



AGENDA
CITY OF GLENWOOD SPRINGS
REGULAR CITY COUNCIL MEETING
OCTOBER 2, 2025
101 W. 8TH STREET
6:15 p.m.

The agenda is subject to *change, including the addition of items 24 hours in advance or the deletion of items at any time.*
The order and times of agenda items listed are approximate and intended as a guideline for the City Council.

ATTENTION: To ensure your written comments are included in the City Council packet, public comments must be received by 4 p.m. on the day before City Council meetings. Comments may be submitted to ryan.muse@cogs.us.
Written comments may be submitted after this deadline and will be shared via email to City Council but are not guaranteed to make it into the meeting packet. Submit comments at any time directly to City Council via email at citycouncil@cogs.us.

WORK SESSION

3:30	South Canyon Coal Seam Update	Information/Discussion
4:00	Council Process	
4:15	Broadband Update and Rate Card Discussion	Information/Discussion
4:45	Pickle Ball	Information/Discussion
5:15	Break to get Dinner	
5:30	Airport Board Joint Work Session	Information/Discussion

ZOOM INSTRUCTIONS

When: Oct 2, 2025 06:00 PM Mountain Time (US and Canada)
Join from PC, Mac, iPad, or Android: <https://us02web.zoom.us/j/83641804318?pwd=NqwSzqHjLPb8VVtYuQ4HYbq3pmj2.1>
Passcode:215312
Phone one-tap: +17193594580,,83641804318# US
Webinar ID: 836 4180 4318

REGULAR SESSION

6:15	1. Roll Call	
	2. Agenda Changes	
	3. Disclosure of Any Councilor Conflicts of Interest	
	4. Citizens Appearing Before Council and Council Response(for items not on the Agenda-comments limited to 3 minutes)	
	5. Council Announcements	
	6. Consent Agenda	
	A. Resolution 2025-23; Broadband Rate Card Update	Discussion and/or Action
	B. Resolution 2025-22; Duplice Property Transfer Signature Authorization	Discussion and/or Action
	C. September 18, 2025 Council Minutes	
	D. Tourism RFP Conditional Award	Discussion and/or Action

ACTIONS AND/OR PRESENTATIONS

7.	Historical Museum Update and Funding Request	Discussion and/or Action
8.	Ordinance 2025-21; Landfill Regulations	Discussion and/or Action
9.	Fees Regarding Construction of Sidewalks	Discussion and/or Action
10.	2026 Budget Submittal	Discussion and/or Action

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|---|--------------------------|
| 11. Project Wrap Up and Future Projects | Discussion and/or Action |
| 12. Council Comments | |
| 13. Report from City Administration | |
| A. City Manager | |
| B. City Attorney | |
| C. Correspondence Incoming/Outgoing | |
| 14. Social Event Announcement | |
| 15. Adjournment | |

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City Council
STAFF REPORT
City of Glenwood Springs
October 2, 2025

Agenda Item:	South Canyon Coal Seam Update
Action Requested:	Parks Superintendent Dan Roper will lead the discussion on the progress of the coal seam mitigation efforts in South Canyon.
Department:	Parks & Recreation
Presented By:	Daniel Roper
Strategic Goals:	Provide Efficient and Responsive City Government Protect and Preserve our Quality of Life Preserve and Improve Infrastructure Ensure Public Safety
Background Info:	On May 1, the Reclamation Specialist from the Department of Natural Resources gave a comprehensive overview of the efforts to minimize the risk and challenges of the coal seam fires in South Canyon.
Issues:	NA
Fiscal Impact:	NA
Legal Review:	NA
Staff Recommendation:	NA



City Council
STAFF REPORT
City of Glenwood Springs
October 2, 2025

Agenda Item: Council Process

Action Requested: NA

Department: City Administration

Presented By: Steve Boyd

Strategic Goals: Provide Efficient and Responsive City Government

Background Info: This is a brief discussion around remote attendance at meetings and related procedure.

Issues: NA

Fiscal Impact: NA

Legal Review: NA

Staff Recommendation: NA



City Council
STAFF REPORT
City of Glenwood Springs
October 2, 2025

Agenda Item: Broadband Update and Rate Card Discussion

Action Requested: None at this time.

Department: Broadband

Presented By: Matthew Langhorst

Strategic Goals: Protect and Preserve our Quality of Life
Preserve and Improve Infrastructure

Background Info: The City of Glenwood Springs has operated a broadband system since the early 2000s. This system was becoming obsolete around 2020 and the city needed to decide whether to invest money in replacing all the aging lines, upgrade the end system hardware, upgrade the whole system and offer Fiber to Home/Business service, or to get out of the game altogether. Council at that time believed that basic home internet was a right of the community at an affordable price and that it should be available through the municipality. Thus, the Community Broadband Network was created. Staff will provide a short presentation at the work session showing current subscription rates, current infiltration rates, provide a projection on when the system will be in the black financially, and overall feedback we get from the community.

CBN would also like to add two rates to its Commercial Rate card in the evening, this would be a good time to discuss those rates.

Issues: None at this time.

Fiscal Impact: The system is currently running at a deficit which was anticipated, thus the extra loan capacity that was built into the original ask.

Legal Review: None at this time.

Staff Recommendation: NA

2025 BUDGET – YTD ACTUALS (JULY) AND EOY

	2025 YTD Actual (July)	2025 End of Year Projections	2025 Budget
Expenses			
Staffing	\$679,189	\$1,164,324	\$1,111,425
All Else	\$420,407	\$720,697	\$639,600
Projects (drop instillations + special projects)	\$85,107	\$145,897	\$250,000
Debt Service		\$630,306	\$630,306
Total	\$1,184,703	\$2,661,224	\$2,631,331
Revenue (Total)	\$991,013	\$1,698,879	\$1,725,000

2026 BUDGET – PROJECTIONS

Expenses	\$2,198,087	
Revenue		\$1,932,500
Total	\$2,198,087	\$1,932,500
Debt Service	\$630,306	
Total	\$2,828,393	\$1,932,500

CBN has averaged over \$225,000 growth in revenue year over year since 2021. We have seen an increase in competitive pressure this year from the incumbent providers, however our revenue growth continues to follow the trend.

Keeping with the anticipated trend of \$225,000 in growth per year, the system will be in the Black in 2030. This is assuming that no other profit centers are created and no increase in fees are applied to the rate cards.

City staff are discussion rate card pricing changes, new rate options being made available to the public and 4G opportunities to increase revenue. These items will be brought to council for discussion. Current funds available make the 2030 date feasible to obtain.

METRICS

- ◆ We are continuing to increase our penetration rate, and have brought service to previously unreleased areas in North Glenwood
- ◆ We are adjusting our low-cost Residential package to add value and increase our competitive advantage by increasing the speeds of the existing package while keeping the price the same.
- ◆ We are bringing industry leading 8 gigabit service to market ahead of any competition
- ◆ We have seen consistent growth in our new customers following expected patterns (slows down in winter). Approximately 234 new subscribers added this year
- ◆ We are now up to 1,180 of subscribers. 326 Commercial, 854 residential.

MARKETING

Just about to start our Fall marketing push

- ◆ Direct mail with free installation through the end of November
- ◆ Ads in the Post , as well as digital Ads
- ◆ Facebook digital Ads
- ◆ Radio Free Aspen and KDNK underwriting
- ◆ All of this material will include information regarding our new 8 Gig service

Our Glenwood Chamber Ad



4G CBRS CELLULAR NETWORK

We have recently taken ownership of the 4G Wireless network that was built by the School District during Covid to support student internet access. We are currently in process of adjusting how the network routes traffic and handles network access as well as performing some necessary upgrades to equipment. Once our maintenance work has been completed, we plan to provide paid services on this network, allowing some existing fiber customers a high-availability service that is fully redundant, in addition to stand alone network access. Providing these services will allow us financially viable means to provide network service to more customers pushing revenue growth.

We believe these high-availability services are perfect for providing robust connectivity to our other COGS facilities aiming to reduce truck rolls when network access is down.

We are currently exploring service levels and pricing, and those will come before Council prior to being released.

4G CBRS CELLULAR NETWORK

We will be entering into a lease agreement with Colorado Mountain College where some 4G equipment is located, allowing us to continue to use their facilities as well as opening the door to selling service at the apartment complexes adjacent to the Spring Valley CMC campus

The RE-1 School District has vouchers they can provide to students if they believe the student would benefit from gaining access to this network, with an annual maximum of 300 students.

Currently there are 63 RE-1 families connected, and since taking ownership we have added just a single student. There have been a few other requests, but they live outside the coverage zone currently.

We have migrated over all service and support functions for users of the network to our team while a vendor is currently providing infrastructure support.

Questions?



City Council
STAFF REPORT
City of Glenwood Springs
October 2, 2025

Agenda Item: Pickle Ball

Action Requested: Marc Adler, a former councilor and a proponent of pickleball, and Parks and Recreation Director Rod Tarullo will discuss the possibility of pickleball courts in Glenwood Springs.

Department: Parks & Recreation

Presented By: Rod Tarullo

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

Background Info: This work session item was requested by Mayor Pro-tem Zalinski.

Issues: Financial impact may be involved.

Fiscal Impact: Unknown at this time.

Legal Review: NA

Staff Recommendation: NA



City Council
STAFF REPORT
City of Glenwood Springs
October 2, 2025

Agenda Item:	Airport Board Joint Work Session
Action Requested:	Every year the Airport Board and City Council have a joint work session. This is an opportunity for Council to be updated on what is currently taking place as well as hear about any needs or concerns.
Department:	City Clerk
Presented By:	Ryan Muse
Strategic Goals:	Provide Efficient and Responsive City Government
Background Info:	In April 2024, the City leased the airport to KGWS Summers Airpark, Inc. moving operations of the airport into their control. Mayor Pro-tem Zalinski is the Council liaison for this board.
Issues:	NA
Fiscal Impact:	NA
Legal Review:	NA
Staff Recommendation:	NA





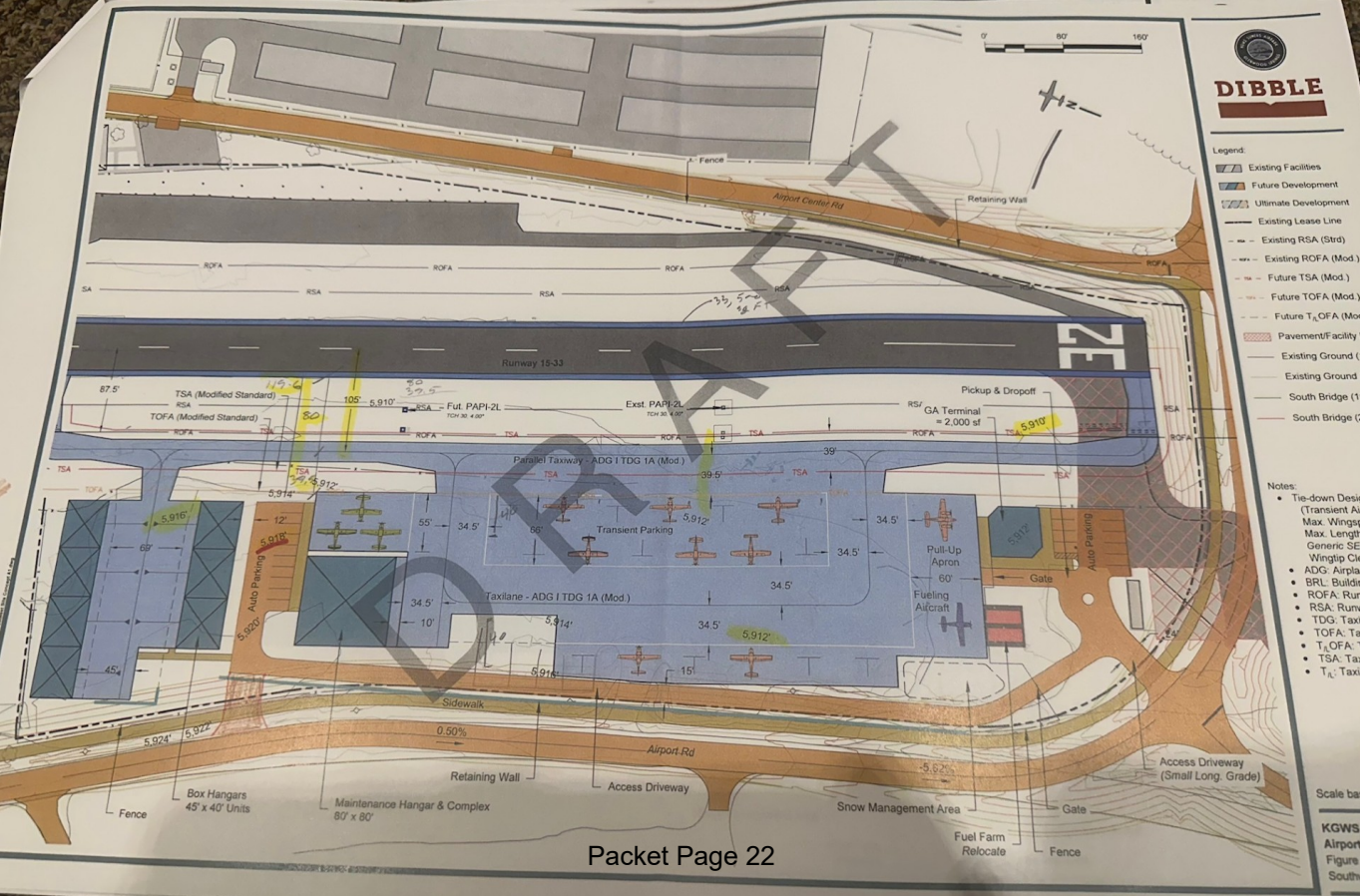


















City Council
STAFF REPORT
City of Glenwood Springs
October 2, 2025

Agenda Item:	Resolution 2025-23; Broadband Rate Card Update
Action Requested:	City Council approval to update the Community Broadband Commercial Rate Card to include a Campus WiFi Access Point and Static IP Address Fees.
Department:	Public Works
Presented By:	Matthew Langhorst
Strategic Goals:	Provide Efficient and Responsive City Government
Background Info:	The Community Broadband Network occasionally updates its Residential and Commercial rates to include new options for customers. This rate card adjustment is for commercial users only and is adding a Campus Wi-Fi Access Point option and a Static IP address option. The Campus Wi-Fi would allow CBN to install a campus-wide Wi-Fi system within and or around a larger campus area. This is a new item that has been requested we look at and appears to be the way that larger developments are going instead of providing a plugged port to each room. Also being added is a static IP address price. Static IP addresses help with network printers, VPN access, and any other internal networking reason to have a consistent connection point for commercial users.
Issues:	None at this time.
Fiscal Impact:	This will be a new source of revenue for Community Broadband Network.
Legal Review:	None at this time.
Staff Recommendation:	Staff is recommending City Council approve the update to the Community Broadband Commercial Rate Card to include a Campus WiFi Access Point and Static IP Address Fees.

RESOLUTION 2025-23

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY
OF GLENWOOD SPRINGS, COLORADO, AMENDING
COMMUNITY BROADBAND NETWORK RATES FOR
RESIDENTIAL AND COMMERCIAL SERVICES.**

WHEREAS, the City of Glenwood Springs provides internet services to local residents and businesses through the Community Broadband Network (CBN); and

WHEREAS, City Council finds that it is necessary and appropriate to adjust the rates charged by CBN for residential and commercial services.

**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 CBN rates for commercial services set forth on **Exhibit A** attached hereto and incorporated herein.

INTRODUCED, READ, AND PASSED THIS ____ DAY OF _____ 2025.

CITY OF GLENWOOD SPRINGS, COLORADO

Erin Zalinski, Mayor Pro Tem

ATTEST:

Ryan Muse, City Clerk



City of Glenwood Springs Commercial Broadband Rates

High Speed Internet*:

50Mbps Tier (50mbps/5mpbs)	\$70
100Mbps Tier (100mbps/20mbps)	\$105
250Mbps Tier (250mbps/50mbps)	\$200
500Mbps Tier (500mbps/100mbps)	\$400
1Gbps Tier (1gbps/500mbps)	\$600
Campus WiFi Access Point	\$50
Static IP Address	\$15
Wireless Gateway Rental (80211.ac)	\$10

Installation and Other Services:

Standard Install	\$50
Custom Install Hourly Rate	\$50
Custom Install Half-Hour Rate	\$25
Unwired Premises	\$100
Service Call – Customer Premise Issue	\$50
Change of Service – Technician	\$50
Change of Service – Electronic	Free
Additional Outlet – Initial Install	\$30
Relocate Outlet – Initial Install	\$20
Relocate Outlet – Separate Trip	\$20
NSF Check fee	\$25
Reactivation Fee	\$35
Unreturned equipment – Replacement Cost	
Paper Bill (E-bill is Free)	\$2

Internet Service includes 1 dynamic IP address

All services are on a month-to-month term unless otherwise specified.

Service installation includes one outlet

Higher bandwidth internet access services and enterprise solutions available upon request

Customercare@gscbn.com--www.gscbn.com--970-384-4800

DATE: September 25, 2025
TO: Glenwood Springs Mayor and Council
FROM: Karl J. Hanlon
RE: Duplice Property Transfer

Attached please find Resolution 2025-22 Authorizing the Mayor or Mayor Pro Tem to execute necessary documents to transfer property.

In January of 1979 it was brought to the City's attention that a property seemingly held by Edward and Ardith Duplice was in fact on City owned property. City Council considered the matter at its February 1, 1979 meeting and authorized the transfer of the property to the Duplices. For unknown reasons the actual transfer documents were never executed and recorded but the parties moved forward as if the transfer took place. Some 46 years later, as the family is dealing with estate matters it came to light that the transfer did not take place as intended and approved. Accordingly, we are recommending the Council pass the attached resolution authorizing the Mayor or Mayor Pro Tem to execute any documents necessary to complete the previously approved transfer. As this decision and approval arose under the prior version of the City Charter the transfer can be completed as intended. A letter from the Duplice's attorney and the minutes from the Council meeting are attached to the resolution for your reference. It is item 11 in the minutes.

Mail to:

Glenwood Springs
201 14th Street
Suite 200
Glenwood Springs, CO 81602

Aspen
0133 Prospector Road
Suite 4102-J
Aspen, CO 81611

Basalt
200 Basalt Center
Suite 200
Basalt, CO 81621

Ridgway
565 Sherman Street
Suite 6
Ridgway, CO 81432

RESOLUTION 2025-22

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY
OF GLENWOOD SPRINGS, COLORADO AUTHORIZING
THE MAYOR OR MAYOR PRO TEM TO EXECUTE A
DEED TRANSFERRING PROPERTY.**

WHEREAS, in 1979 a title issue related to property located along the Roaring Fork River owned by Edward and Ardith Duplice was brought to City Council as set forth in the attached letter; and

WHEREAS, as evidenced by the attached minutes the City Council on February 1, 1979, authorized the transfer of certain property from the City to the Duplices in accordance with the requirements of the Charter then in effect; and

WHEREAS, since that time the City and the Duplice family have believed the transfer was complete; and

WHEREAS, as part of the Duplice family addressing estate matters it was discovered that the transfer, though approved by the Council, was never completed; and

WHEREAS, the City Council of the City of Glenwood Springs wishes to complete the previously approved transfer that has been relied on for the past 46 years.

**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 hereby authorizes the Mayor or Mayor Pro Tem to execute such necessary documents to effectuate the transfer of property approved February 1, 1979.

INTRODUCED, READ, AND PASSED THIS ____ DAY OF _____ 2025.

CITY OF GLENWOOD SPRINGS, COLORADO

Erin Zalinski, Mayor Pro Tem

ATTEST:

Ryan Muse, City Clerk

The regular meeting of the City Council was held Thursday, February 1, 1979, in the Council Chambers of the Municipal Building, 806 Cooper, Glenwood Springs, Colorado.

Present at roll call were: Mayor Durrett and

Councilmen: Nadon, Mayfield, Shelton, Law and Smith

Absent was: Gamba

Also present were: City Manager, Larry Schmueser; City Attorney, Peter Craven; Finance Director, Chad Burkey; City Planner, Gene Allen and City Clerk, Pat Baker.

Item No. 2: Receipt of minutes of preceding meeting of January 18, 1979.

Councilman Mayfield moved, seconded by Councilman Law, that the minutes of January 18, 1979 be accepted and ordered filed. The motion was passed by an unanimous vote of City Council.

Item No. 3: Communications.

Mayor Durrett gave a brief summary of the correspondence in the Agenda Packet.

Councilman Shelton moved, seconded by Councilman Mayfield, that all letters of appreciation be placed in the respective Police Officers' files, together with the letter to the Volunteer Fire Department. The motion was passed by an unanimous vote of City Council.

Item No. 4: Citizens appearing before Council.

Charles Stoddard protested the context of the letter written by Peter Craven, regarding the Rocky Mountain Natural Gas rate increase. The Council felt that the letter of protest should stand as presented to Council.

Item No. 5: ACTION ITEM: #55-78:

Due to the scheduled time for Action Item #55-78 to begin at 8:00 p.m., or as soon thereafter, Item 5 was delayed until that time.

Item No. 6: Memo from Gene Allen, re: re-appointments to Parking Committee.

(Further investigation by the City Clerk, Pat Baker, of the tapes of the Council Meeting of January 18, 1979, shows that there was no action taken on the reappointments for the Parking Committee.)

NOTE: The vacancy in Ward 5 for the Parking Committee is to be held open until the Parking Committee meeting of February 6, 1979.

Item No. 7: Presentation by Garfield West Youth Services, request for funding.

Mr. Bud Collett, Chairman of the Board of Directors of Garfield West Youth Services, made his presentation and request for funding by the City.

Mayor Durrett requested of the Youth Services to provide the Council with a document which shows their scope of services, as well as what their operating expenses are. When this is received, Council will take action on the request.

(Returned to this Item at the scheduled time of 8:00 p.m.)

Gene Allen, City Planner, presented the subdivision exemption request for property located on Lots 17 and 18, Block 46, City of Glenwood Springs for the purpose of constructing condominiums.

Questions by Council were answered by the developer, Ararat Development Company, Inc.--V. Z. Hairabedian, President.

After discussion--

Councilman Law moved, seconded by Councilman Smith, for the approval of Planning and Zoning, Item #55-78 with the additional provisos presented by the City Attorney, Peter Craven.

A roll call vote was taken:

AYES: DURRETT, NADON, MAYFIELD, SHELTON, LAW AND SMITH

NAYES: NONE

The motion carried.

Item No. 8: Annual Report for the Police Department.

Chief Halbert presented his Annual Report for the Police Department.

Councilman Mayfield moved, seconded by Councilman Shelton, that the Police Department Annual Report for 1978 be accepted and ordered filed. The motion was passed by unanimous vote of Council.

Item No. 9: Annual Report for the Fire Department.

Fire Chief, Buzz Zancanella presented the Annual Report for the Fire Department.

Councilman Law moved, seconded by Councilman Smith, for the acceptance of the Fire Department's Annual Report for 1978 and ordered it filed. The motion was passed by the unanimous vote of Council.

By order of Mayor Durrett, Council recessed for ten minutes.

The Council Meeting reconvened at 10:00 p.m.

Item No. 10: Liquor License Renewals.

- A. Councilman Shelton moved, seconded by Councilman Law, that the retail 3.2 beer license for Pizza Hut of Glenwood Springs be approved and the ten-day waiting period be waived.

A roll call vote was taken:

AYES: NADON, MAYFIELD, LAW AND SMITH

NAYES: SHELTON

ABSTAIN: DURRETT (Due to a financial involvement in an existing liquor license.)

The motion carried.

- B. The liquor license for Southland Corporation Dist. dba 7-11 was bypassed because it was noted that it was in the County, not the City.

Item No. 11: Request for vacating portion of property (Mr. & Mrs. E. Duplice)

Peter Craven, City Attorney, requested that he would be excused during the discussion of this item, since he had a conflict of interest.

After a discussion with Jim Larson, Attorney for the Duplice's--

Councilman Mayfield moved, seconded by Councilman Law, that the City vacate the property being described on a Xerox copy of the Quit Claim Deed, Book 195, Page 409, at the Garfield County Clerk and Recorder's Office--provided that the Duplice's pay for all costs involved in the City vacating the property.

Councilman Mayfield amended his motion, and Councilman Law amended his second, to include that the Duplice's, also, convey to the City a twenty-foot (20') easement for a City water line. (Note: Mr. Duplice is agreeable to this motion.)

A roll call vote was taken:

AYES: DURRETT, NADON, MAYFIELD, SHELTON, LAW AND SMITH

NAYES: NONE

The motion carried.

(NOTE: Any costs of surveys etc. will be borne by the City.)

Item No. 12: Discussion & determination by City Council of intent to annex the G.S. Racquet Club property to the City.

After discussion--

Councilman Mayfield moved, seconded by Councilman Law, that the petition presented to the City for annexation, subdivision, etc. of the Glenwood Springs Racquet Club be referred to the Planning & Zoning Commission for their recommendations back to Council.

A roll call vote was taken:

AYES: DURRETT, NADON, MAYFIELD, SHELTON, LAW AND SMITH

NAYES: NONE

The motion carried.

ITEM 13: Modification of Golf Course Lease Agreement

After discussion---

Councilman Mayfield moved, seconded by Councilman Law that the Administration and the City Attorney amend the contract that we now have with the Glenwood Springs and Westbank Golf Course to prepare a provision in the agreement, whereby the two (2) golf courses would give the City a ninety (90) day notice of their intention to cancel their lease with the City of Glenwood Springs.

A roll call vote was taken.

AYES: DURRETT, NADON, MAYFIELD, LAW AND SMITH

NAYES: SHELTON

The motion carried.

ITEM 14: Consideration of ORDINANCE NO. 1, SERIES OF 1979

Councilman Shelton moved, seconded by Councilman Smith, to table Item 14 until such time as the City Attorney has re-drafted the leases to include the change provisions.

A roll call vote was taken.

AYES: DURRETT, NADON, MAYFIELD, SHELTON, LAW AND SMITH

NAYES: NONE

The motion carried.

ITEM 15: Consideration of payment of bills of Jan. 1979 and the meeting of payroll for February 1979.

Finance Director, Chad Burkey, stated that there would be no bills for the month of February.

Councilman Smith moved, seconded by Councilman Law, that we meet the payroll for February 1979 when due.

A roll call vote was taken.

AYES: DURRETT, NADON, MAYFIELD, SHELTON, LAW AND SMITH

NAYES: NONE

The motion carried.

ITEM 16: Report from City Admin. regarding items pending action.

A. City Manager

1) Councilman Law moved, seconded by Councilman Smith, that the City pay Dodson Engineered Products \$11,884.40 on Contract II with Wright Water Engineering.

A roll call vote was taken.

AYES: DURRETT, NADON, SHELTON, LAW AND SMITH

NAYES: MAYFIELD

The motion carried.

2) Larry Schmueser presented a Table of Estimated Revenue under Existing Rates, Etc. Some of his recommendations for the new Water Ordinance were:

- a) Raise all services 20%;
- b) Raise tap improvement fees to \$1000 per unit (1½ times that, outside the City)
- c) To give the City more power--would like to be more specific about who is going to have water regulations first. There should be no doubt that people outside of the City should be rationed first.
- d) Do away with the tap fee, as such, except for improvements to an existing structure.

3) Councilman Law moved, seconded by Councilman Smith, for the approval of the enactment of ORDINANCE NO. 2-79, FIRST READING, and that the Ordinance be published in full in the legal newspaper.

A roll call vote was taken.

AYES: DURRETT, NADON, MAYFIELD, SHELTON, LAW AND SMITH

NAYES: NONE.

The motion carried.

4) Larry Schmueser stated that the City has spent 93% of their Snow Removal Budget for 1979.

5) Mr. Schmueser stated that the Water Plant on Red Mountain was tested on February 1, 1979 at the request of our consultants.

The tests resulted in the discovery that the No. 3 Filter is leaking at the rate of 30 gal./min. We are losing approximately 120,000 gal./day. Eb Jorgenson feels that the City should pursue mud jacking.

Larry Schmueser discussed what Mr. Jorgensen has shown him on some preliminary drawings. The estimated cost on doing the mud jacking is \$100,000. Mr. Jorgensen's recommendation is for the Administration to proceed. If we proceed at this time, we can probably, have the plant back in operation before the spring run-off.

The City Attorney's recommendation is to have Mr. Jorgensen put his findings in writing and connect them up with the Dames & Moore Soil Report. Mr. Craven feels that, if the City can get this done for \$100,000, we should do it.

The City Attorney interjected at this time that it has been discovered that the City's Use Tax, which has been levied on building contractors, shows that a great deal of them have not been paying anything. There is a three-year statute of limitations, whereby the City can go back on these contractors and collect the Use Tax.

The Council instructed the City Attorney and the Administration to bring back to Council their provisions for the Use Tax.

6) Chad Burkey, Finance Director, presented an up-date on the audit report. Since the letters on water accounts have been sent out, 53% have responded. Mr. Burkey feels that the City is going to have to canvass West Glenwood because there are people out there that have never been billed for water. Also, there are a large amount of improvement fees that have never been collected. West Glenwood Water District is being hit with a 15% rate increase, effective January 1, 1979, plus 30% of all user fees, all tap fees and all improvement fees.

ITEM 17: Comments from council.

SHELTON: Asked the City Manager who is drawing City water from the fire plug by United Lumber.
Requested the Administration to check into this.

LAW: None.

SMITH: None.

MAYFIELD: None.

NADON: None.

DURRETT: There will be a Work Session on February 8, 1979 with the Planning and Zoning Commission, commencing at 6:00 p.m.

There will be a "Dutch" lunch with the County Commissioners on February 13, 1979.

Stated that the County Commissioners want to have a resolution from the City, whether for or against the location of a V.A. Nursing Home here in the City of Glenwood Springs. The Council decided that it was not a problem for the City to solve.

ITEM 18: Adjournment.

There being no further business, the meeting was adjourned subject to the call of the mayor.

JAMES M. LARSON

ATTORNEY AT LAW

P.O. BOX 476

GLENWOOD SPRINGS, COLORADO 81601

TELEPHONE

303 - 945-8659

719 GRAND AVENUE

January 23, 1979

Ashton K. Durrett, Mayor
City Council of Glenwood Springs
Larry Schmueser, City Manager
Glenwood Springs Municipal Building
Glenwood Springs, CO. 81601

RE: Edward L. and Ardith M. Duplice

Gentlemen:

I represent the Duplices in connection with a parcel of real estate, their residence, located on the Roaring Fork River near the Glenwood Springs Airport and comprising 1.284 acres, more or less. Their property is shown upon the enclosed copy of survey plat prepared by Scarrow and Walker, Inc. and dated June 26, 1969.

In connection with another matter involving this property, the Duplices received a report from The Garfield County Abstract Company, dated March 10, 1978. Among other things, this report disclosed that on December 27, 1939, the Colorado Fuel and Iron Corporation conveyed several tracts of land to the City of Glenwood Springs. The conveyance was by quit claim deed which was recorded as Reception No. 138396 in Book 195 at page 409 in the office of the Garfield County Clerk and Recorder. One of the tracts of land described in the quit claim deed, appears to be located upon the real property owned by the Duplices. On the enclosed map the Duplice tract has been outlined in red, and the City of Glenwood Springs tract has been outlined in blue.

Until the Duplices received the report from the abstract company, they were totally unaware of any claim of the City to any part of their property. It appears to the Duplices that the tract of land conveyed by CF&I to the City occupies that portion of the Duplice property on which is located their residence house, or at least a part of it.

The Duplices have lived on their property since approximately 1948, and the house has been there since this time also. Since 1956, when the Duplices acquired a deed to their property from the parents of Mr. Duplice, my clients have been paying real estate taxes on their land, including that portion to which the City apparently has title, acquired from CF&I.

Of their own knowledge, the Duplices know that the City has not used the property acquired from CF&I, at least since the Duplices have been there. No improvements are existing or have been constructed upon the City portion.

In order for them to clear the legal title to their property, the Duplices request the City's cooperation in vacating that portion of their property described in the CF&I deed, and the execution by the City of a deed to the Duplices. The Duplices are prepared to pay the reasonable expenses of document preparation.

I have highlighted in yellow on the enclosed photocopy of first page of deed from CF&I to the City, the description of the tract of land which is located upon the Duplice property.

Mr. and Mrs. Duplice are most anxious to resolve this matter. We are available to meet with any of you at your convenience to see if our requests can be accommodated. If appropriate, we would be available to meet with the City Council at what we understand to be its next regularly scheduled meeting, February 1, 1979.

Thank you in advance for your attention.

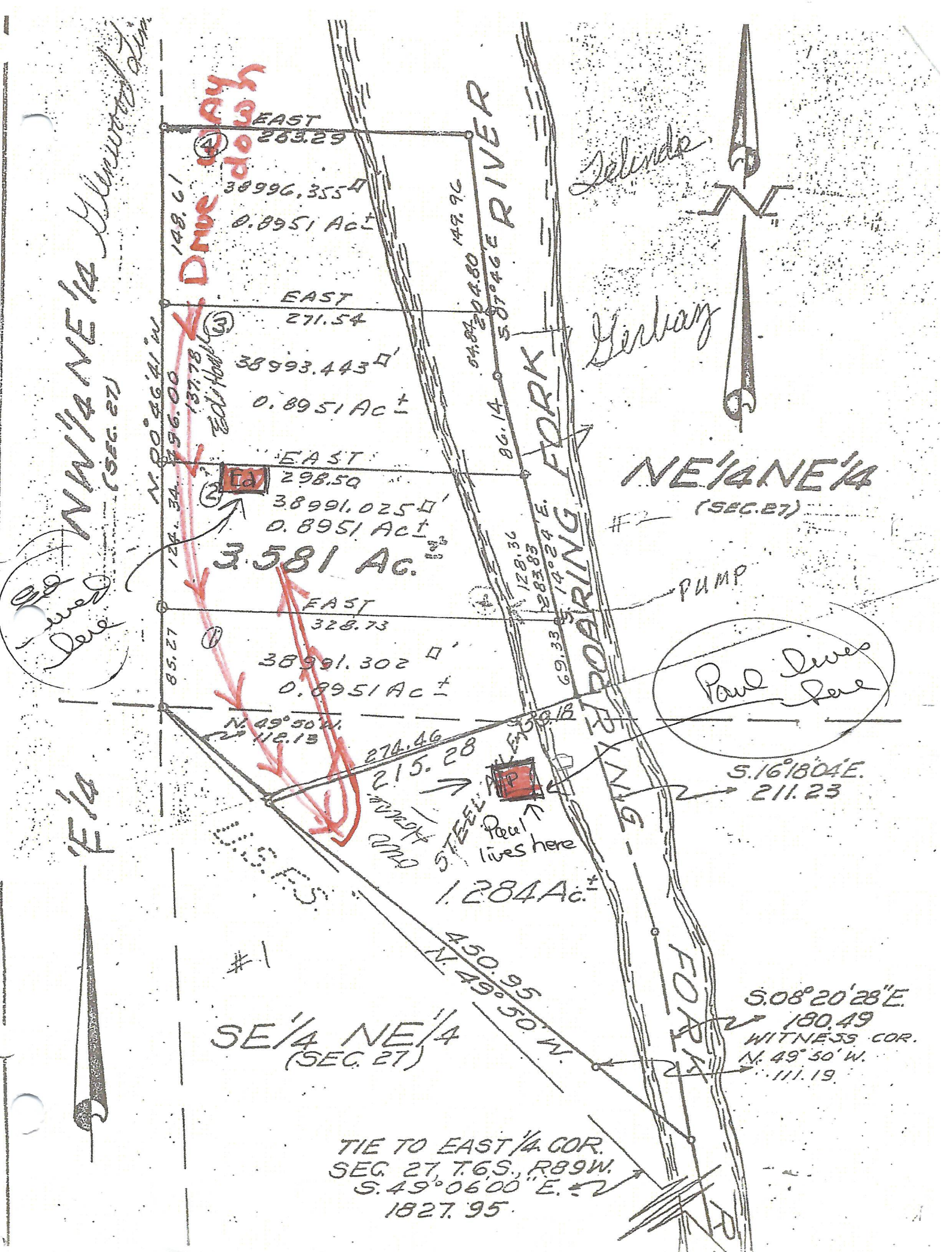
Yours very truly,

James M. Janson

JML/ef

Enc.

cc: Mr. and Mrs. Edward Duplice





City Council
STAFF REPORT
City of Glenwood Springs
October 2, 2025

Agenda Item: September 18, 2025 Council Minutes

Action Requested: September 18, 2025 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
SEPTEMBER 18, 2025
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 1. 3:50 Roll Call

Present: Councilor Smith, Councilor Schachter, Councilor Weimer, Mayor Dehm, Mayor Pro Tem Zalinski, Councilor Schmahl, and Councilor Townsley.

Staff Present: Also present were City Manager Steve Boyd, City Clerk Ryan Muse, City Attorney Karl Hanlon, Chief of Public Safety Joseph Deras, Finance Director Yvette Gustad, Public Works Director Matt Langhorst, Community Development Director Trent Hyatt, and Senior Planner Watkins Fulk-Gray.

Item 2. 4:12 Agenda Changes

4:23 Mayor Pro Tem Zalinski moved, seconded by Councilor Townsley, to move Item 7: Ordinance 2025-26; Code Amendments to Section 070.040.080 Residential Design Standards Regarding Use of Stucco to the October 16th agenda.

The motion passed unanimously

Item 3. 5:17 Disclosure of Any Councilor Conflicts of Interest

There were none

Item 4. 5:33 Citizens Appearing Before Council and Council Response (for items not on the agenda - comments limited to 3 minutes)

Angie Anderson, Dave Rippey, Ben West, Mark Spidell, Jonathan Godes, Mark Gould, Matt Steckler, Carrie Godes, Greg Sustad, Robert Nelson, and Mike Mercatoris made comments about South Bridge.

31:59 Councilor Schachter moved, seconded by Mayor Pro Tem Zalinski, to reconsider the South Bridge toll at the October 16th meeting and to postpone any letters regarding the prior decision to the federal decision makers.

46:37 The motion passed 5-2 with Councilor Smith and Councilor Schmahl voting against.

Mayor Dehm, City Attorney Karl Hanlon, Councilor Smith, Mayor Pro Tem Zalinski, Councilor Townsley, Councilor Schmahl, made further comments about the motion to reconsider.

Councilor Schachter left the meeting.

Item 5. 55:44 Council Announcements

Mayor Pro Tem Zalinski congratulated Officer Dietrich on his completion of the FBI National Academy. She also announced the KGWS Airport Exposition has been postponed.

Councilor Townsley made an announcement about pickleball.

Councilor Smith made announcements about a community garden greenhouse, a historical preservation review along the proposed South Bridge route, a CDOT effort to rebuild the bathrooms in Glenwood Canyon, September's Workforce Housing Fund Advisory Board meeting, a Coach Miller Drive support letter from RFTA, a panel discussion in Aspen on climate issues, Garfield Clean Energy partnership, a letter from Colorado Community Organization for Climate Action seeking signatures, a Brush Creek Trail tour on Monday, and that all RFTA busses will have free fares for October and November.

Mayor Dehm made an announcement that the Arts and Culture Board is looking for members.

Item 6. 1:06:08 Consent Agenda

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

Item 7. 1:06:28 Ordinance 2025-26; Code Amendments to Section 070.040.080 Residential Design Standards Regarding Use of Stucco

This item has been moved to the October 16th agenda as noted in Item 2.

Item 8. 1:06:35 Ordinance 2025-27; Code Amendments to 070.040.070(f) Regarding the Construction of Sidewalks

Watkins Fulk-Gray, Senior Planner, presented the item.

Councilor Schmahl, Mayor Dehm, Councilor Smith, Mayor Pro Tem Zalinsky, Councilor Weimer, and Councilor Townsley asked questions and made comments.

1:20:25 Mayor Pro Tem Zalinski moved, seconded by Councilor Weimer to continue this item to explore a flat fee option to be presented by staff at a future meeting.

1:22:16 The motion passed unanimously

Item 9. 1:22:22 Update to Landfill Regulations and Safety Controls Onsite

Matt Langhorst, Public Works Director, and Karl Hanlon, City Attorney, presented the item.

Mayor Pro Tem Zalinski, Councilor Smith, Councilor Townsley, Councilor Schmahl, and Mayor Dehm asked questions and made comments.

Item 10. 1:33:41 Mitchell Cooper Status Update

Karl Hanlon, City Attorney, presented the item.

Councilor Townsley, Councilor Schmahl, Councilor Smith, Mayor Pro Tem Zalinski, Public Works Director Matt Langhorst, Mayor Dehm and Councilor Weimer made comments and asked questions.

1:56:52 Councilor Weimer moved, seconded by Mayor Pro Tem Zalinski, to direct Attorney Hanlon to proceed with a filing in district court as early as tomorrow and proceed immediately down the legal path asking Mitchell Cooper to pay their arrears and to also serve a notice of shutoff to the Mitchell Cooper Water District effective 120 days from today.

2:00:18 The motion passed 5-1 with Councilor Schmahl voting against.

Item 11. 2:04:12 Council Comments

Councilor Smith made a comment about Blake Avenue. Councilor Smith also asked Council about signing the climate action support letter. Mayor Dehm passed. Councilor Townsley, Mayor Pro Tem Zalinsky commented they would have no issue with Councilor Smith signing.

Councilor Smith also offered an idea about executive sessions taking place at different times.

Councilor Townsley made a comment about the South Bridge toll vote.

City Manager, Steve Boyd, responded to Councilor Townsley's comment.

Item 12. 2:06:05 Report from City Administration

City Manager, Steve Boyd, welcomed Trent Hyatt, the new Director of Community Development, and thanked Tim Bergman for stepping in as interim director.

City Attorney, Karl Hanlon thanked Danielle Skinner, Tom Harrington, Perry Will, and Gregory Cowan who took time to participate and present a unified voice on behalf of the River District in the Shoshone water rights hearings.

One piece of correspondence from Great Expectations and Pathfinders thanking council for their FAB grant.

Item 13. 2:11:37 Social Event Announcement

The social event will take place at El Tapatio following the meeting.

Item 14. 2:12:05 Adjournment

Mayor Pro Tem Zalinski moved to adjourn. Councilor Weimer seconded, and the motion passed unanimously.



2025-2027
GLENWOOD SPRINGS
DESTINATION MANAGEMENT
& STRATEGIC MARKETING
PLAN



VISIT GLENWOOD SPRINGS

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



DESTINATION MANAGEMENT
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OVERVIEW

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

Visit Glenwood Springs has been proactively shifting

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

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

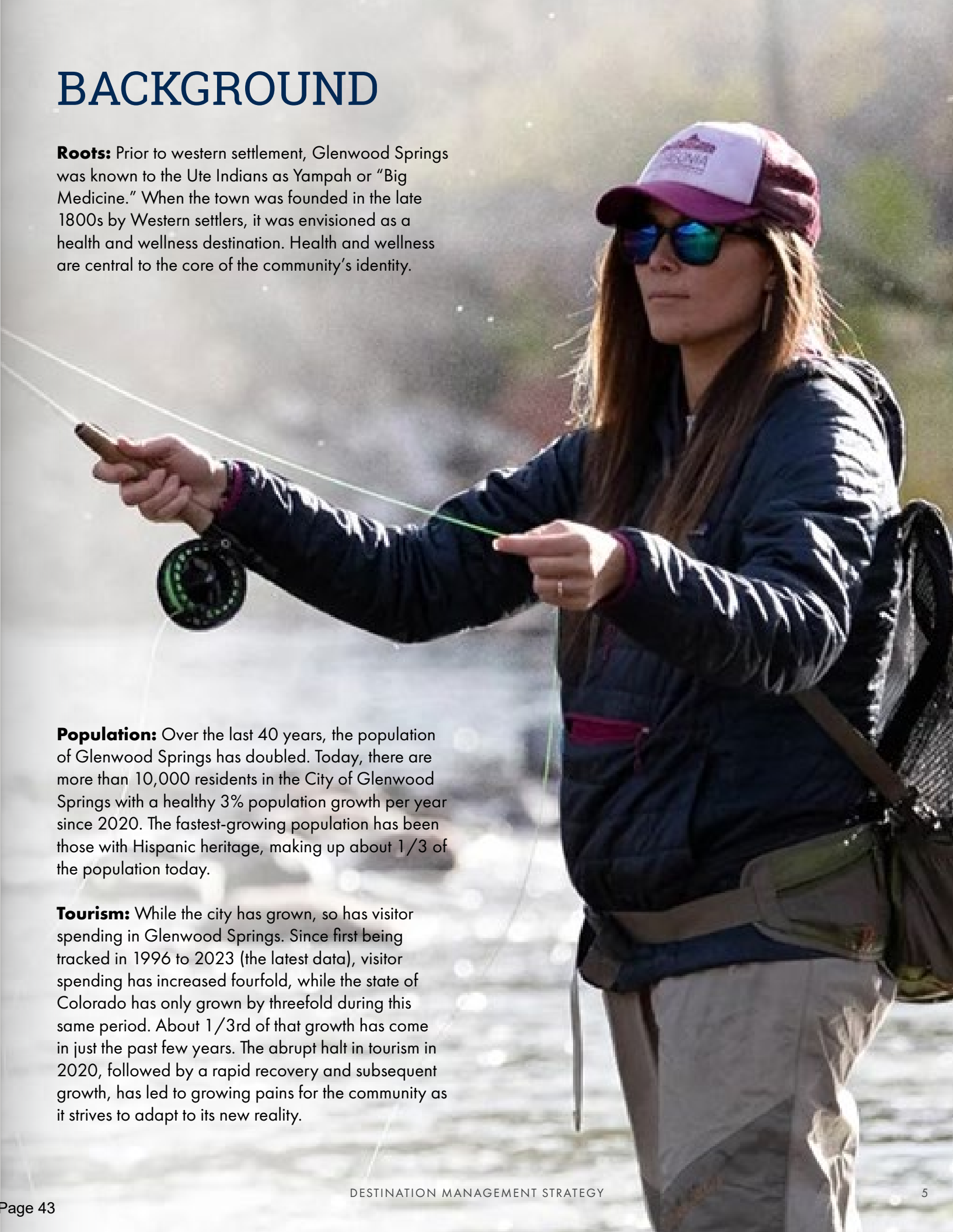
The Tourism Management Board selected Colorado-based destination consulting firm Mission2Market in a competitive bid process to develop the Destination Management Plan. The process to develop this plan included reviewing current research and best practices, as well as previous community and tourism plans,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

BACKGROUND

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

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

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



DESTINATION MANAGEMENT STRATEGY OVERVIEW

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

New Mantra: Residents First

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

Goals:

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

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



OBJECTIVE OF THE STRATEGIC PLAN

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

STRATEGY OVERVIEW

PROCESS OF CREATING THE STRATEGIC PLAN



RESEARCH & SURVEYING

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



RESEARCH GAP ANALYSIS

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



CREATE A DESTINATION MANAGEMENT PLAN

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



CREATE ONE-YEAR BUSINESS PLAN

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



WORKSHOP

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



CREATE GOALS

Create goals for the next three years for Visit Glenwood Springs



CREATE A STRATEGIC MARKETING PLAN

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



CREATE BUDGET

Create a budget that supports the plan

DESTINATION MANAGEMENT

VISIT GLENWOOD SPRINGS & TOURISM MANAGEMENT BOARD



LISA LANGER
Director of Tourism
Visit Glenwood Springs



HEIDI PANKOW
Tourism Project Manager
Visit Glenwood Springs

Tourism Management Board Members:

JUSTINE SMITH
Rocky Mountaineer
(Tourism)

MIKE MERCATORIS
Grind Bar & Restaurant Owner
(Chamber)

ANDY WALLACE
Best Western Antlers
General Manager
(Lodging)

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

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

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

JUSTIN BISHOP
Bluebird Cafe Owner
(Restaurant)

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

LORETTA AYALA
Glenwood Hot Springs
Resort Lodge Manager
(Tourism)

Tourism Management Board Council Liaisons:

**MITCHELL
WEIMER**

**ERIN
ZALINSKI**

DESTINATION MANAGEMENT TERMS

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

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

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

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

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

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

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

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

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

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

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

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

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

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

DESTINATION MANAGEMENT OUR WHY



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

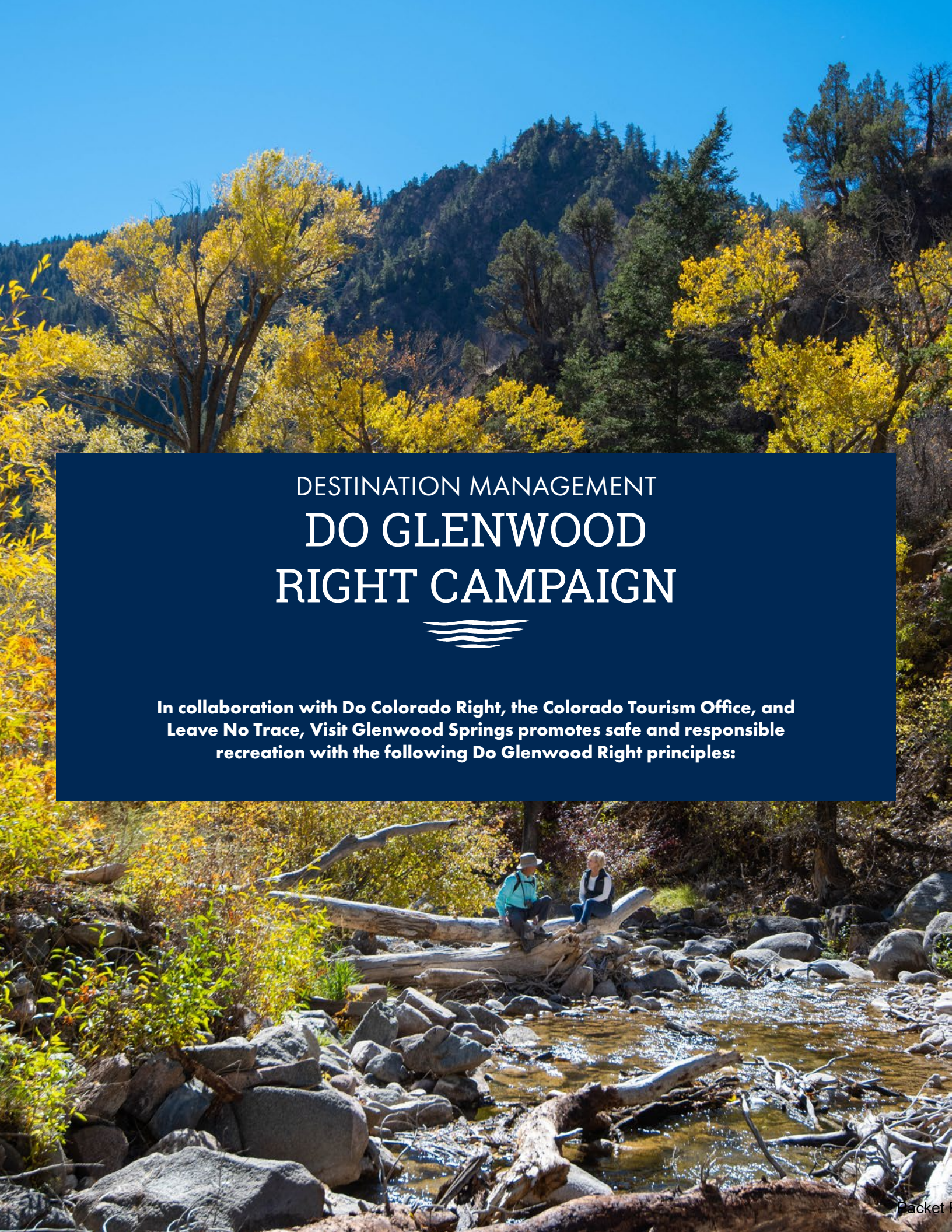
Tourism Management Board Chairperson: "We are at a pivotal moment for Glenwood Springs. We must act now, with significant and meaningful changes to our approach to tourism management in order for our way of life in Glenwood Springs to continue to be one of the best in the state and the country. That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

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

= Destination Management

OUR PRINCIPLES

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



DESTINATION MANAGEMENT
**DO GLENWOOD
RIGHT CAMPAIGN**

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



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



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

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



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

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



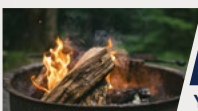
TRASH THE TRASH
A little clean-up goes a long way.

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



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

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



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

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



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

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



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

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

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



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CURRENT VISIT GLENWOOD SPRINGS EFFORTS

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

Branding

WHAT: Strengthen the brand of Glenwood Springs as a destination

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

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

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

Marketing & Public Relations

WHAT: Market Glenwood Springs to potential visitors

HOW: Tell the stories of our community

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

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

Visitor Center Operations

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

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

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

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

VisitGlenwood.com

WHAT: New Visit Glenwood Springs website completed in 2023

HOW: Collaboration between Visit Glenwood Springs staff and developer

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

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

Media & Travel Trade FAMs (Familiarization Tours)

WHAT: Increase visitation by targeted audience

HOW: Visit Glenwood Springs staff facilitates and

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

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

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





OVERVIEW

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

New Mantra:



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

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

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

PRIORITY INITIATIVE:
Conduct Resident Surveys

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

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

PRIORITY INITIATIVE:
Advocate for Local Access Opportunities

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

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

PRIORITY INITIATIVE:
Develop a quality of life dashboard

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

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

PRIORITY INITIATIVE:
Live Music Development

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

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

GOALS & PRIORITY INITIATIVES

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

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

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

group events

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

PRIORITY INITIATIVE:

Determine Financing and Lead for Tourism Master Plan

VGS Role: Partner - City of Glenwood Springs

Timing: 2025-2026

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

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

PRIORITY INITIATIVE:

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

VGS Role: Partner - City of Glenwood Springs is lead

Timing: 2026-2028

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

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

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

PRIORITY INITIATIVE:

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

VGS Role: Lead with Tourism Management Board

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

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

Goal # 3 - Support Local Tourism-Related Businesses

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

PRIORITY INITIATIVE:

Aid Businesses with Marketing and Visibility

VGS Role: Partner with Chamber

Timing: 2025 and every other year

Metric of Success: Increase in revenue year over year

PRIORITY INITIATIVE:

Enhance Visitor Insight for Partners

VGS Role: Lead/Partner

Timing: 2026

Metric of Success: Increase in visitation by targeted groups

PRIORITY INITIATIVE:

Create Community Amongst Tourism Businesses and

Advocate for Local Businesses

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

Timing: 2026

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

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

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

PRIORITY INITIATIVE:

Advocate for Local Access Opportunities

VGS Role: Partner with Tourism Businesses

Timing: 2025

Metric of Success: Strong local participation

PRIORITY INITIATIVE:

Ambassador Training

VGS Role: Lead/Partner with Chamber

Timing: 2026

Metric of Success: Strong local participation

PRIORITY INITIATIVE:

Community Engagement to Champion the Tourism Story

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

Timing: 2025

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

Goal # 5 - Encourage Responsible Visitation

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

PRIORITY INITIATIVE:

Responsible Recreation Messaging

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

Timing: 2025

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

PRIORITY INITIATIVE:

Promote Sustainable Tourism

VGS Role: Lead/Partner with Local businesses

Timing: 2025

Metric of Success: Marked reduction in traffic congestion

SUMMARY

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



WHY GLENWOOD SPRINGS MUST CONTINUE & SHIFT MARKETING EFFORTS

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

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

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

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

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

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

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

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

UNDESIRED OUTCOMES OF CUTTING BACK MARKETING

Shorter Stays

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

Loss of Talent

Strong branded communities have stronger economies and retain their talent better

Higher Peaks Lower Valleys

Lower budget = Less promotion for off-season visitation

Loss Community

Less ability to support community events locals enjoy

THE COMMUNITY VITALITY WHEEL



85:1

RETURN ON INVESTMENT

Source: 2024 Destinations International Study
26 Destinations Case Studies



PROPOSED MARKETING SHIFTS

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

Marketing Shifts

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

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

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

CURRENT.



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



Placer.ai

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



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



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





VISIT GLENWOOD SPRINGS

Authorized by Glenwood Springs Tourism Management Board

City of Glenwood Springs Colorado

Response to Request for Proposal 2025-29P
Tourism Promotion Contractor



Submitted by Glenwood Springs Chamber Resort Association
August 28, 2025

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Response to Request for Proposal 2025-29P Tourism Promotion Contractor



August 28, 2025

City of Glenwood Springs Procurement Department
101 West 8th St.
Glenwood Springs, CO 81601

Re: Tourism Promotion Contractor

We are pleased to submit this proposal in response to the Request for Proposal 2025-29P Tourism Promotion Contractor through the City of Glenwood Springs. As requested, we have provided all the elements and items listed in Section 4. Proposal Requirements.

The Glenwood Springs Chamber Resort Association (GSCRA) is an independent 501(c)(6) nonprofit organization that serves as both a chamber of commerce and the City's contracted destination marketing and management organization (DMMO). The DMMO is considered a department of the GSCRA also known as Visit Glenwood Springs (VGS). Founded in 1919, the GSCRA is focused on the mission of helping business thrive and community prosper.

Our team has a vast professional knowledge of tourism marketing and management through years of experience in the industry. The enduring relationships we've built through the years with local tourism businesses, and regional, state, national and international tourism marketing professionals are strong indicators of our team's passion and dedication to Glenwood Springs, its economic vitality, and its sustainability as a premier tourism destination.

VGS works with sub-contractors including BlizzardPress, Hospitality Marketing, Mission2Market, Resort Trends Inc., and Xuma Communications.

By submitting this letter and proposal, we are expressing interest in continuing to provide our services and completing all work described in the RFP. This letter also serves as certification that all information and data submitted is true and complete to the best of my knowledge.

The Primary Contact in regard to this proposal will be:

Name: Angie Anderson

Title: President & CEO

Address: 802 Grand Ave., Glenwood Springs, CO 81601

Office: 970-945-0784

Email: angie@glenwoodchamber.com

Thank you for the opportunity to submit this proposal. The GSCRA is honored to serve as the City's contracted DMMO, and we would be privileged to continue partnering with the City to build on past successes, embrace new opportunities, and ensure Glenwood Springs remains a thriving, welcoming community for residents and visitors alike.

Sincerely,

A handwritten signature in cursive script that reads 'Angie Anderson'.

Angie Anderson, ACE, IOM
President & CEO

Glenwood Springs Chamber Resort Association

802 Grand Avenue ♦ P.O. Box 1238 ♦ Glenwood Springs, CO 81602

Ph. 970.945.0784 ♦ Fax 970.945-1531 ♦ angie@glenwoodchamber.com

glenwoodchamber.com

References

We have included both local and industry-related references to span the breadth of our work.

Patrick Drake

Co-Owner of Blue Sky Rafting
Co-Owner of Glenwood Canyon Bikes
Co-Owner of Colorado Overlander
Owner of Hanging Lake Adventure Co.

patrick@hanginglake.com
970-945-6605

Carly Holbrook and Caitlin Johnson

Principal Partners at Handlebar PR

Official PR company of the Colorado Tourism Office. For the past 12 years, Visit Glenwood has worked directly with this team to showcase Glenwood Springs within the CTO PR and Media strategies and programs.

carly@handlebarpr.com
720-289-9366
caitlin@handlebarpr.com
720-233-8520

Larry MacDonald

General Manager, Hotel Colorado
lmacdonald@hotelcolorado.com
970-433-8043

Cynthia Eichler

President & CEO, Visit Fort Collins
Chair of Colorado Association of Destination Marketing Organizations (CADMO)

cynthia@ftcollins.com
970-218-9726

Jill Corbin

Deputy Director, Destination Stewardship
Colorado Tourism Office

jill.corbin@state.co.us
970-471-0257

Executive Summary

The Glenwood Springs Chamber Resort Association (GSCRA) is pleased to submit this proposal in response to the Request for Proposal 2025-29P Tourism Promotion Contractor through the City of Glenwood Springs.

Visit Glenwood Springs (VGS), the tourism department of the Glenwood Springs Chamber Resort Association (GSCRA), employs two full-time staff, with more than 75 years of experience within the hospitality, marketing and communications fields. Lisa Langer and Heidi Pankow are experts in marketing, public relations, budget management, creative collaborations, and brand development, implementation and stewardship. This team would not be as efficient or as effective without the added support of the GSCRA staff who answer numerous visitor phone calls and facilitate one-on-one interactions with potential and current guests to our community. We are confident in our ability to deliver solutions for the City of Glenwood Springs tourism promotion goals that not only meet expectations, but also exceed them.

Key Highlights of Our Proposal

1. Destination Management & Strategic Marketing Plan:

Our team is highly engaged with the City's Tourism Management Board and has been instrumental in not only helping design the city's destination management plan, but also in carrying out its principles and dictates. We are committed to the strategic approach to the marketing and management of the city's tourism industry and focused on the goals and priority initiatives identified in the plan. These include the execution of the long-term tourism master plan, attracting highly compatible, responsible travelers, supporting local tourism-related businesses, creating local advocates for the destination and tourism, and encouraging responsible visitation.

2. Effective Budgeting & Planning: With an effective annual marketing plan and budget, Visit Glenwood Springs has proven its expertise in brand development and its ability to enhance the community's economics and positive perception through thoughtful and measured advertising. We will continue to improve and enhance marketing initiatives based on industry-wide insights and supporting data. Our flexibility and creativity to address the evolving tourism trends and situational needs adds high value to our proposal.

3. Communication and Relationships: We have highlighted our team's high engagement and passion for the tourism industry with emphasis on the connections we have with local businesses, domestic and international media, regional and state partner resources and national/international travel-tourism experts. A continued commitment to enhance community accessibility, inclusivity, sustainability, and responsible and respectful visitation is paramount to our mission of Glenwood Springs' Residents First mentality.

Background and Commitment

The Tourism Promotion Fund (TPF) was created by a business-led initiative and approved by the Glenwood Springs voters in 1985, to allow for an accommodations tax to be collected by lodges (and paid by consumers) to create a reliable, sustainable, and appropriate funding mechanism for continued marketing of the primary industry in Glenwood Springs tourism. Since the tax was first established, voters have twice approved its renewal, increased it to the current rate of 2.5%, and removed the sunset clause to make it permanent.

As defined by the Colorado Tourism Office (CTO), "a destination marketing and management organization (DMMO) focuses on inspiring travel to a specific area, enhancing visitor experiences, protecting the location's resources, and improving quality of life for residents. The role of DMMOs has evolved to include destination stewardship, which balances economic benefits from tourism with sustainable practices that protect cultural and natural resources."

Thank you for the opportunity to continue supporting the City's vision for Glenwood Springs. Tourism promotion is not just about attracting visitors—it's about strengthening our local economy, supporting the businesses that make our community unique, and ensuring residents enjoy the quality of life that comes with a vibrant and sustainable destination.

Our unmatched experience, proven results, and strong relationships with businesses, residents, and partners at every level set us apart. More importantly, our passion for Glenwood Springs drives everything we do. We look forward to working hand-in-hand with the City to build on past successes, embrace new opportunities, and ensure Glenwood Springs remains a place where both residents and visitors can thrive.

For simplicity, "Visit Glenwood Springs" or "VGS" will be used throughout the proposal to identify work of the GSCRA tourism department, the city's current Destination Marketing and Management Organization (DMMO).

Overview of Organization

The Glenwood Springs Chamber Resort Association (GSCRA) is an independent 501(c)(6) nonprofit organization that serves as both a chamber of commerce and the City of Glenwood Springs' contracted destination marketing and management organization (DMMO). Originally founded in 1919 as the Glenwood Springs Chamber of Commerce, it became the GSCRA in 1988 through a merger with the City's tourism commission and Central Reservations. This unified model, championed by community and business leaders, was created to make better use of tourism tax dollars, ensure consistent funding, and deliver more efficient, effective and coordinated marketing of the community. It was established as an economic development strategy recognizing tourism as Glenwood Springs' primary industry and a major contributor to the local economy and tax base.

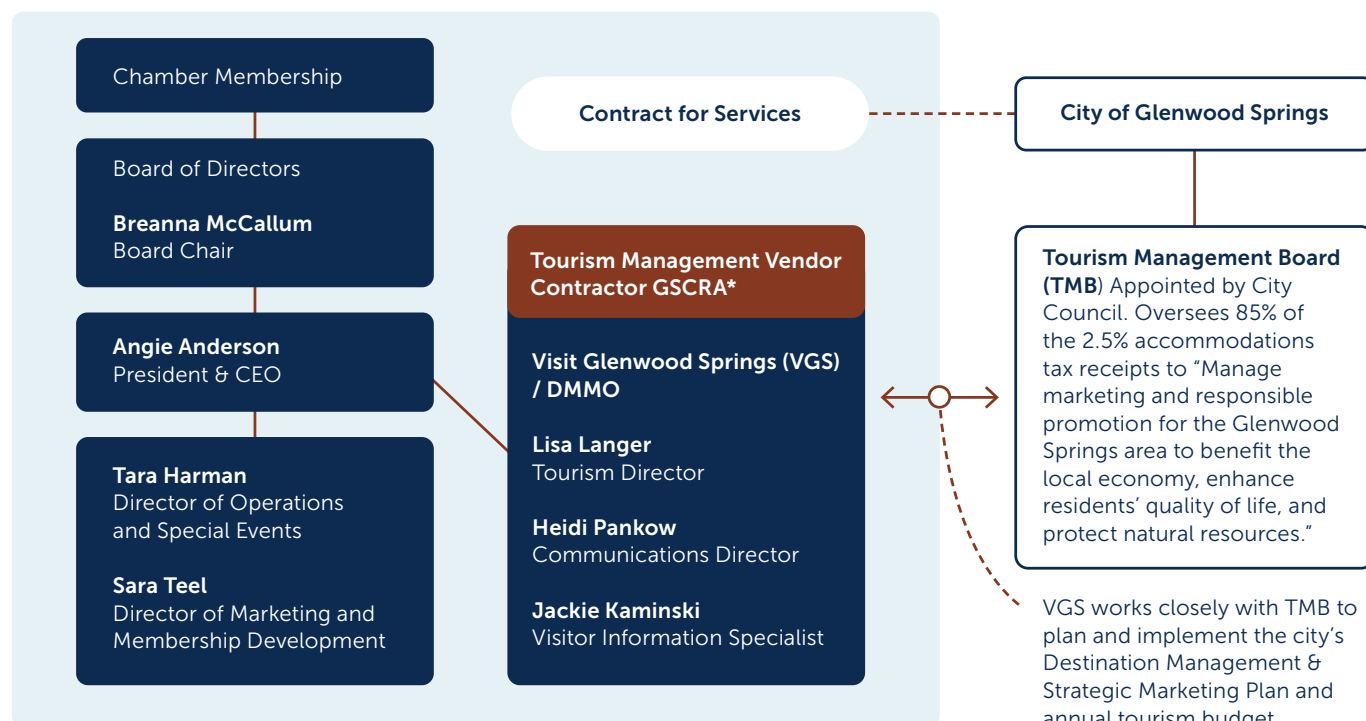
Successful tourism promotion efforts over the last 40 years have helped grow and sustain our local businesses and have led to a continued increase in the accommodations tax and sales taxes, directly benefiting the community. Over the years, focus has also evolved to promote sustainable and responsible tourism. Visit Glenwood Springs has transitioned from primarily driving "heads in beds" business to operating as a holistic destination marketing and management organization (DMMO).

Brief bios for each member of our team are included below. We are also including an organizational chart to show the relationship between the various entities referenced.



MISSION: Helping business thrive and community prosper.

VISION: We envision a vibrant and thriving community where businesses flourish, collaboration is celebrated, the unique spirit of our community is preserved and enhanced, residents are engaged, and visitors experience the warmth of our hospitality.



*The GSCRA is the Destination Marketing and Management Contractor for the City of Glenwood Springs, operating Visit Glenwood Springs (DMMO) and the Glenwood Springs Visitor Center.

Key Personnel



Angie Anderson
President & CEO,
Glenwood Springs
Chamber Resort
Association

Angie has dedicated over 17 years to championing the community. Her journey with the Glenwood Springs Chamber began during high school, where an internship ignited her passion for the chamber industry—a career path that eventually led her back to lead the very organization where it all started.

Anderson is a graduate of the U.S. Chamber of Commerce's Institute for Organization Management (IOM), the Western Association of Chamber Executives (W.A.C.E.) Academy, Roaring Fork Leadership and El Pomar's Nonprofit Executive Leadership Program. A committed leader in her field, she is a member of the W.A.C.E. Board of Directors, past chair of the Colorado Chamber Alliance Board of Directors and co-founder of the Mountain Chamber Alliance (MCA). She also recently completed the Association of Chamber of Commerce Executives (ACCE) Economic Mobility Fellowship.

Anderson holds a B.S. in Business Administration, specializing in Organizational Management, from Colorado State University. She and her husband Scott have an 11-year-old daughter named Paige. Their family loves spending time outdoors hiking, skiing, paddleboarding and enjoying the hot springs.



Lisa Langer, IOM
Tourism Director,
Visit Glenwood Springs
at Glenwood Springs
Chamber Resort
Association

Lisa has more than 40 years of experience in the hospitality, communications, and marketing fields. She holds a bachelor's degree in broadcast journalism from West Virginia University and is a graduate and past regents chair of the US Chamber's Institute for Organization Management. She currently serves as president elect of CADMO (CO Association of Destination Management Orgs). Lisa is an active member of CO Tourism Office's International Promotions Committee, Destination Stewardship Coalition, Inclusivity in Travel Coalition, and Tourism Marketing committee. She serves as a member of the One West Managing Wildfire & Smoke for Outdoor Recreation Destinations Committee.

Before her move to Colorado in 2012, Lisa was Executive Director of the Spearfish, South Dakota, Chamber of Commerce & CVB for 14 years. Through her role as Tourism Director for Visit Glenwood Springs, she assists the city-council-appointed Glenwood Springs Tourism Management Board. Her duties include management of the tourism marketing plan and budget, and the city's new destination management plan. During her off-hours, Lisa performs in local choirs and theatrical productions.

Key Personnel



Heidi Pankow
Communications
Director, Visit Glenwood
Springs at Glenwood
Springs Chamber
Resort Association

Heidi has worked in tourism and marketing roles for over 30 years, with 13 years of specific experience in destination marketing and management organizations. She has been with Visit Glenwood Springs as Communications Director for 4 years.

Heidi is involved with industry boards and commissions, including the Colorado Scenic and Historic Byways Commission, Tour Colorado Board of Directors, and the Colorado Tourism Office Inclusivity in Tourism Coalition. She is a Colorado Tourism Leadership Journey Class of 2019 Alum and serves as a CTLJ Alumni Ambassador and Mentor. Heidi has been directly involved in the formation of several ground-breaking collaborations and tourism initiatives, including the Colorado Historic Hot Springs Loop and the Roaring Fork Valley Destination Alliance. Heidi is pursuing a Certified Destination Management Executive certification (CDME) through Destinations International, the tourism industry's highest professional certification. She loves to travel, golf, hiking, bicycling, live music, and spending time with family and friends.



Jackie Kaminski
Visitor Information
Specialist, Visit Glenwood
Springs at Glenwood
Springs Chamber
Resort Association

Jackie is the full-time Visitor Information Specialist at the Glenwood Springs Visitor Center where she greets and assists thousands of guests each year with her signature warmth and expertise. A native Coloradan who made Glenwood Springs her home in 2011, Jackie thrives on helping visitors make the most of their time here—whether that's pointing them to the perfect hiking trail, recommending a local event, or sharing tips on where to soak, dine and explore.

Her background includes a BS in Public Relations and extensive experience with nonprofits in training, education and communications. When Jackie's not welcoming visitors, she's spending time with family (especially her grandkids), friends and neighbors. She especially enjoys rafting the Colorado River with her husband and dogs.

Key Personnel



Tara Harman
Director of Operations
and Special Events,
Glenwood Springs
Chamber Resort
Association

Originally from Illinois, Tara has proudly called Glenwood Springs home for over a decade and has been part of the Glenwood Springs Chamber team for more than six years. She brings Midwestern warmth, strong organizational skills and excellent communication to everything she does. As the force behind the Chamber's events and programs—from educational seminars to the iconic Strawberry Days Festival—Tara ensures every detail shines.

While her main focus is events, Tara knows every aspect of the Chamber, supporting membership, finance, visitor services and more. She's currently in her third year with the U.S. Chamber's Institute for Organization Management and will graduate in 2026.

Deeply invested in her community, Tara serves on the Board of Directors for the Glenwood Springs Kiwanis Club and the Kirstie Ennis Foundation and volunteers with Junior Achievement and Raising A Reader. With a background in hospitality and customer service and a B.A. in Liberal Arts from the University of Missouri–Kansas City, Tara is a natural connector known for her genuine care and lasting impact. Outside of work, she enjoys exploring the outdoors with her husband Jon and their daughter Piper, trying new recipes, and curling up with a good book.



Sara Teel
Director of Marketing
and Membership
Development,
Glenwood Springs
Chamber Resort
Association

Sara is a skilled communicator with a proven record in chamber membership sales and retention, tourism and hospitality, committee management, social media and event planning.

She is a member of the Western Association of Chamber Executives (W.A.C.E.) Emerging Leaders Council, a graduate of Leadership Weld County and a past participant of Toastmasters International. She was named one of ACCE's 40 Under 40, recognizing top emerging leaders in the chamber of commerce industry. She is a current board member and in-class volunteer for Junior Achievement of the Roaring Fork Valley.

Prior to joining the GSCRA team, Teel was the Associate Director of Visit Greeley / Greeley Area Chamber of Commerce for eight years. She earned her Bachelor of Natural and Health Sciences in Recreation, Tourism and Hospitality from the University of Northern Colorado in 2012. Sara and her husband, Albert, reside in New Castle, CO with their two dogs.

Sub-contractors

Visit Glenwood Springs currently sub-contract these partners. We think it would be beneficial for all of them to continue working as part of our overall team, and they would all be honored to do so.

BlizzardPress

BlizzardPress has managed visitglenwood.com since 2018. They provided a fresh, modernized website design 3 years ago. The BlizzardPress team hosts and manages the site and provides online marketing, maintenance, security, reporting, SEO, and Google ads management.

The team is led by Trent Blizzard, an internet marketing expert with over 30 years of professional experience in the vacation rental and tourism industry. Trent oversees WordPress website design and management with a specialized skill set in answer and search engine optimization, local search, analytics/analysis using Google platforms such as GA4, tag manager and search console. Kristen Blizzard has over 25 years of professional experience in Wordpress web design, web marketing, and email marketing.

Hospitality Marketing by OMfluence LLC

Hospitality Marketing by OMfluence LLC delivers a comprehensive social media strategy, content creation, and community management for Visit Glenwood Springs across all major platforms, including Instagram, Facebook, TikTok, YouTube, and LinkedIn. As a trusted partner within Colorado's tourism ecosystem, the agency collaborates with regional organizations, such as the Colorado Historic Hot Springs Loop, alongside local attractions, lodging partners, and other visitor-facing businesses to enhance destination exposure, local storytelling, and facilitate meaningful cross-promotional campaigns between the DMO and local businesses.

OMfluence develops and implements a range of seasonal campaigns, special promotions, and audience-driven contests designed to elevate brand visibility, inspire user-generated content, and activate local partnerships. These initiatives are strategically timed to support citywide events, shoulder seasons, and stewardship priorities, which have proven to drive both engagement and visitation. The agency also supports the execution of Colorado Tourism Office (CTO) sustainability and stewardship messaging, ensuring all content aligns with Glenwood Springs' destination identity, environmental ethos, and community-first values. As a Meta Certified Media Partner, OMfluence ensures that paid campaigns are optimized for performance and delivers

measurable outcomes that align with Glenwood Springs' Destination Management & Strategic Marketing Plan and the city's broader tourism objectives.

Mission2Market (M2M)

Mission2Market is a Colorado-based, full-service destination marketing and management consulting agency with offices in Denver and Boulder. In partnership with the Tourism Management Board, M2M developed Glenwood Springs' first destination management plan in 2024, creating the foundation for managing tourism for the next three years in the city with a resident-first approach. In 2025, M2M was contracted to provide destination intelligence that supports the Glenwood Springs Tourism Management Board in making data-driven decisions informed by marketing metrics, geo-location insights, spending patterns, and lodging trends.

Beyond Glenwood Springs, M2M has delivered destination marketing and management services to dozens of organizations, including the Colorado Association of Destination Marketing Organizations and the Colorado Tourism Office. With a portfolio that spans strategy, analytics, and community engagement, the M2M team helps destinations build sustainable year-round visitor economies that emphasize resident benefits, celebrate local culture, and ensure tourism remains an asset to both visitors and the communities that host them.

Resort Trends

For more than two decades, Resort Trends, Inc. has proudly partnered with Visit Glenwood Springs and the Glenwood Springs Chamber Resort Association to deliver high-quality, strategic content that strengthens their tourism marketing efforts. Led by CEO Vicky Nash and assisted by writer Karin Gamba, Resort Trends produces three compelling, SEO-enhanced blogs per month that align with the overall campaign vision. The team collaborates closely with Visit Glenwood Springs to develop a detailed editorial calendar, research timely topics, craft engaging stories, and ensure each piece meets the highest standards for clarity, relevance, and professionalism. With extensive experience across over 50 travel and hospitality clients since 2001, Resort Trends brings valuable industry expertise and a trusted, results-driven approach to every project.

Sub-contractors

Xuma Communications

Xuma is a Colorado born and based, full-service communications agency which has worked with Visit Glenwood Springs since 2015. They created the positioning of "The Land of Water" and designed the current Glenwood Springs logo. Their work has also included all facets of advertising and marketing, from branding, to creative strategy, and production. They produce our videos, digital ads, radio spots, collateral, airport and in-arena tactics and more.

Xuma has also handled media strategy, planning, negotiation, buying and reporting for all of Glenwood's regional and national buys for the past ten years. The team leverages sophisticated analytics and industry trend analysis to inform every decision, ensuring the media selection aligns with target audiences' behaviors and preferences, and capitalizes on current media trends and new technologies. Decades of experience combined with a strong and extensive network of relationships delivers exceptional added value that goes beyond standard placements, such as bonus media weight, reduced CPMs, and access to enhanced data/targeting/reporting capabilities at no additional cost.

iii. Strategic approach organized by the five (5) service areas

1. Guided by the 2025-2027 Glenwood Springs Destination Management & Strategic Marketing Plan

The Visit Glenwood Springs team has had a long-standing relationship with the city's Tourism Management Board. Our staff was integral to the creation and implementation of the Glenwood Springs Destination Management & Strategic Marketing Plan and we are proud to have had a role in creating the comprehensive approach to tourism management for Glenwood Springs. We believe strongly in the plan and every aspect of our work is and will continue to be guided by the plan with focus on the goals and priority initiatives identified therein. Specifics regarding our approach to addressing various aspects of the plan are included throughout this proposal.

2. Demonstrate understanding that thriving tourism relies on a well-supported community and the long-term health of the destination.

In the late 1800s, Glenwood Springs became a premiere tourism destination, attracting well-to-do visitors from the east coast and Europe. Since that time, the city has thrived through creative attractions & activities development that enhances the overall adventure and wellness culture that has attracted residents and visitors for generations.

The overall economic health and vitality of Glenwood Springs relies heavily on the stability of the community's tourism industry. This fact has been proven by recent years of pandemic, fire and mudslides that limited visitation and caused businesses and therefore the local economy to struggle. Continued investment in tourism promotion and management keeps residents employed, businesses thriving and supports community resources that enhances community, builds pride, and improves the quality of life.

Visit Glenwood Springs is the first contact for visitors, from inspiration and planning to arrival and in-destination needs, and continuing through post-visit connections. Visit Glenwood Springs has built strong relationships with the local tourism industry businesses that rely on staff for communications, marketing and public relations opportunities and industry training. Visit Glenwood Springs' staff facilitates initiatives with the Colorado Tourism Office including the Care for Colorado/Do Glenwood Right sustainability program, the Accessibility Tourism Pilot Program in which Glenwood Springs received Destination Verified Status with Wheel the World travel platform and more. These two examples are integral to our commitment to putting "Residents First."

Strategic Approach to Destination Marketing and Management

This proposal has been developed based on the Glenwood Springs Destination Management and Strategic Marketing Plan which encompasses the goals and priority initiatives including the execution of the long term tourism master plan, attracting highly compatible, responsible travelers, supporting local tourism related-businesses, creating local advocates for the destination and tourism and encouraging responsible visitation.

The Land of Water is the current brand identity used to reflect the year-round access to water: the rivers, hot springs attractions, caverns carved by water, and snow sports. The brand was developed in partnership with Visit Glenwood Springs' agency of record, XUMA Communications, the City's tourism board and a group of community stakeholders. The logo including the "G" icon with water ripples and "Land of Water" positioning line has strong appeal and recognition that positions Glenwood Springs as a destination offering outdoor recreation, wellness experiences, cultural events, and welcomes all. The City of Glenwood Springs has adopted the brand elements and features them prominently on city signage, vehicles and [cogs.us](https://www.cogs.us).

With the strong desire for today's travelers to enjoy authentic and responsible experiences, we recommend leaning into the wellness proposition, including physical, emotional, and mental wellness opportunities offered in Glenwood Springs. Visit Glenwood Springs is dedicated to recruiting highly compatible and responsible visitors including international guests who generally have a better understanding and commitment to sustainable travel. We will accomplish this through:

- Executing strategic multi-channel campaigns that prioritize storytelling and audience segmentation, strategically balancing seasonal messaging to capture both advance planners and spontaneous travelers while maximizing reach across numerous markets and demographics.
 - Creating multiple conversion opportunities with different traveler types throughout their decision-making process, a concentrated investment will be made to primary drive markets during shoulder seasons and peak travel-planning periods, while also simultaneously targeting travelers already exploring the region through relevant geographic tactics, and a presence in key international markets.

iii. Strategic approach organized by the five (5) service areas

- Video-driven digital tactics across streaming platforms, programmatic targeting, digital out-of-home placements, and OTA partnerships, complemented by traditional media such as sports programming and radio, as well as Spanish-language outreach, will capture diverse audience segments in the channels they use most often.
- A media plan that seamlessly integrates data-driven insights with evolving media consumption patterns maximizes efficiency by leveraging broad-reach awareness tactics and precise audience targeting to deliver campaign effectiveness year-round.
- A multi-pronged Google Ads strategy focuses on Colorado keywords, Google Performance Max, day-tripper searches, and retargeting from visitors to [Visitglenwood.com](https://www.visitglenwood.com). Seasonal retargeting ads are and will continue to be served to people who search for Hanging Lake.
- As we lean into the Destination Verified designation through Wheel the World, we will be serving Google ads to travelers searching for accessible travel options.
- Generate engaging content and creative for digital and print mediums.
- Content and creative development is — and will continue to be — tailored to each specific audience, the season being promoted (typically with a focus on shoulder season), and the medium being used. We will also look for opportunities to include content relating to sustainability and responsible travel, via language and/or visuals.
- Social media accounts for Visit Glenwood Springs include Facebook, Instagram, 'X', Pinterest, TikTok, YouTube, and LinkedIn. These channels have a strong local, regional, statewide and national following. Annual content calendars are used to manage these channels, including season-specific messaging, event and blog postings, and to share UGC (user generated content). Collaborations with local tourism businesses, visiting influencers and paid influencers are scheduled based on seasonality and topic needs, ie. women fly fishing, accessible hot springs visits, and family adventures for diverse visitors. Do Glenwood Right and Care for Colorado sustainability messaging is used throughout the year. Additional campaigns will be designed as appropriate, such as the recent "Walkable Glenwood" social media campaign.

Visit Glenwood Springs currently manages Public Relations & Media management in-house. Under this proposal, we will continue to provide these activities. Strategies will include:

- Manage a robust local, statewide, national and international media contact list.
- Create and distribute press releases, story pitches and regular updates to media. For example, promotion of walkable itineraries, car-free travel and Glenwood Springs' accessibility resources.
- Utilize targeted social media to reach residents for distribution of pertinent resident-facing messaging.
- Partner with local tourism business, the city, and event coordinators to share news and updates.
- Collaborate with the Colorado Tourism Office (CTO) to host qualified media and influencers in-market to showcase Glenwood Springs.
- Partner with local businesses to curate itineraries for visiting media and influencers.
- Contract with qualified influencers and content creators for targeted social media campaigns and itineraries, i.e. accessible travel features, car-free travel to and within Glenwood Springs.
- Respond to media inquiries for story fact checking, photo requests, and individual media visit requests.
- Maintain a list of earned media stories on [visitglenwood.com/media/accolades/](https://www.visitglenwood.com/media/accolades/) and share with participating host businesses.
- Manage media hub and photo/video library via Crowdriff digital asset management platform, and approve media requests for photos/videos.

3. Clearly defined metrics to be reported on monthly, quarterly and annually.

The Visit Glenwood Springs team reports monthly to the Tourism Management Board and works directly with them to implement projects developed to support the Glenwood Springs Destination Management & Strategic Marketing Plan. The staff provides updates on marketing campaigns, website management, social media activity, lead fulfillment, and CTO partnerships for travel trade and media hosting. Visit Glenwood Springs has purchased Visa Destinations and CoStar occupancy data programs and presents data analysis monthly. This gives the VGS staff and contractors the ability to pivot advertising as reflected in the monthly data. The staff partners with the city for Placer.ai tourism trends. Visit

iii. Strategic approach organized by the five (5) service areas

Glenwood Springs presents regular budget and marketing updates to the Tourism Management Board.

VGS will continue to use data to guide audience targeting and strategy.

Under the current destination marketing and management contract, VGS invests in the following data sources:

- **CoStar** - a leading provider of data, analytics, and online marketplaces for the commercial lodging industry. CoStar data includes occupancy, ADR (average daily rate), & REVPAR (revenue per available room) for Glenwood Springs, the northwest CO region and our comp-set (similar communities/competitors)
- **Visa Destination Spend** - tracks and reports in-market purchases by category and specific points of interest
- **RMI Trip Report** - Data features product inventory and booking report for international tour operators and travel agencies who book overnight stays in Glenwood Springs

Through partnerships, we also access the following data sets:

- **Placer.AI** - City of Glenwood Springs
- **Datafy & KeyData** - Colorado Tourism Office
- **Longwoods International** - Colorado Tourism Office
- **Statewide DMMO comp sets** - CADMO
- **National and International Industry Trends** - Miles Partnership, Destinations International, US Travel Association, Future Partners, One West Tourism Alliance

4. A definition of tourism promotion that puts residents first.

The definition found in the Glenwood Springs Destination Management and Strategic Marketing Plan is as follows: *Align tourism with residents' needs, enhancing their quality of life and fostering community pride.* We are proud to have been part of developing this articulation and we embrace it wholeheartedly. VGS under GSCRA is committed to furthering this mission in partnership with the Tourism Management Board.

5. Path to involving individual tourism promotion business, Downtown Development Authority, stakeholders, residents, etc. in promoting responsible tourism.

The current strategy emphasizes collaboration with local businesses, community engagement, and sustainable development to ensure that Glenwood Springs remains a

vibrant and attractive community for residents to live and visitors to enjoy.

Visit Glenwood Springs will lead tourism planning aligned with broader city goals.

The VGS tourism team worked directly with the COGS Tourism Management Board (TMB) to create the Destination Management & Strategic Marketing Plan and if awarded the contract, will continue to support the strategies and goals identified by the plan and the TMB. We will continue to work with city departments to promote and enhance the following city programs, while seeking new opportunities to collaborate:

- **Transportation** - Ride Glenwood, Ride Glenwood on Demand. Staff is in regular contact with the city transportation department and actively participates in transportation studies. VGS continues to enhance the Wander Map on VisitGlenwood.com with assistance from city staff and local historians. VGS is actively promoting the new Ride Glenwood On Demand service to local residents and visitors.
- **Parks and Recreation** - Promotion of city attractions, parks, trails, and events. VGS partners with the city Parks & Recreation Department to assist in trail maintenance activities, promotion of the Gear Library and city-sponsored events.



The CO Historic Hot Springs Loop was conceived and developed during the CO Governor's Conference on Tourism in 2014 between Heidi Pankow (formerly with Ouray), Lisa Langer (Glenwood Springs) and Jennifer Green, (Pagosa Springs) as an effort to create an itinerary to promote hot springs in CO. This effort has grown over the years and has been extremely successful with significant media coverage, as well as its inclusion on many domestic and international itineraries through Tour Operators."

Jennifer Green

Executive Director, Visit Pagosa Springs

iii. Strategic approach organized by the five (5) service areas

- VGS works closely with the **Downtown Development Authority** by promoting core downtown events and assets. For example, Market on 7th did not have a Google Listing. VGS staff added the market as an event space on Google and it has now gained more than 500K views. The DDA is looking at new imagery for downtown banners, which we helped them source. VGS communicates regularly with tourism-related businesses to alert them of larger groups coming to town and to give them opportunities to participate in workshops we curate. We assist many local businesses with the Glenwood Gold community currency program.
- **Arts and Culture Board** - Promote public art installations including "Wings of Glenwood Springs."
- **Glenwood Springs Historical Society** - Promote the Frontier Museum, Doc Holliday Collection, Historic Walking Tour, and annual Ghost Walk.

Support new product development and experience innovation.

The Visit Glenwood Springs team has a proven record of innovations and destination development. The Colorado Historic Hot Springs Loop (CHHSL) was a collaboration created between five Colorado hot springs destinations to promote a driving itinerary throughout the heart of the Rocky Mountains. By creating this itinerary, which loops through several state scenic byways, the CHHSL built a passionate traveler following that seeks out wellness experiences, visits multiple hot springs in each community, and travels in every season.

Visit Glenwood Springs worked closely with the Rocky Mountaineer (Armstrong Collective) on securing their first US Route, "Rockies to the Red Rocks," from Denver to Moab, Utah with an overnight stay in Glenwood Springs. With our input, this route was created with stays on week nights four times per week avoiding busy Glenwood Springs' weekends. Going forward, VGS will continue to support this route which in the 2025 season has added a two-night stay in Glenwood Springs and in 2026 plans to expand to Salt Lake City, Utah.

More recently, Visit Glenwood Springs led local businesses and attractions, including city parks and facilities through the Colorado Tourism Office Accessible Travel Pilot Program. One of only three Colorado destinations chosen, Glenwood Springs has earned the "Verified Destination" designation

through Wheel the World, an acclaimed booking platform for travelers who have accessibility needs. Expanding and marketing this new designation will be a priority for the coming year.

The Visit Glenwood Springs team responds regularly to potential investors and entrepreneurs who are considering building new businesses in Glenwood Springs. Providing visitor data, visitor trends and demographics, local history and even coordinating site tours helps to encourage new attractions and business ventures. These opportunities add to the overall quality of life for residents and to the economic vitality of the community.



Lisa Langer at the tourism department in Glenwood Springs was a valued partner in supporting Armstrong Collective and Rocky Mountaineer to launch our first stand-alone luxury train journey in the US. The contacts shared and the sales training presented by the tourism department were invaluable to our team in developing and marketing this route, which includes an overnight stay in Glenwood Springs. Since launching the route in 2021, we have continued to partner with Lisa and her team on marketing specific vacation packages and hosting domestic and international journalists, while also benefiting from their enthusiasm to grow local tourism opportunities."

Nicole Ford

Vice President, Communications, Sustainability and Stakeholder Relations

Armstrong Collective | Rocky Mountaineer | Canyon Spirit

b. Sustainability and Stewardship Commitments

Visit Glenwood Springs' staff participates with the Colorado Statewide Stewardship initiatives, attending regional workshops that formulated regional stewardship practices. VGS has partnered with regional DMMOs (Destination Marketing and Management Organizations) to communicate sustainability — Do Colorado Right principles — to engage and educate residents and visitors about proper stewardship practices. VGS has also partnered with Roaring Fork Outdoor Volunteers for trail enhancement projects. VGS has launched a vibrant "Walk Glenwood" campaign and utilizes an interactive Wander Map to encourage car-free travel.

Part of destination sustainability and stewardship is to promote geographic and seasonal dispersion of visitors. Continue strong marketing campaigns and paid media to bolster shoulder season visitation. Strategies will include:

- More emphasis on marketing to international travelers. International visitors tend to be responsible and respectful travelers, stay longer in a destination, spend more than domestic travelers, and seek authentic experiences. They are interested in Old West history, will travel by train, and enjoy walkable destinations
- Expand current car-free itineraries and marketing campaigns to attract visitors via Amtrak, Rocky Mountaineer and Bustang services, specifically targeting the front range of Colorado, Salt Lake City, and Chicago
- Expand seasonal itineraries that promote visitation during slower travel seasons
- Remain flexible when trends dictate softening in particular time periods

i. For Residents

As part of the Glenwood Springs Destination Management & Strategic Marketing Plan, Visit Glenwood Springs conducted a resident sentiment survey in early 2025. Of the 635 completed surveys, 494 were from residents living in Glenwood Springs, the remainder lived in Garfield County. Key insights from this survey included:

- Residents are highly likely to recommend Glenwood Springs as a place to visit
- Residents believe tourism increases economic prosperity
- Residents' first mentality, i.e. local access for paid attractions such as locals' days.
- Residents desire stronger community feeling, i.e. more live music, community and cultural events, and historic preservation

The next resident sentiment survey is scheduled for January 2026. Additionally, as part of the Destination Management Plan, we are planning resident focus groups in partnership with the city's Tourism Management Board.

ii. For Visitors

VGS shares Do Glenwood Right/Care for Colorado sustainability principles. These are posted in both English and Spanish on large posters within the Glenwood Springs Visitor Center, on the tear off maps we disseminate within the visitor center and to local lodging properties, and in the official Glenwood Springs Travel Guide. Do Glenwood Right and Care for Colorado principles are regularly featured in social media posts and blogs published on VisitGlenwood.com.



iii. For Businesses

Visit Glenwood Springs engages tourism-related businesses by producing and disseminating the Tourism Insider Newsletter, and provides workshops for customer service, industry best practices, and Colorado Tourism Office (CTO) opportunities. VGS gathers and distributes "what's new" information including citywide events to industry specific businesses and through Social and PR channels. VGS represents local business news & events at Colorado media hostings. VGS maintains professional photography and video assets for promotion and distribution to local businesses and journalists/media requests. VGS assists video production companies with contacts and coordination when needed for programs shot in and around Glenwood Springs.

b. Sustainability and Stewardship Commitments

iv. For the Environment

Visit Glenwood Springs has been part of the Hanging Lake stakeholder group and management plan for Hanging Lake Trail for more than a dozen years and manage the Hanging Lake reservation portal on VisitGlenwood.com. VGS has direct communications with the Forest Service, Hanging Lake management team, CDOT and the City of Glenwood Springs and can quickly redirect and assist residents and visitors to other trails, activities and transportation routes when natural or man-made situations occur. (i.e. fire, mudslides, road closures).

Visit Glenwood Springs has a vibrant partnership with the Roaring Fork Valley Destination Alliance to promote consistent valleywide sustainability messaging. This group is made up of DMMOs including Aspen, Snowmass, Basalt, Carbondale and Glenwood Springs. We actively promote car-free itineraries, walking tours/maps, and public transportation options for visitors and residents.



Carbondale Tourism has had the pleasure of working closely with Visit Glenwood Springs on numerous initiatives, including the Roaring Fork Valley Destination Alliance, the Roaring Fork & Farm Map and Guide, Colorado Historic Hot Springs Loop, various Colorado Tourism Office regional partnerships, just to name a few. Lisa and Heidi consistently demonstrate professionalism, industry knowledge, creativity, and a collaborative spirit, making Visit Glenwood Springs an invaluable partner in promoting our region. I truly value our partnership and look forward to continuing our shared efforts to strengthen tourism across the Roaring Fork Valley, and beyond."

Andrea Stewart

President & CEO, Carbondale Chamber & Tourism

c. Community Engagement Strategy

i. For Residents

In partnership with the Tourism Management Board, VGS enlists communications specialists to conduct resident sentiment surveys. The next survey is scheduled for January 2026. In conjunction with the 2025 spring survey, some respondents volunteered to participate in resident focus groups.

ii. For Visitors

Through social media, we will offer periodic themed photo contests, and blogs and itineraries that feature local recommendations for off the beaten path experiences. The Glenwood Springs Visitor Center is a vital connection point for planning, local and regional directions, business and activity recommendations, public restrooms and emergency information to both residents and visitors,

iii. For Businesses

The Glenwood Springs Visitor Center offers space to tourism-related, retail and restaurant businesses for information display, event notices and booking lodging and activities on VisitGlenwood.com. As part of our Verified Destination status, VGS will offer accessibility ambassador training through Wheel the World for all tourism frontline and management employees in Glenwood Springs.

Visit Glenwood Springs connects the local businesses to the Colorado Tourism Office (CTO) and Office of Economic Development & International Trade (OEDIT). In this capacity, VGS represents all Glenwood Springs' tourism-related businesses with statewide communication and partnership opportunities.

iv. For City Council

Visit Glenwood Springs welcomes the opportunity to present and share information with the city council through Tourism Management Board meetings, special work sessions and annual city council presentations.



The past four years I have had the pleasure to work closely with Visit Glenwood Springs directly on the marketing and familiarization tours to the area. The aspects of networking and partnering with them and other lodging partners, as well as attractions to expose inbound travel writers, planners, and groups has been nothing short of wonderful.

Glenwood Springs shares the vision to showcase the region, and city under the leadership of Visit Glenwood and the Chamber. Lisa Langer and Heidi Pankow are professional marketers and public relations experts, educated in the needs of inbound clients, from air and ground travel, to lodging and attractions once they are here. Their knowledge and passion of spreading value from local lodging to retail and restaurants is outstanding.”

Larry MacDonald

General Manager, Historic Hotel Colorado

d. Proposed Budget and Narrative

i. Three to five-year long-range plan with an estimated annual budget of \$1 million

Visit Glenwood Springs has consistently prepared a calendar year budget based on accommodations tax receipts according to existing city code & resolutions. If the city of Glenwood Springs offers a three-to-five-year contract instead of the current yearly contract, we will provide a plan and budget to accommodate.

Visit Glenwood Springs, manages a separate set of books and separate bank account for tourism-related expenses and reimbursements. The GSCRA alternates between an annual audit and a budget review annually that includes the tourism account. The annual marketing budget is reviewed and approved annually by the Glenwood Springs Chamber board of directors, the city's Tourism Management Board and the Glenwood Springs City Council.

Payables are prepared monthly by the tourism department of the GSCRA and are reviewed by the treasurer of the Tourism Management Board and the City Finance Department before reimbursement is received by the City of Glenwood Springs.

For the purpose of this RFP, the proposed budget does not include administrative costs of staffing and managing the marketing plan and budget or staffing and overhead of the Glenwood Springs Visitor Center. This marketing budget has been established at one million dollars and is allocated as follows.

1. Advertising - includes various media types including digital/display online, programmatic online, video, radio, out-of-home, Google & social media advertising, CTO international cooperative campaigns, and Brand USA, as well as creative development and production. Please see below for additional details.

2. Public Relations - includes CTO media events, media and FAM (familiarization group) hosting, Constant Contact email distribution, wires for press release distribution.

3. Hosting - website server, website domains, Crowdriff photo/video hub asset library, Zoom subscription, Google drive storage, email for website leads and traveler inquiries.

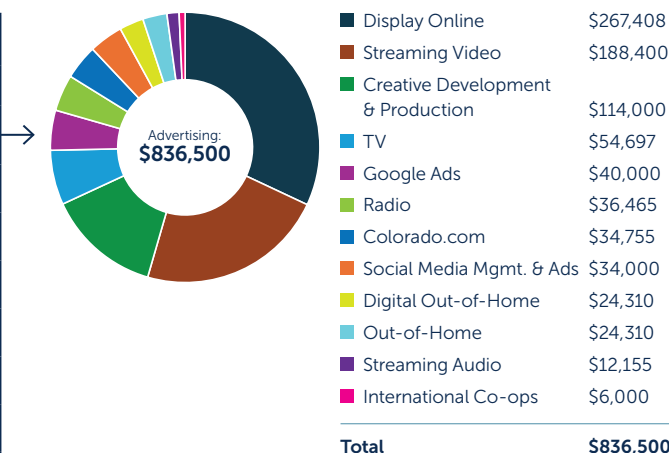
4. Internet Management & Related Charges - online content development/blogs, website maintenance and SEO, Wander Maps platform, AccessiBe website accessibility monitoring software.

5. Group, Media and International Marketing - Go West Summit, IPW, Tour Colorado, Colorado Hot Springs Loop Partnership, international travel trade FAM hosting.

6. Data, Research & Industry Partnerships - RMI TRIP Report, VISA Destination Insights, CoStar Hotel Occupancy Data, Mission2Market data & insights analysis & reporting, Colorado Tourism Office, CADMO, OneWest, Destinations International.

ii. The budget must clearly demonstrate how funds will be allocated into recommended categories of media purchases and other promotional activities.

RFP Tourism Marketing Budget 2026	
<i>RFP Tourism Marketing Budget 2026</i>	<i>\$1,000,000</i>
Advertising – Annual advertising buys including creative development and production	\$836,500
Public Relations	\$9,800
Hosting – website, video, photos, domains, email, subscriptions	\$12,300
Internet Management & Related Charges	\$62,550
Group, Media and International Marketing	\$39,500
Data / Research / Industry Partnerships	\$39,350
RFP Tourism Marketing Budget 2026	\$1,000,000



d. Proposed Budget and Narrative

iii. From the gross accommodations tax revenue of approximately \$1.75 million the city allocates 7.5% to community grants, and another 7.5% to "mitigate the impact of tourism on the community." To date the city has only spent some of these funds on a contract to help increase the service level of our downtown and tourism-centric areas.

Tourism Reserve Funds

Visit Glenwood Springs works with the Tourism Management Board to identify appropriate uses for the tourism reserve funds. Ideas have included way-finding signage, benches on the pedestrian bridge, art installations, and targeted marketing campaigns.

Visit Glenwood Springs was highly successful with leveraging tourism reserve funds during the 2020 COVID-19 pandemic and the Grizzly Creek Fire with the Glenwood Gold Visitor Stimulus Incentive. This successful campaign leveraged \$50K from Glenwood Springs Tourism Reserves with a \$50K match from the Garfield County Commission. It enticed guests to stay for at least two nights in Glenwood Springs with a Sunday through Thursday check-in to receive \$100 in Glenwood Gold Community Currency. [Here's a video that tells that award-winning story.](#)

Big idea for product development: Visit Glenwood Springs with the city's Tourism Management Board, has identified an innovative art installation that would be a major tourism draw from Colorado and beyond. We submit that Glenwood Springs should establish the Colorado location for a [Portal, Bridge to a United Planet](#). This art installation would link residents and visitors with people around the world. Glenwood Springs has stunning scenery year-round that would invite viewing from other portals in every season.

Additional funding ideas

Visit Glenwood Springs has been resourceful in applying for and receiving a number of Colorado Tourism Office (CTO) grants. Below are several examples:

- Glenwood Springs Chamber received a FY23 Tourism Management Grant (\$20,000) to install digital wayfinding and interactive kiosks at the Glenwood Springs Visitor Center that increases access to visitor information, enhances the visitor experience, and encourages responsible and respectful use.
- The Colorado Historic Hot Springs Loop (CHHSL) has received multiple tourism marketing grants to support tourism efforts. Grant funding has supported marketing

initiatives including the creation of a dedicated website and video production. Visit Glenwood Springs has been a key partner in the CHHSL.

- Glenwood Springs Chamber has applied for a 250-150 grant through the Office of Economic Development and International Trade (OEDIT) as part of the national and state combined birthday party in 2026.

VGS has researched and created a blueprint for creating a Tourism Improvement District (TID) that could provide additional tourism promotion and management funding collected by attractions & guide services. Please note that in our initial research the estimated TID collections would be approximately \$200K per year. This is not a replacement for accommodation taxes and is not a sustainable model for Glenwood Springs as TID businesses' participation is voluntary.

“ Having served as treasurer on the city's tourism board for nearly eight years, I was always impressed by the handling of the tourism marketing budget. Lisa Langer was diligent in planning year to year. She adjusted the budget according to need, renegotiated contracts to get the best bang for the buck and was transparent with every dollar spent. I was proud to be part of this important process for the betterment of this most crucial economic engine for Glenwood Springs.”

Nancy Heard, General Manager
Glenwood Caverns Adventure Park

iv. The proposed budget may include contracted services with local organizations and stakeholders.

Understood, thank you.

v. The 2025 budget, including reserves, can be found in the City of Glenwood Springs 2025 Budget Book

Understood, thank you.

d. Proposed Budget and Narrative

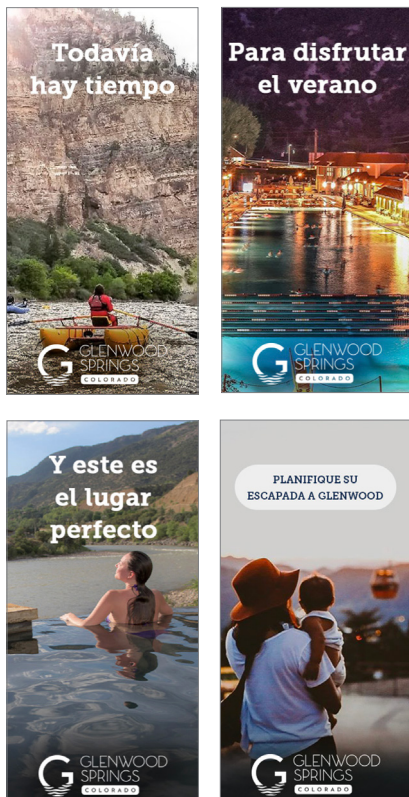
vi. All public-facing websites, digital campaigns, and documents must comply with the Web Content Accessibility Guidelines (WCAG) 2.1 AA standard.

VisitGlenwood.com is compliant and pays for a monthly accessibility audit through Accessibee. BlizzardPress website management team is diligent with assessing and updating the website for accessibility compliance.

vii. Core visitor materials, including the official website and in-market resources, must be translated into Spanish to ensure equitable access and representation for Glenwood Springs' Spanish-speaking community.

The visitor website, VisitGlenwood.com, is translated into multiple languages including Spanish. Visitor Center maps with Do Glenwood Right principles and emergency services listings include English and Spanish language, as does information offered in the Glenwood Springs Visitor Center and the official Glenwood Springs Travel Guide.

Visit Glenwood Springs includes Spanish language advertising in its annual media buys. These ads include radio, television and digital placements.



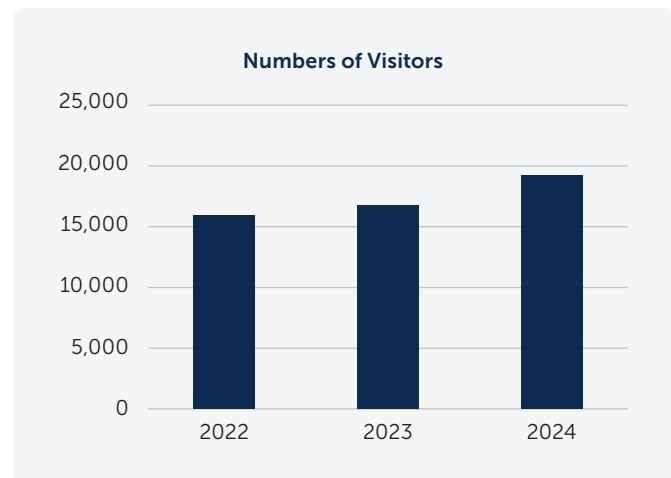
Visitor Center

viii. Of note is that the Chamber currently operates a visitor center. We expect that to continue into the future, but its operation does not need to be provided by anyone submitting a proposal. If you would like to staff and operate the visitor center you are welcome to submit and add alternate proposals describing how you would do so and its cost. In the event the chosen submitter does not intend to take on the visitor center we may ask for ideas and best practices, but offering such advice would be optional and not relevant to this selection process.

Visit Glenwood Springs' staff believes that the visitor center is an important asset in the visitor journey from inspiration to planning and from in-person visitation to post-trip follow-up. The Glenwood Springs Visitor Center serves as the front door to our community. That's why we feel it necessary to continue its operation along with management of the tourism contract.

In fiscal year 2023-2024, the Glenwood Springs Chamber was successful in winning a four-to-one match amounting to \$20K in CTO Tourism Management grant assistance for new imagery, maps, kiosks and signage for a refresh of the Glenwood Springs Visitor Center.

The Glenwood Springs Visitor Center has seen consistent growth over the past three years, welcoming visitors from all over the globe. In 2024, we serviced 19,082 visitors, which is up from 16,499 visitors in 2023 (a 15.66% increase).



Going Beyond

As a Destination Marketing and Management Organization (DMMO) dedicated to providing professional and personal service to Glenwood Springs, we pride ourselves in going above and beyond the contracted scope of work by fostering dynamic collaborations. We've been recognized statewide, regionally, nationally, and internationally for our outstanding projects, campaigns, and overall commitment to the industry. We know that tourism is a relationship-focused industry, and we go above and beyond to build relationships that benefit and empower the community.

For more than a decade, Visit Glenwood Springs has purchased and manages content for Glenwood Springs' pages on both [Colorado.com](https://www.colorado.com) and [VisittheUSA.com](https://www.visittheUSA.com). The latter is translated into 15 languages. The management of these dedicated pages includes regularly refreshing content, photos, video and itineraries.

- VGS manages destination listings on the following online outlets:
 - Google listings for Visit Glenwood & Hanging Lake Trail
 - Yelp
 - TripAdvisor
 - Expedia
- Visit Glenwood Springs actively participates in Colorado Tourism Office committees and programs including the International Promotions Committee, Marketing Committee, Inclusivity in Travel Coalition, Care for Colorado Coalition, Colorado Leadership Journey Alumni ambassadors and mentors, Tour Colorado, seasonal media events, Governors Tourism Conference.
- Besides an extensive list of Colorado Tourism Office (CTO) committees and participation, Visit Glenwood Springs actively participates in tourism industry organizations including Colorado Association of Destination Management Organizations (CADMO), Colorado Scenic and Historic Byways, One West Tourism Alliance, Destinations International, Brand USA. Please see the Appendix for more details.
- Visit Glenwood Springs received the LUXLife Magazine award for Best Destination Management and Marketing Organization in Colorado in 2024, and the LUXLife Magazine award for Best Destination Management and Marketing Organization for the Western US in 2025. LUXLife is a premium UK travel magazine.

- Visit Glenwood Springs received the 2022 "Best Idea Program" award from One West Tourism Alliance, formerly Destination Marketing Association of the West (DMA West.) The award was for the 2020 Glenwood Gold Visitor Stimulus Initiative, created to promote tourism during the pandemic and following the Grizzly Creek wildfire event.
- Visit Glenwood Springs received the Governor's Outstanding Tourism Initiative at the 2021 Governor's Tourism Conference for the 2020 Glenwood Gold Visitor Stimulus Initiative, created to promote tourism during the pandemic and following the Grizzly Creek wildfire event.



As the founder of Mission2Market, a destination consulting firm based in Colorado and one of the Colorado Tourism Office's lead destination mentors for the past decade, I have had the privilege of working with dozens of destination organizations across Colorado. I can confidently state that Visit Glenwood Springs is one of the most effective Destination Management Organizations in the state. Their team consistently demonstrates outstanding leadership, not only in driving responsible visitation and economic growth but also in leading the state in destination management best practices. Through a commitment to strategic planning, community collaboration, and innovative programs, they have set a high standard for how a DMO can and should operate, making them a true model for their peers."

Dave Santucci

Founder & Principal Consultant
[Mission2Market.com](https://www.Mission2Market.com)

Thank you for the opportunity to submit this proposal.

The GSCRA is honored to serve as the City's contracted DMMO, and we would be privileged to continue partnering with the City to build on past successes, embrace new opportunities, and ensure Glenwood Springs remains a thriving, welcoming community for residents and visitors alike.

Appendix

Colorado Tourism Office Partner Programs with Visit Glenwood Springs

Destination Development

CTO Program Lead - Hilary Lewkowitz

- Visit Glenwood Springs and 4 other DMOs in the Roaring Fork Valley were awarded the CTO Reimagine Destinations Program in 2022 to form the Roaring Fork Valley Destination Alliance, the first regional tourism stewardship group in the state.
- Visit Glenwood Springs was awarded the Accessible Travel Program in 2024, a forward-thinking program in partnership with Wheel The World, to promote accessible spaces in and around the City of Glenwood Springs. Glenwood Springs is now one of five destinations across the state that achieved Destination Verified Status by Wheel The World, marking their commitment to providing a welcoming experience to all travelers.

Care for Colorado Coalition

CTO Program Lead - Faith Overall

- Visit Glenwood Springs has been a Care for Colorado Coalition Partner since September of 2022. They have been active participants in the Coalition and leaders in educating visitors and residents in Glenwood Springs on how to protect the outdoor areas in and around the community. Visit Glenwood Springs has incorporated the Care for Colorado Leave No Trace principles into numerous visitor communications including their website and official travel guide. Additionally, they prominently display both English and Spanish versions of the principles in the Glenwood Springs Visitor Center.

Destination Stewardship Strategic Planning Initiative

CTO Program Lead - Jill Corbin

- Visit Glenwood Springs played an integral role in shaping the CTO's statewide and regional Destination Stewardship Strategic Plans, actively engaging in workshops and committee meetings while offering valuable insights. Lisa and Heidi have consistently shared updates on Glenwood Springs' destination stewardship efforts, enabling the CTO to showcase their successes in this important work.

Inclusivity in Travel Coalition

CTO Program Lead - Jill Corbin

- Heidi Pankow and Lisa Langer have been invaluable members of the CTO's Inclusivity in Travel Coalition, sharing updates on Glenwood Springs' inclusivity and accessibility initiatives—most notably the advancements at the Glenwood Springs Visitor Center and through the CTO's Accessible Travel Program.

International FAMS

CTO Program Lead - Hope Smith

- Through thorough qualification, planning and execution, the CTO works with our in-market representative teams, to bring in both media and travel trade FAM (familiarization) tours to Colorado. Collaborating with our destination partners helps to create optimal outcomes and first-hand experiences for these groups to write about and sell the state internationally. Visit Glenwood Springs participated in the following:
- FY '24 FAMs hosted
 - FR: Marie-Claude/Le Devoir Newspaper Press Trip (September 13 - 19, 2023)
 - Global: Travel Trade (October 8 - 14, 2023)
 - Global: Fall Train Press Trip (Rocky Mountaineer: Denver to Moab): October 12 - 21, 2023
 - AU: Adventure World Trade FAM (October 21 - 25, 2023)
 - MX: Journey Latin America FAM Trip (October 22 - 25, 2023)
 - FR: Marie Claire Idées (December 3 - 9, 2023)
 - AU: Wayfarer (January 12 - 19, 2024)
 - Global: Ski Safari Press Trip (January 28 - February 3, 2024)
 - Brand USA German Press Ski FAM (March 18 - 25, 2024)

Appendix

- FY '25 FAMs hosted
 - CA: Horizons Magazine (July 29 - August 2, 2024)
 - AU: Flow X 99 Bikes Campaign (August 24 - 31, 2024)
 - FR: Marco Vasco (September 11 - 25, 2024)
 - CA: Andre Laroche (September 13 - 20, 2024)
 - FR: Echappées Belles (September 16 - 25, 2024)
 - Global: Travel Trade (September 18 - 25, 2024)
 - CA: Canadian Geographic (October 5 - 12, 2024)
 - DE: Geoplan Reisen (June 2-21, 2025)
 - UK/NI: Holiday NInja (June 5-9, 2025)
 - Global: Summer Travel Trade (June 19 - 25, 2025)
- FY '26 FAMs hosted (so far/upcoming)
 - UK: The Telegraph (July 20 - August 1, 2025)
 - FR: Le Temps d'un Voyage (August 17 - 28, 2025)
 - CA: Renée Sferrazza (August 18 - 30, 2025)
 - FR: Bernard Frantz (September 2 - 11, 2025)
 - DE: Go2Travel Trade Group Fam (September 3 - 10, 2025)
 - FR: Globe Rider Magazine (September 18 - 30, 2025)
 - Global: Fall Travel Trade (October 13 - 20, 2025)

International Sales Missions

CTO Program Lead - Julie Dufault

- Visit Glenwood Springs joined the CTO International Team for in-market missions with the goal of educating travel trade on destination offerings and inspiring media to include the state in future stories.
 - Germany & Switzerland - November 2022
 - France & Belgium Sales Mission - April 2023
 - Ireland & North Ireland (part of Holiday World event) - January 2025

International Marketing Co-ops

CTO Program Lead - Julie Dufault

- The CTO works with our international in-market representatives to create cooperative marketing campaigns (co-ops) which promote Colorado to consumers via tour operators, digital advertising and key media outlets to highlight unique and authentic experiences. Co-op programs provide partners with opportunities to increase their exposure internationally. Visit Glenwood Springs participated in the following international co-ops:
 - Australia - Flow Mountain Bike campaign with 99 Bikes (2025)
 - Australia - Holiday with Kids campaign (2023)
 - Canada - The Weather Network campaign (2025)
 - Germany - Knecht Reisen Mini Brochure campaign (2024-2025)
 - Germany - Fairflight Touristik campaign (2024)
 - Germany - CANUSA online campaign (2023 and 2024)
 - United Kingdom - British Airways in-flight magazine High Life (2024)
 - United Kingdom - Rocky Mountaineer Partnership Cinema Events (2025)

Domestic Public Relations

CTO Program Leads - Shelley Cooper/Handlebar

- The CTO PR Team includes news and information from Visit Glenwood Springs for use in proactive pitching as well as quarterly press releases highlighting unique aspects of the state.
- The CTO PR team travels to top target markets to host events and one-on-one meetings with members of the media to get Colorado story ideas on their radars. Visit Glenwood Springs shares their news for the CTO PR team to pitch.

Appendix

- The CTO PR team pitches and hosts journalists in Glenwood Springs so they experience the area's news and offerings firsthand. These journalists are usually on story assignment or have strong story prospects. The PR team partners with Visit Glenwood Springs to assist with itinerary planning, meals, lodging and activities.
- The CTO PR team hosts two media receptions on behalf of the CTO each year to gather industry partners and local Colorado journalists to discuss the state's latest news and story angles. Each reception is attended by an upward of 30 Colorado journalists, and representatives from Visit Glenwood Springs often attend to share area news and story ideas.
- The CTO PR team offers unique media-centric activations and events, including annual Satellite Media Tours (SMT), crisis communications training and conference activations to partners across the state. Over the past three years, Visit Glenwood Springs has participated in the Travel Classics West activation and the winter FY25 SMT.

Marketing

CTO Program Leads - Shelley Cooper/MMGY

- The CTO Domestic Marketing team hosts quarterly Marketing Tourism Committee meetings attended by Lisa Langer of the Visit Glenwood Springs team.
- The CTO Domestic Marketing team hosts quarterly Website Task Force Meetings attended by Lisa Langer of the Visit Glenwood Springs team.
- The CTO Domestic Marketing team reviews all creative materials/campaigns developed in conjunction with the CTO Marketing Matching Grant program.
- The CTO Domestic Marketing team created the Do Glenwood Right logo to support stewardship efforts in the destinations' visit center and materials.
- Glenwood Springs participates in the following programs with the CTO Domestic Marketing team: print in the Explore Colorado: Official State Vacation Guide, brand channel, leads program, display and native banners on Colorado.com. Across their digital placements in 2024 on Colorado.com, Glenwood Springs generated 828,070 impressions and over 6,000 clicks. Print efforts added an estimated 805,000 impressions, based on 2.3 readers per copy, plus 135,000 digital guide views. In total, their campaigns reached an estimated 1.7 million potential travelers. They also received 6,432 leads through the lead generation program and approximately 12,000 organic referrals to Glenwood Springs related content from Colorado.com.
- Over the last 2 years, the CTO has posted about or mentioned Glenwood Springs 22 times across static posts and reels.

CTO Grants

CTO Program Lead - Elizabeth O'Rear

- Glenwood Springs Chamber received a FY23 Tourism Management Grant (\$20,000 - four to one match) to install digital wayfinding and interactive kiosks at the Glenwood Springs Visitor Center that increases access to visitor information, enhances the visitor experience, and encourages responsible and respectful visitation to the destination.
- The Colorado Historic Hot Springs Loop (CHHSL) has received multiple tourism marketing grants to support tourism efforts. Grant funding has supported marketing initiatives including the creation of a dedicated website and video production. As one of the founding destinations, Visit Glenwood Springs, tourism department of the Glenwood Springs Chamber, has been a key partner in the CHHSL since its inception.



City Council
STAFF REPORT
City of Glenwood Springs
October 2, 2025

Agenda Item: Historical Museum Update and Funding Request

Action Requested: Jamie LaRue, Mark Jensen, and Kevin Hettler, all members of the Historical Museum Board, will present their yearly update as well as make a funding request.

Department: City Administration

Presented By: Steve Boyd

Strategic Goals: Protect and Preserve our Quality of Life

Background Info: In 2023, Council awarded the Museum \$60,000 and up to \$20,000 as an incentive-based match for \$1,000 or less donations. This is an annual award. This is item 11 from the attached minutes. The museum was successful in raising these funds and thus receiving the \$20,000 match. Council directed staff to increase the contribution amount from \$60,000 to \$80,000 which is represented in the 2026 budget. Funds are paid from discretionary grants in the A&I Fund.

Issues: Council's discretion.

Fiscal Impact: Unknown at this time but we expect the museum to make an additional financial ask from the City.

Legal Review: NA

Staff Recommendation: NA



**Glenwood Springs Historical Society
Activities/Planning Update and Support Request**

Mark Jensen, Executive Director
Jamie LaRue, Board President

Thank you.

2025 Highlights



- **New Executive Director and Board Members**
 - Focus on fundraising, public programming, and museum operations
 - New board members, and a good multi-generational spread!
- **Speaker Series and Special Tours**
 - Offered 6+ free public speaker series through September (2nd Thursday of each month)
 - Organized 2 public tours of Shoshone Hydroelectric Plant
- **Downtown Walking Tour Guide**
 - Printing of 3,000 copies funded by advertisers
 - Distributed in community
- **Website and Communications**
 - Website redesign
 - Quarterly Newsletter
- **Ghost Walk Fundraiser**
 - Generous sponsor support
 - Includes cemetery tours on three weekends, one indoor performance at Vaudeville
- **Gingerbread House Fundraiser**
 - At Hotel Colorado lighting event in November; other sponsor support
- **Expanded Frontier Museum Hours**
 - Began October 1; adds twelve hours of public access each week

Budget overview



- Generated Revenue YTD up \$60k from last year
- YTD \$80k raised:
 - Direct donations, sponsorships, advertising, event tickets, grants, museum admissions and retail.
- Additional anticipated income:
 - Ghost Walk ticket sales, museum admissions and retail, Colorado Gives and year-end fundraising campaigns, membership donations
- *We're holding our own and controlling costs.* Year-to-date revenue is 59.75% from City Funds, 40.25% from our own efforts.
- *On track to match full city contribution by year end*
- Established a money market account and have earned interest income for the first time
- Contributed cash \$123k, donations \$9k up from last year
- Doc's Collection exhibit in Bullocks Western Wear doing well; streamlined donations via QR code, Apple Pay, Google Pay.

Funding Request



Reliable funding creates stability:

- Ongoing: \$80,000; funds Executive Director and enables continuity of leadership.
 - Grants and other fundraising
 - Museum operations
 - Coordination with community
- \$40,000; matching pledge that creates powerful impetus for community support.
 - From Tourism Fund—but tourists are a significant part of our traffic.
 - Membership program
 - Special events

Reliable funding makes expanded programming and museum collections care possible:

- Additional historians and other speaker presentations.
- Summer Chautauqua presentations.
- Youth education, including field trips and in-school programs.
- Regular public tours of downtown and other Glenwood Springs history.
- Special tours of regional attractions.
- Staffing for cataloging and preservation of museum's artifacts, photographs, and documents.

Questions

Mark Jensen: <director@glenwoodhistory.org>

Jamie LaRue: <jlalrue@gcpld.org>

Glenwood Springs Historical Society

Statement of Financial Position

As of July 31, 2025

	TOTAL		
	AS OF JUL 31, 2025	AS OF JUL 31, 2024 (PY)	CHANGE
ASSETS			
Current Assets			
Bank Accounts			
1110 Alpine Bank-Checking	167,690.36	82,035.31	85,655.05
1120 Donor Advised Funds Account	5,100.00	3,715.68	1,384.32
1130 Restricted Funds Account (Grants)	100.00	24,100.00	-24,000.00
Total Bank Accounts	\$172,890.36	\$109,850.99	\$63,039.37
Accounts Receivable			
1200 Accounts Receivable	3,000.00	7,246.50	-4,246.50
Total Accounts Receivable	\$3,000.00	\$7,246.50	\$ -4,246.50
Other Current Assets			
1300 Undeposited Funds	0.00	530.00	-530.00
1350 Employee Receivable - FAMILI Leave	0.00	3,079.44	-3,079.44
1355 Receivable - CDOR Payroll Pmt	841.00		841.00
Total Other Current Assets	\$841.00	\$3,609.44	\$ -2,768.44
Total Current Assets	\$176,731.36	\$120,706.93	\$56,024.43
Fixed Assets			
1510 Fixed Assets at Cost Basis			
1505 Building Improvements	27,350.00	27,350.00	0.00
1515 Furniture & Fixtures	7,331.01	7,331.01	0.00
1520 Doc Holliday Derringer	85,000.00	85,000.00	0.00
1525 Equipment	24,548.73	20,651.75	3,896.98
1530 Land Improvements	12,642.15	10,000.00	2,642.15
1535 Museum Collection	8,120.24	8,120.24	0.00
1590 Accumulated Depreciation	-370.00	-370.00	0.00
Total 1510 Fixed Assets at Cost Basis	164,622.13	158,083.00	6,539.13
1550 Fixed Assets at Estimated FMV			
1555 1001 Colorado Ave Bldg (Est FMV not Cost)	500,000.00	500,000.00	0.00
1560 Museum Collection - Est FMV - Donated Items (at Insurance Value)	392,745.00	392,745.00	0.00
1570 Coke Ovens - Parcel 1	10,000.00	10,000.00	0.00
1575 Coke Ovens - Parcel 2	120,000.00	120,000.00	0.00
Total 1550 Fixed Assets at Estimated FMV	1,022,745.00	1,022,745.00	0.00
Total Fixed Assets	\$1,187,367.13	\$1,180,828.00	\$6,539.13
Other Assets			
1600 Employee Advance	0.00	-30.60	30.60
Total Other Assets	\$0.00	\$ -30.60	\$30.60
TOTAL ASSETS	\$1,364,098.49	\$1,301,504.33	\$62,594.16

LIABILITIES AND EQUITY

Liabilities

Current Liabilities

Accounts Payable

Glenwood Springs Historical Society

Statement of Financial Position

As of July 31, 2025

	TOTAL		
	AS OF JUL 31, 2025	AS OF JUL 31, 2024 (PY)	CHANGE
2000 Accounts Payable	5,430.67	2,115.69	3,314.98
Total Accounts Payable	\$5,430.67	\$2,115.69	\$3,314.98
Credit Cards			
2100 Alpine Bank Credit Card	343.09		343.09
Total Credit Cards	\$343.09	\$0.00	\$343.09
Other Current Liabilities			
2200 Sales Tax Payable (State/ County)	0.00	108.52	-108.52
2210 Deferred Revenue - Restricted Grant	0.00	0.00	0.00
2230 Cardiff Coke Oven Grant	0.00	-633.75	633.75
Total 2210 Deferred Revenue - Restricted Grant	0.00	-633.75	633.75
2400 Payroll Liabilities			
2410 CO Income Tax	0.00	-559.00	559.00
2415 CO Paid Family and Medical Leave	0.00	32.15	-32.15
2430 Federal Taxes (941/943/944)	0.00	829.98	-829.98
2450 Payroll Corrections QBO Autogenerated	0.00	-3.82	3.82
Total 2400 Payroll Liabilities	0.00	299.31	-299.31
2600 Sales Tax Payable (GWS)	192.14	81.94	110.20
Total Other Current Liabilities	\$192.14	\$ -143.98	\$336.12
Total Current Liabilities	\$5,965.90	\$1,971.71	\$3,994.19
Total Liabilities	\$5,965.90	\$1,971.71	\$3,994.19
Equity			
3000 Net Assets without Donor Restrictions (Gen Funds)	1,264,473.06	1,207,110.08	57,362.98
3010 Net Assets with Donor Restrictions (Donor-Advised)	100.00		100.00
3020 Net Assets - Restricted (Grants)	100.00	24,100.00	-24,000.00
Net Revenue	93,459.53	68,322.54	25,136.99
Total Equity	\$1,358,132.59	\$1,299,532.62	\$58,599.97
TOTAL LIABILITIES AND EQUITY	\$1,364,098.49	\$1,301,504.33	\$62,594.16

Glenwood Springs Historical Society

Statement of Financial Position

As of July 31, 2025

	JAN 2025	FEB 2025	MAR 2025	APR 2025	MAY 2025	JUN 2025	JUL 2025
ASSETS							
Current Assets							
Bank Accounts							
1110 Alpine Bank-Checking	65,085.66	56,933.43	130,696.59	126,608.65	122,151.38	141,059.01	167,690.36
1120 Donor Advised Funds Account	100.00	100.00	100.00	100.00	100.00	100.00	5,100.00
1130 Restricted Funds Account (Grants)	100.00	100.00	100.00	100.00	100.00	100.00	100.00
Total Bank Accounts	\$65,285.66	\$57,133.43	\$130,896.59	\$126,808.65	\$122,351.38	\$141,259.01	\$172,890.36
Accounts Receivable							
1200 Accounts Receivable	3,278.63	3,428.63	1,478.00	2,504.00	20,128.84	47,059.64	3,000.00
Total Accounts Receivable	\$3,278.63	\$3,428.63	\$1,478.00	\$2,504.00	\$20,128.84	\$47,059.64	\$3,000.00
Other Current Assets							
1300 Undeposited Funds	199.49	0.00	0.00	0.00	0.00	0.00	0.00
1355 Receivable - CDOR Payroll Pmt	841.00	841.00	841.00	841.00	841.00	841.00	841.00
Total Other Current Assets	\$1,040.49	\$841.00	\$841.00	\$841.00	\$841.00	\$841.00	\$841.00
Total Current Assets	\$69,604.78	\$61,403.06	\$133,215.59	\$130,153.65	\$143,321.22	\$189,159.65	\$176,731.36
Fixed Assets							
1510 Fixed Assets at Cost Basis							
1505 Building Improvements	27,350.00	27,350.00	27,350.00	27,350.00	27,350.00	27,350.00	27,350.00
1515 Furniture & Fixtures	7,331.01	7,331.01	7,331.01	7,331.01	7,331.01	7,331.01	7,331.01
1520 Doc Holliday Derringer	85,000.00	85,000.00	85,000.00	85,000.00	85,000.00	85,000.00	85,000.00
1525 Equipment	24,548.73	24,548.73	24,548.73	24,548.73	24,548.73	24,548.73	24,548.73
1530 Land Improvements	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	12,642.15
1535 Museum Collection	8,120.24	8,120.24	8,120.24	8,120.24	8,120.24	8,120.24	8,120.24
1590 Accumulated Depreciation	-370.00	-370.00	-370.00	-370.00	-370.00	-370.00	-370.00
Total 1510 Fixed Assets at Cost Basis	161,979.98	161,979.98	161,979.98	161,979.98	161,979.98	161,979.98	164,622.13
1550 Fixed Assets at Estimated FMV							
1555 1001 Colorado Ave Bldg (Est FMV not Cost)	500,000.00	500,000.00	500,000.00	500,000.00	500,000.00	500,000.00	500,000.00
1560 Museum Collection - Est FMV - Donated Items (at Insurance Value)	392,745.00	392,745.00	392,745.00	392,745.00	392,745.00	392,745.00	392,745.00
1570 Coke Ovens - Parcel 1	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00
1575 Coke Ovens - Parcel 2	120,000.00	120,000.00	120,000.00	120,000.00	120,000.00	120,000.00	120,000.00
Total 1550 Fixed Assets at Estimated FMV	1,022,745.00	1,022,745.00	1,022,745.00	1,022,745.00	1,022,745.00	1,022,745.00	1,022,745.00
Total Fixed Assets	\$1,184,724.98	\$1,184,724.98	\$1,184,724.98	\$1,184,724.98	\$1,184,724.98	\$1,184,724.98	\$1,187,367.13

Glenwood Springs Historical Society

Statement of Financial Position

As of July 31, 2025

	JAN 2025	FEB 2025	MAR 2025	APR 2025	MAY 2025	JUN 2025	JUL 2025
TOTAL ASSETS	\$1,254,329.76	\$1,246,128.04	\$1,317,940.57	\$1,314,878.63	\$1,328,046.20	\$1,373,884.63	\$1,364,098.49
LIABILITIES AND EQUITY							
Liabilities							
Current Liabilities							
Accounts Payable							
2000 Accounts Payable	871.82	411.25	376.25	376.25	732.93	4,406.25	5,430.67
Total Accounts Payable	\$871.82	\$411.25	\$376.25	\$376.25	\$732.93	\$4,406.25	\$5,430.67
Credit Cards							
2100 Alpine Bank Credit Card	902.94	639.61	255.93	821.86	167.05	225.99	343.09
Total Credit Cards	\$902.94	\$639.61	\$255.93	\$821.86	\$167.05	\$225.99	\$343.09
Other Current Liabilities							
2200 Sales Tax Payable (State/ County)	0.00	0.00	0.00	0.00	0.00	118.35	0.00
2400 Payroll Liabilities							
2410 CO Income Tax	0.00	0.00	0.00	0.00	0.00	0.00	0.00
2415 CO Paid Family and Medical Leave	0.00	0.00	0.00	0.00	0.00	0.00	0.00
2450 Payroll Corrections QBO Autogenerated	-3.82	-3.82	-3.82	-3.82	-3.82	-3.82	0.00
Total 2400 Payroll Liabilities	-3.82	-3.82	-3.82	-3.82	-3.82	-3.82	0.00
2600 Sales Tax Payable (GWS)	0.00	0.00	0.00	0.00	0.00	192.14	192.14
Total Other Current Liabilities	\$ -3.82	\$ -3.82	\$ -3.82	\$ -3.82	\$ -3.82	\$306.67	\$192.14
Total Current Liabilities	\$1,770.94	\$1,047.04	\$628.36	\$1,194.29	\$896.16	\$4,938.91	\$5,965.90
Total Liabilities	\$1,770.94	\$1,047.04	\$628.36	\$1,194.29	\$896.16	\$4,938.91	\$5,965.90
Equity							
3000 Net Assets without Donor Restrictions (Gen Funds)	1,264,473.06	1,264,473.06	1,264,473.06	1,264,473.06	1,264,473.06	1,264,473.06	1,264,473.06
3010 Net Assets with Donor Restrictions (Donor-Advised)	100.00	100.00	100.00	100.00	100.00	100.00	100.00
3020 Net Assets - Restricted (Grants)	100.00	100.00	100.00	100.00	100.00	100.00	100.00
Net Revenue	-12,114.24	-19,592.06	52,639.15	49,011.28	62,476.98	104,272.66	93,459.53
Total Equity	\$1,252,558.82	\$1,245,081.00	\$1,317,312.21	\$1,313,684.34	\$1,327,150.04	\$1,368,945.72	\$1,358,132.59
TOTAL LIABILITIES AND EQUITY	\$1,254,329.76	\$1,246,128.04	\$1,317,940.57	\$1,314,878.63	\$1,328,046.20	\$1,373,884.63	\$1,364,098.49

Statement of Activity
Glenwood Springs Historical Society
January 1-July 31, 2025

DISTRIBUTION ACCOUNT	TOTAL		
	JAN 1 - JUL 31 2025	JAN 1 - JUL 31 2024 (PY)	\$ CHANGE (PY)
Income			
4000 CONTRIBUTED INCOME - CASH	0	0	0
4010 City Funds	120,000.00	122,218.00	-2,218.00
4050 Directors Pledge	3,000.00	9,000.00	-6,000.00
Total for 4000 CONTRIBUTED INCOME - CASH	\$123,000.00	\$131,218.00	-\$8,218.00
4015 Cash Contributions	0	0	0
4020 Donations	10,522.32	7,306.68	3,215.64
4030 Donations - Restricted Use Funds	5,000.00		5,000.00
Total for 4015 Cash Contributions	\$15,522.32	\$7,306.68	\$8,215.64
4070 CONTRIBUTED INCOME - NON-CASH (IN-KIND)	\$2,440.50	\$1,216.40	\$1,224.10
4100 EARNED INCOME - ONGOING ACTIVITIES	0	0	0
4105 Doc's Museum	0	0	0
4110 Doc's Museum - Program Income	13,538.49	7,267.66	6,270.83
4171 Doc's Museum - Program Expenses	-1,376.13	-3,043.43	1,667.30
4130 Sales of Product		502.30	-502.30
4140 VENMO for Doc's Museum Donations		276.20	-276.20
Total for 4105 Doc's Museum	\$12,162.36	\$5,002.73	\$7,159.63
4180 Speaking Engagements	241.00	300.00	-59.00
4205 Frontier Museum	0	0	0
4210 Admissions & Tours	5,924.09	5,364.00	560.09
4225 Product Sales - Museum	0	0	0
4250 Sales of Product	4,734.89	2,016.30	2,718.59
4270 Cost of Goods Sold	-509.76	-2,148.93	1,639.17
4240 Sale of Excess Property		46.04	-46.04
Total for 4225 Product Sales - Museum	\$4,225.13	-\$86.59	\$4,311.72
Total for 4205 Frontier Museum	\$10,149.22	\$5,277.41	\$4,871.81
Total for 4100 EARNED INCOME - ONGOING ACTIVITIES	\$22,552.58	\$10,580.14	\$11,972.44
4300 EARNED INCOME - SPECIAL EVENTS	0	0	0
4310 Ghost Walk	0	0	0
4320 Ghost Walk - Program Income	8,000.00	5,000.00	3,000.00
4370 Ghost Walk - Program Expenses		-50.00	50.00
Total for 4310 Ghost Walk	\$8,000.00	\$4,950.00	\$3,050.00
4410 Strawberry Days Parking Fundraiser	0	0	0
4420 Strawberry Days - Program Income	5,774.65	8,100.00	-2,325.35
4470 Strawberry Days - Program Expenses	-102.65	-200.00	97.35
Total for 4410 Strawberry Days Parking Fundraiser	\$5,672.00	\$7,900.00	-\$2,228.00

Statement of Activity

Glenwood Springs Historical Society

January 1-July 31, 2025

DISTRIBUTION ACCOUNT	TOTAL		
	JAN 1 - JUL 31 2025	JAN 1 - JUL 31 2024 (PY)	\$ CHANGE (PY)
4610 Shoshone Tour	0	0	0
4620 Shoshone Tour Income	975.00		975.00
Total for 4610 Shoshone Tour	\$975.00	0	\$975.00
4710 Downtown Walking Guide	0	0	0
4720 Downtown Walking Guide Income	9,050.00		9,050.00
4730 Downtown Walking Guide Expenses	-9,188.10		-9,188.10
Total for 4710 Downtown Walking Guide	-\$138.10	0	-\$138.10
Total for 4300 EARNED INCOME - SPECIAL EVENTS	\$14,508.90	\$12,850.00	\$1,658.90
Total for Income	\$178,024.30	\$163,171.22	\$14,853.08
Cost of Goods Sold			
Gross Profit	\$178,024.30	\$163,171.22	\$14,853.08
Expenses			
5200 COST OF LABOR	0	0	0
5205 Taxable Employee Wages	0	0	0
5210 Payroll Wages	36,112.00	49,036.03	-12,924.03
5215 Payroll Phone Allowance	350.00	750.00	-400.00
5220 Payroll Taxes	2,762.56	3,781.85	-1,019.29
5280 FAMILI Benefit Remitted		-3,079.44	3,079.44
Total for 5205 Taxable Employee Wages	\$39,224.56	\$50,488.44	-\$11,263.88
5230 Contract Labor (Archivist)	12,562.50	10,977.50	1,585.00
Total for 5200 COST OF LABOR	\$51,787.06	\$61,465.94	-\$9,678.88
5400 GENERAL & ADMINISTRATIVE EXPENSES	0	0	0
5150 Bank and CC Fees	721.59	526.99	194.60
5410 Advertising	2,895.92		2,895.92
5420 Building Expenses	0	0	0
5424 Outdoor Maintenance	1,488.38	1,955.84	-467.46
5426 Repairs & Maintenance	934.82	1,152.95	-218.13
5427 Security	690.00	1,149.30	-459.30
5428 Utilities	4,952.26	4,453.86	498.40
Total for 5420 Building Expenses	\$8,065.46	\$8,711.95	-\$646.49
5430 Promotional Meals	118.93		118.93
5450 Dues, Subscriptions, Licenses	1,315.43	1,412.78	-97.35
5455 Display, Exhibit & Archival Expenses	645.75	832.08	-186.33
5460 Insurance	6,970.00	6,606.33	363.67
5470 Office Equipment	59.98	2,069.00	-2,009.02
5475 Office Supplies	1,454.98	1,012.05	442.93
5476 Supplies	280.60		280.60
5480 Postage & Delivery	73.00	65.61	7.39
5490 Printing & Reproduction	1,010.55	693.00	317.55

Statement of Activity

Glenwood Springs Historical Society

January 1-July 31, 2025

DISTRIBUTION ACCOUNT	TOTAL		
	JAN 1 - JUL 31 2025	JAN 1 - JUL 31 2024 (PY)	\$ CHANGE (PY)
5500 Professional Fees	3,478.75	9,139.03	-5,660.28
5510 Software & Internet	5,090.37	2,313.92	2,776.45
5520 Travel - Hiring	596.40		596.40
Total for 5400 GENERAL & ADMINISTRATIVE EXPENSES	\$32,777.71	\$33,382.74	-\$605.03
Total for Expenses	\$84,564.77	\$94,848.68	-\$10,283.91
Net Operating Income	\$93,459.53	\$68,322.54	\$25,136.99
Other Income			
Other Expenses			
7000 Coke Ovens Grant	0	0	0
7110 Grant Income - Coke Ovens		-633.75	633.75
7115 Preservation Activities		390.00	-390.00
7135 Grant Administration		243.75	-243.75
Total for 7000 Coke Ovens Grant	0	0	0
Total for Other Expenses	0	0	0
Net Other Income	0	0	0
Net Income	\$93,459.53	\$68,322.54	\$25,136.99

Glenwood Springs Historical Society

Statement of Activity

January - July, 2025

	JAN 2025	FEB 2025	MAR 2025	APR 2025	MAY 2025	JUN 2025	JUL 2025	TOTAL
Revenue								
4000 CONTRIBUTED INCOME - CASH								\$0.00
4010 City Funds			80,000.00			40,000.00		\$120,000.00
4050 Directors Pledge	2,500.00				500.00			\$3,000.00
Total 4000 CONTRIBUTED INCOME - CASH	2,500.00		80,000.00		500.00	40,000.00		\$123,000.00
4015 Cash Contributions								\$0.00
4020 Donations	3,122.47	95.00	-464.49	1,867.00	5,405.02	218.22	279.10	\$10,522.32
4030 Donations - Restricted Use Funds					5,000.00			\$5,000.00
Total 4015 Cash Contributions	3,122.47	95.00	-464.49	1,867.00	10,405.02	218.22	279.10	\$15,522.32
4070 CONTRIBUTED INCOME - NON-CASH (IN-KIND)			276.50	422.60		616.40	1,125.00	\$2,440.50
4100 EARNED INCOME - ONGOING ACTIVITIES								\$0.00
4105 Doc's Museum								\$0.00
4110 Doc's Museum - Program Income	879.76	1,435.24	840.76	1,838.06	1,548.63	3,019.17	3,976.87	\$13,538.49
4171 Doc's Museum - Program Expenses	-302.02	-70.00	-346.50	-372.61	-70.00	-70.00	-145.00	\$ -1,376.13
Total 4105 Doc's Museum	577.74	1,365.24	494.26	1,465.45	1,478.63	2,949.17	3,831.87	\$12,162.36
4180 Speaking Engagements		241.00						\$241.00
4205 Frontier Museum								\$0.00
4210 Admissions & Tours	486.00	621.09	760.00	653.00	617.00	1,504.00	1,283.00	\$5,924.09
4225 Product Sales - Museum								\$0.00
4250 Sales of Product	342.00	1,223.00	419.50	1,711.88	750.00	-240.49	529.00	\$4,734.89
4270 Cost of Goods Sold	-143.87			-365.89				\$ -509.76
Total 4225 Product Sales - Museum	198.13	1,223.00	419.50	1,345.99	750.00	-240.49	529.00	\$4,225.13
Total 4205 Frontier Museum	684.13	1,844.09	1,179.50	1,998.99	1,367.00	1,263.51	1,812.00	\$10,149.22
Total 4100 EARNED INCOME - ONGOING ACTIVITIES	1,261.87	3,450.33	1,673.76	3,464.44	2,845.63	4,212.68	5,643.87	\$22,552.58
4300 EARNED INCOME - SPECIAL EVENTS								\$0.00
4310 Ghost Walk								\$0.00
4320 Ghost Walk - Program Income					5,000.00		3,000.00	\$8,000.00
Total 4310 Ghost Walk					5,000.00		3,000.00	\$8,000.00
4410 Strawberry Days Parking Fundraiser								\$0.00
4420 Strawberry Days - Program Income						5,774.65		\$5,774.65
4470 Strawberry Days - Program Expenses						-102.65		\$ -102.65
Total 4410 Strawberry Days Parking Fundraiser						5,672.00		\$5,672.00
4610 Shoshone Tour								\$0.00
4620 Shoshone Tour Income					925.00	50.00		\$975.00
Total 4610 Shoshone Tour					925.00	50.00		\$975.00
4710 Downtown Walking Guide								\$0.00
4720 Downtown Walking Guide Income					5,450.00		3,600.00	\$9,050.00

Glenwood Springs Historical Society

Statement of Activity

January - July, 2025

	JAN 2025	FEB 2025	MAR 2025	APR 2025	MAY 2025	JUN 2025	JUL 2025	TOTAL
4730 Downtown Walking Guide Expenses					-250.00		-8,938.10	\$ -9,188.10
Total 4710 Downtown Walking Guide					5,200.00		-5,338.10	\$ -138.10
Total 4300 EARNED INCOME - SPECIAL EVENTS					11,125.00	5,722.00	-2,338.10	\$14,508.90
Total Revenue	\$6,884.34	\$3,545.33	\$81,485.77	\$5,754.04	\$24,875.65	\$50,769.30	\$4,709.87	\$178,024.30
GROSS PROFIT	\$6,884.34	\$3,545.33	\$81,485.77	\$5,754.04	\$24,875.65	\$50,769.30	\$4,709.87	\$178,024.30
Expenditures								
5200 COST OF LABOR								\$0.00
5205 Taxable Employee Wages								\$0.00
5210 Payroll Wages	10,524.00	5,588.00	5,000.00	5,000.00	2,500.00		7,500.00	\$36,112.00
5215 Payroll Phone Allowance	150.00	75.00	50.00	50.00	25.00			\$350.00
5220 Payroll Taxes	805.09	427.47	382.50	382.50	191.25		573.75	\$2,762.56
Total 5205 Taxable Employee Wages	11,479.09	6,090.47	5,432.50	5,432.50	2,716.25		8,073.75	\$39,224.56
5230 Contract Labor (Archivist)	2,450.00	1,450.00		1,650.00	2,225.00	2,337.50	2,450.00	\$12,562.50
Total 5200 COST OF LABOR	13,929.09	7,540.47	5,432.50	7,082.50	4,941.25	2,337.50	10,523.75	\$51,787.06
5400 GENERAL & ADMINISTRATIVE EXPENSES								\$0.00
5150 Bank and CC Fees	77.37	75.21	75.93	74.97	143.28	156.81	118.02	\$721.59
5410 Advertising			1,059.04	119.99		20.00	1,696.89	\$2,895.92
5420 Building Expenses								\$0.00
5424 Outdoor Maintenance	445.00			105.00	488.38		450.00	\$1,488.38
5426 Repairs & Maintenance		534.82		100.00	100.00	100.00	100.00	\$934.82
5427 Security	165.00	195.00		165.00			165.00	\$690.00
5428 Utilities	673.46	820.30	556.84	553.16	907.61	894.94	545.95	\$4,952.26
Total 5420 Building Expenses	1,283.46	1,550.12	556.84	923.16	1,495.99	994.94	1,260.95	\$8,065.46
5430 Promotional Meals	64.79	54.14						\$118.93
5450 Dues, Subscriptions, Licenses	335.00	225.72	754.00				0.71	\$1,315.43
5455 Display, Exhibit & Archival Expenses	389.82			246.66		9.27		\$645.75
5460 Insurance	1,614.00				1,343.50	4,012.50		\$6,970.00
5470 Office Equipment							59.98	\$59.98
5475 Office Supplies	49.38	359.75	255.93	160.15	149.80	90.47	389.50	\$1,454.98
5476 Supplies							280.60	\$280.60
5480 Postage & Delivery				73.00				\$73.00
5490 Printing & Reproduction		564.50			171.65	23.40	251.00	\$1,010.55
5500 Professional Fees	642.50	411.25	876.25	271.25	428.75	393.75	455.00	\$3,478.75
5510 Software & Internet	613.17	241.99	244.07	430.23	2,735.73	338.58	486.60	\$5,090.37
5520 Travel - Hiring						596.40		\$596.40
Total 5400 GENERAL & ADMINISTRATIVE EXPENSES	5,069.49	3,482.68	3,822.06	2,299.41	6,468.70	6,636.12	4,999.25	\$32,777.71
Total Expenditures	\$18,998.58	\$11,023.15	\$9,254.56	\$9,381.91	\$11,409.95	\$8,973.62	\$15,523.00	\$84,564.77

Glenwood Springs Historical Society

Statement of Activity

January - July, 2025

	JAN 2025	FEB 2025	MAR 2025	APR 2025	MAY 2025	JUN 2025	JUL 2025	TOTAL
NET OPERATING REVENUE	\$ -12,114.24	\$ -7,477.82	\$72,231.21	\$ -3,627.87	\$13,465.70	\$41,795.68	\$ -10,813.13	\$93,459.53
NET REVENUE	\$ -12,114.24	\$ -7,477.82	\$72,231.21	\$ -3,627.87	\$13,465.70	\$41,795.68	\$ -10,813.13	\$93,459.53

Glenwood Springs Historical Society

Budget vs. Actuals: Budget_FY25_P&L - FY25 P&L

January - July, 2025

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Revenue				
4000 CONTRIBUTED INCOME - CASH				
4010 City Funds	120,000.00	120,000.00	0.00	100.00 %
4050 Directors Pledge	3,000.00	3,000.00	0.00	100.00 %
Total 4000 CONTRIBUTED INCOME - CASH	123,000.00	123,000.00	0.00	100.00 %
4015 Cash Contributions				
4020 Donations	10,522.32	25,000.00	-14,477.68	42.09 %
4030 Donations - Restricted Use Funds	5,000.00		5,000.00	
Total 4015 Cash Contributions	15,522.32	25,000.00	-9,477.68	62.09 %
4070 CONTRIBUTED INCOME - NON-CASH (IN-KIND)	2,440.50	5,000.00	-2,559.50	48.81 %
4100 EARNED INCOME - ONGOING ACTIVITIES		0.00	0.00	
4105 Doc's Museum		0.00	0.00	
4110 Doc's Museum - Program Income	13,538.49	15,000.00	-1,461.51	90.26 %
4130 Sales of Product		1,200.00	-1,200.00	
4171 Doc's Museum - Program Expenses	-1,376.13	-2,400.00	1,023.87	57.34 %
Total 4105 Doc's Museum	12,162.36	13,800.00	-1,637.64	88.13 %
4180 Speaking Engagements	241.00	1,200.00	-959.00	20.08 %
4205 Frontier Museum		0.00	0.00	
4210 Admissions & Tours	5,924.09	12,000.00	-6,075.91	49.37 %
4225 Product Sales - Museum		0.00	0.00	
4240 Sale of Excess Property		2,500.00	-2,500.00	
4250 Sales of Product	4,734.89	3,500.00	1,234.89	135.28 %
4270 Cost of Goods Sold	-509.76	-2,800.00	2,290.24	18.21 %
Total 4225 Product Sales - Museum	4,225.13	3,200.00	1,025.13	132.04 %
Total 4205 Frontier Museum	10,149.22	15,200.00	-5,050.78	66.77 %
Total 4100 EARNED INCOME - ONGOING ACTIVITIES	22,552.58	30,200.00	-7,647.42	74.68 %
4300 EARNED INCOME - SPECIAL EVENTS		0.00	0.00	
4310 Ghost Walk		0.00	0.00	
4320 Ghost Walk - Program Income	8,000.00	27,000.00	-19,000.00	29.63 %
4370 Ghost Walk - Program Expenses		-9,000.00	9,000.00	
Total 4310 Ghost Walk	8,000.00	18,000.00	-10,000.00	44.44 %
4410 Strawberry Days Parking Fundraiser				
4420 Strawberry Days - Program Income	5,774.65	8,500.00	-2,725.35	67.94 %
4470 Strawberry Days - Program Expenses	-102.65	-200.00	97.35	51.33 %
Total 4410 Strawberry Days Parking Fundraiser	5,672.00	8,300.00	-2,628.00	68.34 %
4610 Shoshone Tour		0.00	0.00	
4620 Shoshone Tour Income	975.00		975.00	
Total 4610 Shoshone Tour	975.00	0.00	975.00	
4710 Downtown Walking Guide		0.00	0.00	
4720 Downtown Walking Guide Income	9,050.00		9,050.00	
4730 Downtown Walking Guide Expenses	-9,188.10		-9,188.10	

Glenwood Springs Historical Society

Budget vs. Actuals: Budget_FY25_P&L - FY25 P&L

January - July, 2025

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Total 4710 Downtown Walking Guide	-138.10	0.00	-138.10	
Total 4300 EARNED INCOME - SPECIAL EVENTS	14,508.90	26,300.00	-11,791.10	55.17 %
9996 Recurring Revenue				
9995 Advertising		2,000.00	-2,000.00	
Total 9996 Recurring Revenue		2,000.00	-2,000.00	
Total Revenue	\$178,024.30	\$211,500.00	\$ -33,475.70	84.17 %
GROSS PROFIT	\$178,024.30	\$211,500.00	\$ -33,475.70	84.17 %
Expenditures				
5200 COST OF LABOR		0.00	0.00	
5205 Taxable Employee Wages		0.00	0.00	
5210 Payroll Wages	36,112.00	90,000.00	-53,888.00	40.12 %
5215 Payroll Phone Allowance	350.00	1,200.00	-850.00	29.17 %
5220 Payroll Taxes	2,762.56	7,200.00	-4,437.44	38.37 %
Total 5205 Taxable Employee Wages	39,224.56	98,400.00	-59,175.44	39.86 %
5230 Contract Labor (Archivist)	12,562.50	20,000.00	-7,437.50	62.81 %
Total 5200 COST OF LABOR	51,787.06	118,400.00	-66,612.94	43.74 %
5400 GENERAL & ADMINISTRATIVE EXPENSES		0.00	0.00	
5150 Bank and CC Fees	721.59	1,200.00	-478.41	60.13 %
5410 Advertising	2,895.92	240.00	2,655.92	1,206.63 %
5420 Building Expenses		0.00	0.00	
5424 Outdoor Maintenance	1,488.38	3,000.00	-1,511.62	49.61 %
5426 Repairs & Maintenance	934.82	19,000.00	-18,065.18	4.92 %
5427 Security	690.00	1,600.00	-910.00	43.13 %
5428 Utilities	4,952.26	8,000.00	-3,047.74	61.90 %
Total 5420 Building Expenses	8,065.46	31,600.00	-23,534.54	25.52 %
5430 Promotional Meals	118.93		118.93	
5450 Dues, Subscriptions, Licenses	1,315.43	2,600.00	-1,284.57	50.59 %
5455 Display, Exhibit & Archival Expenses	645.75	17,000.00	-16,354.25	3.80 %
5460 Insurance	6,970.00	7,000.00	-30.00	99.57 %
5470 Office Equipment	59.98	3,000.00	-2,940.02	2.00 %
5475 Office Supplies	1,454.98	1,600.00	-145.02	90.94 %
5476 Supplies	280.60		280.60	
5480 Postage & Delivery	73.00	2,400.00	-2,327.00	3.04 %
5490 Printing & Reproduction	1,010.55	1,600.00	-589.45	63.16 %
5500 Professional Fees	3,478.75	15,000.00	-11,521.25	23.19 %
5510 Software & Internet	5,090.37	7,500.00	-2,409.63	67.87 %
5520 Travel - Hiring	596.40		596.40	
Total 5400 GENERAL & ADMINISTRATIVE EXPENSES	32,777.71	90,740.00	-57,962.29	36.12 %
Total Expenditures	\$84,564.77	\$209,140.00	\$ -124,575.23	40.43 %
NET OPERATING REVENUE	\$93,459.53	\$2,360.00	\$91,099.53	3,960.15 %
NET REVENUE	\$93,459.53	\$2,360.00	\$91,099.53	3,960.15 %

A/R Aging Summary Report

Glenwood Springs Historical Society

As of July 31, 2025

DONOR	CURRENT	1 - 30	31 - 60	61 - 90	91 AND OVER	TOTAL
Bank of Colorado	1,000.00					1,000.00
Compass Peak Imaging	1,000.00					1,000.00
Stifel Investment Services	500.00					500.00
Vicki Lee Green Realtors	500.00					500.00
TOTAL	3,000.00	0	0	0	0	\$3,000.00

A/P Aging Summary Report
Glenwood Springs Historical Society
As of July 31, 2025

VENDOR	CURRENT	1 - 30	31 - 60	61 - 90	91 AND OVER	TOTAL
Colorado Valley Lawn Mowing LLC	200.00					200.00
FC Bookkeeping Services , LLC	455.00					455.00
Mark Jenson	533.94					533.94
Paradise Publishing	600.00					600.00
THE TRAVELERS		3,641.73				3,641.73
TOTAL	1,788.94	3,641.73	0	0	0	\$5,430.67

Glenwood Springs Historical Society

Payroll summary by employee report

From Jan 01, 2025 to Jul 31, 2025 for all employees from all locations

Payroll	Total	*Employee 1	Director 2	*Director 1
Hours	1169h	129h	240h	800h
Regular Pay	129h	129h	-	-
Salary	1040h	-	240h	800h
Gross	\$36,462.00	\$3,712.00	\$7,500.00	\$25,250.00
Regular Pay	\$3,612.00	\$3,612.00	-	-
Cell Phone Reimbursement	\$350.00	\$100.00	-	\$250.00
Salary	\$32,500.00	-	\$7,500.00	\$25,000.00
Adjusted gross	\$36,462.00	\$3,712.00	\$7,500.00	\$25,250.00
Other pay	-	-	-	-
Employee taxes & deductions	-\$7,436.06	-\$547.58	-\$1,568.88	-\$5,319.60
Employee taxes	-\$7,436.06	-\$547.58	-\$1,568.88	-\$5,319.60
Federal Income Tax	-\$3,087.99	-\$131.01	-\$682.38	-\$2,274.60
Social Security	-\$2,238.94	-\$223.94	-\$465.00	-\$1,550.00
Medicare	-\$523.62	-\$52.37	-\$108.75	-\$362.50
CO Income Tax	-\$1,423.00	-\$124.00	-\$279.00	-\$1,020.00
CO Paid Family and Medical Leave EE	-\$162.51	-\$16.26	-\$33.75	-\$112.50
Net pay	\$29,025.94	\$3,164.42	\$5,931.12	\$19,930.40
Employer taxes & contributions	\$2,762.56	\$276.31	\$573.75	\$1,912.50
Employer taxes	\$2,762.56	\$276.31	\$573.75	\$1,912.50
Social Security Employer	\$2,238.94	\$223.94	\$465.00	\$1,550.00
Medicare Employer	\$523.62	\$52.37	\$108.75	\$362.50
CO SUI Employer	\$0.00	-	\$0.00	-
CO Paid Family and Medical Leave ER	\$0.00	\$0.00	\$0.00	\$0.00
Total payroll cost	\$39,224.56	\$3,988.31	\$8,073.75	\$27,162.50



MINUTES
CITY OF GLENWOOD SPRINGS
REGULAR CITY COUNCIL MEETING
MAY 18, 2023
6:15 PM

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

REGULAR SESSION

Item 4. :20 Roll Call

Present: Mayor Wussow, Mayor Pro-Tem Dehm, Councilor Schachter, Councilor Kaup, Councilor Weimer, Councilor Zalinski, and Councilor Godes. Also present were; Steve Boyd, COO; Ryan Muse, City Clerk; Joseph Deras, Chief of Police; Yvette Gustad, Finance Director; Hannah Klausman, Director of Economic and Community Development; and Karl Hanlon, City Attorney.

Item 5. :21 Agenda changes and conflicts

None.

Item 6. :21 Council Announcements

Comments were made by Mayor Pro-Tem Dehm.

Comments were made by Councilor Godes.

Item 7. :22 Citizens Appearing Before Council (for items not on the agenda-comments limited to 3 minutes)

None.

Item 8. :22 Consent Agenda

:23 Councilor Kaup moved, seconded by Councilor Godes, to approve the Consent Agenda.

Motion passed unanimously.

Item 9. :23 Proclamation: Historic Preservation Month

Mayor Wussow presented the proclamation.

Comments were made by Bill Kite, the Executive Director of the Glenwood Springs Historical Society.

Item 10. :26 Planning and Zoning Commission Appointments

:26 Mayor Pro-Tem Dehm moved, seconded by Councilor Godes, to appoint Alternate Commissioner Davey and Alternate Commissioner Simms to the permanent position for the Planning and Zoning Commission and John Houghton as an alternate.

Motion passed unanimously.

Item 11. :27 Historic Museum Funding Request

Steve Boyd, Chief Operating Officer presented.

Comments were made by Councilor Godes.

:30 Councilor Godes moved, seconded by Mayor Pro-Tem Dehm, to grant the Historical Society \$20,000 for an organizational assessment and subsequent support from an outside non-profit organization or consultant that would be jointly hired by the City, with approval from the board, and another \$20,000 be used as an incentive base match for \$1000 or less donations.

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

Councilor Godes amended the motion to include a 1, 3, and 5 year fiscal and organizational road map.

Comments were made by City Attorney Karl Hanlon, Councilor Kaup, Executive Director of the Glenwood Springs Historical Society Bill Kite, and Councilor Godes.

Councilor Kaup amended the motion to include an extra \$10,000 to cover the consultant.

Comments were made by Executive Director of the Glenwood Springs Historical Society Kite, Mayor Wussow, Councilor Zalinski, Mayor Pro-Tem Dehm, Councilor Schachter, Councilor Weimer, and Councilor Godes.

Councilor Godes amended motion to reflect adding \$20,000 instead of only \$10,000.

Comments were made by City Attorney, Karl Hanlon, Councilor Schachter, and Councilor Zalinski.

Councilor Godes moved, seconded by Mayor Pro-Tem Dehm, for a total of \$60,000 to be utilized by the Historical Preservation Society, \$20,000 of that to be an organizational assessment with a contractor to be jointly selected by the city and the Historic Society. The funding will be required to include a 1, 3, and 5 year fiscal and organizational road map, \$20,000 of that only to be used for matching grants, the maximum of which, with a back-dated date to April 1st, 2023, will be \$1000 per donor and they have until the end of the year

to fulfill that \$20,000, and at some point there would be a report from the consultant to be paid out of the \$20,000 per organizational assessment for council regarding the status and development process with the organization.

Ayes: Zalinski, Wussow, Godes, Dehm, Weimer, Kaup

Nays: Schachter

Motion Passes 6-1

Item 12. 1:02 Short Term Rental Cycles

Comments were made by Mayor Pro-Tem Dehm and City Attorney Karl Hanlon.

Hannah Klausman, Director of Economic and Community Development presented.

Comments were made by Councilor Schachter, Director of Economic and Community Development Hannah Klausman, Mayor Pro-Tem Dehm, City Attorney Karl Hanlon, Councilor Kaup, Chief Operating Officer Steve Boyd, Councilor Godes, Councilor Weimer, Councilor Zalinski, and Mayor Wussow.

1:36 Councilor Godes moved, seconded by Mayor Pro-Tem Dehm, to direct staff to come up with what it would look like if we wanted to do it, what enforcement would look like, do we do a night's vs three-month period? Have staff return with something that would be beneficial in this category.

Ayes: Godes, Dehm, Weimer

Nays: Zalinski, Wussow, Kaup, Schachter

Motion Fails 4-3

Comments were made by Director of Economic and Community Development Hannah Klausman.

1:38 Councilor Kaup moved, seconded by Councilor Zalinski, to direct staff to come back with an appropriate fee increase to be put in place before the next season of renewal.

Comments were made by Councilor Godes and Councilor Kaup.

Motion passed unanimously.

Item 13. 1:41 Council Comments

Comments were made by Councilor Kaup, City Attorney Karl Hanlon, and Chief Operating Officer Steve Boyd.

Comments were made by Councilor Weimer.

Comments were made by Mayor Pro-Tem Dehm, City Attorney Karl Hanlon, Director of Economic and Community Development Hannah Klausman.

Comments were made by Councilor Zalinski.

Comments were made by Councilor Godes and Director of Economic and Community Development Hannah Klausman.

1:52 Councilor Godes moved, seconded by Councilor Zalinski, to re-prioritize some of the Council agenda items and take downtown overlay up on the June 1st meeting.

Motion passed unanimously.

Comments were made by Councilor Schachter.

Comments were made by Mayor Wussow and Councilor Godes.

Item 14. 1:56 Report from City Administration

Comments were made by City Attorney Karl Hanlon, Mayor Wussow, Councilor Kaup, and Councilor Godes.

Item 15. 2:01 Executive Session: Discussion and/or Action An executive session with the City Manager and City Attorney for the purpose of determining positions relative to matters that may be subject to negotiations, developing strategy for negotiations, and/or instructing negotiators, under C.R.S. Section 24-6-402(4)(e) more specifically regarding property acquisition adjacent to the Roaring Fork River.

Karl Hanlon, City Attorney presented.

2:02 Mayor Pro-Tem Dehm moved, seconded by Councilor Zalinski, to go into Executive Session: Discussion and/or Action An executive session with the City Manager and City Attorney for the purpose of determining positions relative to matters that may be subject to negotiations, developing strategy for negotiations, and/or instructing negotiators, under C.R.S. Section 24-6-402(4)(e) more specifically regarding property acquisition adjacent to the Roaring Fork River and to adjourn after the Executive Session.

Motion passed unanimously.

Item 16. 2:02 Adjournment

2:02 Mayor Pro-Tem Dehm moved, seconded by Councilor Zalinski, to adjourn after the Executive Session.

Motion passed unanimously.



City Council
STAFF REPORT
City of Glenwood Springs
October 2, 2025

Agenda Item:	Ordinance 2025-21; Landfill Regulations
Action Requested:	City Council approval of Ordinance 2025-21; Landfill Regulations
Department:	Public Works
Presented By:	Matthew Langhorst
Strategic Goals:	Ensure Public Safety
Background Info:	The South Canyon Landfill is looking to incorporate new regulations into city code to be able to enforce specific rules and issue fines at the landfill for public and employee safety. These rules would regulate the posted speed limits, hazardous waste dumping, scavenging and a no-smoking ban at the landfill. A short description of each rule and the reasoning behind them are below. The landfill currently has a speed limit of 15 mph. This is a slow speed due to ever-changing weather conditions and muddy roadways, the large and heavy nature of the vehicles that utilize the landfill, and to keep the dust down from the roadway as a requirement of our air permit through the state of Colorado. Staff needs to be able to control speeders on the site. The landfill has issues with people dumping hazardous waste on the site. Sometimes items are pushed off of vehicles along the road. Sometimes customers attempt to sneak the materials in on a large load and hope that we do not see them. Occasionally, hazardous items are disposed of by mistake, and staff can deal with this on a case by case basis. In each situation, staff needs to be able to control that issue and discourage repeated violations. The landfill does not allow scavenging through waste piles. When staff catches people looking through the trash, we ask them to move on. When this happens over and over with the same customer, the landfill staff needs to be able to control that situation. Lastly, there is a no smoking ban at the landfill, but we have a fair number of smokers that show up and smoke without consequence. The simplest way to control these situations is to add landfill rules to the Municipal Code that allows staff to warn customers about the rules. A first offense would be a verbal warning and a write-up for staff reference in the future. Then, if the rule is broken again by a repeat customer, fines would be enforced. Eventually, if the action continues, a 1-year ban will be enforced, which then could move into a permanent ban on the customer if the action continues. Staff will need help from the police department to enforce these rules and issue fines.
Issues:	None at this time.
Fiscal Impact:	This will not cost the landfill anything to implement, but may require some time from the police department or code enforcement. There is likely to be nominal revenue from fines.
Legal Review:	Legal has drafted an ordinance and the code text amendments.
Staff Recommendation:	Staff is supportive of City Council's approval Ordinance 2025-21; Landfill Regulations.

ORDINANCE NO. 21

Series of 2025

AN ORDINANCE OF THE CITY OF GLENWOOD SPRINGS, COLORADO, ADDING SECTION 090.090.090 TO THE GLENWOOD SPRINGS MUNICIPAL CODE REGARDING RULES AND REGULATIONS FOR THE GLENWOOD SPRINGS SOUTH CANYON LANDFILL .

WHEREAS, the City of Glenwood Springs (“Glenwood Springs” or the “City”) is a home-rule municipality organized under Article XX of the Colorado Constitution and with the authority of the Glenwood Springs Home Rule Charter (the “Charter”); and

WHEREAS, safety within the South Canyon Landfill (the “Landfill”) is a growing concern; and

WHEREAS, the Landfill is within the South Canyon Parklands designated in Section 090.030.010 of the Glenwood Springs Municipal Code (the “Code”); and

WHEREAS, pursuant to Colorado House Bill 25-1029 codified at CRS 31-25-216(1) the City may enforce provisions of the Glenwood Springs Municipal Code on City owned park lands outside the Municipal boundary of the City; and

WHEREAS, Landfill staff recommend, and City Council agrees, that the Landfill needs clear regulations regarding conduct at the Landfill to ensure the safety of the public and staff; and

WHEREAS, City Staff has recommended adding Section 090.090.090 to the Code to implement Rules and Regulations for the Glenwood Springs Landfill; and

WHEREAS, the City Council finds and declares that the Code amendment as set forth in **Exhibit A** attached hereto and incorporated by this reference are necessary to protect the health, safety, and welfare of the citizens of the City.

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

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

Section 2. **Additions.** Section 090.090.090 is hereby added to the Code as follows additions are double underlined.

TITLE 090 – PUBLIC LANDS

* * * *

ARTICLE 090.090 – SOUTH CANYON LANDFILL

* * * *

090.090.010 – City Manager Authority.

The City Manager or their designee shall have the authority to temporarily or permanently ban patrons of the landfill for actions deemed unsafe.

* * * *

ARTICLE 090.090.020 – Landfill Usage

(a) It shall be unlawful for any person to dump, throw, deposit or place any toxic or hazardous waste in or nearby the Landfill. This includes but is not limited to paint, thinners, oil, herbicides, pesticides or batteries. Any loads containing hazardous waste will be rejected.

(b) It shall be unlawful for any person to scavenge, rummage, comb, scour, scrounge, or go through any items within the Landfill property at any time.

(c) Smoking is not permitted, and no person shall smoke while on the premises of the Landfill.

(d) Under no circumstances shall vehicle speed exceed 15 miles per hour.

(e) The posted speed limit for the weighing scale is 1.5 miles per hour.

* * * *

090.090.030 – Landfill Violations

(a) Violations of Section 090.090.020 shall be subject to the following fine schedule. Notwithstanding any penalty provision of this Code or any fines adopted pursuant to this Code to the contrary, the penalty for any offense that also constitutes a violation of similar state law shall not exceed the penalty provided for by the applicable provisions in the Colorado Revised Statutes.

(1) First offense: Verbal warning, this warning will be noted in the landfill files in writing.

(2) Second offense: \$100 fine.

(3) Third offense: \$250 fine.

(4) Fourth offense: Trespass Notice and a temporary 1-year ban from the South Canyon Landfill.

(5) Fifth offense: Trespass Notice and a permanent ban from the South Canyon Landfill.

INTRODUCED, READ ON FIRST READING, PASSED AND ORDERED
PUBLISHED BY TITLE ONLY THIS ____ DAY OF _____ 2025.

CITY OF GLENWOOD SPRINGS, COLORADO

Erin Zalinski, Mayor Pro Tem

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 _____ 2025.

CITY OF GLENWOOD SPRINGS, COLORADO

Marco Dehm, Mayor

ATTEST:

Ryan Muse, City Clerk



City Council
STAFF REPORT
City of Glenwood Springs
October 2, 2025

Agenda Item: Fees Regarding Construction of Sidewalks

Action Requested: Consideration of changes to the Municipal Code's sidewalk requirements and/or associated changes to fees.

Department: Economic and Community Development

Presented By: Watkins Fulk-Gray

Strategic Goals: Preserve and Improve Infrastructure
Protect and Preserve our Quality of Life

Background Info: At the September 18, 2025 meeting, City Council directed staff to provide additional information regarding the payment of a fee-in-lieu of sidewalk construction. Specifically, staff was asked to explore options for a flat-rate fee for accessory dwelling units (ADUs) requiring the construction of or the payment of a fee-in-lieu for missing sidewalks which is addressed in the "Issues" section below. Answers to various questions asked by City Council at the previous meeting are as follows:

- The 2A street and infrastructure tax money can be used for sidewalk construction throughout the City but are not applicable to the subject standard.
- The current fee-in-lieu rates are \$60 per linear foot for a five-foot wide sidewalk (applicable to residential zone districts) and \$96 per linear foot for an eight-foot wide sidewalk (applicable to commercial and mixed-use zone districts). Based on the City's own construction projects during the summer of 2025, we believe the \$60/linear foot is very close to the actual construction cost, excluding demolition and site preparation, which can be highly variable between sites. The \$96/linear foot amount is approximately 9 percent less than market rate and also does not include demolition and site preparation.
- Sidewalk construction required by the applicable standard is subject to the Glenwood Springs Engineering Design Standards and inspected prior to acceptance by the City.

Issues: A flat fee related to sidewalks associated with ADUs is an option for consideration. The smallest common street frontage in the City is 25-foot wide lot/parcel in the Original Townsite. Such a lot would currently generate a fee-in-lieu of \$1,500 (25 linear feet x \$60) in a residential zone district. This fee is well below the average of the three occasions in which the fee-in-lieu has been collected since 2020 which is \$5,112.33. A fee of \$1,500 or less would avoid overly burdening developers of small-frontage lots and would be most equitable, which was a key consideration by both the Planning and Zoning Commission (P&Z) and City Council in recent discussions. Another option to consider is an outright exemption to the current standards for ADUs regarding sidewalks.

If Council determines that changes to the fee-in-lieu provisions are necessary, the Municipal Code can be changed to exempt ADUs from the requirement of providing a sidewalk or paying the fee-in-lieu. Exempting ADUs would require other types of more significant development to still contribute toward filling sidewalk gaps, while not diminishing by much the revenue collected through the fee-in-lieu. This can be accomplished through a change to 070.040.070(f)(1)(a)(2) as outlined below (language additions underlined).

"(f) Pedestrian Circulation.

(1) Sidewalks Required.

a. Where Required.

1. Sidewalks shall be provided by the developer to allow convenient pedestrian access through or across the development and joining with pedestrian ways of adjacent properties.

2. Sidewalks shall be installed on both sides of all arterials, collector streets, and local streets (including loop streets and culs-de-sac), and within and along the frontage of all new development and redevelopment, excluding those redevelopments with building elevation changes that involve fifty (50) percent or less of the exterior walls of a roofed building within a two-year period, commencing upon the issuance of the building or other required permit, structural additions of less than five hundred (500) square feet on a single lot, and/or building elevation changes that are for the purpose of minor cosmetic maintenance, provided, however, that those developments and redevelopments for Accessory Dwelling Units shall be exempt from these requirements."

Staff would like to note that a flat-rate fee is a departure from the "developer pays" philosophy underpinning most of the City's fees and developer expectations, which holds that the owner or builder of a project should also build any public improvements associated with a project. Waiving sidewalk requirements for ADUs would be a way to incentivize ADUs that is similar to how the water/sewer system improvement fees were reduced for ADUs. Flat-rate fees would also benefit owners of lots with large lengths of frontage without sidewalk in comparison to owners of lots with only a small amount of frontage and no sidewalk.

The payment of a fee-in-lieu of sidewalk construction has been utilized only three times (approximately 13 percent) since 2020. It is unknown how many property owners built sidewalks when they were missing instead of paying the fee-in-lieu, but it is likely a small number also. Staff believes that the rarity of the sidewalk requirements being triggered supports leaving the requirements and fee-in-lieu levels as they currently are, while revisiting the fee amounts periodically to keep them in line with market prices. The list of streets exempt from sidewalk requirements should, however, be revisited. There are numerous streets not on the list that do not have sufficient right-of-way width for sidewalks, and exempting streets that are too constrained for sidewalks on both sides would remove a barrier for many future developments that would otherwise have to pay the fee-in-lieu. The City currently only has two methods for filling missing sidewalk connections: requiring adjacent property owners to build sidewalks with redevelopment of the adjacent lot and the capital improvement projects run through the Public Works Department. On the other hand, there are many ways to incentivize ADUs, including reducing other impact fees, allowing modular ADUs, providing pre-approved building plans, providing technical assistance, reducing parking requirements for ADUs, and providing cost estimator tools.

Fiscal Impact: There may be a small impact on how much revenue is collected in sidewalk fee-in-lieu, depending on City Council's direction. Since 2020, the City has collected \$15,337 in sidewalk fee-in-lieu across a total of three building permits.

Legal Review: Legal will draft an ordinance or resolution once Council decides how it would like to proceed.

Staff Recommendation: Staff recommends making no changes to the current Municipal Code provisions regarding sidewalks. These provisions are rarely triggered, and it is difficult to create new fee guidelines that do not provide an advantage or disadvantage to some property owners. It is recommended that the list of streets exempted from sidewalk requirements by Resolution 2020-25 be updated at a later date after further study.

The P&Z recommended 5-2 to change the sidewalk requirements for ADUs, with two commissioners in favor of moving to a proportional sidewalk fee based on the floor area of the proposed development, three commissioners in favor of a flat-rate fee-in-lieu for sidewalks to apply to all ADU projects (regardless of whether a sidewalk is present or not), and two commissioners recommending no changes.

If Council determines that a new flat-rate fee for ADUs is appropriate, Staff recommends a fee of \$1,500 or less. An exemption for ADUs is another option. Alternately, Council can leave the standard unchanged and direct staff to update the list of exempted street/blocks where sidewalk construction is not desired at this time.

Staff asks that when Council is ready to make a motion that (1) they state explicitly whether any

changes will apply to ADUs or all new development, and (2) whether any changes to fees should apply to all ADUs or just ADUs with missing sidewalk on the street frontage.

Planning File #23-25

Code Text Amendments Regarding Sidewalks

City Council

October 2, 2025



When Sidewalks Are Required

- Sidewalks must be built or a fee-in-lieu paid when:
 - No sidewalk is present and the street in question is not on the exempt list, and
 - One of the following things happens:
 1. Construction that involves changes to more than 50% of the exterior walls of a roofed building within a two-year periodor
 2. structural additions of 500 square feet or more



Recap

- Planning & Zoning Commission (P&Z) made a recommendation on August 26:
 - 3 Commissioners in favor of a flat fee for ALL accessory dwelling unit projects
 - 2 Commissioners in favor of proportional fee based on floor area of new ADU
 - 2 Commissioners recommended no changes



Recap

- September 4th questions:
 - Can 2A/street tax funds be used? Yes
 - Current fee-in-lieu rates and current market costs for sidewalk construction
- Direction: explore flat-rate fees



Fee Options

- If Council desires a flat-rate (and non-\$0) fee, Staff recommends \$1,500
- Other options to consider:
 - Exempt ADUs from sidewalk requirements
 - Leave fees and code language as-is



Issues

- Sidewalks are important for many reasons
 - Promotes multimodal transportation
 - Promotes being physically active and healthy
 - Social role of connections to places and people
 - Lower greenhouse gas emissions
 - Safety
- Sidewalks (or fee option) makes expensive projects a bit more expensive
- ADUs fill a particular need in housing market, though limited



Comprehensive Plan

Reducing ADU Barriers Through Changes to

Sidewalk Provisions

Goals, Policies, and Actions supported:

- Increase housing density
- Encourage accessory dwelling units
- Consider policy changes to increase ADUs
- Address barriers to ADUs such as parking and consider policy changes to increase ADUs in a housing strategy
- Provide a diversity in housing types



Comprehensive Plan

Maintaining Current Sidewalk Provision Thresholds

Goals, Policies, and Actions supported:

- Enhance the pedestrian and bicycle network
- Improve the Glenwood Springs multimodal system and urban trail network, including bike and pedestrian connectivity throughout town, and filling sidewalk gaps between neighborhoods
- Create a Complete Streets Policy to encourage alternative modes of travel. All transportation infrastructure projects need to include elements to provide safe, efficient use by pedestrians, especially children, and non-motor users, bikes, e-bikes, wheelchairs, etc.
- Support the expansion of green transportation options
- Promote a multimodal mobility network



Criteria of Approval and Recommended Findings

1. The proposed amendment is consistent with the Comprehensive Plan and other City policies;
Lowering the barriers to ADU construction is supported by the Comprehensive Plan.
2. The proposed amendment does not conflict with other provisions of this Code or other provisions in the Glenwood Springs Municipal Code;
The proposed changes do not conflict with other sections of the Municipal code.
3. The proposed amendment is necessary to address a demonstrated community need;
ADU production is a demonstrated community need in the 2023 Strategic Housing Plan Update, which calls for the creation of 1,858 new dwelling units by 2043.
4. The proposed amendment necessary to respond to substantial changes in conditions and/or policy;
Data from the past five years suggests that ADUs that are required to include sidewalk construction are rare, suggesting sidewalk construction may be one of the barriers to this type of development. Therefore, changing conditions do support a code amendment relaxing the requirement to provide sidewalks with new development.
5. The proposed amendment is consistent with the general purpose and intent of this Code.
The proposed amendment is in line with the purpose and intent of the Code.



Questions

Public Comment

City Council
Discussion





Appendix

Streets Exempted from Sidewalk Requirements

Partial exemptions

- Midland Avenue (Four Mile to I-70) -Sidewalk or trail on one side
- Red Mountain Drive – No sidewalk Midland to Red Mountain Trail. Sidewalk on one side from Red Mountain
- West 10th – Trail on one side Red Mountain Drive to Midland
- Cedar Crest Drive - Sidewalk on one side
- Riverview Drive - Sidewalk on one side
- 22nd Street -Sidewalk on one side
- Ouray – Sidewalk on one side
- Sky Ranch Drive - sidewalk on one side
- Road 135 - Sidewalk on one side
- Devereux Road - Sidewalk on one side



Streets Exempted from Sidewalk Requirements

Full-street exemptions:

- Trail to West 10th
- Tanager Road
- Cardinal Lane
- Ptarmigan Lane
- Ptarmigan Drive
- Rock Ledge Drive
- 11th Place
- West 9th Place
- Echo Street
- Oasis Creek Subdivision



APPENDIX B – SIDEWALK EXEMPTIONS

The Municipal Code in section 070.040.070 Access and Circulation allows for an exemption from the requirement that sidewalks to be installed on both sides of all arterials, collector streets, and local streets, on a limited list of local streets maintained in the Engineering Standards where the City has determined that one (1) or no sidewalk shall be installed.

From time to time, the streets list in the Engineering Standards is anticipated to be amended by resolution. The only streets that would be recommended to be added to the list are those ones where a public outreach process has already taken place, significant engineering for a road reconstruction has already been completed, and the City Engineer and Public Works Director agree that a sidewalk isn't need or that only one sidewalk be installed.

The list of exempted streets is as follows:

Midland Avenue (Four Mile to I-70) -Sidewalk or trail on one side

Red Mountain Drive – No sidewalk Midland to Red Mountain Trail. Sidewalk on one side from Red Mountain Trail to West 10th.

West 10th – Trail on one side Red Mountain Drive to Midland

Tanager Road -No sidewalk

Cardinal Lane -No sidewalk

Cedar Crest Drive -Sidewalk on one side

Ptarmigan Lane - No sidewalk

Ptarmigan Drive - No sidewalk

Rock Ledge Drive - No sidewalk

Riverview Drive - Sidewalk on one side

11th Place

22nd Street -Sidewalk on one side

West 9th Place - No sidewalk

Echo Street – No physical way to add a sidewalk due to existing walls and drop offs.

Ouray and a portion of Skyranch Drive (Ouray -Sidewalk on one side, Sky Ranch Drive - sidewalk on one side)

Oasis Creek Subdivision - No sidewalks

Road 135 - Sidewalk on one side

Devereux Road - Sidewalk on one side



Planning Commission Report

Date August 26, 2025
To: Planning and Zoning Commission
From: Watkins Fulk-Gray, Senior Planner
Subject: Planning File #23-25 Code Text Amendments to Title 070, 070.040.070(f) Pedestrian Circulation

REQUEST	Consideration of code text amendments to Municipal Code Title 070 to amend the standards of 070.040.070(f) Pedestrian Circulation related to sidewalk requirements
APPLICANT	City of Glenwood Springs
OWNER	City of Glenwood Springs
LOCATION	City-wide
ZONE	All

REQUIRED ACTION

Action 1:

Consideration of code text amendments to Municipal Code Title 070.040.070(f) to amend the standards regarding sidewalk installation.

Staff recommends **taking no action** on the code amendment options listed in this memo. The recommended findings and motion are on pages 6 and 7 of this report.

REVIEW AUTHORITY

For actions involving amendments to the land use code, the Planning & Zoning Commission is a recommending body to City Council. All Municipal Code amendments are completed by ordinance, which requires two hearings before City Council. To be approved all amendments must meet the criteria of approval in section 070.060.040(c)(3)(d).

SUMMARY

The Community Development Department is always seeking ways to upgrade the City's land use regulations in ways that lead to better outcomes in the built environment. City Council requested consideration of ways to reduce the barriers in the land use regulations to building Accessory Dwelling Units (ADUs), and specifically, whether the creation of ADUs should trigger the requirement to install (or pay for) sidewalks when they are not present on the adjacent street. The Department believes that while this decision involves competing priorities for the City, the importance of sidewalks, and the comparatively low cost of building them relative to the high costs of the types of projects that trigger them, along with the fact that there are other ways to reduce barriers to ADU construction, weighs in favor of no changes to the Municipal Code.

PROPOSED AMENDMENTS

Background

At a City Council worksession on February 6, 2025, Staff and City Council discussed barriers to ADU construction that exist in the City's land use regulations. Both landscaping and sidewalk requirements were identified and discussed. Verbal direction was given to Staff to bring forward options for changing the Municipal Code in ways that reduce the barriers to ADU construction, for both landscaping and sidewalks. City Council recently approved an ordinance that reduces the burden of bringing an entire lot's landscaping into compliance when ADUs are proposed. To address the next barrier to ADU construction, this memo outlines the situations when building sidewalks is required, ADU trends that can be observed, relevant Comprehensive Plan policies, a recommendation from Staff, and options for changing the requirements of when sidewalks are required to be built or paid for in-lieu.

When sidewalks are not present along a street, there is a "trigger requirement" that requires sidewalks to either be installed or paid for when a certain development threshold is crossed. This is a common way for building and zoning codes to bring the community, which includes homes built before such rules existed, up to compliance with current rules. The concept is that small improvements do not trigger major upgrades to a building or lot, but major redevelopments do trigger bigger upgrades, including site elements that are completely separate from the improvements proposed by the builder. In other words, major investments require bringing more expensive nonconformities into compliance, but smaller investments are typically allowed to remain small. The "trigger requirements" for sidewalk compliance are developments that 1) involve changes to more than 50% of the exterior walls of a roofed building within a two-year period, or 2) structural additions of 500 square feet or more. Any development that meets either of these two thresholds that does not have a sidewalk along the adjacent right-of-way must either install the sidewalk or pay the fee-in-lieu cost of a sidewalk, which is currently \$96 per linear foot for an eight-foot sidewalk or \$60 for a five-foot sidewalk.

These thresholds often apply to new detached Accessory Dwelling Units, unless the owner chooses to build a small (less than 500 square foot) ADU. Sidewalk construction or paying the fee-in-lieu increases the cost to build a detached ADU and is counterproductive to the City's goal of increasing ADU production. ADUs are a useful part of the City's housing stock, because they can facilitate multigenerational living and care, help homeowners earn extra income, and be relatively lower cost housing for renters. Despite these benefits, Glenwood only sees about five ADU building permits per year.

New development on some streets is already exempted from the requirement of providing sidewalks. Resolution 2020-25 established 18 streets that are exempt or partially exempt, although there are many other streets besides these 18 that lack sidewalk connections. Sidewalks are important because they make it easier for people to take alternative modes of travel, reduce greenhouse gas emissions, be physically active, have the chance to see friends and have a conversation, and simply feel more connected to the community.

ADU Construction in Glenwood Springs

Since 2021, 20 ADUs have been permitted. The majority of these (16 of 20) have been ADUs created within the existing footprint of homes, such as basement remodels, rather than detached ADUs. Based on the valuations provided the City with building permits, the cost of building a detached ADU is about ten times more expensive than interior remodels that create new ADUs

on a per-square-foot basis. Cost is therefore an obvious barrier to building detached ADUs in Glenwood, and sidewalks are an additional project cost.

Besides waiving the costs of building a missing sidewalk or paying the fee-in-lieu, there are other ways to reduce barriers to ADU construction, including some that the City is already doing. These options can include creating pre-approved ADU plans, placing deed restrictions on ADUs in exchange for a waiver of system improvement fees, greater assistance from the City in helping homeowners plan for ADUs, and utilizing modular ADUs.

Comprehensive Plan goals, policies, and actions related to ADUs and sidewalks

To examine the relative importance of both ADU production and filling in the gaps of our sidewalk network, a list of Comprehensive Plan goals relating to both City priorities is below.

Goals, policies, and actions related to ADUs:

- Increase housing density
- Encourage accessory dwelling units
- Consider policy changes to increase ADUs
- Address barriers to ADUs such as parking and consider policy changes to increase ADUs in a housing strategy
- Provide a diversity in housing types

Goals, policies, and actions related to sidewalks:

- Enhance the pedestrian and bicycle network
- Improve the Glenwood Springs multimodal system and urban trail network, including bike and pedestrian connectivity throughout town, and filling sidewalk gaps between neighborhoods
- Create a Complete Streets Policy to encourage alternative modes of travel. All transportation infrastructure projects need to include elements to provide safe, efficient use by pedestrians, especially children, and non-motor users, bikes, e-bikes, wheelchairs, etc.
- Support the expansion of green transportation options
- Promote a multimodal mobility network

It is clear that the Comprehensive Plan supports both promoting ADUs and filling sidewalk gaps between neighborhoods.

Staff recommendation:

Building sidewalks and reducing barriers to ADU construction is a classic case of competing priorities; the City wants both things, and changes designed to do either one are supported by the Comprehensive Plan. Sidewalks are part of the literal fabric of the community, and without them, it is difficult for even enthusiastic pedestrians to leave the car at home. However, ADUs are a useful part of Glenwood's stressed housing market, and building detached ADUs or additions to a home for an ADU often trigger the additional expense of building sidewalks, if no sidewalk is present along the street.

While building a sidewalk or paying the fee-in-lieu for a detached ADU is an additional cost to what is typically an expensive project, this requirement is only triggered for detached ADUs. This may be part of the reason why few detached ADUs have been built in the City in recent years, although this portion of the project cost is likely a small percentage. The City can also take other steps, such as offering pre-approved ADU construction plans, to try to reduce the financial burden on homeowners without compromising on requiring sidewalks. Missing sidewalk connections, on the other hand, are only paid for by tax dollars or by the adjacent property owners during redevelopment. With multiple potential ways to incentivize ADU production but fewer tools to build missing sidewalk connections, Staff believes the Comprehensive Plan's policies in favor of sidewalk building are a stronger priority, and that no changes to the Municipal Code are warranted at this time.

Options for code amendments and other changes

If the P&Z and City Council decide that the benefit of reducing ADU barriers outweighs the benefit of greater sidewalk connections, here are options for code amendments.

Double underline indicates new language, and ~~strike through~~ indicates deleted language. The four options provided below are separated by solid lines.

(f) Pedestrian Circulation.

(1) Sidewalks Required.

a. Where Required.

1. Sidewalks shall be provided by the developer to allow convenient pedestrian access through or across the development and joining with pedestrian ways of adjacent properties.
2. Sidewalks shall be installed on both sides of all arterials, collector streets, and local streets (including loop streets and culs-de-sac), and within and along the frontage of all new development and redevelopment, excluding those redevelopments with building elevation changes that involve fifty (50) percent or less of the exterior walls of a roofed building within a two-year period, commencing upon the issuance of the building or other required permit, structural additions of less than ~~five hundred (500)~~ one thousand (1,000) square feet on a single lot, and/or building elevation changes that are for the purpose of minor cosmetic maintenance.

Staff comment: This option of increasing the new construction threshold to 1,000 square feet would exempt all ADUs and all projects that add less than 1,000 square feet. ADUs are not allowed to be larger than 1,000 square feet.

(f) Pedestrian Circulation.

(1) Sidewalks Required.

a. Where Required.

1. Sidewalks shall be provided by the developer to allow convenient pedestrian access through or across the development and joining with pedestrian ways of adjacent properties.
2. Sidewalks shall be installed on both sides of all arterials, collector streets, and local streets (including loop streets and culs-de-sac), and within and along the frontage of all new development and redevelopment, excluding those redevelopments with building elevation changes that involve

fifty (50) percent or less of the exterior walls of a roofed building within a two-year period, commencing upon the issuance of the building or other required permit, structural additions of less than five hundred (500) square feet on a single lot, and/or building elevation changes that are for the purpose of minor cosmetic maintenance, provided, however, that those developments and redevelopments for Accessory Dwelling Units shall be exempt from these requirements.

Staff comment: This would provide a more targeted approach to exempting ADUs specifically.

(f) *Pedestrian Circulation.*

(1) *Sidewalks Required.*

b. Fee in Lieu of Sidewalks. Where the existing right-of-way adjacent to a development is substandard or insufficient for providing a sidewalk according to the City Engineer, or where there is a discontinuity of the sidewalk system, the developer may, with approval by the City Engineer or Director, pay a fee in lieu of providing all or a portion of the required sidewalk. The amount of such in-lieu payment shall be set by City Council resolution. The developer of an Accessory Dwelling Unit who is approved to pay a fee in lieu shall be allowed to pay one-half the fee in lieu rate. All fees paid pursuant to this section shall be deposited in a separate fund, which fund may be used to undertake future projects to accommodate pedestrian improvements. These fees may not be used for the general expenses of the City.

Staff comment: This section of the Municipal Code is specific to the fee-in-lieu option. Reducing the cost of the fee-in-lieu would virtually ensure builders pay it instead of providing the sidewalk. The fee-in-lieu rate of \$96 and \$60 per linear foot (eight-foot and five-foot widths) is likely significantly below market rate already.

Additions to sidewalk exemptions list.

Staff comment: Rather than code amendments, City Council could instead add additional streets to the list of streets in the Engineering Standards that are exempt, or partially exempt, from providing sidewalks.

Review Criteria and Analysis

A code amendment is a legislative decision by the City Council. Prior to recommending approval or approving a proposed Code amendment, the P&Z and City Council shall consider whether and to what extent the proposed amendment meets the following criteria. Staff analysis is in bold.

- I. Is consistent with the Comprehensive Plan and other City policies;
Any amendment that lowers the barriers to ADU construction is supported by the Comprehensive Plan. However, amendments that reduce the City's ability to require filling sidewalk connections are not supported by the Comprehensive Plan. Both ADU production and sidewalk building are goals of the City and supported by

the Comprehensive Plan, and in this case they can be seen as competing priorities. Because there are many potential ways to incentivize ADU production but fewer tools to fund missing sidewalk connections, Staff believes the Comprehensive Plan's policies in favor of sidewalk building are a stronger priority.

- II. Does not conflict with other provisions of this Code or other provisions in the Glenwood Springs Municipal Code;
The proposed changes do not conflict with other sections of the Municipal code.
- III. Is necessary to address a demonstrated community need;
Both ADU production and sidewalk building are community needs demonstrated through the Comprehensive Plan's goals, policies, and actions. Because more tools are available to affect ADU production than sidewalk building, Staff believes the community need to require private funding of sidewalk construction is a more important community need than the relief that would be offered to would-be ADU builders by relaxing the sidewalk requirements.
- IV. Is necessary to respond to substantial changes in conditions and/or policy;
Data from the past five years suggests that ADUs that are required to include sidewalk construction are rare, suggesting sidewalk construction may be one of the barriers to this type of development. Therefore, changing conditions do support a code amendment relaxing the requirement to provide sidewalks with new development.
- V. Is consistent with the general purpose and intent of this Code.
The proposed amendment is in line with the purpose and intent of the Code.

ACTION ALTERNATIVES

Regarding the amendments, the Planning and Zoning Commission may take one of the following actions:

1. Recommend approval of some or all of the amendments;
2. Recommend denial of some or all of the amendments; or,
3. Continue the hearing with a requirement that staff submit changes or provide additional information regarding some or all the amendments.

STAFF RECOMMENDATION AND FINDINGS

Action 1:

Consideration of a code text amendments to Municipal Code Title 070 to amend the standards for Pedestrian Circulation.

Staff recommends **taking no action**. *Note: If the P&Z does not recommend any code amendments, the issue will still be brought to City Council for a decision.*

Suggested Findings

The code amendment options outlined in this memo:

- I. Are **NOT** consistent with the Comprehensive Plan and other City policies;
- II. Do not conflict with other provisions of this Code or other provisions in the Glenwood Springs Municipal Code;
- III. Are **NOT** necessary to address a demonstrated community need;
- IV. Are necessary to respond to substantial changes in conditions and/or policy; and
- V. Are consistent with the general purpose and intent of this Code.

Alternative Motion

If the Planning & Zoning Commission does believe that changes are necessary, your motion to approve must make affirmative findings for all five criteria of approval. You should support your findings with specific information.

Motion to Approve Code Amendments:

I move to recommend approval of code amendments regarding **(specify what specific changes)** with the following findings:

Suggested Findings

The proposed code amendment:

- I. **IS** consistent with the Comprehensive Plan and other City policies **(insert your reasoning with specific policy/plan excerpts);**
- II. **Does NOT** conflict with other provisions of this Code or other provisions in the Glenwood Springs Municipal Code**(insert your reasoning with specific code sections that conflict);**
- III. **IS** necessary to address a demonstrated community need because **(insert your reasoning);**
- IV. **IS** necessary to respond to substantial changes in conditions and/or policy because **(insert your reasoning);** and
- V. **IS** consistent with the general purpose and intent of this Code **(insert your reasoning with specific purpose/intent of code section).**



City Council
STAFF REPORT
City of Glenwood Springs
October 2, 2025

Agenda Item: 2026 Budget Submittal

Action Requested: None at this time.

Department: City Administration

Presented By: Steve Boyd

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

Background Info: Council has gone through each of our budget's funds and departments in recent work sessions. This is the formal submittal of the proposed budget with a short presentation from staff. Upon submittal the budget will be open to the public for inspection and the October 16th meeting will feature a public hearing. Council will vote to adopt the budget on November 6th.

Issues: The submitted budget does not include the Cemetery Trust because staff is not asking for an appropriation, but the official budget submitted to the state will need to include a fund balance page as part of our requirement.

Fiscal Impact: See attached budget.

Legal Review: NA

Staff Recommendation: Staff supports adoption of this budget.



2026 DRAFT BUDGET

October 2, 2025

2026 Budget
Draft Submitted 10-02-2025
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GENERAL FUND

	2023 Actual	2024 Actual	2025 Forecast	2026 Budget
Revenue	\$27,035,803	\$27,007,263	\$28,402,191	\$28,599,650
Expenditures	<u>(\$27,464,437)</u>	<u>(\$26,772,881)</u>	<u>(\$29,117,904)</u>	<u>(\$29,479,943)</u>
Change in Fund Balance	<u>(\$428,634)</u>	\$234,382	<u>(\$715,713)</u>	<u>(\$880,293)</u>
Beginning Fund Balance	\$14,123,240	\$13,694,606	\$13,928,988	\$13,213,275
Ending Fund Balance	\$13,694,606	\$13,928,988	\$13,213,275	\$12,332,982

Fund Balance Reserves:

*Airport Road (Restricted)	(\$86,000)	(\$86,000)	(\$86,000)	(\$86,000)
*Affordable Housing (Restricted)	(\$26,984)	(\$26,984)	(\$26,984)	(\$26,984)
*In Lieu Housing Fee (Restricted)	(\$71,382)	(\$71,382)	(\$71,382)	(\$71,382)
*In Lieu Sidewalk Fee (Restricted)	(\$7,520)	(\$7,520)	(\$7,520)	(\$7,520)
Tourism Impact Costs (7.5% of Tourism Revenue)	(\$253,178)	(\$184,428)	(\$446,928)	(\$578,178)
Mine Expansion Opposition	(\$1,000,000)	(\$1,000,000)	(\$1,000,000)	(\$1,000,000)
*Available Fund Balance after restricted reserves	\$13,502,720	\$13,737,102	\$12,574,461	\$11,562,918

Following year's total expenditures divided by fund balance after restricted reserves	50.4%	46.8%	38.9%	35.8%
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Cash Balance as of 12/31/2024 \$11,282,739

2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
01 GENERAL FUND - 00020 TAXES						
0100020-41110	PROPERTY TAXES	\$2,283,369	\$3,036,913	\$2,923,067	\$3,108,389	8.626 mills
0100020-41120	DELINQUENT PROPERTY TAXES	\$700	\$510	\$2,000	(\$0)	
0100020-41150	SPECIFIC OWNERSHIP	\$150,706	\$163,123	\$150,000	\$215,000	
0100020-41160	SPECIAL ASSESSMENTS	\$35,590	\$36,740	\$30,000	\$40,000	
0100020-41210	GENERAL SALES TAX	\$10,509,895	\$10,869,859	\$10,798,128	\$11,366,451	Flat against the original 2025 budget
0100020-41310	USE TAX	\$574,359	\$260,083	\$693,251	\$729,738	Flat against the original 2025 budget
0100020-41710	FRANCHISE FEES	\$235,398	\$204,729	\$260,000	\$250,000	
TOTAL 00020 - TAXES		\$13,790,017	\$14,571,958	\$14,856,446	\$15,709,578	
01 GENERAL FUND - 00040 INTERGOVERNMENTAL						
0100040-42210	STATE & COUNTY SALES TAX	\$490,140	\$498,263	\$510,000	\$500,000	
0100040-42230	HIGHWAY USE TAX	\$312,063	\$364,333	\$300,000	\$310,000	
0100040-42240	SEVERENCE TAX	\$213,471	\$93,713	\$225,000	\$50,000	
0100040-42270	COUNTY ROAD & BRIDGE	\$12,399	\$15,985	\$5,000	(\$0)	
0100040-42310	GRANTS	\$262,192	\$300,060	\$350,000	\$150,000	
TOTAL 00040 - INTERGOVERNMENTAL		\$1,290,266	\$1,272,353	\$1,390,000	\$1,010,000	
01 GENERAL FUND - 00060 OTHER						
0100060-41220	AUDIT REVENUE	\$50,225	\$120,392	\$63,606	\$63,606	
0100060-43510	INTEREST	\$482,253	\$720,045	\$450,000	\$525,000	
0100060-43520	POLICE CONFISCATED ASSETS	\$491	\$2,813	(\$0)	(\$0)	
0100060-43630	MINERAL LEASE	\$690,249	\$256,021	\$450,000	\$250,000	
0100060-43650	MISCELLANEOUS LEASE	\$93,891	\$98,091	\$75,000	\$90,000	
0100060-43710	CONTRIBUTIONS/DONATIONS	\$14,949	\$5,715	(\$0)	(\$0)	
0100060-43810	INTERFUND COST SERVICE	\$2,757,272	\$2,783,040	\$3,036,280	\$3,376,886	
0100060-43910	COST REIM OTHER ENTITIES	\$25,776	\$104,690	\$40,000	\$50,000	
0100060-43920	INSURANCE REIMBURSEMENT	\$113,246	\$7,480	\$50,000	\$50,000	
0100060-43930	AIRPORT REVENUE SHARE	(\$0)	\$1,161	(\$0)	\$3,000	
0100060-44110	SALE OF ASSETS	\$3,970	\$10,002	(\$0)	\$10,000	
0100060-44120	CASH OVER/SHORT	\$6,949	(\$34)	(\$0)	(\$0)	
0100060-44130	MISCELLANEOUS	\$43,054	\$46,433	\$30,000	\$40,000	
0100060-44140	BAD DEBT RECOVERY	\$372	(\$0)	(\$0)	(\$0)	
TOTAL 00060 - OTHER		\$4,282,696	\$4,155,848	\$4,194,886	\$4,458,492	
01 GENERAL FUND - 00070 TRANSFERS						
0100070-43840	ALLOCATED ORGANIZATIONAL COST	\$473,850	\$514,500	\$522,150	\$531,165	3% of Electric Revenue
0100070-43850	ALLOCATED ORGANIZATIONAL WA/WW	\$265,800	\$285,000	\$315,000	\$298,500	3% of Water/Wastewater Revenue
0100070-43860	INTERFUND FRANCHISE - ELECTRIC	\$473,850	\$514,500	\$522,150	\$531,165	3% of Electric revenue

2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
0100070-43870	INTERFUND FRANCHISE - WA/WW	\$265,800	\$285,000	\$315,000	\$298,500	3% of Water/Wastewater revenue
0100070-44315	TRANSFER FROM A & I	\$1,807,535	\$1,820,000	\$2,107,999	\$1,700,000	Community Center subsidy - includes open hours on Sunday
					\$200,000	Parks maintenance around Community Center
					\$120,000	Employee housing
					\$100,000	Community events
TOTAL TRANSFER FROM A & I		\$1,807,535	\$1,820,000	\$2,107,999	\$2,120,000	
0100070-44330	TRANSFER FROM OTHER FUNDS	(\$0)	(\$32,774)	(\$0)	(\$0)	
0100070-44350	TRANSFER FROM TOURISM FUND	\$422,379	\$178,256	\$181,250	\$131,250	7.5% to offset the impact of tourism
					\$50,000	Special Events
TOTAL TRANSFER FROM TOURISM FUND		\$422,379	\$178,256	\$181,250	\$181,250	
0100070-44355	TRANSFER FROM MARIJUANA TAX FU	\$260,000	\$110,000	\$100,000	\$100,000	Public information and Community Center passes
					\$25,000	Community Center passes
TOTAL TRANSFER FROM MARIJUANA TAX FU		\$260,000	\$110,000	\$100,000	\$125,000	
0100070-44365	TRANSFER FROM TRASH	(\$0)	(\$0)	\$125,000	\$7,000	
0100070-44395	TRANSFER FROM TOBACCO TAX FUND	\$750,000	\$625,000	\$550,000	(\$0)	
TOTAL 00070 - TRANSFERS		\$4,719,214	\$4,299,482	\$4,738,549	\$4,092,580	
01 GENERAL FUND - 00030 PERMITS/LICENSES GENERAL GOVERNMENT						
0110030-42140	SALES TAX/BUSINESS LICENSES	\$12,375	\$2,175	(\$0)	(\$0)	
0110030-42150	LIQUOR LICENSES	\$46,798	\$41,778	\$50,000	\$50,000	
TOTAL 00030 - PERMITS/LICENSES		\$59,173	\$43,953	\$50,000	\$50,000	
01 GENERAL FUND - 00050 CHARGE FOR SERVICE/FEEs GENERAL GOVERNMENT						
0110050-42420	CREDIT CARD CONVENIENCE FEES	\$483	\$632	(\$0)	(\$0)	
0110050-42440	CARRYOUT BAG FEES	\$50,090	\$18,955	(\$0)	\$20,000	
TOTAL 00050 - CHARGE FOR SERVICE/FEEs		\$50,573	\$19,587	(\$0)	\$20,000	
01 GENERAL FUND - 00030 PERMITS/LICENSES PUBLIC SAFETY						
0120030-42160	DOG LICENSES	\$10	(\$0)	(\$0)	(\$0)	
TOTAL 00030 - PERMITS/LICENSES		\$10	(\$0)	(\$0)	(\$0)	
01 GENERAL FUND - 00050 CHARGE FOR SERVICE/FEEs PUBLIC SAFETY						
0120050-42414	POLICE FINES	\$163,595	\$239,451	\$180,000	\$260,000	
0120050-42415	VEHICLE INSPECTION FEES	\$3,635	\$2,660	(\$0)	\$2,500	
0120050-42416	COURT FEES	\$39,618	\$59,284	\$45,000	\$70,000	
0120050-42417	PARKING FEES & FINES	\$54,464	\$42,401	\$100,000	\$75,000	
0120050-42418	IMPOUND FEES	\$1,290	\$1,980	\$4,000	\$5,000	
0120050-44505	MUNI COURT CLEARING	(\$259)	(\$0)	(\$0)	(\$0)	
TOTAL 00050 - CHARGE FOR SERVICE/FEEs		\$262,342	\$345,776	\$329,000	\$412,500	

2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
01 GENERAL FUND - 00030 PERMITS/LICENSES COMMUNITY/ECONOMIC DEVELOPMENT						
0125030-42110	BUILDING PERMITS	\$518,907	\$255,988	\$550,000	\$500,000	
0125030-42120	VENDOR PERMITS	\$2,000	\$2,750	\$1,000	\$1,500	
0125030-42170	CONTRACTOR'S LICENSES	\$42,912	\$39,205	\$40,000	\$20,000	
TOTAL 00030 - PERMITS/LICENSES		\$563,819	\$297,943	\$591,000	\$521,500	
01 GENERAL FUND - 00050 CHARGE FOR SERVICE/FEES COMMUNITY/ECONOMIC DEVELOPMENT						
0125050-42411	LEGAL FEES	(\$0)	(\$0)	\$10,000	(\$0)	
0125050-42412	PLAN CHECK AND RECORD FEE	\$226,090	\$124,634	\$275,000	\$175,000	
0125050-42430	PLANNING FEES	\$18,385	\$21,907	\$20,000	\$40,000	
0125050-42434	PUBLIC ART FEES	\$26,801	\$3,492	(\$0)	\$10,000	
0125050-42960	FEE IN LIEU - SIDEWALK	(\$0)	\$11,717	(\$0)	\$10,000	
0125050-42970	FEE IN LIEU - STORMWATER IMPAC	(\$0)	\$18,290	(\$0)	(\$0)	
TOTAL 00050 - CHARGE FOR SERVICE/FEES		\$271,276	\$180,040	\$305,000	\$235,000	
01 GENERAL FUND - 00050 CHARGE FOR SERVICE/FEES PUBLIC WORKS						
0130050-42410	ENGINEERING FEES	\$22,471	\$32,244	\$35,000	\$30,000	
0130050-42431	DOWNTOWN TRASH FEE	\$56,642	\$71,338	\$50,000	\$80,000	
TOTAL 00050 - CHARGE FOR SERVICE/FEES		\$79,112	\$103,582	\$85,000	\$110,000	
01 GENERAL FUND - 00050 CHARGE FOR SERVICE/FEES CULTURE AND RECREATION						
0135050-42413	CEMETERY FEES	\$5,200	\$9,900	\$7,000	\$5,000	
0135050-42419	PARK RENTALS/BOAT RAMP FEES	\$171,957	\$126,207	\$84,000	\$150,000	
0135050-43210	RECREATION FEES	\$126,014	\$192,825	\$170,460	\$225,000	
0135050-43260	ART CENTER FEES	\$91,781	\$104,071	\$83,000	\$100,000	
0135050-43310	COMMUNITY CENTER FEES	\$1,272,355	\$1,283,739	\$1,517,850	\$1,500,000	
TOTAL 00050 - CHARGE FOR SERVICE/FEES		\$1,667,307	\$1,716,742	\$1,862,310	\$1,980,000	
TOTAL 01 -GENERAL FUND		\$27,035,803	\$27,007,263	\$28,402,191	\$28,599,650	

2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
01 GENERAL FUND - 100 CITY COUNCIL						
01100-51110	REGULAR EMPLOYEES	\$88,000	\$85,400	\$86,400	\$86,400	Mayor (1) \$1,200 per month Councilors (6) \$1,000 per month
01100-51250	FICA CONTRIBUTIONS	\$6,732	\$6,533	\$6,610	\$6,610	
01100-51270	UNEMPLOYMENT COMPENSATION	\$176	\$171	\$173	\$173	
01100-51280	WORKERS' COMPENSATION	\$83	\$108	\$87	\$127	
01100-51610	SUPPLIES	\$384	\$210	\$0	\$0	
01100-51710	PROFESSIONAL SERVICES	\$28,260	\$24,183	\$10,000	\$15,000	Facilitation and miscellaneous services
01100-52210	PROFESSIONAL DEVELOPMENT	\$5,603	\$5,506	\$14,000	\$14,000	
01100-52310	MISC. TRAVEL	\$0	\$0	\$10,000	\$10,000	
01100-52410	PROFESSIONAL DUES AND MEMBERSH	\$29,255	\$0	\$0	\$0	
01100-52420	ORGANIZATIONAL DUES AND MEMBER	\$5,000	\$0	\$0	\$0	
01100-52810	OTHER OPERATING EXPENSE	\$8,518	\$12,412	\$15,000	\$15,000	
TOTAL 100 - CITY COUNCIL		\$172,011	\$134,523	\$142,270	\$147,310	
01 GENERAL FUND - 112 ADMINISTRATION						
01112-51110	REGULAR EMPLOYEES	\$479,445	\$324,324	\$496,874	\$517,431	City Manager Director of Operations Executive Assistant and Staff Liaison Communications and Engagement Officer (25%)
01112-51140	OVERTIME	\$165	\$41	\$0	\$0	
01112-51210	HEALTH INSURANCE PREMIUMS	\$37,627	\$41,193	\$83,303	\$61,127	
01112-51220	LONG TERM DISABILITY	\$828	\$546	\$1,010	\$1,433	
01112-51230	BASIC LIFE INSURANCE	\$798	\$530	\$1,257	\$1,512	
01112-51250	FICA CONTRIBUTIONS	\$30,989	\$20,677	\$38,064	\$39,584	
01112-51260	RETIREMENT CONTRIBUTIONS	\$19,499	\$22,705	\$34,830	\$36,220	
01112-51270	UNEMPLOYMENT COMPENSATION	\$946	\$633	\$995	\$1,034	
01112-51280	WORKERS' COMPENSATION	\$551	\$738	\$578	\$578	
01112-51360	EMPLOYEE ONBOARDING	\$6,500	\$0	\$0	\$0	
01112-51410	UTILITIES	\$2,147	\$2,702	\$2,362	\$2,480	5% over 2025 original budget
01112-51610	SUPPLIES	\$10,319	\$4,350	\$10,000	\$10,000	
01112-51710	PROFESSIONAL SERVICES	\$33,181	\$12,363	\$47,000	\$25,000	
01112-51810	MAINTENANCE & REPAIR	\$0	\$5,860	\$0	\$0	
01112-51920	RENT/LEASE - EQUIPMENT	\$6,784	\$7,667	\$5,200	\$7,500	
01112-52120	EMPLOYMENT POSTING	\$0	\$650	\$0	\$0	
01112-52130	SPECIAL EVENT POSTING	\$20	\$14	\$0	\$0	
01112-52210	PROFESSIONAL DEVELOPMENT	\$6,198	\$16,529	\$20,000	\$15,000	

2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
01112-52410	PROFESSIONAL DUES AND MEMBERSH	\$2,590	\$1,540	\$0	\$0	
01112-52420	ORGANIZATIONAL DUES AND MEMBER	\$6,850	\$22,085	\$12,500	\$25,000	
01112-52440	PROFESSIONAL SUBSCRIPTION	\$183	\$7,469	\$0	\$0	
01112-52810	OTHER OPERATING EXPENSE	\$9,849	\$3,720	\$10,000	\$10,000	
TOTAL 112 - ADMINISTRATION		\$655,468	\$496,336	\$763,973	\$753,899	
01 GENERAL FUND - 113 COMMUNITY CENTER						
01113-51110	REGULAR EMPLOYEES	\$627,609	\$806,396	\$875,127	\$999,411	Parks & Rec Director Parks & Rec Administrator Community Center Manager CC Maintenance & Ice Rink Supervisor CC Programs & Events Coordinator Fitness & Wellness Supervisor Aquatic Supervisor Lifeguard (2) Custodian I Guest Services (2)
01113-51120	PART-TIME EMPLOYEES	\$1,027,843	\$977,699	\$1,166,835	\$1,000,000	
01113-51130	SEASONAL EMPLOYEES	\$0	\$40	\$0	\$0	
01113-51140	OVERTIME	\$10	\$86	\$1,500	\$2,000	
01113-51210	HEALTH INSURANCE PREMIUMS	\$214,296	\$273,079	\$331,839	\$315,713	
01113-51220	LONG TERM DISABILITY	\$1,740	\$2,151	\$2,760	\$3,447	
01113-51230	BASIC LIFE INSURANCE	\$1,569	\$1,781	\$2,203	\$2,503	
01113-51250	FICA CONTRIBUTIONS	\$125,041	\$132,948	\$135,377	\$142,911	
01113-51260	RETIREMENT CONTRIBUTIONS	\$27,948	\$42,068	\$61,469	\$69,961	
01113-51270	UNEMPLOYMENT COMPENSATION	\$3,266	\$3,475	\$3,808	\$1,999	
01113-51280	WORKERS' COMPENSATION	\$28,647	\$38,899	\$30,079	\$41,148	
01113-51360	EMPLOYEE ONBOARDING	\$1,345	\$1,400	\$2,500	\$2,500	
01113-51380	UNIFORM ALLOWANCE	\$350	\$150	\$350	\$350	
01113-51410	UTILITIES	\$272,225	\$291,474	\$341,732	\$358,482	5% over 2025 original budget
01113-51610	SUPPLIES	\$50,811	\$53,514	\$54,000	\$55,000	
01113-51710	PROFESSIONAL SERVICES	\$7,404	\$13,275	\$6,000	\$10,000	Includes contracted instruction
01113-51810	MAINTENANCE & REPAIR	\$94,416	\$107,831	\$124,400	\$125,000	
01113-51920	RENT/LEASE - EQUIPMENT	\$1,829	\$2,020	\$4,000	\$2,500	Copier Lease
01113-52120	EMPLOYMENT POSTING	\$0	\$29	\$500	\$500	
01113-52210	PROFESSIONAL DEVELOPMENT	\$6,155	\$7,302	\$11,000	\$11,000	
01113-52410	PROFESSIONAL DUES AND MEMBERSH	\$932	\$1,068	\$1,500	\$1,000	
01113-52610	TECHNOLOGY	\$15,165	\$8,873	\$20,550	\$10,000	
01113-52810	OTHER OPERATING EXPENSE	\$3,151	\$370	\$0	\$0	
01113-53310	COMMUNITY CENTER EXPENSE	\$178,387	\$221,516	\$169,980	\$185,000	

2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
01113-59520	CAPITAL OUTLAY	(\$573)	\$381	\$0	\$0	
TOTAL 113 - COMMUNITY CENTER		\$2,689,568	\$2,987,828	\$3,347,509	\$3,340,425	
01 GENERAL FUND - 114 CITY CLERK						
01114-51110	REGULAR EMPLOYEES	\$115,620	\$155,107	\$160,445	\$170,372	City Clerk Deputy City Clerk
01114-51140	OVERTIME	\$30	\$124	\$5,000	\$500	
01114-51210	HEALTH INSURANCE PREMIUMS	\$49,599	\$50,007	\$52,974	\$56,413	
01114-51220	LONG TERM DISABILITY	\$255	\$361	\$546	\$630	
01114-51230	BASIC LIFE INSURANCE	\$231	\$302	\$406	\$427	
01114-51250	FICA CONTRIBUTIONS	\$8,083	\$11,185	\$12,683	\$13,033	
01114-51260	RETIREMENT CONTRIBUTIONS	\$4,659	\$8,181	\$11,606	\$11,926	
01114-51270	UNEMPLOYMENT COMPENSATION	\$211	\$292	\$332	\$341	
01114-51280	WORKERS' COMPENSATION	\$163	\$246	\$171	\$220	
01114-51360	EMPLOYEE ONBOARDING	\$0	\$28	\$0	\$0	
01114-51410	UTILITIES	\$1,374	\$1,985	\$1,511	\$1,587	5% over 2025 original budget
01114-51610	SUPPLIES	\$47,615	\$1,341	\$1,500	\$1,500	
01114-51710	PROFESSIONAL SERVICES	\$40,911	\$40,907	\$72,000	\$30,000	Document management and shredding
01114-51920	RENT/LEASE - EQUIPMENT	\$0	\$0	\$1,500	\$0	
01114-52110	PUBLIC NOTICES	\$12,213	\$14,958	\$12,500	\$12,500	
01114-52210	PROFESSIONAL DEVELOPMENT	\$459	\$585	\$2,500	\$5,000	
01114-52410	PROFESSIONAL DUES AND MEMBERSH	\$0	\$262	\$0	\$0	
01114-52420	ORGANIZATIONAL DUES AND MEMBER	\$10	\$0	\$0	\$0	
01114-52810	OTHER OPERATING EXPENSE	\$5,662	\$4,250	\$2,500	\$5,000	
01114-53510	PROPERTY INSURANCE	\$144,003	\$204,353	\$158,400	\$210,000	
01114-53520	LIABILITY AND CASUALTY INSURA	\$159,713	\$218,801	\$176,000	\$220,000	
01114-53530	DAMAGE CLAIMS	\$145	\$0	\$0	\$0	
01114-53540	DEDUCTIBLES PAID	\$12,648	\$22,819	\$20,000	\$20,000	
01114-53550	OTHER INSURANCE	\$18,105	\$4,401	\$0	\$0	
01114-53610	ELECTIONS	\$16,191	\$27,427	\$15,000	\$0	
TOTAL 114 - CITY CLERK		\$637,901	\$767,923	\$707,574	\$759,449	
01 GENERAL FUND - 115 HUMAN RESOURCES						
01115-51110	REGULAR EMPLOYEES	\$209,678	\$144,803	\$244,995	\$253,622	Deputy Human Resources Director Human Resources Administrator Human Resources Generalist
01115-51210	HEALTH INSURANCE PREMIUMS	\$53,390	\$48,957	\$90,997	\$53,843	
01115-51220	LONG TERM DISABILITY	\$514	\$365	\$833	\$1,148	

2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
01115-51230	BASIC LIFE INSURANCE	\$475	\$299	\$620	\$1,126	
01115-51250	FICA CONTRIBUTIONS	\$15,398	\$10,195	\$18,742	\$19,402	
01115-51260	RETIREMENT CONTRIBUTIONS	\$12,474	\$10,136	\$17,150	\$17,755	
01115-51270	UNEMPLOYMENT COMPENSATION	\$402	\$267	\$490	\$508	
01115-51280	WORKERS' COMPENSATION	\$275	\$15,261	\$289	\$629	
01115-51320	AWARDS	\$3,071	\$2,124	\$1,000	\$2,500	
01115-51340	WELLNESS PROGRAM	\$109	\$649	\$500	\$1,000	
01115-51360	EMPLOYEE ONBOARDING	\$2,013	\$6	\$0	\$0	
01115-51410	UTILITIES	\$1,051	\$974	\$1,156	\$1,214	5% over 2025 original budget
01115-51610	SUPPLIES	\$348	\$113	\$500	\$500	
01115-51710	PROFESSIONAL SERVICES	\$40,886	\$40,730	\$50,000	\$50,000	401k/401a administration Flexible spending administration Annual Skillsurvey subscription Salary study updates
01115-51920	RENT/LEASE - EQUIPMENT	\$952	\$583	\$1,500	\$1,000	
01115-52120	EMPLOYMENT POSTING	\$159	\$1,422	\$1,000	\$2,000	
01115-52210	PROFESSIONAL DEVELOPMENT	\$66	\$297	\$3,000	\$5,000	
01115-52410	PROFESSIONAL DUES AND MEMBERSH	\$0	\$0	\$500	\$500	
01115-52420	ORGANIZATIONAL DUES AND MEMBER	\$2,560	\$0	\$2,500	\$10,000	Employers Council
01115-52810	OTHER OPERATING EXPENSE	\$199	\$55	\$1,000	\$1,000	
TOTAL 115 - HUMAN RESOURCES		\$344,018	\$277,232	\$436,772	\$422,747	
01 GENERAL FUND - 116 FINANCE						
01116-51110	REGULAR EMPLOYEES	\$609,180	\$765,202	\$901,448	\$866,852	Finance Director Assistance Finance Director Controller Senior Accountant Accounting Specialist - Accounts Payable Accounting Specialist - Utilities (2) Implementation Support Specialist Customer Service Representative-Utilities Accounting Specialist-Waste and Recycling
01116-51120	PART-TIME EMPLOYEES	\$2,073	\$3,043	\$3,000	\$0	
01116-51140	OVERTIME	\$113	\$7	\$0	\$0	
01116-51210	HEALTH INSURANCE PREMIUMS	\$161,350	\$164,496	\$226,571	\$197,072	
01116-51220	LONG TERM DISABILITY	\$1,649	\$1,924	\$2,714	\$2,754	
01116-51230	BASIC LIFE INSURANCE	\$1,489	\$1,573	\$2,280	\$2,180	
01116-51250	FICA CONTRIBUTIONS	\$44,470	\$56,629	\$69,404	\$66,315	
01116-51260	RETIREMENT CONTRIBUTIONS	\$39,364	\$43,268	\$63,297	\$60,679	
01116-51270	UNEMPLOYMENT COMPENSATION	\$1,160	\$1,481	\$1,814	\$1,734	
01116-51280	WORKERS' COMPENSATION	\$734	\$787	\$771	\$1,000	

2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
01116-51360	EMPLOYEE ONBOARDING	\$110	\$28	\$0	\$500	
01116-51410	UTILITIES	\$41	\$953	\$0	\$1,080	
01116-51610	SUPPLIES	\$99,139	\$76,570	\$90,000	\$80,000	
01116-51710	PROFESSIONAL SERVICES	\$133,356	\$180,435	\$100,000	\$180,000	Annual financial audit MuniRevs collection fees Sales Tax audits
01116-51920	RENT/LEASE - EQUIPMENT	\$11,735	\$12,922	\$12,000	\$13,000	
01116-52210	PROFESSIONAL DEVELOPMENT	\$70	\$1,054	\$10,000	\$8,000	
01116-52410	PROFESSIONAL DUES AND MEMBERSH	\$65	\$385	\$500	\$1,500	
01116-52420	ORGANIZATIONAL DUES AND MEMBER	\$170	\$0	\$180	\$0	
01116-52710	CREDIT CARD FEES	\$2,372	\$3,548	\$2,500	\$3,500	
01116-52750	TREASURER'S FEES	\$45,825	\$60,929	\$50,000	\$60,000	
01116-52810	OTHER OPERATING EXPENSE	\$543	\$649	\$500	\$1,000	
TOTAL 116 - FINANCE		\$1,155,007	\$1,375,880	\$1,536,979	\$1,547,166	
01 GENERAL FUND - 117 INFORMATION TECHNOLOGY						
01117-51110	REGULAR EMPLOYEES	\$310,109	\$365,990	\$535,942	\$482,794	IT Operations Manager Network/Systems Administrator I Cybersecurity Engineer IT Support Analyst GIS Administrator (50%) Asset Management/GIS Support Specialist (57.14%)
01117-51210	HEALTH INSURANCE PREMIUMS	\$60,773	\$92,531	\$134,884	\$123,029	
01117-51220	LONG TERM DISABILITY	\$763	\$961	\$1,384	\$1,984	
01117-51230	BASIC LIFE INSURANCE	\$668	\$770	\$1,105	\$1,435	
01117-51250	FICA CONTRIBUTIONS	\$22,650	\$26,015	\$33,430	\$36,933	
01117-51260	RETIREMENT CONTRIBUTIONS	\$18,281	\$17,596	\$30,589	\$33,795	
01117-51270	UNEMPLOYMENT COMPENSATION	\$592	\$680	\$874	\$996	
01117-51280	WORKERS' COMPENSATION	\$459	\$492	\$482	\$743	
01117-51360	EMPLOYEE ONBOARDING	\$63	\$38	\$0	\$0	
01117-51410	UTILITIES	\$116,424	\$83,709	\$128,066	\$100,000	
01117-51610	SUPPLIES	\$22,623	\$23,915	\$20,000	\$25,000	
01117-51710	PROFESSIONAL SERVICES	\$140,128	\$297,962	\$200,000	\$15,876	Pictometry aerial GIS survey
					\$220,000	Cybersecurity, networking and server management outsourced services
TOTAL PROFESSIONAL SERVICES		\$140,128	\$297,962	\$200,000	\$235,876	
01117-51810	MAINTENANCE & REPAIR	\$1,902	\$106	\$0	\$0	
01117-52120	EMPLOYMENT POSTING	\$0	\$0	\$0	\$1,000	
01117-52210	PROFESSIONAL DEVELOPMENT	\$3,223	\$24,276	\$20,000	\$25,000	
01117-52410	PROFESSIONAL DUES AND MEMBERSH	\$0	\$50	\$30,000	\$1,000	

2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
01117-52420	ORGANIZATIONAL DUES AND MEMBER	\$330	\$0	\$25,000	\$20,000	Info-tech membership
					\$6,000	Regional group membership
	TOTAL ORGANIZATIONAL DUES AND MEMBER	\$330	\$0	\$25,000	\$26,000	
01117-52440	PROFESSIONAL SUBSCRIPTION	\$0	\$169	\$0	\$0	
01117-52610	TECHNOLOGY	\$271,302	\$366,371	\$350,000	\$553,000	
01117-52810	OTHER OPERATING EXPENSE	\$1,048	\$4,587	\$2,500	\$2,500	
	TOTAL 117 - INFORMATION TECHNOLOGY	\$971,337	\$1,306,218	\$1,514,256	\$1,651,085	
01 GENERAL FUND - 118 MUNICIPAL COURT						
01118-51110	REGULAR EMPLOYEES	\$101,667	\$134,854	\$143,081	\$150,935	Court Administrator Municipal Court Clerk
01118-51140	OVERTIME	\$30	\$0	\$0	\$0	
01118-51210	HEALTH INSURANCE PREMIUMS	\$37,998	\$38,987	\$41,071	\$43,732	
01118-51220	LONG TERM DISABILITY	\$271	\$370	\$487	\$562	
01118-51230	BASIC LIFE INSURANCE	\$242	\$302	\$363	\$382	
01118-51250	FICA CONTRIBUTIONS	\$7,254	\$9,985	\$10,946	\$11,547	
01118-51260	RETIREMENT CONTRIBUTIONS	\$5,815	\$6,565	\$10,016	\$10,566	
01118-51270	UNEMPLOYMENT COMPENSATION	\$190	\$261	\$286	\$302	
01118-51280	WORKERS' COMPENSATION	\$92	\$98	\$96	\$191	
01118-51360	EMPLOYEE ONBOARDING	\$0	\$28	\$0	\$0	
01118-51610	SUPPLIES	\$1,557	\$1,075	\$2,000	\$2,000	
01118-51710	PROFESSIONAL SERVICES	\$133,195	\$146,535	\$190,000	\$185,000	Judge Prosecutor Court Security Translator Clear Subscription
01118-51920	RENT/LEASE - EQUIPMENT	\$1,504	\$1,357	\$1,500	\$1,500	
01118-52410	PROFESSIONAL DUES AND MEMBERSH	\$100	\$0	\$100	\$0	
01118-52420	ORGANIZATIONAL DUES AND MEMBER	\$0	\$100	\$0	\$0	
01118-52810	OTHER OPERATING EXPENSE	\$0	\$147	\$5,000	\$2,000	
01118-52840	COURT SERVICES (YOUTH)	\$21,600	\$15,900	\$25,000	\$20,000	
	TOTAL 118 - MUNICIPAL COURT	\$311,515	\$356,564	\$429,946	\$428,717	
01 GENERAL FUND - 119 LEGAL						
01119-51710	PROFESSIONAL SERVICES	\$305,847	\$371,348	\$440,000	\$450,000	
	TOTAL 119 - LEGAL	\$305,847	\$371,348	\$440,000	\$450,000	
01 GENERAL FUND - 120 NON-DEPARTMENTAL						
01120-51275	EMPLOYEE HOUSING GRANT	\$120,001	\$120,000	\$120,000	\$120,000	
01120-51410	UTILITIES	\$124,706	\$126,717	\$137,176	\$144,035	5% over 2025 original budget

2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
01120-51710	PROFESSIONAL SERVICES				\$20,000	Graphic design and video production
					\$75,000	Mandated virtual disability implementation, Spanish translation, interpretation, meeting facilitation, video captions
					\$2,000	Miscellaneous website hosting and text message allocation for website
					\$40,000	System-wide leadership academy and succession planning
					\$126,000	City-wide contract with communications firm (Slate). Previously in Community and Economic Development.
		\$128,246	\$5,847	\$237,750	\$12,000	Garfield Clean Energy Annual Membership
	TOTAL PROFESSIONAL SERVICES	\$128,246	\$5,847	\$237,750	\$275,000	
01120-51810	MAINTENANCE & REPAIR	\$1,979	\$3,233	\$7,500	\$7,500	Fleet charges
01120-52420	ORGANIZATIONAL DUES AND MEMBER	\$6,600	\$14,955	\$46,400	\$400	Downtown Colorado
					\$8,000	Colorado Association of Municipal Utilities
					\$4,000	Glenwood Springs Chamber Association
					\$7,500	Colorado Communities for Climate Change
					\$10,000	Northwest Colorado Council of Governments (Northwest COGS)
					\$5,000	Colorado Association of Ski Towns (CAST)
					\$14,000	Colorado Municipal League (CML)
	TOTAL ORGANIZATIONAL DUES AND MEMBER	\$6,600	\$14,955	\$46,400	\$48,900	
01120-52510	GRANTS	\$21,815	\$43,517	\$0	\$0	
01120-52810	OTHER OPERATING EXPENSE	\$1,600	\$10,322	\$2,500	\$10,600	Communication tools
					\$45,000	Marketing - SWAG at events, newspaper placements, printing, council outreach
	TOTAL OTHER OPERATING EXPENSE	\$1,600	\$10,322	\$2,500	\$55,600	
01120-52820	TIF TO DDA	\$478,309	\$513,565	\$517,291	\$517,285	
01120-52825	ECONOMIC INCENTIVE REBATE	\$93,754	\$0	\$94,139	\$82,931	
01120-52845	MINE OPPOSITION	\$20,897	\$42,358	\$1,050,000	\$50,000	
01120-52865	MISC REFUNDS	\$261	\$396	\$0	\$0	
01120-52885	CITY MGR DISCRETIONARY	\$166,010	\$119,004	\$200,000	\$200,000	Includes employee ski passes to Sunlight (12)
01120-53415	PUBLIC ART	\$1,000	\$0	\$0	\$0	
01120-53710	CONTRIBUTIONS/DONATION	\$150,000	\$59,050	\$159,050	\$60,000	7 Party MOU contribution to Municipal Grants for Senior Meal Program
01120-53720	YOUTH EDUCATIONAL PROGRAMMING	\$0	\$0	\$100,000	\$0	
	TOTAL 120 - NON-DEPARTMENTAL	\$1,315,176	\$1,058,964	\$2,671,806	\$1,561,251	

01 GENERAL FUND - 121 FACILITIES

2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
01121-51110	REGULAR EMPLOYEES	\$354,701	\$317,881	\$387,955	\$337,012	Facilities Superintendent Maintenance Supervisor Custodial Coordinator Custodian I Custodian II Maintenance Technician (2)
01121-51120	PART-TIME EMPLOYEES	\$10,683	\$47,969	\$93,450	\$70,000	
01121-51140	OVERTIME	\$12	\$252	\$0	\$0	
01121-51210	HEALTH INSURANCE PREMIUMS	\$93,945	\$123,221	\$193,321	\$129,961	
01121-51220	LONG TERM DISABILITY	\$951	\$848	\$1,319	\$1,221	
01121-51230	BASIC LIFE INSURANCE	\$863	\$695	\$984	\$839	
01121-51250	FICA CONTRIBUTIONS	\$27,453	\$26,773	\$37,042	\$29,606	
01121-51260	RETIREMENT CONTRIBUTIONS	\$16,379	\$18,368	\$27,353	\$27,091	
01121-51270	UNEMPLOYMENT COMPENSATION	\$704	\$700	\$802	\$773	
01121-51280	WORKERS' COMPENSATION	\$5,691	\$11,424	\$5,976	\$14,640	
01121-51360	EMPLOYEE ONBOARDING	\$107	\$169	\$150	\$0	
01121-51410	UTILITIES	\$1,764	\$5,494	\$1,940	\$2,037	5% over 2025 original budget
01121-51610	SUPPLIES	\$11,494	\$17,329	\$12,750	\$15,000	
01121-51710	PROFESSIONAL SERVICES	\$20,695	\$2,718	\$15,000	\$20,000	Contracted janitorial services
01121-51810	MAINTENANCE & REPAIR	\$84,087	\$141,501	\$82,250	\$26,500	Elevators for Wastewater, City Hall, and downtown.
					\$40,000	City Hall building maintenance
					\$9,000	Downtown parking garage maintenance
					\$5,000	Equipment maintenance
					\$5,000	Fleet maintenance
	TOTAL MAINTENANCE & REPAIR	\$84,087	\$141,501	\$82,250	\$85,500	
01121-52210	PROFESSIONAL DEVELOPMENT	\$162	\$338	\$3,300	\$0	
01121-52410	PROFESSIONAL DUES AND MEMBERSH	\$88	\$0	\$750	\$750	International Facility Management Association (IFMA) Membership
01121-52610	TECHNOLOGY	\$551	\$494	\$5,720	\$6,000	VueWorks and When I Work
01121-52810	OTHER OPERATING EXPENSE	\$395	\$6,685	\$0	\$5,000	
TOTAL 121 - FACILITIES		\$630,724	\$722,859	\$870,062	\$745,430	

01 GENERAL FUND - 122 RECREATION

01122-51110	REGULAR EMPLOYEES	\$276,668	\$233,555	\$314,548	\$249,390	Recreation Manger Athletics Supervisor Art Supervisor Therapeutic Recreation Supervisor
01122-51120	PART-TIME EMPLOYEES	\$137,691	\$135,801	\$200,000	\$150,000	
01122-51210	HEALTH INSURANCE PREMIUMS	\$63,642	\$55,221	\$97,420	\$62,251	
01122-51220	LONG TERM DISABILITY	\$824	\$648	\$1,069	\$930	
01122-51230	BASIC LIFE INSURANCE	\$748	\$545	\$796	\$628	

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Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
01122-51250	FICA CONTRIBUTIONS	\$31,006	\$27,339	\$39,287	\$28,238	
01122-51260	RETIREMENT CONTRIBUTIONS	\$14,080	\$12,370	\$22,018	\$27,957	
01122-51270	UNEMPLOYMENT COMPENSATION	\$811	\$715	\$905	\$739	
01122-51280	WORKERS' COMPENSATION	\$3,764	\$9,388	\$3,952	\$9,299	
01122-51360	EMPLOYEE ONBOARDING	\$129	\$57	\$1,000	\$0	
01122-51410	UTILITIES	\$13,809	\$14,882	\$15,190	\$15,950	5% over 2025 original budget
01122-51610	SUPPLIES	\$7,764	\$5,030	\$13,000	\$13,000	
01122-51710	PROFESSIONAL SERVICES	\$51,051	\$58,962	\$83,500	\$85,000	Contracted program instructors
01122-51810	MAINTENANCE & REPAIR	\$2,770	\$6,552	\$17,150	\$10,000	
01122-51920	RENT/LEASE - EQUIPMENT	\$594	\$203	\$0	\$0	
01122-52120	EMPLOYMENT POSTING	\$0	\$0	\$500	\$0	
01122-52210	PROFESSIONAL DEVELOPMENT	\$4,159	\$4,206	\$10,000	\$10,000	Trainings, conferences, and travel
01122-52410	PROFESSIONAL DUES AND MEMBERSH	\$733	\$689	\$620	\$650	National Recreation and Parks Association and Colorado Parks and Recreation Association memberships
01122-52610	TECHNOLOGY	\$7,426	\$5,547	\$12,850	\$13,000	RecTrac, PayTrac, When I Work, Music Licensing, Website
01122-52810	OTHER OPERATING EXPENSE	\$63	\$0	\$0	\$0	
01122-52860	SPECIAL EVENTS	\$90,480	\$94,323	\$150,000	\$100,000	Marketing, rentals, supplies, and services for special events (July 4th, Noon Year's Eve, Noche Latina, Music and Movies Under the Bridge, etc.)
01122-53310	RECREATION PROGRAMMING	\$52,179	\$80,347	\$66,500	\$72,000	Athletics, Therapeutic Recreation, and Art Center rental expenses
01122-53360	ART CENTER PROGRAMS	\$12,444	\$5,078	\$25,675	\$15,000	Youth, Adult, and Senior Art expenses
TOTAL 122 - RECREATION		\$772,834	\$751,456	\$1,075,980	\$864,032	
01 GENERAL FUND - 131 POLICE						
01131-51110	REGULAR EMPLOYEES	\$2,940,551	\$3,191,864	\$3,138,925	\$3,198,221	Chief Of Public Safety (50%) Deputy Police Chief Police Lieutenant Patrol Sergeant (5) Police Corporal (5) Police Officer I (7) Police Officer II (6) Code Enforcement Officer (2) Crime Analyst - Records Supervisor Executive Specialist - Police Department Sr Police Records Technician Police Records Clerk (2)
01131-51120	PART-TIME EMPLOYEES	\$9,909	\$0	\$0	\$0	
01131-51130	SEASONAL EMPLOYEES	\$0	\$0	\$10,000	\$12,000	
01131-51140	OVERTIME	\$69,355	\$77,994	\$70,000	\$90,000	
01131-51150	STANDBY AND CALLBACK PAY	\$38,086	\$46,625	\$40,000	\$50,000	
01131-51210	HEALTH INSURANCE PREMIUMS	\$555,533	\$625,223	\$811,920	\$715,083	
01131-51220	LONG TERM DISABILITY	\$6,561	\$6,834	\$9,455	\$10,102	

2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
01131-51230	BASIC LIFE INSURANCE	\$5,936	\$5,604	\$7,815	\$7,889	
01131-51240	FPPA DEATH AND DISABILITY INS	\$68,132	\$74,043	\$85,388	\$121,531	
01131-51250	FICA CONTRIBUTIONS	\$33,918	\$46,927	\$47,729	\$57,236	
01131-51260	RETIREMENT CONTRIBUTIONS	\$193,256	\$201,267	\$227,425	\$230,848	
01131-51265	POLICE/FIRE RETIREMENT CONTRIB	\$229,271	\$248,222	\$243,670	\$249,616	
01131-51270	UNEMPLOYMENT COMPENSATION	\$5,872	\$6,532	\$6,500	\$6,656	
01131-51280	WORKERS' COMPENSATION	\$89,372	\$84,029	\$93,840	\$89,935	
01131-51360	EMPLOYEE ONBOARDING	\$6,656	\$2,157	\$5,000	\$0	
01131-51410	UTILITIES	\$29,046	\$32,974	\$31,950	\$2,480	5% increase over 2025 budget
					\$33,548	5% over 2025 original budget
	TOTAL UTILITIES	\$29,046	\$32,974	\$31,950	\$36,028	
01131-51610	SUPPLIES	\$90,335	\$120,006	\$100,000	\$120,000	
01131-51710	PROFESSIONAL SERVICES	\$188,400	\$192,825	\$100,000	\$4,000	Explorers
					\$5,000	Peer support
					\$6,000	Lexipol policies update
	TOTAL PROFESSIONAL SERVICES	\$188,400	\$192,825	\$100,000	\$15,000	
01131-51810	MAINTENANCE & REPAIR	\$168,106	\$162,087	\$150,000	\$150,000	
01131-51920	RENT/LEASE - EQUIPMENT	\$12,297	\$4,502	\$3,000	\$4,500	
01131-52120	EMPLOYMENT POSTING	\$0	\$1,610	\$2,500	\$3,000	
01131-52210	PROFESSIONAL DEVELOPMENT	\$53,921	\$98,009	\$60,000	\$75,000	
01131-52410	PROFESSIONAL DUES AND MEMBERSH	\$1,842	\$4,188	\$2,500	\$5,000	
01131-52420	ORGANIZATIONAL DUES AND MEMBER	\$340	\$3,921	\$1,500	\$2,500	
01131-52440	PROFESSIONAL SUBSCRIPTION	\$0	\$1,501	\$0	\$0	
01131-52510	GRANTS	\$61,791	\$67,010	\$75,000	\$30,000	
01131-52610	TECHNOLOGY	\$44,651	\$94,720	\$160,000	\$6,000	Voince
					\$6,400	Investigations night hawk software
					\$46,711	VRA
					\$39,032	Garfield County Communications
					\$21,000	Speak Write
					\$25,000	Language Line
					\$8,000	Axon contract - Taser
	TOTAL TECHNOLOGY	\$44,651	\$94,720	\$160,000	\$152,143	
01131-52810	OTHER OPERATING EXPENSE	\$8,372	\$9,210	\$15,000	\$0	
01131-52835	COMMUNITY OUTREACH	\$7,481	\$6,348	\$5,000	\$5,000	
01131-53240	LABORATORY	\$0	\$83	\$0	\$0	
01131-53830	INVESTIGATIONS	\$8,418	\$4,815	\$8,500	\$7,000	

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Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
01131-53840	ANIMAL CONTROL	\$8,079	\$6,305	\$10,000	\$10,000	
01131-53860	FIREARMS	\$31,233	\$31,510	\$25,000	\$35,000	
01131-59520	CAPITAL OUTLAY	\$0	\$16,150	\$0	\$0	
TOTAL 131 - POLICE		\$4,966,719	\$5,475,095	\$5,547,617	\$5,489,288	

01 GENERAL FUND - 141 COMMUNITY DEVELOPMENT

01141-51110	REGULAR EMPLOYEES	\$510,647	\$615,580	\$708,084	\$754,588	Economic/Community Development Director Long Range Principal Planner Senior Planner (2) Neighborhood Services Specialist (50%) Building Permit Technician (50%) Development Engineer Economic Specialist
01141-51140	OVERTIME	\$34	\$33	\$0	\$0	
01141-51210	HEALTH INSURANCE PREMIUMS	\$85,253	\$100,125	\$125,889	\$127,100	
01141-51220	LONG TERM DISABILITY	\$1,334	\$1,594	\$2,243	\$2,980	
01141-51230	BASIC LIFE INSURANCE	\$1,156	\$1,275	\$1,791	\$2,220	
01141-51250	FICA CONTRIBUTIONS	\$38,644	\$46,259	\$54,168	\$57,726	
01141-51260	RETIREMENT CONTRIBUTIONS	\$29,317	\$33,520	\$49,566	\$52,821	
01141-51270	UNEMPLOYMENT COMPENSATION	\$1,010	\$1,209	\$1,417	\$1,510	
01141-51280	WORKERS' COMPENSATION	\$826	\$1,230	\$868	\$2,102	
01141-51360	EMPLOYEE ONBOARDING	\$18	\$253	\$0	\$0	
01141-51410	UTILITIES	\$894	\$3,550	\$894	\$939	5% over 2025 original budget
01141-51610	SUPPLIES	\$3,146	\$1,614	\$5,000	\$10,000	
01141-51710	PROFESSIONAL SERVICES	\$154,374	\$168,261	\$13,000	\$10,000	
01141-51920	RENT/LEASE - EQUIPMENT	\$1,766	\$2,419	\$2,500	\$3,000	
01141-52110	PUBLIC NOTICES	\$1,895	\$1,644	\$4,000	\$2,000	
01141-52120	EMPLOYMENT POSTING	\$0	\$195	\$1,000	\$0	
01141-52210	PROFESSIONAL DEVELOPMENT	\$3,812	\$8,677	\$12,500	\$15,000	
01141-52410	PROFESSIONAL DUES AND MEMBERSH	\$1,266	\$1,899	\$2,500	\$2,000	
01141-52420	ORGANIZATIONAL DUES AND MEMBER	\$350	\$0	\$0	\$0	
01141-52440	PROFESSIONAL SUBSCRIPTION	\$80	\$0	\$0	\$0	
01141-52510	GRANTS	\$100,484	\$76,000	\$75,000	\$10,000	
01141-52610	TECHNOLOGY	\$0	\$0	\$3,750	\$0	
01141-52810	OTHER OPERATING EXPENSE	\$3,431	\$3,042	\$10,000	\$5,000	
01141-52855	AFFORDABLE HOUSING	\$66,021	\$352,818	\$215,000	\$100,000	
TOTAL 141 - COMMUNITY DEVELOPMENT		\$1,005,758	\$1,421,196	\$1,289,170	\$1,158,986	

01 GENERAL FUND - 144 ENGINEERING & ADMINISTRATION

2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
01144-51110	REGULAR EMPLOYEES	\$386,264	\$420,130	\$562,471	\$563,741	City Engineer Assistant City Engineer Transportation Engineer Construction Inspector Engineering Project Manager
01144-51210	HEALTH INSURANCE PREMIUMS	\$89,963	\$120,722	\$162,462	\$152,311	
01144-51220	LONG TERM DISABILITY	\$1,067	\$1,271	\$1,240	\$1,758	
01144-51230	BASIC LIFE INSURANCE	\$866	\$1,029	\$1,107	\$1,426	
01144-51250	FICA CONTRIBUTIONS	\$28,199	\$30,452	\$50,530	\$43,127	
01144-51260	RETIREMENT CONTRIBUTIONS	\$15,237	\$24,291	\$30,623	\$39,462	
01144-51270	UNEMPLOYMENT COMPENSATION	\$719	\$796	\$875	\$1,127	
01144-51280	WORKERS' COMPENSATION	\$1,377	\$1,181	\$1,446	\$1,360	
01144-51360	EMPLOYEE ONBOARDING	\$68	\$19	\$0	\$0	
01144-51410	UTILITIES	\$3,039	\$6,041	\$3,039	\$3,191	5% over 2025 original budget
01144-51610	SUPPLIES	\$2,098	\$1,565	\$4,000	\$2,000	Office Supplies General
					\$2,000	Traffic Counters
	TOTAL SUPPLIES	\$2,098	\$1,565	\$4,000	\$4,000	
01144-51710	PROFESSIONAL SERVICES				\$25,000	General Surveying and Geotechnical Work for Project Planning and Construction
		\$81,616	\$40,980	\$50,000	\$100,000	Debris flow and hazards map update
	TOTAL PROFESSIONAL SERVICES	\$81,616	\$40,980	\$50,000	\$125,000	
01144-51810	MAINTENANCE & REPAIR	\$1,776	\$2,429	\$1,500	\$3,500	Maintenance, Repair and Fuel for Engineering Vehicle and Equipment
01144-51920	RENT/LEASE - EQUIPMENT	\$2,463	\$856	\$4,000	\$3,000	Equipment Rentals and Lease, Copiers and Such.
01144-52110	PUBLIC NOTICES	\$0	\$135	\$500	\$1,750	Cost of Public Noticing Projects and Meetings
01144-52210	PROFESSIONAL DEVELOPMENT	\$1,515	\$3,538	\$10,000	\$10,000	Professional Development for Staff, Meetings, Conferences and Floodplain Certifications
01144-52410	PROFESSIONAL DUES AND MEMBERSH	\$60	\$0	\$1,000	\$1,000	
01144-52420	ORGANIZATIONAL DUES AND MEMBER	\$0	\$0	\$500	\$500	
01144-52440	PROFESSIONAL SUBSCRIPTION	\$0	\$0	\$250	\$0	
01144-52610	TECHNOLOGY	\$3,350	\$3,233	\$6,000	\$6,500	VUE Works Subscriptions, AutoCAD, Traffic Counters, etc.
01144-52810	OTHER OPERATING EXPENSE	\$2,632	\$2,051	\$1,000	\$1,000	
	TOTAL 144 - ENGINEERING & ADMINISTRATION	\$622,309	\$660,719	\$892,543	\$963,753	

01 GENERAL FUND - 145 BUILDING INSPECTION

01145-51110	REGULAR EMPLOYEES	\$208,866	\$223,818	\$237,920	\$255,226	Building Official Building Inspector II Building Permit Technician (50%)
01145-51140	OVERTIME	\$235	\$92	\$0	\$0	
01145-51210	HEALTH INSURANCE PREMIUMS	\$57,237	\$55,631	\$62,542	\$59,632	

2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
01145-51220	LONG TERM DISABILITY	\$560	\$581	\$730	\$934	
01145-51230	BASIC LIFE INSURANCE	\$432	\$402	\$602	\$715	
01145-51250	FICA CONTRIBUTIONS	\$14,976	\$16,184	\$18,254	\$19,525	
01145-51260	RETIREMENT CONTRIBUTIONS	\$14,414	\$14,137	\$16,703	\$17,866	
01145-51270	UNEMPLOYMENT COMPENSATION	\$392	\$423	\$477	\$511	
01145-51280	WORKERS' COMPENSATION	\$2,938	\$2,067	\$3,085	\$3,403	
01145-51410	UTILITIES	\$488	\$447	\$537	\$564	5% over 2025 original budget
01145-51610	SUPPLIES	\$371	\$0	\$5,000	\$1,000	
01145-51710	PROFESSIONAL SERVICES	\$10,551	\$0	\$10,000	\$0	
01145-51810	MAINTENANCE & REPAIR	\$1,453	\$3,866	\$2,500	\$5,000	
01145-52210	PROFESSIONAL DEVELOPMENT	\$2,799	\$1,804	\$2,500	\$5,000	
01145-52410	PROFESSIONAL DUES AND MEMBERSH	\$66	\$0	\$500	\$0	
01145-52420	ORGANIZATIONAL DUES AND MEMBER	\$0	\$1,024	\$0	\$0	
01145-52440	PROFESSIONAL SUBSCRIPTION	\$0	\$70	\$0	\$0	
01145-52810	OTHER OPERATING EXPENSE	\$269	\$341	\$1,000	\$500	
TOTAL 145 - BUILDING INSPECTION		\$316,045	\$320,885	\$362,350	\$369,876	
01 GENERAL FUND - 153 STREETS & ALLEYS						
01153-51110	REGULAR EMPLOYEES	\$520,769	\$590,835	\$604,849	\$647,644	Streets Superintendent Street Crew Leader Sign Shop Technician II Street Maintenance Operator III (2) Street Maintenance Operator II (4)
01153-51140	OVERTIME	\$3,511	\$2,847	\$7,000	\$5,000	
01153-51150	STANDBY AND CALLBACK PAY	\$18,935	\$22,141	\$20,000	\$25,000	
01153-51210	HEALTH INSURANCE PREMIUMS	\$108,983	\$139,387	\$167,175	\$191,717	
01153-51220	LONG TERM DISABILITY	\$1,199	\$1,432	\$2,058	\$2,404	
01153-51230	BASIC LIFE INSURANCE	\$1,072	\$1,155	\$1,529	\$1,627	
01153-51250	FICA CONTRIBUTIONS	\$41,052	\$46,464	\$48,524	\$51,839	
01153-51260	RETIREMENT CONTRIBUTIONS	\$31,087	\$35,421	\$44,401	\$47,436	
01153-51270	UNEMPLOYMENT COMPENSATION	\$1,073	\$1,215	\$1,269	\$1,355	
01153-51280	WORKERS' COMPENSATION	\$23,371	\$26,731	\$24,539	\$32,944	
01153-51360	EMPLOYEE ONBOARDING	\$72	\$38	\$100	\$0	
01153-51380	UNIFORM ALLOWANCE	\$4,549	\$1,381	\$5,500	\$5,500	
01153-51410	UTILITIES	\$212,430	\$226,173	\$265,000	\$180,000	Street Light Power - City Wide
					\$45,000	Gas, Electric, Water, Sewer and Comms to all Streets Buildings
TOTAL UTILITIES		\$212,430	\$226,173	\$265,000	\$225,000	

2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
01153-51610	SUPPLIES				\$12,000	Shelving, Work Tables, Racks, etc for the new Streets Building.
		\$57,562	\$21,652	\$25,000	\$12,500	Lift and Small Crane for Shop Building
	TOTAL SUPPLIES	\$57,562	\$21,652	\$25,000	\$24,500	
01153-51710	PROFESSIONAL SERVICES	\$13,774	\$35,153	\$7,500	\$0	
01153-51810	MAINTENANCE & REPAIR	\$403,701	\$195,659	\$250,000	\$200,000	Vehicle and Equipment Maintenance, Fuel, Plowing Parts and Repairs, and Radios.
01153-51920	RENT/LEASE - EQUIPMENT	\$1,184	\$987	\$2,500	\$0	
01153-51930	RENT/LEASE - BUILDING	\$31,510	\$0	\$0	\$0	
01153-52120	EMPLOYMENT POSTING	\$1,495	\$0	\$0	\$0	
01153-52210	PROFESSIONAL DEVELOPMENT	\$24,015	\$23,215	\$15,000	\$30,000	Equipment Training, CIRSA Training, LTAP Training, Road Scholar Classes, APWA Classes, Asphalt and Concrete Training, Safety Training, Travel and Expenses.
01153-52410	PROFESSIONAL DUES AND MEMBERSH	\$0	\$0	\$500	\$750	
01153-52420	ORGANIZATIONAL DUES AND MEMBER	\$0	\$0	\$0	\$500	
01153-52610	TECHNOLOGY	\$1,445	\$965	\$7,500	\$4,000	VUE Works
01153-52810	OTHER OPERATING EXPENSE	\$11,885	\$8,075	\$10,000	\$10,000	
01153-52870	FLOOD CONTROL/HAZARDOUS WASTE	\$0	\$0	\$4,000	\$0	
TOTAL 153 - STREETS & ALLEYS		\$1,514,673	\$1,380,927	\$1,513,944	\$1,507,216	
01 GENERAL FUND - 154 PARKS & CEMETERY						
01154-51110	REGULAR EMPLOYEES	\$697,906	\$765,798	\$813,694	\$856,073	Parks Superintendent Parks Supervisor Downtown Parks/Public Spaces Supervisor Trails and Open Space Supervisor Parks Maintenance Worker III Parks Maintenance Worker II (8)
01154-51120	PART-TIME EMPLOYEES	\$225,342	\$215,100	\$181,545	\$190,000	Parks - 2 part-time, Trails - 1 part-time, Downtown - 2 part-time
01154-51130	SEASONAL EMPLOYEES	\$41,942	\$14,364	\$129,675	\$50,000	Parks - 2 seasonal, Trails - 2 seasonal, Downtown - 1 seasonal
01154-51140	OVERTIME	\$1,219	\$1,149	\$2,000	\$0	
01154-51150	STANDBY AND CALLBACK PAY	\$4,333	\$251	\$5,000	\$0	
01154-51210	HEALTH INSURANCE PREMIUMS	\$206,286	\$242,890	\$297,072	\$303,425	
01154-51220	LONG TERM DISABILITY	\$1,808	\$2,052	\$2,765	\$3,177	
01154-51230	BASIC LIFE INSURANCE	\$1,662	\$1,717	\$2,058	\$2,151	
01154-51250	FICA CONTRIBUTIONS	\$72,992	\$74,375	\$86,804	\$82,319	
01154-51260	RETIREMENT CONTRIBUTIONS	\$38,523	\$41,532	\$57,645	\$75,324	
01154-51270	UNEMPLOYMENT COMPENSATION	\$1,910	\$1,945	\$2,183	\$2,154	
01154-51280	WORKERS' COMPENSATION	\$28,940	\$40,027	\$30,387	\$29,793	
01154-51360	EMPLOYEE ONBOARDING	\$338	\$131	\$0	\$0	

2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
01154-51380	UNIFORM ALLOWANCE	\$4,754	\$4,198	\$4,550	\$4,000	
01154-51410	UTILITIES	\$317,535	\$311,918	\$611,607	\$672,767	10% over 2025 budget due to increased water rates
01154-51610	SUPPLIES	\$54,000	\$28,383	\$41,000	\$55,000	
01154-51710	PROFESSIONAL SERVICES	\$165,101	\$79,455	\$80,000	\$8,000	Mosquito abatement program
					\$73,000	Downtown tree lighting - Grand Ave for 2026
	TOTAL PROFESSIONAL SERVICES	\$165,101	\$79,455	\$80,000	\$81,000	
01154-51810	MAINTENANCE & REPAIR	\$354,481	\$687,064	\$645,939	\$22,000	Vegetation management for noxious weeds in parks, rights-of-way, and public/open spaces
					\$200,000	Parks building, fleet, and equipment maintenance
					\$50,000	Encampment clean-ups
					\$30,000	Right-of-way areas maintenance
					\$320,000	Parks maintenance, landscape, and irrigation, Includes contracted mowing and janitorial services in some locations. Adds additional costs for 6th Street and North Landing
					\$85,000	Downtown maintenance, landscape, and irrigation. Includes contracted mowing and janitorial services in some locations.
					\$20,000	Trails and open space maintenance
	TOTAL MAINTENANCE & REPAIR	\$354,481	\$687,064	\$645,939	\$727,000	
01154-51910	RENT/LEASE - LAND	\$600	\$600	\$610	\$0	
01154-51920	RENT/LEASE - EQUIPMENT	\$60,514	\$49,550	\$48,000	\$50,000	Equipment, copier, and portalets
01154-52120	EMPLOYMENT POSTING	\$0	\$0	\$500	\$0	
01154-52210	PROFESSIONAL DEVELOPMENT	\$8,704	\$12,869	\$12,500	\$15,000	Trainings, conferences, and travel
01154-52410	PROFESSIONAL DUES AND MEMBERSH	\$622	\$869	\$620	\$700	National Recreation and Parks Association and Colorado Parks and Recreation Association
01154-52610	TECHNOLOGY	\$1,980	\$2,489	\$8,350	\$8,500	VueWorks, When I Work, OpenSnow, Garmin, AutoCad, Rainbird i-Central
01154-52810	OTHER OPERATING EXPENSE	\$2,817	\$1,587	\$0	\$0	
01154-56210	REPURCHASE OF CEMETERY PLOTS	\$0	\$1,500	\$5,000	\$5,000	
	TOTAL 154 - PARKS & CEMETERY	\$2,294,310	\$2,581,811	\$3,069,504	\$3,213,383	
01 GENERAL FUND - 999 INTERFUND TRANSFERS						
01999-55925	TRANSFER TO STREET TAX FUND	\$2,495,903	\$0	\$0	\$0	
01999-55960	TRANSFER TO FIRE & EMS	\$3,361,786	\$3,143,709	\$3,666,075	\$2,207,407	Property tax transfer
					\$997,540	Transfer to cover shortfall in Fire/EMS
	TOTAL TRANSFER TO FIRE & EMS	\$3,361,786	\$3,143,709	\$3,666,075	\$3,204,947	
01999-55970	TRANSFER TO EMERG SVCS	\$922,390	\$1,181,408	\$839,575	\$900,983	Property tax transfer to emergency services equipment replacement trust
	TOTAL 999 - INTERFUND TRANSFERS	\$6,780,079	\$4,325,117	\$4,505,650	\$4,105,930	
	TOTAL 01 GENERAL FUND	\$27,461,298	\$26,772,881	\$31,117,904	\$29,479,943	

TOURISM FUND

	2023 Actual	2024 Actual	2025 Forecast	2026 Budget
Revenue	\$1,727,738	\$1,766,019	\$1,755,000	\$1,755,000
Expenditures	<u>(\$1,733,395)</u>	<u>(\$1,680,980)</u>	<u>(\$2,077,504)</u>	<u>(\$1,623,808)</u>
Change in Fund Balance	(\$5,657)	\$85,039	(\$60,504)	\$131,192
Beginning Fund Balance	\$1,056,681	\$1,051,024	\$1,136,063	\$1,075,559
Ending Fund Balance	\$1,051,024	\$1,136,063	\$1,075,559	\$1,206,751
Reserves:				
*15% of Revenue; Council imposed	(\$257,473)	(\$264,903)	(\$263,250)	(\$263,250)
Available Fund Balance	\$793,551	\$871,160	\$812,309	\$943,501
Cash as of 12/31/2024	\$1,048,303			

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2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
05 TOURISM PROMOTION - 00020 TAXES						
0500020-41410	ACCOMODATIONS TAX	\$1,725,665	\$1,761,158	\$1,750,000	\$1,750,000	
TOTAL 00020 - TAXES		<u>\$1,725,665</u>	<u>\$1,761,158</u>	<u>\$1,750,000</u>	<u>\$1,750,000</u>	
05 TOURISM PROMOTION - 00060 OTHER						
0500060-43510	INTEREST	\$2,073	\$4,861	\$5,000	\$5,000	
TOTAL 00060 - OTHER		<u>\$2,073</u>	<u>\$4,861</u>	<u>\$5,000</u>	<u>\$5,000</u>	
TOTAL 05 -TOURISM PROMOTION		<u>\$1,727,738</u>	<u>\$1,766,019</u>	<u>\$1,755,000</u>	<u>\$1,755,000</u>	

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2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
05 TOURISM PROMOTION - 111 TOURISM PROMOTION FUND						
05111-56410	MKTG DIRECTOR SALARY	\$98,580	\$104,495	\$110,000	\$109,720	
05111-56411	MARKETING ASSTISTANT	\$60,632	\$64,270	\$70,000	\$67,484	
05111-56412	PAYROLL TAXES-BENEFITS	\$31,842	\$42,191	\$45,000	\$44,301	
05111-56413	VISITOR SERVICES	\$100,000	\$125,000	\$125,000	\$125,000	
05111-56414	PUBLIC RELATIONS	\$7,886	\$11,707	\$7,750	\$7,000	
05111-56415	BROCHURE PRINTING & DIST	\$30,088	\$45,823	\$41,850	\$42,000	
05111-56416	PRINT & OTHER ADVERTISING	\$825,603	\$860,588	\$854,100	\$722,000	
05111-56417	HOSTING	\$23,291	\$24,259	\$37,215	\$25,000	
05111-56418	CONNECTIVITY SERVICES LISTINGS	\$24,273	\$57,890	\$57,000	\$57,000	
05111-56419	DIRECT MAIL/FULLFILLMENT	\$8,917	\$8,634	\$12,250	\$8,000	
05111-56420	TRADE SHOWS	\$1,443	\$3,170	\$2,595	\$3,000	
05111-56421	ASSOCIATION MEMBERSHIPS	\$4,754	\$4,290	\$10,525	\$11,185	
05111-56422	MISC. ADS AND PROMO	\$1,195	\$688	\$1,300	\$1,250	
05111-56423	TRAVEL	\$14,851	\$15,860	\$17,740	\$18,000	
05111-56424	SPECIAL EVENTS & MARKETING	\$19,845	\$27,728	\$25,175	\$20,000	
05111-56425	BOOKKEEPING SERVICES	\$12,300	\$12,300	\$12,500	\$12,000	
05111-56426	TRANSFER TO OTHER FUNDS	\$422,379	\$178,256	\$443,275	\$131,250	7.5% of revenue transferred to General Fund to be spent on mitigating the impact of tourism
					\$50,000	\$50,000 for special events including 4th of July and New Year's
	TOTAL TRANSFER TO OTHER FUNDS	\$422,379	\$178,256	\$443,275	\$181,250	
05111-56427	INTERFUND COST OF SERVICE	\$12,234	\$12,601	\$12,979	\$13,368	
05111-56428	OTHER EXPENSE	\$3,177	\$2,650	\$0	\$0	
05111-56429	CONSULTANTS	\$30,105	\$78,580	\$70,000	\$75,000	
05111-56430	COMMUNITY PROMOTION				\$21,250	Grants for events and organizations that promote or encourage tourism, 7.5% not including \$50,000 for special events including 4th of July and New Year's, \$25,000 each for Summer of Music and Strawberry Days.
					\$25,000	Strawberry Days
					\$25,000	Summer of Music
		\$0	\$0	\$121,250	\$10,000	Downtown Market
	TOTAL COMMUNITY PROMOTION	\$0	\$0	\$121,250	\$81,250	
TOTAL 111 - TOURISM PROMOTION FUND		\$1,733,395	\$1,680,980	\$2,077,504	\$1,623,808	
TOTAL 05 TOURISM PROMOTION		\$1,733,395	\$1,680,980	\$2,077,504	\$1,623,808	

WORKFORCE HOUSING FUND

	2023	2024	2025	2026
	Actual	Actual	Forecast	Budget
Revenue	\$1,736,112	\$1,773,421	\$1,752,000	\$1,752,000
Expenditures	<u>\$0</u>	<u>(\$1,519,795)</u>	<u>(\$1,112,416)</u>	<u>(\$648,793)</u>
Change in Fund Balance	\$1,736,112	\$253,626	\$639,584	\$1,103,207
Beginning Fund Balance	\$0	\$1,736,112	\$1,989,738	\$2,729,322
Ending Fund Balance	\$1,736,112	\$1,989,738	\$2,629,322	\$3,832,529
Available Fund Balance	\$1,608,450	\$1,989,738	\$2,629,322	\$3,832,529
Cash Balance as of 12/31/24	\$1,865,837			

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2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
06 WORKFORCE HOUSING FUND - 00020 TAXES						
0600020-41410	ACCOMMODATIONS HOUSING TAX	\$1,736,112	\$1,759,549	\$1,750,000	\$1,750,000	Flat from 2025 budget
0600020-43510	INTEREST	(\$0)	(\$0)	\$2,000	\$2,000	
TOTAL 00020 - TAXES		<u>\$1,736,112</u>	<u>\$1,759,549</u>	<u>\$1,752,000</u>	<u>\$1,752,000</u>	
06 WORKFORCE HOUSING FUND - 00040 INTERGOVERNMENTAL						
0600040-42310	GRANTS	(\$0)	\$13,872	(\$0)	(\$0)	
TOTAL 00040 - INTERGOVERNMENTAL		<u>(\$0)</u>	<u>\$13,872</u>	<u>(\$0)</u>	<u>(\$0)</u>	
TOTAL 06 -WORKFORCE HOUSING FUND		<u>\$1,736,112</u>	<u>\$1,773,421</u>	<u>\$1,752,000</u>	<u>\$1,752,000</u>	

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2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
06 WORKFORCE HOUSING FUND - 105 WORKFORCE HOUSING						
06105-51110	REGULAR EMPLOYEES	\$0	\$9,772	\$53,288	\$117,968	Housing Manager
06105-51210	HEALTH INSURANCE PREMIUMS	\$0	\$2,768	\$19,483	\$41,492	
06105-51220	LONG TERM DISABILITY	\$0	\$31	\$181	\$748	
06105-51230	BASIC LIFE INSURANCE	\$0	\$32	\$134	\$594	
06105-51250	FICA CONTRIBUTIONS	\$0	\$700	\$4,076	\$9,024	
06105-51260	RETIREMENT CONTRIBUTIONS	\$0	\$0	\$3,730	\$8,258	
06105-51270	UNEMPLOYMENT COMPENSATION	\$0	\$18	\$1,417	\$236	
06105-51280	WORKERS' COMPENSATION	\$0	\$74	\$107	\$150	
06105-51710	PROFESSIONAL SERVICES	\$0	\$2,650	\$20,000	\$10,000	Miscellaneous legal, accounting and bookkeeping assistance
06105-52210	PROFESSIONAL DEVELOPMENT	\$0	\$3,750	\$0	\$1,500	
06105-53710	CONTRIBUTIONS/DONATIONS	\$0	\$1,500,000	\$1,010,000	\$250,000	Rental Assistance Program - Ongoing Funding
					\$75,000	Down Payment Assistance Program
					\$100,000	West Mountain Regional Good Deeds Program
TOTAL CONTRIBUTIONS/DONATIONS		\$0	\$1,500,000	\$1,010,000	\$425,000	
06105-54310	INTERFUND COST OF SERVICE	\$0	\$0	\$0	\$33,823	
TOTAL 105 - WORKFORCE HOUSING		\$0	\$1,519,795	\$1,112,416	\$648,793	
TOTAL 06 WORKFORCE HOUSING FUND		\$0	\$1,519,795	\$1,112,416	\$648,793	

STREET TAX FUND

	2023 Actual	2024 Actual	2025 Forecast	2026 Budget
Revenue	\$6,573,365	\$5,999,372	\$7,832,030	\$8,435,229
Expenditures	<u>(\$6,272,187)</u>	<u>(\$6,819,025)</u>	<u>(\$8,586,446)</u>	<u>(\$8,416,605)</u>
Change in Fund Balance	\$301,178	(\$819,653)	(\$754,416)	\$18,624
Beginning Fund Balance	\$2,731,704	\$3,032,882	\$2,213,229	\$1,458,813
Ending Fund Balance	\$3,032,882	\$2,213,229	\$1,458,813	\$1,477,437
Reserves:				
Project Contingency	(\$250,000)	(\$250,000)	(\$250,000)	(\$250,000)
Available Fund Balance	\$2,782,882	\$1,963,229	\$1,208,813	\$1,227,437
Cash Balance as of 12/31/24	\$786,455			

2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
13 STREET TAX FUND - 00020 TAXES						
1300020-41210	GENERAL SALES TAX	\$3,503,255	\$3,623,246	\$7,198,665	\$7,577,541	Flat against the 2025 budget. This tax was doubled beginning January 1, 2025, 2026 is the first year it is included in the original budget.
1300020-41310	USE TAX	\$191,451	\$86,693	\$462,163	\$486,486	Flat against the 2025 budget
TOTAL 00020 - TAXES		\$3,694,706	\$3,709,940	\$7,660,828	\$8,064,027	
13 STREET TAX FUND - 00070 TRANSFERS						
1300070-44310	TRANSFER FROM CAPITAL PROJECTS	\$180,000	(\$0)	(\$0)	(\$0)	
1300070-44370	TRANSFER FROM GENERAL FUND	\$2,495,903	(\$0)	(\$0)	(\$0)	
TOTAL 00070 - TRANSFERS		\$2,675,903	(\$0)	(\$0)	(\$0)	
13 STREET TAX FUND - 00060 OTHER PUBLIC TRANSPORTATION						
1315060-41220	AUDIT REVENUE	\$15,972	\$39,164	\$21,202	\$21,202	
1315060-42310	GRANTS	(\$0)	\$2,018,933	(\$0)	(\$0)	
1315060-42420	CREDIT CARD CONVENIENCE FEES	\$161	\$211	(\$0)	(\$0)	
1315060-43510	INTEREST	\$186,629	\$231,124	\$150,000	(\$0)	
1315060-43910	COST REIMBURSEMENTS	(\$0)	(\$0)	(\$0)	\$350,000	This is a payment from Colorado Department of Transportation (CDOT) to compensate the City for the devolution of Highway 6 from Donegan to Linden.
TOTAL 00060 - OTHER		\$202,763	\$2,289,432	\$171,202	\$371,202	
TOTAL 13 -STREET TAX FUND		\$6,573,372	\$5,999,372	\$7,832,030	\$8,435,229	

2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
13 STREET TAX FUND - 000 PROJECTS						
1330-60000	PROJECT					
					\$540,000	US6 Waterline Loop from Range Rover to Linden Per Plans. Will complete needed loop based on water model project list.
					\$390,000	Blake Avenue Water Main and Service Replacement - Phase 3 13th to Hylands.
					\$590,000	Coach Miller Water Main Loop - 1600 LF of 8" water main, service and fittings. Storm Sewer Construction.
					\$100,000	System Upgrades to Water and Sewer Mains - Staff Directed and Completed Internally.
					\$400,000	Slip Lining Program for 2026
					\$1,750,000	Coach Miller Roadway Construction
					\$1,750,000	US6 Roadway/Curb and Gutter Construction
					\$600,000	Blake Avenue Phase 3 Construction - 13th Street to North Hyland.
					\$50,000	8th Street Bridge Maintenance Work
					\$150,000	9th Street from Bennett to Palmer Asphalt Reconstruction
		\$4,311,789	\$4,756,860	\$6,780,000	\$125,000	Minter Avenue from 7th to 8th Street, Asphalt Reconstruction, new concrete valley pans at 8th Street.
	TOTAL PROJECT	\$4,311,789	\$4,756,860	\$6,780,000	\$6,445,000	
	TOTAL 000 - PROJECTS	\$4,311,789	\$4,756,860	\$6,780,000	\$6,445,000	
13 STREET TAX FUND - 253 STREET TAX FUND						
13253-51610	SUPPLIES	\$172,345	\$47,770	\$85,000	\$5,000	
13253-51710	PROFESSIONAL SERVICES	\$65,204	\$183,259	\$65,000	\$350,000	Design Packet for Either North Glenwood or Glenwood Park, still TBD.
					\$25,000	Misc Survey Requests for Small Project Data
	TOTAL PROFESSIONAL SERVICES	\$65,204	\$183,259	\$65,000	\$375,000	
13253-51810	MAINTENANCE & REPAIR	\$866,683	\$995,926	\$549,500	\$140,000	Crack Sealing and Chip Sealing Projects
					\$85,000	City Wide Street Striping
					\$45,000	Small Asphalt Projects
					\$85,000	Small Concrete Projects, Curb and Gutter Replacement, Sidewalk Panels and Handicapped Ramp Replacements
					\$18,000	Sign Replacement Program
					\$20,000	Traffic Signal and RRFB Maintenance
					\$30,000	Vegetation Control
					\$20,000	Traffic Calming Program
					\$20,000	Safe Routes to School Program
					\$135,000	Snow Removal Contract, Deicer and Other Snow Removal Supplies
					\$80,000	Alleyway Replacement Program
	TOTAL MAINTENANCE & REPAIR	\$866,683	\$995,926	\$549,500	\$678,000	
13253-51920	RENT/LEASE - EQUIPMENT	\$24,500	\$0	\$7,500	\$2,000	

2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
13253-52510	GRANTS	\$59	\$15,000	\$0	\$0	
13253-52610	TECHNOLOGY	\$3,500	\$3,500	\$3,500	\$5,000	VUE Works Updates for Tracking Replacement Planning Progress
13253-52710	CREDIT CARD FEES	\$791	\$1,183	\$0	\$0	
13253-52820	TIF TO DDA	\$159,434	\$171,186	\$201,166	\$68,971	
13253-52825	ECONOMIC INCENTIVE REBATE	\$31,252	\$0	\$62,758	\$22,115	
13253-53910	PRINCIPAL - BONDS	\$290,000	\$295,000	\$305,000	\$310,000	
13253-53930	INTEREST - BONDS	\$27,360	\$20,748	\$14,022	\$7,068	
13253-53960	ADMIN SERVICE FEES	\$300	\$0	\$0	\$0	
13253-54310	INTERFUND COST OF SERVICE	\$318,969	\$328,593	\$513,000	\$498,451	
TOTAL 253 - STREET TAX FUND		\$1,960,398	\$2,062,164	\$1,806,446	\$1,971,605	
TOTAL 13 STREET TAX FUND		\$6,272,187	\$6,819,025	\$8,586,446	\$8,416,605	

MARIJUANA TAX FUND

	2023 Actual	2024 Actual	2025 Forecast	2026 Budget
Revenue	\$330,669	\$353,415	\$300,000	\$300,000
Expenditures	<u>(\$460,000)</u>	<u>(\$335,000)</u>	<u>(\$290,000)</u>	<u>(\$238,430)</u>
Change in Fund Balance	<u>(\$129,331)</u>	\$18,415	\$10,000	\$61,570
Beginning Fund Balance	\$266,637	\$137,306	\$155,721	\$165,721
Ending Fund Balance	\$137,306	\$155,721	\$165,721	\$227,291
Available Fund Balance	\$137,306	\$155,721	\$165,721	\$227,291
Cash Balance as of 12/31/24	\$121,714			

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2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
15 MARIJUANA TAX FUND - 00020 TAXES						
1500020-41510	MARIJUANA SALES TAX	\$329,032	\$353,415	\$300,000	\$300,000	
1500020-41520	MARIJUANA EXCISE TAX	\$1,636	(\$0)	(\$0)	(\$0)	
TOTAL 00020 - TAXES		<u>\$330,669</u>	<u>\$353,415</u>	<u>\$300,000</u>	<u>\$300,000</u>	
TOTAL 15 -MARIJUANA TAX FUND		<u>\$330,669</u>	<u>\$353,415</u>	<u>\$300,000</u>	<u>\$300,000</u>	

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2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
15 MARIJUANA TAX FUND - 510 MARIJUANA TAX FUND						
15510-51710	PROFESSIONAL SERVICES	\$0	\$0	\$0	\$1,000	
15510-53710	CONTRIBUTIONS/DONATIONS	\$100,000	\$125,000	\$115,000	\$0	
15510-54310	INTERFUND COST OF SERVICE	\$0	\$0	\$0	\$12,430	
15510-55950	TRANSFER TO GENERAL FUND	\$260,000	\$110,000	\$100,000	\$100,000	Public information and Community Center passes
					\$25,000	Enforcement, youth education, school safety
	TOTAL TRANSFER TO GENERAL FUND	\$260,000	\$110,000	\$100,000	\$125,000	
15510-55960	TRANSFER TO FIRE & EMS	\$100,000	\$100,000	\$75,000	\$100,000	First responder and transport Youth education School safety
	TOTAL 510 - MARIJUANA TAX FUND	\$460,000	\$335,000	\$290,000	\$238,430	
	TOTAL 15 MARIJUANA TAX FUND	\$460,000	\$335,000	\$290,000	\$238,430	

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TOBACCO TAX FUND

	2023	2024	2025	2026
	Actual	Actual	Forecast	Budget
Revenue	\$848,732	\$794,465	\$652,000	\$656,000
Expenditures	<u>(\$910,000)</u>	<u>(\$860,000)</u>	<u>(\$665,000)</u>	<u>(\$633,000)</u>
Change in Fund Balance	<u>(\$61,268)</u>	<u>(\$65,535)</u>	<u>(\$13,000)</u>	\$23,000
Beginning Fund Balance	\$304,201	\$242,933	\$177,398	\$164,398
Ending Fund Balance	\$242,933	\$177,398	\$164,398	\$187,398
Available Fund Balance	\$242,933	\$177,398	\$164,398	\$187,398
Cash Balance as of 12/31/24	\$117,762			

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2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
16 TOBACCO TAX - 00020 TAXES						
1600020-41530	TOBACCO SALES TAX	\$842,232	\$786,465	\$650,000	\$650,000	
TOTAL 00020 - TAXES		\$842,232	\$786,465	\$650,000	\$650,000	
16 TOBACCO TAX - 00030 PERMITS/LICENSES						
1600030-42140	SALES TAX/BUSINESS LICENSES	\$6,500	\$8,000	(\$0)	\$6,000	
TOTAL 00030 - PERMITS/LICENSES		\$6,500	\$8,000	(\$0)	\$6,000	
16 TOBACCO TAX - 00060 OTHER						
1600060-43510	INTEREST	(\$0)	(\$0)	\$2,000	(\$0)	
TOTAL 00060 - OTHER		(\$0)	(\$0)	\$2,000	(\$0)	
TOTAL 16 -TOBACCO TAX		\$848,732	\$794,465	\$652,000	\$656,000	

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2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
16 TOBACCO TAX - 520 TOBACCO TAX						
16520-53710	CONTRIBUTIONS/DONATIONS	\$160,000	\$235,000	\$115,000	\$0	
16520-54310	INTERFUND COST OF SERVICE	\$0	\$0	\$0	\$33,000	
16520-55960	TRANSFER TO FIRE & EMS	\$0	\$0	\$0	\$600,000	Revenues were \$950k in 2020, \$900k in 2021, \$845k in 2022, \$842k in 2023, and \$786k in 2024.
TOTAL 520 - TOBACCO TAX		\$160,000	\$235,000	\$115,000	\$633,000	
16 TOBACCO TAX - 999 INTERFUND TRANSFERS						
16999-55950	TRANSFER TO GENERAL FUND	\$750,000	\$625,000	\$550,000	\$0	
TOTAL 999 - INTERFUND TRANSFERS		\$750,000	\$625,000	\$550,000	\$0	
TOTAL 16 TOBACCO TAX		\$910,000	\$860,000	\$665,000	\$633,000	

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BUS TAX FUND

	2023	2024	2025	2026
	Actual	Actual	Forecast	Budget
Revenue	\$1,873,617	\$1,903,540	\$3,516,032	\$3,336,667
Expenditures	<u>(\$2,070,166)</u>	<u>(\$2,140,271)</u>	<u>(\$3,370,103)</u>	<u>(\$3,040,396)</u>
Change in Fund Balance	<u>(\$196,549)</u>	<u>(\$236,731)</u>	\$145,929	\$296,271
Beginning Fund Balance	\$2,464,684	\$2,268,135	\$2,031,404	\$2,177,333
Ending Fund Balance	\$2,268,135	\$2,031,404	\$2,177,333	\$2,473,604
Available Fund Balance	\$2,268,135	\$2,031,404	\$2,177,333	\$2,473,604
Cash Balance as of 12/31/24	\$2,153,141			

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2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
18 BUS TAX FUND - 00020 TAXES						
1800020-41210	GENERAL SALES TAX	\$1,401,199	\$1,449,203	\$1,439,627	\$1,515,397	Flat against the 2025 budget
1800020-41310	USE TAX	\$76,575	\$34,675	\$92,425	\$97,290	Flat against the 2025 budget
TOTAL 00020 - TAXES		\$1,477,773	\$1,483,878	\$1,532,052	\$1,612,687	
18 BUS TAX FUND - 00040 INTERGOVERNMENTAL						
1800040-42310	GRANTS	\$334,863	\$381,567	\$1,964,000	\$800,000	RFTA grant for on-demand transit pilot program
					\$324,000	5311 FTA grant
					\$580,000	RFTA grant to fund Ride Glenwood
TOTAL GRANTS		\$334,863	\$381,567	\$1,964,000	\$1,704,000	
TOTAL 00040 - INTERGOVERNMENTAL		\$334,863	\$381,567	\$1,964,000	\$1,704,000	
18 BUS TAX FUND - 00050 CHARGE FOR SERVICE/FEES PUBLIC TRANSPORTATION						
1815050-42421	ADVERTISING FEES	\$9,384	\$6,477	\$7,500	\$7,500	
TOTAL 00050 - CHARGE FOR SERVICE/FEES		\$9,384	\$6,477	\$7,500	\$7,500	
18 BUS TAX FUND - 00060 OTHER PUBLIC TRANSPORTATION						
1815060-41220	AUDIT REVENUE	\$6,389	\$15,665	\$8,480	\$8,480	
1815060-42420	CREDIT CARD CONVENIENCE FEES	\$64	\$84	(\$0)	(\$0)	
1815060-43510	INTEREST	\$5,028	\$14,204	\$4,000	\$4,000	
1815060-44130	MISCELLANEOUS	\$40,115	\$1,665	(\$0)	(\$0)	
TOTAL 00060 - OTHER		\$51,596	\$31,618	\$12,480	\$12,480	
TOTAL 18 -BUS TAX FUND		\$1,873,617	\$1,903,540	\$3,516,032	\$3,336,667	

2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
18 BUS TAX FUND - 000 PROJECTS						
1815-60000	PROJECTS	\$63,251	\$0	\$0	\$0	
TOTAL 000 - PROJECTS		\$63,251	\$0	\$0	\$0	
18 BUS TAX FUND - 170 BUS TAX FUND						
18170-51280	WORKERS' COMPENSATION	\$0	\$195	\$0	\$0	
18170-51410	UTILITIES	\$11,064	\$9,457	\$12,170	\$12,779	5% over 2025 original budget
18170-51710	PROFESSIONAL SERVICES	\$141,884	\$264,298	\$0	\$580,000	Micro transit program partially funded by RFTA
18170-52710	CREDIT CARD FEES	\$316	\$473	\$0	\$0	
18170-52810	OTHER OPERATING EXPENSE	\$2,922	\$0	\$20,000	\$0	
18170-52820	TIF TO DDA	\$63,769	\$68,469	\$68,966	\$344,857	
18170-52825	ECONOMIC INCENTIVE REBATE	\$12,500	\$0	\$12,551	\$55,287	
18170-53510	PROPERTY INSURANCE	\$7,200	\$10,224	\$8,000	\$12,000	
18170-53710	CONTRIBUTIONS/DONATIONS	\$100,000	\$0	\$0	\$0	
18170-54310	INTERFUND COST OF SERVICE	\$139,660	\$143,850	\$148,166	\$169,973	
18170-56510	FIXED LABOR COSTS	\$478,564	\$471,779	\$495,000	\$520,000	
18170-56515	DIRECT LABOR COSTS	\$562,390	\$573,081	\$585,000	\$615,000	
18170-56520	EMPLOYEE BUS PASSES	\$0	\$0	\$750	\$1,000	
18170-56525	TDM PROGRAM EXPENSE	\$2,967	\$1,000	\$50,000	\$52,500	
18170-56530	DIRECT MILEAGE COSTS	\$277,067	\$280,352	\$330,000	\$346,500	
18170-56535	ALLOCATED TRAINING & OTHER COS	\$118,351	\$108,020	\$130,000	\$136,500	
18170-56540	VAN MAINTENANCE	\$4,347	\$1,830	\$4,500	\$5,000	
18170-56545	PARA-TRANSTI SERVICE	\$30,000	\$30,000	\$30,000	\$31,500	
18170-56550	TRANSIT OPERATIONS PLAN	\$0	\$0	\$75,000	\$78,750	
18170-56555	ALLOCATED CAPITAL COSTS	\$53,915	\$177,244	\$75,000	\$78,750	
18170-60000	PROJECTS	\$0	\$0	\$1,325,000	\$0	
TOTAL 170 - BUS TAX FUND		\$2,006,915	\$2,140,271	\$3,370,103	\$3,040,396	
TOTAL 18 BUS TAX FUND		\$2,070,166	\$2,140,271	\$3,370,103	\$3,040,396	

WATER AND WASTEWATER FUND

	2023 Actual	2024 Actual	2025 Forecast	2026 Budget
Revenue	\$11,272,150	\$11,190,968	\$13,713,500	\$11,040,500
Expenditures	<u>(\$8,420,559)</u>	<u>(\$9,257,863)</u>	<u>(\$13,313,868)</u>	<u>(\$12,917,241)</u>
Change in Fund Balance	\$2,851,591	\$1,933,105	\$399,632	<u>(\$1,876,741)</u>
Beginning Fund Balance	\$38,099,998	\$40,951,589	\$42,884,694	\$43,284,326
Ending Fund Balance	\$40,951,589	\$42,884,694	\$43,284,326	\$41,407,585
Reserves:				
Debt Covenant Reserves	<u>(\$2,740,005)</u>	<u>(\$2,540,005)</u>	<u>(\$2,540,005)</u>	<u>(\$2,540,005)</u>
Operations and Maintenance Reserve	<u>(\$1,250,000)</u>	<u>(\$1,250,000)</u>	<u>(\$1,250,000)</u>	<u>(\$1,250,000)</u>
Restricted Water Fees	<u>(\$3,007,225)</u>	<u>(\$3,007,225)</u>	<u>(\$3,007,225)</u>	<u>(\$3,007,225)</u>
Restricted Sewer Fees	<u>(\$1,893,175)</u>	<u>(\$1,893,175)</u>	<u>(\$1,893,175)</u>	<u>(\$1,893,175)</u>
Available Fund Balance	\$32,061,184	\$34,194,289	\$34,593,921	\$32,717,180
Cash Balance as of 12/31/24	\$5,349,785			

2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
21 WATER, SEWER AND SANITATION - 00050 CHARGE FOR SERVICE/FEES WATER						
2146050-42520	SEWER USER FEES	\$4,060,164	\$4,314,812	\$5,400,000	\$5,000,000	
2146050-42540	SEWER TAP FEES	\$38,223	(\$0)	(\$0)	(\$0)	
2146050-42580	SEWER IMPROVEMENT FEES	\$757,750	\$309,093	\$1,750,000	\$500,000	
TOTAL 00050 - CHARGE FOR SERVICE/FEES		\$4,856,137	\$4,623,905	\$7,150,000	\$5,500,000	
21 WATER, SEWER AND SANITATION - 00060 OTHER WATER						
2145060-42310	GRANTS - WATER	\$435,058	\$698,450	\$1,000,000	(\$0)	
2145060-42423	LATE FEE	(\$0)	\$4,089	(\$0)	\$2,500	
2145060-43510	INTEREST	\$146,449	\$179,046	\$45,000	\$35,000	
2145060-43650	MISCELLANEOUS LEASE	\$840	(\$0)	(\$0)	(\$0)	
2145060-43910	COST REIMBURSEMENTS	\$475,000	(\$0)	(\$0)	(\$0)	
2145060-43920	INSURANCE REIMBURSEMENT	\$84,068	(\$0)	(\$0)	(\$0)	
2145060-44130	MISCELLANEOUS	\$4,237	\$48,108	(\$0)	(\$0)	
TOTAL 00060 - OTHER		\$1,145,652	\$929,694	\$1,045,000	\$37,500	
21 WATER, SEWER AND SANITATION - 00050 CHARGE FOR SERVICE/FEES WASTEWATER						
2145050-42510	WATER USER FEES	\$4,430,188	\$4,402,758	\$5,100,000	\$4,950,000	
2145050-42550	METER SALES	\$25,094	\$40,246	\$15,000	\$50,000	
2145050-42560	SERVICE CONNECT FEES	\$4,550	\$8,100	\$3,500	\$3,000	
2145050-42570	WATER IMPROVEMENT FEES	\$770,062	\$367,033	\$400,000	\$500,000	
TOTAL 00050 - CHARGE FOR SERVICE/FEES		\$5,229,894	\$4,818,137	\$5,518,500	\$5,503,000	
21 WATER, SEWER AND SANITATION - 00060 OTHER WASTEWATER						
2146060-42310	GRANTS -SEWER	(\$0)	\$698,450	(\$0)	(\$0)	
2146060-43920	INSURANCE REIMBURSEMENT	\$40,468	(\$0)	(\$0)	(\$0)	
TOTAL 00060 - OTHER		\$40,468	\$698,450	(\$0)	(\$0)	
TOTAL 21 -WATER, SEWER AND SANITATION		\$11,272,150	\$11,070,187	\$13,713,500	\$11,040,500	

2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
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21 WATER, SEWER AND SANITATION - 000 PROJECTS

2146-60000	PROJECTS				\$550,000	Lift Station 17000 - Cowdin Replacement
					\$50,000	Grinder Pump Upgrades and Addition of Pump at 14000 - Two Rivers.
					\$300,000	Hydrogen Sulfide Mitigation and Replacement of Metal within the Building due to Corrosion.
					\$150,000	Air Deliver Updates to the System Under Water in the Ditches, at the Waste Water Plant per Requirements. In House Labor, Materials Only.
					\$300,000	Biosolids Spreading Equipment to Replace the Slinger Truck. Replace with small tractor and slinger trailer.
		\$2,210,129	\$3,249,518	\$745,000	\$450,000	US6 and West 1st Street Water and Sewer Project Construction.
	TOTAL PROJECTS	\$2,210,129	\$3,249,518	\$745,000	\$1,800,000	
	TOTAL 000 - PROJECTS	\$2,210,129	\$3,249,518	\$745,000	\$1,800,000	

21 WATER, SEWER AND SANITATION - 000 PROJECTS

2145-60000	PROJECTS				\$100,000	System Upgrades
					\$75,000	Carryover - HVAC Water Plant Upgrades - Continued from 2025
					\$50,000	SCADA Upgrades - Internal
					\$50,000	Filter Automation - Place the system on Automated PLC Controls through SCADA.
					\$775,000	Booster Station #1 Replacement - To Include Survey, Testing, CM and Construction.
					\$250,000	Bulk Meter Replacement Program - 500 Meters.
					\$450,000	US6 and West 1st Street Water and Sewer Project Construction.
		\$2,880,801	\$1,814,175	\$3,391,500	\$250,000	Grizzly Creek Raw Water Pipe Repairs and Plant Replacements
					\$200,000	Pressure Control Vault on Mel Rey Road.
	TOTAL PROJECTS	\$2,880,801	\$1,814,175	\$3,391,500	\$2,200,000	
	TOTAL 000 - PROJECTS	\$2,880,801	\$1,814,175	\$3,391,500	\$2,200,000	

21 WATER, SEWER AND SANITATION - 211 WATER & SEWER ADMINISTRATION

21211-51110	REGULAR EMPLOYEES	\$356,135	\$442,833	\$475,472	\$481,869	Public Works Director (50%) WA/WW Field Operations Superintendent WA/WW Plant Operations Superintendent GIS Administrator (25%) Public Information Officer (25%) GIS Specialist (28.57%) Public Works Administrative Assistant II Senior OTS Operator
21211-51210	HEALTH INSURANCE PREMIUMS	\$53,826	\$63,713	\$74,612	\$75,476	
21211-51220	LONG TERM DISABILITY	\$787	\$969	\$1,513	\$2,440	
21211-51230	BASIC LIFE INSURANCE	\$719	\$811	\$1,206	\$1,984	
21211-51250	FICA CONTRIBUTIONS	\$26,107	\$31,946	\$36,534	\$36,862	
21211-51260	RETIREMENT CONTRIBUTIONS	\$23,337	\$22,744	\$33,430	\$33,731	

2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
21211-51270	UNEMPLOYMENT COMPENSATION	\$682	\$835	\$955	\$964	
21211-51280	WORKERS' COMPENSATION	\$8,263	\$12,301	\$8,676	\$5,891	
21211-51380	UNIFORM ALLOWANCE	\$700	\$700	\$750	\$1,050	
21211-51410	UTILITIES	\$1,886	\$2,706	\$2,075	\$2,179	
21211-51610	SUPPLIES	\$2,922	\$455	\$3,000	\$5,000	Small Tools and Equipment for Operational Technology Department
21211-51710	PROFESSIONAL SERVICES	\$30,908	\$44,454	\$192,000	\$12,000	Garfield County Clean Energy - \$64,000 across all funds.
21211-51810	MAINTENANCE & REPAIR	\$14,510	\$59,734	\$15,000	\$7,500	Admin Trucks Maintenance and Repair, Fuel.
					\$60,000	Browns Hill Virtual SCADA Contract
					\$15,000	Water Model Update and 5 Year Capital Plan Update.
	TOTAL MAINTENANCE & REPAIR	\$14,510	\$59,734	\$15,000	\$82,500	
21211-52120	EMPLOYMENT POSTING	\$299	\$0	\$250	\$0	
21211-52210	PROFESSIONAL DEVELOPMENT	\$120	\$1,832	\$5,000	\$3,500	
21211-52410	PROFESSIONAL DUES AND MEMBERSH	\$0	\$100	\$0	\$500	
21211-52420	ORGANIZATIONAL DUES AND MEMBER	\$635	\$878	\$3,000	\$1,000	
21211-52510	GRANTS	\$34,000	\$20,101	\$35,000	\$35,000	
21211-52610	TECHNOLOGY	\$0	\$10,907	\$10,000	\$4,000	VUE Works
21211-52810	OTHER OPERATING EXPENSE	\$2,628	\$3,740	\$20,000	\$25,000	Unhoused Encampment Cleanups and Mudslide Cleanups
21211-53510	PROPERTY INSURANCE	\$86,580	\$116,627	\$95,000	\$125,000	
21211-53520	LIABILITY AND CASUALTY INSURA	\$7,460	\$4,236	\$8,200	\$10,000	
21211-53950	ISSUANCE COSTS	\$28,684	\$0	\$0	\$0	
21211-54310	INTERFUND COST OF SERVICE	\$422,197	\$434,863	\$447,909	\$466,452	
21211-54610	ENERGY CONSERVATION	\$34,516	\$46,998	\$50,000	\$50,000	Turf Buy Back Program and Water Conservation Program
21211-54810	WATER ASSESMENTS	\$30,147	\$32,164	\$33,000	\$50,000	Ruedi Reservoir, Reynolds and Cain Ditch Shares, water Rights, and Land Leases.
	TOTAL 211 - WATER & SEWER ADMINISTRATION	\$1,168,047	\$1,356,649	\$1,552,582	\$1,512,398	
21 WATER, SEWER AND SANITATION - 240 CUSTOMER ACCOUNTS WATER						
21240-51710	PROFESSIONAL SERVICES	\$3,543	\$3,160	\$5,000	\$4,000	
21240-54310	INTERFUND COST OF SERVICE	\$189,944	\$195,642	\$201,511	\$209,565	
	TOTAL 240 - CUSTOMER ACCOUNTS WATER	\$193,487	\$198,802	\$206,511	\$213,565	
21 WATER, SEWER AND SANITATION - 260 WATER INTERFUND						
21260-55710	ALLOCATED ORGANIZATION COST	\$133,500	\$147,000	\$153,000	\$148,500	
21260-55810	INTERFUND FRANCHISE FEE	\$133,500	\$147,000	\$153,000	\$150,000	
	TOTAL 260 - WATER INTERFUND	\$267,000	\$294,000	\$306,000	\$298,500	

2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
21 WATER, SEWER AND SANITATION - 261 WASTEWATER INTERFUND						
21261-55710	ALLOCATED ORGANIZATION COST	\$132,300	\$138,000	\$162,000	\$148,500	
21261-55810	INTERFUND FRANCHISE FEE	\$132,300	\$138,000	\$162,000	\$150,000	
TOTAL 261 - WASTEWATER INTERFUND		\$264,600	\$276,000	\$324,000	\$298,500	
21 WATER, SEWER AND SANITATION - 270 INTEREST						
21270-53930	INTEREST - BONDS	\$441,001	\$379,831	\$351,835	\$297,957	
21270-53940	INTEREST - OTHER DEBT	\$670	\$41,246	\$0	\$0	
TOTAL 270 - INTEREST		\$441,671	\$421,077	\$351,835	\$297,957	
21 WATER, SEWER AND SANITATION - 275 DEPRECIATION/AMORTIZATION						
21275-55610	DEPRECIATION	\$949,828	\$1,117,216	\$950,000	\$950,000	
21275-59599	CAPITALIZED ASSETS	(\$2,970,963)	(\$1,139,029)	\$0	\$0	
TOTAL 275 - DEPRECIATION/AMORTIZATION		(\$2,021,135)	(\$1,139,029)	\$950,000	\$950,000	
21 WATER, SEWER AND SANITATION - 276 DEPRECIATION/AMORTIZATION - WA						
21276-55610	DEPRECIATION	\$1,198,552	\$1,267,302	\$1,200,000	\$1,200,000	
21276-59599	CAPITALIZED ASSETS	(\$1,929,268)	(\$3,252,075)	\$0	\$0	
TOTAL 276 - DEPRECIATION/AMORTIZATION - WA		(\$730,717)	(\$1,984,774)	\$1,200,000	\$1,200,000	
21 WATER, SEWER AND SANITATION - 410 WATER TREATMENT						
21410-51110	REGULAR EMPLOYEES	\$307,366	\$331,749	\$375,746	\$468,638	Water Treatment Chief Operator WA/WW Treatment Operator I C (50%) Water Treatment Operator II B Water Treatment Operator II A Water Treatment Operator I D
21410-51140	OVERTIME	\$5,516	\$4,635	\$18,000	\$5,000	
21410-51150	STANDBY AND CALLBACK PAY	\$20,569	\$26,376	\$20,000	\$25,000	
21410-51210	HEALTH INSURANCE PREMIUMS	\$71,115	\$84,166	\$149,452	\$130,328	
21410-51220	LONG TERM DISABILITY	\$727	\$744	\$1,276	\$1,779	
21410-51230	BASIC LIFE INSURANCE	\$717	\$608	\$952	\$1,261	
21410-51250	FICA CONTRIBUTIONS	\$25,192	\$26,403	\$31,772	\$38,146	
21410-51260	RETIREMENT CONTRIBUTIONS	\$22,030	\$21,425	\$29,072	\$34,906	
21410-51270	UNEMPLOYMENT COMPENSATION	\$658	\$690	\$831	\$998	
21410-51280	WORKERS' COMPENSATION	\$9,132	\$10,141	\$9,588	\$11,673	
21410-51380	UNIFORM ALLOWANCE	\$1,575	\$1,575	\$2,000	\$2,000	
21410-51410	UTILITIES	\$113,022	\$98,966	\$124,323	\$130,539	
21410-51610	SUPPLIES	\$5,436	\$7,133	\$7,500	\$7,500	

2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
21410-51710	PROFESSIONAL SERVICES	\$48,921	\$41,740	\$60,000	\$50,000	SCADA Controls, Equipment Replacement and HVAC Services at the Plant
					\$3,500	Drug Testing, CDL Medicals, CDL Testing and Training.
	TOTAL PROFESSIONAL SERVICES	\$48,921	\$41,740	\$60,000	\$53,500	
21410-51810	MAINTENANCE & REPAIR	\$33,362	\$111,418	\$110,000	\$55,000	Standard Building and Equipment Maintenance and Repair for the year.
					\$50,000	Water Plant Vehicle and Equipment Maintenance and Repair and Fuel for the year.
	TOTAL MAINTENANCE & REPAIR	\$33,362	\$111,418	\$110,000	\$105,000	
21410-51920	RENT/LEASE - EQUIPMENT	\$1,171	\$882	\$22,000	\$22,500	Grizzly Creek Gauging Station - USGS Fee
21410-52110	PUBLIC NOTICES	\$0	\$0	\$0	\$10,000	EPA required public notices for Lead and Copper Rule
21410-52120	EMPLOYMENT POSTING	\$299	\$1,051	\$0	\$0	
21410-52210	PROFESSIONAL DEVELOPMENT	\$3,054	\$2,240	\$6,000	\$6,500	Water Plant Operator Training, Certification Testing and Travel
21410-52410	PROFESSIONAL DUES AND MEMBERSH	\$1,718	\$50	\$2,000	\$2,000	
21410-52610	TECHNOLOGY				\$12,000	Miscellaneous software/IT supplies
		\$7,887	\$8,784	\$12,000	\$3,000	Redundant 4G Connectivity
	TOTAL TECHNOLOGY	\$7,887	\$8,784	\$12,000	\$15,000	
21410-52810	OTHER OPERATING EXPENSE	\$2,731	\$2,986	\$4,000	\$4,000	
21410-53230	OTHER CHEMICALS	\$129,303	\$130,916	\$130,000	\$143,000	Chemical Purchases for the Plant Operations, Salt, Fluoride, Flocculants, etc. Added 10% for possible cost increases.
21410-53240	LABORATORY	\$3,040	\$2,823	\$4,000	\$4,000	
21410-54820	LAB SUPPLIES	\$11,533	\$13,793	\$12,000	\$13,500	
21410-55110	SAFETY PROGRAMS	\$676	\$0	\$4,000	\$4,000	
21410-59520	CAPITAL OUTLAY	\$5,255	\$7,547	\$10,000	\$10,000	Add VFDs to pre-treatment service water system.
TOTAL 410 - WATER TREATMENT		\$832,005	\$938,841	\$1,146,512	\$1,250,768	
21 WATER, SEWER AND SANITATION - 420 WATER TRANSMISSION & DISTRIBUT						
21420-51110	REGULAR EMPLOYEES	\$277,682	\$181,775	\$268,486	\$310,413	WA/WW Equipment Operator III (2) Water Utility Worker IV WA/WW Equipment Operator III (50%) Neighborhood Services Specialist (25%) BB Utility Location Technician (25%)
21420-51140	OVERTIME	\$4,336	\$1,805	\$5,000	\$2,000	
21420-51150	STANDBY AND CALLBACK PAY	\$11,448	\$11,175	\$12,000	\$15,000	
21420-51210	HEALTH INSURANCE PREMIUMS	\$50,021	\$28,585	\$107,331	\$83,240	
21420-51220	LONG TERM DISABILITY	\$712	\$416	\$977	\$1,717	
21420-51230	BASIC LIFE INSURANCE	\$620	\$327	\$729	\$1,162	
21420-51250	FICA CONTRIBUTIONS	\$23,020	\$14,028	\$23,340	\$25,049	
21420-51260	RETIREMENT CONTRIBUTIONS	\$15,917	\$11,995	\$21,357	\$22,918	
21420-51270	UNEMPLOYMENT COMPENSATION	\$602	\$367	\$610	\$654	

2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
21420-51280	WORKERS' COMPENSATION	\$9,181	\$7,873	\$9,640	\$6,879	
21420-51360	EMPLOYEE ONBOARDING	\$43	\$26	\$0	\$0	
21420-51380	UNIFORM ALLOWANCE	\$1,575	\$875	\$2,000	\$2,000	
21420-51410	UTILITIES	\$38,701	\$41,990	\$42,571	\$45,000	Utilities for D&C shop
21420-51610	SUPPLIES	\$12,458	\$22,715	\$10,000	\$18,000	
21420-51710	PROFESSIONAL SERVICES	\$33,534	\$31,551	\$35,000	\$3,500	Drug Testing, CDL Medicals, CDL Testing and Training.
					\$22,500	Water Model and Professional Services Consultants as Needed.
	TOTAL PROFESSIONAL SERVICES	\$33,534	\$31,551	\$35,000	\$26,000	
21420-51810	MAINTENANCE & REPAIR	\$127,698	\$144,882	\$110,000	\$35,000	Water Distributions Portion of the Building Maintenance and Repairs at the WW Plant.
					\$70,000	Distributions Vehicle, Generators and Equipment Maintenance/Repair and Fuel for the year.
	TOTAL MAINTENANCE & REPAIR	\$127,698	\$144,882	\$110,000	\$105,000	
21420-51920	RENT/LEASE - EQUIPMENT	\$28,568	\$262	\$52,000	\$25,000	
21420-52120	EMPLOYMENT POSTING	\$299	\$0	\$500	\$500	
21420-52210	PROFESSIONAL DEVELOPMENT	\$1,655	\$1,074	\$7,500	\$7,500	Field Crew Trainings, Certifications and Travel Expenses.
21420-52410	PROFESSIONAL DUES AND MEMBERSH	\$313	\$0	\$300	\$300	
21420-52420	ORGANIZATIONAL DUES AND MEMBER	\$50	\$0	\$0	\$0	
21420-52610	TECHNOLOGY				\$25,000	Swift Comply, 120 Water Audit, Vue Works, Utiliverse software programs
		\$14,383	\$7,222	\$15,000	\$3,000	Redundant 4G Connectivity
	TOTAL TECHNOLOGY	\$14,383	\$7,222	\$15,000	\$28,000	
21420-52810	OTHER OPERATING EXPENSE	\$0	\$57	\$1,000	\$0	
21420-53240	LABORATORY	\$2,875	\$3,534	\$4,000	\$4,000	
21420-53530	DAMAGE CLAIMS	\$0	\$0	\$3,000	\$3,000	
21420-54330	FORCE CONSTRUCTION	\$50,000	\$0	\$50,000	\$0	
21420-55110	SAFETY PROGRAMS	\$962	\$190	\$4,000	\$4,000	
21420-55210	FIRE HYDRANT REPLACEMENT	\$21,480	\$0	\$20,000	\$22,000	In House Replacement of Older Hydrants
21420-55220	METERS	\$45,317	\$89,393	\$75,000	\$50,000	Pre-Purchase of Meters to have in Stock, this is Reimbursed as they are Purchased.
21420-55230	LEAK DETECTION	\$7,175	\$262	\$7,500	\$10,000	Yearly Leak Detection Program, Hired Company to Review the City.
21420-59520	CAPITAL OUTLAY	\$126,886	\$33,297	\$10,000	\$0	
	TOTAL 420 - WATER TRANSMISSION & DISTRIBUT	\$907,510	\$635,675	\$898,841	\$819,332	
21 WATER, SEWER AND SANITATION - 430 WASTEWATER TREATMENT						
21430-51110	REGULAR EMPLOYEES	\$271,363	\$273,201	\$226,841	\$303,130	Wastewater Treatment Chief Operator Wastewater Treatment Operator I C Wastewater Treatment Operator I D (2) WA/WW Treatment Operator I C (50%)
21430-51140	OVERTIME	\$6,131	\$4,877	\$3,000	\$5,000	Page 47

2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
21430-51150	STANDBY AND CALLBACK PAY	\$19,301	\$19,047	\$20,000	\$20,000	
21430-51210	HEALTH INSURANCE PREMIUMS	\$113,033	\$115,008	\$119,001	\$114,074	
21430-51220	LONG TERM DISABILITY	\$704	\$654	\$771	\$1,254	
21430-51230	BASIC LIFE INSURANCE	\$625	\$542	\$575	\$849	
21430-51250	FICA CONTRIBUTIONS	\$21,814	\$20,926	\$19,153	\$25,104	
21430-51260	RETIREMENT CONTRIBUTIONS	\$17,556	\$14,727	\$17,526	\$22,969	
21430-51270	UNEMPLOYMENT COMPENSATION	\$570	\$547	\$501	\$658	
21430-51280	WORKERS' COMPENSATION	\$11,508	\$7,381	\$12,083	\$5,888	
21430-51360	EMPLOYEE ONBOARDING	\$15	\$19	\$0	\$0	
21430-51380	UNIFORM ALLOWANCE	\$1,721	\$1,969	\$2,000	\$2,000	
21430-51410	UTILITIES	\$344,664	\$281,829	\$379,130	\$398,000	
21430-51610	SUPPLIES	\$17,275	\$14,684	\$15,000	\$15,000	
21430-51710	PROFESSIONAL SERVICES				\$50,000	Consultants to help with Blower Issues, Ditch Air Issues, Grit Chamber Issues and HVAC Issues. The plant is on a Geoloop and it requires maintenance.
		\$54,396	\$134,557	\$55,000	\$3,500	Drug Testing, CDL Medicals, CDL Testing and Training.
	TOTAL PROFESSIONAL SERVICES	\$54,396	\$134,557	\$55,000	\$53,500	
21430-51810	MAINTENANCE & REPAIR	\$144,440	\$149,406	\$140,000	\$35,000	Standard Maintenance and Repair of the WW Plant and Buildings.
					\$105,000	Waste Water Plant Vehicle and Equipment Maintenance and Repair and Fuel for the year.
	TOTAL MAINTENANCE & REPAIR	\$144,440	\$149,406	\$140,000	\$140,000	
21430-51920	RENT/LEASE - EQUIPMENT	\$1,883	\$2,005	\$1,500	\$1,000	
21430-52120	EMPLOYMENT POSTING	\$1,274	\$0	\$500	\$500	
21430-52210	PROFESSIONAL DEVELOPMENT	\$2,695	\$3,077	\$7,500	\$8,500	Plant Operators Training and Certifications, including Travel.
21430-52410	PROFESSIONAL DUES AND MEMBERSH	\$387	\$0	\$500	\$500	
21430-52420	ORGANIZATIONAL DUES AND MEMBER	\$50	\$0	\$0	\$0	
21430-52610	TECHNOLOGY	\$6,495	\$7,784	\$8,000	\$3,000	Redundant 4G Connectivity
21430-52810	OTHER OPERATING EXPENSE	\$7,871	\$8,546	\$5,000	\$0	
21430-53230	OTHER CHEMICALS	\$22,474	\$21,666	\$25,000	\$26,250	Chemicals Utilized in the WW Treatment Process Yearly. Added 5% for cost increases
21430-53240	LABORATORY	\$14,056	\$9,250	\$14,000	\$13,500	
21430-54820	LAB SUPPLIES	\$16,574	\$11,899	\$20,000	\$18,500	
21430-55110	SAFETY PROGRAMS	\$840	\$1,138	\$4,000	\$4,000	
21430-59520	CAPITAL OUTLAY	\$0	\$0	\$175,000	\$0	
TOTAL 430 - WASTEWATER TREATMENT		\$1,099,715	\$1,104,739	\$1,271,581	\$1,183,176	

2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
21440-51110	REGULAR EMPLOYEES	\$329,419	\$346,996	\$414,705	\$376,550	WW Utility Maintenance Coordinator II Wastewater Utility Worker III Wastewater Utility Worker II Wastewater Utility Worker WA/WW Equipment Operator III (50%) Neighborhood Services Specialist (25%) BB Utility Location Technician (25%)
21440-51140	OVERTIME	\$4,914	\$4,357	\$4,000	\$5,000	
21440-51150	STANDBY AND CALLBACK PAY	\$12,159	\$15,594	\$13,000	\$20,000	
21440-51210	HEALTH INSURANCE PREMIUMS	\$94,830	\$104,899	\$156,096	\$105,463	
21440-51220	LONG TERM DISABILITY	\$798	\$804	\$1,409	\$1,953	
21440-51230	BASIC LIFE INSURANCE	\$724	\$673	\$1,053	\$849	
21440-51250	FICA CONTRIBUTIONS	\$25,117	\$26,593	\$33,119	\$30,720	
21440-51260	RETIREMENT CONTRIBUTIONS	\$21,679	\$23,196	\$30,305	\$28,108	
21440-51270	UNEMPLOYMENT COMPENSATION	\$657	\$695	\$866	\$802	
21440-51280	WORKERS' COMPENSATION	\$6,427	\$8,058	\$6,748	\$7,350	
21440-51360	EMPLOYEE ONBOARDING	\$0	\$141	\$0	\$0	
21440-51380	UNIFORM ALLOWANCE	\$1,575	\$1,575	\$2,000	\$0	
21440-51410	UTILITIES	\$23,823	\$18,964	\$26,205	\$27,600	
21440-51610	SUPPLIES	\$4,244	\$6,398	\$6,500	\$5,000	
21440-51710	PROFESSIONAL SERVICES	\$26,312	\$18,018	\$63,500	\$3,500	Drug Testing, CDL Medicals, CDL Testing and Training.
					\$20,000	Sanitary Sewer Planning Consultant Yearly Model Update and Capital Planning Discussions.
	TOTAL PROFESSIONAL SERVICES	\$26,312	\$18,018	\$63,500	\$23,500	
21440-51810	MAINTENANCE & REPAIR	\$102,170	\$130,269	\$100,000	\$40,000	Vehicle and Equipment Repairs/Maintenance and Fuel for the Year.
					\$65,000	Lift Station Maintenance, Repairs, Fuel and Equipment Replacements.
	TOTAL MAINTENANCE & REPAIR	\$102,170	\$130,269	\$100,000	\$105,000	
21440-51920	RENT/LEASE - EQUIPMENT	\$0	\$0	\$10,000	\$15,000	Loader lease
21440-52210	PROFESSIONAL DEVELOPMENT	\$2,207	\$650	\$7,500	\$7,500	Field Crew Trainings and Certifications, including Travel.
21440-52410	PROFESSIONAL DUES AND MEMBERSH	\$81	\$0	\$500	\$150	
21440-52610	TECHNOLOGY	\$10,523	\$6,449	\$7,000	\$3,000	Redundant 4G Connectivity
21440-52810	OTHER OPERATING EXPENSE	\$45	\$0	\$1,000	\$0	
21440-53530	DAMAGE CLAIMS	\$0	\$108	\$1,000	\$1,000	
21440-54330	FORCE CONSTRUCTION	\$300	\$0	\$0	\$0	
21440-54910	ROOT CONTROL	\$18,420	\$0	\$10,000	\$9,500	
21440-54920	BACKFLOW DEVICE	\$0	\$0	\$10,000	\$5,000	
21440-55110	SAFETY PROGRAMS	\$821	\$190	\$3,000	\$4,000	
21440-59520	CAPITAL OUTLAY	\$126,885	\$11,193	\$10,000	\$10,000	

2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
TOTAL 440 - WASTWATER COLLECTION & TRANSMISSION		\$814,130	\$725,820	\$919,506	\$793,045	
21 WATER, SEWER AND SANITATION - 999 INTERFUND TRANSFERS						
21999-55910	TRANSFER TO FLEET SERVICE	\$72,000	\$185,000	\$0	\$20,000	Replacement truck for Public Works Director
					\$80,000	Replacement Truck for #7, New F250 Extra Cab with Utility Boxes and Plow.
TOTAL TRANSFER TO FLEET SERVICE		\$72,000	\$185,000	\$0	\$100,000	
21999-55980	TRANSFER TO OTHER FUNDS	\$50,000	\$50,000	\$50,000	\$0	
TOTAL 999 - INTERFUND TRANSFERS		\$122,000	\$235,000	\$50,000	\$100,000	
TOTAL 21 WATER, SEWER AND SANITATION		\$8,449,243	\$9,243,708	\$13,313,868	\$12,917,241	

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BROADBAND

	2023	2024	2025	2026
	Actual	Actual	Forecast	Budget
Revenue	\$1,329,008	\$1,536,203	\$1,725,000	\$1,932,500
Expenditures	<u>(\$2,463,877)</u>	<u>(\$2,592,673)</u>	<u>(\$2,631,331)</u>	<u>(\$2,828,393)</u>
Change in Fund Balance	<u>(\$1,134,869)</u>	<u>(\$1,056,470)</u>	<u>(\$906,331)</u>	<u>(\$895,893)</u>
Beginning Fund Balance	\$9,299,309	\$8,164,440	\$7,107,970	\$6,201,639
Ending Fund Balance	\$8,164,440	\$7,107,970	\$6,201,639	\$5,305,746
Available Fund Balance	\$8,164,440	\$7,107,970	\$6,201,639	\$5,305,746

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2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
22 BROADBAND - 00050 CHARGE FOR SERVICE/FEES BROADBAND						
2251050-43430	INTERNET - BUSINESS CBN	\$783,570	\$822,395	\$1,100,000	\$1,075,000	
2251050-43440	INTERNET - RESIDENTIAL CBN	\$517,432	\$641,840	\$600,000	\$825,000	
TOTAL 00050 - CHARGE FOR SERVICE/FEES		\$1,301,002	\$1,464,235	\$1,700,000	\$1,900,000	
22 BROADBAND - 00060 OTHER BROADBAND						
2251060-43510	INTEREST	\$26,670	\$64,741	\$25,000	\$30,000	
2251060-43650	MISCELLANEOUS LEASE	(\$0)	\$4,800	(\$0)	(\$0)	
2251060-44130	MISCELLANEOUS	\$1,336	\$2,427	(\$0)	\$2,500	
TOTAL 00060 - OTHER		\$28,006	\$71,968	\$25,000	\$32,500	
TOTAL 22 -BROADBAND		\$1,329,008	\$1,536,203	\$1,725,000	\$1,932,500	

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2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
22 BROADBAND - 227 BROADBAND						
22227-51110	REGULAR EMPLOYEES	\$715,286	\$779,360	\$749,541	\$808,609	Broadband Superintendent CBN Field Operations Supervisor Broadband Outside Fiber Plant Lead Customer Experience & Marketing Manager Broadband Technical Service Representative Broadband Systems Technician Broadband Install Technician Broadband Customer Service Representative Broadband Service Technician Broadband Utility Location Technician (25%)
22227-51140	OVERTIME	\$5,115	\$2,686	\$3,000	\$5,000	
22227-51150	STANDBY AND CALLBACK PAY	\$41,104	\$46,009	\$41,000	\$55,000	
22227-51210	HEALTH INSURANCE PREMIUMS	\$148,082	\$182,770	\$193,790	\$206,364	
22227-51220	LONG TERM DISABILITY	\$1,829	\$1,928	\$2,378	\$2,951	
22227-51230	BASIC LIFE INSURANCE	\$1,616	\$1,570	\$1,898	\$2,157	
22227-51250	FICA CONTRIBUTIONS	\$56,708	\$59,374	\$60,759	\$66,448	
22227-51260	RETIREMENT CONTRIBUTIONS	\$46,260	\$45,606	\$55,597	\$60,803	
22227-51270	UNEMPLOYMENT COMPENSATION	\$1,482	\$1,552	\$1,588	\$1,736	
22227-51280	WORKERS' COMPENSATION	\$1,784	\$3,464	\$1,874	\$1,167	
22227-51360	EMPLOYEE ONBOARDING	\$45	\$38	\$0	\$0	
22227-51380	UNIFORM ALLOWANCE	\$0	\$0	\$0	\$4,000	
22227-51410	UTILITIES	\$200,351	\$195,330	\$220,386	\$231,400	
22227-51610	SUPPLIES	\$95,433	\$107,908	\$80,000	\$25,000	
22227-51710	PROFESSIONAL SERVICES	\$79,315	\$12,654	\$7,500	\$7,500	
22227-51810	MAINTENANCE & REPAIR	\$17,565	\$36,647	\$40,000	\$35,000	
22227-51930	RENT/LEASE - BUILDING	\$36,160	(\$579)	\$0	\$0	
22227-52210	PROFESSIONAL DEVELOPMENT	\$15,497	\$7,188	\$15,000	\$10,000	
22227-52310	MISC. TRAVEL	\$109	\$0	\$6,000	\$0	
22227-52510	GRANTS	\$0	\$7,618	\$0	\$0	
22227-52610	TECHNOLOGY	\$128,394	\$119,612	\$40,000	\$140,000	
22227-52710	CREDIT CARD FEES	\$14,583	\$15,271	\$10,000	\$15,000	
22227-52810	OTHER OPERATING EXPENSE	\$11,343	\$1,366	\$10,000	\$2,500	
22227-53520	LIABILITY AND CASUALTY INSURA	\$22,968	\$15,060	\$25,000	\$20,000	
22227-54110	BAD DEBTS	\$1,531	(\$1)	\$35,000	\$0	
22227-54310	INTERFUND COST OF SERVICE	\$16,697	\$17,198	\$17,714	\$147,452	
22227-55610	DEPRECIATION	\$97,344	\$212,662	\$85,000	\$200,000	
22227-55910	TRANSFER TO FLEET SERVICE	\$72,000	\$0	\$0	\$0	
22227-59520	CAPITAL OUTLAY	\$856	\$0	\$48,000	\$0	

2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
22227-59599	CAPITALIZED ASSETS	(\$148,387)	(\$206,979)	\$0	\$0	
22227-60000	PROJECTS	\$376,890	\$247,056	\$250,000	\$150,000	
TOTAL 227 - BROADBAND		\$2,057,960	\$1,912,367	\$2,001,025	\$2,198,087	
22 BROADBAND - 999 INTERFUND TRANSFERS						
22999-55910	TRANSFER TO FLEET SERVICE	\$0	\$50,000	\$0	\$0	
22999-55945	TRANSFER TO ELECTRIC	\$405,917	\$630,306	\$630,306	\$630,306	
TOTAL 999 - INTERFUND TRANSFERS		\$405,917	\$680,306	\$630,306	\$630,306	
TOTAL 22 BROADBAND		\$2,463,877	\$2,592,673	\$2,631,331	\$2,828,393	

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ELECTRIC FUND

	2023 Actual	2024 Actual	2025 Forecast	2026 Budget
Revenue	\$16,578,867	\$17,674,553	\$18,135,306	\$18,855,806
Expenditures	<u>(\$15,826,535)</u>	<u>(\$16,587,106)</u>	<u>(\$18,173,255)</u>	<u>(\$19,013,879)</u>
Change in Fund Balance	\$752,332	\$1,087,447	(\$37,949)	(\$158,073)
Beginning Fund Balance	\$12,784,403	\$13,536,735	\$14,624,182	\$14,586,233
Ending Fund Balance	\$13,536,735	\$14,624,182	\$14,586,233	\$14,428,160
Available Fund Balance	\$13,536,735	\$14,624,182	\$14,586,233	\$14,428,160
Cash Balance as of 12/31/24	\$4,134,508			

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2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
24 ELECTRIC UTILITY - 00070 TRANSFERS						
2400070-44393	TRANSFER FROM BROADBAND	\$405,917	\$630,306	\$630,306	\$630,306	
TOTAL 00070 - TRANSFERS		<u>\$405,917</u>	<u>\$630,306</u>	<u>\$630,306</u>	<u>\$630,306</u>	
24 ELECTRIC UTILITY - 00050 CHARGE FOR SERVICE/FEES ELECTRIC						
2450050-42610	COMMERCIAL	\$9,901,552	\$10,202,746	\$11,250,000	\$11,150,000	
2450050-42620	RESIDENTIAL	\$5,802,084	\$5,864,903	\$6,000,000	\$6,400,000	
2450050-42630	MUNICIPAL	\$138,502	\$143,190	\$140,000	\$140,000	
2450050-42640	SECURITY LIGHTING	\$10,771	\$10,549	\$15,000	\$10,000	
2450050-42645	EV CHARGING FEES	\$904	\$5,742	(\$0)	\$5,500	
TOTAL 00050 - CHARGE FOR SERVICE/FEES		<u>\$15,853,812</u>	<u>\$16,227,130</u>	<u>\$17,405,000</u>	<u>\$17,705,500</u>	
24 ELECTRIC UTILITY - 00060 OTHER ELECTRIC						
2450060-42310	GRANTS	(\$0)	\$5,361	(\$0)	(\$0)	
2450060-42560	SERVICE CONNECT FEES	\$25,520	\$45,230	\$15,000	\$40,000	
2450060-42650	VENDORS FEE	\$11,717	\$7,722	\$10,000	(\$0)	
2450060-42660	JOINT POLE USE	(\$0)	(\$0)	\$25,000	(\$0)	
2450060-43510	INTEREST	\$35,033	\$45,791	\$50,000	\$30,000	
2450060-43650	MISCELLANEOUS LEASE	\$200	\$200	(\$0)	(\$0)	
2450060-43710	DEVELOPER CONTRIBUTIONS	\$123,952	\$580,859	(\$0)	\$450,000	
2450060-43920	INSURANCE REIMBURSEMENT	(\$0)	\$4,565	(\$0)	(\$0)	
2450060-44110	SALE OF ASSETS	(\$0)	\$4,667	(\$0)	(\$0)	
2450060-44130	MISCELLANEOUS	\$121,292	\$122,238	(\$0)	(\$0)	
2450060-44140	BAD DEBT RECOVERY	\$1,424	\$483	(\$0)	(\$0)	
TOTAL 00060 - OTHER		<u>\$319,138</u>	<u>\$817,116</u>	<u>\$100,000</u>	<u>\$520,000</u>	
TOTAL 24 -ELECTRIC UTILITY		<u>\$16,578,867</u>	<u>\$17,674,553</u>	<u>\$18,135,306</u>	<u>\$18,855,806</u>	

2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
24 ELECTRIC UTILITY - 000 PROJECTS						
2450-60000	PROJECTS	\$3,356,196	\$369,616	\$2,116,884	\$100,000	General System Upgrades - Cable, Vaults, Lids, Vault Lowering, Poles, Transformers, etc
					\$225,000	Highway 6 and 24 Underground for Trail Project, Lighting, and 3 Phase Vault to Lift Station #1.
					\$200,000	Mitchell Creek Circuit #4 Upgrade Phase 2, 500 MCM Cable, continue 2025 work into Glenwood Meadows. Including Cable, Switch Gear and Conduit.
					\$75,000	Center Drive, Upgrade 4/0 cable to 500MCM. Cable, Switch Gear and Conduit.
					\$100,000	Cardnell Circuit #3 Extension to Midland and Devereux Vault. 500 MCM Cable.
					\$125,000	Additional Tie Line Upgrades as Work Load Allows.
	TOTAL PROJECTS	\$3,356,196	\$369,616	\$2,116,884	\$825,000	
	TOTAL 000 - PROJECTS	\$3,356,196	\$369,616	\$2,116,884	\$825,000	
24 ELECTRIC UTILITY - 220 ELECTRIC ADMINISTRATION						
24220-51110	REGULAR EMPLOYEES	\$180,074	\$196,823	\$231,906	\$236,680	Public Works Director (50%) Electric Administrative Assistant GIS Administrator (25%) Public Information Officer (25%) Utility Location Technician (25%) GIS Specialist (14.29%)
24220-51140	OVERTIME	\$0	\$21	\$0	\$0	
24220-51210	HEALTH INSURANCE PREMIUMS	\$22,522	\$25,158	\$33,075	\$33,236	
24220-51220	LONG TERM DISABILITY	\$429	\$438	\$788	\$1,912	
24220-51230	BASIC LIFE INSURANCE	\$400	\$375	\$592	\$1,521	
24220-51250	FICA CONTRIBUTIONS	\$13,632	\$14,571	\$20,593	\$18,106	
24220-51260	RETIREMENT CONTRIBUTIONS	\$12,279	\$13,057	\$18,843	\$16,567	
24220-51270	UNEMPLOYMENT COMPENSATION	\$357	\$381	\$538	\$473	
24220-51280	WORKERS' COMPENSATION	\$551	\$2,460	\$578	\$2,836	
24220-51360	EMPLOYEE ONBOARDING	\$161	\$203	\$0	\$500	
24220-51410	UTILITIES	\$21,255	\$25,166	\$23,380	\$24,500	
24220-51610	SUPPLIES	\$6,990	\$3,997	\$7,500	\$5,000	
24220-51710	PROFESSIONAL SERVICES				\$20,000	5 Year Work Plan Update - CLP
					\$15,000	Solar Field Consulting
					\$40,000	Mitchell Creek and North Glenwood Substation Upgrades Consulting Work
		\$35,050	\$110,590	\$40,800	\$20,000	Garfield Clean Energy Annual Membership
	TOTAL PROFESSIONAL SERVICES	\$35,050	\$110,590	\$40,800	\$95,000	
24220-51810	MAINTENANCE & REPAIR	\$0	\$0	\$50,000	\$0	
24220-51920	RENT/LEASE - EQUIPMENT	\$21,054	\$762	\$2,500	\$25,000	

2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
24220-52210	PROFESSIONAL DEVELOPMENT	\$5,857	\$4,315	\$10,000	\$7,500	Travel to Nebraska for MEAN and JOC meetings
					\$3,500	Professional Development and Conferences
TOTAL PROFESSIONAL DEVELOPMENT		\$5,857	\$4,315	\$10,000	\$11,000	
24220-52310	MISC. TRAVEL	\$0	\$206	\$0	\$0	
24220-52410	PROFESSIONAL DUES AND MEMBERSH	\$9,079	\$4,697	\$10,000	\$10,000	
24220-52420	ORGANIZATIONAL DUES AND MEMBER	\$0	\$2,190	\$0	\$4,000	
24220-52510	GRANTS	\$0	\$17,693	\$0	\$15,000	
24220-52610	TECHNOLOGY	\$9,709	\$7,000	\$7,500	\$3,000	Redundant 4G Connectivity at Substations
					\$15,000	SCADA System Upgrades and Implementations
TOTAL TECHNOLOGY		\$9,709	\$7,000	\$7,500	\$18,000	
24220-52810	OTHER OPERATING EXPENSE	\$49	\$1,262	\$1,500	\$2,000	
24220-53510	PROPERTY INSURANCE	\$91,157	\$82,750	\$100,000	\$98,000	
24220-53520	LIABILITY AND CASUALTY INSURA	\$5,814	\$3,812	\$6,400	\$4,500	
24220-54310	INTERFUND COST OF SERVICE	\$349,773	\$360,266	\$371,074	\$407,619	
24220-54410	REGULATORY EXPENSE	\$5,975	\$12,957	\$5,500	\$10,000	
24220-54510	LOSS ON ASSET DISPOSITION	\$22,916	\$154	\$0	\$0	
24220-54610	ENERGY CONSERVATION	\$138,808	\$148,323	\$175,000	\$155,000	Energy Rebate Program run by CLEER for the Electric Department
24220-54750	PURCHASED POWER	\$9,969,123	\$10,294,612	\$10,500,000	\$11,200,000	Bulk Power Purchased from MEAN, WAPA, Transmission from Xcel and FCRC Costs.
24220-59520	CAPITAL OUTLAY	\$0	\$0	\$0	\$20,000	New Truck for Matt - 50% Electric
TOTAL 220 - ELECTRIC ADMINISTRATION		\$10,923,015	\$11,334,237	\$11,618,067	\$12,416,450	

24 ELECTRIC UTILITY - 245 CUSTOMER ACCOUNTS ELECTRIC

24245-51110	REGULAR EMPLOYEES	\$157,268	\$161,160	\$166,713	\$176,211	Electric Meter Technician Electric Meter Technician - Journeyman
24245-51210	HEALTH INSURANCE PREMIUMS	\$45,725	\$50,070	\$53,903	\$57,393	
24245-51220	LONG TERM DISABILITY	\$367	\$370	\$567	\$646	
24245-51230	BASIC LIFE INSURANCE	\$338	\$314	\$422	\$437	
24245-51250	FICA CONTRIBUTIONS	\$11,596	\$12,011	\$12,887	\$13,480	
24245-51260	RETIREMENT CONTRIBUTIONS	\$10,997	\$11,514	\$11,792	\$12,335	
24245-51270	UNEMPLOYMENT COMPENSATION	\$300	\$314	\$337	\$352	
24245-51280	WORKERS' COMPENSATION	\$2,834	\$984	\$2,975	\$2,173	
24245-51380	UNIFORM ALLOWANCE	\$700	\$300	\$750	\$300	
24245-52210	PROFESSIONAL DEVELOPMENT	\$20	\$0	\$3,000	\$5,000	Meter School, Honeywell Training and Safety Training

2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
24245-52610	TECHNOLOGY				\$7,000	VUE Works
		\$35,478	\$36,192	\$50,000	\$28,000	Elster/Honeywell Programs
					\$20,000	Utilismart Program
	TOTAL TECHNOLOGY	\$35,478	\$36,192	\$50,000	\$55,000	
24245-52810	OTHER OPERATING EXPENSE	\$57	\$125	\$0	\$0	
24245-54110	BAD DEBTS	\$35,935	\$23,223	\$0	\$0	
24245-54320	INTERFUND BILLING	\$355,604	\$366,273	\$369,828	\$351,000	
24245-54340	NONRECIPROCAL INTERFUND ACTIVI	\$473,850	\$514,500	\$522,150	\$531,165	
24245-54760	CUSTOMER DEPOSIT INTEREST	\$1,104	\$0	\$0	\$0	
24245-55810	INTERFUND FRANCHISE FEE	\$473,850	\$514,500	\$522,150	\$531,165	
24245-59520	CAPITAL OUTLAY	\$0	\$0	\$0	\$50,000	Meters
TOTAL 245 - CUSTOMER ACCOUNTS ELECTRIC		\$1,606,023	\$1,691,850	\$1,717,474	\$1,786,657	
24 ELECTRIC UTILITY - 270 INTEREST						
24270-53930	INTEREST - BONDS	\$181,604	\$172,887	\$163,701	\$154,330	
24270-53940	INTEREST - OTHER DEBT ALPINE	\$206,588	\$199,332	\$190,560	\$182,227	
TOTAL 270 - INTEREST		\$388,192	\$372,219	\$354,261	\$336,557	
24 ELECTRIC UTILITY - 275 DEPRECIATION/AMORTIZATION						
24275-55610	DEPRECIATION	\$1,013,296	\$1,144,818	\$1,100,000	\$1,200,000	
24275-59599	CAPITALIZED ASSETS	\$0	(\$664,421)	\$0	\$0	
TOTAL 275 - DEPRECIATION/AMORTIZATION		\$1,013,296	\$480,398	\$1,100,000	\$1,200,000	
24 ELECTRIC UTILITY - 380 MAINTENANCE & DISTRIBUTION						
24380-51110	REGULAR EMPLOYEES	\$814,421	\$802,256	\$0	\$984,511	Electric Line Superintendent Electric Crew Leader (2) Electric Journeyman Lineman (2) Electric Apprentice Lineman (4)
24380-51140	OVERTIME	\$2,954	\$4,028	\$0	\$7,500	
24380-51150	STANDBY AND CALLBACK PAY	\$68,465	\$76,945	\$69,000	\$80,000	
24380-51160	PROJECT ALLOCATION WAGES	(\$36,762)	(\$50,349)	\$0	\$0	
24380-51210	HEALTH INSURANCE PREMIUMS	\$141,360	\$142,395	\$214,930	\$190,573	
24380-51220	LONG TERM DISABILITY	\$2,298	\$2,256	\$3,002	\$2,917	
24380-51230	BASIC LIFE INSURANCE	\$2,154	\$1,899	\$2,640	\$2,468	
24380-51250	FICA CONTRIBUTIONS	\$74,991	\$83,514	\$85,732	\$82,009	
24380-51260	RETIREMENT CONTRIBUTIONS	\$63,606	\$73,112	\$78,447	\$75,042	
24380-51270	UNEMPLOYMENT COMPENSATION	\$1,961	\$2,183	\$2,241	\$2,144	
24380-51280	WORKERS' COMPENSATION	\$15,558	\$10,825	\$16,336	\$6,901	

2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
24380-51360	EMPLOYEE ONBOARDING	\$0	\$62	\$0	\$0	
24380-51380	UNIFORM ALLOWANCE	\$3,150	\$1,475	\$0	\$1,650	
24380-51410	UTILITIES	\$5,241	\$6,261	\$5,241	\$5,500	
24380-51610	SUPPLIES	\$26,694	\$39,043	\$50,000	\$15,000	FR Clothing
					\$15,000	Small Tools for Trucks and Shop
					\$10,000	Misc. Materials
	TOTAL SUPPLIES	\$26,694	\$39,043	\$50,000	\$40,000	
24380-51710	PROFESSIONAL SERVICES	\$5,794	\$23,649	\$25,000	\$25,000	Consulting on Projects and Line Work, Substation Work and other items. Generally this is CLP.
24380-51810	MAINTENANCE & REPAIR	\$219,065	\$340,686	\$275,000	\$125,000	Vehicle and Equipment Maintenance and Repairs, Fuel, DEF, etc.
					\$125,000	Tree Trimming and Vegetation Control
					\$50,000	Pole Inspection - Every 2 to 3 Years
					\$50,000	Overhead Line Repairs
					\$75,000	Underground Line Repairs
					\$50,000	Street Lights
	TOTAL MAINTENANCE & REPAIR	\$219,065	\$340,686	\$275,000	\$475,000	
24380-52210	PROFESSIONAL DEVELOPMENT	\$3,266	\$6,131	\$8,000	\$18,000	Hot Line School, Safety Training, MEAN Training.
24380-52610	TECHNOLOGY	\$0	\$0	\$4,500	\$4,000	VUE Works
24380-52810	OTHER OPERATING EXPENSE	\$175	\$160	\$1,500	\$0	
24380-53530	DAMAGE CLAIMS	\$0	\$0	\$0	\$1,000	
24380-59520	CAPITAL OUTLAY	\$673,429	\$639,444	\$350,000	\$300,000	Transformers, Vault, Switch Gear, Vaults, Conduit. A majority of this is reimbursed by Contractor project fees.
24380-59599	CAPITALIZED ASSETS	(\$4,088,110)	(\$634,699)	\$0	\$0	
	TOTAL 380 - MAINTENANCE & DISTRIBUTION	(\$2,000,290)	\$1,571,278	\$1,191,569	\$2,304,215	
24 ELECTRIC UTILITY - 999 INTERFUND TRANSFERS						
24999-55910	TRANSFER TO FLEET SERVICES	\$321,000	\$390,000	\$50,000	\$85,000	Replacement Service Truck - F350 with Upgrades for Line Crew, Replace existing truck.
					\$40,000	On Call Truck
					\$20,000	Replacement truck for public works director
	TOTAL TRANSFER TO FLEET SERVICES	\$321,000	\$390,000	\$50,000	\$145,000	
24999-55930	TRANSFER TO CAPITAL PROJECTS	\$25,000	\$25,000	\$25,000	\$0	
	TOTAL 999 - INTERFUND TRANSFERS	\$346,000	\$415,000	\$75,000	\$145,000	
	TOTAL 24 ELECTRIC UTILITY	\$15,632,431	\$16,234,598	\$18,173,255	\$19,013,879	

TRASH FUND

	2023 Actual	2024 Actual	2025 Forecast	2026 Budget
Revenue	\$104,074	\$770,663	\$810,000	\$984,000
Expenditures	<u>(\$104,294)</u>	<u>(\$707,431)</u>	<u>(\$810,500)</u>	<u>(\$977,300)</u>
Change in Fund Balance	(\$220)	\$63,232	(\$500)	\$6,700
Beginning Fund Balance	\$0	(\$220)	\$63,012	\$62,512
Ending Fund Balance	(\$220)	\$63,012	\$62,512	\$69,212
Available Fund Balance	(\$220)	\$63,012	\$62,512	\$69,212
Cash Balance as of 12/31/24	\$114,619			

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2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
28 TRASH FUND - 00050 CHARGE FOR SERVICE/FEES PUBLIC WORKS						
2830050-42850	TRASH SERVICE FEE	\$104,074	\$770,663	\$800,000	\$984,000	
TOTAL 00050 - CHARGE FOR SERVICE/FEES		\$104,074	\$770,663	\$800,000	\$984,000	
28 TRASH FUND - 00060 OTHER PUBLIC WORKS						
2830060-43510	INTEREST	(\$0)	(\$0)	\$10,000	(\$0)	
TOTAL 00060 - OTHER		(\$0)	(\$0)	\$10,000	(\$0)	
TOTAL 28 -TRASH FUND		\$104,074	\$770,663	\$810,000	\$984,000	

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2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
28 TRASH FUND - 620 TRASH						
28620-51710	PROFESSIONAL SERVICES	\$104,294	\$707,431	\$650,500	\$820,000	Cost of Service through Mountain Waste and Recycling
					\$28,000	Hazardous Waste Day
					\$12,000	Green Waste Weekends - Summer
	TOTAL PROFESSIONAL SERVICES	\$104,294	\$707,431	\$650,500	\$860,000	
28620-54310	INTERFUND COST OF SERVICE	\$0	\$0	\$0	\$47,300	
	TOTAL 620 - TRASH	\$104,294	\$707,431	\$650,500	\$907,300	
28 TRASH FUND - 999 INTERFUND TRANSFERS						
28999-55935	TRANSFER TO LANDFILL	\$0	\$0	\$35,000	\$0	
28999-55950	TRANSFER TO GENERAL FUND	\$0	\$0	\$125,000	\$70,000	
	TOTAL 999 - INTERFUND TRANSFERS	\$0	\$0	\$160,000	\$70,000	
	TOTAL 28 TRASH FUND	\$104,294	\$707,431	\$810,500	\$977,300	

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LANDFILL FUND

	2023	2024	2025	2026
	Actual	Actual	Forecast	Budget
Revenue	\$3,911,859	\$3,544,005	\$3,122,500	\$3,402,500
Expenditures	<u>(\$2,691,936)</u>	<u>(\$2,872,705)</u>	<u>(\$3,413,665)</u>	<u>(\$3,431,428)</u>
Change in Fund Balance	\$1,219,923	\$671,300	(\$291,165)	(\$28,928)
Beginning Fund Balance	\$3,521,657	\$4,741,580	\$5,412,880	\$5,121,715
Ending Fund Balance	\$4,741,580	\$5,412,880	\$5,121,715	\$5,092,787
Landfill closure and postclosure Costs	(\$1,467,080)	(\$1,613,788)	(\$1,775,167)	(\$1,952,683)
Available Fund Balance	\$3,274,500	\$3,799,092	\$3,346,548	\$3,140,104
Cash Balance as of 12/31/24	\$2,336,892			

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2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
29 LANDFILL ENTERPRISE FUND - 00050 CHARGE FOR SERVICE/FEES LANDFILL						
2960050-42810	CONCRETE	\$193,611	\$175,982	\$150,000	\$145,000	
2960050-42812	ANIMALS	\$1,490	\$3,426	\$1,200	\$2,500	
2960050-42813	NON-FRIABLE ASBESTOS	\$93	(\$0)	\$1,000	(\$0)	
2960050-42814	APPLIANCES	\$12,220	\$12,392	\$13,000	\$12,500	
2960050-42815	BRUSH & WOOD	\$380,357	\$318,979	\$200,000	\$300,000	
2960050-42816	CITY OF GLENWOOD	(\$0)	(\$0)	\$20,000	(\$0)	
2960050-42817	CONSTRUCTION WASTE MIXED	\$1,024,237	\$1,217,997	\$1,000,000	\$1,050,000	
2960050-42818	CONTAMINATED SOIL	\$6,531	\$17,293	\$15,000	\$15,000	
2960050-42819	MUNICIPAL WASTE	\$995,361	\$985,963	\$1,100,000	\$1,100,000	
2960050-42820	RESIDENTIAL/MIXED	\$58,044	\$51,005	\$50,000	\$25,000	
2960050-42821	SLUDGE	\$19,800	(\$0)	\$20,000	\$19,500	
2960050-42822	CAR WASH SLUDGE	\$26,811	\$34,456	\$34,000	\$35,000	
2960050-42823	SEPTIC SLUDGE	\$76,065	\$100,648	\$185,000	\$50,000	
2960050-42824	TIRES - PASSENGER/LT TRUCK	\$25,291	\$23,416	\$20,000	\$25,000	
2960050-42825	TIRES - LARGE TRUCK	\$5,112	\$9,852	\$2,000	\$6,000	
2960050-42826	TIRES - EQUIPMENT	(\$0)	\$192	\$100	(\$0)	
2960050-42827	COMPOST FEE	\$227,971	\$194,508	\$120,000	\$215,000	
2960050-42828	SCRAP METAL/RECYCLE FEES	\$3,002	\$929	\$1,200	\$1,000	
2960050-42829	CLEAN OUT FEE	\$41,424	\$68,224	(\$0)	\$40,000	
2960050-42830	ELECTRONICS	\$81,225	\$97,945	\$55,000	\$85,000	
TOTAL 00050 - CHARGE FOR SERVICE/FEES		\$3,178,645	\$3,313,204	\$2,987,500	\$3,126,500	
29 LANDFILL ENTERPRISE FUND - 00060 OTHER LANDFILL						
2960060-42310	GRANTS	\$582,578	\$97,802	(\$0)	\$175,000	
2960060-42650	VENDORS FEE	\$646	\$3,629	(\$0)	\$1,000	
2960060-43510	INTEREST	\$99,943	\$110,303	\$75,000	\$75,000	
2960060-44130	MISCELLANEOUS	\$50,046	\$19,067	\$25,000	\$25,000	
TOTAL 00060 - OTHER		\$733,214	\$230,801	\$100,000	\$276,000	
29 LANDFILL ENTERPRISE FUND - 00070 TRANSFERS LANDFILL						
2960070-44330	TRANSFER FROM OTHER FUNDS	(\$0)	(\$0)	\$35,000	(\$0)	
TOTAL 00070 - TRANSFERS		(\$0)	(\$0)	\$35,000	(\$0)	
TOTAL 29 -LANDFILL ENTERPRISE FUND		\$3,911,859	\$3,544,005	\$3,122,500	\$3,402,500	

2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
29 LANDFILL ENTERPRISE FUND - 000 PROJECTS						
2960-60000	PROJECTS	\$64,671	\$67,471	\$150,000	\$30,000	Carryover - Leachate Control
					\$50,000	Breakroom/Office Trailer
	TOTAL PROJECTS	\$64,671	\$67,471	\$150,000	\$80,000	
	TOTAL 000 - PROJECTS	\$64,671	\$67,471	\$150,000	\$80,000	
29 LANDFILL ENTERPRISE FUND - 610 LANDFILL ADMINISTRATION						
29610-51110	REGULAR EMPLOYEES	\$830,460	\$834,946	\$831,315	\$800,542	Landfill Manager Crew Leader - Landfill Equipment Operator III (3) Equipment Operator II Equipment Operator I (3) Accounting Technician/Cashier Landfill Recycling Technician Public Information Officer (25%)
29610-51120	PART-TIME EMPLOYEES	\$715	\$2,569	\$0	\$0	
29610-51140	OVERTIME	\$17,560	\$14,175	\$30,000	\$20,000	
29610-51210	HEALTH INSURANCE PREMIUMS	\$159,781	\$161,989	\$218,877	\$219,174	
29610-51220	LONG TERM DISABILITY	\$1,987	\$1,962	\$2,738	\$3,408	
29610-51230	BASIC LIFE INSURANCE	\$1,788	\$1,607	\$2,108	\$2,415	
29610-51250	FICA CONTRIBUTIONS	\$62,523	\$62,513	\$66,101	\$68,561	
29610-51260	RETIREMENT CONTRIBUTIONS	\$50,920	\$52,340	\$60,415	\$62,735	
29610-51270	UNEMPLOYMENT COMPENSATION	\$1,632	\$1,635	\$1,728	\$1,791	
29610-51280	WORKERS' COMPENSATION	\$22,086	\$25,762	\$23,191	\$22,538	
29610-51360	EMPLOYEE ONBOARDING	\$33	\$333	\$400	\$0	
29610-51380	UNIFORM ALLOWANCE	\$1,998	\$4,185	\$0	\$4,000	
29610-51410	UTILITIES	\$25,512	\$20,452	\$28,062	\$29,500	
29610-51610	SUPPLIES	\$12,774	\$21,690	\$22,000	\$20,000	
29610-51710	PROFESSIONAL SERVICES	\$176,354	\$176,992	\$269,890	\$250,000	Waste Works, EPAN, AEC Consultants, E-waste, Landfill Program, Landfill Testing
					\$12,000	Garfield Clean Energy Annual Membership
	TOTAL PROFESSIONAL SERVICES	\$176,354	\$176,992	\$269,890	\$262,000	
29610-51810	MAINTENANCE & REPAIR	\$356,036	\$522,240	\$367,500	\$30,000	Fire Mitigation, Litter Pickers and Small Equipment
					\$250,000	Fuel and Vehicle Maintenance
					\$100,000	Large Equipment Maintenance
	TOTAL MAINTENANCE & REPAIR	\$356,036	\$522,240	\$367,500	\$380,000	
29610-51920	RENT/LEASE - EQUIPMENT	\$88,046	\$47,528	\$322,900	\$340,000	Bomag Compactor, Methane Testing Equipment, Two 950 Loaders.
29610-51930	RENT/LEASE - BUILDING	\$425	\$1,700	\$5,300	\$5,300	
29610-52110	PUBLIC NOTICES	\$0	\$0	\$1,150	\$0	
29610-52210	PROFESSIONAL DEVELOPMENT	\$6,433	\$9,976	\$20,000	\$15,000	Safety Training, Conferences, Operator Training, SWANA Certification Training
29610-52410	PROFESSIONAL DUES AND MEMBERSH	\$990	\$820	\$2,000	\$1,200	

2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
29610-52420	ORGANIZATIONAL DUES AND MEMBER	\$230	\$1,350	\$2,000	\$1,500	
29610-52510	GRANTS	\$0	\$0	\$0	\$10,000	
29610-52810	OTHER OPERATING EXPENSE	\$117	\$545	\$1,000	\$0	
29610-53510	PROPERTY INSURANCE	\$2,063	\$369	\$2,300	\$500	
29610-53520	LIABILITY AND CASUALTY INSURA	\$42,067	\$41,118	\$46,000	\$47,000	
29610-53940	INTEREST - OTHER DEBT	\$27,277	\$14,497	\$12,500	\$0	
29610-54110	BAD DEBTS	\$17,500	\$58,806	\$2,500	\$0	
29610-54310	INTERFUND COST OF SERVICE	\$148,545	\$153,000	\$157,590	\$178,264	
29610-54320	INTERFUND BILLING	\$4,919	\$4,728	\$5,000	\$0	
29610-55320	SEPTIC AND CAR WASH	\$0	\$0	\$3,500	\$0	
29610-55340	TIRE DISPOSAL	\$16,961	\$28,269	\$30,000	\$30,000	
29610-55350	CONCRETE CRUSHING AND RECYCLIN	\$214,217	\$0	\$200,000	\$0	
29610-55360	LANDFILL CLOSURE COSTS	(\$30,345)	\$26,639	\$120,000	\$120,000	
29610-55370	LANDFILL POSTCLOSURE COSTS	(\$158,411)	\$11,036	\$75,600	\$76,000	
29610-55380	WEED CONTROL	\$4,000	\$4,000	\$5,000	\$5,000	
29610-55390	RECYCLING PROGRAM	\$97,656	\$75,831	\$100,000	\$100,000	
29610-55510	HOUSEHOLD HAZARDOUS WASTE	\$18,638	\$0	\$0	\$0	
29610-55610	DEPRECIATION	\$440,770	\$472,806	\$200,000	\$200,000	
29610-55910	TRANSFER TO FLEET SERVICE	\$0	\$50,000	\$0	\$25,000	
29610-59520	CAPITAL OUTLAY	\$385,000	\$146,475	\$0	\$300,000	Medium size excavator
29610-59599	CAPITALIZED ASSETS	(\$446,991)	(\$213,946)	\$0	\$0	
TOTAL 610 - LANDFILL ADMINISTRATION		\$2,602,265	\$2,840,937	\$3,238,665	\$3,351,428	
29 LANDFILL ENTERPRISE FUND - 999 INTERFUND TRANSFERS						
29999-55930	TRANSFER TO CAPITAL PROJECTS	\$25,000	\$25,000	\$25,000	\$0	
TOTAL 999 - INTERFUND TRANSFERS		\$25,000	\$25,000	\$25,000	\$0	
TOTAL 29 LANDFILL ENTERPRISE FUND		\$2,691,936	\$2,933,409	\$3,413,665	\$3,431,428	

CAPITAL PROJECTS FUND

	2023	2024	2025	2026
	Actual	Actual	Forecast	Budget
Revenue	\$4,155,682	\$7,596,496	\$5,197,350	\$4,303,216
Expenditures	<u>(\$4,958,744)</u>	<u>(\$7,230,694)</u>	<u>(\$7,451,636)</u>	<u>(\$4,221,181)</u>
Change in Fund Balance	<u>(\$803,062)</u>	\$365,802	<u>(\$2,254,286)</u>	\$82,035
Beginning Fund Balance	\$6,847,501	\$6,044,439	\$6,410,241	\$4,155,955
Ending Fund Balance	\$6,044,439	\$6,410,241	\$4,155,955	\$4,237,990
Reserves				
Parkland Fees	(\$1,488,194)	(\$958,170)	(\$449,999)	(\$449,998)
Public Art (1% of projects)	(\$51,391)	(\$137,697)	(\$125,000)	(\$125,000)
Springridge Parkland	(\$340,561)	(\$340,561)	(\$340,561)	(\$340,561)
Contingency Reserve (FAB)	(\$2,500,000)	(\$2,500,000)	(\$2,500,000)	(\$2,500,000)
Available Reserves	\$1,664,293	\$2,473,813	\$740,395	\$822,431
Cash Balance as of 12/31/24	\$5,402,515			

2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
31 CAPITAL PROJECTS - 00020 TAXES						
3100020-41210	GENERAL SALES TAX	\$3,503,256	\$3,623,246	\$3,599,332	\$3,788,771	Flat against the 2025 original budget
3100020-41310	USE TAX	\$191,451	\$86,693	\$231,081	\$243,243	Flat against the 2025 original budget
TOTAL 00020 - TAXES		\$3,694,706	\$3,709,940	\$3,830,413	\$4,032,014	
31 CAPITAL PROJECTS - 00040 INTERGOVERNMENTAL						
3100040-42310	GRANTS	\$26,188	\$2,318,051	\$730,735	(\$0)	
TOTAL 00040 - INTERGOVERNMENTAL		\$26,188	\$2,318,051	\$730,735	(\$0)	
31 CAPITAL PROJECTS - 00060 OTHER						
3100060-41220	AUDIT REVENUE	\$15,972	\$39,164	\$21,202	\$21,202	
3100060-42420	CREDIT CARD CONVENIENCE FEES	\$161	\$211	(\$0)	(\$0)	
3100060-43510	INTEREST	\$127,402	\$161,658	\$150,000	\$150,000	
3100060-43910	COST REIMBURSEMENTS	\$42,470	(\$0)	(\$0)	(\$0)	
3100060-43920	INSURANCE REIMBURSEMENT	\$121,404	\$783,403	\$165,000	(\$0)	
3100060-44210	LOAN PROCEEDS	(\$0)	\$200,000	(\$0)	(\$0)	
3100060-44325	TRANSFER FROM LANDFILL	\$25,000	\$25,000	\$25,000	(\$0)	
3100060-44385	TRANSFER FROM WA/SW	\$50,000	\$50,000	\$50,000	(\$0)	
3100060-44390	TRANSFER FROM ELECTRIC	\$25,000	\$25,000	\$25,000	(\$0)	
TOTAL 00060 - OTHER		\$407,409	\$1,284,436	\$436,202	\$171,202	
31 CAPITAL PROJECTS - 00030 PERMITS/LICENSES PUBLIC WORKS						
3130030-42425	PARK LAND FEES	\$27,379	\$102,898	\$200,000	\$100,000	
TOTAL 00030 - PERMITS/LICENSES		\$27,379	\$102,898	\$200,000	\$100,000	
TOTAL 31 -CAPITAL PROJECTS		\$4,155,682	\$7,415,325	\$5,197,350	\$4,303,216	

2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
31 CAPITAL PROJECTS - 000 PROJECTS						
3110-55910	TRANSFER TO FLEET SERVICE	\$42,000	\$0	\$0	\$0	
3110-59520	CAPITAL OUTLAY	\$226,562	\$131,886	\$50,000	\$0	
3110-60000	PROJECTS	\$520,638	\$516,430	\$475,000	\$150,000	Computer replacement cycle
					\$60,000	Switch replacement cycle
					\$45,000	Technology and infrastructure at City Hall
					\$85,000	Server replacement cycle
					\$235,000	Door lock hardware and security
	TOTAL PROJECTS	\$520,638	\$516,430	\$475,000	\$575,000	
	TOTAL 000 - PROJECTS	\$789,200	\$648,316	\$525,000	\$575,000	
31 CAPITAL PROJECTS - 000 PROJECTS						
3115-55910	TRANSFER TO FLEET SERVICE	\$0	\$0	\$65,000	\$0	
	TOTAL 000 - PROJECTS	\$0	\$0	\$65,000	\$0	
31 CAPITAL PROJECTS - 000 PROJECTS						
3120-55910	TRANSFER TO FLEET SERVICE	\$392,220	\$313,000	\$0	\$45,000	Code enforcement replacement and upfit
					\$65,000	Cruiser replacement and upfit
	TOTAL TRANSFER TO FLEET SERVICE	\$392,220	\$313,000	\$0	\$110,000	
3120-59520	CAPITAL OUTLAY				\$20,000	All Hazards Response Team (AHRT) Equipment
					\$10,000	Less lethal unit
					\$45,000	Body worn cameras
		\$0	\$9,433	\$30,000	\$40,000	Mobile and portable radios
	TOTAL CAPITAL OUTLAY	\$0	\$9,433	\$30,000	\$115,000	
3120-60000	PROJECTS	\$79,986	\$191,557	\$95,000	\$58,000	Flock camera program
	TOTAL 000 - PROJECTS	\$472,206	\$513,990	\$125,000	\$283,000	
31 CAPITAL PROJECTS - 000 PROJECTS						
3130-55910	TRANSFER TO FLEET SERVICE	\$322,800	\$438,400	\$692,000	\$240,000	Streets - 2 Replacement Cab and Chassis Trucks with Plows, V-boxes, Lights, Flat Bed and other upfits.
					\$225,000	Streets - Replacement Dump Truck
	TOTAL TRANSFER TO FLEET SERVICE	\$322,800	\$438,400	\$692,000	\$465,000	
3130-59520	CAPITAL OUTLAY	\$29,664	\$0	\$0	\$0	
3130-60000	PROJECTS	\$580,073	\$3,093,966	\$1,583,130	\$100,000	SWAT and Streets Office Permanent Foundation Construction. Involves moving the building, digging foundation, concrete, and then final placement with upgraded anchors and skirting replacement.
					\$14,500	Materials for OWTS system, In house construction.
	TOTAL PROJECTS	\$580,073	\$3,093,966	\$1,583,130	\$114,500	
	TOTAL 000 - PROJECTS	\$932,537	\$3,532,366	\$2,275,130	\$579,500	

2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
31 CAPITAL PROJECTS - 000 PROJECTS						
3135-55910	TRANSFER TO FLEET SERVICE				\$150,000	Parks - 2 replacement trucks
		\$322,600	\$332,280	\$318,187	\$125,000	Facilities - 2 replacement vehicles
	TOTAL TRANSFER TO FLEET SERVICE	\$322,600	\$332,280	\$318,187	\$275,000	
3135-59520	CAPITAL OUTLAY	\$46,311	\$118,720	\$31,388	\$20,000	Community Center fitness equipment replacement
3135-60000	PROJECTS	\$1,123,858	\$1,443,036	\$3,249,336	\$50,000	Carryover - 12th Street ditch and trail improvements
					\$150,000	Carryover - Parks Headquarter Building Improvements
					\$25,000	Carryover - Recreation In-Channel Diversion (RICD) water rights
					\$100,000	Carryover - Brush Mountain Park Repairs and Improvements
					\$175,000	Carryover -9th and Grand parking garage structural repairs.
					\$175,000	Carryover - Gregory Park playground structure and surface.
					\$50,000	Wulfsohn trail improvements
					\$25,000	Downtown elevator cameras
					\$40,000	Boiler upgrades system-wide
					\$17,000	Roof repairs
					\$200,000	Community Center - Climbing wall replacement
					\$80,000	Community Center dehumidifier replacement
					\$180,000	Community Center elevator upgrade
					\$50,000	Community Center ice rink compressor replacement
					\$250,000	Midland and Rio Grande trail retaining wall improvements
					\$25,000	Community Center tennis court alleyway drain installation.
					\$20,000	2 Rivers Park boat ramp retaining wall repairs.
	TOTAL PROJECTS	\$1,123,858	\$1,443,036	\$3,249,336	\$1,612,000	
	TOTAL 000 - PROJECTS	\$1,492,769	\$1,894,037	\$3,598,911	\$1,907,000	
31 CAPITAL PROJECTS - 390 SPECIAL WORKS ACTIVITIES TEAM						
31390-51110	REGULAR EMPLOYEES	\$235,439	\$205,663	\$210,800	\$222,355	Construction Division Crew Lead SWAT Maintenance Specialist SWAT Construction Operator II
31390-51140	OVERTIME	\$2,580	\$2,727	\$2,000	\$3,000	
31390-51150	STANDBY AND CALLBACK PAY	\$9,436	\$5,846	\$10,000	\$6,000	
31390-51210	HEALTH INSURANCE PREMIUMS	\$40,522	\$34,863	\$39,201	\$41,748	
31390-51220	LONG TERM DISABILITY	\$605	\$486	\$716	\$827	
31390-51230	BASIC LIFE INSURANCE	\$853	\$734	\$532	\$560	
31390-51250	FICA CONTRIBUTIONS	\$19,386	\$16,515	\$17,044	\$17,699	

2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
31390-51260	RETIREMENT CONTRIBUTIONS	\$14,307	\$13,123	\$15,596	\$16,195	
31390-51270	UNEMPLOYMENT COMPENSATION	\$506	\$432	\$446	\$463	
31390-51280	WORKERS' COMPENSATION	\$6,838	\$10,866	\$7,180	\$6,901	
31390-51380	UNIFORM ALLOWANCE	\$1,716	\$450	\$1,000	\$1,400	
31390-51410	UTILITIES	\$1,645	\$1,642	\$1,644	\$5,000	Electrical for New Steel Shop in Streets Building
31390-51610	SUPPLIES	\$57,725	\$36,911	\$90,000	\$95,000	In house Concrete Project, Steel Fencing Projects, Fabrication Projects and Steel Repairs Around Town.
31390-51710	PROFESSIONAL SERVICES	\$20,627	\$25,810	\$2,000	\$1,500	
31390-51810	MAINTENANCE & REPAIR	\$19,801	\$9,283	\$25,000	\$25,000	Maintenance of SWAT Vehicles and Equipment, Fuel, Snow Plow Repairs, V-Box Repairs, etc.
31390-51920	RENT/LEASE - EQUIPMENT	\$0	\$1,110	\$2,500	\$5,500	Rental Equipment for In House Project, Concrete breaker and specialty equipment.
31390-51930	RENT/LEASE - BUILDING	\$44,716	\$0	\$44,715	\$0	
31390-52210	PROFESSIONAL DEVELOPMENT	\$1,118	\$572	\$5,000	\$5,000	SWAT Does the Same Trainings and Streets Department List.
31390-52310	MISC TRAVEL	\$0	\$41	\$0	\$0	
31390-52610	TECHNOLOGY	\$6,500	\$6,500	\$3,500	\$0	
31390-52710	CREDIT CARD FEES	\$791	\$1,183	\$750	\$0	
31390-52810	OTHER OPERATING EXPENSE	\$3,151	\$650	\$5,000	\$0	
31390-52820	TIF TO DDA	\$159,434	\$171,186	\$172,428	\$172,428	
31390-52825	ECONOMIC INCENTIVE REBATE	\$31,252	\$0	\$31,379	\$27,643	
31390-53520	LIABILITY AND CASUALTY INSURA	\$1,495	\$1,059	\$2,000	\$2,400	
31390-54310	INTERFUND COST OF SERVICE	\$91,587	\$94,334	\$97,164	\$220,062	
31390-55910	TRANSFER TO FLEET SERVICE	\$320,000	\$0	\$0	\$0	
31390-55925	TRANSFER TO STREET TAX FUND	\$180,000	\$0	\$0	\$0	
31390-59520	CAPITAL OUTLAY	\$0	\$0	\$75,000	\$0	
TOTAL 390 - SPECIAL WORKS ACTIVITIES TEAM		\$1,272,032	\$641,986	\$862,595	\$876,681	
TOTAL 31 CAPITAL PROJECTS		\$4,958,744	\$7,230,694	\$7,451,636	\$4,221,181	

A&I FUND

	2023	2024	2025	2026
	Actual	Actual	Forecast	Budget
Revenue	\$9,609,222	\$9,234,752	\$10,315,254	\$9,356,430
Expenditures	<u>(\$9,356,409)</u>	<u>(\$7,872,486)</u>	<u>(\$13,076,584)</u>	<u>(\$7,273,658)</u>
Change in Fund Balance	\$252,813	\$1,362,266	<u>(\$2,761,330)</u>	\$2,082,772
Beginning Fund Balance	\$11,254,792	\$11,507,605	\$12,869,871	\$10,108,541
Ending Fund Balance	\$11,507,605	\$12,869,871	\$10,108,541	\$12,191,313
Reserves:				
Bond Reserve (Restricted)	<u>(\$2,030,251)</u>	<u>(\$2,030,251)</u>	<u>(\$2,030,251)</u>	<u>(\$2,030,251)</u>
Reserve for Shoshone Acquisition			<u>(\$2,000,000)</u>	<u>(\$2,000,000)</u>
South Bridge	<u>(\$500,000)</u>	\$0	\$0	\$0
6th Street Reserve	<u>(\$1,750,000)</u>	<u>(\$750,000)</u>	\$0	\$0
Theatre Reserve	<u>(\$704,112)</u>	\$0	\$0	\$0
Contingency	<u>(\$3,000,000)</u>	<u>(\$3,000,000)</u>	<u>(\$3,000,000)</u>	<u>(\$3,000,000)</u>
FAB Grant Reserve	<u>\$0</u>	<u>(\$70,814)</u>	<u>(\$18,200)</u>	<u>(\$18,200)</u>
Available Fund Balance	\$3,523,242	\$7,018,806	\$3,060,090	\$5,142,862
Cash Balance as of 12/31/24	\$12,688,437			

2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
33 ACQUISITION & IMPROVEMENTS - 00020 TAXES						
3300020-41210	GENERAL SALES TAX	\$7,006,511	\$7,246,493	\$7,198,664	\$7,577,541	Flat against the 2025 budget
3300020-41310	USE TAX	\$382,901	\$173,386	\$462,162	\$486,486	Flat against the 2025 budget
TOTAL 00020 - TAXES		\$7,389,412	\$7,419,879	\$7,660,826	\$8,064,027	
33 ACQUISITION & IMPROVEMENTS - 00060 OTHER						
3300060-41220	AUDIT REVENUE	\$31,945	\$78,328	\$42,403	\$42,403	
3300060-42310	GRANTS	\$786,266	\$647,921	\$1,850,000	\$750,000	Carryover - Multimodal Transportation and Mitigation grant (MMOF) from DOLA for 6th Street path to Donegan
3300060-42420	CREDIT CARD CONVENIENCE FEES	\$322	\$421	(\$0)	(\$0)	
3300060-43510	INTEREST	\$789,370	\$874,102	\$500,000	\$500,000	
3300060-43710	CONTRIBUTIONS/DONATIONS	\$11,400	\$14,100	(\$0)	(\$0)	
3300060-43910	COST REIMBURSEMENTS	(\$0)	\$200,000	(\$0)	(\$0)	
3300060-44130	MISCELLANEOUS	\$508	(\$0)	(\$0)	(\$0)	
TOTAL 00060 - OTHER		\$1,619,810	\$1,814,873	\$2,392,403	\$1,292,403	
33 ACQUISITION & IMPROVEMENTS - 00070 TRANSFERS						
3300070-44320	TRANSFER FROM DDA	\$450,000	(\$0)	(\$0)	(\$0)	
3300070-44330	TRANSFER FROM OTHER FUNDS	\$150,000	(\$0)	\$262,025	(\$0)	
TOTAL 00070 - TRANSFERS		\$600,000	(\$0)	\$262,025	(\$0)	
TOTAL 33 -ACQUISITION & IMPROVEMENTS		\$9,609,222	\$9,234,752	\$10,315,254	\$9,356,430	

2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
33 ACQUISITION & IMPROVEMENTS - 000 PROJECTS						
3335-60000	PROJECTS	\$206,716	\$0	\$0	\$0	
TOTAL 000 - PROJECTS		\$206,716	\$0	\$0	\$0	
33 ACQUISITION & IMPROVEMENTS - 000 PROJECTS						
3330-60000	PROJECTS	\$2,277,440	\$2,650,330	\$7,505,955	\$1,500,000	6th Street bike path from Donegan to Linden
					\$250,000	Project contingency
TOTAL PROJECTS		\$2,277,440	\$2,650,330	\$7,505,955	\$1,750,000	
TOTAL 000 - PROJECTS		\$2,277,440	\$2,650,330	\$7,505,955	\$1,750,000	
33 ACQUISITION & IMPROVEMENTS - 300 A&I GENERAL GOVERNMENT						
33300-51410	UTILITIES	\$38,584	\$41,632	\$42,441	\$44,600	
33300-51710	PROFESSIONAL SERVICES	\$28,774	\$51,618	\$40,000	\$0	
33300-52510	GRANTS	\$356,995	\$309,502	\$257,636	\$257,636	3.4% of A&I sales tax to Financial Advisory Board (FAB) grants
33300-52710	CREDIT CARD FEES	\$1,581	\$2,365	\$0	\$0	
33300-52810	OTHER OPERATING EXPENSE	\$0	\$12,059	\$0	\$0	
33300-52820	TIF TO DDA	\$318,869	\$342,373	\$344,856	\$344,857	
33300-52825	ECONOMIC INCENTIVE REBATE	\$62,503	\$0	\$62,759	\$55,287	
33300-53710	CONTRIBUTIONS/DONATIONS	\$135,425	\$154,575	\$125,000	\$80,000	Frontier Historical Museum - Increased to \$120,000 for 2023, 2024 and 2025. Council directed \$80,000 in 2026.
					\$25,000	Lower Valley Trail (LoVa) trail operations
					\$20,000	Ruedi Aquatics
TOTAL CONTRIBUTIONS/DONATIONS		\$135,425	\$154,575	\$125,000	\$125,000	
33300-54310	INTERFUND COST OF SERVICE	\$333,807	\$343,821	\$354,136	\$378,153	
TOTAL 300 - A&I GENERAL GOVERNMENT		\$1,276,537	\$1,257,946	\$1,226,828	\$1,205,533	
33 ACQUISITION & IMPROVEMENTS - 301 A&I PUBLIC WORKS						
33301-60000	PROJECTS	\$136	\$0	\$0	\$0	
TOTAL 301 - A&I PUBLIC WORKS		\$136	\$0	\$0	\$0	
33 ACQUISITION & IMPROVEMENTS - 302 A&I CULTURE & RECREATION						
33302-51810	MAINTENANCE & REPAIR	\$16,015	\$166,477	\$264,846	\$18,279	Glenwood Meadows Metropolitan Agreement for debris flow basin maintenance
					\$100,000	Right-of-way tree maintenance
					\$80,000	Trail maintenance around Community Center
TOTAL MAINTENANCE & REPAIR		\$16,015	\$166,477	\$264,846	\$198,279	
TOTAL 302 - A&I CULTURE & RECREATION		\$16,015	\$166,477	\$264,846	\$198,279	
33 ACQUISITION & IMPROVEMENTS - 303 A&I DEBT SERVICE						
33303-53910	PRINCIPAL - BONDS	\$1,415,000	\$1,460,000	\$1,500,000	\$1,550,000	
33303-53930	INTEREST - BONDS	\$559,329	\$515,834	\$470,956	\$424,846	

2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
33303-53960	ADMIN SERVICE FEES	\$400	\$1,900	\$0	\$0	
33303-53970	ARBITRAGE COMPLIANCE	\$0	\$0	\$0	\$25,000	Series of 2018 and 2019 revenue obligations for 27th St Bridge and South Midland.
TOTAL 303 - A&I DEBT SERVICE		\$1,974,729	\$1,977,734	\$1,970,956	\$1,999,846	
33 ACQUISITION & IMPROVEMENTS - 999 INTERFUND TRANSFERS						
33999-55980	TRANSFER TO OTHER FUNDS	\$1,807,535	\$1,820,000	\$2,107,999	\$1,700,000	Community Center subsidy, includes Sunday open hours
					\$100,000	Community events
					\$200,000	Parks maintenance
					\$120,000	Employee housing
TOTAL TRANSFER TO OTHER FUNDS		\$1,807,535	\$1,820,000	\$2,107,999	\$2,120,000	
TOTAL 999 - INTERFUND TRANSFERS		\$1,807,535	\$1,820,000	\$2,107,999	\$2,120,000	
TOTAL 33 ACQUISITION & IMPROVEMENTS		\$7,559,108	\$7,872,486	\$13,076,584	\$7,273,658	

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GENERAL IMPROVEMENT DISTRICT

	2023	2024	2025	2026
	Actual	Actual	Forecast	Budget
Revenue	\$53,737	\$59,643	\$55,500	\$57,500
Expenditures	<u>(\$14,574)</u>	<u>(\$15,390)</u>	<u>(\$15,695)</u>	<u>(\$265,016)</u>
Change in Fund Balance	\$39,163	\$44,253	\$39,805	<u>(\$207,516)</u>
Beginning Fund Balance	\$185,523	\$224,686	\$268,939	\$308,744
Ending Fund Balance	\$224,686	\$268,939	\$308,744	\$101,228
Available Fund Balance	\$224,686	\$268,939	\$308,744	\$101,228
Cash Balance as of 12/31/24	\$268,272			

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2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
37 GENERAL IMPROVEMENT DISTRICT - 00020 TAXES						
3700020-41110	PROPERTY TAXES	\$50,168	\$56,858	\$53,000	\$55,000	
3700020-41120	DELINQUENT PROPERTY TAXES	\$931	\$229	(\$0)	(\$0)	
3700020-41150	SPECIFIC OWNERSHIP	\$2,574	\$2,508	\$2,500	\$2,500	
TOTAL 00020 - TAXES		<u>\$53,672</u>	<u>\$59,595</u>	<u>\$55,500</u>	<u>\$57,500</u>	
37 GENERAL IMPROVEMENT DISTRICT - 00060 OTHER						
3700060-43510	INTEREST	\$65	\$48	(\$0)	(\$0)	
TOTAL 00060 - OTHER		<u>\$65</u>	<u>\$48</u>	<u>(\$0)</u>	<u>(\$0)</u>	
TOTAL 37 -GENERAL IMPROVEMENT DISTRICT		<u>\$53,737</u>	<u>\$59,643</u>	<u>\$55,500</u>	<u>\$57,500</u>	

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2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
37 GENERAL IMPROVEMENT DISTRICT - 282 GENERAL IMPROVEMENT DISTRICT #						
37282-52750	TREASURER'S FEES	\$992	\$1,123	\$1,000	\$1,200	
37282-54310	INTERFUND COST OF SERVICE	\$13,582	\$14,267	\$14,695	\$13,816	
37282-60000	PROJECTS	\$0	\$0	\$225,000	\$250,000	Carryover - GID contribution to needed 9th and Cooper parking garage repairs - shared with Capital Projects Fund.
TOTAL 282 - GENERAL IMPROVEMENT DISTRICT #		\$14,574	\$15,390	\$240,695	\$265,016	
TOTAL 37 GENERAL IMPROVEMENT DISTRICT		\$14,574	\$15,390	\$240,695	\$265,016	

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2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
43 FIRE & EMS FUND - 00070 TRANSFERS						
4300070-44355	TRANSFER FROM MARIJUANA TAX FU	\$100,000	\$100,000	\$75,000	\$100,000	
4300070-44370	TRANSFERS FROM GENERAL FUND	\$3,361,786	\$3,143,709	\$3,666,075	\$2,207,407	Property tax transfer
					\$997,540	Transfer from General Fund to cover shortfall in Fire/EMS.
TOTAL TRANSFERS FROM GENERAL FUND		\$3,361,786	\$3,143,709	\$3,666,075	\$3,204,947	
4300070-44380	TRANSFER FROM RURAL FIRE DISTR	\$834,375	\$1,172,909	\$1,216,067	\$1,276,641	Per Intergovernmental Agreement with Rural Fire District
4300070-44395	TRANSFER FROM TOBACCO TAX FUND	(\$0)	(\$0)	(\$0)	\$600,000	First responder, youth education, enforcement - previously recognized in General Fund
TOTAL 00070 - TRANSFERS		\$4,296,161	\$4,416,618	\$4,957,142	\$5,181,588	
43 FIRE & EMS FUND - 00030 PERMITS/LICENSES PUBLIC SAFETY						
4320030-42130	FIRE PERMITS	\$23,320	\$33,574	\$25,000	\$25,000	
TOTAL 00030 - PERMITS/LICENSES		\$23,320	\$33,574	\$25,000	\$25,000	
43 FIRE & EMS FUND - 00040 INTERGOVERNMENTAL PUBLIC SAFETY						
4320040-42310	GRANTS	(\$0)	\$9,709	\$1,020,000	(\$0)	
TOTAL 00040 - INTERGOVERNMENTAL		(\$0)	\$9,709	\$1,020,000	(\$0)	
43 FIRE & EMS FUND - 00050 CHARGE FOR SERVICE/FEES PUBLIC SAFETY						
4320050-42428	AMBULANCE FEES	\$764,504	\$1,295,938	\$850,000	\$1,000,000	
4320050-42429	MEDICARE/MEDICAID ADJUSTMENT	(\$220,521)	(\$295,770)	(\$400,000)	(\$300,000)	
TOTAL 00050 - CHARGE FOR SERVICE/FEES		\$543,982	\$1,000,169	\$450,000	\$700,000	
43 FIRE & EMS FUND - 00060 OTHER PUBLIC SAFETY						
4320060-43710	CONTRIBUTIONS/DONATIONS	\$5,775	(\$0)	(\$0)	(\$0)	
4320060-43910	COST REIMBURSEMENTS	\$176,362	\$234,914	\$150,000	\$200,000	
4320060-44130	MISCELLANEOUS	\$5,079	(\$865)	(\$0)	(\$0)	
4320060-44140	BAD DEBT RECOVERY	\$16,196	\$20,470	\$25,000	\$20,000	
TOTAL 00060 - OTHER		\$203,412	\$254,519	\$175,000	\$220,000	
TOTAL 43 -FIRE & EMS FUND		\$5,066,874	\$5,714,589	\$6,627,142	\$6,126,588	

2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
43 FIRE & EMS FUND - 133 FIRE & EMS						
43133-51110	REGULAR EMPLOYEES	\$2,671,745	\$2,896,540	\$2,801,044	\$3,143,877	Chief of Public Safety (50%) Deputy Fire Chief Emergency Services Coordinator Fire Marshal Fire Inspector Battalion Chief (4) Fire Lieutenant (3) Firefighter II/EMT Paramedic (9) Firefighter II/Engineer (3) Firefighter II/EMT Basic (2) Firefighter I/EMT Basic (4) Fire Recruit Trainee (2)
43133-51120	PART-TIME EMPLOYEES	\$171,448	\$166,128	\$200,000	\$180,000	
43133-51140	OVERTIME	\$91,457	\$89,869	\$60,000	\$100,000	
43133-51210	HEALTH INSURANCE PREMIUMS	\$499,714	\$590,176	\$686,362	\$703,817	
43133-51220	LONG TERM DISABILITY	\$5,914	\$6,019	\$9,132	\$10,236	
43133-51230	BASIC LIFE INSURANCE	\$5,372	\$4,928	\$7,085	\$7,567	
43133-51240	FPPA DEATH AND DISABILITY INS	\$74,913	\$85,184	\$106,440	\$119,470	
43133-51250	FICA CONTRIBUTIONS	\$52,062	\$54,891	\$43,516	\$63,800	
43133-51260	RETIREMENT CONTRIBUTIONS	\$177,299	\$193,277	\$196,076	\$239,674	
43133-51265	POLICE/FIRE RETIREMENT CONTRIB	\$207,647	\$224,366	\$210,077	\$243,293	
43133-51270	UNEMPLOYMENT COMPENSATION	\$5,685	\$6,084	\$6,004	\$6,848	
43133-51280	WORKERS' COMPENSATION	\$98,944	\$94,475	\$103,891	\$97,010	
43133-51360	EMPLOYEE ONBOARDING	\$6,892	\$13,646	\$6,000	\$6,000	
43133-51410	UTILITIES	\$66,659	\$53,090	\$68,000	\$71,400	
43133-51610	SUPPLIES	\$38,173	\$78,393	\$75,000	\$90,000	
43133-51710	PROFESSIONAL SERVICES	\$65,898	\$53,355	\$1,050,000	\$6,000	Aspen Hope services
					\$7,000	Fitness testing
					\$2,500	Pump testing
	TOTAL PROFESSIONAL SERVICES	\$65,898	\$53,355	\$1,050,000	\$15,500	
43133-51810	MAINTENANCE & REPAIR	\$185,216	\$195,473	\$220,000	\$170,000	
43133-51920	RENT/LEASE - EQUIPMENT	\$1,655	\$1,735	\$2,000	\$0	
43133-52110	PUBLIC NOTICES	\$0	\$0	\$250	\$0	
43133-52210	PROFESSIONAL DEVELOPMENT	\$33,709	\$71,637	\$40,000	\$70,000	Includes wellness program
43133-52410	PROFESSIONAL DUES AND MEMBERSH	\$1,558	\$4,171	\$2,000	\$1,500	
43133-52420	ORGANIZATIONAL DUES AND MEMBER	\$1,840	\$4,712	\$10,000	\$2,000	
43133-52510	GRANTS	\$38,968	\$26,641	\$40,000	\$30,000	
43133-52610	TECHNOLOGY	\$38,960	\$54,939	\$50,000	\$5,000	Garfield County Communications Authority
43133-52810	OTHER OPERATING EXPENSE	\$6,463	\$11,329	\$7,000	\$0	

2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
43133-53230	OTHER CHEMICALS	\$231	\$0	\$500	\$0	
43133-53510	PROPERTY INSURANCE	\$12,788	\$15,268	\$13,000	\$20,000	
43133-53520	LIABILITY AND CASUALTY INSURANCE	\$12,109	\$8,337	\$13,000	\$12,000	
43133-53710	CONTRIBUTIONS/DONATIONS	\$34,634	\$32,173	\$35,000	\$35,000	
43133-53820	MEDICAL SUPPLIES	\$42,568	\$39,992	\$45,000	\$60,000	
43133-54110	BAD DEBTS	\$159,766	\$367,466	\$225,000	\$250,000	
43133-54210	COLLECTION EXPENSE	\$23,984	\$30,716	\$25,000	\$30,000	
43133-54310	INTERFUND COST OF SERVICE	\$232,601	\$239,578	\$246,765	\$319,396	
43133-59520	CAPITAL OUTLAY	\$0	\$0	\$0	\$7,000	Chain saw replacements
					\$6,000	SCBA and harness
					\$4,200	Ambulance modem
					\$6,000	Heat tape
	TOTAL CAPITAL OUTLAY	\$0	\$0	\$0	\$23,200	
TOTAL 133 - FIRE & EMS		\$5,066,874	\$5,714,589	\$6,603,142	\$6,126,588	
TOTAL 43 FIRE & EMS FUND		\$5,066,874	\$5,714,589	\$6,603,142	\$6,126,588	

VALE

	2023	2024	2025	2026
	Actual	Actual	Forecast	Budget
Revenue	\$44,829	\$57,855	\$36,000	\$41,000
Expenditures	<u>(\$17,972)</u>	<u>(\$19,298)</u>	<u>(\$30,000)</u>	<u>(\$36,925)</u>
Change in Fund Balance	\$26,857	\$38,557	\$6,000	\$4,075
Beginning Fund Balance	\$39,541	\$66,398	\$104,955	\$110,955
Ending Fund Balance	\$66,398	\$104,955	\$110,955	\$115,030
Available Fund Balance	\$66,398	\$104,955	\$110,955	\$115,030
Cash Balance as of 9/30/24	\$104,956			

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2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
45 V.A.L.E. FUND - 00050 CHARGE FOR SERVICE/FEES GENERAL GOVERNMENT						
4510050-42426	V.A.L.E. ASSESSMENT	\$43,943	\$56,957	\$35,000	\$40,000	
TOTAL 00050 - CHARGE FOR SERVICE/FEES		\$43,943	\$56,957	\$35,000	\$40,000	
45 V.A.L.E. FUND - 00060 OTHER GENERAL GOVERNMENT						
4510060-43510	INTEREST	\$880	\$899	\$1,000	\$1,000	
4510060-44130	MISCELLANEOUS	\$6	(\$0)	(\$0)	(\$0)	
TOTAL 00060 - OTHER		\$886	\$899	\$1,000	\$1,000	
TOTAL 45 -V.A.L.E. FUND		\$44,829	\$57,855	\$36,000	\$41,000	

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2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
45 V.A.L.E. FUND - 132 V.A.L.E. FUND						
45132-54310	INTERFUND COST OF SERVICE	\$0	\$0	\$0	\$1,925	
45132-56310	VICTIM/WITNESS ASSISTANCE	\$17,972	\$19,298	\$30,000	\$35,000	
TOTAL 132 - V.A.L.E. FUND		\$17,972	\$19,298	\$30,000	\$36,925	
TOTAL 45 V.A.L.E. FUND		\$17,972	\$19,298	\$30,000	\$36,925	

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CONSERVATION TRUST

	2023	2024	2025	2026
	Actual	Actual	Forecast	Budget
Revenue	\$292,690	\$128,125	\$130,750	\$130,750
Expenditures	<u>(\$321,083)</u>	<u>\$0</u>	<u>(\$403,000)</u>	<u>\$0</u>
Change in Fund Balance	<u>(\$28,393)</u>	\$128,125	<u>(\$272,250)</u>	\$130,750
Beginning Fund Balance	\$338,181	\$309,788	\$437,913	\$165,663
Ending Fund Balance	\$309,788	\$437,913	\$165,663	\$296,413
Reserves:				
Water Park	\$0	\$0	\$0	\$0
LoVa Trail Match	\$0	\$0	\$0	\$0
Available Fund Balance	\$309,788	\$437,913	\$165,663	\$296,413
Cash Balance as of 12/31/24	\$437,914			

2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
48 CONSERVATION TRUST - 00040 INTERGOVERNMENTAL CULTURE AND RECREATION						
4835040-42260	LOTTERY FUNDS	\$141,806	\$124,272	\$130,000	\$130,000	
4835040-42310	GRANTS	\$150,000	(\$0)	(\$0)	(\$0)	
TOTAL 00040 - INTERGOVERNMENTAL		\$291,806	\$124,272	\$130,000	\$130,000	
48 CONSERVATION TRUST - 00060 OTHER CULTURE AND RECREATION						
4835060-43510	INTEREST	\$884	\$3,853	\$750	\$2,000	
TOTAL 00060 - OTHER		\$884	\$3,853	\$750	\$2,000	
TOTAL 48 -CONSERVATION TRUST		\$292,690	\$128,125	\$130,750	\$132,000	

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2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
48 CONSERVATION TRUST - 000 PROJECTS						
4835-60000	PROJECTS	\$171,083	\$0	\$417,250	\$0	
TOTAL 000 - PROJECTS		\$171,083	\$0	\$417,250	\$0	
48 CONSERVATION TRUST - 156 CONSERVATION FUND						
48156-55920	TRANSFER TO A&I	\$150,000	\$0	\$0	\$0	
TOTAL 156 - CONSERVATION FUND		\$150,000	\$0	\$0	\$0	
TOTAL 48 CONSERVATION TRUST		\$321,083	\$0	\$417,250	\$0	

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FLEET FUND

	2023 Actual	2024 Actual	2025 Forecast	2026 Budget
Revenue	\$3,008,340	\$2,578,467	\$2,467,187	\$2,333,500
Expenditures	<u>(\$2,323,568)</u>	<u>(\$2,377,715)</u>	<u>(\$2,478,530)</u>	<u>(\$2,280,165)</u>
Change in Fund Balance	\$684,772	\$200,752	(\$11,343)	\$53,335
Beginning Fund Balance	\$4,738,833	\$5,423,605	\$5,624,357	\$5,613,014
Ending Fund Balance	\$5,423,605	\$5,624,357	\$5,613,014	\$5,666,349
Available Fund Balance	\$5,423,605	\$5,624,357	\$5,613,014	\$5,666,349
Cash Balance as of 12/31/24	\$1,082,312			

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2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
64 FLEET SERVICE FUND - 00060 OTHER						
6400060-43510	INTEREST	\$7,751	\$7,937	\$10,000	\$5,000	
6400060-43920	INSURANCE REIMBURSEMENT	\$52,398	\$26,243	\$50,000	\$15,000	
6400060-44110	SALE OF ASSETS	\$216,378	\$56,491	\$150,000	\$50,000	
TOTAL 00060 - OTHER		\$276,527	\$90,672	\$210,000	\$70,000	
64 FLEET SERVICE FUND - 00050 CHARGE FOR SERVICE/FEES GENERAL GOVERNMENT						
6410050-43110	SERVICE GENERAL GOVERNMENT	\$7,123	\$28,843	\$10,000	\$15,000	
TOTAL 00050 - CHARGE FOR SERVICE/FEES		\$7,123	\$28,843	\$10,000	\$15,000	
64 FLEET SERVICE FUND - 00070 TRANSFERS GENERAL GOVERNMENT						
6410070-44410	FUNDING GENERAL GOVERNMENT	\$42,000	(\$0)	(\$0)	(\$0)	
TOTAL 00070 - TRANSFERS		\$42,000	(\$0)	(\$0)	(\$0)	
64 FLEET SERVICE FUND - 00050 CHARGE FOR SERVICE/FEES PUBLIC TRANSPORTATION						
6415050-43115	SERVICE PUBLIC TRANSPORTATION	\$4,347	\$1,830	\$5,000	\$5,000	
TOTAL 00050 - CHARGE FOR SERVICE/FEES		\$4,347	\$1,830	\$5,000	\$5,000	
64 FLEET SERVICE FUND - 00050 CHARGE FOR SERVICE/FEES PUBLIC SAFETY						
6420050-43120	SERVICE PUBLIC SAFETY	\$276,037	\$230,287	\$350,000	\$260,000	
TOTAL 00050 - CHARGE FOR SERVICE/FEES		\$276,037	\$230,287	\$350,000	\$260,000	
64 FLEET SERVICE FUND - 00070 TRANSFERS PUBLIC SAFETY						
6420070-44420	FUNDING PUBLIC SAFETY	\$392,220	\$313,000	(\$0)	\$45,000	Code enforcement replacement and upfit
					\$65,000	Cruiser replacement and upfit
TOTAL FUNDING PUBLIC SAFETY		\$392,220	\$313,000	(\$0)	\$110,000	
TOTAL 00070 - TRANSFERS		\$392,220	\$313,000	(\$0)	\$110,000	
64 FLEET SERVICE FUND - 00050 CHARGE FOR SERVICE/FEES COMMUNITY/ECONOMIC DEVELOPMENT						
6425050-43125	SERVICE COM DEVELOPMENT	\$1,453	\$7,008	\$2,000	\$7,500	
TOTAL 00050 - CHARGE FOR SERVICE/FEES		\$1,453	\$7,008	\$2,000	\$7,500	
64 FLEET SERVICE FUND - 00070 TRANSFERS COMMUNITY/ECONOMIC DEVELOPMENT						
6425070-44425	FUNDING COMMUNITY DEVELOPMENT	(\$0)	(\$0)	\$65,000	(\$0)	
TOTAL 00070 - TRANSFERS		(\$0)	(\$0)	\$65,000	(\$0)	
64 FLEET SERVICE FUND - 00050 CHARGE FOR SERVICE/FEES PUBLIC WORKS						
6430050-43130	SERVICE PUBLIC WORKS	\$176,065	\$137,758	\$200,000	\$228,500	
TOTAL 00050 - CHARGE FOR SERVICE/FEES		\$176,065	\$137,758	\$200,000	\$228,500	
64 FLEET SERVICE FUND - 00070 TRANSFERS PUBLIC WORKS						
6430070-44310	TRANSFER FROM CAPITAL PROJECTS	\$320,000	\$130,000	(\$0)	(\$0)	

2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
6430070-44430	FUNDING PUBLIC WORKS	\$322,800	\$343,400	\$692,000	\$240,000	Streets - 2 Replacement Cab and Chassis Trucks with Plows, V-boxes, Lights, Flat Bed and other upfits.
					\$225,000	Streets - Replacement Dump Truck
	TOTAL FUNDING PUBLIC WORKS	\$322,800	\$343,400	\$692,000	\$465,000	
	TOTAL 00070 - TRANSFERS	\$642,800	\$473,400	\$692,000	\$465,000	
64 FLEET SERVICE FUND - 00050 CHARGE FOR SERVICE/FEES CULTURE AND RECREATION						
6435050-43135	SERVICE CULTURE & RECREATION	\$148,601	\$169,929	\$200,000	\$200,000	
	TOTAL 00050 - CHARGE FOR SERVICE/FEES	\$148,601	\$169,929	\$200,000	\$200,000	
64 FLEET SERVICE FUND - 00070 TRANSFERS CULTURE AND RECREATION						
6435070-44435	FUNDING CULTURE & RECREATION	\$322,600	\$332,280	\$318,187	\$150,000	Parks - 2 replacement trucks
					\$125,000	Facilities - 2 replacement vehicles
	TOTAL FUNDING CULTURE & RECREATION	\$322,600	\$332,280	\$318,187	\$275,000	
	TOTAL 00070 - TRANSFERS	\$322,600	\$332,280	\$318,187	\$275,000	
64 FLEET SERVICE FUND - 00050 CHARGE FOR SERVICE/FEES WATER						
6445050-43140	SERVICE WATER & SEWER	\$144,075	\$90,830	\$200,000	\$272,500	
	TOTAL 00050 - CHARGE FOR SERVICE/FEES	\$144,075	\$90,830	\$200,000	\$272,500	
64 FLEET SERVICE FUND - 00070 TRANSFERS WATER						
6445070-44440	FUNDING WATER & SEWER	\$72,000	\$150,000	(\$0)	\$20,000	Replacement truck for Public Works Director
					\$80,000	50% split between Water & Electric
						Replacement Truck for #7, New F250 Extra Cab with Utility Boxes and Plow.
	TOTAL FUNDING WATER & SEWER	\$72,000	\$150,000	(\$0)	\$100,000	
	TOTAL 00070 - TRANSFERS	\$72,000	\$150,000	(\$0)	\$100,000	
64 FLEET SERVICE FUND - 00050 CHARGE FOR SERVICE/FEES ELECTRIC						
6450050-43145	SERVICE ELECTRIC	\$51,380	\$47,627	\$100,000	\$100,000	
	TOTAL 00050 - CHARGE FOR SERVICE/FEES	\$51,380	\$47,627	\$100,000	\$100,000	
64 FLEET SERVICE FUND - 00070 TRANSFERS ELECTRIC						
6450070-44390	TRANSFER FROM ELECTRIC	(\$0)	\$390,000	(\$0)	(\$0)	
6450070-44445	FUNDING ELECTRIC	\$321,000	(\$0)	\$50,000	\$85,000	Replacement Service Truck - F350 with Upgrades for Line Crew, Replace existing truck.
					\$40,000	On Call Truck
					\$20,000	Replacement truck for Public Works Director
						50% split between Water & Electric
	TOTAL FUNDING ELECTRIC	\$321,000	(\$0)	\$50,000	\$145,000	
	TOTAL 00070 - TRANSFERS	\$321,000	\$390,000	\$50,000	\$145,000	
64 FLEET SERVICE FUND - 00050 CHARGE FOR SERVICE/FEES BROADBAND						
6451050-43160	SERVICE BROADBAND	\$17,303	\$30,733	\$25,000	\$30,000	

2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
TOTAL 00050 - CHARGE FOR SERVICE/FEES		\$17,303	\$30,733	\$25,000	\$30,000	
64 FLEET SERVICE FUND - 00070 TRANSFERS BROADBAND						
6451070-44460	FUNDING BROADBAND	\$72,000	\$50,000	(\$0)	(\$0)	
TOTAL 00070 - TRANSFERS		\$72,000	\$50,000	(\$0)	(\$0)	
64 FLEET SERVICE FUND - 00050 CHARGE FOR SERVICE/FEES AIRPORT						
6455050-43150	SERVICE AIRPORT	\$1,969	(\$0)	(\$0)	(\$0)	
TOTAL 00050 - CHARGE FOR SERVICE/FEES		\$1,969	(\$0)	(\$0)	(\$0)	
64 FLEET SERVICE FUND - 00050 CHARGE FOR SERVICE/FEES LANDFILL						
6460050-43155	SERVICE LANDFILL	\$38,841	\$24,075	\$40,000	\$50,000	
TOTAL 00050 - CHARGE FOR SERVICE/FEES		\$38,841	\$24,075	\$40,000	\$50,000	
64 FLEET SERVICE FUND - 00070 TRANSFERS LANDFILL						
6460070-44455	FUNDING LANDFILL	(\$0)	\$50,000	(\$0)	(\$0)	
TOTAL 00070 - TRANSFERS		(\$0)	\$50,000	(\$0)	(\$0)	
TOTAL 64 -FLEET SERVICE FUND		\$3,008,340	\$2,618,271	\$2,467,187	\$2,333,500	

2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
64 FLEET SERVICE FUND - 000 PROJECTS						
6430-60000	FLEET PW EQUIP PURCHASES	\$46,530	\$0	\$0	\$0	
TOTAL 000 - PROJECTS		\$46,530	\$0	\$0	\$0	
64 FLEET SERVICE FUND - 110 FLEET MAINTENANCE						
64110-51110	REGULAR EMPLOYEES	\$306,865	\$300,128	\$305,017	\$321,949	Fleet Maintenance Superintendent Technician/Welder III (2) Technician/Welder I
64110-51140	OVERTIME	\$662	\$213	\$0	\$1,000	
64110-51150	STANDBY AND CALLBACK PAY	\$2,314	\$6,282	\$0	\$7,500	
64110-51210	HEALTH INSURANCE PREMIUMS	\$74,715	\$103,493	\$111,415	\$92,067	
64110-51220	LONG TERM DISABILITY	\$770	\$879	\$1,037	\$1,204	
64110-51230	BASIC LIFE INSURANCE	\$694	\$712	\$774	\$817	
64110-51250	FICA CONTRIBUTIONS	\$22,686	\$21,672	\$23,334	\$25,278	
64110-51260	RETIREMENT CONTRIBUTIONS	\$10,187	\$15,282	\$21,351	\$23,132	
64110-51270	UNEMPLOYMENT COMPENSATION	\$593	\$567	\$610	\$661	
64110-51280	WORKERS' COMPENSATION	\$7,831	\$9,841	\$8,222	\$7,112	
64110-51360	EMPLOYEE ONBOARDING	\$61	\$92	\$0	\$0	
64110-51380	UNIFORM ALLOWANCE	\$1,502	\$2,000	\$2,000	\$2,000	
64110-51410	UTILITIES	\$26,881	\$24,642	\$29,569	\$31,100	
64110-51610	SUPPLIES	\$50,304	\$20,740	\$68,000	\$1,500	Office Supplies
					\$10,000	Rug/Towel and Uniform Cleaning Service
					\$4,000	Shop Sink with Hot Water - Add to Work Area
					\$4,500	New Work Tables
					\$15,000	Large Truck/Equipment Tire Mount and Balance Machine
TOTAL SUPPLIES		\$50,304	\$20,740	\$68,000	\$35,000	
64110-51710	PROFESSIONAL SERVICES	\$21,673	\$24,370	\$12,000	\$12,000	Garfield County Clean Energy - Total of \$64,000 across all funds
					\$2,500	Lift Inspections
					\$1,500	Fire Sprinkler Backflow/Alarm Inspection/Extinguisher Inspection
TOTAL PROFESSIONAL SERVICES		\$21,673	\$24,370	\$12,000	\$16,000	
64110-51810	MAINTENANCE & REPAIR	\$663,512	\$860,878	\$645,000	\$700,000	Standard Maintenance and Repair/Suppliers
					\$7,500	4 Post Lift Repairs
					\$50,000	Floors Resurfaced
					\$85,000	Shop Heat Pumps Upgrades - Eliminate Inefficient overhead heaters and port-a-coolers.
TOTAL MAINTENANCE & REPAIR		\$663,512	\$860,878	\$645,000	\$842,500	

2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
64110-52210	PROFESSIONAL DEVELOPMENT	\$5,046	\$8,137	\$12,000	\$15,000	Pierce Training, EV Training, ASE Training, Fleet Conference, Factory Ford and Chevy Training, Hydraulics Training, Allison Transmission Training, Emergency Service Vehicle Certifications, Travel and Expenses
64110-52410	PROFESSIONAL DUES AND MEMBERSH	\$2,648	\$0	\$1,000	\$500	
64110-52440	PROFESSIONAL SUBSCRIPTION	\$90	\$0	\$0	\$0	
64110-52610	TECHNOLOGY	\$3,600	\$18,419	\$10,000	\$7,000	Diagnostic Scan Tool Software Upgrades
					\$3,500	Cell Phones and Alarm System
					\$7,500	Fuel Master Software and Manager Plus
	TOTAL TECHNOLOGY	\$3,600	\$18,419	\$10,000	\$18,000	
64110-52810	OTHER OPERATING EXPENSE	\$673	\$0	\$1,000	\$1,000	
64110-53510	PROPERTY INSURANCE	\$11,313	\$17,238	\$11,000	\$22,000	
64110-53520	LIABILITY AND CASUALTY INSURA	\$1,680	\$1,101	\$2,000	\$1,500	
64110-53540	DEDUCTIBLES PAID	\$9,000	\$14,901	\$5,000	\$0	
64110-54310	INTERFUND COST OF SERVICE	\$51,192	\$52,727	\$54,309	\$129,845	
64110-54510	LOSS ON ASSET DISPOSITION	\$101,352	\$0	\$0	\$0	
64110-55610	DEPRECIATION	\$893,446	\$1,005,720	\$900,000	\$0	
64110-59520	CAPITAL OUTLAY				\$50,000	New 4 Door F150 Shop/Staff Truck - Sell off 98, 19 and 38 to help cover cost
		\$1,167,789	\$1,268,304	\$1,203,892	\$80,000	Replacement Truck for #7, New F250 Extra Cab with Utility Boxes and Plow.
					\$40,000	Replacement truck for public works director
					\$240,000	Streets - 2 Replacement Cab and Chassis Trucks with Plows, V-boxes, Lights, Flat Bed and other upfits.
					\$225,000	Streets - Replacement Dump Truck
					\$50,000	Fuel tank upgrades: Line sump and Automated fuel level system.
	TOTAL CAPITAL OUTLAY	\$1,167,789	\$1,268,304	\$1,203,892	\$685,000	
64110-59599	CAPITALIZED ASSETS	(\$1,162,041)	(\$1,415,781)	(\$950,000)	\$0	
TOTAL 110 - FLEET MAINTENANCE		\$2,277,037	\$2,362,558	\$2,478,530	\$2,280,165	
TOTAL 64 FLEET SERVICE FUND		\$2,323,568	\$2,362,558	\$2,478,530	\$2,280,165	

FIRE EQUIPMENT REPLACEMENT

	2023 Actual	2024 Actual	2025 Forecast	2026 Budget
Revenue	\$1,650,544	\$1,638,059	\$1,295,773	\$1,330,366
Expenditures	<u>(\$88,762)</u>	<u>(\$3,013,695)</u>	<u>(\$476,754)</u>	<u>(\$1,039,175)</u>
Change in Fund Balance	\$1,561,782	<u>(\$1,375,636)</u>	\$819,019	\$291,191
Beginning Fund Balance	\$4,036,751	\$5,598,533	\$4,222,897	\$5,041,916
Ending Fund Balance	\$5,598,533	\$4,222,897	\$5,041,916	\$5,333,107
Available Fund Balance	\$5,598,533	\$4,222,897	\$5,041,916	\$5,333,107
Cash Balance as of 12/31/2024	\$4,251,241			

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2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
70 EMERGENCY SERVICES & EQUIPMENT - 00070 TRANSFERS						
7000070-44370	TRANSFER FROM GENERAL FUND	\$922,390	\$1,181,408	\$839,575	\$900,983	2.5 mills per Intergovernmental Agreement with the City
7000070-44380	TRANSFER FROM RURAL FIRE DISTR	\$322,214	\$407,610	\$293,380	\$324,383	2.5 mills per Intergovernmental Agreement with the City
TOTAL 00070 - TRANSFERS		<u>\$1,244,604</u>	<u>\$1,589,018</u>	<u>\$1,132,955</u>	<u>\$1,225,366</u>	
70 EMERGENCY SERVICES & EQUIPMENT - 00030 PERMITS/LICENSES PUBLIC SAFETY						
7020030-42950	FIRE IMPACT FEES	\$391,505	\$33,607	\$100,000	\$100,000	
TOTAL 00030 - PERMITS/LICENSES		<u>\$391,505</u>	<u>\$33,607</u>	<u>\$100,000</u>	<u>\$100,000</u>	
70 EMERGENCY SERVICES & EQUIPMENT - 00060 OTHER PUBLIC SAFETY						
7020060-43510	INTEREST	\$14,435	\$15,435	(\$0)	\$5,000	
TOTAL 00060 - OTHER		<u>\$14,435</u>	<u>\$15,435</u>	<u>(\$0)</u>	<u>\$5,000</u>	
TOTAL 70 -EMERGENCY SERVICES & EQUIPMENT		<u>\$1,650,544</u>	<u>\$1,638,059</u>	<u>\$1,232,955</u>	<u>\$1,330,366</u>	

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2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
70 EMERGENCY SERVICES & EQUIPMENT - 134 FIRE EQUIP REPLACEMENT						
70134-51710	PROFESSIONAL SERVICES	\$0	\$9,649	\$0	\$0	
70134-54310	INTERFUND COST OF SERVICE	\$0	\$0	\$0	\$54,175	Cost allocation model changes in 2026 and includes all funds.
70134-59520	CAPITAL OUTLAY				\$675,000	Type 3 brush truck (assumes possession in 2026).
					\$48,000	Bunker gear replacement
					\$85,000	Replacement vehicle for Deputy Chief position (includes upfitting)
					\$70,000	Extraction tool (jaws of life)
					\$60,000	Lifepack
					\$24,000	Station 3 Improvements - asphalt coating and sealing
		\$88,762	\$3,004,046	\$476,754	\$23,000	Radio mics and straps
	TOTAL CAPITAL OUTLAY	\$88,762	\$3,004,046	\$476,754	\$985,000	
70134-59525	LAND ACQUISITION	\$0	\$0	\$3,500,000	\$0	
TOTAL 134 - FIRE EQUIP REPLACEMENT		\$88,762	\$3,013,695	\$3,976,754	\$1,039,175	
TOTAL 70 EMERGENCY SERVICES & EQUIPMENT		\$88,762	\$3,013,695	\$3,976,754	\$1,039,175	

DDA FUND BUDGET

	2023 Actual	2024 Actual	2025 Forecast	2026 Budget
Revenue	\$2,089,470	\$1,534,430	\$1,517,286	\$1,573,398
Expenditures	<u>(\$886,679)</u>	<u>(\$1,583,833)</u>	<u>(\$4,044,559)</u>	<u>(\$1,578,661)</u>
Change in Fund Balance	\$1,202,791	(\$49,403)	(\$2,527,273)	(\$5,263)
Beginning Fund Balance	\$1,752,448	\$2,955,239	\$2,905,836	\$378,563
Ending Fund Balance	\$2,955,239	\$2,905,836	\$378,563	\$373,300
Reserves:				
Minimum Reserve Fund Balance from DD/	(\$350,000)	(\$350,000)	(\$350,000)	(\$350,000)
Available Fund Balance	\$2,605,239	\$2,555,836	\$28,563	\$23,300
Cash Balance as of 12/31/24	\$3,173,824			

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2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
86 DOWNTOWN DEVELOPMENT AUTHORITY - 00020 TAXES						
8600020-41610	TIF PROPERTY TAXES	\$347,237	\$104,176	\$106,578	\$105,000	
8600020-41620	TIF SALES TAX	\$1,179,816	\$1,266,780	\$1,304,708	\$1,448,398	Flat from 2025 original budget, adds increase in Street and Infrastructure Tax.
TOTAL 00020 - TAXES		\$1,527,052	\$1,370,956	\$1,411,286	\$1,553,398	
86 DOWNTOWN DEVELOPMENT AUTHORITY - 00040 INTERGOVERNMENTAL						
8600040-42310	GRANTS	(\$0)	\$8,900	(\$0)	(\$0)	
TOTAL 00040 - INTERGOVERNMENTAL		(\$0)	\$8,900	(\$0)	(\$0)	
86 DOWNTOWN DEVELOPMENT AUTHORITY - 00050 CHARGE FOR SERVICE/FEES						
8600050-42435	MARKET SPACE FEE	\$7,612	\$6,305	\$6,000	(\$0)	
TOTAL 00050 - CHARGE FOR SERVICE/FEES		\$7,612	\$6,305	\$6,000	(\$0)	
86 DOWNTOWN DEVELOPMENT AUTHORITY - 00060 OTHER GENERAL GOVERNMENT						
8600060-43510	INTEREST	\$113,015	\$136,769	\$100,000	\$20,000	
8600060-43710	CONTRIBUTIONS/DONATIONS	\$20,000	\$11,500	(\$0)	(\$0)	
8600060-44110	SALE OF ASSETS	\$421,791	(\$0)	(\$0)	(\$0)	
TOTAL 00060 - OTHER		\$554,806	\$148,269	\$100,000	\$20,000	
TOTAL 86 -DOWNTOWN DEVELOPMENT AUTHORITY		\$2,089,470	\$1,534,430	\$1,517,286	\$1,573,398	

2026 BUDGET

Account	Account Description	2023 Actual	2024 Actual	2025 Revised Budget	2026 Request	Description
86 DOWNTOWN DEVELOPMENT AUTHORITY - 000 PROJECTS						
8610-60000	PROJECTS	\$4,275	\$43,942	\$0	\$0	
TOTAL 000 - PROJECTS		\$4,275	\$43,942	\$0	\$0	
86 DOWNTOWN DEVELOPMENT AUTHORITY - 000 PROJECTS						
8630-60000	PROJECTS	\$28,755	\$1,212,701	\$4,427,472	\$1,000,000	Cooper Avenue improvements
					\$75,000	2 Rivers Park Lighting improvements
TOTAL PROJECTS		\$28,755	\$1,212,701	\$4,427,472	\$1,075,000	
TOTAL 000 - PROJECTS		\$28,755	\$1,212,701	\$4,427,472	\$1,075,000	
86 DOWNTOWN DEVELOPMENT AUTHORITY - 180 DOWNTOWN DEVELOPMENT AUTHORITY						
86180-51610	SUPPLIES	\$1,550	\$997	\$5,000	\$5,250	Office & Misc. Supplies
86180-51710	PROFESSIONAL SERVICES	\$308,975	\$197,935	\$175,000	\$185,000	Executive Director, Legal, Minutes, Website, Market Manager, Translation
86180-52310	MISC. TRAVEL	\$0	\$0	\$8,000	\$8,000	Conference attendance and miscellaneous
86180-52510	GRANTS	\$23,104	\$40,279	\$150,000	\$150,000	Facade grant program
86180-52750	TREASURER'S FEES	\$6,945	\$2,084	\$1,200	\$2,100	
86180-52810	OTHER OPERATING EXPENSE	\$7,473	\$29,522	\$125,000	\$75,000	Economic development
					\$50,000	DDA contingency
TOTAL OTHER OPERATING EXPENSE		\$7,473	\$29,522	\$125,000	\$125,000	
86180-52860	DOWNTOWN MARKET	\$28,999	\$30,312	\$0	\$0	
86180-53520	LIABILITY AND CASUALTY INSURA	\$872	\$689	\$1,000	\$1,350	
86180-53940	INTEREST - OTHER DEBT	\$2,694	\$1,644	\$562	\$0	
86180-54310	INTERFUND COST OF SERVICE	\$23,038	\$23,728	\$24,440	\$26,961	
86180-55920	TRANSFER TO A&I	\$450,000	\$0	\$0	\$0	
TOTAL 180 - DOWNTOWN DEVELOPMENT AUTHORITY		\$853,649	\$327,190	\$490,202	\$503,661	
TOTAL 86 DOWNTOWN DEVELOPMENT AUTHORITY		\$886,679	\$1,583,833	\$4,917,674	\$1,578,661	



2026 Budget Submittal

October 2, 2025



CITY OF
GLENWOOD
SPRINGS

PARKS AND RECREATION



COMMUNITY CENTER



ART CENTER



BRUSH CREEK PARK

BEFORE



AFTER



THREE MILE CREEK PARK



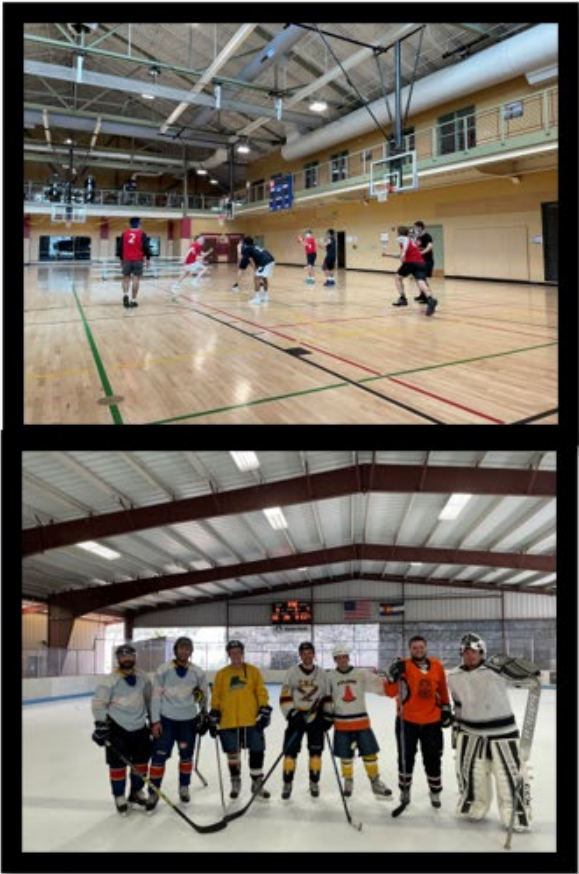
THREE MILE CREEK PARK



THREE MILE CREEK PARK



RECREATION PROGRAMS



WE TAKE FUN SERIOUSLY



PROGRAMS FOR THE PEOPLE



UNDER BRIDGE EVENTS



4TH OF JULY CELEBRATION!



PARKS MAINTENANCE





CITY OF
GLENWOOD
SPRINGS

PUBLIC SAFETY





POLICE!!



ACTIVE THREAT TRAINING

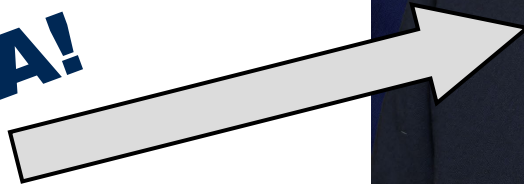


THANK YOU LT KIMMINAU FOR 40 YEARS OF SERVICE



**FBI ACADEMY
GRADUATE!!**

CBA!



COMMUNITY OUTREACH



COMMUNITY OUTREACH





HERE FOR THE PUBLIC!



SHIFT ONE



SHIFT TWO



SHIFT...



REPLACED A FIRE TRUCK!



NEW EXTRACTION EQUIPMENT



Packet Page 264

TRAINING



FIRE = OUT!



UHHHHH.....



UMMMM.....





STREET AND INFRASTRUCTURE FUND

- 23rd Street Waterline
- Red Mountain N Phase 2
- Lincolnwood Drive
- Coach Miller Drive Design
- Wulfsohn Roundabout
- North Glenwood
- Street Conditions Report



BLAKE AVENUE



RED MOUNTAIN NORTH II

BEFORE



AFTER



6TH STREET BUSINESS OUTREACH



6TH STREET



NORTH LANDING



DOWNTOWN ALLEYS



Packet Page 276

... AND MORE

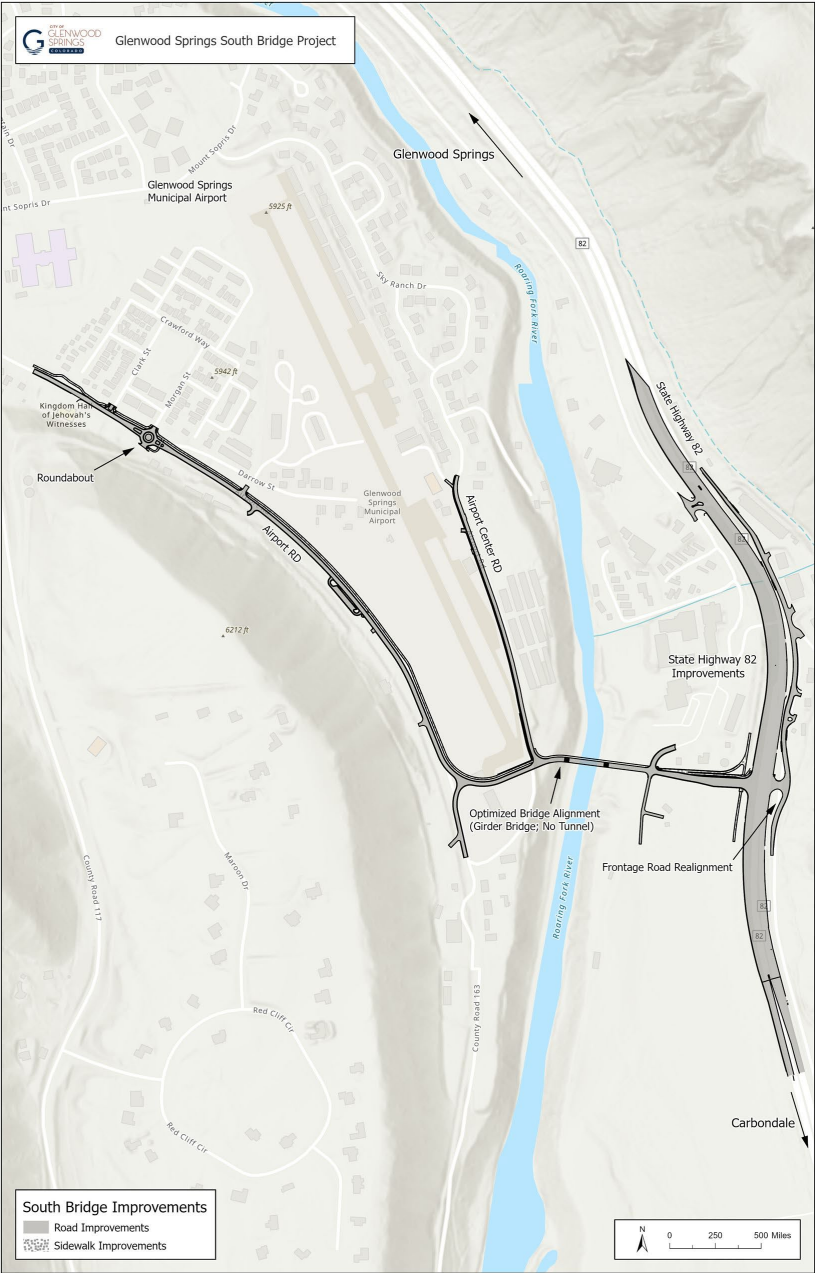


AND DESIGNING...

- Coach Miller Drive Design
- Wulfsohn Roundabout Design
- North Glenwood Design



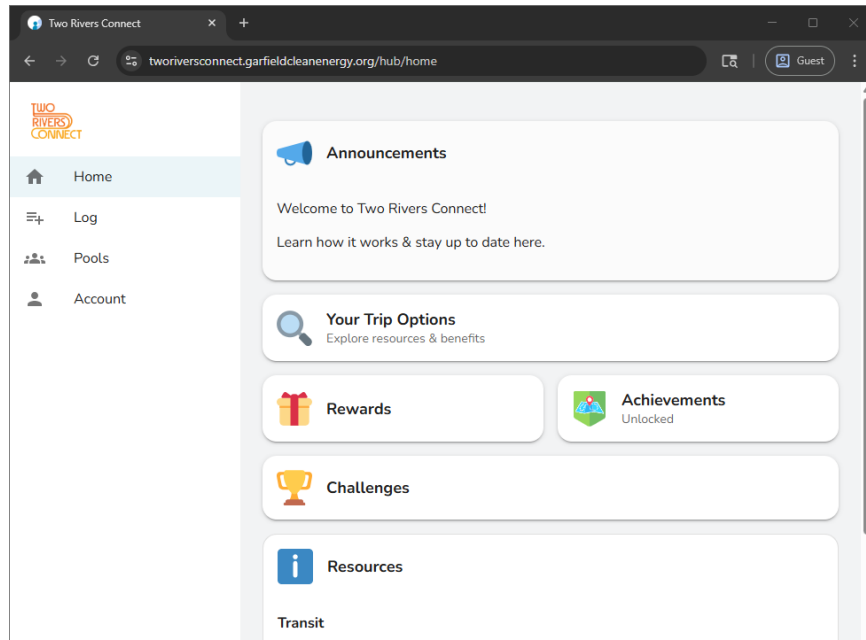
SOUTH BRIDGE



ON DEMAND TRANSPORTATION



TRANSPORTATION MANAGEMENT ORGANIZATION



TWO
RIVERS
CONNECT



LANDFILL



LEATCHATE BATH



LANDFILL GUARDRAIL



**THAT'S A
LOT OF
GLASS**



HAZARDOUS WASTE COLLECTION & COMPOST GIVEAWAY



EQUIPMENT STORAGE



Packet Page 286

KEEPING THE LIGHTS ON

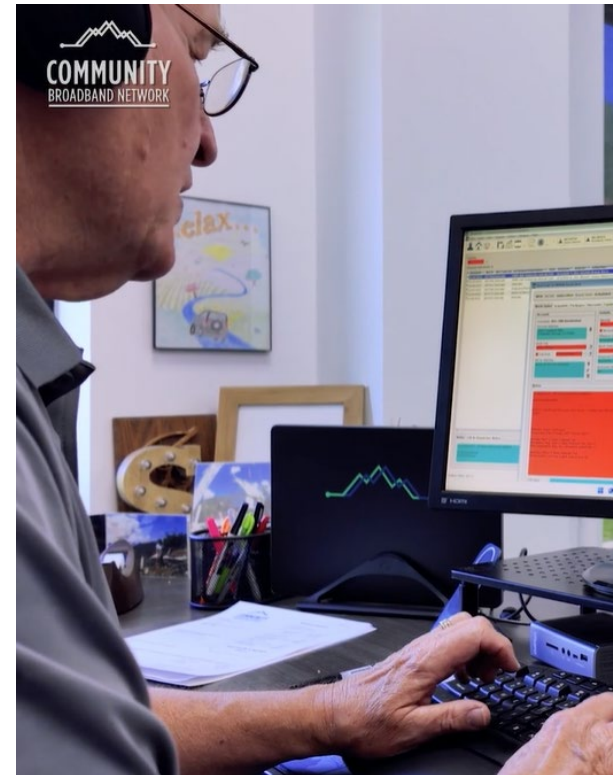
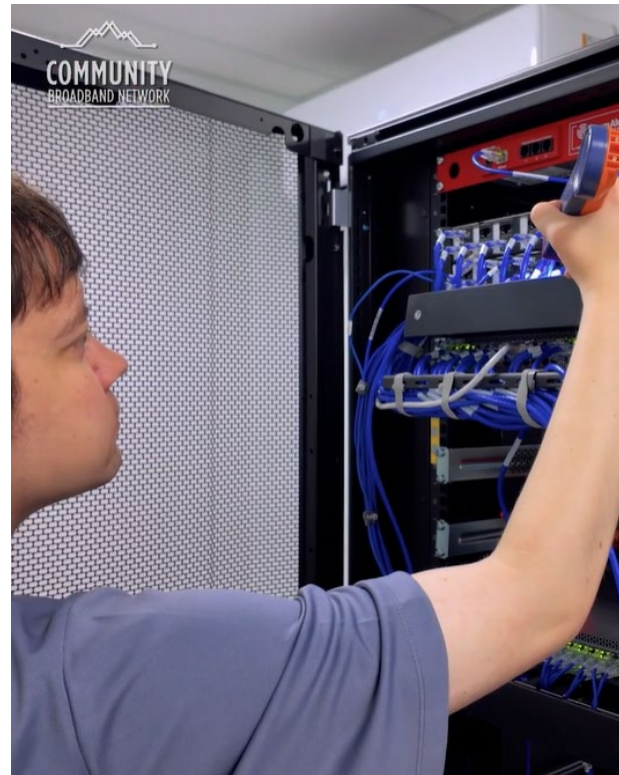


WATER / WASTEWATER



- 6TH Street
- Palmer Ave
- Bennett
- Plant upgrades
- Lead and Copper Water Line Inventory

HOMETOWN BROADBAND







GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Glenwood Springs
Colorado**

For the Fiscal Year Beginning

January 01, 2025

Christopher P. Morill

Executive Director





Government Finance Officers Association

Certificate of
Achievement
for Excellence
in Financial
Reporting

Presented to

**City of Glenwood Springs
Colorado**



HOLY DEBRIS FLOW!

INSURANCE
NINJA!



HOLY MITIGATION!



CORA REQUESTS!

Colorado Open Records Act (CORA) Requests Log. For more information contact ryan.muse@cogs.us.

Fire records related to 5445 and 5387 CR 154 for a Phase I Environmental Site Assessment. Specifically: The most recent inspection reports (if available), any permits to remove or install any underground or aboveground storage tanks, permit for hazardous materials use, handling or storage.

There is no documentation per

Building records related to 54
There is no documentation per

I represent an injured worker
CO 81601, 601 E 6th St, Glen
hired to perform the work/pulle
[https://www.cogs.us/Document](https://www.cogs.us/DocumentCenter/View/10317/July-11-2025-Kaplowitz-CORA)

The awarded congressional e
McInnis and carried forward b
related to the earmark.
[https://www.cogs.us/Document](https://www.cogs.us/DocumentCenter/View/10317/July-11-2025-Kaplowitz-CORA)

The congressional earmark fr
contract or agreement.
[https://www.cogs.us/Document](https://www.cogs.us/DocumentCenter/View/10317/July-11-2025-Kaplowitz-CORA)

2025-35P Crack Seal Bids
[https://www.cogs.us/Document](https://www.cogs.us/DocumentCenter/View/10317/July-11-2025-Kaplowitz-CORA)

I am requesting the call report
call to respond was on 8/11/23
[https://www.cogs.us/Document](https://www.cogs.us/DocumentCenter/View/10317/July-11-2025-Kaplowitz-CORA)

I am looking for the contract s
[https://www.cogs.us/Document](https://www.cogs.us/DocumentCenter/View/10317/July-11-2025-Kaplowitz-CORA)

Bids from RFP 2025-25P
[https://www.cogs.us/Document](https://www.cogs.us/DocumentCenter/View/10317/July-11-2025-Kaplowitz-CORA)

The complete Community Dev
known as 2117 Bennett Avenu
inspections, any planning dep
timeframe after the city when
[https://www.cogs.us/Document](https://www.cogs.us/DocumentCenter/View/10317/July-11-2025-Kaplowitz-CORA)

Tetra Tech EM Inc. (Tetra Tech) is conducting a Phase I Environmental Site Assessment (ESA) at 51993 and 52003 Highway 6, Glenwood Springs, Garfield County, CO (parcel numbers 218505400072 and 218505400073, currently owned by Margaret MacPherson). This investigation is being conducted in order to identify evidence of any recognized environmental conditions (REC) that may have an adverse environmental impact upon the subject property. Tetra Tech's client is requesting a due diligence investigation. According to ASTM Standards E 1527-13, property record reviews are required prior to completing this investigation. Tetra Tech is requesting any records you may have concerning the property of interest dating back to January 1, 1980,

Kirk Hilbelink
September
29, 2025

2025-13P Fire Risk Assessment
<https://www.cogs.us/DocumentCenter/View/10317/July-11-2025-Kaplowitz-CORA>

Any and all records relating to any agreements (either formal or informal) between the Glenwood Springs Police Department (or its agents or representatives) and any federal law enforcement agencies, including but not limited to the Department of Homeland Security (DHS), U.S. Immigration and Customs Enforcement (ICE), Enforcement and Removal Operations (ERO), Homeland Security Investigations (HSI), and US Marshals, for the period of October 1,

Claire Noone

1527
Wendy Turner
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Park Allison Takacs

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in the
ear. Isabelle Schreine

ast Robert Toth

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y of the Heather Beattie

City's contract with KNH for legal services for the city for the years 2022-2025.
<https://www.cogs.us/DocumentCenter/View/10320/June-30-2025-Beattie-CORA>

MountainView Flats 51526 Highway 6 (51527 6 & 24 HWY)

- Copies of Certificates of Occupancy
- Copies of Outstanding Zoning Code Violations
- Copies of Outstanding Fire Code Violations
- Copies of Outstanding Fire Code Violations

Ashlee Turner



COMMUNICATIONS, OUTREACH & ENGAGEMENT



- Design & Construction Projects
- Housing Projects
- Transportation Demand Management
- Homelessness
- Speed Cameras
- Community Survey
- Trash and Bears

OH MY!



CHAT WITH COUNCIL



CYBERSECURITY UPGRADES



ERP IMPLEMENTATION



MORNING...



AFTERNOON



HOUSING SYMPOSIUM



NEW FULL TIME EMPLOYEES



ADMINISTRATION



Name: Tim Bergman
Title: Director of Operations
Date of Hire: March 31, 2025

CITY CLERK



Name: Liz Jeplawy
Title: Deputy City Clerk
Date of Hire: July 28, 2025



FACILITIES



Name: Razz Arreola
Title: Maintenance Supervisor
Date of Hire: February 03, 2025

FINANCE



Name: Candyce Carlberg
Title: CSR – Utilities and Waste
Date of Hire: June 30, 2025

INFORMATION TECHNOLOGY



Name: Zachary Dix
Title: It Support Analyst
Date of Hire: January 13, 2025

COMMUNITY & ECONOMIC DEVELOPMENT



Name: Trent Hyatt
Title: Director of Economic and
Community Development
Date of Hire: September 15, 2025



Name: Joel Asplund
Title: Community Development
Technician
Date of Hire: September 29, 2025

COMMUNITY CENTER

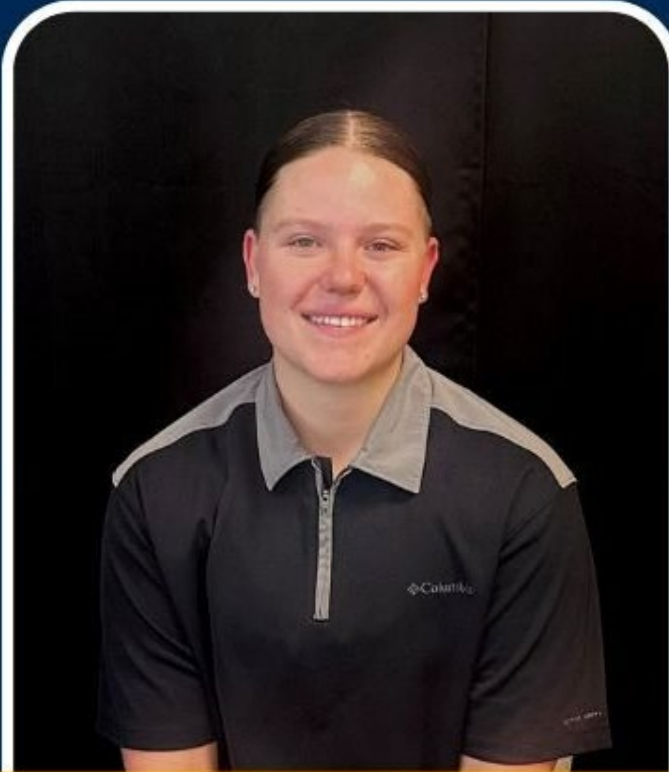


Name: Traci Wilson
Title: Rec Coordinator – Art/Leisure
Date of Hire: July 07, 2025



Name: James Freeborn
Title: Guest Services Supervisor
Date of Hire: September 02, 2025

POLICE



Name: Maya Lindgren
Title: Police Cadet
Date of Hire: June 16, 2025



Name: Corey Madsen
Title: Police Cadet
Date of Hire: June 16, 2025

FIRE



Name: Jack Reinhold
Title: Firefighter I/EMT
Date of Hire: May 07, 2025



Name: Ethan Howard
Title: Firefighter II/EMT
Date of Hire: October 02, 2025

STREETS



Name: Matthew Bosshardt
Title: Street Maintenance Operator II
Date of Hire: February 03, 2025



Name: Connor Robbins
Title: Street Maintenance Operator II
Date of Hire: February 18, 2025

BROADBAND



Name: Cyrus Bufkin

Title: BB Technical Service Representative

Date of Hire: February 24, 2025



WATER/WASTEWATER



Name: Charles Terrell
Title: Senior Operations Technology
Services Technician
Date of Hire: May 19, 2025

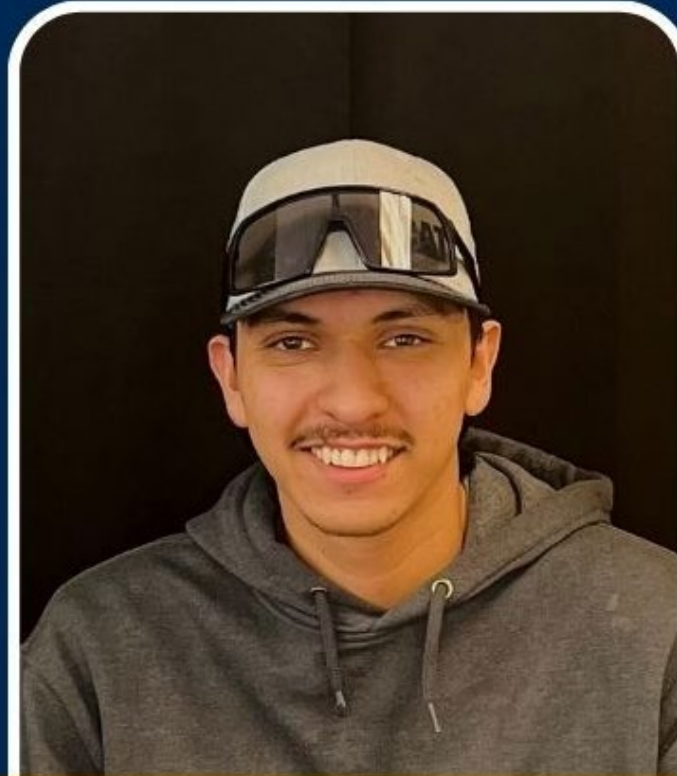


Name: Fernando Pallares
Title: Water Utility Worker I
Date of Hire: January 06, 2025



Name: Parker Lehman
Title: WW Treatment Operator I D
Date of Hire: June 23, 2025

LANDFILL



Name: Daniel Monroy Jurado
Title: Landfill Equipment Operator II
Date of Hire: January 28, 2025

DREAM TEAM!!



LEADERSHIP ACADEMY

Our Community
LISTENS

OVERVIEW OF CLASS EXPERIENCE

Day 1

- Behavioral Tendencies
- Communication Strategies
- Communication Cycle

Day 2

- Message Alignment and Impact
- Reflective Listening
- Empathy
- Acceptance vs. Agreement

Day 3

- Effective Confrontation
- Individual Change Process
- Transition
- Sustainment

Self-Awareness

→

Tools

→

Practice and Learning Supports

Our Community
SERVES

OVERVIEW OF CLASS EXPERIENCE

Day 1

- Orientation
- Introduction to Service
- Competency 1: Emotional Awareness
- Competency 2: Perception

Day 2

- Competency 3: Accountability
- Being of Service
- Transition
- Sustainment

Mindsets & Behaviors

Our Community
TRANSFORMS

Virtual Cohort Experience

Session 1: Organizational Change & Transformation

Session 2: Cultivate Meaning, Purpose, & Value

Session 3: Build Trust & Psychological Safety

Session 4: Know, Grow, & Celebrate People

Session 5: Culture of Learning and Continuous Improvement

Session 6: Capstone & Celebration

Between Sessions: Peer-to-Peer Coaching

Developing Leadership Approaches to Unleash the Potential of People



THANK YOU!!!!

AND YOU...

AND YOU...



CITY COUNCIL STRATEGIC GOALS

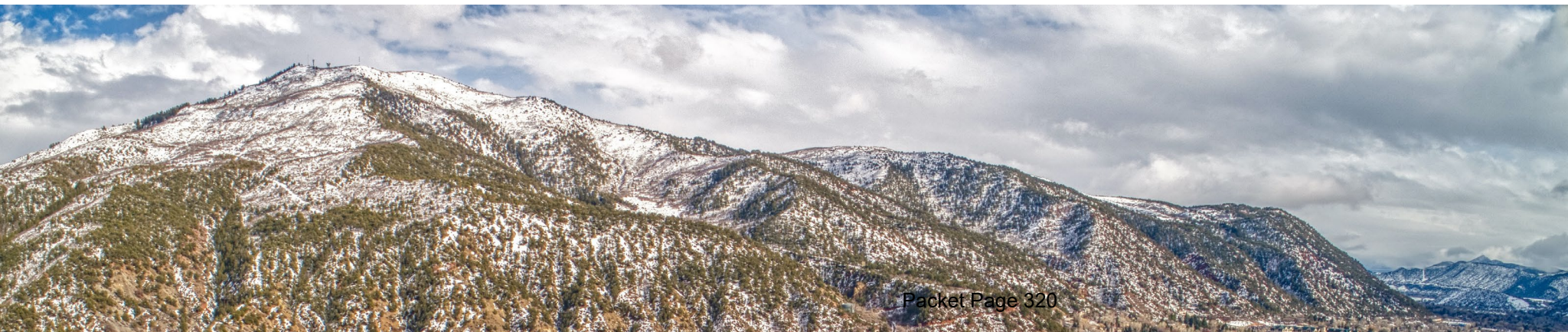
Provide Efficient and Responsive City Government

Preserve and Improve Infrastructure

Protect and Preserve Our Quality of Life

Generate Sustainable Economic Development

Ensure Public Safety



CITY COUNCIL



2026 HIGHLIGHTS

- **Total budget \$106.1 million after carryovers, down 3.6% from 2025**
- **24 Total funds including:**
 - 12 Special Revenue Funds**
 - 5 Enterprise Funds**
 - 1 Fleet Fund**
 - 3 Capital Funds**
 - 1 General Fund with 18 Departments**



2026 HIGHLIGHTS

- **Unallocated Reserves estimated at end of 2026:**

-\$11.6 Million General Fund

(36.8% of expected 2027 expenditures)

-\$3.3 Million Capital Projects

-\$8.1 Million A&I

- **All three reserves meet GFOA and Financial Advisory Board recommendations**



2026 HIGHLIGHTS

- **General Fund Revenue:**
 - **\$28.6 million total, up 0.7% from 2025 forecast**
- **General Fund Expenditures:**
 - **\$29.5 million, up 1.2% from 2025 forecast**
 - **123 employees**
 - 66% salaries and benefits
 - 40% public safety



2026 HIGHLIGHTS

What's in?

- **\$11,294,000 in street and infrastructure upgrades**
- **\$11,900,000 in police and fire protection**
- **\$3,040,000 in public transportation**
- **\$450,000 of improvements in parks and trails**
- **\$749,000 in workforce housing**
- **\$535,000 in upgrades at the Community Center**
- **\$427,000 in professional development**



2026 HIGHLIGHTS

What's not?

- Beautification projects
- Plans and studies
- Use-it-or-lose-it spending
- Layoffs
- Reduction in services





THE END



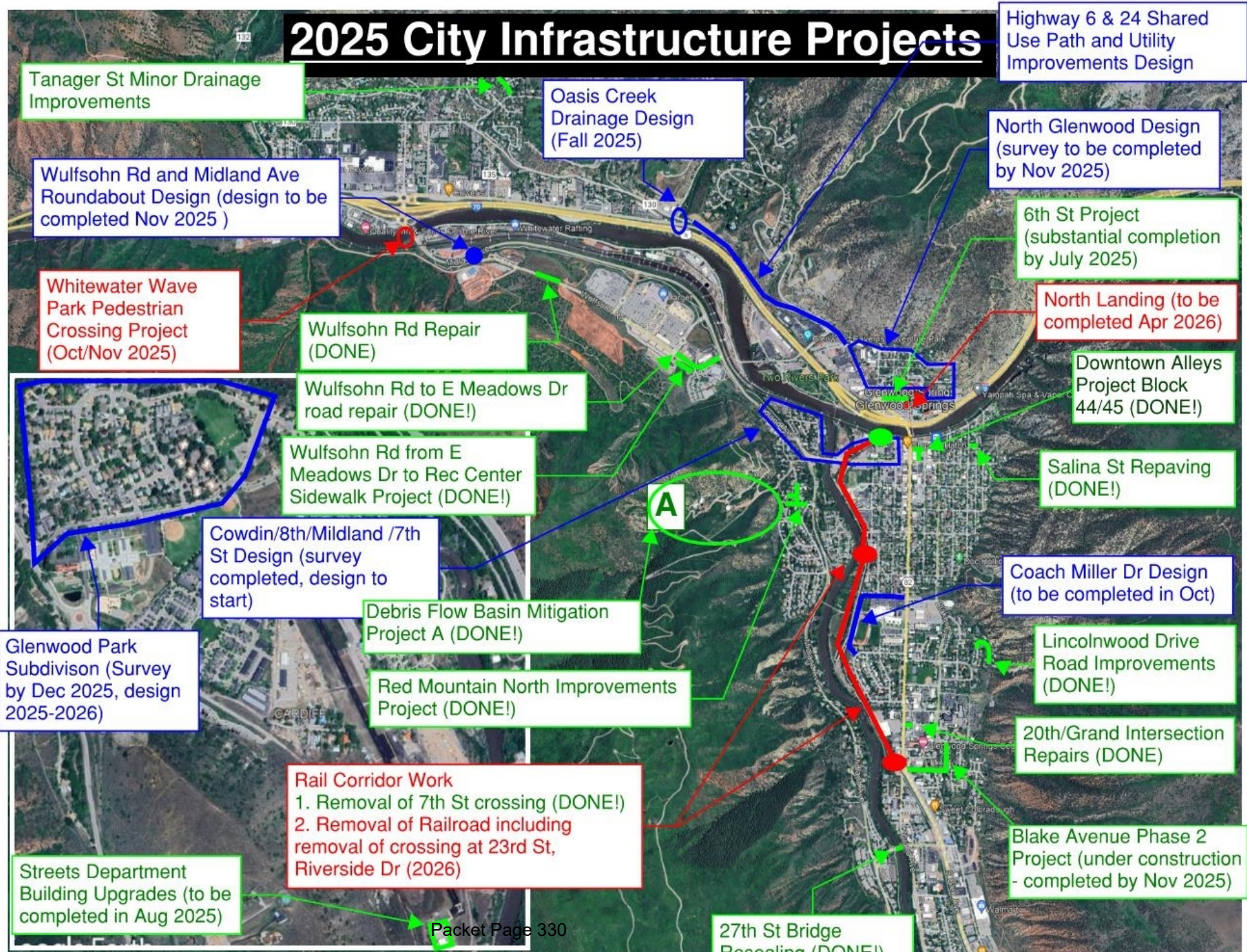
City Council
STAFF REPORT
City of Glenwood Springs
October 2, 2025

Agenda Item:	Project Wrap Up and Future Projects
Action Requested:	None
Department:	Engineering
Presented By:	Ryan Gordon
Strategic Goals:	Preserve and Improve Infrastructure Provide Efficient and Responsive City Government
Background Info:	City Engineer Ryan Gordon will be discussing the the projects the City has completed this year and the projects the City plans to complete in 2026.
Issues:	NA
Fiscal Impact:	NA
Legal Review:	NA
Staff Recommendation:	Sit back, relax, and get ready to be impressed at the amount of work that the City is doing to maintain and improve our beautiful infrastructure. This is a great city, and it's only getting better thanks to the meticulous effort that goes into every project.

2025 Infrastructure Project Update and 2026 Preview—October 2, 2025

Ryan Gordon, PE; City Engineer





Red Mountain North Project

Project Details:

- 1,025 LF of 8-inch water line, water services, fire hydrants
- Sewer services
- 730 LF of curb and gutter
- Rebuild/repave Red Mountain Rd (W 9th to W 10th), W 10th St, W 9th Place

Total Cost:

- BID: \$1,124,984.50
- Actual: \$1,075,116,.60
- \$49,867.90 in SAVING\$\$\$

Sources:

- Infrastructure Fund
- Water/Wastewater Fund



Red Mountain North Project



Red Mountain North Project





Blake Ave Phase 2 Project

Project Details:

- 904 LF of 8-inch water line, water services, fire hydrants
- 504 LF 8-inch sewer, 2 manholes, services
- 1,284 LF of 15-24-inch stormwater pipes, 8 inlets /manholes
- 2,142 LF of curb and gutter
- 1,256 LF of sidewalk
- Rebuild/repave Blake Ave (21st to 23rd) 23rd St (Blake Ave to Grand Ave)

Total Cost:

- Bid: \$2,455,000
- Actual: \$2,455,000

Sources:

- DOLA
- Infrastructure Fund
- Water/Wastewater Fund

Blake Ave Phase 2 Project



Downtown Alleyway (Block 44 & 45) Project

Project Details:

- ~1,000 LF of 12-18-inch stormwater pipe
- Underground electric, fiber and telecoms
- 14 light poles with string lights
- Rebuild/repave with concrete and brick
- Replace gas lines and services (Black Hills)

Total Cost:

- Bid: \$1,340,000 (Block 44) \$880,000 (Block 45)
- Actual: \$1,160,000 (Block 44) \$815,000
- \$190,000 in SAVING\$\$\$

Sources:

- DOLA (Underground infrastructure)
- Infrastructure Fund
- DDA



Downtown Alleyway (Block 44 & 45) Project



6th St and North Landing

Project Details:

- Drainage improvements (400 LF pipe, 4 inlets/manholes)
- 200 LF Water line
- 500 LF of Sewer
- 450 LF of Raw Water
- 1,650 LF curb and gutter, 350 LF sidewalk, 400 LF multi-use path and architectural concrete
- Lighting
- Landscaping and Irrigation
- Park improvements (pergola, sun sail, bathroom, art, walkways)

Total Cost:

- Bid: \$5,700,000 (6th St) \$1,800,000 (North Landing)
- Actual: \$5,000,000 (6th St) \$1,800,000 (North Landing)
- \$700,000 in **SAVING\$\$\$**

Sources:

- CDOT Mainstreets Grant
- Infrastructure Fund
- DDA
- RFTA FLMM Grant
- Water/wastewater Fund



6th St and North Landing



6th St and North Landing





Lincolnwood Drive Project

❧ Project Details

- ❧ 2 Stormwater inlet/manhole
- ❧ 1,150 curb and gutter
- ❧ Rebuild/repave Lincolnwood Dr

❧ Total Cost:

- ❧ BID: \$493,882.50
- ❧ Actual: \$480,894.94
- ❧ \$12,987.56 in SAVING\$\$\$

❧ Sources:

- ❧ Infrastructure Fund

Lincolnwood Drive Project





Wulfsohn Rd to E Meadows Dr Project

❧ Project Details:

- ❧ Mill and overlay
- ❧ Rebuild failed sections of road
- ❧ Replace deteriorated concrete at Midland Ave intersection
- ❧ Build bus pull out

❧ Total Cost:

- ❧ Bid: \$398,777.50
- ❧ Actual: \$398,777.50

❧ Sources:

- ❧ Infrastructure Fund

Wulfsohn Rd to E Meadows Dr Project



Wulfsohn Sidewalk Project

œ Project Details:

œ Construct 350 LF of sidewalk and ADA compliant ramps

œ Total Cost:

œ Bid: \$67,200

œ Actual: \$67,200

œ Sources:

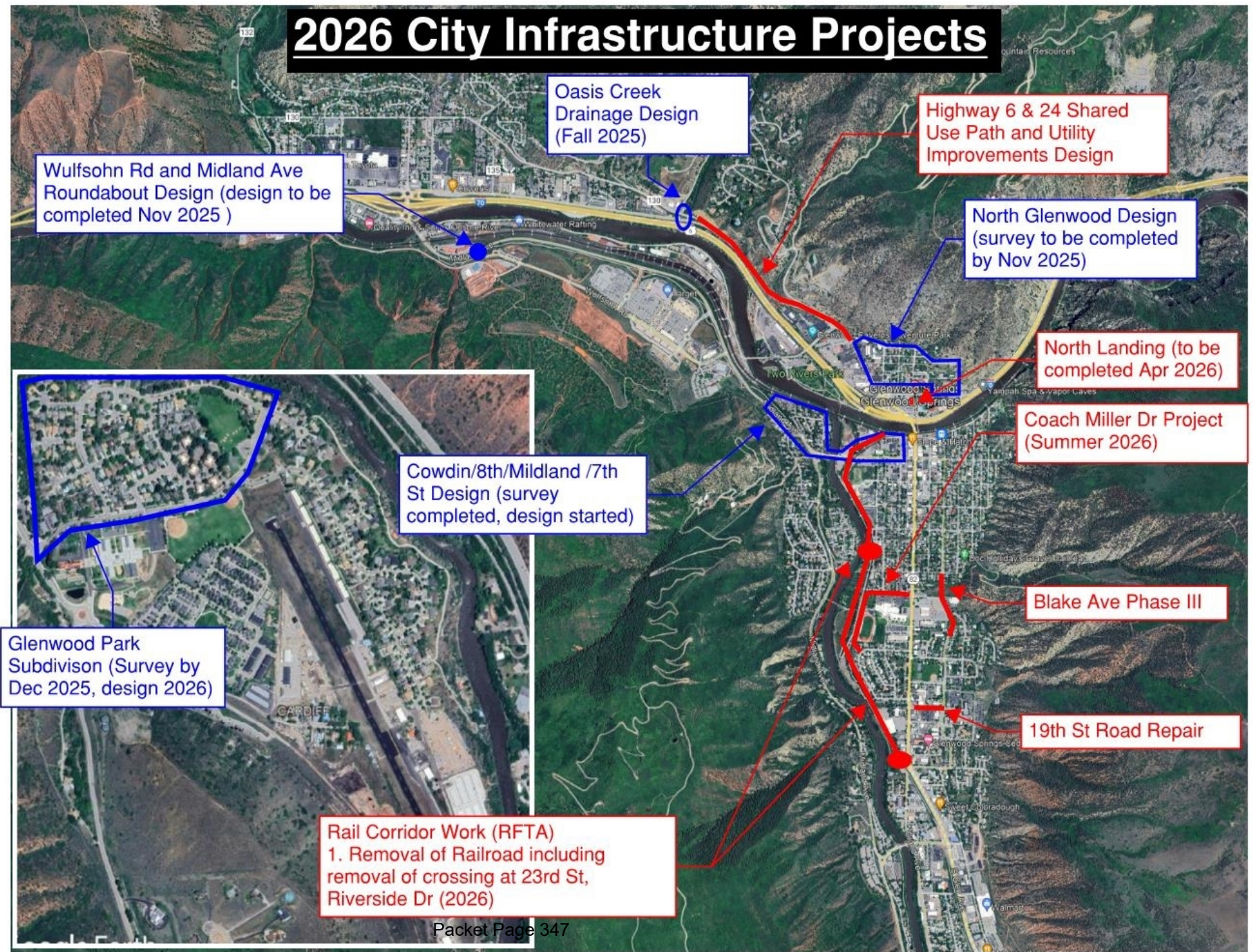
œ Infrastructure Fund



Wulfsohn Sidewalk Project



2026 City Infrastructure Projects



2025 Projects Update

Questions?





FOOD PANTRIES

Parachute
Rifle
New Castle
Glenwood Springs
Carbondale
Mobile Market

OTHER FOOD PROGRAMS

Farm 2 Food Pantry
72-Hour Bags
Extended Table
Everyday Eats / Senior
Food Program
Emergency Food
Assistance

Sept. 18, 2025

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

Dear Steve,

Thanks to the City of Glenwood Springs, LIFT-UP can continue to address food insecurity from Aspen to Parachute through our range of services, both fixed and mobile. The City's grant of \$12,500, received on August 28, 2025, helps us collect fresh and shelf-stable food for those in need and for that, we are so grateful.

This gift helps LIFT-UP to provide fresh, healthy, and nutritious food, using creative delivery methods that resulted in over 59,000 guest visits across all programs and services last year. Without the City's support, this would be a daunting task.

This grant 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 the generosity and the continued support in our mission!

With gratitude,

Dave Reed
Director of Development

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 this letter which serves as your receipt as described by the IRS.

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
October 2, 2025

Agenda Item: Social Event Announcement

Action Requested: Council will announce the location of their social event immediately following the meeting.

Department: City Clerk

Presented By:

Strategic Goals: Provide Efficient and Responsive City Government

Background Info:

Issues:

Fiscal Impact:

Legal Review:

Staff Recommendation: