



AGENDA
CITY OF GLENWOOD SPRINGS
REGULAR CITY COUNCIL MEETING
DECEMBER 5, 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.

ZOOM INSTRUCTIONS

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REGULAR SESSION

1. Roll Call
2. Agenda Changes & Conflicts
3. Council Announcements
4. Citizens Appearing Before Council (for items not on the Agenda-comments limited to 3 minutes)
5. Council Response to Citizen Comments
6. Consent Agenda Discussion and/or Action
 - A. Ordinance 2024-27; Fixing and Certifying Mill Levy for General Improvement District. Second Reading
 - B. Ordinance 2024-26; Fixing and Certifying Mill Levy for the City. Second Reading
 - C. Ordinance 2024-22; Animal Impound Policy. Second Reading
 - D. Resolution 2024-39; Support Colorado Department of Local Affairs (DOLA) Grant for Blake Avenue Phase 2
 - E. 7 party Memorandum of Understanding regarding meals and transportation for senior and disabled citizens
 - F. November 21, 2024 Council Minutes
7. Proclamation Honoring Judge Maurer Presentation

ACTIONS AND/OR PRESENTATIONS

8. Swear in Matthew Simms to the At-Large Council Seat Presentation
9. West Mountain Regional Housing Coalition Discussion and/or Action

- | | |
|---|--------------------------|
| 10. Uinta Railroad Update | Information/Discussion |
| 11. Resolution 2024-38; Adoption of the Strategic Communications Plan | Discussion and/or Action |
| 12. South Bridge Update | Information/Discussion |
| 13. Resolution 2024-37; Water and Sewer Rate Changes | Discussion and/or Action |
| 14. Report from City Administration | |
| A. City Manager | |
| B. City Attorney | |
| C. Correspondence Incoming/Outgoing | |
| 15. Council Comments | |
| 16. Council Social Event Location | Information |
| 17. Adjournment | |

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City Council
STAFF REPORT
City of Glenwood Springs
December 5, 2024

Agenda Item: Ordinance 2024-27; Fixing and Certifying Mill Levy for General Improvement District. Second Reading

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)^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:

28,023,690

(GROSS^D assessed valuation, Line 2 of the Certification of Valuation Form DLG 57^E)

Note: If the assessor certified a NET assessed valuation (AV) different than the GROSS AV due to a Tax Increment Financing (TIF) Area^F the tax levies must be calculated using the NET AV. The taxing entity's total property tax revenue will be derived from the mill levy multiplied against the NET assessed valuation of:

27,382,360

(NET^G assessed valuation, Line 4 of the Certification of Valuation Form DLG 57)

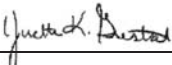
USE VALUE FROM FINAL CERTIFICATION OF VALUATION PROVIDED BY ASSESSOR NO LATER THAN DECEMBER 10

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	2.287 mills	\$ 62,623
2. <Minus> Temporary General Property Tax Credit/ Temporary Mill Levy Rate Reduction ^I	< .307 > mills	\$ < 8,406 >
SUBTOTAL FOR GENERAL OPERATING:	1.980 mills	\$ 54,217
3. General Obligation Bonds and Interest ^J	mills	\$
4. Contractual Obligations ^K	mills	\$
5. Capital Expenditures ^L	mills	\$
6. Refunds/Abatements ^M	.003 mills	\$ 82
7. Other ^N (specify): _____	mills	\$
	mills	\$
TOTAL: [Sum of General Operating Subtotal and Lines 3 to 7]	1.983 mills	\$ 54,299

Contact person: (print) Yvette Gustad Daytime phone: (970) 384-6421

Signed:  Title: Finance Director

Include one copy of this tax entity's completed form when filing the local government's budget by January 31st, per 29-1-113 C.R.S., with the Division of Local Government (DLG), Room 521, 1313 Sherman Street, Denver, CO 80203. Questions? Call DLG at (303) 864-7720.

¹ If the *taxing entity's* boundaries include more than one county, you must certify the levies to each county. Use a separate form for each county and certify the same levies uniformly to each county per Article X, Section 3 of the Colorado Constitution.

² Levies must be rounded to three decimal places and revenue must be calculated from the total NET assessed valuation (Line 4 of Form DLG57 on the County Assessor's **FINAL** certification of valuation).



City Council
STAFF REPORT
City of Glenwood Springs
December 5, 2024

Agenda Item: Ordinance 2024-26; Fixing and Certifying Mill Levy for the City. Second Reading

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 Governments**TO:** County Commissioners¹ of Garfield County, Colorado.

On behalf of the City of Glenwood Springs,
 (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 \$ 337,529,850
 assessed valuation of: (GROSS^D assessed valuation, Line 2 of the Certification of Valuation Form DLG 57^E)

Note: If the assessor certified a NET assessed valuation (AV) different than the GROSS AV due to a Tax Increment Financing (TIF) Area^F the tax levies must be calculated using the NET AV. The taxing entity's total property tax revenue will be derived from the mill levy multiplied against the NET assessed valuation of: \$ 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: _____ Daytime phone: _____
 (print) Yvette Gustad (970) 384-6421
 Signed: _____ Title: Finance Director

Include one copy of this tax entity's completed form when filing the local government's budget by January 31st, per 29-1-113 C.R.S., with the Division of Local Government (DLG), Room 521, 1313 Sherman Street, Denver, CO 80203. Questions? Call DLG at (303) 864-7720.

¹ If the *taxing entity's* boundaries include more than one county, you must certify the levies to each county. Use a separate form for each county and certify the same levies uniformly to each county per Article X, Section 3 of the Colorado Constitution.

² Levies must be rounded to three decimal places and revenue must be calculated from the total NET assessed valuation (Line 4 of Form DLG57 on the County Assessor's **FINAL** certification of valuation).



City Council
STAFF REPORT
City of Glenwood Springs
December 5, 2024

Agenda Item: Ordinance 2024-22; Animal Impound Policy. Second Reading

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

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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
December 5, 2024

Agenda Item:	Resolution 2024-39; Support Colorado Department of Local Affairs (DOLA) Grant for Blake Avenue Phase 2
Action Requested:	City staff is pursuing a DOLA EIAF grant to cover a portion of the next phase of the Blake Avenue project. The next phase, Phase II, will encompass 23rd Street from Highway 82 to Blake Avenue and Blake Avenue from 23rd Street to 21st Street.
Department:	Engineering
Presented By:	
Strategic Goals:	Provide Efficient and Responsive City Government Generate Sustainable Economic Development
Background Info:	The DOLA grant would be applied to underground infrastructure including new waterline, fire hydrants, sewer line, stormwater infrastructure and underground electrical components.
Issues:	NA
Fiscal Impact:	The City is seeking \$759,198 from DOLA with \$759,198 as a match from the City.
Legal Review:	Legal drafted the Resolution.
Staff Recommendation:	Staff recommends approval.

RESOLUTION 2024-39

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF GLENWOOD SPRINGS, COLORADO, AUTHORIZING AND SUPPORTING THE APPLICATION FOR A GRANT FROM THE COLORADO DEPARTMENT OF LOCAL AFFAIRS FOR THE BLAKE AVENUE/23RD STREET PROJECT.

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

WHEREAS, the City of Glenwood Springs has submitted a Grant Application to DOLA to construct improvements to Blake Avenue and 23rd Street and the City is requesting a total award of Seven Hundred Fifty Nine Thousand One Hundred Ninety Eight Dollars (\$759,198.00); and

WHEREAS, the City Council supports the completion of the projects if a grant is awarded by DOLA.

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 strongly supports the DOLA Energy grant application for storm drain systems, and has appropriated matching funds for a grant.

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

Section 4. The project site is owned by the City of Glenwood Springs and will be owned by the City of Glenwood Springs for the next twenty-five (25) years. The City of Glenwood Springs will continue to maintain Glenwood Springs roadways and alleys in a high-quality condition and will appropriate funds for maintenance annually.

Section 5. If the grant is awarded, the City of Glenwood Springs hereby authorizes the Mayor or Mayor Pro Tem to sign the grant agreement with DOLA.

INTRODUCED, READ, AND PASSED THIS 5TH DAY OF DECEMBER 2024.

CITY OF GLENWOOD SPRINGS, COLORADO

ATTEST:

Ingrid Wussow, Mayor

Ryan Muse, City Clerk



City Council
STAFF REPORT
City of Glenwood Springs
December 5, 2024

Agenda Item: 7 party Memorandum of Understanding regarding meals and transportation for senior and disabled citizens

Action Requested: Approve the Mayor's signature on the seven party multi-jurisdictional Memorandum of Understanding agreement for senior services.

Department: City Clerk

Presented By:

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

Background Info: The purpose of this Memorandum of Understanding (MOU) is to define the terms and conditions by which the 7-Parties will collectively provide, administer and fund county-wide meal and transportation services for the Garfield County Senior Programs for calendar year 2025.

Issues: None

Fiscal Impact: The County covers 40% of all expenses for the senior congregate meal program. Each jurisdiction pays a proportionate share of the remaining cost based on usage in the jurisdiction. Under this agreement, the city's total contribution is \$68,425.19.
The transit aspect for senior transportation services is combined with the disabled traveler services.

Legal Review:

Staff Recommendation: Authorize the Mayor's signature on the seven party Memorandum of Understanding

**7-PARTY MEMORANDUM OF UNDERSTANDING
REGARDING GARFIELD COUNTY OLDER ADULT PROGRAMS
FOR 2025**

This Memorandum of Understanding is entered into between:

The Garfield County Board of County Commissioners, ("BOCC")

The City of Rifle, Colorado,

The City of Glenwood Springs, Colorado,

The Town of Carbondale, Colorado,

The Town of New Castle, Colorado,

The Town of Silt, Colorado,

Roaring Fork Transportation Authority, ("RFTA")

(collectively, the "7-Parties") in order to set forth the terms and conditions of their cooperative provision, administration, and funding of a county-wide meal and transportation services for the Garfield County Older Adult Programs for calendar year 2025 (the "MOU"). This MOU is effective as of January 1, 2025, regardless of the dates on which it is signed.

BACKGROUND

- A. Each of the 7-Parties is authorized to make the most efficient and effective use of their governmental powers, responsibilities, and monies by cooperating and contracting with other governments. Colo. Const. art. XIV §§ 18(2)(a) and (2)(b); Colorado Revised Statutes § 29-1-201.
- B. In 2009, 9-Parties entered into an Intergovernmental Agreement to set forth the terms and conditions of their cooperative provision, administration, and funding of meal and transportation services to senior and disabled citizens of Garfield County ("the 9-Party MOU"). This 9-Party MOU is recorded in records of the Garfield County Clerk and Recorder at Reception No. 776142.
- C. In accordance with the 9-Party MOU, in 2009 and each consecutive year thereafter, the now 7 parties have also entered into a Memorandum of Understanding that sets forth each party's annual commitment to share the administrative and operational costs of the Older Adult Programs meal and transportation services and determines the methodology by which those costs will be allocated among them (the "MOU").
- D. In 2016, The Town of Parachute withdrew from membership and opted not to participate in the services provided by Garfield County Older Adult Programs in 2017. In 2017, it was determined that Colorado Mountain College no longer needs to be part of the MOU beginning 2019.

- E. Each of the remaining Parties desires to continue to provide meal and transportation services to eligible Garfield County senior citizens in 2025 in accordance with the original 9-Party MOU.

NOW, THEREFORE, for and in consideration of mutual covenants and agreements set forth below, the 7-Parties agree as follows:

AGREEMENT

1. Incorporation of Recitals. The foregoing Recitals are incorporated as if set forth in full.
2. Purpose of this Agreement. The purpose of this MOU is to define the terms and conditions by which the 7-Parties will collectively provide, administer and fund county-wide meal and transportation services for the Garfield County Older Adult Programs for calendar year 2025.
3. Term of Agreement. This Agreement shall have an Effective Date of January 1, 2025, regardless of the dates signed and shall terminate on December 31, 2025.
4. Senior Services to be Provided. The BOCC, through its Department of Human Services Older Adult Programs, will organize and administer the congregate meal and transportation services described in this MOU for eligible senior and disabled citizens of Garfield County on behalf of Rifle, Glenwood Springs, Carbondale, New Castle, Silt (collectively, the "Municipalities"). In exchange, the Municipalities will reimburse the BOCC for their proportionate shares of the cost of such services as calculated in accordance with the Cost Methodologies defined in this Agreement.
5. Congregate Meal Services. The BOCC and Municipalities agree that Senior Program meals will be provided at seven (7) locations throughout Garfield County on the days and times, and further agree that the costs to provide such services will be allocated among them as follows:
 - a. Cost Methodology - Nutrition: The BOCC agrees to pay forty percent (40%) of total budgeted cost to provide Congregate Meal Services in 2025.
 - b. The Municipalities each agree to pay a proportionate share of the remaining balance, less all anticipated grant and program funding income, based upon the percentage of total meals served between July 2023 and June 2024 to the residents of each Municipality. The BOCC agrees to be responsible for all meals served to residents of unaffiliated Garfield County and Battlement Mesa as well as any shortfall in grant and program funding income.

- c. Application of Cost Methodology to the 2025 Budget: As illustrated in **Attachment A**, which is incorporated here for all purposes, the total budgeted cost to provide Congregate Meal Services in 2025 is **\$655,682.00.00**. The BOCC's 40% share of that amount equals **\$262,272.80**. Anticipated grant and program funding income for 2025 is **\$207,217.00**. The remaining balance is **\$186,192.20**.

Municipality	Number of Meals	Percent of Total	Amount Due
Carbondale	2,114	12.49%	\$23,252.03
Glenwood Springs	6,221	36.75%	\$68,425.19
New Castle	996	5.88%	\$10,955.07
Silt	2,052	12.12%	\$22,570.08
Rifle	5,545	32.76%	\$60,989.82
TOTAL	16,928	100.00%	\$186,192.20

6. Transportation Services. The BOCC, RFTA and Municipalities agree that Senior and Disabled transportation services funded by this Agreement are wheelchair accessible, curb to curb, driver assisted transportation services to assessed Garfield County residents who have difficulty utilizing public transportation and have an assessed functional disability affecting the ability to use public transportation. The Traveler provides transportation to destinations throughout Garfield County. In order to achieve the stated purpose, the BOCC specifically grants RFTA the authority to operate outside RFTA's boundaries and within the unincorporated boundaries of Garfield County, consistent with the provisions of C.R.S. § 43-4-605(1)(f) as required to comply with this IGA. Riders must make reservations 48 hours in advance. The cost to provide these transportation services will be shared by the BOCC, RFTA, and the Municipalities in accordance with the following Cost Methodology.

7. Definitions:

- a. Initial Pickup Location: The initial pickup location for cost allocation purposes is the Municipality in which the first leg of a passenger's trip occurs, whether it is a round trip, a one-way trip, or a multi-legged trip. For example, if a passenger is picked up in municipality A to be transported to Municipality B and is later picked up in Municipality B for a return ride to Municipality A, the initial pickup location for cost allocation purposes is Municipality A for both trip legs.
- b. One-Way Passenger Trips: This represents vehicles transporting passengers one way from their origins to their destinations on any leg of their trips. This does not mean round trips or vehicle trips, since more than one passenger can be riding on a vehicle at the same time resulting in "X" number of one-way passenger trips.
- c. Loaded Miles: Loaded miles are the total distance driven while a passenger is in the vehicle.

- d. Loaded Minutes: Loaded minutes are the total duration of time while a passenger is in the vehicle.

8. Cost Methodology – Transportation

- a. The BOCC agrees to be responsible for fifty percent (50%) of the total budgeted net County and RFTA expenses to provide Traveler Services in 2025. The remaining fifty percent is paid for by grant and program funding, a refund of 2021 excess revenue and allocated payments from the Municipalities based upon the fully allocated cost of providing services. Costs will be allocated to the Parties based on the total number of trips provided in each Jurisdiction, and total estimated Loaded Miles, and total estimated Loaded Minutes consumed by each Jurisdiction/Municipality. Costs will be considered allocable to a Jurisdiction/Municipality based upon the Initial Pickup Location as defined in Paragraph 7.a. herein, regardless of the number of trip legs or Jurisdictions/Municipalities visited by the passenger.
- b. RFTA agrees to be responsible for the fully allocated net cost of the Traveler transportation services provided to the three Municipalities that are current RFTA members: the Town of Carbondale, the City of Glenwood Springs, and the Town of New Castle.
- c. The remaining non-RFTA member Municipalities, the City of Rifle and the Town of Silt agree to pay the fully allocated net cost of Traveler transportation services allocable to their municipalities.
- d. The BOCC agrees to be responsible for any remaining Traveler transportation service costs, including any shortfalls in anticipated grant and program funding income.

9. 2025 Budgeted Contributions: As illustrated in Attachment B, the total budgeted cost to provide Senior and Disabled Transportation Services in 2025 is **\$828,998.00**. This cost represents the costs to the BOCC and to RFTA to provide such services in the amounts of **\$23,118.00** and **\$835,880.00**, respectively. This cost less the amount of **\$30,000.00** received by RFTA from other sources who utilize the Traveler bus system pursuant to a contractual agreement that is unrelated to this MOU, equals the net total County and RFTA expense for the Traveler transportation services in 2025 of **\$828,998.00**.

The BOCC's 50% share of this amount equals **\$414,499.00**. Anticipated grant and program funding income for 2025 is **\$75,000.00**. The total amount of the contribution from the County, including grants, program income is **\$489,499.00**. Subject to the recommendation of the Senior Advisory Board and the approval of the BOCC, any year-end excess budget funds in 2022 may also be applied to the County's contribution in 2025 for the Senior and Disabled Transportation Services budget. However, pursuant to the provisions of paragraph 13. Annual Reconciliation and True-Up, below, after 2023 there should not be any significant excess budget revenue to apply as a refund to a subsequent year's County contribution.

10. Allocation of County Contribution and Grant and Program Income: The County's contribution, inclusive of its 50% commitment and anticipated grant and program income, shall be

allocated first to the cost of rides originating in unincorporated Garfield County. Any remaining balance shall be allocated on a pro rata basis relative to each other party's fully allocated cost.

11. Estimated Contributions: On the Chart below, the following estimates are offered to aid the Municipalities in planning and budgeting for their portion of the 2025 Traveler transportation services costs. The amounts shown are based on the 2025 budgeted amounts identified above and a forecast of ridership and services levels for 2025.

Jurisdiction	Est. One-Way Passenger Trips	Est. Loaded Miles	Est. Loaded Minutes	Est. Fully Allocated Cost	Est. Allocation of County Contribution, Grants & Program Income	Est. Net Responsibility for Each Municipality
Carbondale*	80	744	2,091	\$8,209	\$4,185	\$4,024
Glenwood Springs*	4,077	11,951	73,257	\$294,549	\$150,153	\$144,396
New Castle*	576	8,399	20,209	\$76,226	\$38,858	\$37,368
Silt	43	365	875	\$3,819	\$1,947	\$1,872
Rifle	4,409	14,940	73,004	\$309,731	\$157,892	\$151,839
Garfield County	1,451	13,212	32,267	\$136,465	\$136,465	-
Total	10,636	49,611	201,703	\$828,998	\$489,499	\$339,499

12. Monthly Billing: RFTA will pay directly for the fully allocated net costs attributable to its member jurisdictions and each of the remaining Parties will pay the County the amount shown on their respective lines in the Chart above.

13. Annual Reconciliation & True-up: No later than February 15, 2026 RFTA will publish a reconciliation statement. Actual expenditures for the year will be allocated based on the actual trips, and estimated loaded miles and loaded minutes provided to the Parties in 2025. If the total fully allocated net costs calculated for any Party during the preceding year exceeds the amount paid by the Party during the preceding year, a reconciliation credit or debit in the amount of the difference will be made for each such Party by the County. If a credit is due, RFTA will pay back to the County the amount it has been overpaid by the County for any Party or Parties within 30-days of the reconciliation statement. If a debit is owed, the Party or Parties owing the debit will pay the County the amount owed within 30 days of the reconciliation statement, and the County will remit any additional payments received and owed to RFTA within 30 days of receipt of the Party or Party's debit payment(s) to the County.

14. County Payments to RFTA for the Traveler Program. The amount to be paid by the BOCC to RFTA in 2025 for the provision of the Traveler Transportation Services contemplated by this Agreement is **Six Hundred Twenty Thousand, Ninety-one Dollars and Seventy-nine cents (\$620,091.79)**. This amount is based upon RFTA's estimated cost to provide the services in 2025 (\$835,880.00) less amounts received by RFTA from other sources who utilize the Traveler bus system (\$30,000.00) and less the cost to provide such services to the Town of Carbondale (\$4,024.21), the City of Glenwood Springs (\$144,395.91), and the Town of New Castle (\$37,368.08), each of

which is a member of RFTA. Amounts are projected and should the actual cost exceed the budgeted costs, those funds will be paid through the Restricted Fund Balance/The Traveler, and reimbursed at year end by following the Annual Reconciliation and True-Up procedures described in Paragraph 13., above.

- a. RFTA's Estimated Cost: The Parties recognize that RFTA's estimate of its costs to provide Traveler services is solely RFTA's responsibility; the BOCC is not responsible in any way for verifying or assuring the accuracy of RFTA's calculation. For 2025, RFTA estimates that its cost to provide these services is **\$835,880.00**.
- b. Other Traveler Services: The Parties recognize that RFTA's operation of the Traveler by means of this MOU does not include funding for ADA complementary paratransit services in the City of Glenwood Springs. Funding for this complementary paratransit service is provided by a separate contract between the City of Glenwood Springs and RFTA, which RFTA represents to be **\$30,000.00** for 2025.
- c. Payment: The BOCC and RFTA have entered into a separate intergovernmental agreement pursuant to which the BOCC agrees to pay RFTA the total amount of \$620,091.79 in seven (7) monthly payments of \$51,674.32 and five (5) monthly payment of \$51,674.31 for Senior and Disabled Transportation Services (the "Traveler IGA"). This amount represents RFTA's estimated cost to provide such services in 2025 less amounts received by RFTA from other sources and less the cost to provide such services to the RFTA Member Municipalities identified with an asterisk above. The non-RFTA member Municipalities agree to pay the respective amounts set forth above upon receipt of an invoice from the BOCC.
- d. Appropriation: This MOU is expressly contingent upon appropriation and budgeting for the costs required herein. If any Municipality, including RFTA on behalf of its member jurisdiction Municipalities, fails to appropriate or have available sufficient funds to pay for the costs of the obligations set forth in this MOU, services to residents of the failing Municipality shall end. The attached budget was adopted by the RFTA Board on December 12, 2024, and is considered final. If the actual cost of the Traveler program exceeds the amount set forth in this MOU, the additional cost will be covered through the Restricted Fund Balance/The Traveler, which would then be reimbursed at year end by following the Annual Reconciliation and True-Up Procedures described in Paragraph 13., above.
- e. COVID 19 Accommodations. Traveler services will be adjusted because of Governor orders or Public Health recommendations.

15. Combined Costs: The combined cost for 2025 Congregate Meal, Well and Wise,

and Traveler Transportation Service are set forth on Attachment C.

16. Whole Agreement: This MOU sets forth the whole agreement of the Parties. No representation, either verbal or written, shall be considered binding to the extent it is not set forth herein.

17. Amendment and Assignment. This MOU may be amended, altered, or modified solely through a written agreement executed with equal formality. This MOU may not be assigned by any Party without the written agreement of all.

18. Facsimiles and Counterparts. This MOU and all documents required for performance may be signed in counterparts. Facsimile signatures may be substituted for originals on such documents.

19. Authority. Each person signing this MOU represents and warrants that said person is fully authorized to enter into and execute this document and bind the Party represented.

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

21. Notice. Notices to be provided under this MOU shall be given in writing either by hand delivery or by certified return receipt requested United States mail, to the following:

Carbondale: Lauren Glister, Town Manager
Town of Carbondale
511 Colorado Avenue
Carbondale, CO 81623
970-510-1207
lgister@Carbondaleco.net

Garfield County: Sharon Longhurst-Pritt, Director
Garfield County Department of Human Services
195 West 14th Street, Building B
Rifle, CO 81650
(970) 625-8282 ext. 3265
spritt@garfield-county.com

Glenwood Springs: Steve Boyd, City Manager
City of Glenwood Springs
101 W. 8th Street
Glenwood Springs, CO 81601
(970) 384-6522
steve.boyd@cogs.us

New Castle:	Dave Reynolds, Town Administrator New Castle Town Hall 450 West Main Street, PO Box 90 New Castle, CO 81647 (970) 984-2311 dreynolds@newcastlecolorado.org
RFTA:	Kurt Ravenschlag, Chief Executive Officer Roaring Fork Transportation Authority 2307 Wulfsohn Road Glenwood Springs, CO 81601 (970) 384-4981 kravenschlag@rfta.com
Rifle:	Patrick Waller, City Manager City of Rifle 202 Railroad Ave P. O. Box 1980 Rifle, CO 81650 (970) 625-6266 pwaller@rifleco.org
Silt:	Jim Mann, Town Administrator Town of Silt 231 N. 7th Street, PO BOX 70 Silt, CO 81652 (970) 876-2353, ext. 813 jmann@townofsilt.org

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IN WITNESS WHEREOF, the parties have caused this Memorandum of Understanding to be executed effective January 1, 2025.

ATTEST:

**BOARD OF COUNTY COMMISSIONERS OF
GARFIELD COUNTY, COLORADO, and
BOARD OF SOCIAL SERVICES**

Clerk to the Board

By: _____
John Martin, Chairman

DATED: _____

IN WITNESS WHEREOF, the parties have caused this Memorandum of Understanding to be executed effective January 1, 2025.

ATTEST: **CITY OF GLENWOOD SPRINGS, COLORADO**

	By:
City Clerk	Ingrid Wussow , Mayor
	DATED:

IN WITNESS WHEREOF, the parties have caused this Memorandum of Understanding to be executed effective January 1, 2025.

ATTEST:

**ROARING FORK TRANSPORTATION
AUTHORITY**

Clerk to the Bd. Of Directors

By: _____
Greg Poschman, Chair

DATED: _____

IN WITNESS WHEREOF, the parties have caused this Memorandum of Understanding to be executed effective January 1, 2025.

ATTEST: **TOWN OF CARBONDALE, COLORADO**

Town Clerk

By: _____
Ben Bohmfalk, Mayor

DATED: _____

IN WITNESS WHEREOF, the parties have caused this Memorandum of Understanding to be executed effective January 1, 2025.

ATTEST:

TOWN OF SILT, COLORADO

Town Clerk

By: _____
Keith Richel, Mayor

DATED: _____

IN WITNESS WHEREOF, the parties have caused this Memorandum of Understanding to be executed effective January 1, 2025.

ATTEST:

TOWN OF NEW CASTLE, COLORADO

Town Clerk

By: _____
Art Riddile, Mayor

DATED: _____

IN WITNESS WHEREOF, the parties have caused this Memorandum of Understanding to be executed effective January 1, 2025.

ATTEST: **CITY OF RIFLE , COLORADO**

City Clerk

By: _____
Sean Strode, Mayor

DATED: _____

ATTACHMENTS TO MEMORANDUM OF UNDERSTANDING
RE: OLDER ADULT PROGRAMS

ATTACHMENT A: 2025 CONGREGATE MEAL BUDGET AND COST METHODOLOGY

ATTACHMENT B: 2025 TRANSPORTATION BUDGET AND COST METHODOLOGY

ATTACHMENT C: 2025 CONGREGATE MEAL, WELL AND WISE, AND TRAVELER
TRANSPORTATION SERVICE

ATTACHMENT A

2025 CONGREGATE MEAL BUDGET AND COST METHODOLOGY

ATTACHMENT A: 2025 CONGREGATE MEAL BUDGET AND COST METHODOLOGY

Nutrition Budget	Annual
Wages	\$ 166,972.00
Employee Benefits	\$ 88,199.00
Professional Services	\$ 6,000.00
Professional - Other	\$ 355,091.00
Technical Services	\$ 150.00
Repair and maintenance	\$ 200.00
Rental of Land & Buildings	\$ 1,200.00
Communications	\$ 1,600.00
Printing and Binding	\$ 150.00
DHS - Destruction of Records	\$ 250.00
Travel	\$ 300.00
Motor Pool Charges	\$ 12,220.00
Professional Affiliations	\$ 100.00
Training	\$ 600.00
Office Supplies	\$ 500.00
Operating Supplies	\$ 10,000.00
Freight, postage, Delivery	\$ 2,500.00
Other Supplies	\$ 200.00
Other Supplies-NSIP	\$ 250.00
Copy Machine Usage	\$ 1,200.00
Food - non travel related	\$ 4,000.00
Computers & computer equipment	\$ 4,000.00
Total 12 Month Budget	\$866,882.00
Less AAA funding	\$ 167,217.00
Less NSIP Incentives	\$ 10,000.00
Less Program Income	\$ 30,000.00
Grant & Program Income Total	\$ 207,217.00
40% County Share of Total Expenses	\$ 262,272.80
Garfield County Share	\$ 262,272.80
Projected Income/County Share	\$ 469,489.80
Income less expenses	\$196,192.20
Municipal Budget Share for Distribution	\$186,182.20

NUTRITION BREAKDOWN SUMMARY FOR MUNICIPALITIES				2024		2023		2022	
2025	# of Meals Served	Percent of Total	Municipal Nutrition Contribution	# Meals	Contributions	# Meals	Contributions	# Meals	Contributions
Jurisdiction									
Carbondale	2,114	12.49%	\$23,262.00	2,126	\$ 19,287.15	1,284	\$ 10,920.06	1,157	\$ 8,555.53
Glenwood Springs	6,221	36.75%	\$68,426.10	6,509	\$ 59,049.89	6,196	\$ 52,686.76	6,812	\$ 50,371.89
New Castle	996	5.88%	\$10,866.07	1,019	\$ 9,244.41	696	\$ 5,910.78	996	\$ 7,365.00
Silt	2,052	12.12%	\$22,670.08	2,225	\$ 20,185.28	1,761	\$ 14,976.82	1,778	\$ 13,147.57
Rifle	5,545	32.76%	\$60,888.82	5,465	\$ 49,578.68	5,924	\$ 50,381.98	7,529	\$ 55,673.81
Municipal Total	16,928	100.00%	\$186,192.20	17,344	\$ 157,345.40	15,859	\$ 134,876.40	18,272	\$ 135,113.80
Garfield County	4,793			5,798		5,073		3,325	
Grand Total	21,721			23,142		20,932		21,597	
Based on July 2023 - June 2024 Usage				Based on July 2022 - June 2023		Based on July 2021 - June 2022		Based on July 2020 - June 2021	

ATTACHMENT B

2025 TRANSPORTATION BUDGET AND COST METHODOLOGY

ATTACHMENT B: 2025 TRANSPORTATION BUDGET AND COST METHODOLOGY

Cost Methodology—2025	
Transportation Budget	Annual
Wages	\$ 14,849.00
Employee Benefits	\$ 7,569.00
Communication	\$ 200.00
Training	\$ 100.00
Office Supplies	\$ 100.00
Computer Supplies	\$ 200.00
Freight, Postage, Delivery	\$ 100.00
Total County Expenses	\$ 23,118.00
RFTA	\$ 835,880.00
MINUS GWS Paratransit	\$ 30,000.00
Total RFTA Expenses	\$ 805,880.00
Total Expenses	\$ 828,998.00
Less Program Income	\$ 12,000.00
Less CSBG	\$ 63,000.00
Total G/P Income	\$ 75,000.00
Less County Share	\$ 414,499.00
Total 50% County Share	\$ 414,499.00
Total Revenue	\$ 489,499.00
Total Expenses	\$ 828,998.00
Income less expenses	\$ 339,499.00
Municipal Budget Share for Distribution	\$ 339,499.00

2025 Traveler Forecast Service And Cost Data

A B C D E F G

Jurisdiction	Est. One-Way Passenger Trips	Est. Loaded Miles	Est. Loaded Minutes	Est. Fully Allocated Cost	Est. Allocation of County Contribution, Grants & Program Income	Est. Net Responsibility for Each Municipality
Carbondale	80	744	2,091	\$ 8,209	\$ 4,185	\$ 4,024
Glenwood Springs	4,077	11,951	73,257	\$ 294,549	\$ 150,153	\$ 144,396
New Castle	576	8,399	20,209	\$ 76,226	\$ 38,858	\$ 37,368
Silt	43	365	875	\$ 3,819	\$ 1,947	\$ 1,872
Rifle	4,409	14,940	73,004	\$ 309,731	\$ 157,892	\$ 151,839
Garfield County	1,451	13,212	32,267	\$ 136,465	\$ 136,465	\$ -
Total	10,636	49,611	201,703	828,998	489,499	339,499

Check Total 10,636 49,611 201,703 \$828,998 \$489,499 \$339,499

Difference +/- -----

ATTACHMENT C:

2025 CONGREGATE MEAL, WELL AND WISE, AND TRAVELER TRANSPORTATION SERVICE

ATTACHMENT C: 2025 CONGREGATE MEAL, WELL AND WISE, AND TRAVELER TRANSPORTATION SERVICE

COMBINED CONTRIBUTION BREAKDOWN

<i>Jurisdiction</i>	<i>2025 Nutrition Contribution</i>	<i>2025 Transportation Contribution</i>	<i>2025 Well & Wise Contribution</i>	<i>2025 Total Contributions</i>	<i>RFTA Transportation Contribution</i>	<i>2025 Nutrition Contribution</i>	<i>2025 Transportation Contribution</i>	<i>2025 Well & Wise Contribution</i>	<i>2025 Net Adjusted Total</i>
Carbondale	\$23,252.03	\$4,024.21	-	\$27,276.24	\$4,024.21	\$23,252.03	-	-	\$23,252.03
Glenwood Springs	\$68,425.19	\$144,395.91	-	\$212,821.11	\$144,395.91	\$68,425.19	-	-	\$68,425.19
New Castle	\$10,955.07	\$37,368.08	-	\$48,323.15	\$37,368.08	\$10,955.07	-	-	\$10,955.07
Silt	\$22,570.08	\$1,872.12	-	\$24,442.21		\$22,570.08	\$1,872.12	-	\$24,442.21
Rifle	\$60,989.82	\$151,838.67	-	\$212,828.49		\$60,989.82	\$151,838.67	-	\$212,828.49
Garfield County	\$262,272.80	\$414,499.00	-	\$676,771.80		\$262,272.80	\$414,499.00	-	\$676,771.80
Totals	\$448,465.00	\$753,998.00	\$0.00	\$1,202,463.00	\$185,788.21	\$448,465.00	\$568,209.79	\$0.00	\$1,016,674.79



City Council
STAFF REPORT
City of Glenwood Springs
December 5, 2024

Agenda Item: November 21, 2024 Council Minutes

Action Requested: November 21, 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 21, 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 8. 9:26 Roll Call

Present: Mayor Wussow, Councilor Zalinski, Councilor Schachter, Councilor Godes, Mayor Pro Tem Dehm, and Councilor Weimer. 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.

Item 9. 9:42 Agenda Changes & Conflicts

There were none.

Item 10. 9:50 Council Announcements

There were none.

Item 11. 10:02 Citizens Appearing Before Council (for items not on the agenda - comments limited to 3 minutes)

Resident Travis Smith made comments about the Oasis Creek parking restriction enforcement.

Ned Carter, resident, made comments regarding Holliday House and the fire suppression system.

Item 12. 18:11 Council Reactions to Public Comment

There were none.

Item 13. 18:25 Consent Agenda

Mayor Pro Tem Dehm moved to approve the consent agenda. Councilor Zalinski seconded the motion, and it passed unanimously.

Item 14. 18:46 Resolution 2024-35; Pay As You Throw (PAYT) Program Pricing

Public Works Director Matthew Langhorst presented.

Mayor Wussow opened the floor to public comment.

There was none.

Mayor Wussow closed the floor to public comment.

**24:39 Councilor Zalinski moved to approve the pay schedule presented in Exhibit A1 of the presentation.
Mayor Pro Tem Dehm seconded the motion.**

Councilors Godes, Zalinski, Schachter and Mayor Wussow made comments.

29:33 The motion passed 5-1 with Councilor Godes voting against.

Item 15. 30:11 Planning and Zoning (P&Z) Commission Appointments. 22:35 Presentation of 2023 Financial Audit

Hannah Klausman, Community Development Director, presented.

31:05 Mayor Pro Tem Dehm moved to appoint Connie Geiman to a regular seat on the Planning and Zoning Commission. Councilor Godes seconded the motion, and it passed unanimously.

Items 16. 32:11 Employer-Based Rental Assistance Program

Kevin Rayes, Housing Development Manager, presented.

Mayor Wussow opened the floor to public comment.

Ellen Dole, unincorporated resident, made comments.

Don Gillespie, resident, made comments.

Matt Sidell, Workforce Housing Chair, made comments and answered some questions.

Mayor Wussow closed the floor to public comment.

53:04 Councilor Schachter moved to approve the Employer-Based Rental Assistance Program pilot as proposed with the condition that a report to Council will be made in 6 months on the progress of the program and in 12 months Council receive a report with results and metrics for success as well as recommendations going forward. Mayor Pro Tem Dehm seconded the motion.

Councilors Schachter, Godes, Weimer, and Mayor Pro Tem Dehm, made comments.

1:01:25 The motion passed 5-1 with Councilor Godes voting against.

Item 17. 1:01:59 South Bridge Update

Ryan Gordon, City Engineer, presented.

Mayor Wussow opened the floor to public comment.

Don Gillispie made comments.

Mayor Wussow closed the floor to public comment.

Councilor Godes, Zalinski, Schachter, Weimer, and Mayor Pro Tem Dehm made comments.

Item 18. 1:17:42 Ordinance 2024-22; Animal Impound Policy

Lieutenant John Hassell presented.

Mayor Wussow opened the floor to public comment.

None were made.

Mayor Wussow closed the floor to public comment.

1:21:07 Councilor Zalinski moved to approve the Ordinance as presented. Councilor Weimer seconded the motion, and it passed unanimously.

Item 19. 1:22:03 Ordinance 2024-26; Fixing and Certifying Mill Levy for the City

Yvette Gustad, City Finance Director, presented.

Mayor Wussow opened the floor to public comment.

None were made.

Mayor Wussow closed the floor to public comment.

1:23:24 Councilor Godes moved to approve the Ordinance as presented. Mayor Pro Tem Dehm seconded the motion, and it passed unanimously.

Item 20. 1:23:56 Ordinance 2024-27; Fixing and Certifying Mill Levy for General Improvement District

Yvette Gustad, City Finance Director, presented.

Mayor Wussow opened the floor to public comment.

None were made.

Mayor Wussow closed the floor to public comment.

1:24:40 Councilor Zalinski moved to approve the Ordinance as presented Mayor Pro Tem Dehm seconded the motion, and it passed unanimously.

Item 21. 1:25:00 Update from Clean Energy Economy for the Region (CLEER)

Morgan Hill, Asspociate Director of CLEER, presented.

Item 22. 1:50:10 Resolution 2024-36; Adoption of Tourism Destination Management Plan

1:50:26 Councilor Zalinski moved to adopt the Tourism Destination Management Plan as presented. Councilor Weimer seconded.

Mayor Wussow opened the floor to public comment.

None were made.

Mayor Wussow closed the floor to public comment.

The motion passed 5-1 with Councilor Godes voting against.

Item 23. 1:51:44 Council Comments

Councilor Godes made comments.

Mayor Wussow led a discussion about board and commission appointments in light of Matthew Simms joining Council.

Item 23. 1:57:45 Report from City Administration

City Manager Steve Boyd made comments.

Item 24. 1:58:29 Council Social Event Location Announcement

Mayor Pro Tem Dehm announced the social event would take place at Doc Holliday's.

Item 25. 1:58:35 Adjournment

Councilor Schachter moved to adjourn. Mayor Pro Tem Dehm seconded the motion, and it passed unanimously.



City Council
STAFF REPORT
City of Glenwood Springs
December 5, 2024

Agenda Item:	Proclamation Honoring Judge Maurer
Action Requested:	We are honoring Municipal Judge Amanda Maurer with a proclamation.
Department:	City Clerk
Presented By:	
Strategic Goals:	Provide Efficient and Responsive City Government
Background Info:	Judge Maurer has been with the City for 17 years, the first ten as the Associate Judge and the last 7 as the Municipal Judge. She is retiring effective at the end of December.
Issues:	NA
Fiscal Impact:	NA
Legal Review:	NA
Staff Recommendation:	NA



PROCLAMATION

Honoring Municipal Court Judge Amanda Maurer

WHEREAS, **Judge Amanda Maurer** obtained her undergraduate degree in business administration in 1998 from Georgetown University. She graduated with honors from The George Washington University Law School in May 2001.

WHEREAS, she relocated from Washington, DC in 2001 and initially practiced at Balcomb & Green, PC, and had a solo practice from 2004 to 2006.

WHEREAS, **Judge Amanda Maurer** spent 17 years with Olszewski, Massih & Maurer, PC, and in order to focus her practice on comprehensive estate planning, probate business succession planning and real estate, launched Amanda N. Maurer Miller, PC in November 2023. Amanda opened Grand Junction office in September 2024 to serve clients in both Glenwood Springs and Grand Junction.

WHEREAS, **Judge Amanda Maurer** is a Member of the Colorado Municipal Judges Association, the Colorado Bar Association, the Ninth Judicial District Bar Association, and the American Bar Association

WHEREAS, **Judge Amanda Maurer** has served as the Glenwood Springs Municipal Court Associate Judge from 2007 and as the Glenwood Springs Municipal Court Judge from 2017.

WHEREAS, **Judge Amanda Maurer** has been pivotal in ensuring the administration of justice fairly, efficiently and effectively, while providing a professional, impartial and cordial courtroom with court staff. Amanda has cultivated a strong court team and fostered a supportive, and professional work environment during her tenure as Municipal Court Judge.

WHEREAS, **Judge Amanda Maurer** has honorably performed her duties with unwavering dedication, professionalism, and excellence for seventeen years with the City of Glenwood Springs.

THEREFORE BE IT RESOLVED, I, Ingrid Wussow, Mayor of Glenwood Springs in the State of Colorado, do hereby recognize and express our sincere appreciation to **Judge Amanda Maurer** for her long-standing commitment to serving our community.

IN WITNESS WHEREOF, I have hereunto set my hand and caused the Seal of the City of Glenwood Springs, Colorado to be affixed, this 5th day of December, in the year 2024.

Ingrid Wussow, Mayor of the City of Glenwood Springs



City Council
STAFF REPORT
City of Glenwood Springs
December 5, 2024

Agenda Item: Swear in Matthew Simms to the At-Large Council Seat

Action Requested: Swear in Matthew Simms to the At-Large City Council seat.

Department: City Clerk

Presented By: Karl Hanlon

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

Background Info: Matthew Simms was appointed to the seat during the November 7, 2024 Council meeting.

Issues: NA

Fiscal Impact: NA

Legal Review: NA

Staff Recommendation: NA



City Council
STAFF REPORT
City of Glenwood Springs
December 5, 2024

Agenda Item: West Mountain Regional Housing Coalition

Action Requested: None

Department: Economic and Community Development

Presented By: Hannah Klausman

Strategic Goals: Provide Efficient and Responsive City Government

Background Info: In April of 2024, Council approved \$200,000 towards West Mountain Regional Housing Coalition's (WMRHC) Good Deeds program. WMRHC agreed to return by the end of the year with an update on program progress and milestones.

The program essentially bridges the gap for a qualified buyer between what is available on the market and what is affordable by providing up to 30% funds at closing towards the purchase of permanent price-capped deed restriction on the property.

The primary goal of the program is to increase the inventory of permanently affordable housing for home ownership without building new units.

WMRHC has included a memo attached to this report with an update since the program launched in July 2024.

Issues: NA

Fiscal Impact: None at this time.

Legal Review: Not applicable

Staff Recommendation: Information only.

WEST MOUNTAIN REGIONAL HOUSING COALITION

MEMO

From: West Mountain Regional Housing Coalition
To: City of Glenwood Springs Mayor and Council
Re: Good Deeds Program Report and Update
Date: November 27, 2024

This memo provides an update and report on the first four months of the West Mountain Regional Housing Coalition's Good Deeds Program.

BACKGROUND

The West Mountain Regional Housing Coalition (WMRHC or Coalition) formed in 2022 is a tax-exempt non-profit with a mission to increase the availability and accessibility of affordable community housing within the Roaring Fork and Middle Colorado River valleys: Aspen to Parachute. *We believe a regional approach that leverages the skills and resources of our communities is the foundation for increasing affordable housing.*

WMRHC is a member-based organization striving to support our members' regional affordable housing community interests and priorities. Our members, each of which have representation on the WMRHC Board, currently include:

- Pitkin County
- Eagle County
- City of Aspen
- City of Glenwood Springs
- Town of Snowmass Village
- Town of Basalt
- Town of Carbondale
- Colorado Mountain Local College District
- Roaring Fork Transportation Authority

City of Glenwood Springs' Board member representative is Hannah Klausman, Community Development Director.

With \$10,000 of initial investment from each of its eight members in 2022 and 2023, and \$20,000 from nine members in 2024, the Coalition has held monthly meetings, completed a

Strategic Operations Plan, successfully secured over \$150,000 in state grants, hired an Executive Director, released several reports on the region's housing situation, and hosted a regional housing summit.

In general, the goals of the Coalition are to:

- increase the amount of housing available to local workforce through a development neutral approach;
- increase the number of households benefiting from housing assistance;
- secure funding to provide housing programs; and to
- establish a strong, durable organization that supports the region.

West Mountain Regional Housing: Good Deeds

In 2022, the Coalition reviewed a suite of housing program options recommended in the Housing Toolkit developed by Bohannon and Huston, supported by DOLA's Recovery Roadmap program. The Coalition board decided to focus its initial efforts on development-neutral programs that support housing needs, strategies, or situations not currently addressed by other housing programs in the region.

Problem Statement:

In a balanced housing market, households earning low to moderate income are typically renting and households that earn above the median income begin to explore, and can achieve, home ownership. The area median income (AMI) in Garfield County is \$82,000 for a 2-person household. For that household to own a home and not be considered cost-burdened (i.e. spending more than 30% of their income on housing), the home price would need to be about \$250,000. Based on a review of the most recent income, rental, and housing market data, home ownership in the free market in our region is out of reach for even those earning 300% of the median income. Therefore, moderate to high income households in the region have incomes that are too low to participate in the private ownership market yet too high to be eligible for most subsidized or assisted housing program requirements. And, therefore, the housing market in our region is noticeably shifted from that of a balanced housing market, forcing those higher-income earners to rent. This stresses the rental market, driving rental rates higher, and removing competition or options for movement within the market.

WMRHC's Response:

Acknowledging these two issues – the lack of a home ownership market for moderate to high income earners, and an extremely crowded rental market – WMRHC launched a program to bridge the gap between what is available on the open market and what is affordable to local buyers by providing up-front funds towards the purchase of a deed restriction on a free market home; thus converting existing free market homes to the affordable housing market in perpetuity, creating a market for local workforce to own a home, and moving those that are likely paying a very high rent into home ownership, freeing up space in the rental market.

Modeled after the successful [Eagle County Good Deeds](#), this development-neutral approach “buys down” a market rate home to a more affordable or attainable price for a local income earner in exchange for a permanent price-capped deed restriction being added to the property.

Pilot Program Details:

WMRHC has taken a regional and community-centered approach to eligibility (not an employer approach) and therefore structured the requirements to allow anyone working full-time for an employer principally or physically based in Pitkin, Eagle, or Garfield counties to be eligible. There is no income cap. A qualified buyer must use the home as their primary residence, will not be allowed to short-term rent the home, must maintain local employment, and own no other residential property. They are eligible for a 3% simple interest annual appreciation and capital improvements of 10% or less of the resale price.

The local income earner that qualifies for this program shops for and enters into a contract to buy a home on the free market. WMRHC pays 30% of the purchase price of the home, up to a \$1.5 million home price (varies geographically), in exchange for a permanent price-capped deed restriction on the property, signed at closing. The immediate maximum resale price of this home is now 70% of the original purchase price, thus “buying down” a free-market home and converting it to a more affordable home in perpetuity.

Pilot Program Success:

In the summer of 2024, WMRHC was able to secure \$2 million in contributions from the majority of its member jurisdictions to launch a pilot program of Good Deeds to purchase homes in Pitkin and Garfield counties. The following communities contributed to the program:

Pitkin County -	\$1,000,000
City of Aspen -	\$450,000
Town of Snowmass Village -	\$250,000
City of Glenwood Springs -	\$200,000
Town of Carbondale -	\$100,000
TOTAL =	\$2,000,000

The pilot program launched in mid-August. With \$2,000,000 and within only four months, WMRHC has converted seven (7) homes from the free-market to price-capped, permanently deed-restricted homes, securing long-term stable housing through home ownership for eleven (11) local workers.

All seven homes are located in Garfield County – three in Carbondale and four in Glenwood Springs city limits. Each home in Glenwood Springs is occupied by an employee of a business/organization within Glenwood Springs. Four out of the five working locals housed in Glenwood Springs are now within walking/biking distance of their jobs and kids’ schools, reducing commutes from Rifle, Basalt, and Carbondale.

Looking Forward:

The Coalition's goal is to bring 30 homes into this program by 2026. The current construction price for an affordable housing unit in Pitkin County is \$800K - \$1.2 million. If it was possible to acquire land and permits and also complete design and construction of 30 units by 2026, it would cost approximately \$30 million (not including the associated infrastructure and utilities). WMRHC estimates the conversion cost of 30 free-market homes to affordable deed restricted homes in the region at \$8-10 million, which does not require any additional land, utilities, infrastructure, or construction materials.

With only \$162,000 remaining in initial funding for the program, there are 10 qualified households currently scouring the market for potential homes and approximately 100 others that have requested applications. WMRHC has done little to advertise this program to date – most notification was achieved through one article and spread through word of mouth.

The pilot program relied on financial support from across the region to show a 'proof of concept' for other funders such as philanthropic partners or state agencies, and the contribution from Glenwood Springs set a high bar for others. WMRHC and the participants of the Good Deeds Pilot Program wish to extend our sincere gratitude for the generous support that led to the success of this incredible program. The Coalition is actively exploring other funding strategies including philanthropic support, donations, grants, mitigation fees, etc. to continue offering and growing this program in 2025.

WEST MOUNTAIN REGIONAL
HOUSING
COALITION

April Long, Executive Director

Good Deeds Program Update – December 2024

West Mountain Regional Housing Coalition

501c(3) est. 2022

10 Board Members

1 Staff

City of Aspen

Town of Snowmass Village

Town of Basalt

Town of Carbondale

City of Glenwood Springs

Pitkin County

Eagle County

Colorado Mountain College

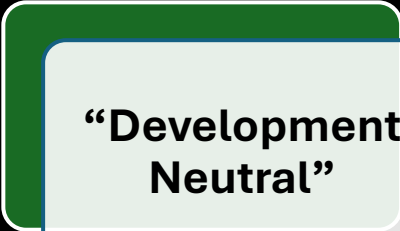
Roaring Fork Transit Authority

A woman with blonde hair is swinging on a swing set under a large, thick tree trunk. The scene is set in a residential area with houses and a road in the background. The sky is clear and blue. The text is overlaid on the image.

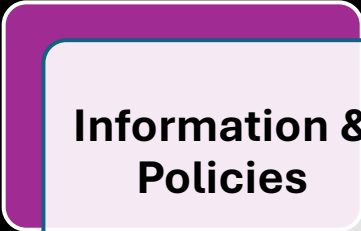
WMRHC - A regional approach to increase the availability and attainability of affordable housing for the workforce and communities from Aspen to Parachute.

Leveraging the skills and resources of our communities is the foundation for increasing affordable housing.

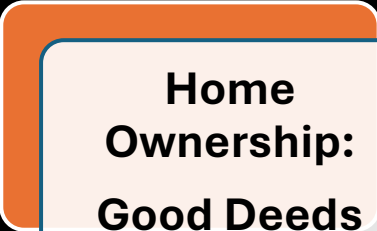
West Mountain Regional Housing Coalition Programmatic Strategies



**“Development
Neutral”**



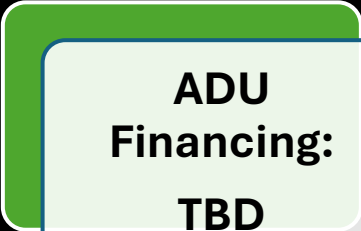
**Information &
Policies**



**Home
Ownership:
Good Deeds**



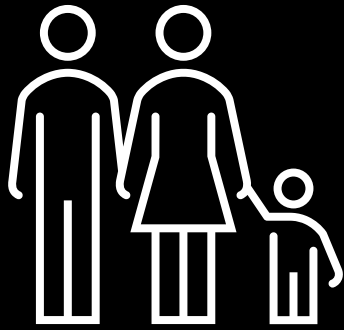
**Rental
Assistance:
TBD**



**ADU
Financing:
TBD**

Incomes, Affordability, and Price Points

Median Income for Family of 3
\$90,000 - \$110,000



Maximum Affordable Sale Price

\$100,000 annual income - \$325,000

\$200,000 annual income - \$650,000

\$300,000 annual income - \$975,000

Garfield County

Median Sale Price:
\$885,000



Pitkin County

Median Sale Price:
\$7.8 M

Introducing: Good Deeds



Convert free market homes into affordable homes by buying a permanent deed restriction

Provide 30% of purchase price at closing so home buyer gets home at 70% of asking price

Requirements:

Primary residence
- not rentals

Maintain full-time
work for local
employer, re-qualify
annually

Own no other
residential property

3% Annual
Appreciation

Capital
improvements
accepted

Good Deeds 2024 Pilot Program

Contributions:

\$2,000,000

Estimated

Deed Restrictions:

5 – 10

Pitkin County -	\$1,000,000
City of Aspen -	\$ 450,000
Town Snowmass Village -	\$ 250,000
Town of Carbondale -	\$ 100,000
City Glenwood Springs -	\$ 200,000

Thank You!

Success!

7

Deed Restricted Homes



4 months



\$1,840,000 (avg = \$262,500 per home)



7 homes, permanently more affordable



22 bedrooms

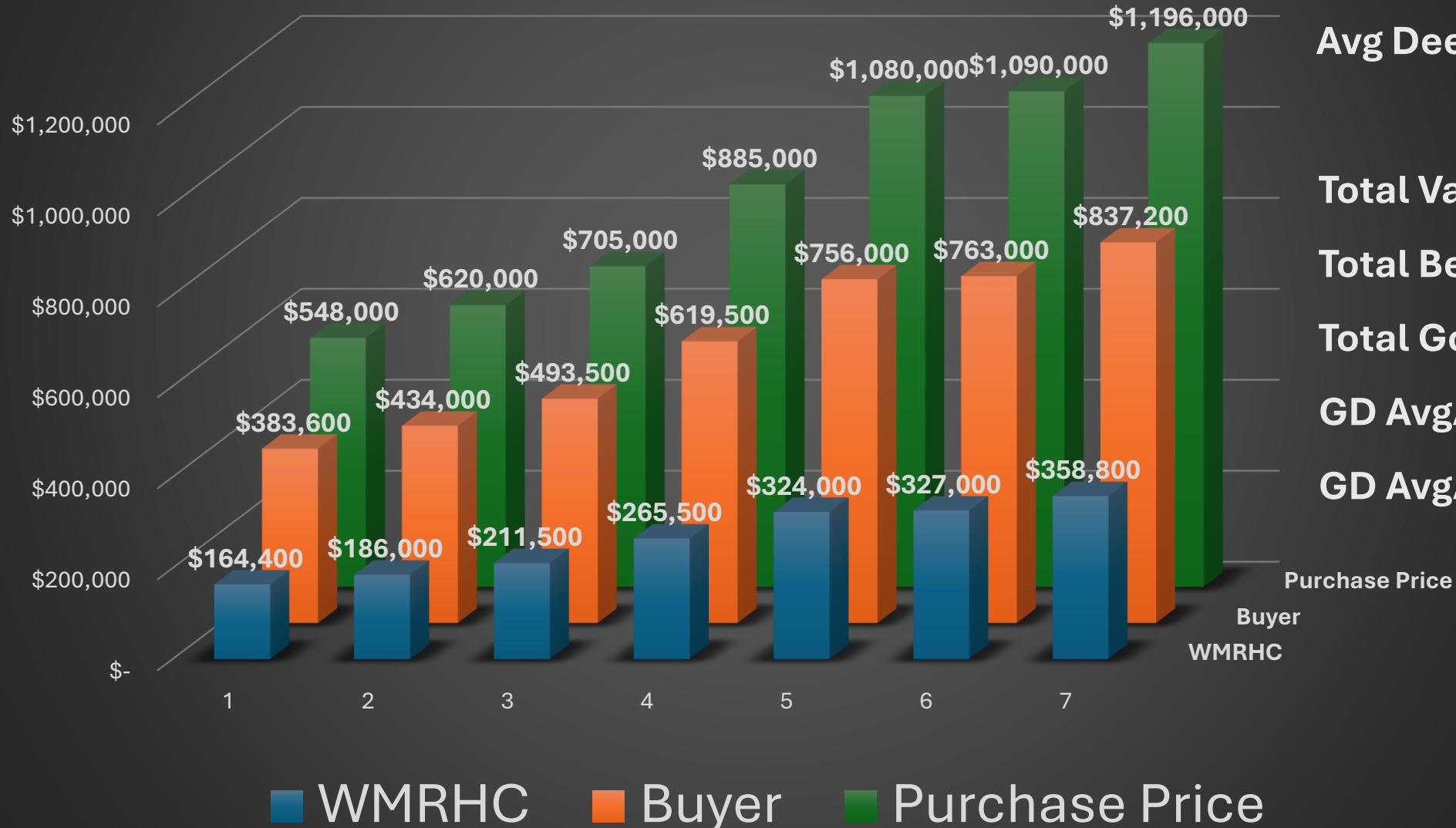


11 working locals in secure home ownership
+ 2 in rentals + 1 freed up AH studio



4/5 workers in GWS now within walking or
biking distance of their jobs and schools

2024 Good Deeds



Avg Purchase Price = \$875,000

Avg Buyer Price = \$612,400

Avg Deed Price = \$262,500

Total Value/Volume = \$6,124,000

Total Bedrooms = 22

Total Good Deeds = \$1,837,200

GD Avg/Home = \$262,500

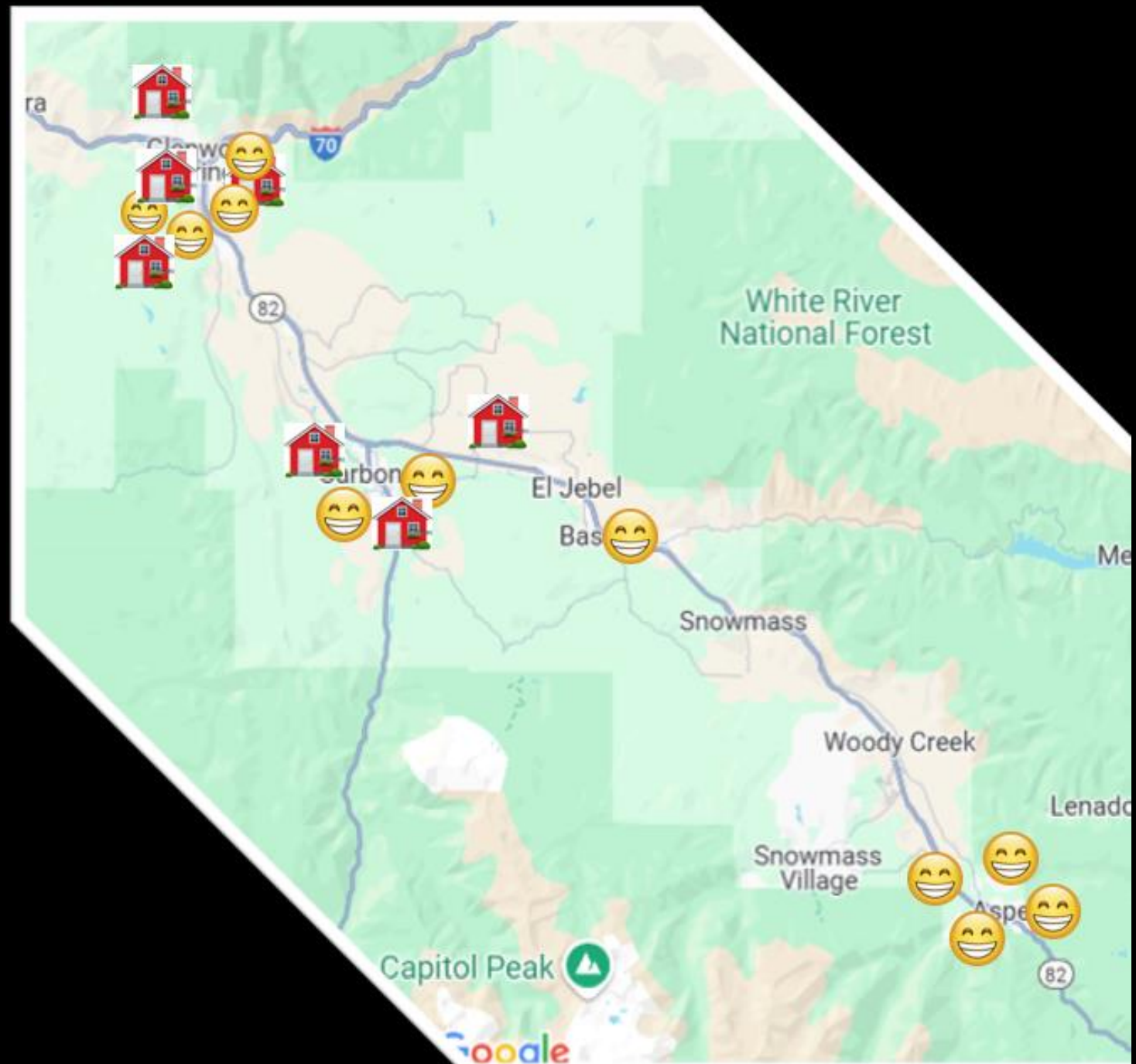
GD Avg/Bedroom = \$83,500

11 Local Workers

Incomes range from 80-220% of AMI

Professions (Employment):

- Nurse (Valley View)
- Asst. Principle (Roaring Fork School Dist)
- Landscaping Manager
- Social Worker for children (Aspen Hope)
- Servers (Village Smithy, Phat Thai)
- Ski Patroller and Bike Mechanic
- Local government (City of Aspen)
- Local non-profit (Buddy Program)
- Grants writer (CMC)
- Landscape Architect (Connect One)
- Architect (S2 Architects)



Other Benefits of Good Deeds

- 5 first-time home buyers
- 8 buyers moving out of rentals
- 30% is seen as down payment, therefore great interest rates for buyers
- One buyer beat out 5 cash offers from investors, not local income earners
- One buyer is moving from income capped deed restriction, therefore freeing up an affordable unit for another working local
- Two buyers are renting bedrooms to other working locals for a great rate
- Estimate a savings of ~ \$550,000 to local employers in recruitment and replacement costs



April : WMRHC -

The level of gratitude I have is hard to describe. I'm overwhelmed with emotion. I think that the intentions of the program aim to help community members (such as myself) stay in this valley and continue raising a family here. What I don't know is if you realize that this has changed my life's trajectory and that of my children. The increase in the quality of our lives is exponential. To be able to live and work and play and attend my children's sports and school events all in the same town is PRICELESS!

Thank you for this gift of all gifts. Thank you for providing us the ability to stay in Glenwood.

Thank you from my kids, my extended family, from my patients, coworkers,

Thank you

Gratefully,

Tempest Marthei
Colham : Ophelia

I take your letter as an opportunity to take the sale of my treasured home, not just as a transaction, but as a **good deed** - a way to pay it forward for you and the kids.

"I want you to know that \$50,000 is a lot of money to discount for a salaried teacher like me. It is not an easy decision. After deep thought and reflection, I have concluded there are things in life that are far more valuable than money, such as having a good home. (I want to help) you... to have a house you all will love...)"

"Just got the word that they will be taking our offer! We were one of 6 offers and not the highest offer, but the only ones that would be actually living in the house and the sellers preferred that over second home owners and investors. So refreshing!"



My 11-year old son Wade and I currently live in Rifle in a small old rental house built in 1895. It's been a good place for the two of us to share since Wade's dad (my co-parent) passed away very unexpectedly last year at age 55, but we only have a month month lease with no long term stability. The house is very small ~ with one bathroom and Wade's room being essentially a converted office space (glass door, no closet) and as he grows older, I want to give him privacy. I truly began considering home ownership once we recently learned of issues here with asbestos ~ in addition to the long-needed updates to be made in terms of electrical and plumbing systems, which are of course are in the owner's control and not my own. It is really important to me to find a safe place for my son and I to live and to have the stability of home ownership.



(WMRHC), so that I now have the ability with my single income to own a home in this amazing place. I have prioritized retirement and college savings over focusing on saving for a home ~ and knowing that it's financially smarter to come in with a bigger down payment, I have not been able to consider homeownership here, until this program became available.

But wait,
there's more...

10 qualified households
shopping/hoping for housing

100 households w/ applications

1 new interest/request every day



Next Steps: Secure funding to continue Good Deeds

- Continued support from local governments
- Expanding support from state
- Seeking support from businesses, employers
- Seeking support from individuals/philanthropy



City Council
STAFF REPORT
City of Glenwood Springs
December 5, 2024

Agenda Item: Uinta Railroad Update

Action Requested: None.

Department: Attorney

Presented By: Karl Hanlon

Strategic Goals: Generate Sustainable Economic Development
Protect and Preserve our Quality of Life
Ensure Public Safety

Background Info: Legal will update the Council on the current status of the Uinta Oil Train case pending before the US Supreme Court. A short Power Point will be presented but there will be no action requested.

Issues:

Fiscal Impact:

Legal Review:

Staff Recommendation:

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**Direct Mail to Glenwood Springs*

DATE: November 27, 2024
TO: Glenwood Springs Mayor and Council
FROM: Karp Neu Hanlon, P.C.
RE: Uinta Railway Case Update

On Tuesday, December 10 the Supreme Court will hear oral arguments in *Seven Counties Infrastructure Coalition v. Eagle County, et al.* The City submitted an *amicus curiae* brief on October 25 along with Grand County, Grand Junction, Minturn, Avon, Red Cliff, Boulder County, Basalt, Routt County, Pitkin County, and the Northwest Colorado Council of Governments (exclusive of Gypsum). That brief is also included in the packet for your reference.

The case arises from the Surface Transportation Board's (STB) approval of the Uinta Basin Railway – a 100-mile rail extension proposed in northeast Utah for the purpose of exporting waxy crude oil to refineries on the Gulf Coast. The issue is whether the National Environmental Policy Act (NEPA) requires an agency to study environmental impacts beyond the proximate effects of the action over which the agency has regulatory authority and control. The City participated in the D.C. Circuit case as *amicus curiae* by raising important issues under NEPA – such as oil spills and wildfire risks from increased oil train traffic through Colorado – that the STB had omitted from its analysis. The D.C. Circuit agreed with these arguments as well as those forwarded by environmental groups that the STB should have analyzed greenhouse gas emissions from the refineries where the Uinta Basin waxy crude would be processed.

The local governments' *amicus* brief focuses on matters of interest to local governments in Colorado, and throughout the country, including how NEPA processes help local governments understand and participate in larger development decisions that may impact them. The brief ends with several stories of the local governments participating in regional NEPA processes where communities have coalesced to either influence the outcome, or start discussions that result in agreements outside of the NEPA process. The purpose here is to show that including the downstream effects similar to those encompassed in the D.C. Circuit's opinion about Uinta Railway impacts to local governments in Colorado is an important purpose of NEPA and should be allowed in future cases. The local governments take no position on whether emissions at refineries outside of Colorado should be included in such an analysis.

In the meantime, the D.C. Circuit recently issued a surprise ruling in *Marin Audubon Society v. Federal Aviation Administration* that White House Council on Environmental Quality (CEQ) NEPA

regulations are not legally enforceable upon other agencies that rely on those regulations. While that question was not presented or briefed, the *Marin Audubon* D.C. Circuit panel took it up anyway and surprised everyone involved by issuing such a ruling. Given the timing, the Supreme Court could do the same in the *Eagle County* case and pick up a marginally related question that was not briefed, and so we anticipate questions coming up at oral argument.

The alignment of the Supreme Court justices on environmental and regulatory issues is fairly clear with a likely 6-3 outcome in favor of the railroad, at least relating to the inclusion of greenhouse gas emissions in geographically attenuated analyses from Utah to the Gulf Coast. What will be interesting to watch is whether some of the “conservative” justices align with Eagle County and the local governments about impacts that are more geographically proximate to the proposed action – here oil spill and wildfire risk in Colorado arising from the rail line extension in Utah. Also, of note is that the railway advocates did not appeal other the D.C. Circuit made in the *Eagle County* case, including substantive claims under the Interstate Commerce Clause Termination Act (ICCTA), which governs the STB, and so a ruling in favor of the railroad does not give proponents a “green light” to proceed.

No. 23-975

IN THE
Supreme Court of the United States

SEVEN COUNTY INFRASTRUCTURE
COALITION, *et al.*,

Petitioners,

v.

EAGLE COUNTY, COLORADO, *et al.*,

Respondents.

ON WRIT OF CERTIORARI TO THE UNITED STATES COURT
OF APPEALS FOR THE DISTRICT OF COLUMBIA CIRCUIT

**BRIEF OF COLORADO
COMMUNITIES AS *AMICI CURIAE*
IN SUPPORT OF RESPONDENTS**

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*Counsel for Amici Curiae
(additional counsel at the end of the brief)*

117089



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INTERESTS OF THE *AMICI CURIAE*¹

Amici curiae are a bipartisan coalition of local governments and communities located along the Union Pacific Rail Line and Interstate 70 (I-70) in western Colorado. This places them in what the Surface Transportation Board (Board) calls the “down-line study area” for the decision under review, which authorizes the construction of the Uinta Basin Railway (Railway). That poorly reasoned decision adversely affects Amici’s interest in numerous ways described below. This is why many of the Amici also filed an amicus brief in the D.C. Circuit, explaining the importance of the Board’s NEPA process for analyzing effects to Amici’s interests in wildfire prevention, water quality, public health, and safety, as well as the glaring defects in the Board’s analysis of those issues.²

Situated along the Union Pacific Line—which will receive 90% of the new rail traffic authorized by the Board, J.A.513—Amici are directly impacted by the decision approving the Railway. Ultimately, it is the Amici who are responsible for responding to the accidents, wildfires, river contamination, and destruction of private property inevitably caused by the Board’s decision. All of this places an enormous strain on these local governments’

1. Amici represent that no counsel for any party has authored this brief in whole or in part, and no entity or person, aside from amici curiae and their counsel, made any monetary contribution intended to fund the preparation or submission of this brief.

2. Colorado communities, including the towns of Avon, Minturn, and Red Cliff, also participated in the Board’s NEPA process by submitting comments on the draft Environmental Impact Statement (EIS).

comparatively diminutive operating budgets and the ensuing environmental fallout threatens lasting damage to the outdoor recreation and tourism industry on which these communities heavily rely. Amici thus maintain a clear interest in understanding the full array of the downline effects in Colorado, i.e., foreseeable effects that will occur along existing railways due to the substantial increase in rail traffic, including what can be done to mitigate those impacts and how Amici should prepare to respond to them.

Glenwood Springs, Colorado is a home-rule municipality of roughly 10,000 residents in Garfield County.³ It sits in Glenwood Canyon at the confluence of the Roaring Fork and Colorado rivers. Surrounded by steep, rugged topography, Glenwood Canyon represents a natural mountain pass for both I-70 and the Union Pacific Line.

Glenwood Springs was established as and continues to be a respite for visitors to the Rockies. Annually, 1.5 million people visit Glenwood Springs to enjoy the world’s largest mineral hot springs, whitewater rafting, kayaking, fly-fishing, hiking, and skiing. The nearby White River National Forest receives “more than 12 million visitors per year,” making it “the most-visited recreation forest in the country.” *White River National Forest*, U.S. FOREST SERV., <https://bit.ly/4hcBebG> (last visited Oct. 23, 2024). Glenwood Springs’ economy is heavily dependent on tourism; nearly 40% of residents are employed in the

3. The Colorado Constitution empowers cities and towns to adopt “home rule” governance, allowing them to exercise greater control over matters of local significance. COLO. CONST. art. XX, § 6; *id.* art. XIV, § 16.

leisure, hospitality, and retail sectors, which is double the national average.

Glenwood Springs has witnessed a marked rise in wildfires due to extreme drought conditions that are fast becoming the norm. In August 2020, a fire ignited one mile east of Glenwood Springs that burned for 130 days and consumed 32,631 acres. That fire—known as the Grizzly Creek Fire—caused severe upheaval, including area-wide evacuations, long-term closures of I-70, food and supply shortages, and substantial property damage. *See* Dan Boyce, *Colorado's Grizzly Creek Fire Shows Climate Change's Threat to Transport Routes*, NPR (Sept. 29, 2020), <https://n.pr/3DaUXqw>. It also cost the city “tens of millions of dollars” in lost tourism revenue. *Id.* (“[T]he two-week-long highway closure wreaked havoc on the Glenwood Springs economy during a tourism season already wounded by the pandemic,” with some businesses losing “two-thirds” of their revenue “once travelers were cut off from the area by the fire.”).

Containment did not end the fire’s devastation. Because the fire stripped Glenwood Canyon’s steep slopes of vegetation, subsequent rainstorms triggered landslides and debris flows that covered the Union Pacific Line and deposited burnt sediment and toxic ash into the Colorado and Roaring Fork rivers. *See* David Lassen, *News Photos: Union Pacific Reopens Route After Colorado Mudslides (Second Update)*, TRAINS (Aug. 4, 2021), <https://bit.ly/4fygRV1> (depicting, via photographs, the effects of landslides on the Union Pacific Line). Those “debris flows have had enormous impacts on the citizens of Colorado,” including by threatening critical drinking water supplies. Boyce, *supra*. In turn, Glenwood Springs

has diverted millions of dollars to protect its residents' water. *See* Glenwood Springs, Glenwood Springs Water and Resiliency After the Grizzly Creek Fire at 2, 6 (2021), <https://bit.ly/3ETpvOK> (outlining turbidity monitoring, solids collection system, and other improvements made after the debris flows).

Debris flows caused repeated closures of I-70, which exacerbated economic harm to local businesses. In fact, in 2021, “[n]early every strong storm triggered debris flows that carr[ie]d mud, rocks, and woody material from steep side drainage basins into Glenwood Canyon,” damaging “portions of [I-70], as well as the Union Pacific [Line].” *Glenwood Canyon and Debris Flows* (Dec. 16, 2021), <https://on.doi.gov/3CJ8cx1>. The following photographs show the repeated annihilation of I-70 and the Union Pacific Line by post-fire debris flows in Glenwood Canyon.



Debris flow covering eastbound lanes of I-70⁴

4. Photo by U.S. Geological Survey (USGS). *See* June 26 and 27, 2021: *Grizzly Creek Flooding and Debris Flows*, U.S. GEOLOGICAL SURV. (Aug. 24, 2021), <https://bit.ly/3yTRqdA>.



Debris flow covering westbound lane of I-70⁵

Later investigations concluded that the fire was “human-caused,” likely from a single ignition-point on I-70. *Wildfires in Glenwood Springs*, VISIT GLENWOOD SPRINGS, <https://bit.ly/3CIRi1E> (last visited Oct. 23, 2024). Consequently, communities in this extremely fire-prone region have become vigilant about potential ignition sources in the Canyon, including the Union Pacific Line. Of course, increasing the number of trains traveling along this line necessarily increases the risk of large-scale wildfires. *See infra* at 19.

Grand County, Colorado is located in Colorado’s North Central mountains and is home to the headwaters of the Colorado River. Grand County’s watersheds are vital to both the Upper and Lower Colorado River Basins, as

5. Photo by USGS. *See June 26 and 27, 2021: Grizzly Creek Flooding and Debris Flows*, U.S. GEOLOGICAL SURV. (Aug. 24, 2021), <https://bit.ly/3ETuAXd>.

its streams and rivers bring clean, high-quality water to communities and agricultural operations throughout the West. Situated at the west entrance of Rocky Mountain National Park, Grand County's tourism-based economy is supported by year-round outdoor activities like world-class skiing at Winter Park Resort, boating and fishing on the county's many lakes, and rafting and fly-fishing on the Colorado River, which attracts over 7.7 million visitors a year. In 2020, the East Troublesome Fire—the second largest fire in Colorado's history—burned through 193,812 acres of land in Grand County, destroying over 500 structures and homes. After the 15,000-acre Williams Fork Fire, nearly 17% of Grand County was impacted by wildfire in 2020 and it continues to deal with the fallout from debris flows caused by those fires. Thanks to a multi-agency collaborative restoration effort, these fragile ecosystems and watersheds that are tributaries to the Colorado River are beginning to show signs of recovery.

The Union Pacific Line winds through Grand County along the Colorado River, passing through sharply curved and hard-to-access canyons where trains have repeatedly derailed within the last twenty years. Long stretches of railroad tracks are merely feet from the Colorado and Fraser rivers. Any oil spill into either river would have devastating impacts on outdoor recreation, agriculture, and the aquatic environment.

Grand Junction, Colorado is a home-rule municipality, located in Mesa County near the Utah border, and the most populous city in western Colorado. The City's name derives from its location at the confluence of the Gunnison and Colorado rivers. Beginning in the 1880s, and continuing today, two major railroads contributed to the development of Grand Junction and the Grand Valley.

The Union Pacific Depot and Railyard are fixtures in the City and accommodate significant daily commercial and passenger rail traffic in and through the City. The City has several at-grade crossings that may be impassable for extended periods with longer trains. The City is currently studying “quiet zones” and is interested in how additional trains may impact that effort, and/or what effect the type of train has on local safety concerns. The City holds significant water rights in the Colorado and Gunnison Rivers that would be impacted by any spills in the river. Grand Junction is in the 15 Mile Reach for Threatened and Endangered species. The City is fortunate to be surrounded by federal public lands—including the Colorado National Monument and McInnis Canyons National Conservation Area—that are subject to NEPA decisionmaking processes. The City’s economy relies on balancing industrial development with outdoor recreation’s need for the protection of its landscapes and waterways.

Minturn, Colorado is a home-rule municipality of 1,100 residents, located two miles south of I-70 in Colorado’s Vail Valley, near the Vail and Beaver Creek ski resorts, White River National Forest, and Holy Cross Wilderness. It was established as a strategic railroad town where workers “installed extra engines in railroad cars for more power over [the] steep mountain passes” characteristic of the Union Pacific Line. *Town Statistics and History*, MINTURN, <https://bit.ly/40lj7KV> (last visited Oct. 23, 2024). Today, however, Minturn relies heavily on travelers to keep local businesses and the town as a whole viable and vibrant. Indeed, Minturn suffered considerable harm to its economy as a result of the Grizzly Creek Fire, the ensuing debris slides, and the closures of I-70.

Avon, Colorado is a home-rule municipality located on I-70. It sits adjacent to Beaver Creek and eight miles west of the Vail Valley. It has a year-round population of 6,072, which increases significantly during the ski season. Avon is also a popular tourist destination for hiking, horseback riding, bicycling, kayaking, and rafting. Year-round tourism and winter recreation-related businesses account for a significant portion of employment and earned income of area residents. As such, it remains vigilant about wildfires and river contamination that may detract from the area's appeal. Avon, for example, now spends roughly \$80,000 per year on a wildfire fuel source removal program.

Red Cliff, Colorado is a town of 300 residents nestled between Beaver Creek and Vail. It sits along the Colorado Scenic Byway, ten miles south of I-70. Residents and tourists alike enjoy mountain biking, cross-country skiing, snowmobiling, kayaking, fly fishing, rock climbing, and hiking with fantastic wildflower viewing, all within and around Red Cliff. Like nearby towns, a single wildfire and its effects—including drinking water impacts, landslides, debris flows, and road closures—can cripple Red Cliff's tourism-based economy for years.

Crested Butte, Colorado was founded as a mining camp but once the coal and silver ran out it transitioned to agriculture and an outdoor recreation hub. When molybdenum ore was discovered and proposed to be mined in Mt. Emmons (a.k.a. Red Lady) the community banded together to "Save Red Lady" and nearly 50 years later that goal was accomplished through collaboration with local governments, the mine owner, community groups, and the federal government. The town is an active participant

in NEPA processes relating to the surrounding federal public lands that serve as the economic backbone of the community.

Basalt, Colorado is a home-rule municipality located in Eagle and Pitkin Counties at the confluence of the Fryingpan and Roaring Fork rivers, both known for their Gold Medal trout fishing. Basalt is home to several fishing guide services and fly-fishing shops that cater to and accompany anglers on the Colorado River. The Town utilizes its water rights in Ruedi Reservoir to help both game fish and endangered fish in the Colorado River survive during increasingly hot, dry summer conditions. Surrounded by state and federal public lands, Basalt appreciates that NEPA allows it to participate in the decisionmaking process for projects that impact its residents and infrastructure.

Routt County, Colorado has over 25,000 residents and extends north from Eagle County to the Wyoming border. The county seat is the City of Steamboat Springs, which shares its name with the world-renown ski resort located there. The resort is an outdoor-recreation and tourism hub, serving the public while providing significant economic benefit. The county's southern boundary lies within a couple of miles of the Union Pacific Central Corridor and any impacts from a fire or spill nearby would foreseeably result in negative effects to the county, its residents, and its economy. While I-70 lies outside of Routt County, the recommended detour during all Glenwood Canyon closures (Highway 40) traverses the entirety of the county, and Glenwood Canyon closures and subsequent detours significantly impact county infrastructure and the health, safety, and welfare of its residents.

Boulder County, Colorado has 330,758 residents and lies in north-central Colorado on the eastern slopes of the Rocky Mountains. It contains forests, mountains, and canyons, which hold creeks that supply water to the cities, high plains, grasslands, and farmlands in the eastern part of the county. Boulder County's extensive efforts to protect open space and promote conservation have attracted farming, business, recreation, and tourism revenue. Since 1989, Boulder County has experienced at least nine major wildfires, including the 2021 Marshall Fire—the most destructive in Colorado history—which destroyed more than 1,000 homes and over 30 commercial structures. Part of the Union Pacific Line travels through the county. Local water supplies for the county depend upon South Boulder Creek, which runs alongside the Union Pacific Line, and would be impacted by any contamination triggered by the Railway.

Pitkin County, Colorado is located in Colorado's Central Mountains. It has a population of 17,548 that swells during peak tourism seasons. Home to the famed Aspen-Snowmass ski resorts, it attracts summer and winter visitors for skiing, fishing, hiking, rafting, and other outdoor pursuits.

Northwest Colorado Council of Governments (NWCCOG) is an association of 31 county and municipal governments created by Executive Order as a regional planning district. Its purpose is to work together on a regional basis to provide benefits and services that could not be obtained alone. The region includes municipalities and counties located in the central mountain region of Colorado. Many of its members are located along

the proposed route.⁶ Through its water quality and quantity arm, NWCCOG works to enhance member local government efforts to protect and improve water quality. NWCCOG also is the designated Regional Water Quality Management Agency pursuant to Section 208 of the federal Clean Water Act.

The NWCCOG Region comprises the headwaters of the Colorado River and its major tributaries, where three counties and seven municipalities are adjacent to the River (and the Union Pacific Corridor). Outdoor recreation and tourism are significant drivers of the local economy in this region.

The NWCCOG Region would be severely impacted by any increase in spills, derailments, or wildfires caused by increased rail traffic from the Railway. Such incidents jeopardize drinking water supplies, interrupt fishing and rafting activities for months or years, and could shut down I-70. Between \$1–2 million is lost *every hour* that I-70 is closed in the mountain region. *See* Press Release, Colo. Dep’t of Transp., CDOT, CSP Urge I-70 Drivers in Glenwood Canyon to Follow All Safety Instructions and Help Prevent More Closures, <https://bit.ly/3zYmVXx> (last visited Oct. 23, 2024); *see also* Ryan Spencer, *Colorado Department of Transportation Project Aims to Reduce I-70 Closures Near the Tunnels This Winter*, SUMMITDAILY (Nov. 8, 2023), <https://bit.ly/3BQNcaY>. As with other Amici, the member jurisdictions of NWCCOG along the route are first responders to emergencies on

6. The Town of Gypsum, which is not located along the route, is not participating in this brief.

transportation corridors of national significance such as the I-70 and the Union Pacific.

SUMMARY OF THE ARGUMENT

The D.C. Circuit correctly held that the Board's analysis of downline impacts on western Colorado failed for numerous reasons under NEPA and the Administrative Procedure Act. This Court should affirm that decision.

1. The answer to the question presented has no bearing on whether the Board's analysis of downline impacts in western Colorado passed muster under NEPA and the Administrative Procedure Act. In the decision under review, the D.C. Circuit's analysis rests in part on the understanding that downline impacts fell within the agency's regulatory ambit and were a foreseeable result of the Board's decision to approve the construction and operation of a new railway that essentially serves as an extension of the Union Pacific line running through western Colorado's narrow mountain passes.

(a) In this Court, Petitioners suddenly contend that the Board was not obligated to consider the Railway's effects on western Colorado because now they feel those impacts are too "contingent and remote" to be considered under NEPA. *Petrs. Br.* 36. This is a sea change from prior proceedings; before now, no party has ever challenged the foreseeability of the Railway's effects on western Colorado. Indeed, the Board *did* consider these issues as part of its normal NEPA review, and the D.C. Circuit invalidated that analysis as "utterly unreasoned."

In any case, it would be impossible to dismiss the Railway's effects on western Colorado's environment

as unforeseeable. Ninety percent of the new rail traffic created by the Board's decision—i.e., up to 9.5 oil trains (or, 1,100 rail cars) every day—will travel on the Union Pacific line that bisects Amici's communities.

(b) The foreseeability of the Railway's effects on western Colorado, and therefore the Board's duty to consider those impacts, is further reinforced by the Board's own regulations implementing NEPA and other federal environmental laws. Where, as here, the Board must evaluate the transportation merits of a proposed railroad, those regulations compel the Board to consider the foreseeable environmental effects of increasing rail traffic on existing rail lines that will receive that new traffic. The Union Pacific corridor easily fits the bill and the Board's failure to disclose the full spectrum of those effects on that corridor thus flunks under NEPA *and* the Board's separate regulations.

Assuming the Court agrees that Petitioners' failure to contest the foreseeability of impacts on western Colorado at any time before now obscures the issues necessary to resolve the question presented, the Court can and should consider dismissing the petition as improvidently granted. *See Unicolors, Inc. v. H&M Hennes & Mauritz, L.P.*, 595 U.S. 178, 190 (2022) (Thomas, J., dissenting) (counseling in favor of dismissal where petitioners relied "on a different argument in [its] merits briefing" from that in its certiorari briefing, especially when that argument "was not clearly pressed or passed upon below").

2. To the extent Petitioners actually propose a new test for delimiting the scope of NEPA, which is by no means clear, their proposed rule cannot be sustained by NEPA's text, is inconsistent with the Act's purposes, and

the Court should reject it. Amici strenuously object to the limitation that Petitioners have tried to foist on NEPA (i.e., limiting the scope of an effects analysis to issues within the lead agency's remit) because local governments depend on the information disclosures NEPA compels, as well as the collaborative approach to decisionmaking that allows small government bodies to have their concerns seriously considered and/or mitigated during the NEPA review process. If Petitioners get their way, Amici will lose the invaluable tools NEPA provides in all but the most direct impact cases. This kind of hyper-narrow limitation on NEPA review is neither supported by the Act's text nor consistent with its animating purposes.

3. Finally, Petitioners' claims about NEPA's allegedly exorbitant delays and costs are overblown and refuted by data. Amici's experiences with NEPA do not track with Petitioners' claims. If anything, in Colorado, NEPA has been used to formulate some of the state's most enduring, innovative compromises when dealing with otherwise intractable conflicts over the state's much-celebrated natural resources.

ARGUMENT

I. The Question Presented Has No Bearing on the Adequacy of the Board's Analysis of Impacts to Western Colorado

The question before the Court is whether NEPA "requires an agency to study environmental impacts beyond the proximate effects of the action over which the agency has regulatory authority." Pet. i. Although Petitioners do not stick to any one test, they suggest their

rule excuses a lead agency from considering unforeseeable impacts “far outside its limited remit.” *Petrs.* Br. 26.

Petitioners contend the second part of that question—i.e., whether an agency’s “regulatory authority” delimits its analysis—comports with the “rule of reason” described by this Court in *Department of Transportation v. Public Citizen*, 541 U.S. 752 (2004). But the holding in that case does not go as far as Petitioners hope. That holding merely reiterates the straightforward NEPA rule that “where an agency has *no ability to prevent* a particular effect due to its limited statutory authority over the relevant actions, the agency cannot be considered a legally relevant ‘cause’ of that effect.” *Pub. Citizen*, 541 U.S. at 770 (emphasis added).

Insofar as Amici’s interests in protecting western Colorado communities are concerned, the answer to the question presented has no bearing on the lower court’s holding correctly rejecting the Board’s failure to *adequately* consider the action’s inevitable impacts in the downline study area, i.e., the Union Pacific Line between Kyune, Utah and Denver, Colorado. There is no dispute here that the Railway’s environmental impacts on western Colorado are foreseeable, as confirmed by the Board’s own analysis. Nor is there any dispute that the Board retains authority to prevent those effects from coming to pass, as required by *Public Citizen*. See Pet.App.36a (“The Board concededly has exclusive jurisdiction over the construction and operation of the railway, including authority to deny the exemption petition if the environmental harm caused by the railway outweighs its transportation benefits.” (citations omitted)); see also Pet.App.83a (describing the Board’s own authority to “deny the proposal[] or grant

it with conditions,” “including environmental mitigation conditions,” after analyzing “the environmental impacts associated” with its decision).

In short, NEPA—as well as the Board’s own regulations—required the Board to alert western Colorado communities to the foreseeable effects of its decision coming down the line. The Board’s failure to adequately analyze these indisputably foreseeable impacts is a run-of-the-mill violation of NEPA.

A. No One Seriously Disputes That the Railway Will Foreseeably Impact Western Colorado and the Natural Resources on Which Amici Rely

When the Board acted, longstanding, binding regulations implementing NEPA compelled the Board to consider and disclose to the public the “reasonably foreseeable” effects of its decision, including those “caused by the action [that] are later in time or farther removed in distance, but are still reasonably foreseeable,” 40 C.F.R. § 1508.8, 40 C.F.R. § 1508.18(b)⁷; *see also* Pet.App.107a-08a (acknowledging duty to examine same).

But throughout the litigation below and the Board’s administrative proceeding, nobody disputed the understanding that the Railway will foreseeably impact

7. Before the Board reached a final determination on the Railway, NEPA’s implementing regulations were amended to define “reasonably foreseeable” as being “sufficiently likely to occur such that a person of ordinary prudence would take it into account in reaching a decision.” 85 Fed. Reg. 43,304, 43,376 (July 16, 2020) (codified at 40 C.F.R. 1508.1(aa) (2021)).

western Colorado communities. Indeed, the Board's own analysis confirms that the Union Pacific corridor in western Colorado will receive 90% of all rail traffic emanating from the Uinta Basin. J.A.513. And, in the very decision under review, the Board admits it considered "reasonably foreseeable impacts that could occur outside the project area as a result of construction and/or operation of trains using the Line." Pet.App.110a. That consideration, however, simply did not go far enough to satisfy NEPA.

The dispositive flaw in that analysis identified by the D.C. Circuit rests on the fact that the Board washed its hands of adequately disclosing many foreseeable impacts to western Colorado by resorting to "utterly unreasoned" defenses of its analysis. Pet.App.44a. For example, with respect to the heightened wildfire risk in the downline area, the Board's decision is internally contradictory and, therefore, patently arbitrary. *E.g.*, *New England Coal. on Nuclear Pollution v. Nuclear Regulatory Comm'n*, 727 F.2d 1127, 1130 (D.C. Cir. 1984) (Scalia, J.) (For an agency to say one thing and do another "is the essence of arbitrary and capricious action" (quoting *Squaw Transit Co. v. United States*, 574 F.2d 492, 496 (10th Cir. 1978))). Whereas the Board says its decision will not produce a significant wildfire risk to downline communities because "construction and operation of the [Railway] would not introduce a *new ignition source* for wildfires along the downline segments," Pet.App.95a (emphasis added), elsewhere it suggests the opposite conclusion, J.A.282 ("Trains can contribute to wildfires by providing an ignition source."); J.A.201 (acknowledging that increasing the number of rail cars increases the likelihood of ignition).

Petitioners' newly minted attempt to automatically dismiss all downline impacts as unforeseeable is simply not credible. The record here is crystal clear that the Board's decision will introduce roughly 1,100 new, crude-oil-laden rail cars *every day* to existing rail lines. J.A.513-14. The increased rail traffic foreseeably induced by and acknowledged in the Board's decision means that each train from the Uinta Basin will bring over two miles of rail cars filled with flammable waxy crude oil through the communities Amici are entrusted to protect on a daily basis. C.A.App.888.

The Board's analysis determined the risk of rail accidents will more than double on the Union Pacific Line as a result of the Board's decision, J.A.202, including possible derailments and spills contaminating the invaluable water supplies on which western communities depend, *see, e.g., Arizona v. Navajo Nation*, 599 U.S. 555, 561 (2023) (acknowledging that for the "western United States," especially those reliant on the Colorado River, "[w]ater has long been scarce, and the problem is getting worse").

In Amici's view, a commonsense reading of the Board's decision and supporting analysis under NEPA clearly illustrates the Railway's inevitable effects on the citizens and communities that Amici are entrusted to protect by Colorado law, *supra* at 22. According to the Board, eastbound trains will account for 90% of the new rail traffic emanating from the Uinta Basin. J.A.513. Not only is the Union Pacific Line (from Kyune, UT to Denver, CO) a foreseeable route for that new rail traffic, it "is the *only* practical route for all rail traffic moving eastward from the Uinta Basin Railway." *Id.* (emphases added). Thus, the Railway's effects on western Colorado

are plainly foreseeable with devastating consequences for Amici.

B. The Board's Own Regulations Reinforce the Foreseeability of the Railway's Effects on Colorado

Although Petitioners ignore the issue, the Board's regulations implementing NEPA (and other laws) further reinforce that the agency was required to consider the Railway's foreseeable impacts on western Colorado and the interests Amici seek to protect from unwise decisionmaking.

The Board's longstanding regulations compel it to consider downline impacts whenever certain magnitude thresholds have been met, just as they were in this decision. 49 C.F.R. § 1105.7(e)(11)(v); Pet.App.110a. The Board's regulations seemingly equate "down-line impacts" to "indirect" effects, *see id.*, although the Board has refined the meaning of the former by specifying that it specifically includes "impacts that could occur along existing rail lines as a result of increased rail traffic due to the addition of new trains originating or terminating on the proposed rail line." J.A.511. The Board has also consistently defined the "downline study area" as the "existing rail lines that could experience an increase in rail traffic ... if the proposed rail line were constructed." J.A.312; *see also* Surface Transp. Bd., Draft Environmental Impact Statement for the Tongue River Railroad at 17-3 (2015), <https://bit.ly/4gRYH1J> ("The study area for potential rail-related down-line impacts is defined as the mainline rail lines outside of the project area that could see an increase in train traffic coming from the proposed rail line.").

As detailed above, the Railway's effects on western Colorado satisfy both parts of the Board's understanding of downline impacts. Because it will receive 90% of the new rail traffic created by the Board's authorization, J.A.513, the Union Pacific corridor (from Kyune, UT to Denver, CO) will obviously "experience an increase in rail traffic ... if the proposed rail line were constructed." J.A.312. Hence, the Board's regulations also plainly compelled the disclosure and consideration of these issues.

This additional ground for rejecting the Board's incomplete analysis of downline effects adds yet another wrinkle to this case. To the extent the Court finds that this issue, or Petitioners' failure to contest the foreseeability of downline impacts in western Colorado before now, obscures the issues necessary to resolve the question presented, it can and should consider dismissing the Petition as improvidently granted. *See Unicolors*, 595 U.S. at 190 (Thomas, J., dissenting); *see also Yee v. Escondido*, 503 U.S. 519, 538 (1992) ("Prudence also dictates awaiting a case in which the issue was fully litigated below, so that we will have the benefit of developed arguments on both sides and lower court opinions squarely addressing the question." (citing *Lytle v. Household Mfg., Inc.*, 494 U.S. 545, 552 n.3 (1990))).

II. The Indirect Effects Analysis Discloses Critically Important Information Otherwise Unavailable to Local Governments

Under Colorado law, counties and municipalities like Amici are tasked with protecting the public health, safety, and welfare of their constituents. Colo. Rev. Stat. §§ 25-15-06, 30-11-101 (2024). To execute those broader duties, state

law authorizes local governments to, *inter alia*, develop county-wide wildfire response plans, Colo. Rev. Stat. § 29-22.5-101 (2024), provide emergency management services, *id.* § 24-33.5-707, and “regulat[e] the use of land so as to provide ... protection of the environment in a manner consistent with constitutional rights,” *id.* § 29-20-104; *see also* Colo. Leg. Council Staff, Colorado Local Government Handbook (Res. Pub No. 795) at 19 (2023), <https://bit.ly/4gRP8j>.

Nevertheless, local governments are generally barred from exercising regulatory authority over railroads. The ICC Termination Act of 1995 (ICCTA), 49 U.S.C. § 10501(b), gives the Board “exclusive licensing authority for the construction and operation of rail lines.” *Mid States Coal. for Progress v. Surface Transp. Bd.*, 345 F.3d 520, 533 (8th Cir. 2003). Courts have interpreted the Board’s authority broadly, holding that the ICCTA ordinarily preempts state and local regulatory authority over the construction and operation of railroads. *See, e.g., Tex. Cent. Bus. Lines Corp. v. City of Midlothian*, 669 F.3d 525, 530, 537 (5th Cir. 2012) (“Congress intended to preempt state and local laws that come within the Board’s jurisdiction,” including city ordinances designed to protect the “health and safety” of the public); *City of Auburn v. United States*, 154 F.3d 1025, 1031 (9th Cir. 1998) (holding that the ICCTA preempted local regulations aimed at preserving the environment).

Still, local governments must prepare to respond to a foreseeable uptick in spills, derailments, and wildfires that the Board acknowledges will result from increased train traffic. Local governments are also responsible for maintaining many of the roads that intersect with

railroad crossings through the Union Pacific Corridor. NEPA plays a crucial role in informing local governments of potential impacts to services and infrastructure within their domain, even without direct authority to regulate railroads. Even if they could, local governments often lack the resources necessary to properly inform their citizens about the effects of a proposed federal project in the way that NEPA does.

Now, Petitioners invite the Court to jettison NEPA's basic information gathering and disclosure function in most circumstances. The Court should decline to deliver this devastating blow to Amici and the many local communities throughout the United States that depend heavily on the participatory approach embodied by NEPA.

A. Local Governments Depend on the Information NEPA Discloses and the Collaboration It Requires

This Court has repeatedly stressed the twin aims served by NEPA. *E.g.*, *Pub. Citizen*, 541 U.S. at 768. First, it “ensures that the agency, in reaching its decision, will have available, and will carefully consider, detailed information concerning significant environmental impacts.” *Id.* Second, NEPA “guarantees that the relevant information will be made available to the larger audience that may also play a role in both the decisionmaking process and the implementation of that decision.” *Id.*; *see also Marsh v. Or. Nat. Res. Council*, 490 U.S. 360, 371 (1989).⁸

8. NEPA's operative implementing regulations required the Board to disclose, *inter alia*, the Railway's direct, indirect, and cumulative impacts. *See* 40 C.F.R. §§ 1508.7-1508.8 (1979).

In NEPA, Congress sought to create a collaborative decisionmaking structure whereby local, State, Federal, and private expertise could be brought to bear on major federal issues affecting the environment. 42 U.S.C. § 4331(a) (declaring policies animating NEPA, including “cooperation with State and local governments ... to create and maintain conditions under which man and nature can exist in productive harmony”); *Or. Nat. Desert Ass’n v Bureau of Land Mgmt.*, 625 F.3d 1092, 1099 (9th Cir. 2010) (“NEPA’s purpose is realized not through substantive mandates but through the creation of a democratic decisionmaking structure that, although strictly procedural, is ‘almost certain to affect the agency’s substantive decision[s].’” (quoting *Robertson v. Methow Valley Citizens Council*, 490 U.S. 332, 350 (1989))).

NEPA reviews and the information gleaned from them are crucial for counties and municipalities in Colorado for a number of reasons. First, as discussed above, Colorado’s local governments are often specifically tasked by statute with the protection of their citizens’ health and safety, including emergency response and the maintenance of road infrastructure. NEPA assists local governments in discharging those duties by alerting counties and municipalities to federal projects that may affect their

“Direct effects” are defined as those “caused by the action and occur[ring] at the same time and place.” *Id.* § 1508.8 (a). “Indirect effects” are “caused by the action and are later in time or farther removed in distance, but are still reasonably foreseeable.” *Id.* § 1508.8(b). And, “cumulative” effects (or “impacts”) “result[] from the incremental impact of the action when added to other past, present, and reasonably foreseeable future actions regardless of what agency (Federal or non-Federal) or person undertakes such other actions.” *Id.* § 1508.7.

constituents, or undermine their ability to fulfill their statutorily prescribed duties. If a federal authorization conflicts with local priorities (e.g., public safety and welfare), NEPA provides an avenue for local governments to present their concerns directly to the attention of the federal decisionmaker, who is required by law to give consideration to the views of local governments. 42 U.S.C. § 4331

Further, where a proposed federal action threatens to impede a local government's ability to fulfill its duties to its citizens, NEPA provides a forum for amicably resolving those disputes. As the examples discussed below reveal, *see infra* at 28-33, the mandatory collaboration prescribed by NEPA is an underappreciated aspect of the statute, and one that has been responsible for some of the most ingenious and enduring solutions to otherwise intractable conflicts over shared natural resources.

Finally, as Petitioners repeatedly stress in their brief, comprehensive environmental reviews of the kind generated under NEPA can be expensive, especially when considering projects of the magnitude of the Uinta Basin Railway. For local governments, which often lack the capital reserves necessary to fund such a review, the costs can be prohibitive. By partnering with state and federal agencies under NEPA, however, local governments can defray those costs while examining important issues related to public health, safety, and environmental concerns.

B. Petitioners’ Proposed Rule Would Unduly Constrict NEPA’s Core Disclosure Function

Petitioners argue that we need more NEPA rules to have less NEPA rules. They say lead agencies like the Board should only consider “reasonably foreseeable” effects within the “remit” of the lead agency (the agency foreseeing), not “the purview of other agencies[]”—especially when those other agencies could better address the issue if similarly situated. *Petrs. Br.* 26, 27.

But Amici do not read *Public Citizen* as imposing some free-standing limitation on top of that decision’s limits-of-authority holding. Instead, it merely reiterated straightforward NEPA precedent that excuses lead agencies from analyzing a given effect when doing so “would serve ‘no purpose’ in light of NEPA’s regulatory scheme as a whole” because the agency cannot prevent that effect from coming to pass. *Pub. Citizen*, 541 U.S. at 767-68; *see also Nat. Res. Def. Council v. McCarthy*, 993 F.3d 1243, 1251 (10th Cir. 2021) (“[W]here an agency action is non-discretionary and mandated by law, environmental analysis ‘would serve no purpose,’ and NEPA does not apply.” (citation omitted)).

Petitioners’ proposed rule, however, would reach far beyond the universal “rule of reason” endorsed in *Public Citizen* to cabin the scope of a NEPA review process to those effects within the agency’s delegated remit. That is contrary to the letter and spirit of NEPA, and therefore problematic for a number of reasons.

First, nothing in NEPA’s text or its implementing regulations supports such a draconian limitation on NEPA

analyses. If anything, Petitioners' proposed rule cuts against the interdisciplinary, all-of-government approach clearly embodied by the Act's terms. *See* 42 U.S.C. § 4331 (directing "Federal Government to use all practicable means" and measures to achieve NEPA's policy goals); *see also id.* § 4332 (instructing agencies to implement NEPA's provisions "to the fullest extent possible"); *id.* § 4336a(a) (authorizing "any Federal, State, Tribal, or local agency that has jurisdiction by law or special expertise with respect to any environmental impact involved in a proposal to serve as a cooperating agency" in the NEPA process).

Second, the rule Petitioners propose is ill-defined and Amici fear the questions left open by its formulation will lead to more, not less, litigation in the future. For example, under Petitioners' proposed rule, which agency would be responsible for determining the appropriate responder? If two agencies share overlapping expertise in a given subject matter—e.g., railroad safety, *see* 65 Fed. Reg. 42,529, 42,529 (July 10, 2000) (acknowledging the "statutory safety authority" delegated to the Federal Railroad Administration and Federal Transit Administration "straddle[s] the jurisdictional line")—which agency is responsible for analyzing and disseminating the relevant information? What if both agencies refuse to do so, washing their hands of the issue by pointing to the other agency's overlapping expertise? Which agency bears the burden of showing that a given action is (or is not) the proximate cause of a given effect? And what if those agencies disagree about proximate causation?

Finally, as this case and the examples discussed below illustrate, Petitioners' proposed rule threatens to arbitrarily cut local governments out of the decisionmaking

and dispute-resolution processes available under NEPA—even where, as here, the agency admits its decision will inevitably impact local interests and priorities in a negative manner. That is particularly concerning here because the ICCTA ordinarily preempts State and local regulations that might otherwise allow these communities to protect themselves from unwise federal decisionmaking. *See supra* at 21 (collecting cases discussing the ICCTA’s preemptive effect on non-federal regulation).

III. Petitioners Incorrectly Demonize NEPA By Overstating Its Burdens and Ignoring Its Many Successes

Petitioners, joined by several supporting amici, rehash familiar but tired policy attacks against NEPA, claiming that a vicious circle of litigation and agency caution have resulted in excessive delays and untold sunk costs. Petrs. Br. 6-7. The problem is that it fails to find purchase in the actual data collected on NEPA reviews and litigation. To the contrary, the data show “that NEPA litigation has not been used excessively in order to stop or delay federal decisions.” John C. Ruple & Kayla M. Race, *Measuring the NEPA Litigation Burden: A Review of 1,499 Federal Court Cases*, 50 ENV’T. L. 479, 483 (2020). In fact, the research shows that “[o]nly a small fraction of NEPA decisions result in litigation,” where “approximately one in 450 decisions are litigated.” *Id.*

This lesser known but empirically supported view of NEPA tracks with Amici’s general experience. Indeed, Colorado is home to several recent examples of multidisciplinary NEPA reviews in which collaborative decisionmaking yielded simultaneously acceptable outcomes for the regulated entity, the environment, and

the local governments that will feel the proposal's effects most concretely. Below, Amici briefly recap some of those examples to illustrate why comprehensive NEPA review remains an imperative tool for counties and municipalities in Colorado.

I-70 Mountain Corridor Express Lanes

For residents and tourists alike, the I-70 corridor is infamous for its many chokepoints that can quickly snarl rail and vehicle traffic traveling to and from the West Slope (of the Rockies) to Denver and/or other points east. The steep canyon walls and narrow rock ledges that typify this corridor make it a difficult area to navigate safely, regardless of the mode of transport. During periods of peak congestion—mainly Fridays and Sundays during the ski season—the congestion on I-70 routinely added an hour or more to travel times in the area, with some reporting eight-mile drives taking as long as two-and-a-half hours through the mountains.

The Federal Highway Administration (FHWA) and Colorado Department of Transportation (CDOT) released a draft programmatic EIS in 2004 that recommended some solutions to the congestion issue. Those proposals, however, included several publicly unpopular and environmentally destructive choices, including recurring rockface blasting, unattractive retaining walls, and even channeling watercourses routinely utilized by outdoor recreationists. The agencies received “substantial public and agency comments” opposing the project and its predicted impacts. Fed. Hwy Admin. & Colo. Dep’t of Transp., *I-70 Mountain Corridor Record of Decision and Final Programmatic Environmental Impact Statement* at 1-2 (2011).

To their credit, the agencies recognized from these comments an opportunity to build consensus. Rather than force through the project as proposed, the agencies formed a working group comprised of 27 diverse stakeholders to find an acceptable solution to the congestion issue. *Collaborative Effort*, COLO. DEP'T OF TRANSP., <https://bit.ly/3ZNPn97> (last visited Oct. 23, 2024). Eight months after it was formed, that group, called “Collaborative Effort,” recommended a multi-modal solution that included adding express travel lanes to the existing eastbound and westbound shoulders of I-70 to be opened as a relief valve during periods of peak congestion.

The results of that process speak volumes about how NEPA can be used to find consensus. CDOT opened the eastbound express lane on I-70 in 2015, making it “the first project in the United States to use a highway shoulder as a part-time lane based on recreational traffic instead of a regular commuter base.” *Interstate 70 Mountain Corridor Express Lanes: Managed Lanes Repurpose Highway Shoulders in Peak Periods to Improve Traffic Access*, HDR, <https://bit.ly/487ZzeV> (last visited Oct. 23, 2024). Since opening, moreover, “the eastbound express lane has relieved traffic congestion, reduced crashes, and increased reliability. Travel times have declined by 21 minutes and crash clean-up times by four minutes during periods when the lane is operating.” Fed. Hwy. Admin., *NEPA Reviews of Tolling and Road Pricing Projects: I-70 Mountain Express Lanes*, <https://bit.ly/4dCy4ez> (last visited Oct. 23, 2024). That, in turn, “relieves congestion on the local roads, improving access for residents, businesses, and emergency service providers.” *Id.*

If NEPA had not required a comprehensive, transparent process to analyze and disclose the full array of impacts (including indirect effects) of the original proposals, FHWA and CDOT likely would have built one of those initial (but environmentally harmful and highly unpopular) options without feedback from, or the benefit of collaboration and consensus-building with, important stakeholders such as affected local governments and their residents.

Thompson Divide Administrative Withdrawal

For those who live on the West Slope, the Thompson Divide area is special. It is beloved by locals in the Glenwood Springs, Carbondale, and Pitkin County communities as a respite from otherwise crowded recreational areas in the Roaring Fork Valley during peak tourism seasons. For instance, the Divide is home to Sunlight Mountain, a lesser-known yet cherished ski area utilized by locals when other places like Aspen and Vail become too busy. It is also an immensely popular location amongst sportsmen for its hunting and angling opportunities.

About 20 years ago, the Thompson Divide area became an attractive exploration location for extractive mineral operations. When a proposed project threatened to negatively impact the area's solitude and recreational opportunities, local stakeholders from across the ideological spectrum came together to voice their support for establishing long-term protections for the Thompson Divide. This included local governments that engaged in multiple NEPA processes to initially oppose extraction activities within or in close proximity to their jurisdiction, and later to support administrative protections. The

only reason that these communities learned of threats to their backyard was because of NEPA. The broad array of interests represented by the coalition and brought together by NEPA—including ranchers, hunters, recreational fisherman, and local governments—impressed decisionmakers in Washington. As a result, the Bureau of Land Management and the Forest Service agreed to a 25-year administrative withdrawal in the Thompson Divide, which honors the diverse interests that utilize and thus wish to conserve the unique resources of the Thompson Divide.

The foregoing withdrawal also included the backdrop to the Town of Crested Butte known as Mt. Emmons. For years, a series of mining companies had looked at extracting molybdenum deposits that would have effectively collapsed the mountain. Through NEPA, local communities—including the Town of Crested Butte and Gunnison County—were able to engage with the federal agencies and mining company to effectuate the withdrawal and a land exchange (in which the federal government conveyed 551 acres of less environmentally sensitive land to the mining company). This NEPA-inspired compromise has ensured Mt. Emmons will always stand as the iconic backdrop for the community.

The Moffat Collection System Project

The Moffat Collection System Project is large-scale water diversion project proposed by Denver Water. As with many of Denver Water's diversion projects, this action seeks to expand existing infrastructure that transports water from the West Slope—specifically, two headwater streams of the Colorado River known as the

Fraser and the Williams Fork rivers—to reservoirs on the East Slope, where that water can be treated and distributed to customers in the Denver Metro area.

Because the project required multiple federal authorizations, including a Section 404 permit under the Clean Water Act and a license amendment from the Federal Energy Regulatory Commission, the project was subject to review under NEPA. Serving as the lead agency, the U.S. Army Corps of Engineers began NEPA public scoping for the project in 2003. From that process, several upstream communities on the West Slope, including Grand and Eagle counties, learned that the project would have devastating indirect effects on West Slope water resources (e.g., increased water temperatures and turbidity due to Denver Water's increased drawdowns).

Initially, both Denver Water and the West Slope communities signaled steadfast unwillingness to change position on the project; however, because of the NEPA process, both sides were forced to grapple with the others' views on the project's likely effects on both sides of the Rocky Mountains. That opened the door to negotiations between the West Slope communities and Denver Water.

Those negotiations resulted in multiple intergovernmental agreements that allowed Denver Water to move the project forward in exchange for long-term commitments to protect the originating water bodies. *See Colorado River Cooperative Agreement*, COLO. RIV. DIST., <https://bit.ly/4eSq0XR> (last visited Oct. 23, 2024); *see also Intergovernmental Agreement for the Learning By Doing Cooperative Effort*, GRAND CNTY. (May 15, 2012) <https://bit.ly/4h56REh> (establishing an ongoing duty amongst

signatories, including Denver Water, Grand County, and others from both sides of the Continental Divide, to adaptively manage the Fraser and Colorado rivers in response to on-the-ground problems after implementing the Moffat water diversion project). Those agreements are still viewed favorably throughout the State as an example of how controversial, large-scale water diversion projects can result in durable, collaborative solutions that benefit many stakeholders (rather than only one) that use and rely upon an important shared resource such as the Colorado River.

These are just a few of many anecdotal examples demonstrating that, contrary to popular misconception, NEPA remains an effective vehicle for resolving inter-governmental disputes and obviating unnecessary litigation. Amici routinely rely on and genuinely appreciate the invaluable tools NEPA provides to small governments. Thus, Amici urge the Court to stay its hand in disturbing this critically important regulatory regime that assists local governments in protecting the health, safety, environmental, and property interests of communities and their residents.

CONCLUSION

The Court should affirm the decision below.

Respectfully submitted,

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City Council
STAFF REPORT
City of Glenwood Springs
December 5, 2024

Agenda Item: Resolution 2024-38; Adoption of the Strategic Communications Plan

Action Requested:

Department: City Administration

Presented By: Bryana Starbuck

Strategic Goals: Provide Efficient and Responsive City Government

Background Info: In April, the City of Glenwood Springs hired Slate Communications to work with city staff and assist with strategic and ongoing communications support. As part of the year-long contract, Slate Communications is working to develop a strategic communications plan for the City to use as a resource and guide for future communication and engagement efforts.

Slate presented the first chapter, known as the Discovery Report, in September. This first phase of the project laid the foundation for the larger plan and included data and key takeaways from Slate's in-person and virtual conversations with Council, staff, stakeholders, and community members.

The full plan has now been completed, and staff from Slate Communications will present the final chapters: The Strategic Plan and Toolkit. The Strategic Plan outlines plan goals, foundational messaging, and communication priorities that direct various strategies and action items. The Toolkit includes several tools and practical templates intended for all staff to improve the effectiveness and efficiency of communication strategies.

Issues:

Fiscal Impact: None at this time. The plan includes several action items that will be considered as part of the city's regular budgeting process.

Legal Review:

Staff Recommendation:

RESOLUTION 2024-38

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY
OF GLENWOOD SPRINGS, COLORADO, APPROVING
THE STRATEGIC COMMUNICATIONS 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, in 2024 the City hired Slate Communications (“Slate”) to provide strategic communications and engagement assistance to the City; and

WHEREAS, working in collaboration with City Staff Slate developed a Strategic Communications Plan for the City; and

WHEREAS, the Glenwood Springs City Council finds and believes it is in the best interest of the City to adopt the Strategic Communications Plan attached as **Exhibit A**; and

WHEREAS, the Plan will be on file with the City’s Public Information Officer.

**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 Strategic Communications Plan attached as **Exhibit A**.

INTRODUCED, READ AND PASSED THIS ____ DAY OF FEBRUARY 2024.

CITY OF GLENWOOD SPRINGS, COLORADO

ATTEST:

Ingrid Wussow, Mayor

Ryan Muse, City Clerk

CITY OF GLENWOOD SPRINGS

STRATEGIC COMMUNICATIONS PLAN





WHY

- Identify communications and engagement goals
- Actionable steps to make progress on goals
- Guidance for all staff in engaging with internal and external audiences
- Documentation/direction for Communications & Engagement Office
- Metrics to measure success



PLAN GOALS

We want to:

- Align communication efforts with citywide goals and priorities.
- Strengthen community trust in the City of Glenwood Springs/City Council.
- Enhance participation, inclusivity, and transparency.
- Build engagement and enthusiasm around strategic initiatives and solutions, including infrastructure investments, transportation demand management, and workforce housing.
- Foster collaborative and constructive community discourse.
- Deliver proactive and strategic communications to all audiences.
- Standardize communication processes and provide tools and resources for communication best practices that can be utilized across the organization.
- Ensure unified internal communications across city departments and divisions.



FOUNDATIONAL PRINCIPLES

Glenwood Springs...

- Is approachable and open to receiving feedback from community members
- Is proactive and transparent
- Values diversity and seeks all perspectives
- Is strategic about decisions and thoughtful about long-term planning initiatives
- Is a collaborative community partner that values two-way communication



COMMUNICATION PRIORITIES

1. Equip all staff to help support communication efforts
2. Provide open, timely, and accessible communication to all audiences
3. Increase trust in City Council and City staff
4. Tell the City's story
5. Foster robust public participation and civic engagement



TOOLKIT ITEMS

IAP2 CHART

UAP2 developed a Spectrum of Public Participation designed to help communicators determine what the public's role should be in any public participation process. The Spectrum is used internationally and is considered best practice for determining public engagement levels, especially in public sector work.

Refer to this Spectrum to determine the most appropriate and effective level of public engagement based on the scope and impact of your project.

PROMISE TO THE PUBLIC	LEVELS OF ENGAGEMENT			
	INFORM	CONSULT	INVOLVE	COLLABORATE
To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision, including the development of the alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
We will keep you informed.	We will keep you informed, listen to your concerns and aspirations, and provide feedback on how public input influenced the decision. We will seek your feedback on drafts and proposals.	We will keep you informed, listen to your concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work together with you to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
Tools	• Newsletters • Fact sheets • Website • Social media advertisements	• Public meetings • Surveys • Focus groups • Public comment	• Charrettes • Workshops • Deliberate polling	• Consensus-building • Advisory committees • Citizen juries • Ballots • Delegated decisions

CITY OF GLENWOOD SPRINGS STRATEGIC COMMUNICATIONS PLAN | 33

SOCIAL MEDIA BEST PRACTICES

Social media is a tool that is most successful when you pay attention to your individual audience. What works for one community might not work for Glenwood Springs, and that's okay! Above all, it's important to look at what your audience responds to and engages with, and then do more of that. But if you're looking for some news to start here:

FACEBOOK

When and how often should I post?

- Look at when your audience is most active by using Facebook's analytics. Try to schedule posts whenever you have something to say.
- Post multiple times a day so as not to cannibalize your reach.
- Something posted is getting a lot of traction, leverage that momentum to boost reach on a post that may get less attention. (E.G. The best time to encourage people to sign up is after a high-interest post)
- Images can't I use!
- Images should not exceed 20% of your community's content.
- Images unless your graphic designer can edit the photos properly should be reviewed 30 seconds and should use captions.
- Facebook pages in your captions and posts when appropriate to increase your reach.
- Images in captions that are longer to make it easier to skim.
- Images in the caption, people generally want to stay on the platform, and you can't put all the details in the caption.

CITY OF GLENWOOD SPRINGS STRATEGIC COMMUNICATIONS PLAN | 41

COMMUNICATIONS MATRIX

KEY	AUDIENCES												
	Media/Community	Long-Term Residents	New Residents	Special Services	City Staff	Businesses	Outdoors with Young Adults	Business Owners/Managers	Volunteers	Religious Groups	Organizations (Non-Profit)	Organizations (For-Profit)	Government
HIGHLY EFFECTIVE													
SOMEWWHAT EFFECTIVE													
MODERATELY EFFECTIVE													
NOT AT ALL EFFECTIVE													

CITY OF GLENWOOD SPRINGS STRATEGIC COMMUNICATIONS PLAN | 34

METRICS FOR SUCCESS

The following metrics can be used to track the success of a project's communication goals and objectives. These metrics should be analyzed throughout a project to evaluate the tool's effectiveness. Adjustments should be made to the communications strategy if the tools used do not prove effective.

MEDIA

- Number of times Glenwood Springs is mentioned by the media
- Interview requests
- Media outlet circulation
- Number of news releases distributed
- Number of editorial articles distributed and published

WEBSITE

- Unique Visitors: The number of distinct individuals who visit the website
- Page Views: The number of pages viewed
- Top Pages: The pages that are viewed most frequently
- Top Pages: The pages that are viewed most frequently
- Top Search Terms: The terms searched most often
- The top searches should be monitored to update these landing pages

CIVIC SEND

- Number of Subscribers: The number of people who receive the newsletter
- Engagement Rate: The percentage of people who click on links in the newsletter

PRINTED MATERIALS

- Distribution: The approximate number of copies distributed, such as brochures, fact sheets, direct mailers, and display cards

SOCIAL MEDIA

- Followers: The number of people who follow the organization
- Engagement: The number of likes, comments, and shares
- Reach: The number of people who see the organization's posts
- Impressions: The number of times the organization's posts are displayed
- Video Views: The number of times a video is viewed

DIGITAL ADVERTISING

- Reach: The number of people who see the advertisement
- Impressions: The number of times the advertisement is displayed
- Click-through: The number of people who click on the advertisement

CITY OF GLENWOOD SPRINGS STRATEGIC COMMUNICATIONS PLAN | 40

EFFORT VS IMPACT CHART

Time and resources are finite, so it's important to focus communication efforts on the things that have the greatest impact. This means prioritizing how and when to share information to reach your target audience(s) effectively. Before your project will have on stakeholders.

TIME AND EFFORT	LOW IMPACT, HIGH EFFORT	HIGH IMPACT, HIGH EFFORT
LOW	LOW IMPACT, LOW EFFORT For smaller projects or initiatives that affect fewer people in the community. Use more targeted outreach efforts that are quick or easy to execute. Focus on fewer channels (like website, email updates or direct mail) to conserve resources.	HIGH IMPACT, LOW EFFORT For major projects, new initiatives, policy changes or emergencies. These projects impact a larger population. Utilize routine updates, such as event reminders or general announcements. Focus on fewer channels (like social media, website or email updates) to conserve resources.
IMPACT	LOW	HIGH

CITY OF GLENWOOD SPRINGS STRATEGIC COMMUNICATIONS PLAN | 45

An aerial photograph of a town nestled in a valley, with a river flowing through it and a bridge crossing the river. The town is surrounded by steep, forested mountains. The entire image is overlaid with a semi-transparent blue filter. The word "QUESTIONS?" is centered in the image in a large, white, sans-serif font.

QUESTIONS?

CITY OF GLENWOOD SPRINGS



STRATEGIC COMMUNICATIONS PLAN



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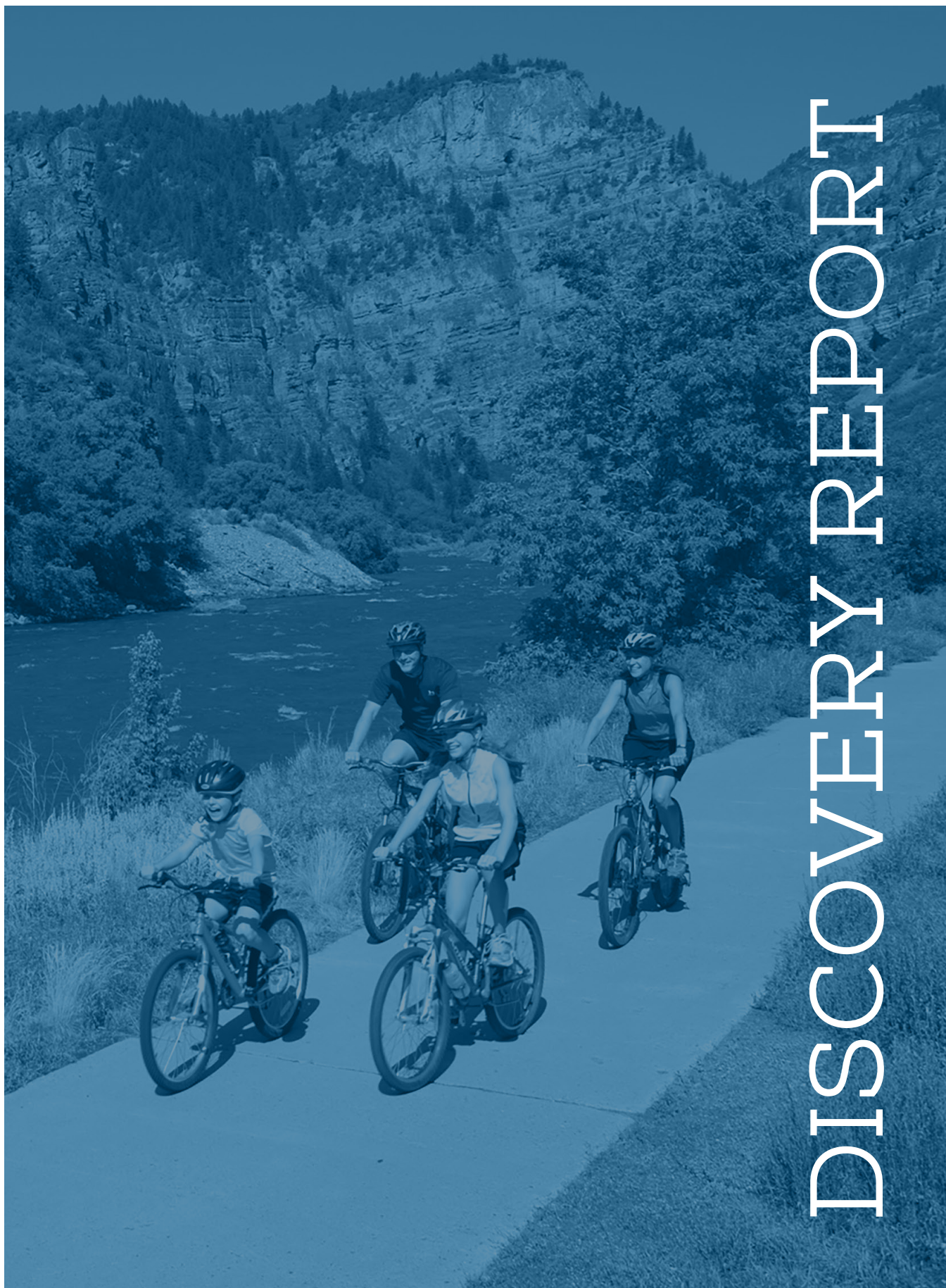
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DISCOVERY REPORT



ABOUT GLENWOOD SPRINGS

The City of Glenwood Springs is a beautiful mountain town in Colorado. It is a popular destination for visitors and treasured by residents. Located on Colorado's western slope at the confluence of the Colorado and Roaring Fork Rivers, the town has many tourist attractions such as hot springs, vapor caves, hiking trails, skiing, adventure parks, boutique shopping, and more. While the area attracts nearly 2 million visitors each year, the City itself is small and close-knit. Just over 10,000 residents live in Glenwood Springs year-round. Due to its location in the mountain corridors and proximity to smaller, neighboring towns, the City sees a lot of commuters passing through each day.

The City operates as a council-manager form of government with a seven-member City Council. It is a full-service organization that provides utility services, public safety, parks and recreation programs, and more. The City employs about 200 staff members year-round, and that number expands to nearly 400 when including seasonal staff.





AT A GLANCE



POPULATION
10,300



MEDIAN AGE
36.7



HOUSEHOLDS
3,900



SQUARE MILES
5.8



MEDIAN HOUSEHOLD INCOME
\$80,806



LABOR FORCE
6,562



HOUSING UNITS
4,295



MEDIAN PROPERTY VALUE
\$530,500



HOMEOWNERSHIP RATE
51.8%



SPEAK A LANGUAGE OTHER
THAN ENGLISH AT HOME
33.8%

Data Sources:

Data Commons (2022 data), DataUSA.io (2022), ZoomProspector.com, US Census (2020)





VISION & MISSION

VISION

The City of Glenwood Springs desires to maintain its unique Glenwood character and preserve its cultural and natural resources. Implementing a proactive plan that achieves directed and balanced development, social and economic diversity, and addresses transportation needs will move the City forward.

MISSION

To meet the health, safety, and welfare needs of our citizens and contribute to their quality of life, the City of Glenwood Springs and its employees believe and will act on the following:

- We provide excellent customer service through positive engagement with all of our citizens
- We are guided by integrity and honesty
- We are responsible stewards of the public's resources and the environment
- We empower our employees to innovate and challenge the status quo
- We are dedicated to continuous improvement
- We maintain a safe, supportive, and professional working environment
- We advance the interests of the community openly and transparently





GATHERING THE DATA

Every community is different, so Slate Communications spent time in person in Glenwood Springs in May to experience the city firsthand. Slate met with Council members and staff and toured the city. Additional discussions and focus groups were also conducted on Zoom.

7

COUNCIL MEMBERS
INTERVIEWED

10

STAFF AND
STAKEHOLDER
INTERVIEWS

1

LISTENING SESSION
WITH BOARD AND
COMMISSION MEMBERS

3

FOCUS GROUPS





CURRENT COMMUNICATION TOOLS

AudioEye	NotifyMe and CivicSend email and text notifications
City websites (cogs.us, GlenwoodRec.com, GSCBN.com, GSPD.opsnetwork.org)	Partner/special interest/community ambassador shares
	Polco
Digital ads	Public meetings
Direct emails/phone calls	Radio ads
Direct mailers	Reach displays at Community Center & Art Center
Door hangers	Self-serve Info/Pop-up Kiosks
Google Analytics	Signage
Message boards	Social Media (Facebook, Instagram, NextDoor, WhatsApp, X, YouTube)
Newspaper ads	
Newspaper letters to the editor	Utility bill inserts (electric and water/trash)



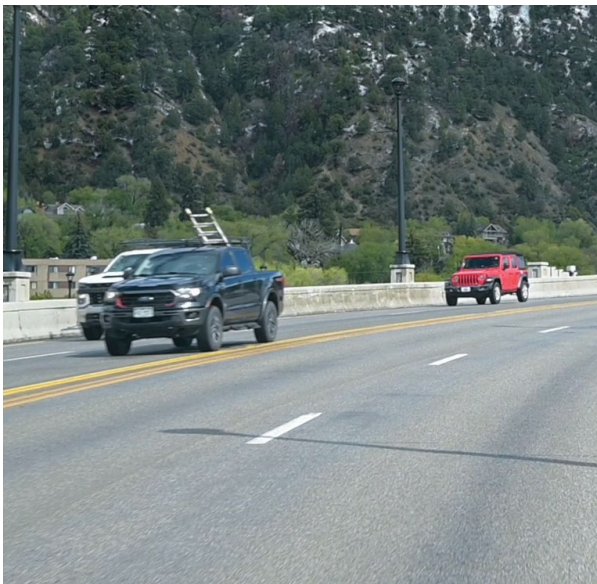


AUDIENCE PROFILES

COMMUNITY

The Glenwood Springs community can be segmented in various ways. Demographically, Glenwood Springs is quite diverse. The median age of the population is 36.7, which is slightly lower than the state average of 37.3. 13% of the population is over 65, and 22% is under 18. Looking at different segments of our audience allows us to better understand how they prefer to receive information. The City can tailor its messaging to reach different people more effectively.

AUDIENCE SEGMENTS



WORKFORCE/COMMUTER

Many residents either live in Glenwood Springs and commute outside the city for work, or many residents of other communities commute to the city or through it daily. Community members who don't work in the community are hard to reach and may be working multiple jobs to afford the cost of living. Radio stations can be an effective way to reach this segment. The average length of commute time for residents in Glenwood Springs is 26.9 minutes, and about 24% of commutes are over 80 minutes.*

**DataUSA.io*



LONG-TIME RESIDENTS

Residents who have lived in Glenwood Springs for over 20 years tend to be more opposed to change and development. They fear that more development will cause more congestion on streets and see it negatively changing the quaint town they once knew. These residents value and want to preserve the City's history. In-person conversations and direct mail are effective in reaching this audience.



NEW RESIDENTS

In general, new residents are often younger and more flexible when compared to Long-Time Residents. They don't have the history or experiences of how the community "used to be". This means newer residents who have moved to Glenwood Springs in recent years tend to be more open to progress and change. Digital and online communication is effective in reaching new residents.



SPANISH SPEAKERS

Nearly a third of residents speak Spanish at home (30.7%), making Glenwood Springs and the Roaring Fork Valley one of the highest Hispanic- and Latino-populated areas in Colorado. The City does translate most communication material to Spanish, but there are still difficulties reaching these speakers, and translation can cause lag time.



CITY STAFF

The City of Glenwood Springs employs approximately 200 full-time employees and 400 seasonal employees. Departments/divisions are sometimes siloed, but city leadership is actively working to increase collaboration. Email is the primary form of all-staff communication, but there is a desire to further improve the flow of communications inside the organization amongst all levels of staff. To foster teamwork and an innovative environment, the city wants to improve approachability of city management and build relationships across departments.



RENTERS

Renters make up nearly 50% of the population living in Glenwood Springs. This is higher than the national renter-occupied average of 31%. Renters are a specific audience segment that is often harder to reach.



BUSINESS OWNERS/MANAGERS

Local businesses are generally pretty busy year-round with shoulder seasons in the spring in fall. Different business hours require multiple times for participation in City meetings or events. Individual relationships are key to keeping this audience informed.



VISITORS

Glenwood Springs is a popular destination for Colorado visitors. They are not always aware of their impact on the local community, and can be difficult to reach as they aren't always tuned in to traditional communication methods. Social media, partnering with hotels/VRBOs, and the Visitor Center are effective in reaching this audience.





SUMMARY OF INTERVIEWS

COMMON THEMES

Residents don't always know what the City organization is doing, why decisions are made, or what services the City is and isn't responsible for. Some residents don't have the historical context/significance of citywide decisions.

The City Council and staff work very well together.

Direct outreach - via mailers or community conversations - is most effective in reaching residents.

Community members don't often hear about the positive work the City is doing. There is an opportunity to celebrate the wins and share project successes with residents.

The City values community partnerships and recognizes the importance of engaged, supportive groups in the community that can help share the City's messages. These relationships are important and well-utilized.

COMMON CHALLENGES

It's difficult for the City to connect with new audiences beyond those who are already engaged, and misinformation is common.

There is a lack of understanding of how the City is funded, how taxes are utilized, and how funds can be used.

Communication efforts are focused on reactive and last-minute needs, making it challenging to be more strategic, which would allow more time to celebrate wins and positive news stories about the City.

Some vocal residents have a lot of distrust in the City and the City Council members.

Interdepartmental staff interactions can feel limited and more connection to general City updates and City leadership is desired.





SWOT ANALYSIS

STRENGTHS

There are well-established communication lists for residents via email and text messages.

Staff and Council have a great working relationship.

Most City communication materials are translated into Spanish.

Many tools are available to communicate with residents. Increase in bilingual staff improves accessibility for Spanish speaking residents/customers.

Strong relationships with local media and community partners.

WEAKNESSES

The communications staff is inundated with support requests and tight deadlines that are too short to be effective.

Completed projects are sometimes not utilized or miss deadlines, wasting staff resources and decreasing efficiency.

The staff has many different tools, but sometimes, having so many options decreases the time available to use each one effectively.

Communication efforts are often reactionary and in response to misinformation or crises rather than proactive to help build foundational messaging.

Project prioritization is not always optimal. Projects with a broad reach and high impact should be prioritized over those that might reach fewer people and have less of an impact.

There is a lack of internal self-serve guidance and processes to request communications support or review timely materials.

OPPORTUNITIES

The City Council and organization leadership support communication efforts and are willing to make changes to help improve it.

Many residents desire to learn more about the City, and more engaged community members are eager for additional opportunities to stay connected.

Many community partners, such as in the media and education sectors, are willing to meet periodically to improve communication and keep each other informed.

Standardizing how communication requests are received may help streamline processes and help with project prioritization.

Improvements in technology can be leveraged to improve efficiency and efficacy.

THREATS

There are groups of vocal minority stakeholders that can slow projects down or derail efforts and have an obvious lack of trust in elected officials and City staff.

Residents are vocal with concerns about too much development and it causing traffic.

There is a lack of understanding of the City's budget and how various programs or departments are funded.

There is no redundancy or backup for communications, making it difficult to keep projects moving when staff is out of the office.

Busy community members are hard to reach and engage leading to less representative feedback.



BRAND ANALYSIS

EVALUATION OF CURRENT BRAND



LOGO

The City of Glenwood Springs' current "Wavy G" logo is simple, easy to reproduce, and versatile. It is easy to read and not overcrowded with too many details. The logo is flexible and effectively used in a variety of applications (digital, print, and both large and small formats).



BRAND

The City has clear guidelines for the use and application of the Wavy G Logo and City Seal. Current brand standards exist and include approved colors, fonts, and application examples. Clear brand guidelines help with brand recognition and consistency.



TONE

The City organization prides itself on being approachable and responsive. The City is generally friendly and conversational on social media, but on the website, information is more sterile and bureaucratic. There is an opportunity for content on the City website to be less formal.



DIGITAL AUDIT

BY THE NUMBERS



WEBSITE VISITORS

115K



PAGEVIEWS

321K



EMAIL & TEXT
SUBSCRIPTIONS

GLENWOOD
SPRINGS NEWS

2,048

TOP SEARCHES

1. Sales tax
2. Trash
3. Yard waste drop-off
4. GIS
5. Zoning map
6. Jobs
7. Liquor license
8. Utility customer online portal
9. Pay
10. Flood plain

TOP PAGES VIEWED

1. Pay
2. Jobs
3. Search
4. Utility Customer Portal
5. Fourth of July Celebration
6. Ride Glenwood Springs
7. Landfill
8. Agendas & Minutes
9. Accessibility Resources
10. Staff Directory



FACEBOOK
FOLLOWERS

7.3K*



INSTAGRAM
FOLLOWERS

3.4K*



YOUTUBE
SUBSCRIBERS

196*

2024 Year-to-Date Data

*Main City page profiles



KEY TAKEAWAYS

1

City leadership and City Council are committed to improving communication both externally to the community and internally to staff.

2

City communication efforts should include both traditional and nontraditional communication tools and tactics to reach the City's diverse population.

3

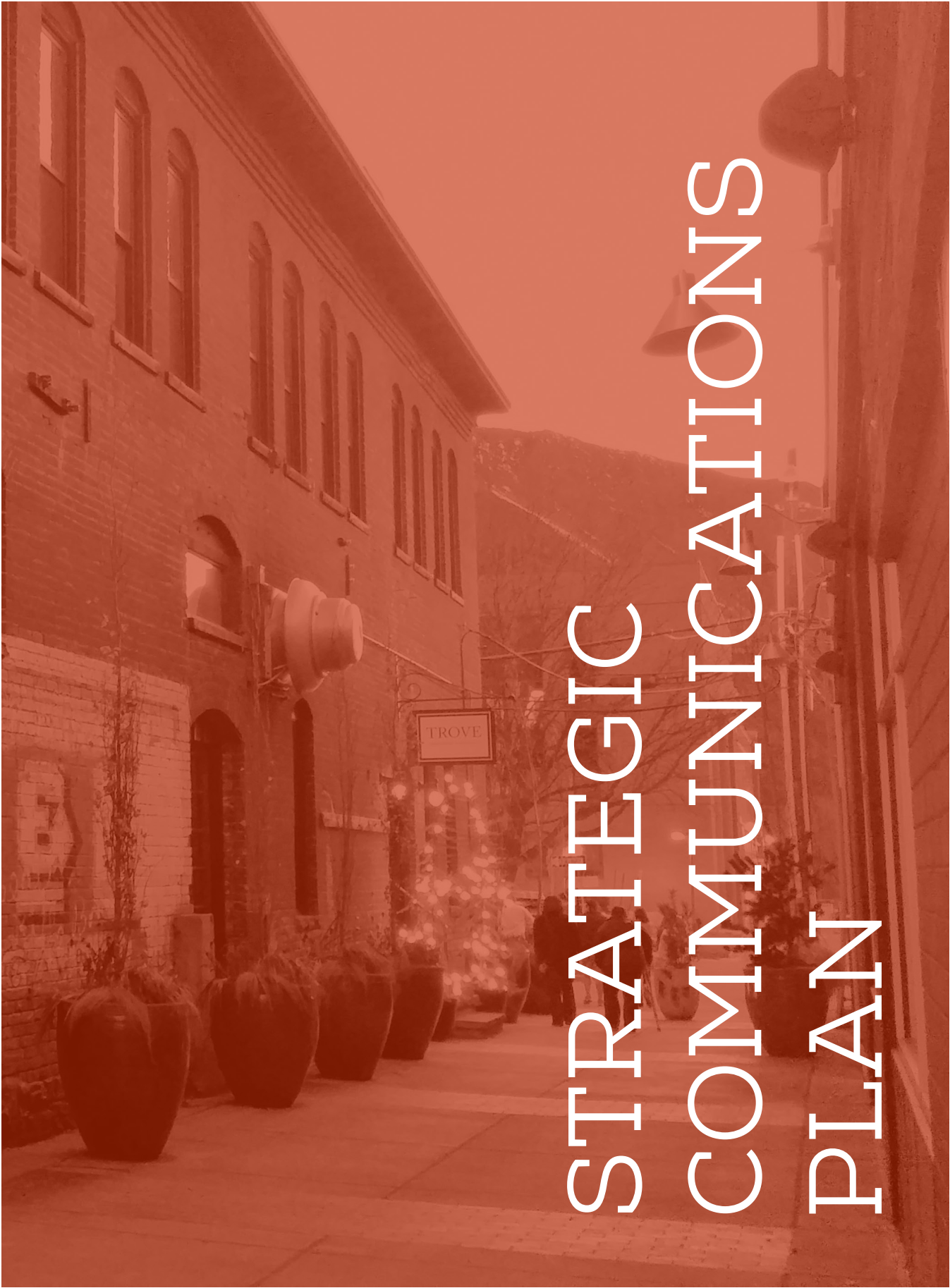
Effectively prioritizing communication needs is critical to ensure the right information is being distributed in a timely manner.

4

The City has many tools to help communicate, but a strategic plan is needed to maximize their effectiveness and establish internal processes.

5

Internal and external communication support needs continue to increase, revealing a need to expand the team or communication resources so that staff can effectively meet the needs of the community and City organization.



STRATEGIC COMMUNICATIONS PLAN



PLAN PURPOSE

The City of Glenwood Springs is an amazing place to live. However, the city is experiencing rising costs of living, significant growth pressures, traffic congestion, a deficit of attainable and affordable housing, and climate impacts such as wildfires and mudslides. These factors have contributed to eroded public trust in the government organization. Improved transparency, communication, and community engagement are high priorities for residents, the City Council, volunteer boards and commissions, and staff. The City aims to build trust and credibility with its diverse audiences.

This plan looks to provide clear and actionable steps to support the City's goals of increasing transparency and community engagement. These strategies are based on data, research, and best practices. The plan supports the City's mission and vision with strategies that align with local government communication standards.

Once in place, this plan will guide all staff in strategically engaging with internal and external audiences. It should be used as a tool and resource for communications and non-communications staff alike. The plan is a living document that should be reviewed and updated at least annually and more frequently as needed as priorities, projects, and goals evolve.





PLAN GOALS

Align communication efforts with citywide goals and priorities.

Strengthen community trust in the City of Glenwood Springs/City Council.

Enhance participation, inclusivity, and transparency.

Build engagement and enthusiasm around strategic initiatives and solutions, including infrastructure investments, transportation demand management, and workforce housing.

Foster collaborative and constructive community conversations.

Deliver proactive and strategic communications to all audiences.

Standardize communication processes and provide tools and resources for communication best practices that can be utilized across the organization.

Ensure unified internal communications across city departments and divisions.





FOUNDATIONAL PRINCIPLES

Glenwood Springs is approachable and open to receiving feedback from community members.

Community-centered, Accessible, Receptive, Responsive

Glenwood Springs is proactive and transparent.

Forward-thinking, Accountable, Solution-focused, Clear

Glenwood Springs values diversity and seeks all perspectives.

Open-minded, Inclusive, Mutual respect

Glenwood Springs is strategic about decisions and thoughtful about long-term planning initiatives.

Smart growth, Strong financial health, Planning for our future, Purpose-driven

Glenwood Springs is a collaborative community partner that values two-way communication.

Public engagement, Community partnerships, Cultivate trusting relationships





COMMUNICATIONS CORE FUNCTIONS

ROLE OF COMMUNICATIONS

City communications staff plays an integral role in a variety of operational functions. These positions are responsible for delivering accurate, timely, and relevant information to broad audiences. They coordinate external and internal communication needs and work closely with City Council and departments to provide information to residents, businesses, visitors, and media outlets.

Currently, there is one full-time PIO position that leads citywide communication efforts, along with several other positions that are embedded in their respective departments to support their division's communication needs in addition to other job duties. They are:

PUBLIC INFORMATION OFFICER (PIO)

This position is housed in the City Manager's Office and oversees the City organization's communication needs. They take the lead on most communication and messaging shared by the organization and serve as a strategic consultant for citywide initiatives and internal departments. This role monitors the media, generates content for news releases, social media, websites, and newsletters, and helps ensure the right level of public participation is used to help guide decision-makers. Other responsibilities include serving as one of the City's designated spokespeople, guiding public engagement, overseeing brand management, assisting with department-level communications support (as needed), and providing emergency communication support during unplanned situations or events.

MARKETING COORDINATOR (Part-time)

The marketing coordinator is staffed in the Parks and Recreation Department and oversees communication and outreach specific to this department. They produce the department's e-newsletter, provide graphic design support for flyers and other printed materials, write content for social media and the website, and work with the divisions within the department to share timely information related to trails, the community center, and cultural arts in Glenwood Springs.

EMERGENCY SERVICES COORDINATOR

This position is housed in the Fire Department and serves as lead PIO on fire department incidents. They assist with communication and outreach specific to this department. They help develop public safety messages and conduct outreach to the community with support from the city PIO. This role also develops content for social media and department web pages.

EXECUTIVE SPECIALIST

This position is housed in the Police Department and assists with communication and outreach specific to this department. They serve as lead PIO on police department incidents and help develop public safety messages and conduct outreach to the community with support from the city PIO. This role also develops content for social media and department web pages.

COMMUNITY ENGAGEMENT SPECIALIST (Part-time)

This position is housed in the Parks and Recreation Department and specializes in outreach with Latino/a/Spanish-language community members and other traditionally under served communities.

OTHER COMMUNICATION ROLES

Other departments throughout the organization are responsible for additional communication functions. They are:

- **Community Broadband Network:** Oversees marketing and communication related to the City's municipal broadband service.
- **City Clerk's Office:** Oversees the distribution of information related to City Council, legal public notices, and record requests.
- **Human Resources and Information Technology:** Assist with internal communication needs to employees.
- **External Partners:** The City partners with external organizations to share information with residents and stakeholders. This includes the Downtown Development Authority and the Chamber of Commerce.
- **Community and Economic Development:** Oversees building permitting, public noticing for land use items, long range community planning and information related to housing initiatives, and economic development.
- **City Council:** Oversees strategic direction for the city, represents constituents in decision making processes, and helps connect residents to official information.
- **Finance Department:** Serves as front line customer service for utility customers and businesses remitting sales tax to the city.
- **Parks and Recreation:** Oversees information related to parks, open space, trails, recreation, Community Center, Art Center, and facilities.
- **Public Safety:** Public information, public education, and community relations for fire and police departments.
- **Public Works:** Interagency and operational communications for utilities, engineering, infrastructure, streets, and transportation.





COMMUNICATION PRIORITIES

PRIORITY #1: Equip all staff to help support communication efforts

Communication cannot be successful if it is isolated in one department. Staff from all departments in the City organization must understand the value of communications and their role and should be equipped with the proper tools and training.

PRIORITY #2: Provide open, timely, and accessible communication to all audiences

Glenwood Springs has many diverse audiences spanning the tourism industry, the working population, multiple languages, businesses, and everyone in between. Each person deserves the opportunity to receive information and be heard in the best way for them.

PRIORITY #3: Increase trust in City Council and City staff

Position City Council and City staff as friendly and approachable community representatives collaborating with stakeholders to ensure a community where everyone can be proud.

PRIORITY #4: Tell the City's story

Share the City's successes and promote transparency and accountability. Each project is a chance to demonstrate a need, action taken to meet the need, and the result.

PRIORITY #5: Foster robust public participation and civic engagement

Public input ensures that City government decisions are informed by diverse perspectives and reflect the needs and preferences of the community.



STRATEGIES & ACTION ITEMS

PRIORITY #1: Equip all staff to help support communication efforts

STRATEGY #1: Standardize communication processes and procedures.

ACTION ITEMS:

- ☐ Develop a Community Engagement Plan for non-communicators/project managers based in the IAP2 framework.
- ☐ Develop a Crisis Communications Plan to help standardize the City's response to emergencies.
- ☐ Establish an internal communications support request process and train all staff to use the same process to request non-emergency, routine communications support from the City's lead PIO.
- ☐ The lead PIO should host an annual meeting (in Q4) with every major City department either individually or as a group to discuss the following year's anticipated projects and potential communication support needs.
- ☐ Create a shared monthly, quarterly, and annual calendar of communication priorities based on input from leadership and department directors.
- ☐ Develop a monthly or quarterly social media calendar and establish an annual budget for boosting posts and placing social media ads to reach a broader audience.
- ☐ Migrate the messaging system to one primary platform that consolidates email, text, and other communications from all departments.

STRATEGY #2: Ensure all staff know basic communication expectations and have the tools required to support the effort.

ACTION ITEMS:

- ☐ Ensure communications training is part of the new hire/onboarding process.
- ☐ Distribute Strategic Communications Plan toolkit items to key staff members annually.
- ☐ Subscribe all staff to City email communications and encourage them to follow the City on social media to keep them informed of City happenings.
- ☐ Provide IAP2 training for members of the Tactical Group and other staff members who regularly interact with community stakeholders.
- ☐ Provide media training for senior staff and City Councilors.
- ☐ Prioritize prompt response times to resident phone calls and emails.
- ☐ Organize quarterly or bi-annual meeting for full-time employees to receive update from city leadership including strategic direction, highlights of top priority projects, and other city-wide news.

STRATEGY #3: Utilize Board and Commission members to expand City reach.

ACTION ITEMS:

- ☐ Arm relevant board and commission members with one-pagers or FAQ sheets about topics/projects of interest.
- ☐ Subscribe all members to City email lists.
- ☐ Share periodic updates with members about other boards and commissions to provide a well-rounded understanding of City projects.
- ☐ Brainstorm outreach and engagement strategies with new youth board and commission members

PRIORITY #2: Provide open, timely, and accessible communication to all audiences

STRATEGY #1: Utilize community partnerships to reach more audiences.

ACTION ITEMS:

- ☐ Schedule quarterly meetings with key stakeholders, including those from the media and partner organizations, to share information and build rapport.
- ☐ Record audio spots summarizing recent City news, Council decisions, or other updates to be shared on local radio stations.

STRATEGY #2: Ensure information is easily accessible to all residents including individuals with disabilities and limited English proficiency (LEP).

ACTION ITEMS:

- ☐ Add detail to the translation policy that establishes a hierarchy of information and provides expectations for what should be translated into Spanish.
- ☐ Build capacity and budget for additional translation support for large, high-impact projects.
- ☐ Adhere to Digital Accessibility Plan.
- ☐ Improve searchability on main City of Glenwood Springs website (cogs.us) and Parks and Recreation website (GlenwoodRec.com) through updated page descriptions and archiving outdated content.

STRATEGY #3: Create new tools to share information directly with residents.

ACTION ITEMS:

- ☐ Create a budget brief to distribute to all residents. This brief should be visually appealing, easy to understand, and high-level, covering the topics residents are most concerned about regarding the City budget.
- ☐ Release a short (less than 10 minutes) State of the City video that recaps City goals and how various projects for the year have or will contribute to each goal.
- ☐ Prioritize items that have the most reach and biggest impact over items that have a small reach or less impact. (Refer to Effort vs Impact Chart in Toolkit)
- ☐ Promote City email and text sign up quarterly.

PRIORITY #3: Increase trust in City Council and City staff

STRATEGY #1: Position members of the City Council as approachable and trustworthy.

ACTION ITEMS:

- ☐ Create a “Meet Your City Council Members” video series that showcases each member’s personality.
- ☐ Feature each Council member on social media with a short, fun, and informal Q&A. The Q&A should include some professional information but also highlight their personality.
- ☐ Share images of Council members in the community at local events or engaging with residents.
- ☐ Find informal ways to engage with residents and stakeholders, such as Coffee with Council, neighborhood block parties, and booths at community events and farmer’s markets. (See additional strategies under Priority #5)

STRATEGY #2: Tell the full story about City Council decisions.

ACTION ITEMS:

- ☐ Create a City Council Recap email following each City Council meeting that summarizes the meeting and highlights the formal actions taken in a condensed format.
- ☐ Create a template for large projects that includes a timeline, milestones, relevant documents, project summaries, staff contact information, and other information as necessary. Highlight times and opportunities for residents to get involved or provide feedback.
- ☐ Share updates on projects at the beginning, middle, and end, tying each back to the ‘why’ of the project and how the City Council decided.
- ☐ Develop an annual editorial calendar with all significant projects and their milestones. Review it monthly to keep the dates accurate, and share any updates in monthly communication channels.
- ☐ Produce and distribute 12 email text newsletters per year.

STRATEGY #3: Educate residents on City processes and procedures.

ACTION ITEMS:

- ☐ Establish a Citizens Academy for interested residents to learn more about each City department, get to know City staff and Council, and ask questions.
- ☐ Allocate money in the annual budget for a print and mail campaign each year. Two to four times each year, mail City communication to Glenwood Springs households. This funding may be used to educate residents about upcoming initiatives or projects, encourage residents to get involved, share annual reports or budget information, etc.
- ☐ Supply city leadership and staff with key messages and fact sheets to summarize high-interest topics/projects.
- ☐ Host informational webinars, with time for questions and answers, early and throughout community discussions.
- ☐ Participate in speaking engagement opportunities with community groups such as Rotary, Kiwanis and other social clubs. Discuss engagement opportunities with partner agencies as part of their wellness/lunch-and-learn for their staff.

PRIORITY #4: Tell the City's story

STRATEGY #1: Share project successes and noteworthy milestones. Highlight the work of staff, departments, and programs that positively impact the community.

ACTION ITEMS:

- ☐ Develop an ongoing list of successes and wins. Determine the best ways to share each story (Ex. on social media, in a press release, as a news article on the website, as a blog, etc.). Then, incorporate these stories into monthly communication efforts.
 - ☐ Start a bi-weekly social media series for good news to celebrate wins.
- ☐ Submit an editorial article monthly to the local newspaper. Feature relevant topics and projects that help educate the community about City operations.
- ☐ Share quarterly reports on website.
- ☐ Update the Parks and Recreation website.
- ☐ Evaluate existing website content and edit pages to be relevant and meet best practices for online information sharing.

STRATEGY #2: Humanize staff and show the value and expertise they bring to the community.

ACTION ITEMS:

- ☐ Feature employees on social media with a short, fun, and informal Q&A. The Q&A should go beyond professional information and highlight the new employee's personality.
- ☐ Produce a "behind the scenes" video series highlighting City services and the people who are instrumental in making them happen.

STRATEGY #3: Implement data-driven storytelling.

ACTION ITEMS:

- ☐ Create infographics and short project summaries to communicate project highlights using one-page reports, social media posts, project web pages, or annual reports. These can also be produced mid-project to keep residents updated on progress.
- ☐ Create project-specific "Plan on a Page" info sheets to help dispel rumors.

PRIORITY #5: Foster robust public participation and civic engagement

STRATEGY #1: Find effective and innovative ways to engage the community (meet residents where they are and be mindful of diverse offerings to meet those residents' needs).

ACTION ITEMS:

- ☐ Have a presence at local events and utilize tools to engage with residents face-to-face.
- ☐ Partner with local events, clubs, organizations, schools, etc., to have spontaneous conversations with residents where they already gather naturally.
- ☐ Host community chats that feature different departments, members of City Council, or special projects.
- ☐ Conduct an annual or bi-annual community survey to gauge community preferences and measure communication successes and progress.



IMPLEMENTATION PLAN

SHORT-TERM PRIORITIES

Implement or complete within the next 12 months, following Plan adoption

Standardize internal communication request processes

PIO-hosted meeting with major City departments and leadership to outline annual communication support needs

Develop a shared calendar of communication priorities including major city initiatives, projects, processes, and related editorial content

Develop a shared social media calendar

Host communication training session(s) for new staff and organization spokespeople

Subscribe City staff and volunteer board and committee members to City notification lists

Provide media training for senior staff and City Councilors

Develop FAQs or one-page project summaries of large projects to share with stakeholders and staff (Plan on a Page)

Share the City's successes and wins regularly

Use more video storytelling and targeted video series to highlight Councilors, staff and projects

Host informal engagement opportunities for Council and staff to connect with residents

Host quarterly meetings with key stakeholders

Record audio spots to share City news on the radio

Create a Budget Brief

Produce a short State of the City video

Train and empower additional tactical group members for social media posting

Conduct annual (or bi-annual) community survey

Research software for unified email/text system

LONG-TERM PRIORITIES

Implementation of these strategies may take a year or longer and involve coordination with leadership, outside contractors, and/or require policy changes

Develop a Community Engagement Plan

Develop a Crisis Communications Plan

Add detail to the Translation Policy

Establish a Citizens Academy

Redo Parks and Recreation website

NEW EFFORTS ALREADY UNDERWAY

Projects already started in 2024

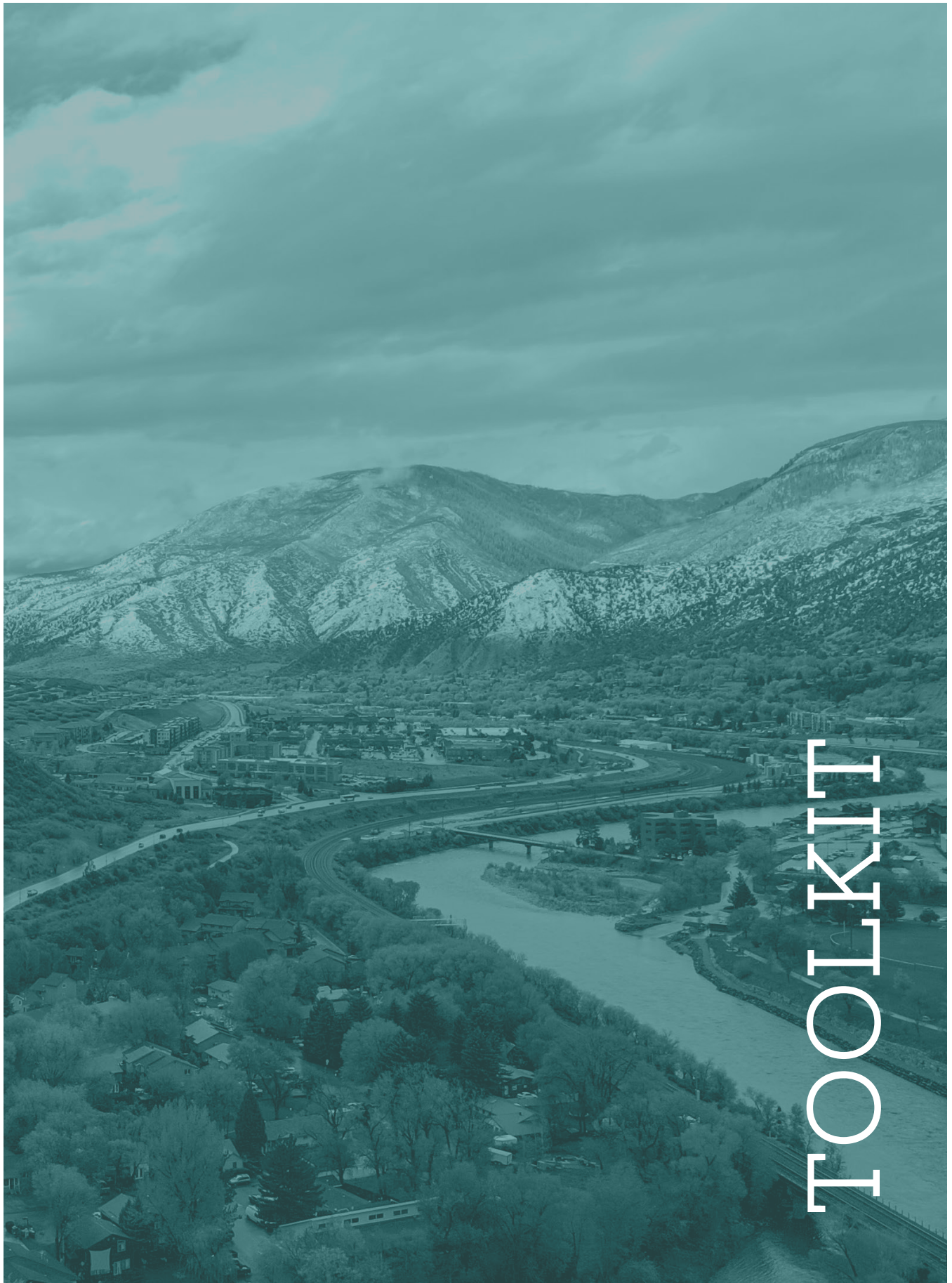
Submit an editorial article monthly to the local newspaper

Produce a “Behind the Scenes” video series (City in a Minute)

Create a City Council Recap email

Distribute a regularly scheduled e-newsletter each month

Implement data-driven storytelling (PAYT year-one data)





COMMUNICATIONS PROCESS

STRATEGIC COMMUNICATIONS

TACTICAL (DAY-TO-DAY) COMMUNICATIONS

STRATEGY GROUP

PIO, CITY LEADERSHIP
AND ELECTED
OFFICIALS

- Prioritize
- Coordinate external partners
- Align messaging and brand

STRATEGY COMMUNICATIONS AND ENGAGEMENT OFFICE:

Coordination and production

TACTICAL GROUP

DEPARTMENT
AND DIVISION
COMMUNICATORS

- Coordinate with PIO
- Coordinate with internal staff
- Utilize communication channels

IMPLEMENT TOOLS AND TACTICS TO REACH TARGET AUDIENCE(S)



COMMUNICATION NEEDS:

- **STRATEGIC COMMUNICATIONS:** Focus on long-term communication needs and strategic messaging that supports City Council's goals and priorities and ties back to organizational mission, vision and values.
- **TACTICAL (DAY-TO-DAY) COMMUNICATIONS:** Focus on short-term communication needs and day-to-day communication efforts for specific departments and projects.

STRATEGY GROUP

Led by the PIO and including director-level staff, the team meets regularly to discuss organization-wide communication needs. It aligns messaging of major projects and initiatives with big-picture goals and City Council priorities. This group discusses strategies to best share information that supports the City's communication goals and coordinates with other community partners and stakeholders to maximize communication reach.

TACTICAL GROUP

Consists of staff who provide communication support to their department. This team meets regularly to share information about City events, programs, and happenings. They distribute information among each other to maximize reach, and spearhead department outreach efforts including press releases, social media posts, web page content, and occasional print material.

COMMUNICATIONS AND ENGAGEMENT OFFICE

Consists of the PIO and is supported by other staff as needed. Reviews and approves news releases and campaign material. Trains new staff members who are tasked with communication output on behalf of their department. Produces content for centralized tools such as the city-wide newsletter. Supports content creation for projects prioritized by the Strategy Group. Coordinates with the Tactical Group to distribute messaging.



IAP2 CHART

IAP2 developed a Spectrum of Public Participation designed to help communicators determine what the public's role should be in any public participation process. The Spectrum is used internationally and is considered best practice for determining public engagement levels, especially in public sector work.

Refer to this Spectrum to determine the most appropriate and effective level of public engagement based on the scope and impact of your project.

INCREASING LEVEL OF PUBLIC IMPACT

LEVELS OF ENGAGEMENT

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision, including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. We will seek your feedback on drafts and proposals.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will work together with you to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
TOOLS	• Newsletters • Fact sheets • Website • Social media advertisements	• Public meetings • Surveys • Focus groups • Public comment	• Charettes • Workshops • Deliberate polling	• Consensus-building • Advisory committees	• Citizen juries • Ballots • Delegated decisions



COMMUNICATIONS MATRIX

KEY

HIGHLY EFFECTIVE	
SOMEWHAT EFFECTIVE	
LEAST EFFECTIVE	
NOT AT ALL EFFECTIVE	

		AUDIENCES													
TOOLS		Workforce/ Commuter	Long-Time Residents	New Residents	Spanish Speakers	City Staff	Renters	Families with Young Children	Business Owners/ Managers	Visitors	Baby Boomers (1946-1964)	Generation X (1965-1980)	Millennials (1981-1996)	Generation Z (1996-2010)	Generation Alpha (2011-2024)
	City websites														
	Digital ads														
	Direct emails/phone calls														
	Direct mailers														
	Door hangers														
	Facebook														
	Instagram														
	Newspaper letters to the editor														
	NextDoor														
	NotifyMe and CivicSend														
	NotifyMe and CivicSend Text Messages														
	Partner/Special Interest/ Community Ambassador Shares (schools, employers, advocacy groups, etc.)														
	Print advertising (newspaper ads)														
	Public meetings														
	Radio ads														
	Reach displays at Community Center & Art Center														
	Self-serve info/pop-up kiosks														
	Signage (wayfinding, a-frames, yard signs)														
	Utility bill inserts														
	Variable Message Signs (VMS)/Message boards														
	WhatsApp														
	X (formerly Twitter)														



TRANSLATION AND ACCESSIBILITY GUIDELINES

TRANSLATION AND ACCESSIBILITY

The City of Glenwood Springs ensures meaningful access to City programs, services, and activities to comply with the Americans with Disabilities Act (ADA) and reasonably provides translation, interpretation, modifications, accommodations, alternative formats, auxiliary aids, and services.

TRANSLATION / LANGUAGE ACCESS POLICY

Emergency Information

Any information that is publicly distributed in English by the City of Glenwood Springs that covers potential or imminent impacts to the physical safety of individuals or structures within the city limits of Glenwood Springs must be translated into Spanish. All emergency communications shall be reviewed by a professional translator, if practicable, given the emergent situation and necessary expediency of communicating with the public.

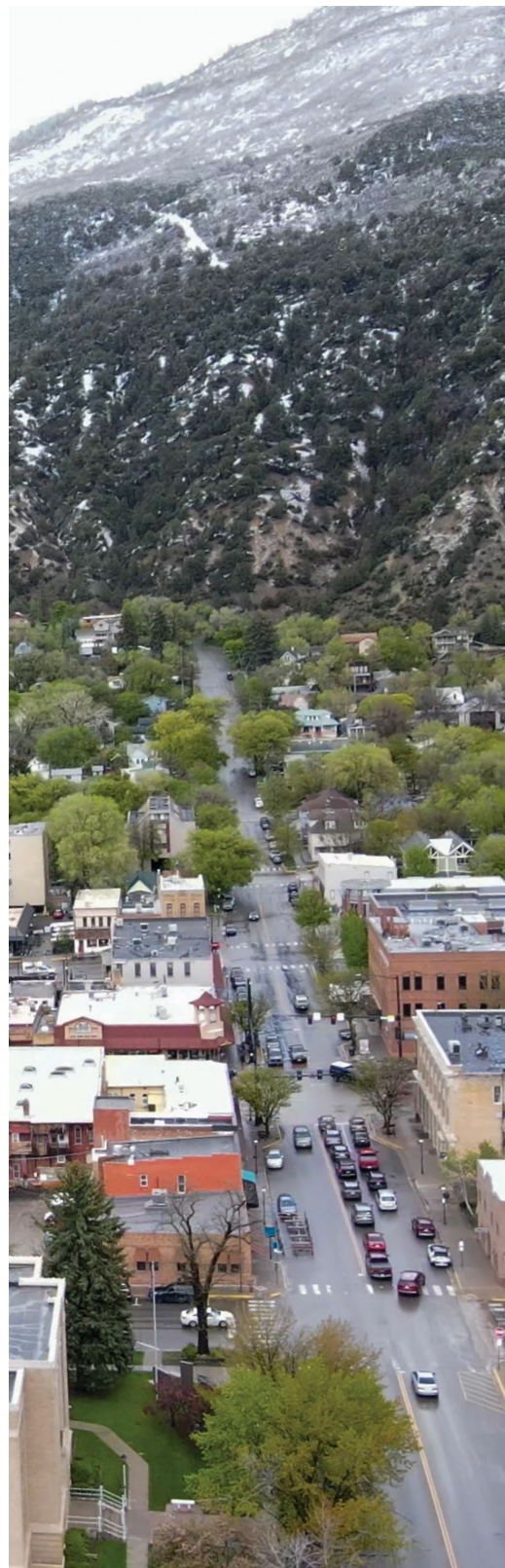
Essential Public Information

Public information that represents a significant change or addition in City policy, services, programs or activities shall be made available in English and Spanish on the City website and in any print materials. Staff should prioritize the following communication materials for professional translation: news releases, newsletters, essential webpages, handouts, brochures, signage, mailers, and applications for assistance/programs. All permanent bilingual installations shall be reviewed by a professional translator.

For information less than 500 words/2 pages or less, City staff may request assistance from individuals who have demonstrated proficiency in Spanish translation and have consented to assist with Spanish translation. This list shall be maintained by HR and by the City Manager's Office.

Staff Language Access Training

All employees who routinely have direct, substantive interaction with the public (front-line employees) shall be trained in language access policies and procedures, including protocols for assisting limited English proficiency (LEP) populations. Training shall be provided by HR or the lead Public Information Officer (PIO).



ACCESSIBILITY RESOURCES

Below are checklists and tools for City staff to utilize as a guideline when developing information for distribution to external stakeholders. Any questions about accessibility and compliance may be directed to the lead PIO.

PDF Checklist

- ☐ **Font Size and Type:** Use accessible fonts (e.g., Arial, Verdana) with a minimum size of 12pt. Avoid overly decorative fonts that may be hard to read.
- ☐ **Headings:** Use properly structured headings (H1, H2, H3, etc.) in the correct order. This helps screen readers navigate the document.
- ☐ **Alternative Text:** Add descriptive alt text to all non-decorative images, logos, and icons. Alt text should be concise but informative.
- ☐ **Color:** Ensure there is sufficient color contrast between text and background. Refer to color contrast chart (p. 38).
- ☐ **Table Tags:** Ensure tables are tagged and structured so screen readers can navigate them. Define row and column headers with proper tags to give context to data cells.
- ☐ **Descriptive Link Text:** Use meaningful, descriptive text for hyperlinks (avoid using "click here" or "read more").
- ☐ **Alternative Formats:** Offer alternative formats (HTML, accessible Word docs) for complex documents whenever possible.
- ☐ **Forms in PDFs:** Ensure PDF forms are fillable and accessible to screen readers.

Website Checklist

- ☐ **Font Size and Type:** Use accessible fonts and city-branded fonts that are part of default settings on the City's websites. Avoid overly decorative fonts that may be hard to read.
- ☐ **Headings:** Use properly structured headings (H1, H2, H3, etc.) in the correct order. This helps screen readers navigate the page.
- ☐ **Color:** Ensure there is sufficient color contrast between text and background. Refer to color contrast chart (p. 38).
- ☐ **Alternative Text:** Add descriptive alt text to all non-decorative images, logos, and icons. Alt text should be concise but informative.
- ☐ **Table Tags:** Ensure tables are tagged and structured so screen readers can navigate them. Define row and column headers with proper tags to give context to data cells.
- ☐ **Descriptive Link Text:** Use meaningful, descriptive text for hyperlinks (avoid using "click here" or "read more").
- ☐ **Button Labels:** Clearly label buttons with actionable text (e.g., "Submit," "Download Report").
- ☐ **Consistent Navigation:** Ensure consistent navigation across pages to help users orient themselves.

Social Media Checklist

- ☐ **Avoid Text Overlays:** If text is embedded in an image, ensure it's readable and provide the same information in the post caption.
- ☐ **Language:** Use simple language that is easy to read and understand. Avoid using jargon, complex words, or abbreviations that may be confusing to some users.
- ☐ **Alternative Text:** Add descriptive alt text to all non-decorative images, logos, and icons. Alt text should be concise but informative.
- ☐ **Hashtag Formatting:** Use camel case (e.g., #GlenwoodSpringsParks) for hashtags to make them readable by screen readers.
- ☐ **Emoji Use:** Emojis are acceptable, but they should be used thoughtfully and sparingly. Excessive emoji use can be confusing when read by a screen reader. Never use emojis to replace words.

Visual Media Checklist

- ☐ **Alternative Text:** Provide meaningful alt text for images, icons, and graphics.
- ☐ **Video Captions:** Include accurate, synchronized captions for all video content.
- ☐ **Audio Descriptions:** Offer audio descriptions for video content that relies heavily on visual information.
- ☐ **Transcripts:** Provide full transcripts for audio-only content (e.g., podcasts).



ACCESSIBLE COLOR CONTRAST CHART FOR CITY BRANDED COLORS

A color contrast chart can be an essential tool for ensuring that printed or digital materials meet ADA visual accessibility standards. Using this chart, designers can compare the contrast ratio between text and background colors to verify whether they meet ADA guidelines for readability. The ADA recommends a minimum contrast ratio of 4.5:1 for regular text and 3:1 for large text (typically 18pt or larger).

Example	Foreground Color	Background Color	Passes WCAG 2.1
White on Black	#FFFFFF	#000000	Yes
Light Green on Dark Blue	#A3BCBD	#002855	Yes
White on Dark Blue	#FFFFFF	#002855	Yes
Yellow on Dark Blue	#F4B63D	#002855	Yes
White on Brown	#FFFFFF	#833921	Yes
Black on Light Green	#000000	#A3BCBD	Yes
Dark Blue on Light Green	#002855	#A3BCBD	Yes
Black on Yellow	#000000	#F4B63D	Yes
Dark Blue on Yellow	#002855	#F4B63D	Yes
Black on White	#000000	#FFFFFF	Yes
Brown on White	#833921	#FFFFFF	Yes
Dark Blue on White	#002855	#FFFFFF	Yes
Black on Gray	#000000	#DCDCDC	Yes
Gray on Black	#DCDCDC	#000000	Yes
Dark Blue on Gray	#002855	#DCDCDC	Yes
Gray on Dark Blue	#DCDCDC	#002855	Yes
Black on Light Blue	#000000	#357EA2	Yes, for large text only (at least 18 point or 14-point bold font size)

White on Light Blue	#FFFFFF	#357EA2	Yes, for large text only (at least 18 point or 14-point bold font size)
White on Dark Green	#FFFFFF	#477A7B	Yes, for large text only (at least 18 point or 14-point bold font size)
Dark Green on White	#477A7B	#FFFFFF	Yes, for large text only (at least 18 point or 14-point bold font size)
Light Blue on White	#357EA2	#FFFFFF	Yes, for large text only (at least 18 point or 14-point bold font size)
Orange on White	#CC5934	#FFFFFF	Yes, for large text only (at least 18 point or 14-point bold font size) *Only meets AA minimum
Brown on Gray	#833921	#DCDCDC	Yes, for large text only (at least 18 point or 14-point bold font size) *Only meets AA minimum
Gray on Brown	#DCDCDC	#833921	Yes, for large text only (at least 18 point or 14-point bold font size) *Only meets AA minimum
Yellow on Brown	#F4B63D	#833921	Yes, for large text only (at least 18 point or 14-point bold font size)
Brown on Yellow	#833921	#F4B63D	Yes, for large text only (at least 18 point or 14-point bold font size)
Black on Orange	#000000	#CC5934	Yes, for large text only (at least 18 point or 14-point bold font size)
Orange on Black	#CC5934	#000000	Yes, for large text only (at least 18 point or 14-point bold font size)



WEBSITE CONTENT BEST PRACTICES

TIPS FOR WRITING FOR THE WEB

Think like your reader:

- Why would the reader even be interested in what you have to say?
- What's in it for them?

Website visitors don't read; they skim. Web visitors read, on average, 20% of the words on the page. Keep content short and concise and use simple language. You have 10 seconds (or less) to grab a reader's attention.

REMEMBER:

2/30/10

- Most readers give you 2 minutes
- Skimmers give 30 seconds
- Lookers give 10 seconds

Use microcontent to keep non-readers engaged. Use headlines, subheadings, bulleted lists, bold text, links, and visuals to break up content.

Frontload web copy. Visitors spend 80% of their time on the left side of the page, so put the most important information there.

REMEMBER THESE NUMBERS:

42

WORDS IN A
PARAGRAPH

25

WORDS IN
THE FIRST
PARAGRAPH

14

WORDS PER
SENTENCE

5

AVERAGE
CHARACTERS
PER WORD

If your sentences are too long, readers can't understand them. According to the American Press Institute's research, sentences averaging:

- **8 words or less get 100%** comprehension
- **14 words get 90%** comprehension
- **44 words get less than 10%** comprehension



SOCIAL MEDIA BEST PRACTICES

Social media is a tool that is most successful when you pay attention to your individual audience. What works for one community might not work for Glenwood Springs, and that's okay! Above all, it's important to look at what your audience responds to and engages with, and then do more of that. But if you're looking for some general best practices, start here:

FACEBOOK

When and how often should I post?

- Look at when your audience is most active by using Facebook's analytics. Try to schedule posts during these windows.
- Post whenever you have something to say.
- Avoid posting multiple times a day so as not to cannibalize your reach.
- If something posted is getting a lot of traction, leverage that momentum to boost reach on a message that is also important but may get less attention. (EX: The best time to encourage people to sign up for alerts is immediately after a high-interest post.)

What kind of images can I use?

- Text on images should not exceed 20%
- Pictures with faces of staff or your community
- Not overly edited images unless your graphic designer can edit the photos properly
- Videos should not exceed 30 seconds and should use captions
- 1200x630px

Other best practices:

- Tag other partner agency Facebook pages in your captions and posts when appropriate to increase your reach.
- Use an emoji or two in the caption, or to help separate sections of text.
- Add multiple paragraph breaks in captions that are longer to make it easier to skim.
- Put as much information as you can in the caption; people generally want to stay on the platform, and you already have their attention! If possible, just put all the details in the caption.

INSTAGRAM

What kind of images can I use?

- Try to use high-resolution photos for Instagram
- Instagram followers respond better to clear, non-blurry photos
- Instagram is about storytelling through photos and videos
- Photos typically have much higher engagement than text based graphics
- Use pictures that your staff has taken or pictures from an event where you can see their faces
- 1080x1080 px

Do I need to post on stories or reels?

- Reels will help your audience grow
- Stories will help engage your current audience
- These are both important to include in your Instagram strategy to engage and increase your audience growth

Do I need to use hashtags?

- Yes! Whether it is the first comment or below your caption, use hashtags
- Hashtags are great for finding new followers within Instagram's hashtag search
- Recommended use of hashtags is 3-5
- You can develop custom hashtags that define your photos, or you can create a general hashtag list to add to your post
- We also recommend 1-3 hashtags that will be used for every photo

Other best practices:

- Include a location tag whenever possible, as this improves your likelihood of being discovered organically
- Tag other Instagram pages in your captions and posts when appropriate to increase your reach



NEXTDOOR

How often should I post?

We recommend posting every other week and as needed to share important and timely information. If your captions are long, break them into paragraphs.

What kind of images can I use?

- Whenever possible, attach images to your posts.
- Include a clear photo. Similar to Instagram, your followers want a visually appealing photo.
- 1200x628 px
- Use images without a text overlay

X (formerly Twitter)

When and how often should I post?

We recommend posting daily if you have a strategic content calendar set for the month. However, X is intended for very timely information and it may be hard to plan too far in advance. In many instances, tweets have to be made in the moment.

What kind of images and videos can I use?

- GIFs, short video (10-15 seconds) and designed graphics
- The limit for video length is 2 minutes and 20 seconds
- 1600x1900px

Do I need to use hashtags?

- Yes! Use hashtags to convey an event or something relevant to the post
- 3-4 are ideal

What types of content should be shared on X?

The 'rule of thirds' is a good one to follow when it comes to generating content on X: one third about the City, one third that shares personality, and one third that reshapes other accounts or relevant information from others.

GENERAL ACCESSIBILITY BEST PRACTICES (APPLIES TO ALL PLATFORMS):

- Use alt text (alternative text). This is a short yet informative description of an image that screen readers can use to describe the image.
 - Pro-tip: AI can be a great tool to help generate alt text!
- Make text accessible
 - Format hashtags by capitalizing the first letter of each word
 - Avoid all caps
 - Spell out acronyms
 - Minimize use of special characters
- Use emojis in moderation, as each one also has 'alt text' with it for screen readers. Too many emojis in a row can add complexity for those using a screen reader.
- Always used closed captions and subtitles for videos





EFFORT VS IMPACT CHART

Time and resources are finite, so it's important to focus communication efforts on the things that have the greatest impact. This means prioritizing how and when to share information to reach your target audience(s) effectively. Before developing a communication and outreach plan, use this chart to evaluate the appropriate level of effort and impact your project will have on stakeholders.





METRICS FOR SUCCESS

The following metrics can be used to track the success of a project's communication goals and priorities. These metrics should be analyzed throughout a project to evaluate the tools' effectiveness. Adjustments should be made to the communications strategy if the tools used do not prove effective.



MEDIA

- Number of times Glenwood Springs is mentioned by the media
- Interview requests
- Media outlet circulation
- Number of news releases distributed
- Number of editorial articles distributed and published



WEBSITE

- Unique Visitors: The number of distinct individuals visiting the website
- Page Views: The number of pages viewed
- Top Pages: The pages that are visited most frequently
 - The top 10-20 should be tracked and monitored for necessary updates or improvements
- Top Search Terms: The terms searched most often on the website
 - The top searches should be monitored to ensure ease of access and accurate information on these landing pages



CIVIC SEND

- Number of Subscribers: The number of people signed up to receive email and text alerts
- Engagement Rate: The percentage of email alerts that subscribers opened



PRINTED MATERIALS

- Distribution: The approximate number of people reached through print materials, including flyers, rack cards, direct mailers, and door hangers



SOCIAL MEDIA

- Followers: The number of people who follow a page
- Engagement: The number of people who like, comment on, or share posts
- Reach: The number of people the post was served to
- Impressions: The number of times a post was viewed (individuals could view it multiple times)
- Video Views: The number of times a video was watched



DIGITAL ADVERTISEMENTS

- Reach: The number of people an ad was served to
- Impressions: The number of times an ad was seen
- Click-Through Rate: The number of times an ad was clicked on



City Council
STAFF REPORT
City of Glenwood Springs
December 5, 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

Background Info: NA

Issues: NA

Fiscal Impact: NA

Legal Review: NA

Staff Recommendation: NA



City Council
STAFF REPORT
City of Glenwood Springs
December 5, 2024

Agenda Item: Resolution 2024-37; Water and Sewer Rate Changes

Action Requested: Approval of Resolution 2024-37; Water and Sewer Rate Changes for 2025.

Department: Public Works

Presented By: Matthew Langhorst

Strategic Goals: Preserve and Improve Infrastructure
Ensure Public Safety

Background Info: City staff have been working with GovRates for a few years now, putting together a completely new rate plan which focuses the flat service rates on the existing water meter size, instead of the flat service rate being the same for all service sizes. If a customer has a 3/4" water meter, they will be paying the same flat service rate as a hotel with a 6" water meter. Currently, water rates also have a 3 tier volumetric aspect to them with a fee per 1,000 gallons used. The tiers for volumetric use are currently; 0 to 5,500 gallons, 5,501 to 17,500 gallons, and over 17,000 gallons with an increased rate for tiers 2 and 3. Most residential units do not go over the 17,500 gallon rate per month, but a hotel with a 6" meter will go over that rate tier quickly. Also to note, the flat sewer service fee is also applied to all locations at the same cost and with the assumption that 10,000 gallons of sewer use is built into that rate. Sewer rates do not have a volumetric tiered system for billing, it is all one volumetric rate no matter the flow.

What GovRates and city staff are proposing are rates based on the meter size within the service location. The larger the meter, the more flow that can be called by that location, thus the more impact that one location will potentially have on the system. Thus, a 3/4" meter flow potential is significantly lower than a 6" meter flow potential, and the 6" meter location should have a higher flat service rate than the 3/4" meter. A 6" meter has 33.33 times the capacity of a 3/4" meter, thus the flat service rate and the tiers associated with the 6" meter will be set at 33.33 times the rate of the base 3/4" meter price. The overall effects of the pricing changes will increase water rates by 10.3% for the combined water rates and 12.9% for the combined sewer rates. The average household customer using 7,000 gallons of water with a 3/4" water meter will see a savings of 6.3%. The less water the average household uses, the more potential for cost savings. Schools, irrigation users and multifamily buildings with master meters will see the largest increases. Staff will be reaching out to these known users and discuss their meter sizing at each location and see if they can achieve cost savings by changing their meters, especially schools.

The new pricing will be implemented January 1st, 2025. Customers will see the changes to their bills in February 2025. This will give staff plenty of time to reach out to customers with larger meters and discuss the changes, inform the public of the rate changes and allow finance time to input all the new rates into the system, which is the largest challenge. This is a Wholistic change to the rate system and moves the rates to a more equitable pricing scheme. Once staff and GovRates have new revenue data from January 2025 through June 2025, an updated rate plan for 2026-2031 will be presented to the council. The current resolution only sets rates for 2025; the updated plan will set rates for 2026-2031.

Issues: None at this time.

Fiscal Impact: This will be a significant change for some users and cost savings to others, thus balancing out the pricing scheme the city has been using for decades.

Legal Review: Legal prepared the Resolution.

Staff Recommendation: Staff and GovRates are Recommending Approval of Resolution 2024-37; Water and Sewer Rate Changes for 2025.

RESOLUTION 2024-37
(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 2021 Rate Study was accepted 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 at City Council work sessions on November 7, 2024 and November 21, 2024; and

WHEREAS, the proposed restructured rates are intended to increase water user rate revenues by 10.3% and wastewater rate revenues by 12.9% in 2025 to help "catch up" with the rate and financial plan recognized in the 2021 Rate Study accepted 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 restructured water and wastewater service charges for 2025 as recommended by the rate consultant and as provided for in this Resolution; and

WHEREAS, proactive financial planning is a utility best financial management practice, and it is generally recommended that utilities perform updated user rate studies at least every three years to, among other considerations, preserve the ability to gradually phase-in any rate adjustments; 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 water and wastewater rates for 2025 set forth on **Exhibit A**, attached hereto and incorporated herein, are adopted and shall be effective for all water and wastewater bills rendered on or after January 1, 2025.

Section 2: The City shall perform an updated comprehensive user rate study in 2025 to determine proposed user rate adjustments for 2026 and subsequent years.

Section 3: 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 4: 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 for a given year, 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, 2026.

Section 5: The City shall continue to 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 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	Effective January 1, 2030
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	TBD	TBD	TBD	TBD	TBD
6	1"			40.30	TBD	TBD	TBD	TBD	TBD
7	1.5"			80.60	TBD	TBD	TBD	TBD	TBD
8	2"			128.96	TBD	TBD	TBD	TBD	TBD
<i>Master-Metered Residential</i>									
9	Per Unit			\$ 12.09	TBD	TBD	TBD	TBD	TBD

EXHIBIT A

City of Glenwood Springs 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	Effective January 1, 2030
<i>Nonresidential</i>									
<u>Meter Size</u>									
10	3/4"			\$ 24.18	TBD	TBD	TBD	TBD	TBD
11	1"			40.30	TBD	TBD	TBD	TBD	TBD
12	1.5"			80.60	TBD	TBD	TBD	TBD	TBD
13	2"			128.96	TBD	TBD	TBD	TBD	TBD
14	3"			241.80	TBD	TBD	TBD	TBD	TBD
15	4"			403.00	TBD	TBD	TBD	TBD	TBD
16	6"			806.00	TBD	TBD	TBD	TBD	TBD
17	8"			1,289.60	TBD	TBD	TBD	TBD	TBD
Usage Rate Per 1,000 Gallons:									
18	Block 1			\$ 2.53	TBD	TBD	TBD	TBD	TBD
19	Block 2			5.06	TBD	TBD	TBD	TBD	TBD
20	Block 3			7.59	TBD	TBD	TBD	TBD	TBD

Treated Water Domestic Usage Block Ranges (gallons)

		Block 1	Block 2	Block 3
<u>Meter Size</u>				
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

EXHIBIT A

City of Glenwood Springs 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	Effective January 1, 2030
<u>Bulk Water Rates and Raw Water Irrigation Rates - Existing</u>									
30	Monthly Customer Charge		\$ 21.92						
31	Usage Rate Per 1,000 Gallons		3.12						
<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	TBD	TBD	TBD	TBD	TBD
33	1"			40.30	TBD	TBD	TBD	TBD	TBD
34	1.5"			80.60	TBD	TBD	TBD	TBD	TBD
35	2"			128.96	TBD	TBD	TBD	TBD	TBD
36	3"			241.80	TBD	TBD	TBD	TBD	TBD
37	4"			403.00	TBD	TBD	TBD	TBD	TBD
38	6"			806.00	TBD	TBD	TBD	TBD	TBD
39	8"			1,289.60	TBD	TBD	TBD	TBD	TBD
40	Usage Rate Per 1,000 Gallons			\$ 3.93	TBD	TBD	TBD	TBD	TBD
<u>Treated Water Irrigation Only Rates - Existing</u>									
41	Monthly Customer Charge		\$ 21.92	\$ 24.18	TBD	TBD	TBD	TBD	TBD
42	Usage Rate Per 1,000 Gallons		5.01	5.53	TBD	TBD	TBD	TBD	TBD

EXHIBIT A

City of Glenwood Springs 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	Effective January 1, 2030
<u>Treated Water Irrigation Only Rates - 2025 and Subsequent Years</u>									
Monthly Base Charge									
	<u>Meter Size</u>								
43	3/4"			\$ 24.18	TBD	TBD	TBD	TBD	TBD
44	1"			40.30	TBD	TBD	TBD	TBD	TBD
45	1.5"			80.60	TBD	TBD	TBD	TBD	TBD
46	2"			128.96	TBD	TBD	TBD	TBD	TBD
47	3"			241.80	TBD	TBD	TBD	TBD	TBD
48	4"			403.00	TBD	TBD	TBD	TBD	TBD
49	6"			806.00	TBD	TBD	TBD	TBD	TBD
50	8"			1,289.60	TBD	TBD	TBD	TBD	TBD
Usage Rate Per 1,000 Gallons									
51	Block 1			\$ 5.06	TBD	TBD	TBD	TBD	TBD
52	Block 2			7.59	TBD	TBD	TBD	TBD	TBD

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

EXHIBIT A

City of Glenwood Springs 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	Effective January 1, 2030
WASTEWATER SERVICE									
<u>Wastewater Rates for All Customers Inside City - Existing</u>									
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 billed.									
<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 billed.									

EXHIBIT A

City of Glenwood Springs 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	Effective January 1, 2030
Wastewater Rates for All Customers Both Inside and Outside City - 2025 and Subsequent Years									
Monthly Base Charge									
<i>Individually-Metered Residential</i>									
<u>Meter Size</u>									
72	3/4"			\$ 50.00	TBD	TBD	TBD	TBD	TBD
73	1"			50.00	TBD	TBD	TBD	TBD	TBD
74	1.5"			50.00	TBD	TBD	TBD	TBD	TBD
75	2"			50.00	TBD	TBD	TBD	TBD	TBD
<i>Master-Metered Residential</i>									
76	Per Unit			\$ 25.00	TBD	TBD	TBD	TBD	TBD
<i>Nonresidential</i>									
<u>Meter Size</u>									
77	3/4"			\$ 50.00	TBD	TBD	TBD	TBD	TBD
78	1"			83.33	TBD	TBD	TBD	TBD	TBD
79	1.5"			166.67	TBD	TBD	TBD	TBD	TBD
80	2"			266.67	TBD	TBD	TBD	TBD	TBD
81	3"			500.00	TBD	TBD	TBD	TBD	TBD
82	4"			833.33	TBD	TBD	TBD	TBD	TBD
83	6"			1,666.67	TBD	TBD	TBD	TBD	TBD
84	8"			2,666.67	TBD	TBD	TBD	TBD	TBD
Volume Charge Per 1,000 Gallons									
85	Restaurant	Year Round		\$ 8.35	TBD	TBD	TBD	TBD	TBD
86	Hotel or Motel with Food / Beverage Service	Year Round		8.35	TBD	TBD	TBD	TBD	TBD
87	Hotel or Motel without Food / Beverage Service	Year Round		8.35	TBD	TBD	TBD	TBD	TBD
88	All Others [*]	[*]		8.35	TBD	TBD	TBD	TBD	TBD

[*] 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 billed.

EXHIBIT A**City of Glenwood Springs Monthly Water and Wastewater User Rates**

				Effective	Effective	Effective	Effective	Effective	Effective
Line		Billing		January 1,	January 1,	January 1,	January 1,	January 1,	January 1,
No.	Description	Period	Existing	2025	2026	2027	2028	2029	2030

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.

Notes:

TBD = To Be Determined based on the results of a comprehensive user rate study to be performed in 2025.



City Council
STAFF REPORT
City of Glenwood Springs
December 5, 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
December 5, 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
December 5, 2024

Agenda Item: Correspondence Incoming/Outgoing

Action Requested:

Department: City Clerk

Presented By:

Strategic Goals:

Background Info:

Issues:

Fiscal Impact:

Legal Review:

Staff Recommendation:



Middle Colorado Watershed Council

11.25.2024

Steve Boyd
Glenwood Springs City Council
108 8th St
Glenwood Springs CO 816091

Dear Steve,

The Middle Colorado Watershed Council was honored to receive a \$3,000 FAB grant from the City of Glenwood Springs in 2024. The funds will support MCWC endeavors and projects that enhance and protect the health of the Middle Colorado watershed. Our greatest asset is the platform that we provide for collaborative, inclusive, and creative cooperation between a wide variety of stakeholders. MCWC is helping to find a balance between human needs and ecosystem needs given a limited amount of water.

Thank you for your support and city leadership. We will continue to engage and coordinate with city staff on cross-over projects that benefit this community and the watershed. If you have questions or additional concerns, please don't hesitate to contact us.

Sincerely,

Kate Collins and out-going Director Paula Stepp
Executive Director, MCWC

Doug Winter
Board of Directors President, MCWC

200 Lion's Park Circle, Rifle CO 970-625-1829
www.midcowatershed.org



September 23, 2024

Steve Boyd
City of Glenwood Springs
PO Box 458
Glenwood Springs, CO 81602-0458

FOOD DISTRIBUTION

Aspen
Snowmass
El Jebel
Glenwood Springs
Carbondale
Silt
Rifle
Parachute

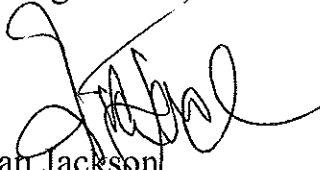
Dear Steve,

Thanks to you, LIFT-UP can continue to address food insecurity through our services at 15 outlets – both fixed and mobile! Your gift of \$25,000 received on September 12, 2024 helps us collect fresh and shelf-stable food for those in need and for that, we are so grateful!

Your gift helps LIFT-UP to provide fresh, healthy, and nutritious food, using creative delivery methods that resulted in over 45,000 visits by over 128,000 guests across all programs and services in 2023. Without the generosity of friends like you, this would be a daunting task.

With your help, our pantry shelves remain full. Your gift directly impacts our mission to provide equitable food security for individuals and families: educating, building understanding, and providing support to end hunger from Parachute to Aspen. Thank you for your generosity and for your continued support in our mission!

With gratitude,


Ivan Jackson
Executive Director

Steve
Thank you for your
continue support of lift up


LIFT-UP is a 501(c)3 organization, EIN #84-0896081. No goods or services were provided in exchange for this gift. Your gift is fully tax deductible as permitted by law. Please retain

FOOD FOR KIDS

Rifle
Parachute
Basalt

**FARM TO FOOD
PANTRY**

ADMINISTRATIVE OFFICE: 100 Midland Ave, Unit 270 • Glenwood Springs, CO 81601 •
970.625.4496 • info@liftup.org • www.LIFTUP.org



City Council
STAFF REPORT
City of Glenwood Springs
December 5, 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
December 5, 2024

Agenda Item: Adjournment

Action Requested:

Department: City Clerk

Presented By:

Strategic Goals:

Background Info:

Issues:

Fiscal Impact:

Legal Review:

Staff Recommendation: