Comment

Councilor Zalinski and Mayor Wussow made comments in response to the public comments made.

Item 10. 11:57 Consent Agenda

Mayor Pro Tem Dehm moved to approve the consent agenda. Councilor Zalinski seconded, the motion, and it passed unanimously.

Item 11. 12:22 Appointing an At-Large City Councilor to an Open Seat

14:09 Mayor Pro Tem Dehm moved to appoint applicant Matthew Simms to the vacant At-Large Council Seat. Councilor Zalinski seconded the motion and it passed unanimously.

Item 12. 22:35 Presentation of 2023 Financial Audit

City Finance Director Yvette Gustad introduced the auditor, Paul Bacchus with McMahan & Associates to present the 2023 Audit Results.

42:08 Councilor Godes moved to approve the 2023 Audit as presented. Mayor Pro tem Dehm seconded the motion, and it passed unanimously.

Items 13. 43:24 Adoption of the 2025 Budget

City Manager Steve Boyd presented.

44:10 Councilor Schachter moved to approve the 2023 Audit as presented. Mayor Pro Tem Dehm seconded the motion, and it passed unanimously.

Item 14. 45:43 Ordinance 2024-24; Prohibit Disposal of Yard Waste in the Community Landfill

Liz Mauro, Landfill Manager, presented.

43:40 Councilor Zalinski moved to approve Ordinance 2024-24; Prohibit Disposal of Yard Waste in the Community Landfill. Councilor Schachter seconded the motion, and it passed unanimously.

Item 15. 54:53. South Bridge Update

Public Works Director Matthew Langhorst presented.

Mayor Wussow opened the floor to public comment. None were made.

Item 16. 57:17 Presentation from Community Office for Resource Efficiency (CORE)

John Dougherty with the Community Office for Resource Efficiency presented.

Item 17. 1:15:10 YouthZone Update

Jami Hayes, Executive Director and Ali Naaseh-Shahry, Deputy Development Director at YouthZone, presented.

Item 18. 1:36: 26 Appointment of New Municipal Court Judge

Councilor Schachter moved to appoint applicant Tim Graves as the new Municipal Judge. Councilor Zalinski seconded the motion, and it passed unanimously.

Mayor Wussow swore him in.

Item 19. Uinta Railroad Update

This item was moved to the first meeting in December.

Item 20. 1:41:38 Staff Guidance on Data Acquisition of Peer Tourism Promotion Activities

City Manager Steve Boyd presented.

Council has asked City staff to compare the cost benefits seen by other communities (Durango, Gunnison, Salida, Fruita, Steamboat Springs, and Crested Butte) in comparison to the City of Glenwood Springs.

Item 21. 1:52:40 Water and Sewer Rate Proposed Changes for 2025

Public Works Director Matthew Langhorst presented and introduced Bryan Mantz, with GovRates.

Public Works Director Langhorst says he will come back to council with more info and a resolution implementing these changes in January or February in 2025.

Item 22. 2:18:21 Council Comments

Mayor Pro Tem Dehm encouraged people to apply for the open seats on the City's boards and commissions.

Councilor Schachter made comments about the City of Glenwood Springs draft quarterly report.

Councilor Godes made comments about the recent election and the street tax that has passed, based on unofficial results.

Mayor Wussow congratulated City Manager Steve Boyd on the anniversary of his first year as City Manager.

Item 23. 2:22:47 Report from City Administration

City Manager Steve Boyd made comments.

Item 24. 2:23:45 Council Social Event Location Announcement

Mayor Pro Tem Dehm announced the social event would take place at Doc Holliday's.

Item 25. 2:39:53 Adjournment

Councilor Schachter moves to adjourn. Mayor Pro Tem Dehm seconded the motion and it passed unanimously.



City Council
STAFF REPORT
City of Glenwood Springs
November 21, 2024

Agenda Item:	Resolution 2024-35; Pay As You Throw (PAYT) Program Pricing
Action Requested:	Council approval of Resolution 2024-35 Approving Pricing Changes to the Mountain Waste and Recycling Pay-As-You-Throw Program (PAYT) Contract.
Department:	Public Works
Presented By:	Matthew Langhorst
Strategic Goals:	Protect and Preserve our Quality of Life
Background Info:	The city's PAYT program wholesale pricing is up for review by Mountain Waste and Recycling for 2025 and they are requesting a price increase for the program based on revenue needs and program costs. City staff and council have reviewed this pricing change during several work sessions and have agreed on the attached pricing exhibit that was presented in the work session on November 21, 2024.
Issues:	None at this time.
Fiscal Impact:	The pricing proposed will increase the cost of service based on the exhibit reviewed at the November 21st, work session. See work session packet for exhibits.
Legal Review:	Legal has reviewed the resolution and approved its language.
Staff Recommendation:	Staff is Recommending Council approval of Resolution 2024-35 Approving Pricing Changes to the Mountain Waste and Recycling Pay As You Throw Program (PAYT) Contract.

RESOLUTION 2024-35

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY
OF GLENWOOD SPRINGS, COLORADO, ADOPTING THE
2025 PAY AS YOU THROW FEE SCHEDULE.**

WHEREAS, the City Council annually sets fees for Pay As You Throw (PAYT); and

WHEREAS, the City Council has reviewed the proposed 2025 Fee Schedule, Budget and supporting information; and

WHEREAS, City Council finds that the changes to the PAYT Fee Schedule as set forth on **Exhibit A** is 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 Pay As You Throw Fee Schedule as set forth on **Exhibit A** attached hereto and incorporated herein, effective December 1, 2024.

INTRODUCED, READ, AND PASSED THIS 21st DAY OF NOVEMBER 2024.

CITY OF GLENWOOD SPRINGS, COLORADO

Ingrid Wussow, Mayor

ATTEST:

Ryan Muse, City Clerk



City Council
STAFF REPORT
City of Glenwood Springs
November 21, 2024

Agenda Item: Planning and Zoning (P&Z) Commission Appointments

Action Requested: Consideration of Connie Geiman and Patrick Corcoran for Planning and Zoning Commission appointments.

Department: Economic and Community Development

Presented By: Hannah Klausman

Strategic Goals: Provide Efficient and Responsive City Government

Background Info: Planning and Zoning Commission currently has one open regular seat, and two open alternate seats. The open regular seat is filling the recent departure of Matthew Simms, who was appointed to a City Council Seat. The two alternate seats have been open for over 6 months.

City Council interviewed the two applicants during a work session on November 5, 2024.. If Council decides that both applicants are qualified to serve on Planning and Zoning Commission, a determination between who is appointed to the regular seat, and who is appointed to the alternate seat is required.

The open regular seat would be for a term that expires in February of 2026, at which time they could apply for reappointment for a full term.

The full Planning and Zoning Commission membership is included below for reference.

Members

- **John Houghton**
Appointed: Alternate May 2023 (to fill), February 2024
Term Expires: February 2027
- **Joy White**
Appointed: February 2021, February 2024
Term Expires: February 2027
- **Gregory Cowan**
Appointed: Alternate February 2023, February 2024
Term Expires: February 2027
- **Carolyn Cipperly**
Appointed: February 2020, February 2023
Term Expires: February 2026
- **Matthew Simms**
Appointed: Alternate March 2023, February 2023
Term Expires: February 2026
- **Peter Waller**
Appointed: Alternate February 2021 (to fill), February 2022
Term Expires: February 2025
- **Amy Connerton**
Appointed: Alternate October 2021 (to fill), February 2022
Term Expires: February 2025

Alternates

VACANT

Appointed: Alternate
Term Expires: February 2026

VACANT

Appointed: Alternate
Term Expires: February 2025

Issues:

Fiscal Impact: N/A

Legal Review: N/A

Staff Recommendation: Staff defers to Council for Planning and Zoning Commission appointments.

Print**Planning and Zoning Commission Application - Submission #2852****Date Submitted: 11/8/2024****Planning and Zoning Commission Application**

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

Hannah Klausman; Director, Economic and Community Development
hannah.klausman@cogs.us
970-384-6407



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

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

Membership Qualifications*

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

Please select today's date*

Personal Information**First Name*****Last Name*****Occupation*****Home Address***

City*

Glenwood Springs

State*

CO

Zip Code*

81601

Mobile Phone Number***Email Address*****Home Phone Number****Work Phone Number****Mailing Address (If different than home address)**

1117 Palmer Ave

City

Glenwood Springs

State

CO

Zip Code

81601

Personal and Professional Interests**Why are you interested in serving on the Planning and Zoning Commission?***

I am interested in serving on the P&Z Commission because I want to actively contribute to the future development of Glenwood Springs. I want to have a direct voice in shaping land use decisions and ensure thoughtful growth while preserving the character of Glenwood Springs. Finally, it is important for me to make informed decisions so that I can represent my fellow citizens in a responsible way.

What do you view as the role of a Planning and Zoning Commission member?*

As a member of the P&Z Commission, I see myself representing my community by reviewing and making recommendations to the City Council regarding land use development proposals, zoning, subdivision plans, and other major development projects. Also, I will serve on a commission that reviews appeal and variances. It is very important that decisions also align with the Comprehensive Plan and the Housing Plan, while considering factors that maintain the character and authenticity of Glenwood Springs.

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

I have limited experience with land use approval process, but I am a fast learner and want to learn. I'm really interested in jumping in and studying so I can bring myself up to speed. I have paid attention to Glenwood Springs P&Z deliberations and decisions such as the Donnegan Road housing project and the Six Canyon Apartments by reading about these events in the local paper.

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

A primary area of interest is balancing the preservation of the character of Glenwood with the need for responsible growth. I particularly want ensure new development incorporates sustainable practices, keeps traffic and parking in mind, and prioritizes pedestrian-friendly design. One challenge of P&Z is navigating the delicate balance between providing affordable housing for our workforce and keeping the small town feel of Glenwood.

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

P&Z Commission acts in a "quasi-judicial" capacity when it reviews and makes decisions on applications by applying existing codes and laws to specific properties. From what I understand, when P&Z hears a land use application for a specific property, it applies the standards of an existing codes to the facts presented at the hearing. It is important that the commission remains impartial and apply codes fairly and consistently when making decisions.

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

As a nursing faculty, I had to give a lot of difficult feedback and sadly had to fail multiple nursing students in a 10 year period. Failing student because they did not pass a test is less difficult because an exam is an objective form of assessing someone's knowledge; they understand the concepts or they don't. On the other hand, there were a few times I had to fail a student out of a clinical course, which is much more subjective. One such student was obviously not putting together the clinical picture and not critically thinking. I had to meet with her multiple times and create a success plan. Despite the success plan, she continued to not be safe at the bedside, and I made the decision that she could not move forward. When you fail a course in a nursing school, you cannot continue (e.g you fail out of nursing school). This was a very difficult decision and it made her very unhappy.

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.

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

No. I work a part time job (24 hours per week) but hours are flexible.

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

I have a lot of experience working with people on committees. Currently I am on the hospital wide Education Committee, Facilitator Committee, and Inpatient Leadership Team. When I worked at CMC I was the Chair of the Evaluation and Effectiveness Committee and served on the Curriculum Committee and the Student Faculty Committee. I also was on the Faculty Senate at CMC which is a college-wide committee.

This fall, I'm leading a team in writing a self study for our Nurse Resident Program. This was last done in 2021 where I was on the team, but not leading.

Have you previously served on the Planning and Zoning Commission?*

No

Reappointment Applicants

These questions only required for reappointment applicants.

Why do you think you should be reappointed?

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

-- Select One --

Powers and Duties of the Planning and Zoning Commission

(as defined in Title 020 of the Glenwood Springs Municipal Code); f. Powers and Duties of the Planning and Zoning Commission

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

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

(as defined in Title 020 of the Glenwood Springs Municipal Code); c. Powers and Duties of Building Board of Appeals.

The powers and duties of the Building Board of Appeals shall be:

1. 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.
-

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.

(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)

Print**Planning and Zoning Commission Application - Submission #2830****Date Submitted: 10/29/2024****Planning and Zoning Commission Application**

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

Hannah Klausman; Director, Economic and Community Development
hannah.klausman@cogs.us
970-384-6407



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

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

Membership Qualifications*

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

Please select today's date***Personal Information****First Name*****Last Name*****Occupation*****Home Address***

City*

GLENWOOD SPRINGS

State*

CO

Zip Code*

81601

Mobile Phone Number***Email Address*****Home Phone Number****Work Phone Number****Mailing Address (If different than home address)****City**

GLENWOOD SPRINGS

State

CO

Zip Code

81601

Personal and Professional Interests**Why are you interested in serving on the Planning and Zoning Commission?***

I have 24 years of professional real estate experience and the free time to help the City with the current issued it is facing.

What do you view as the role of a Planning and Zoning Commission member?*

An active participant with years of real life experience in the real estate markets.

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

None

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

No

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

Not as much as I should or would like to.

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

A a father of four kids and a fee appraiser for 24 years. Yes, I have had to make decisions that upset people many times.

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

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

yes

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

I have been a volunteer sunlight ski patroller for 24 years and on the volunteer board of directors for 15 years

Have you previously served on the Planning and Zoning Commission?*

No



Reappointment Applicants

These questions only required for reappointment applicants.

Why do you think you should be reappointed?

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

-- Select One --



Powers and Duties of the Planning and Zoning Commission

(as defined in Title 020 of the Glenwood Springs Municipal Code); f. Powers and Duties of the Planning and Zoning Commission

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

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

(as defined in Title 020 of the Glenwood Springs Municipal Code); c. Powers and Duties of Building Board of Appeals.

The powers and duties of the Building Board of Appeals shall be:

1. 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.
-

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.

(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
November 21, 2024

Agenda Item: Employer-Based Rental Assistance Program

Action Requested: Council is asked to allocate \$125,000 of 2c Workforce Housing Funds towards the 'piloting' of the Employer-Based Rental Assistance Program for one year

Department: Economic and Community Development

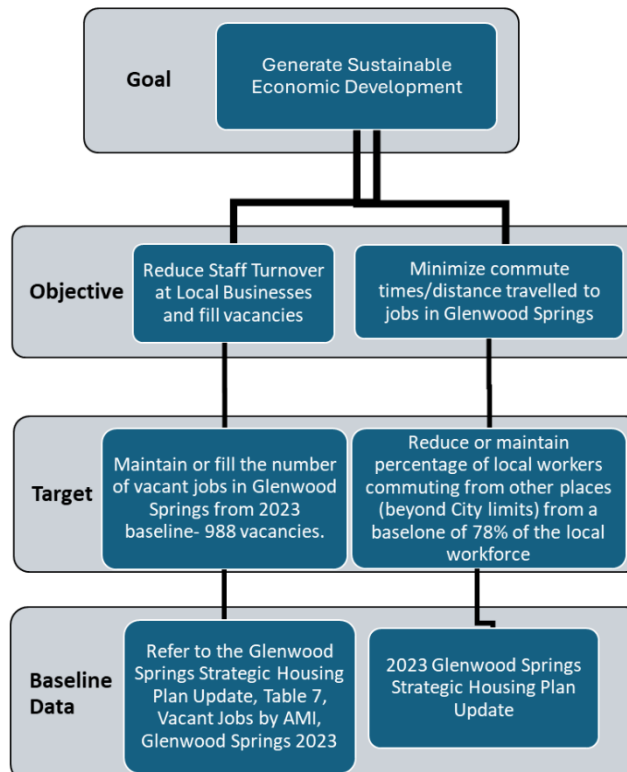
Presented By: Kevin Rayes, Hannah Klausman

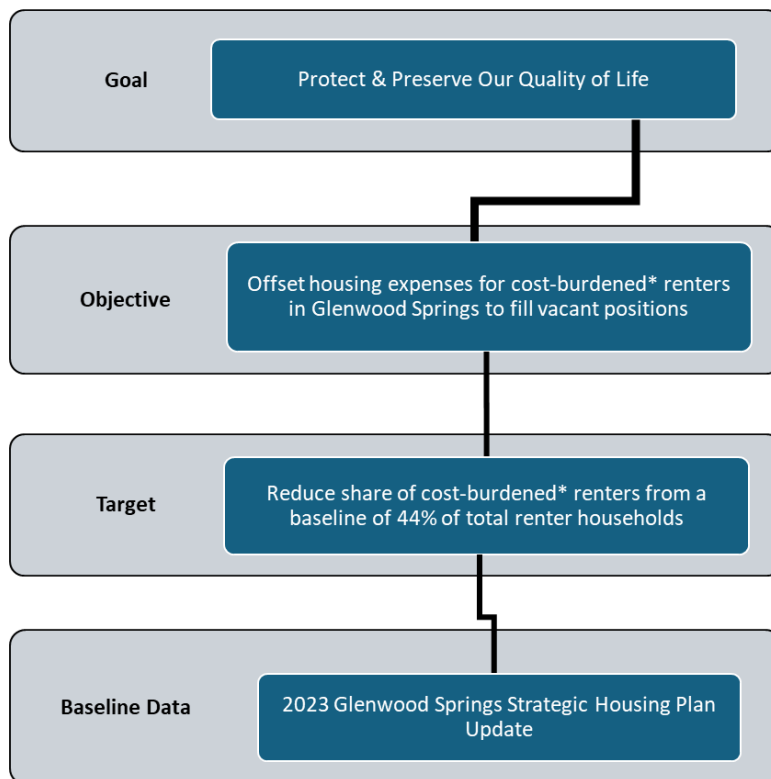
Strategic Goals: Protect and Preserve our Quality of Life
Generate Sustainable Economic Development

Background Info: **Update from Last Month**

On October 3rd, Council discussed the proposed Employer Based Rental Assistance Program and directed Staff to further refine program guidelines/regulations. Staff has since met with the Workforce Housing Fund Advisory Board (WHFAB) to contemplate how this program meets community needs. Everyone agreed that the program should: (1) contribute towards sustainable economic development and (2) protect/preserve quality of life, both of which align with two of Council's goals. Staff used this feedback to define what a successful program looks like.

As depicted in the flowcharts below, each Council goal branches into an objective. The objectives define specific outcomes that the program should deliver. Objectives branch into targets which prescribe how success will be measured. Lastly, the baseline data identifies the data source from which measurements are based.





*Cost burdened is defined as a household paying more than 30 percent of gross income on rent, and other housing-related expenses (i.e., utilities, HOA dues, etc.)

Summary of Proposed Regulations

Staff and WHFAB revised the proposed regulations to reflect the outcomes defined in flowcharts. While the regulations are crafted to address a wide array of questions and 'what-if' scenarios, three fundamental considerations were heavily contemplated when drafting the proposed language:

1. Which *employers* are eligible?
2. Which *employees* are eligible?
3. How should applications be prioritized?

The remainder of this memo discusses the thought process behind addressing these three questions. Council members are encouraged to review all program regulations in Attachment 1 for a holistic understanding of other considerations beyond what is discussed in this memo. Staff is prepared to address additional questions and provide further clarification as needed in-person at the hearing.

Which businesses are eligible for the program?

Rental assistance is limited to businesses that operate in Glenwood Springs on a regular basis. Businesses based in other jurisdictions are not eligible to participate. With that said, there is nuance between businesses that operate solely in Glenwood Springs and those operating in multiple jurisdictions. For instance, a contracting company with offices in Glenwood Springs that works up-valley is included in the program, whereas a contracting company based in Carbondale that does work in Glenwood is not eligible. To capture these scenarios an *Eligible Local Employer* is defined as the following: "A business with a physical, permanent location in Glenwood Springs City limits that has an active business license on file with the City of Glenwood Springs (if required per City finance), and that regularly conducts business within City limits."

Additionally, Council directed Staff to prioritize funding for smaller-sized businesses (based on number of employees). Unfortunately, there is no agreed-upon definition of a 'small business' (i.e., less than 15 employees? Less than 50 employees?).

Regardless of the threshold used to define a 'small business,' restricting funding eligibility based on employer size excludes many local businesses and organizations with jobs that are fundamental to the health and safety of the community. For instance, nurses at the hospital, teachers in the school district, and firefighters at the City would likely be excluded from the program considering the relatively large number of employees at each of these organizations. For purposes of the pilot, Staff and WHFAB recommend 'casting a wide net' to capture as many interested businesses as possible. In this way, the City will have a better understanding of which businesses/organizations might be interested in participating in future years. The regulations allow only one employee per business to participate in the pilot to avoid any one business/employer from monopolizing program funding.

Which employees are eligible?

Eligible employees need to work a minimum average of 32 hours per week for an eligible local employer and reside within the City limits. (The minimum number of hours is derived from the IRS definition of a full-time employee.) The idea behind requiring employees to live in town means that folks live close to jobs, cutting down on commuting times and improving on overall quality of life. Additionally, employees are required to be employed by a qualified employer for at least one year before program eligibility begins. The impetus behind this requirement is threefold:

1. **Prioritize Existing Workers:** The rental assistance program is not intended to be used as a recruiting tool for employers to incentivize prospective employees to relocate from elsewhere.
2. **Reduce traffic/congestion:** Existing employees who move into Glenwood Springs from neighboring jurisdictions to qualify for the program will live closer to their job, thus reducing regional traffic and congestion.
3. **Facilitate Employee Retention:** After a year of employment, employees and employers have some sense if the professional relationship is a good fit and are more likely to participate in this program in its entirety.

How do we prioritize applications?

After significant discussion, Staff and WHFAB determined that a lottery-based system would serve as the best method for selecting applications during the initial pilot period for several reasons:

- 'Even the playing field' - Staff will focus initial efforts on marketing the program to businesses and employees that might be interested in applying. In conjunction with marketing efforts, a multi-week window will open for businesses to apply for the lottery. The lottery will take place only after the application window closes. This process attempts to cast a wide net by providing everyone with an equal opportunity to apply instead of the first-come-first-served model that tends to benefit employers lucky enough to know about the program before others.
- Applications still need to meet eligibility requirements- While the lottery picks applications at random, funding will not be available until employers provide sufficient documentation confirming that financial assistance is needed for a qualified employee. If an application is drawn early enough in the lottery to receive funding but the employee does not qualify (i.e., they make too much money, are not cost burdened, don't live in town, etc.), then funding will be awarded to the next applicant that meets program eligibility. Employers have ten business days to supply employee information before forfeiting funding eligibility.

Issues:

In accordance with the Fair Housing Act, rental assistance is calculated based on household size and does not consider the types of individuals that make up a household. For instance, the program considers the yearly household income of a four-person household consisting of a married couple with two dependents in the same way as a household consisting of four unrelated working adults. With this in mind, Staff anticipates that the program will appeal mostly to employees living with dependents. While this is not necessarily an 'issue,' there is not a lot of room for creativity to target funding towards individual housing circumstances due to Fair Housing requirements.

Fiscal Impact:

The WHFAB recommends allocating \$125 thousand of 2c funds to pilot the program for one year. The 2c lodging tax is estimated to bring in approximately \$1.7 million per year. (See full budget

in Attachment 2.) For context, the WHFAB's recommendation to allocate \$125 thousand of 2c dollars towards the rental assistance program represents approximately 7.3 percent of the annual budget. This allocation of funds does not impact WHFAB's other project priorities and fits within the approved budget allocations set forth in the Strategic Operations Plan.

The pilot will give Staff the opportunity to work with employers, to collect data, and identify areas for improvement. Towards the end of the program, Staff will discuss findings with WHFAB and Council. If Council determines that the pilot is successful, additional meetings may be scheduled regarding the feasibility of adopting and funding a long-term program beyond 2025.

Legal Review:

At this time, there are no legal concerns about the program. Pending approval, Staff will consult with the legal department as needed when administering the program.

Staff Recommendation:

Staff defers to the recommendation from WHFAB to approve funding to pilot the employer-based rental assistance program.

Attachment 1: Proposed Employer Based Rental Assistance Regulations

Attachment 2: Current 2c Budget



City of Glenwood Springs
Employer Based Rental Assistance Guidelines/Regulations

INTRODUCTION

Median home values in Glenwood Springs have increased 333 percent over the past twenty years – from \$211,576 in 2004 to \$916,937 in 2024 (Figure 1).

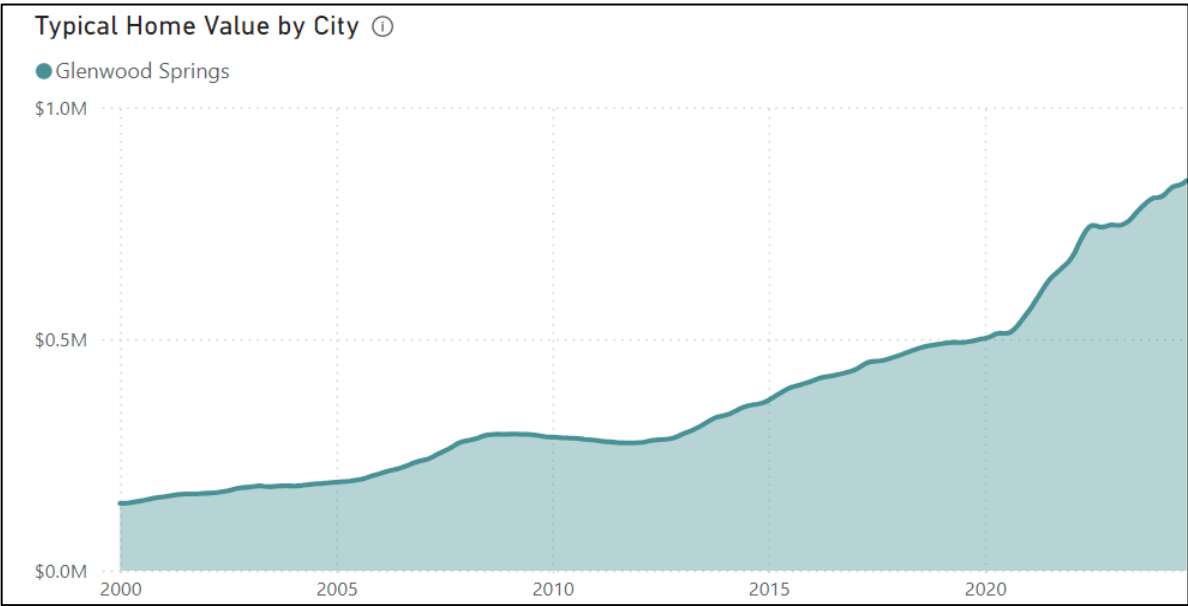


Figure 1: Glenwood Springs Cost of Housing Since 2000
Source: Zillow

Meanwhile, between 2010 – 2022, household median income has increased by only 66 percent (Figure 2). The mismatch between housing cost and household income means individuals and families are spending more of their monthly income on housing related expenses, such as rent, utilities and HOA fees. According to the Glenwood Springs Strategic Housing Plan Update, 38 percent of all households are considered cost burdened, meaning they spend more than 30 percent of their monthly gross income on housing. Among this cohort, 44 percent of all renter-households in Glenwood Springs are cost burdened. As the cost of housing continues to rise, it is reasonable to conclude that the number of cost-burdened households will increase as well.

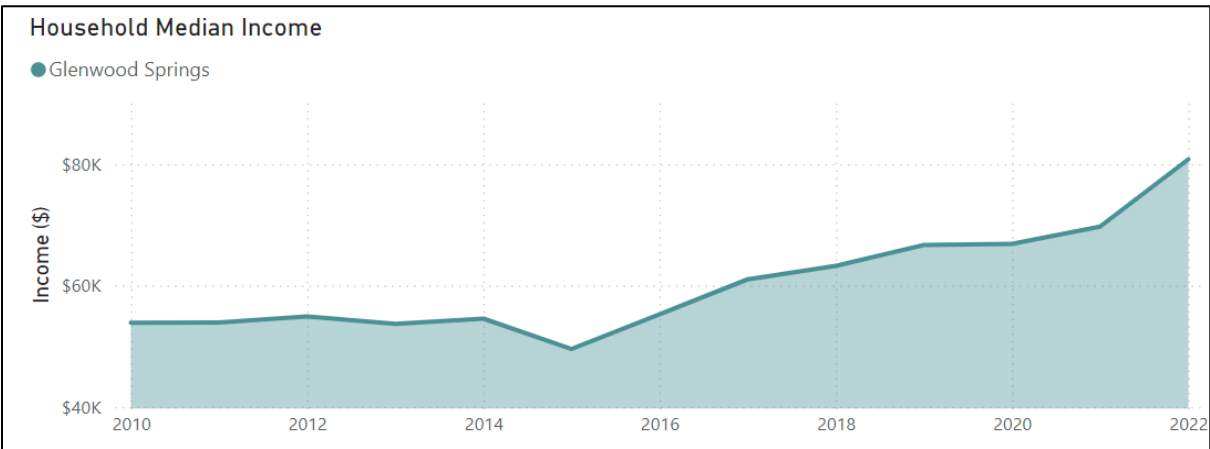


Figure 2: Glenwood Springs Household Median Income 2010 - 2022
Source: American Community Survey

The housing affordability crisis has downstream effects that are negatively impacting the local economy and quality of life for all residents. As more families and individuals are priced out of the housing market, local businesses struggle with employee retention. This trend is already well documented, as many jobs remain unfilled in town. Table I lists the number of unfilled jobs in Glenwood Springs according to Area Median Income. It is notable that 83 percent of all unfilled jobs fall between 30 – 100 percent AMI. Many jobs that are fundamental to the health of the local economy such as teachers, firefighters, contractors, and grocery store workers fall within this income range.

Table I: Unfilled Jobs in Glenwood Springs by AMI

Source: 2023 Glenwood Springs Strategic Housing Plan Update

AMI Category	Vacant Jobs
Under 30% AMI	90
30% to 60% AMI	482
60% to 80% AMI	213
80% to 100% AMI	124
100% to 120% AMI	39
120% to 150% AMI	14
Above 150% AMI	26
Total	988

In response to the growing affordability crisis, the City of Glenwood Springs seeks to partner with local businesses to pay down the rent of employees who are cost burdened. The goal is to reduce staff turnover at local businesses, minimize commute times/distance to jobs and improve overall quality of life for residents.

An employee paying more than 30 percent of their monthly income on rent may receive financial assistance to offset a portion of their monthly housing costs. Half of the rental assistance comes from the City of Glenwood Springs Workforce Housing Fund, and half comes from *local employers*.

It is important to note that while this program certainly improves the quality of life for participating residents and operations of local businesses, it is by no means a long-term solution. The City acknowledges that to meaningfully address the root cause of the affordability crisis, housing inventory needs to be increased.

INITIAL PILOT PERIOD

The Employer Based Rental Assistance Program will begin as a pilot for a period of one year pending Council approval. The initial pilot is intended to ‘test’ the concept and give Staff the opportunity to collect data to inform changes to the program in future years. Funding for the initial pilot is limited and shall be allocated on a competitive basis. Only one, full-time, employee per business may be considered for funding during the initial pilot program. Participating employers and their employees should not expect to receive funding beyond the initial year as available funding in future years is uncertain.

1. *Rental Support Calculation*

Rental support is calculated based on two factors: (1) gross monthly household income and (2) share of gross monthly household income spent on rent. Households that spend more than 30 percent of gross monthly income on rent are eligible for rental support up to the maximum prescribed in Exhibit A¹.

2. *Rental Support Contributions*

Monthly rental support contributions are shared between the City of Glenwood Springs and a sponsoring employer in a 50/50 split.

ELIGIBILITY

Only *qualified employers* are eligible to apply for this program. No more than one application per employer shall be accepted as only one full-time employee per business can be considered for funding during the initial pilot program. It is the responsibility of the employer to determine which employee meets program requirements and submit an application on the employee’s behalf.

❖ Employers should confirm that the following criteria are met prior to applying:

- ☐ Meet the definition of *Local Employer* as set forth in *definitions*.
- ☐ Employ an eligible *Local Employee* as set forth in *definitions* for a minimum of one year prior to the date of applying.
- ☐ Ensure the eligible local employee is pre-approved for a rental unit or already resides in a unit located within Glenwood Springs city limits.
- ☐ The eligible local employee must reside in cost-burdened household as defined in *Definitions*.

APPLICATION PROCEDURES

The application process is broken into three phases.

❖ **Phase 1: Call For Applications – Employer Details**

Pending Council approval of the pilot, a call for applications shall be announced and will open for a minimum of 30 days.

The following information is required in the initial application:

- ☐ Name/DBA & EIN in Good Standing with the Secretary of State
- ☐ Current City business license (if required by Finance)
- ☐ Address of operations and description of business. Description should include where the business primarily operates (e.g., a contracting company that is based in Glenwood Springs but does work around the valley).

1. Changes of a technical nature may be approved administratively to the tables memorialized in Exhibit A as needed.

- ☐ Number of full-time employees. If a business operates in multiple locations (e.g., offices in Glenwood and Aspen, the total number of employees in both locations should be included).

Staff will work with employers to ensure applications are complete and will confirm which applicants are eligible for the lottery (Phase 2).

❖ **Phase 2: Lottery**

Complete and compliant applications submitted during the *call for applications* will be assigned a number. Administered by the Community Development Department and witnessed by the City Clerk, assigned numbers from the complete and compliant applications will be placed into a receptacle and drawn by hand. All applications participating in the lottery will be drawn in order and results will be posted to the City website within five business days. The first ten businesses drawn in the lottery will be contacted by Staff to proceed to step three and remaining businesses will be automatically added to a waitlist. Businesses on the waitlist may be contacted by Staff (in the order in which they were selected) to proceed to step three as funding allows.

❖ **Phase 3: Employee Details**

Businesses/employers selected early enough in the lottery will be contacted by the Housing Development Manager to confirm employee eligibility. Once contacted by Staff, employers shall submit the information below within ten business days. (Failure to provide adequate information within ten business days may result in loss of funding eligibility.) Pending review of the information, the Housing Development Manager will issue a letter to employers confirming acceptance into the pilot program.

The following information is to be submitted to the Housing Development Manager:

- ☐ W-2 from previous year.
- ☐ A current lease, which includes monthly rent paid by entire household.
- ☐ Total household earnings/income (do not include earnings from dependents). This requirement can be met in one of two ways:
 - Three previous paystubs for each working member of a household (including individuals who do not work for a sponsoring employer); or,
 - Documentation originally used to verify household income when applying for a rental unit.
- ☐ An affidavit signed by the employer and employee acknowledging program rules and procedures.

❖ **Alternative Application Procedures**

In the event that available funding exceeds the number of applications received, a lottery will be held in the same manner as described in *Phase 2: Lottery*. All businesses will proceed to *Phase 3: Employee Details*. After each business is approved for funding of one eligible employee, the remaining funds will be available to businesses interested in funding a second employee. Funds will be prioritized based on the previous lottery results. Businesses selected to fund a second employee shall meet the requirements described in Phase 3.

PROGRAM TERMS AND CONDITIONS

Employers and employees are required to understand and agree to the following terms prior to joining the program:

1. *City Obligations*

- a. *Funding period.* Program funding is available for a maximum of 365 days. The City is not party to any lease or rental agreement and is not responsible for rental assistance beyond the final day of the pilot period, regardless of lease/rental agreement requirements.
- b. *Audits.* The Housing Development Manager may require periodic audits from sponsoring employers to ensure compliance with program requirements. This audit may include but is not limited to monthly statements showing timely transfer of funds to participating employees, or recent paystubs. Information shall be provided within ten business days after notification that an audit has been requested, unless the Housing Director extends this time period for good cause shown.

2. *Employer Obligations*

- a. *Compliance and reporting.* Sponsoring employers are responsible for ensuring ongoing employee compliance and timely reporting to the City as necessary. Failure to meet program regulations in good faith may result in suspension or termination from the program in current and future years.
- b. *Rental Support Obligations.* Sponsoring employers shall meet rental support obligations for the duration of the program. Rental support payments shall be remitted to participating employees before the first of each month.
 1. Employers shall keep a record of timestamped monthly payments/transfers and may be required to provide such information in the event of an audit from the Housing Development Manager.
- c. *Employee separation, termination, or change in full-time employment status.* In the event that a participating employee is terminated, resigns, or is no longer employed on a full-time basis, the sponsoring employer shall notify the Housing Development Manager within ten business days or before the next rental assistance payment is remitted by the City (whichever is sooner). Rental assistance to the employee shall conclude for the duration of the pilot program.
 1. Any excess rental assistance paid out by the City shall be returned to the City within ten business days from when the employee loses funding eligibility.
- d. *New Lease Agreement*

In the event that a participating employee enters into a new lease while participating, the employer shall provide a copy of the lease agreement to the Housing Development Manager within ten business days from when the lease was signed.

1. If the participating employee lives with new people upon renewing or signing a new lease, re-verification of household income is required. This requirement can be met in one of two ways:
 - Provide copies of the three previous paystubs for each working member of a household (including individuals who do not work for a sponsoring employer); or,
 - Provide a copy of the documentation used to verify household income when applying for a rental unit.
3. *Employee Obligations:*
 - a. *Initial participation in the program.* An employee currently renting may participate in the rental assistance program under the terms of their existing lease agreement or may sign a new lease agreement upon acceptance into the rental assistance program.
 - b. *Signing a new lease while participating.* In the event that a lease expires or is broken before the rental assistance pilot program terminates, a qualified employee may renew/enter into a new lease/rental agreement and continue participating/benefiting from the rental assistance program until the end of the pilot period, subject to the following conditions:
 1. Any net increase in monthly rental/housing costs shall be borne by the qualified employee or participating employer. The City is not responsible for covering additional expenses beyond its original agreement.
 2. The participating employee shall notify the sponsoring employer that a new lease has been signed and shall provide a copy of the lease agreement to the employer.
 3. If the participating employee lives with new people, re-verification of household income is required and shall be provided to the sponsoring employer. This requirement can be met in one of two ways:
 - Provide copies of the three previous paystubs for each working member of a household (including individuals who do not work for a sponsoring employer); or,
 - Provide a copy of the documentation used to verify household income when applying for a rental unit.
 - c. *Life-safety requirements*

Participating employees are responsible for finding/securing housing that meets basic life safety requirements and satisfies personal needs such as ADA accessibility. The City of Glenwood Springs bears no responsibility for the condition, safety, accessibility, or any other physical component of housing occupied by a participating employee.
 - d. *Third party agreements*

Participating employees are responsible for complying with bylaws, covenants, rental agreements, HOA regulations and any other applicable

controlling documents. The City of Glenwood Springs is not party to any agreements between participating employees, landlords, property managers, neighbors, or HOAs and shall not provide counsel or legal representation in any conflict or dispute that may arise.

DEFINITIONS

1. *Local Employer:* A business with a physical, permanent location in Glenwood Springs City limits that has an active business license on file with the City of Glenwood Springs (if required pursuant to City of Glenwood Springs Finance), and that regularly conducts business within City limits.
2. *Local Employee:* An individual who works for a local employer for a minimum average of 32 hours per week and who resides (or will reside upon joining the program) within City limits.
3. *Household:* A single person or a group of people who live together, regardless of their marital status, sexual orientation, or gender identity. A household may consist of a family or unrelated individuals (i.e., roommates).
4. *Cost-burdened:* A household that spends more than 30 percent of its gross income/earnings on rent.

Attachment 1 | Employer Based Rental Assistance Regulations

Exhibit A | Income Limits & Rental Support Payout Schedule

Max Rental Support Payout Schedule										
Household AMI		≤ 40%	≤ 50%	≤ 60%	≤ 70%	≤ 80%	≤ 90%	≤ 100%	≤ 110%	≤ 120%
Household Size	1 Person	\$1,170	\$1,053	\$936	\$819	\$702	\$585	\$468	\$351	\$234
	2 Person	\$1,537	\$1,383	\$1,229	\$1,075	\$922	\$768	\$614	\$461	\$307
	3 Person	\$2,166	\$1,949	\$1,732	\$1,516	\$1,299	\$1,083	\$866	\$649	\$433
	4 Person	\$2,438	\$2,194	\$1,950	\$1,706	\$1,462	\$1,219	\$975	\$731	\$487

*Maximum rental support for households with more than four people is calculated by adding 15 percent for each additional person. For example, the maximum rental support for a five-person household is 1.15 times the four-person household, and the maximum rental support for a six-person household is 1.30 times the four-person household.

Example Scenario 1:

A two-person household earns \$55 thousand per year, which falls between 60 – 70 percent AMI. They spend \$2,000 per month on rent or (\$24 thousand/year) which is 43 percent of their gross annual income. The goal is to pay 30 percent of household income on rent.

$$30\% \text{ of } \$55,000 = \$16,500$$

$$\$24,000 - \$16,500 = \$7,500$$

$$\$7,500 / 12 = \$625$$

The household is eligible for \$625 in assistance per month, half of which is paid by the City and half of which is paid by the employer.

Income Limits Per CHFA					
AMI	1 Person	2 Person	3 Person	4 Person	5 Person
30%	\$21,510	\$24,600	\$27,660	\$30,720	\$33,180
40%	\$28,680	\$32,800	\$36,880	\$40,960	\$44,240
50%	\$35,850	\$41,000	\$46,100	\$51,200	\$55,300
60%	\$43,020	\$49,200	\$55,320	\$61,440	\$66,360
70%	\$50,190	\$57,400	\$64,540	\$71,680	\$77,420
80%	\$57,360	\$65,600	\$73,760	\$81,920	\$88,480
90%	\$64,530	\$73,800	\$82,980	\$92,160	\$99,540
100%	\$71,700	\$82,000	\$92,200	\$102,400	\$110,600
110%	\$78,870	\$90,200	\$101,420	\$112,640	\$121,660
120%	\$86,040	\$98,400	\$110,640	\$122,880	\$132,720

Note: The tables identified in Exhibit A are subject to changes of a technical nature which may be approved administratively as needed.

Example Scenario 2:

The same two-person household spends \$3,000 per month on rent (\$36 thousand/year) which is 65 percent of their gross annual income.

$$30\% \text{ of } \$55,000 = \$16,500$$

$$\$36,000 - \$16,500 = \$19,500$$

$$\$19,500 / 12 = \$1,625$$

An additional \$1,625/month is needed so no more than 30 percent of household income is spent on rent. However, the payout schedule prescribes a maximum monthly payout of \$1,075 for a two-person household earning between 60-70% AMI. The household is therefore eligible for \$1,075 in assistance per month, half of which is paid by the City and half of which is paid by the employer.

Attachment 2 | 2c Workforce Housing Fund Budget (Updated 11/7/2024)

2C AFFORDABLE HOUSING BUDGET						
CALENDAR YEAR		2023	2024	2025	2026	2027
REVENUE						
Projected		\$1,700,000	\$1,700,000	\$1,700,000	\$1,700,000	\$1,700,000
Carryover		-	\$1,608,450	\$1,442,981	-	-
Actual		\$1,608,450	\$1,347,926	-	-	-
Total Revenue	Actual + Carryover	\$1,608,450	\$2,956,376	\$1,442,981		
	Projected + Carryover	N/A	\$3,308,450	\$3,142,981	\$1,700,000	\$1,700,000
EXPENDITURES						
Projects	Habitat Project	\$0	\$1,500,000	\$0	\$0	\$0
	Glenwood Gardens	\$0	\$0	\$785,000	\$785,000	\$0
Grants	Down Payment Assistance*	\$0		\$75,000	\$75,000	\$0
Personnel	Housing Manager**	\$0	\$13,395	\$75,000	\$100,000	\$150,000
Programs	Rental Assistance Program Pilot	\$0	\$0	\$125,000	\$0	\$0
Total Costs		\$0	\$1,513,395	\$1,060,000	\$960,000	\$150,000
REMAINING FUNDS						
Total Remaining Funds	Actual + Carryover	\$1,608,450	\$1,442,981	\$382,981	-	-
	Projected + Carryover	N/A	\$1,795,055	\$2,082,981	\$740,000	\$1,550,000
*Funded for two years. (Funding for additional years requires board approval.) **Funded at 50% of full cost (salary + benefits).						



City Council
STAFF REPORT
City of Glenwood Springs
November 21, 2024

Agenda Item: South Bridge Update

Action Requested: Staff will give an update on the South Bridge project.

Department: Engineering

Presented By: Ryan Gordon

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

Background Info: NA

Issues: NA

Fiscal Impact: NA

Legal Review: NA

Staff Recommendation: NA



City Council
STAFF REPORT
City of Glenwood Springs
November 21, 2024

Agenda Item: Ordinance 2024-22; Animal Impound Policy

Action Requested: Approve Ordinance

Department: Police Department

Presented By: John Hassell

Strategic Goals: Provide Efficient and Responsive City Government
Ensure Public Safety

Background Info: No previous system exists to adjudicate an animal that is a victim of abuse. Housing of abused animals has been an exorbitant cost to the city, only to learn that the owner will abandon the animal and not pay boarding costs.

Issues: Currently, the Glenwood Springs Police Department has the following practice in place for three scenarios as it relates to the impoundment of animals (paraphrased):

1. Dog at Large: when a dog is found wandering and has no identifiable information available. Officers will place the animal at our contracted shelter, produce a social media post, in an attempt to locate the owner and if after 5 days, the owner is not located, the animal will be deemed abandoned and may be adopted out by the shelter.
2. Vicious Animal with a bite involved: when an animal attacks and bites another animal or human being on either public or private property. The animal is required to quarantine for a period of 10 days, either in our contracted shelter or if appropriate, owner's home. Arrangements are typically made to return the animal if there is no evidence of rabies.
3. Animal Cruelty: when an animal is willfully injured, attempted to be injured, overworked, tortured, beaten or failed to provide any animal with proper food, drink or protection from the weather, mutilated, killed or transported in a cruel or inhumane manner said animal, or to allow any of these acts to be done.

In this last scenario, the animal is held until the defendant attends court and/or an adjudication of the case is made by the Municipal Court. This can be a minimum of 30 days until their first appearance and has a daily cost of approximately \$15.

As a financial burden to the City, we are asking for the Council to amend our current ordinance to allow the courts to give direction on the adjudication of the animal. In turn, Officers will summon an offender of subsection 3 into court within a 2-week period to minimize the time the animal spends in the shelter.

Fiscal Impact: Anticipated saving in boarding costs.

Legal Review: Legal has reviewed

Staff Recommendation: Staff recommends approval.

ORDINANCE NO. 22

Series of 2024

**AN ORDINANCE OF THE CITY OF GLENWOOD SPRINGS,
COLORADO, AMENDING SECTION 100.020.130 OF THE GLENWOOD
SPRINGS MUNICIPAL CODE FOR ANIMAL CONTROL AND
MAINTENANCE.**

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 100.020.130 of the Glenwood Springs Municipal Code addresses the impoundment of animals; and

WHEREAS, City Staff has recommended updating Section 100.020.130 as set forth on **Exhibit A** attached hereto; 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 amend Section 100.020.130.

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 100.020.130 of the Glenwood Springs Municipal Code is amended as set forth in **Exhibit A** attached hereto.

INTRODUCED, READ, PASSED, AND ORDERED PUBLISHED BY TITLE ONLY
THIS ____ DAY OF _____ 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

EXHIBIT A

The following sections of the Municipal Code are amended as follows with double underlined text added and ~~strike through text~~ deleted.

ARTICLE 100.020 ANIMAL CONTROL AND MAINTENANCE

* * * *

100.020.130 - Impoundment of animals.

- (a) *In general.* Animals shall be taken up and held in an animal shelter ~~a suitable place provided therefor~~ when found in the City under any of the following conditions:
- (1) Any animal, except domestic house cats, running at large.
 - (2) Any animal without a current rabies tag attached to its collar or harness; or
 - (3) ~~A dog without a current license tag attached to its collar or harness.~~ Any animal held as evidence or as part of the commission of a crime;
 - (4) Any animal that is a victim of abuse or cruelty pursuant to Section 100.020.140.
- (b) *Redemption or disposition of impounded animals.*
- (1) As soon as practicable after impoundment, notice of impoundment shall be given to the owner thereof, if known; and if not known, notice shall be posted in a conspicuous place in the Glenwood Springs Municipal Building for a period of five (5) working days.
 - (2) Any pet animal impounded pursuant to the provisions of this Article shall become the property of the animal shelter after five (5) days of impoundment. For purposes of this Section, the animal shelter facility complies with Section 35-80-106.3, C.R.S., regarding animal holding periods.
 - (3) Any impounded animal not held as a vicious animal, ~~held as evidence or as part of the commission of a crime, or that is being impounded pursuant to (a) (4) above~~ may be redeemed by payment of impoundment fees, room and board costs, and, if applicable, license fees and rabies vaccination costs. If the owner contests ~~his/her~~ their guilt, the animal may be released upon payment equal to the impoundment fee, room and board costs, and, if applicable, license fee and vaccination costs. If the owner is acquitted, the amount of the impoundment fee and room and board costs shall be returned; if convicted, the entire amount of the fees and costs shall be retained by the City and deemed payment of the applicable fees. If ~~any animal is not claimed within five (5) working days of the date of notice,~~ said animal shall be deemed abandoned and may be euthanized.
 - (4) Any animal impounded pursuant to (a)(3) or (a)(4) or being held as a viscous animal shall be released only on order of the Court.
 - (5) After the required time period, the Glenwood Springs Animal Control may release to a bona fide humane society, rescue group or a person having no previous ownership interest in the

animal, any pet animal which is not designated as dangerous or diseased. Upon release of the animal, the recipient may be required to pay a fee as established by the animal shelter, including but not limited to fees for adoption, rabies vaccinations, pet license and sterilization or other associated costs.

- (6) In the event an impounded pet animal, in the opinion of a veterinarian, or animal shelter supervisor, if a veterinarian is not available, is experiencing extreme pain or suffering, the animal may be disposed of immediately by the animal shelter through euthanasia after the animal shelter has exhausted reasonable efforts to contact the owner; however, for pet animals with identification, the animal shelter shall exhaust reasonable efforts to contact the owner for up to twenty-four (24) hours.
- (7) Nothing in this Section or this Article shall be construed to prevent any Animal Control officer, animal shelter staff or peace officer from taking whatever action is reasonably necessary to protect themselves or others from bodily injury or serious bodily injury by any animal.
- (c) *Fees.* There shall be charged to the owner of each animal impounded the following fees, whether or not such owner redeems the animal:

 - (1) *Impoundment fee:* Ten dollars (\$10.00) for the first impoundment of an animal; twenty-five dollars (\$25.00) for the second impoundment of the same animal; and fifty dollars (\$50.00) for each subsequent impoundment of an animal within one (1) year;
 - (2) *Room and board:* The actual cost charged to the City by the kennel boarding the animal;
 - (3) *Rabies vaccination:* If required, the actual cost charged to the City;
 - (4) *License fee:* If required, the cost of a license pursuant to Section 100.020.050;
 - (5) *Euthanasia fee:* The actual cost charged to the City by the veterinarian euthanizing the animal.

The City shall retain a copy of any statement provided to it establishing the actual cost to the City for such fees. It shall be unlawful for any owner to fail to make arrangements for the redemption, surrender or disposition of any animal impounded pursuant to the provisions of this Article, or to fail to pay any fees associated with the redemption, surrender or disposition of such animal.



City Council
STAFF REPORT
City of Glenwood Springs
November 21, 2024

Agenda Item: Ordinance 2024-26; Fixing and Certifying Mill Levy for the City

Action Requested: Approval of Ordinance 2024-26; Fixing and Certifying Mill Levy for the City.

Department: Finance

Presented By: Yvette Gustad

Strategic Goals: Provide Efficient and Responsive City Government

Background Info: Each year we need to pass an ordinance that certifies our mill levy.

Issues: None

Fiscal Impact: Detailed in attachment.

Legal Review: NA

Staff Recommendation: Staff supports approval of this ordinance.

ORDINANCE NO. 26

Series of 2024

**AN ORDINANCE OF THE CITY OF GLENWOOD SPRINGS,
COLORADO, FIXING AND CERTIFYING THE MILL LEVY ON THE
2024 ASSESSMENT FOR COLLECTION IN FISCAL YEAR 2025.**

WHEREAS, the City Council of the City of Glenwood Springs has adopted by Resolution 2024-33 the budget for fiscal year 2025 commencing January 1, 2025 and ending December 31, 2025; and

WHEREAS, the City Council of the Glenwood Springs desires to fix a mill levy pursuant to Section 9.7 of the Municipal Charter of the City of Glenwood Springs to enable the City to have sufficient revenues to pay the proposed expenditures for fiscal year 2025; and

WHEREAS, pursuant to Section 4.1 of the Municipal Charter of the City of Glenwood Springs, the City Council is required to levy taxes by ordinance.

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

Section 1. The mill levy for general purposes that shall be assessed upon each dollar of the assessed valuation of all taxable property within the corporate limits of the City of Glenwood Springs, shall be fixed at the rate set forth on **Exhibit A** attached hereto and incorporated herein.

Section 2. The City Manager is hereby directed to certify said mill levy to Garfield County as required by law, no later than the 15th day of December 2024.

INTRODUCED, READ ON FIRST READING, PASSED, AND ORDERED
PUBLISHED BY TITLE ONLY THIS 21ST DAY OF NOVEMBER 2024.

CITY OF GLENWOOD SPRINGS, COLORADO

Ingrid Wussow, Mayor

ATTEST:

Ryan Muse, City Clerk

INTRODUCED, READ ON SECOND READING, AND ORDERED PUBLISHED BY
TITLE ONLY TO BE EFFECTIVE TEN DAYS FOLLOWING THE DATE OF SECOND
PUBLICATION THIS ___ DAY OF DECEMBER 2024.

CITY OF GLENWOOD SPRINGS, COLORADO

Ingrid Wussow, Mayor

ATTEST:

Ryan Muse, City Clerk

CERTIFICATION OF TAX LEVIES for NON-SCHOOL GovernmentsTO: County Commissioners¹ of Garfield County, Colorado.On behalf of the City of Glenwood Springs,(taxing entity)^Athe City Council(governing body)^Bof the City of Glenwood Springs(local government)^C

Hereby officially certifies the following mills to be levied against the taxing entity's GROSS \$ assessed valuation of:

337,529,850

(GROSS^D assessed valuation, Line 2 of the Certification of Valuation Form DLG 57^E)

Note: If the assessor certified a NET assessed valuation (AV) different than the GROSS AV due to a Tax Increment Financing (TIF) Area^F the tax levies must be calculated using the NET AV. The taxing entity's total property tax revenue will be derived from the mill levy multiplied against the NET assessed valuation of:

335,830,290

(NET^G assessed valuation, Line 4 of the Certification of Valuation Form DLG 57)

USE VALUE FROM FINAL CERTIFICATION OF VALUATION PROVIDED BY ASSESSOR NO LATER THAN DECEMBER 10

Submitted: _____ for budget/fiscal year 2025.
(no later than Dec. 15) (mm/dd/yyyy) (yyyy)

PURPOSE (see end notes for definitions and examples)**LEVY²****REVENUE²**

1. General Operating Expenses ^H	<u>8.603</u> mills	\$ <u>2,889,148</u>
2. <Minus> Temporary General Property Tax Credit/ Temporary Mill Levy Rate Reduction ^I	< > mills	\$ < >
SUBTOTAL FOR GENERAL OPERATING:	<u>8.603</u> mills	\$ <u>2,889,148</u>
3. General Obligation Bonds and Interest ^J	_____ mills	\$ _____
4. Contractual Obligations ^K	_____ mills	\$ _____
5. Capital Expenditures ^L	_____ mills	\$ _____
6. Refunds/Abatements ^M	<u>.102</u> mills	\$ <u>34,255</u>
7. Other ^N (specify): _____	_____ mills	\$ _____
	_____ mills	\$ _____
TOTAL: [Sum of General Operating Subtotal and Lines 3 to 7]	<u>8.705</u> mills	\$ <u>2,923,403</u>

Contact person: (print) Yvette Gustad Daytime phone: (970) 384-6421

Signed: _____ Title: Finance Director

Include one copy of this tax entity's completed form when filing the local government's budget by January 31st, per 29-1-113 C.R.S., with the Division of Local Government (DLG), Room 521, 1313 Sherman Street, Denver, CO 80203. Questions? Call DLG at (303) 864-7720.

¹ If the *taxing entity's* boundaries include more than one county, you must certify the levies to each county. Use a separate form for each county and certify the same levies uniformly to each county per Article X, Section 3 of the Colorado Constitution.

² Levies must be rounded to three decimal places and revenue must be calculated from the total NET assessed valuation (Line 4 of Form DLG57 on the County Assessor's **FINAL** certification of valuation).



City Council
STAFF REPORT
City of Glenwood Springs
November 21, 2024

Agenda Item: Ordinance 2024-27; Fixing and Certifying Mill Levy for General Improvement District

Action Requested: Approval of Ordinance 2024-27; Fixing and Certifying Mill Levy for General Improvement District.

Department: Finance

Presented By: Yvette Gustad

Strategic Goals: Provide Efficient and Responsive City Government

Background Info: Each year we have to pass an ordinance certifying the mill levy for the General Improvement District.

Issues: None

Fiscal Impact: Detailed in the Exhibit.

Legal Review: NA

Staff Recommendation: Staff supports approval.

ORDINANCE NO. 27

Series of 2024

**AN ORDINANCE OF THE CITY OF GLENWOOD SPRINGS,
COLORADO, FIXING AND CERTIFYING THE MILL LEVY ON THE
2024 ASSESSMENT FOR COLLECTION IN FISCAL YEAR 2025 FOR THE
GLENWOOD SPRINGS GENERAL IMPROVEMENT DISTRICT NO.
1980.**

WHEREAS, the City Council of the City of Glenwood Springs has established the Glenwood Springs General Improvement District No. 1980; and

WHEREAS, the City Council of the City of Glenwood Springs has adopted by Resolution 2024-33 the budget for fiscal year 2025 commencing January 1, 2025 and ending December 31, 2025; and

WHEREAS, the City Council of the Glenwood Springs, as the ex-officio Board of Directors of the Glenwood Springs General Improvement District No. 1980, desires to fix a mill levy pursuant to Section 9.7 of the Municipal Charter of the City of Glenwood Springs to enable the City to have sufficient revenues to pay the proposed expenditures for fiscal year 2025; and

WHEREAS, pursuant to Section 4.1 of the Municipal Charter of the City of Glenwood Springs, the City Council is required to levy taxes by ordinance.

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

Section 1. The mill levy for general purposes that shall be assessed upon each dollar of the assessed valuation of all taxable property within the Glenwood Springs General Improvement District No. 1980 shall be fixed at the rate set forth on **Exhibit A** attached hereto and incorporated herein.

Section 2. The City Manager is hereby directed to certify said mill levy to Garfield County as required by law, no later than the 15th day of December 2024.

INTRODUCED, READ ON FIRST READING, PASSED, AND ORDERED
PUBLISHED BY TITLE ONLY THIS 21st DAY OF NOVEMBER 2024.

CITY OF GLENWOOD SPRINGS, COLORADO

Ingrid Wussow, Mayor

ATTEST:

Ryan Muse, City Clerk

INTRODUCED, READ ON SECOND READING, AND ORDERED PUBLISHED BY
TITLE ONLY TO BE EFFECTIVE TEN DAYS FOLLOWING THE DATE OF SECOND
PUBLICATION THIS ___ DAY OF DECEMBER 2024.

CITY OF GLENWOOD SPRINGS, COLORADO

Ingrid Wussow, Mayor

ATTEST:

Ryan Muse, City Clerk

CERTIFICATION OF TAX LEVIES for NON-SCHOOL GovernmentsTO: County Commissioners¹ of Garfield County, Colorado.

On behalf of the G.I.D. #1980,
 (taxing entity)^A
 the City Council
 (governing body)^B
 of the City of Glenwood Springs
 (local government)^C

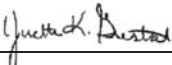
Hereby officially certifies the following mills
 to be levied against the taxing entity's GROSS \$ 28,023,690
 assessed valuation of: (GROSS^D assessed valuation, Line 2 of the Certification of Valuation Form DLG 57^E)

Note: If the assessor certified a NET assessed valuation
 (AV) different than the GROSS AV due to a Tax
 Increment Financing (TIF) Area^F the tax levies must be \$ 27,382,360
 calculated using the NET AV. The taxing entity's total
 property tax revenue will be derived from the mill levy
 multiplied against the NET assessed valuation of: (NET^G assessed valuation, Line 4 of the Certification of Valuation Form DLG 57)
**USE VALUE FROM FINAL CERTIFICATION OF VALUATION PROVIDED
 BY ASSESSOR NO LATER THAN DECEMBER 10**

Submitted: _____ for budget/fiscal year 2025.
 (no later than Dec. 15) (mm/dd/yyyy) (yyyy)

PURPOSE (see end notes for definitions and examples)**LEVY²****REVENUE²**

1. General Operating Expenses ^H	<u>2.287</u> mills	\$ <u>62,623</u>
2. <Minus> Temporary General Property Tax Credit/ Temporary Mill Levy Rate Reduction ^I	< <u>.307</u> > mills	\$ < <u>8,406</u> >
SUBTOTAL FOR GENERAL OPERATING:	<u>1.980</u> mills	\$ <u>54,217</u>
3. General Obligation Bonds and Interest ^J	_____ mills	\$ _____
4. Contractual Obligations ^K	_____ mills	\$ _____
5. Capital Expenditures ^L	_____ mills	\$ _____
6. Refunds/Abatements ^M	<u>.003</u> mills	\$ <u>82</u>
7. Other ^N (specify): _____	_____ mills	\$ _____
	_____ mills	\$ _____
TOTAL: [Sum of General Operating Subtotal and Lines 3 to 7]	<u>1.983</u> mills	\$ <u>54,299</u>

Contact person: _____ Daytime phone: (970) 384-6421
 (print) Yvette Gustad
 Signed:  Title: Finance Director

Include one copy of this tax entity's completed form when filing the local government's budget by January 31st, per 29-1-113 C.R.S., with the Division of Local Government (DLG), Room 521, 1313 Sherman Street, Denver, CO 80203. Questions? Call DLG at (303) 864-7720.

¹ If the *taxing entity's* boundaries include more than one county, you must certify the levies to each county. Use a separate form for each county and certify the same levies uniformly to each county per Article X, Section 3 of the Colorado Constitution.

² Levies must be rounded to three decimal places and revenue must be calculated from the total NET assessed valuation (Line 4 of Form DLG57 on the County Assessor's **FINAL** certification of valuation).



City Council
STAFF REPORT
City of Glenwood Springs
November 21, 2024

Agenda Item: Update from Clean Energy Economy for the Region (CLEER)

Action Requested: Morgan Hill will be here to provide an update to Council on CLEER's activities.

Department: City Administration

Presented By: Steve Boyd

Strategic Goals: Protect and Preserve our Quality of Life

Background Info: This is a regular annual update to Council.

Issues: NA

Fiscal Impact: NA

Legal Review: NA

Staff Recommendation: NA



Town of Parachute | City of Rifle | Town of Silt
Town of New Castle | City of Glenwood Springs
Town of Carbondale | Roaring Fork Transportation Authority
Garfield County | Colorado Mountain College
Holy Cross Energy | Garfield County Libraries

Managed by CLEER: Clean Energy Economy for the Region / (970) 704-9200 / P.O. Box 428, Carbondale, Colorado 81623

To: Mayor Wussow and the Glenwood Springs City Council
Through: Steve Boyd, City Manager
From: Garfield Clean Energy Collaborative
Date: November 18, 2024
Re: **Garfield Clean Energy 2024 progress and 2025 plans**

The City of Glenwood Springs's participation in the Garfield Clean Energy (GCE) Collaborative is deeply appreciated and has been critical to GCE's original founding and continued success. As a county-wide effort we have created significant measurable results. Looking ahead to 2025, we have significant opportunities to continue to grow the positive results of GCE for our region and to achieve GCE goals.

1. **12% energy savings** in the built environment by 2030
2. **100% carbon-free electricity** by 2030
3. **Clean mobility**: 15% of all registered vehicles are zero-emissions EVs by 2030 and an increase in multimodal transportation
4. 100% reduction in **greenhouse gas emissions** from electricity and 10% reduction in emissions relating to natural gas use
5. Expand the benefits of **economic development and job creation** of the clean energy transition while minimizing impacts

GCE is requesting time on each partner's council, trustee, or commissioner agenda to provide an update on GCE results and share our goals for the coming year. This presentation will cover our core programs, achievements, and community benefits in the current year. We will also discuss our goals and plans for 2025.

We look forward to speaking with the Glenwood Springs City Council and welcome your input and suggestions.



Garfield Clean Energy

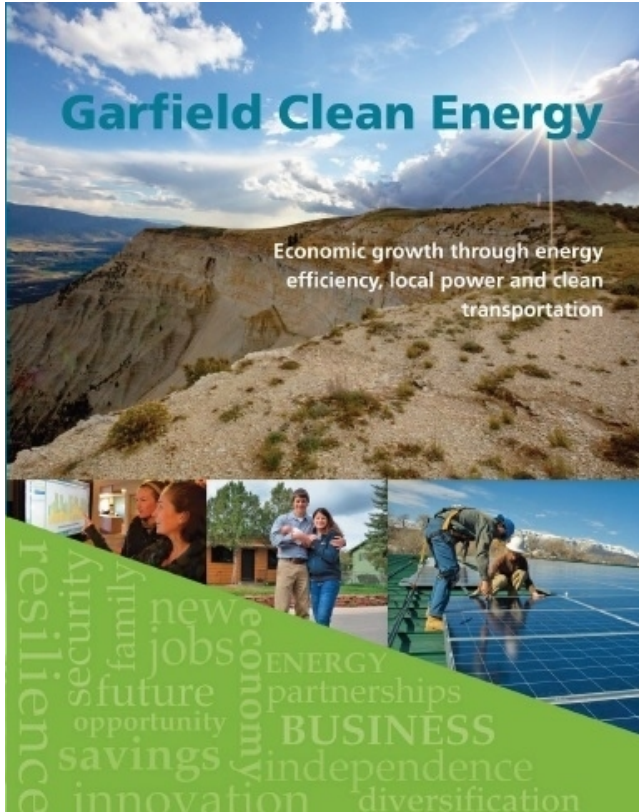
Programs update and 2025 plans

City of Glenwood Springs City Council

Morgan Hill, Clean Energy Economy for the Region (CLEER)

November 21, 2024

Background on Garfield Clean Energy (GCE)



- 9 Member governments
- Holy Cross Energy and Garfield County Libraries are affiliate members
- Became a government Collaborative in 2012
- City of Glenwood Springs was a founding GCE partner
- Clean Energy Economy for the Region (CLEER) manages programs under contract

Garfield Clean Energy Vision

Garfield Clean Energy will be an innovative leader in advancing energy efficiency, renewable energy, and clean transportation to protect the environment and build a strong, resilient and diverse economy.



Energy Action Plan goals



By 2030:

1. **Energy savings in the built environment:**
12% reduction
2. **Carbon-free electricity:** 100%
3. **Clean mobility:** 15% of all registered vehicles are EVs, increase multi-modal transportation
4. **Greenhouse gas emissions:**
 - a. 100% reduction in emissions from electricity
 - b. 10% reduction from natural gas
5. **Clean energy economic development and jobs:** harness economic benefits and address economic impacts

Residential and commercial energy programs

Garfield County residents, businesses, and commercial property owners can receive free energy coaching through GCE.

- Biggest bang-for-the-buck energy saving measures
- Available rebates and other financing options
- Recommendations on appliances
- Contractor lists



ReEnergize Garfield County

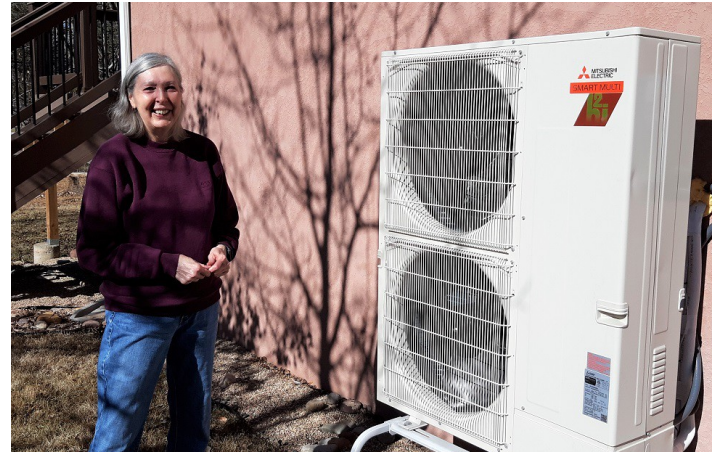


- Income-qualified residential energy efficiency program
- Provides rebates from \$2,000-\$4,000
- Up to 150% area median income (AMI)
- Work performed by Northwest Colorado Council of Governments (NWCCOG)
- Projects include
 - Insulation & air sealing
 - Pipe & duct wrapping
 - Heating/cooling system upgrade
 - LED lighting
- Saving GWS LMI residents \$24,800 annually



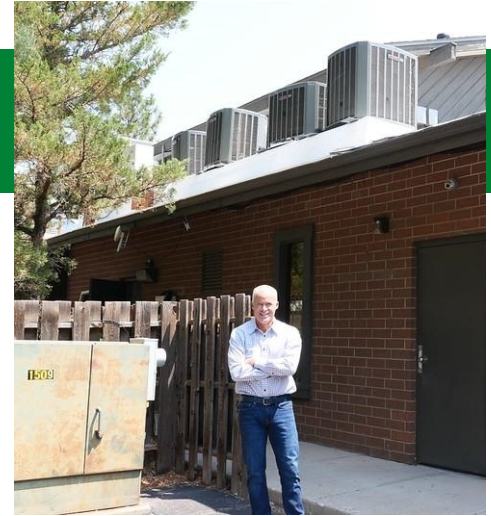
Accessing residential energy efficiency resources

- Contact our energy coaches at CLEER at (970) 704-9200 or visit garfieldcleanenergy.org/res-buildings
- Access to ReEnergize program information and application can be found at garfieldcleanenergy.org/reenergize



Commercial Program

- Free energy consulting services to business and commercial property owners
- Includes a detailed walkthrough for any businesses or other commercial buildings interested in improving efficiency
- Anyone interested can reach out to us at info@garfieldcleanenergy.org
- Or complete the form here <https://garfieldcleanenergy.org/com-form/>



Energy code adoption and implementation

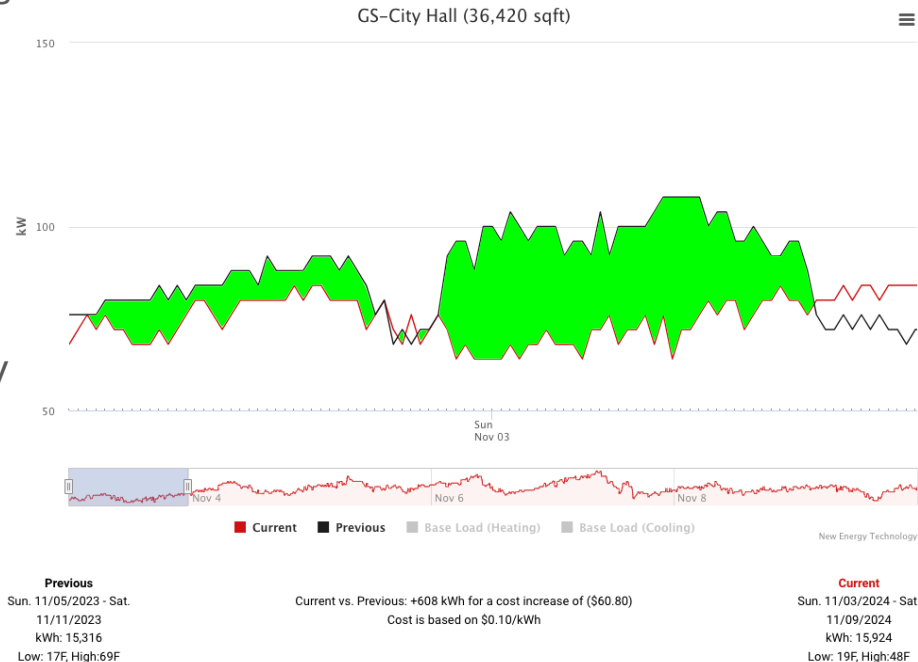
- Provided energy code adoption and implementation support for both local government staff and developers
- Regional Net Zero Roadmap collaboration
- Hosted training series in May and June



Advanced Energy Management

Advanced Energy Management (AEM): Utilizes both monthly energy invoice data and near real-time electricity data to continuously monitor energy use.

- Tracking 26 utility bills for 12 City buildings
- City buildings are recorded in Portfolio Manager for State benchmarking and we will support the City when buildings are required to comply
- Use interval data and utility bills to identify opportunities for saving energy and money
- Highlight where savings is occurring
- More savings can be achieved as participation increases



Clean transportation - electrification

- EV charging infrastructure grant assistance
- Countywide EV Readiness plan
- Charge Ahead Colorado and EV Fast-Charging Plazas
- EV Ride and Drives
- Workshops in Spanish



Clean transportation - multimodal

- 50 e-bikes provided to Garfield County residents
- Over 240 BikeThere attendees at Library branches



Events and outreach

- Arbor Day and other festivals
- WinterWise energy efficiency campaign
- Monthly GCE newsletter and Post Independent column



What's ahead in 2025

- Continuing to grow residential and commercial energy efficiency programs
- Implementation of EV Readiness plan
- Optimization of state and federal resources
- Enhanced advanced energy management coaching and collaboration to reduce energy costs at GCE member facilities
- Ongoing implementation of renewable energy projects
- Economic diversification and workforce development

Thank you City of Glenwood Springs

GCE countywide collaborative programs would not have been possible without the Town of Carbondale's ongoing participation from the Board of Trustees and Town staff.

GCE contact:

Morgan Hill, Associate Director

(970) 704-9200 x101

mhill@cleanenergyeconomy.net



City Council
STAFF REPORT
City of Glenwood Springs
November 21, 2024

Agenda Item: Resolution 2024-36; Adoption of Tourism Destination Management Plan

Action Requested: Approval of Destination Management Plan

Department: City Administration

Presented By:

Strategic Goals:

Background Info: This item was the subject of a work session presentation earlier today and this is an opportunity for Council to either adopt the plan or direct staff to consider other factors and bring it back for adoption at a future meeting.

Issues: NA

Fiscal Impact: Confined to the Tourism Management Fund.

Legal Review: NA

Staff Recommendation: Staff defers to Council.

RESOLUTION 2024-36

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY
OF GLENWOOD SPRINGS, COLORADO, APPROVING
THE TOURISM DESTINATION MANAGEMENT PLAN.**

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, the City hired Mission2Market (the “Consultants”) to develop the Tourism Destination Management Plan (the “Plan”); and

WHEREAS, the purpose of the destination management plan was to develop a marketing plan to take Glenwood Springs into the next few years; and

WHEREAS, the plan only calls for resources that are in the Tourism Promotion Fund; and

WHEREAS, the Glenwood Springs City Council finds and believes it is in the best interest of the City to adopt the Tourism Destination Management Plan attached as **Exhibit A**; and

WHEREAS, the Plan will be on file with the City Clerk.

**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 Tourism Destination Management Plan attached as **Exhibit A**.

INTRODUCED, READ AND PASSED THIS 21st DAY OF NOVEMBER 2024.

CITY OF GLENWOOD SPRINGS, COLORADO

ATTEST:

Ingrid Wussow, Mayor

Ryan Muse, City Clerk



2025-2027
GLENWOOD SPRINGS
DESTINATION MANAGEMENT
& STRATEGIC MARKETING
PLAN



VISIT GLENWOOD SPRINGS

802 Grand Avenue
Glenwood Springs, CO 81601
970-945-6580
info@visitglenwood.com



DESTINATION MANAGEMENT TABLE OF CONTENTS



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OVERVIEW

The 2025-2027 Glenwood Springs Destination Management Strategy is the community’s first comprehensive three-year plan for managing tourism in Glenwood Springs. Prior plans have been developed focusing on economic growth through marketing and promotion. This plan proposes a major shift for Glenwood Springs that is reflective of the advancement of the community from an emerging destination to an established destination. Emerging destinations tend to take any visitors at any time. Established destinations work to recruit visitors who meet their destination goals, such as staying longer, spending more time, and being more respectful of the natural and cultural assets of the community.

Visit Glenwood Springs has been proactively shifting

The future goal is to consider the impacts of tourism on residents in every decision.

messaging away from the peak season for the past decade. For example, the organization no longer promotes peak summer visitation and focuses on developing off-peak seasons instead. This plan not only leans into this shift but introduces new tools and ideas that will support the destination’s current and future needs as an established destination.

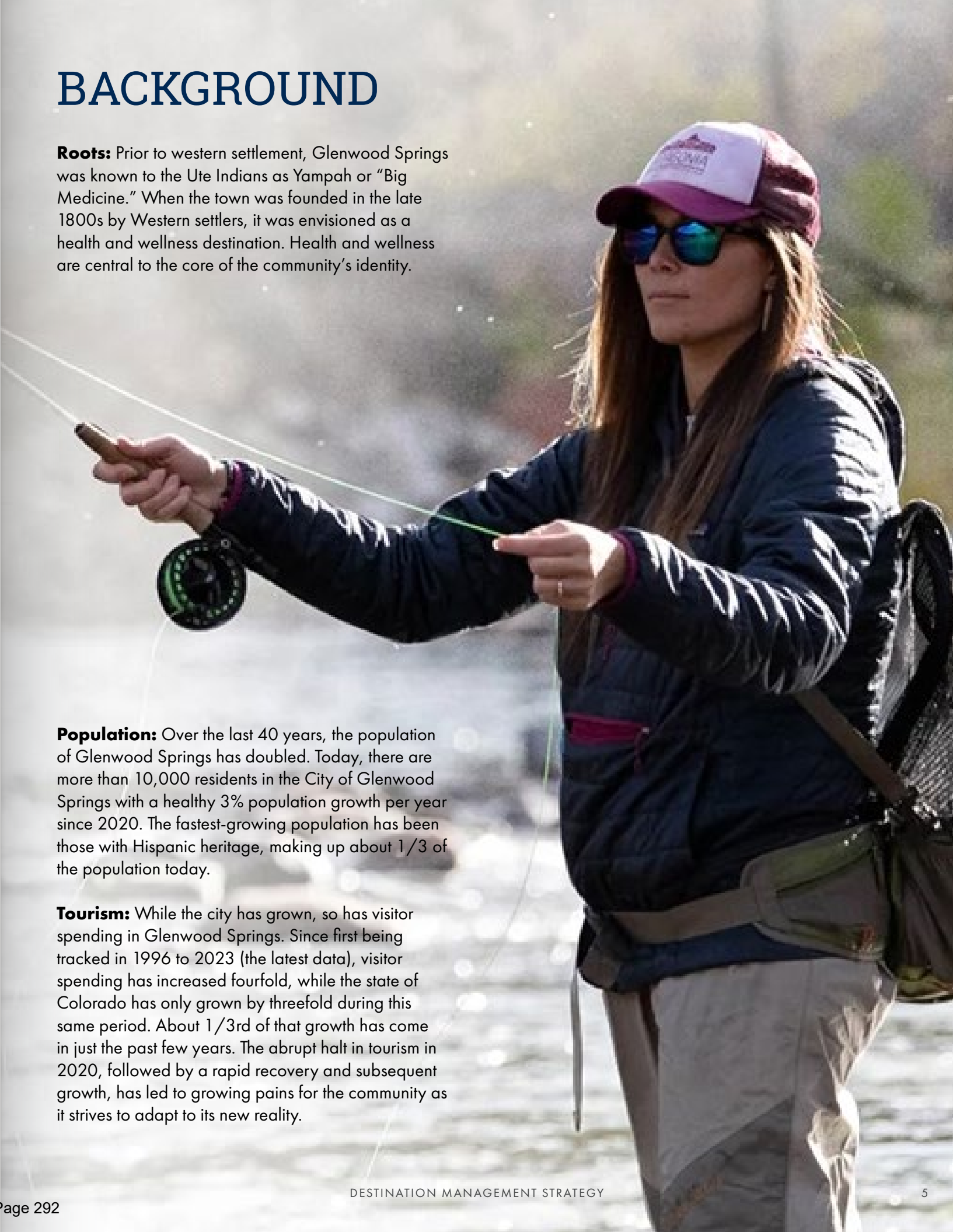
The Tourism Management Board selected Colorado-based destination consulting firm Mission2Market in a competitive bid process to develop the Destination Management Plan. The process to develop this plan included reviewing current research and best practices, as well as previous community and tourism plans, conducting a dozen stakeholder interviews, and facilitating a half-day tourism board workshop.

BACKGROUND

Roots: Prior to western settlement, Glenwood Springs was known to the Ute Indians as Yampah or “Big Medicine.” When the town was founded in the late 1800s by Western settlers, it was envisioned as a health and wellness destination. Health and wellness are central to the core of the community’s identity.

Population: Over the last 40 years, the population of Glenwood Springs has doubled. Today, there are more than 10,000 residents in the City of Glenwood Springs with a healthy 3% population growth per year since 2020. The fastest-growing population has been those with Hispanic heritage, making up about 1/3 of the population today.

Tourism: While the city has grown, so has visitor spending in Glenwood Springs. Since first being tracked in 1996 to 2023 (the latest data), visitor spending has increased fourfold, while the state of Colorado has only grown by threefold during this same period. About 1/3rd of that growth has come in just the past few years. The abrupt halt in tourism in 2020, followed by a rapid recovery and subsequent growth, has led to growing pains for the community as it strives to adapt to its new reality.



DESTINATION MANAGEMENT STRATEGY OVERVIEW

The 2025-2027 Glenwood Springs Destination Management Strategy represents a pivotal shift from marketing-driven tourism growth to a holistic management approach prioritizing residents' quality of life. Developed by Mission2Market, this comprehensive three-year plan transitions Glenwood Springs from an emerging to an established destination, focusing on attracting highly compatible & responsible visitors who contribute positively to the community and respect its natural and cultural assets.

New Mantra: Residents First

Align tourism with residents' needs, enhancing their quality of life and fostering community pride.

Goals:

- **Develop a long-term tourism master plan**
- **Recruit highly compatible & responsible visitors**
- **Support local tourism-related businesses**
- **Create local advocates for tourism**
- **Encourage responsible visitation**

The strategy emphasizes collaboration with local businesses, community engagement, and sustainable development to ensure that Glenwood Springs remains a vibrant and attractive community for residents to live and visitors to enjoy.



OBJECTIVE OF THE STRATEGIC PLAN

- ✓ **Primary Objective: Shift to Residents First Mentality**
- ✓ **Define our path forward with a community-driven tourism master plan**
- ✓ **Define the current state of the tourism industry and the vital need to continue marketing, with a major shift in the approach going forward**
- ✓ **Create strategies to share the stories of how tourism is benefitting Glenwood Springs, such as the affordable housing funded by overnight visitors**
- ✓ **Identify the tools and resources needed to reach highly-compatible visitors that have more positive impacts and less negative impacts on our community**
- ✓ **Redevelop our marketing plan to target highly-compatible visitors**
- ✓ **Support our local businesses that we all know and love**
- ✓ **Encourage responsible visitation including the use of public transportation, respect for our natural resources, and support of our cultural assets**
- ✓ **Define our brand's positioning, mission, and guiding principles to return to our roots and look to the future as a health, wellness, and adventure destination**

STRATEGY OVERVIEW

PROCESS OF CREATING THE STRATEGIC PLAN



RESEARCH & SURVEYING

A. Review all existing research and plans for Visit Glenwood Springs, the Chamber of Commerce, and the City of Glenwood Springs
B. Conduct a survey of the tourism board and key stakeholders about the future of tourism in Glenwood Springs



RESEARCH GAP ANALYSIS

Review the existing research and insights with which Visit Glenwood Springs works and recommend the necessary research to achieve the goals of this plan



CREATE A DESTINATION MANAGEMENT PLAN

Create a plan to improve the quality of life of the residents of Glenwood Springs through tourism



CREATE ONE-YEAR BUSINESS PLAN

Carve out the top priorities from the plan that need to be executed in the first year of this three-year strategic plan



WORKSHOP

Bring the survey findings into a workshop and review national and Colorado trends in tourism management to spark conversation about Glenwood's future



CREATE GOALS

Create goals for the next three years for Visit Glenwood Springs



CREATE A STRATEGIC MARKETING PLAN

Enhance the existing marketing plan to better align with the future goals of the Tourism Management Board



CREATE BUDGET

Create a budget that supports the plan

DESTINATION MANAGEMENT

VISIT GLENWOOD SPRINGS & TOURISM MANAGEMENT BOARD



LISA LANGER
Director of Tourism
Visit Glenwood Springs



HEIDI PANKOW
Tourism Project Manager
Visit Glenwood Springs

Tourism Management Board Members:

JUSTINE SMITH
Rocky Mountaineer
(Tourism)

MIKE MERCATORIS
Grind Bar & Restaurant Owner
(Chamber)

ANDY WALLACE
Best Western Antlers
General Manager
(Lodging)

HEATHER MONTROSS-COWAN
Defiance Rafting Owner/
Operator (Resident)

AARON MCCALLISTER
Iron Mountain Hot Springs
General Manager
(Resident/Business)

KEVIN KENNEDY
Courtyard by Marriott
- Residence Inn Area
General Manager
(Lodging)

JUSTIN BISHOP
Bluebird Cafe Owner
(Restaurant)

SHARON BRADY
Cooper Wine &
Spirits Co-Owner,
(Resident/Business)

LORETTA AYALA
Glenwood Hot Springs
Resort Lodge Manager
(Tourism)

Tourism Management Board Council Liaisons:

MITCHELL WEIMER

ERIN ZALINSKI

DESTINATION MANAGEMENT TERMS

Brand Promise: A commitment made by the organization to deliver a specific experience or value to its target audience, encapsulating the essence of the brand.

Champion Value of Tourism: A strategic initiative focused on emphasizing the positive impact of tourism on the community and local businesses, aiming to garner support and understanding among residents.

Destination Ambassadors: Enthusiastic individuals or groups appointed or self-appointed to represent and promote the destination to visitors, embodying the spirit and values of the community while providing guidance, information, and hospitality services.

Destination Leadership: A new approach aimed at actively managing and shaping the development of the destination, focusing on responsible tourism practices and community engagement.

Destination Marketing: The process of promoting a specific location, in this case, Glenwood Springs, to potential visitors through various marketing channels and strategies.

Expand Organizational Influence & Relevance: A strategic goal to enhance the organization's capacity and effectiveness in implementing the tourism strategy, aligning with community desires and ensuring sustainability and growth.

Highly Compatible & Responsible Visitor: Travelers who match best to Glenwood Springs offerings, likely to partake in cultural activities, stay longer, respect the natural assets and become advocates to other compatible visitors.

Front-line Worker: Individuals who directly interact with visitors and tourists, such as hospitality staff, tour guides, and customer service representatives, playing a crucial role in delivering quality experiences and shaping visitors' perceptions of the destination.

Off Peak Tourism Development: Efforts aimed at expanding tourism beyond traditional peak seasons, particularly focusing on fall and winter months, to sustainably increase visitation and support local businesses year-round.

Partner Promise: A pledge to collaborate with local businesses and organizations dependent on tourism, fostering partnerships and creating new opportunities together.

Resident Promise: The commitment of the organization to involve and prioritize the interests of the local community in tourism development efforts.

Responsible Recreation Messaging: Communication efforts aimed at promoting responsible behavior among locals and visitors to preserve the community's way of life and natural resources.

Tourism Volunteerism: The act of individuals contributing their time and skills voluntarily to support tourism-related initiatives and activities, ranging from event organization to visitor assistance, enhancing the overall visitor experience and community engagement.

Visitor Promise: An assurance provided to visitors that they will be connected with authentic experiences and opportunities within Glenwood Springs.

DESTINATION MANAGEMENT OUR WHY



"Improve the quality of life in our community through tourism management and development." - Loretta Ayala

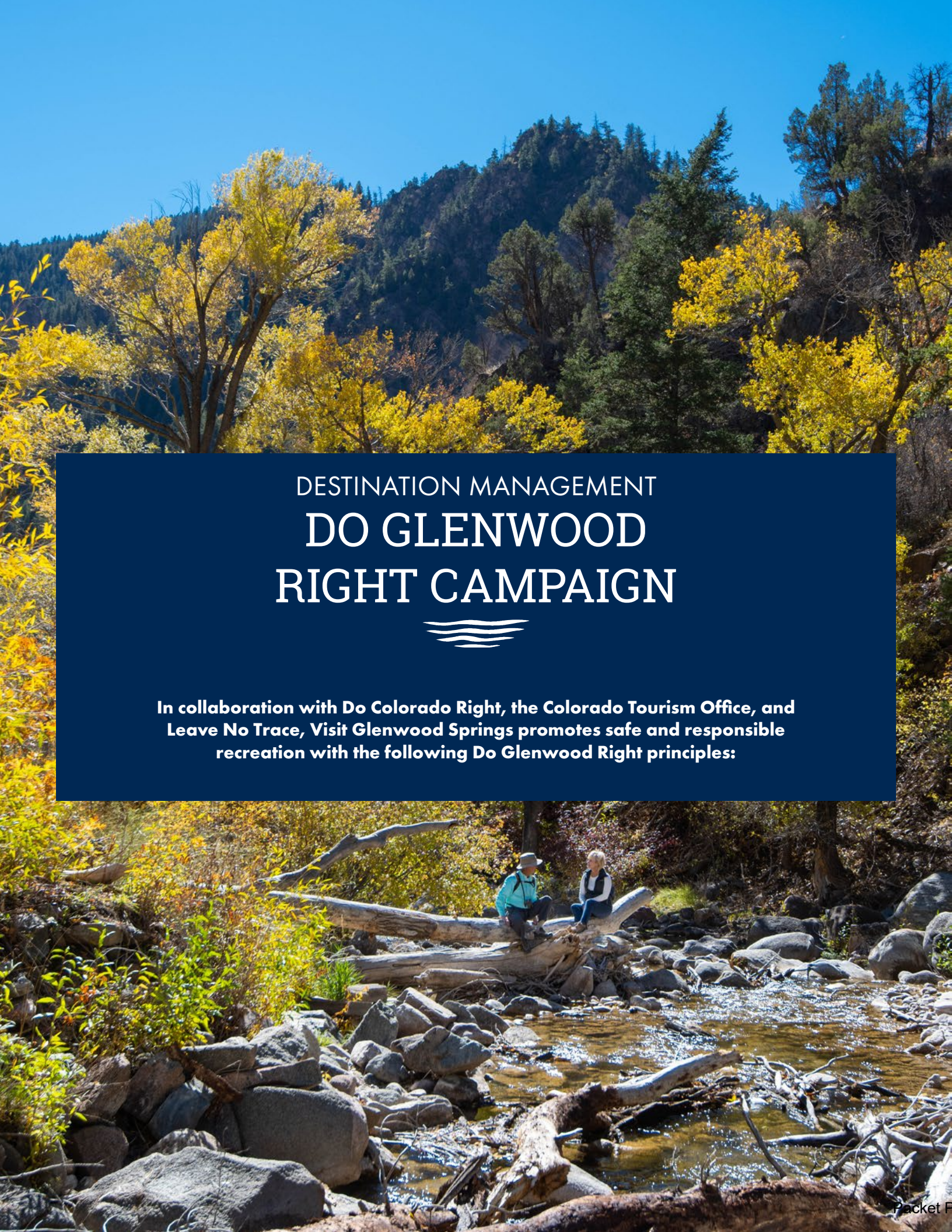
Tourism Management Board Chairperson: "We are at a pivotal moment for Glenwood Springs. We must act now, with significant and meaningful changes to our approach to tourism management in order for our way of life in Glenwood Springs to continue to be one of the best in the state and the country. That is why we started implementing destination management strategies in 2021 and why we developed this plan to solidify our transition from a destination marketing organization to a destination management organization."

*Highly Compatible +
Responsible Visitor Recruitment
Destination Leadership +
Community Partnership +
Stewardship +*

= Destination Management

OUR PRINCIPLES

- ✓ Our Vision: Be the preferred regional tourism destination.
- ✓ Our Mission: Manage marketing and responsible promotion for the Glenwood Springs area to benefit the local economy, enhance residents' quality of life, and protect natural resources.
- ✓ Our "Why": Improve the quality of life in our community through tourism development.
- ✓ How We Do It: We connect visitors and locals to Glenwood Springs experiences.
- ✓ Brand Promise: Land of Water.
- ✓ Visitor Promise: We connect you with Glenwood Springs experiences.
- ✓ Our Promise to Our Community: We will manage tourism in partnership with our community.
- ✓ Our Partner Promise: We create new opportunities for our industry partners.
- ✓ Our Two-fold Approach: Destination marketing (Current) and destination leadership (New)



DESTINATION MANAGEMENT
**DO GLENWOOD
RIGHT CAMPAIGN**

In collaboration with Do Colorado Right, the Colorado Tourism Office, and Leave No Trace, Visit Glenwood Springs promotes safe and responsible recreation with the following Do Glenwood Right principles:



***CARE FOR COLORADO
LEAVE NO TRACE PRINCIPLES*** ***CUIDA COLORADO
DEJA SIN RASTROS PRINCIPIOS***



KNOW BEFORE YOU GO
Have a plan to minimize your impact.

CONOCE ANTES DE IR
Tener un plan para minimizar tu impacto.



STICK TO TRAILS
Keep your boots on the path to keep flowers in bloom.

MANTENTE EN LOS SENDEROS
Mantén tus botas en el sendero para mantener las flores en floración.



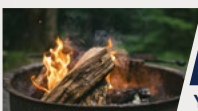
TRASH THE TRASH
A little clean-up goes a long way.

TIRA LA BASURA
Un poco de limpieza hace una gran diferencia.



LEAVE IT AS YOU FIND IT
Allow others the experience of untouched beauty.

DÉJALO COMO LO ENCUENTRAS
Permite a otros la experiencia de la belleza intocada.



BE CAREFUL WITH FIRE
You're Colorado's first defense against wildfires.

TEN CUIDADO CON EL FUEGO
Tu eres la primera defensa de Colorado contra los fuegos forestales.



KEEP WILDLIFE WILD
Keep your distance, and keep food locked up.

MANTÉN LA VIDA SILVESTRE SALVAJE
Mantén tu distancia, y mantén la comida guardada bajo llave.



SHARE OUR TRAILS & PARKS
Keep noises low and respect high.

COMPARTE NUESTROS SENDEROS Y PARQUES
Mantén el ruido bajo y el respeto alto.

To learn more visit docoloradoright.com Para saber más visita docoloradoright.com



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CURRENT VISIT GLENWOOD SPRINGS EFFORTS

Who we are: Visit Glenwood Springs is a department of the Glenwood Springs Chamber. The organization is responsible for marketing and managing our community’s visitor economy for the purposes of growth and prosperity. It is funded through a portion of the lodging tax paid by visitors when they stay overnight within the City of Glenwood Springs.

Branding

WHAT: Strengthen the brand of Glenwood Springs as a destination

HOW: Telling the story of Glenwood Springs and its community’s unique offerings to potential visitors through ongoing and growing branding efforts

- Develop branded materials for consistent community branding
- Update photography and video assets to promote off-peak seasons & responsible recreation

RESULTS: Set record visitor spending in 2023 in Garfield County at \$324M, growing 50% since 2018, significantly outpacing the state’s tourism spending growth

Marketing & Public Relations

WHAT: Market Glenwood Springs to potential visitors

HOW: Tell the stories of our community

- Ongoing advertising to potential visitors driving the \$324M visitor economy and supporting thousands of jobs in our community
- Create and manage paid social media campaigns
- Publish and distribute Glenwood Springs’ Official Travel Guide
- Maximize marketing dollars through partnership with Colorado Tourism Office Marketing Opportunities

RESULTS: Award-winning organization: LuxLife’s 2024 - Best Destination Marketing & Management Organization; 2017 & 2022 Destination Marketing Association West Best Ideas Achievement Award; GovCon 2021 Governor’s Award for Outstanding Community Tourism Initiative

Visitor Center Operations

WHAT: One-stop-shop for visitors to learn about all things Glenwood Springs (“The Front Door of the Community”)

HOW: Excellent service and comprehensive knowledge and information base, recently made even better through CO Tourism Management Grant (4-1 match- ing with CTO; \$5K from VGS, \$20K from CTO)

- Provide inclusive map of Glenwood Springs’ lodging, dining, attractions, activities, shopping areas, bus stops, and trails with WanderMap digital wayfinding software
- Provide accessible iPad kiosks allowing guests to plan and navigate their visit
- Educate visitors about car-free access to city amenities

RESULTS: Visitor count trending up year over year: 2021 – 11,579; 2022 – 15,744; 2023 – 16,499

VisitGlenwood.com

WHAT: New Visit Glenwood Springs website completed in 2023

HOW: Collaboration between Visit Glenwood Springs staff and developer

- New features, pages, and content
- Updated existing content
- Continual updates, maintenance, and search engine optimization conducted by Visit Glenwood Springs staff and developer

RESULTS: 2023 statistics include 789,841 new users, 1,068,632 sessions, 38,029 conversions, and 3.32% conversion rate

Media & Travel Trade FAMs (Familiarization Tours)

WHAT: Increase visitation by targeted audience

HOW: Visit Glenwood Springs staff facilitates and

hosts domestic and international journalists, tour operators, and travel agents; builds long-term, working relationships with journalists, operators, and influencers

- Work with industry partners to highlight them
- Build itineraries to highlight our community’s assets
- Schedule interviews with local experts
- Set up site visits for lodging properties and meeting venues
- Meet one-on-one to explain the Glenwood Springs’ experience

RESULTS: Visit Glenwood Springs featured in numerous domestic and international magazines and media outlets; Added 200+ overnight stays in Glenwood Springs on international routes developed in Colorado





OVERVIEW

This is a strategic overview. Rationale and activation details can be found in the Detailed Rationale Report. This is our 3-year tourism strategy for fiscal years: 2025, 2026, and 2027. Over the next three years, we plan to expand our services to enhance the quality of life for Glenwood Springs residents by growing the tourism economy in partnership with the community.

New Mantra:



- Listen: Conduct regular surveys, workshops, and focus groups to gauge residents' sentiments towards tourism.
- Rethink: Align tourism development with residents' needs, creating enhancements that benefit locals and visitors.

- Access: Work to preserve and enhance residents' access to community attractions and activities.
- Track: Develop Quality of Life dashboard for residents to access and see how tourism benefits their lives and how negative impacts are being addressed

Adopt a Resident First Mentality - Give residents a voice in how tourism develops, pride in the place they live, and access to the things they love most about Glenwood Springs.

PRIORITY INITIATIVE: Conduct Resident Surveys

- Organize a sub-committee to develop questions for resident, business, and visitor sentiment surveys to identify pain points
- Survey the workforce and partners to gather comprehensive data
- Distribute to residents in partnership with the city to gather input on resident sentiment and desired direction for tourism in Glenwood Springs
- Partner with City to reach residents and Visit

Glenwood Spring's contact lists to reach businesses
VGS Role: Partner - City of Glenwood Springs
Timing: 2025 and every other year
Metric of Success: Resident sentiment rises each time the survey is conducted

PRIORITY INITIATIVE: Advocate for Local Access Opportunities

- A restaurant week with a pre-fixed menu could be offered to create access for locals to try restaurants in April, prior to their busiest season. This could increase local familiarity with the restaurants and potentially create more local advocates for the restaurants
- A local attraction could create mid-week passes during slower seasons with deeper discount days available to locals only
- The City and natural resource partners could provide a deep discount or waiver of fees/permits during times with capacity

VGS Role: Advocate and communicate
Timing: 2025
Metric of Success: Creation of locals only program and content with strong local awareness and usage

- PRIORITY INITIATIVE:**
Develop a quality of life dashboard
- Amount of dollars spent by visitors every day in Glenwood Springs
 - Efforts to encourage alternative transportation use by visitors
 - Do Glenwood Right Campaign and its reach and impacts

VGS Role: Lead
Timing: 2025
Metric of Success: At least 1,000 resident access dashboard; resident sentiment measurement move positive in next survey

PRIORITY INITIATIVE: Live Music Development

- With the city's investment in the North Landing and riverfront of Two Rivers Park, contract with a local promoter/event organizer to expand the live music offerings for residents to enjoy and utilize live music as a way to persuade visitors to extend their stay
- Seed money would need to be provided to get the festivities going with a Levitt Foundation Grant, vendor sales, and sponsorships able to self-sustain for the first three years
- Partner with Aspen Music Program and other regional music programs to create opportunities for musicians to play in Glenwood Springs

VGS Role: Partner - City and Local Event Organizers are leads
Timing: 2026-2028
Metric of Success: Increased resident attendance at local shows

GOALS & PRIORITY INITIATIVES

Goal # 1 - Partner with the City of Glenwood Springs to Develop a Long-Term Tourism Master Plan

Thinking of residents first, a long-term comprehensive plan will create intentional development that aligns with the residents' wants and needs, creating a platform on which the City of Glenwood Springs can develop in the way its current and future residents desire.

- Embracing the water and rivers central to the community
- Developing a plan for long-term protection of the natural environment
- Identifying missing infrastructure needed to support

group events

- Identifying missing lodging options needed to attract highly-compatible & responsible travelers
- Identifying sports facilities desired by local residents that could be financially supported by the visitor economy
- Making public investments in areas of town that are underutilized to spark private investment
- Developing a cultural development plan that celebrates the local culture
- Identifying new funding opportunities beyond current sources of funding
- Identifying new opportunities for the community to invest that increase the quality of life for residents and make Glenwood Springs an even more attractive destination

PRIORITY INITIATIVE:

Determine Financing and Lead for Tourism Master Plan

VGS Role: Partner - City of Glenwood Springs

Timing: 2025-2026

Metric of Success: Tourism Master Plan financing is secured and RFP is released

Budget: Tourism Master Plans can vary greatly. This would require the city to pay for the planning process and finished tourism master plan and to adopt it into the city's comprehensive plan

PRIORITY INITIATIVE:

Embrace the Rivers (Confluence), Health & Wellness, and Adventure

VGS Role: Partner - City of Glenwood Springs is lead

Timing: 2026-2028

Metric of Success: Investments and community brand align around the pillar strength of Glenwood Springs

Goal # 2 - Shift Focus to Recruit Highly-Compatible, Responsible Travelers

We will recruit travelers who stay longer, spend more, support local cultural assets, and respect our natural resources.

PRIORITY INITIATIVE:

Incorporate the recommendations from the Destination Management Plan into the annual marketing plan to recruit Highly-Compatible, Responsible (HCR) Travelers

VGS Role: Lead with Tourism Management Board

Timing: 2025 (Test), 2026 Full Domestic Implementation and International Testing, 2027 Full Implementation

Metric of Success: Increase resident sentiment, increase length of stay, increase ADR, increase visitor spending

Goal # 3 - Support Local Tourism-Related Businesses

We will strengthen local tourism-related businesses through research, training, and partnerships.

PRIORITY INITIATIVE:

Aid Businesses with Marketing and Visibility

VGS Role: Partner with Chamber

Timing: 2025 and every other year

Metric of Success: Increase in revenue year over year

PRIORITY INITIATIVE:

Enhance Visitor Insight for Partners

VGS Role: Lead/Partner

Timing: 2026

Metric of Success: Increase in visitation by targeted groups

PRIORITY INITIATIVE:

Create Community Amongst Tourism Businesses and

Advocate for Local Businesses

VGS Role: Lead/Advocate/Partner with Chamber and Local Businesses

Timing: 2026

Metric of Success: Monthly meetings of local tourism business leaders, expansion of tourism in master planning

Goal # 4 - Create Local Advocates for the Destination and Tourism

We will develop initiatives to build community support for tourism and highlight its benefits.

PRIORITY INITIATIVE:

Advocate for Local Access Opportunities

VGS Role: Partner with Tourism Businesses

Timing: 2025

Metric of Success: Strong local participation

PRIORITY INITIATIVE:

Ambassador Training

VGS Role: Lead/Partner with Chamber

Timing: 2026

Metric of Success: Strong local participation

PRIORITY INITIATIVE:

Community Engagement to Champion the Tourism Story

VGS Role: Lead/Advocate/Partner with Local businesses/Chamber

Timing: 2025

Metric of Success: Improved resident sentiment towards tourism in bi-annual surveying

Goal # 5 - Encourage Responsible Visitation

We will promote sustainable tourism practices to protect Glenwood Springs' natural and cultural assets.

PRIORITY INITIATIVE:

Responsible Recreation Messaging

VGS Role: Lead/Partner with Land Managers, City of Glenwood Springs, Roaring Fork Valley Destination Alliance

Timing: 2025

Metric of Success: More visitors arriving via train and bus, using alternate transportation

PRIORITY INITIATIVE:

Promote Sustainable Tourism

VGS Role: Lead/Partner with Local businesses

Timing: 2025

Metric of Success: Marked reduction in traffic congestion

SUMMARY

This Destination Management & Strategic Marketing Plan lays out major shifts for Visit Glenwood Springs to focus on strategic initiatives that enhance the quality of life for residents, attract highly-compatible, responsible visitors, and still achieve sustainable economic growth in the tourism sector. The plan emphasizes a community-driven approach, ensuring that tourism development aligns with the needs and desires of local residents.



WHY GLENWOOD SPRINGS MUST CONTINUE & SHIFT MARKETING EFFORTS

There may be pressure and temptation to shift marketing funds to other purposes as Glenwood Springs moves from an emerging destination to an established destination.

MYTH: “We don’t need to market, we’ve been discovered.”

For about 2/3 of visitors, this is at least partially true. For those who live in the area, and day trip or spend one night, Glenwood has been discovered. The role of marketing now is to stay top of mind and compete for their business. Beyond the more local/region visitor, for the other 1/3 of visitors, these are our highly-compatible & responsible visitors. This segment of the market is about 1/3 of visitors and likely up to half of visitor spending or \$160M dropped into the community each year by visitors supporting 1,000+ local jobs. In order to grow this essential and desirable market segment, Visit Glenwood Springs must market continually.

A 2023 case study from Clear Creek County, located on the eastern side of the Rockies and intersected by I-70, highlights the impact of drastic marketing budget cuts. Known for its white water rafting, local ski hill, hot springs, and the towns of Idaho Springs and Georgetown, the county cut their marketing budget by 90%. That year, the county experienced the worst performance in the state, with a 13% decline in visitor spending. Trends indicate that 2024 is shaping up

to be even worse. There couldn’t be a more relevant community to show the impacts of a significant and deep cut to marketing.

Destinations International commissioned [a study](#) by Tourism Economics, a leading research firm in our industry. The study examined 26 communities and found that marketing delivers an 85:1 return on investment (ROI) for destinations. For Glenwood Springs, this 85:1 ROI translates to approximately \$93.5 million in visitor spending, accounting for 40% of the visitor economy, which can be attributed to the marketing efforts of Visit Glenwood Springs.

The positive impacts of marketing extend beyond the visitor economy. For many residents, life in Glenwood Springs began with a visit. Some visitors-turned-residents go on to become investors, creating businesses in tourism and other sectors. Additionally, marketing supports economic development by attracting new investments to the community and creating jobs and opportunities. Branding also fosters local pride and community loyalty.

Marketing can also be used to manage tourism. This plan lays out the ways in which marketing can be shifted to recruit the most desirable visitors, responsible and respectful highly-compatible travelers. It can also be used to spread loyalty or affinity for the destination that can benefit the community during times of need.

UNDESIRED OUTCOMES OF CUTTING BACK MARKETING

Shorter Stays

Less marketing dollars means targeting closer visitors who spend less and stay less time

Loss of Talent

Strong branded communities have stronger economies and retain their talent better

Higher Peaks Lower Valleys

Lower budget = Less promotion for off-season visitation

Loss Community

Less ability to support community events locals enjoy

THE COMMUNITY VITALITY WHEEL



85:1

RETURN ON INVESTMENT

Source: 2024 Destinations International Study
26 Destinations Case Studies



PROPOSED MARKETING SHIFTS

Visit Glenwood has been very successful in driving visitation to Glenwood Springs. Growth in visitor spending in the area has outpaced inflation and the state of Colorado significantly. With that success has come some talk of shifting funds away from marketing. Shifts could cause a significant decline in visitor spending as we are seeing in Clear Creek County and other destinations that have made drastic budget cuts. Instead, the recommendation is to shift the way in which the marketing dollars are spent, to focus on recruiting responsible highly-compatible visitors. This will drive long-term sustainable growth for the community, support local businesses and afford residents with job opportunities.

Marketing Shifts

1. Utilize detailed visitor profiles and visitor spending reports to identify highly-compatible, responsible travelers

- 2. Shift a significant portion of the marketing efforts to drive these highly-compatible visitors during need times, but reserve enough to keep the current visitor economy thriving. The exact shift should be determined by Visit Glenwood Springs, its marketing agency and the tourism board.
- 3. Track the arrivals of these targeted visitors through marketing attribution to quickly assess the effectiveness of this approach and confirm that the visitors are arriving and spending as intended

This approach can be accomplished by investing with a few partners (listed below) to secure the needed data and insights necessary to better target the highly-compatible visitors:

CURRENT.



Will make the adjustments to the media buy to target highly-compatible visitors



Placer.ai

Will provide deep visitor profiles to aid in finely tuned targeting of highly-compatible visitors



Will track visitor spending to indicate if the marketing is driving an increase in spending in Glenwood Springs



Will provide hotel tracking and projection to inform Visit Glenwood & its partners of progress towards driving overnight guests at need times





VISIT GLENWOOD SPRINGS

Authorized by Glenwood Springs Tourism Management Board



City Council
STAFF REPORT
City of Glenwood Springs
November 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
November 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
November 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:



City Council
STAFF REPORT
City of Glenwood Springs
November 21, 2024

Agenda Item: Council Social Event Location

Action Requested: City Council will announce the location of their social event following the Council 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
November 21, 2024

Agenda Item: Adjournment

Action Requested:

Department: City Clerk

Presented By:

Strategic Goals:

Background Info:

Issues:

Fiscal Impact:

Legal Review:

Staff Recommendation: