

The City of Glenwood Springs, Colorado

Invites Qualified Candidates to Apply For

City Manager



ABOUT GLENWOOD SPRINGS

With a population of 9,600, Glenwood Springs, Colorado is located along Interstate 70, 160 miles west of Denver and 90 miles east of Grand Junction. Glenwood Springs is the county seat of Garfield County which has doubled in population since 1985 and is projected to double again by 2040. At 5,746 feet, Glenwood Springs enjoys a high alpine desert climate with virtually no humidity in the summer and relatively mild winters.

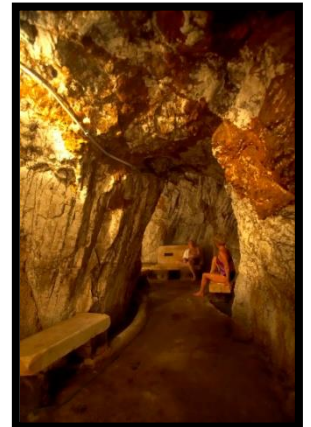
HISTORY

Garfield County which is named after the 20th U.S. President James Garfield was originally inhabited by Ute Indian tribes. Incorporated in February 1883, Glenwood Springs' original founders recognized the area's bubbling hot springs could be a launching pad for attracting health seekers worldwide. The arrival of the railroads in 1887 brought the first trainloads of tourists to enjoy all that Glenwood has to offer.

ECONOMY

Tourism is the backbone of the local economy. Famous for its geothermal amenities and outdoor adventures, Glenwood Springs is home to one-of-a-kind attractions. The Glenwood Hot Springs Pool is considered the world's largest mineral hot springs pool; it features two enormous outdoor pools and an award-winning spa. Iron Mountain Hot Springs is situated along the Colorado River and boasts 16 smaller pools, all varying in temperature. The mountain-top Glenwood Caverns Adventure Park combines spectacular cave tours and thrill ride amusements with breathtaking views. The Yampah Spa and Vapor Caves features naturally-occurring mineral steam baths, a rare geological feature. Another geological wonder is Hanging Lake in Glenwood Canyon, one of the most beautiful hikes in the state of Colorado.

During the warm weather months rafting through scenic Glenwood Canyon, cycling paved and unpaved trails, and fishing the region's Gold Medal rivers and streams are top choices for visitors. Come fall, Glenwood Springs welcomes leaf-peepers and big game hunters to the area. Skiing, snowboarding and snowmobiling at Sunlight Mountain Resort dominate winter. Glenwood Springs also has a thriving dining and entertainment scene. With everything from farm-to-table eateries to award-winning breweries, Glenwood Springs' dynamic dining scene is a continuous source of culinary delights. Entertainment options include the Glenwood Vaudeville Revue and other venues and restaurants that offer music and dancing.



EDUCATION

Glenwood Springs is served by the Roaring Fork School District which has schools in Garfield, Eagle, and Pitkin Counties. Glenwood Springs has two elementary schools, one middle school, and one high school. The District also offers the Two Rivers Community School which is a free public charter school in West Glenwood Springs. In 2015 District voters approved a bond issue providing for 19 projects that will enhance District facilities.

Colorado Mountain College which is headquartered in Glenwood Springs has ten different Colorado campuses. The College is ranked #17 in the nation by CNN/Money for student success among more than 800 two-year colleges. The College currently offers five bachelor degrees and plans on offering more in the near future.

LEISURE AND CULTURE

Glenwood Springs has fourteen City parks and a state-of-the-art 65,000 square-foot Community Center which includes:

- an indoor aquatics center;
- climbing wall;
- gymnasium;
- fitness center;
- 85' x 200' NHL-size outdoor covered hockey rink; and
- four outdoor tennis courts.

The community also has two museums. The Frontier Historical Museum is a 1905 house with artifacts and exhibits on household life, mining, ranching, and the Ute Indians. This museum also includes exhibits on Doc Holliday, Teddy Roosevelt, and Buffalo Bill Cody all of whom spent time in Glenwood Springs. The Glenwood Railroad Museum located in the historic 1904 train depot focuses on Glenwood's railroad history. Model railroads and train artifacts tell the story of railroad transportation in Glenwood Springs and throughout Colorado.

With a temperate climate, healthy lifestyle, vibrant arts scene, good schools, a local college, world class medical facilities, excellent shopping and attractions as big as the great outdoors, Glenwood Springs is an ideal place to live, work, and raise a family. Additional information about Glenwood Springs is available at www.ci.glenwood-springs.co.us.



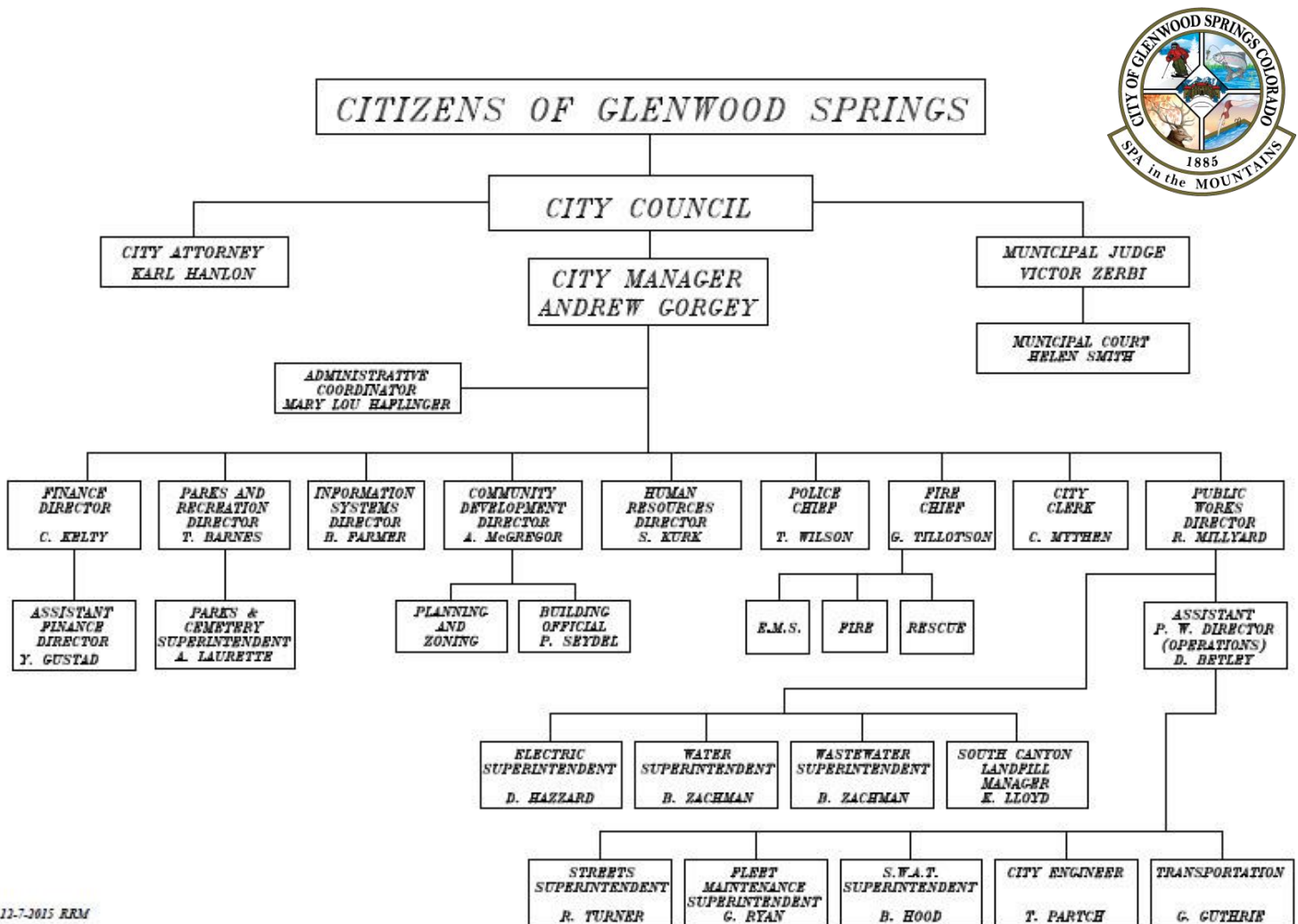
CITY GOVERNMENT

The City of Glenwood Springs has operated under the council/manager form of government since 1948. The City Council consists of seven Council Members elected to nonpartisan four-year overlapping terms. Five of the Council Members are elected from wards and two are elected at-large. Council Members are limited to serving no more than two consecutive four-year terms. The City Council selects a Mayor from among its members who serves a two-year term. In addition to the City Manager the City Council appoints the City Attorney and Municipal Court Judge.

The City Manager is responsible for overseeing City operations and providing policy guidance to the Council. Also, the City Manager recommends the budget to the City Council and hires and provides managerial leadership to City staff. ***The City has had two City Managers in the last 31 years.***

The City is a full service operation including water, wastewater, electric/community broadband network, and landfill utilities that serve Glenwood Springs and the surrounding area. The City which has 163 FTE's and a \$58 annual budget is heavily sales-tax dependent like most Colorado cities with a current City sales tax rate of 3.7 percent (total rate is 9.3 percent). The City does not engage in collective bargaining.

CITY OF GLENWOOD SPRINGS ORGANIZATIONAL CHART



12-7-2015 RRM

Glenwood Springs has received many recognitions for its outstanding quality of life including the following:

- ❖ "16 Best Places to Live in America," ranked #5, *Outside* magazine, 2015;
- ❖ Glenwood Hot Springs Pool, ranked #1 "Best Hotel Pool" and Spa of the Rockies ranked in the top 4 for "Best Wellness Destination," *Sunset* magazine Travel Awards, 2015;
- ❖ #1 in "Top 20 Arts Vibrant Medium and Small Cities," NCAR Arts Vibrancy Index: Hotbeds of America's Arts and Culture; 2015

- ❖ “50 Best Small Town Downtowns in America,” Glenwood Springs ranked 34, *BestChoiceReviews.org*, 2015;
- ❖ Alpine Coaster at Glenwood Caverns Adventure Park featured, “10 Best Roller Coaster Rides of Your Life,” *USA Today and Park World*, 2014;
- ❖ “Top 10 Small Towns - America’s Best Places To Live and Visit,” *Livability*, 2014;
- ❖ “Twenty Best Small Towns in America,” *Smithsonian Magazine*, 2013;
- ❖ “Best of the Road Top 7 Ski Town,” *Rand McNally & USA Today*, 2012; and
- ❖ “America’s Most Fun Small Town,” *Rand McNally & USA Today Travel*, 2011.



In addition, the community has a very favorable Insurance Services Offices (ISO) rating of 2.

ISSUES AND OPPORTUNITIES

Glenwood Springs contains a multitude of diverse attributes from amazing outdoor recreation opportunities and the tourism they bring to serving as the government and business center of Garfield County. As both an attribute and a challenge, Glenwood is trying to chart its course as a larger, growing community that retains its small-town identity.

The following is a summary of the issues and opportunities to be managed by Glenwood Spring’s next City Manager.

Grand Avenue Bridge Project - it is difficult to overestimate the significance of the Grand Avenue Bridge project which has been in the planning stages for many years and for which construction began in December 2015. As background, Glenwood Springs is a geographically challenged community that is divided by two highways, two rivers, and two railroad rights-of-way. Therefore bridges are essential to creating geographic connectivity. The last page of this profile includes a City map that illustrates these issues (Grand Avenue Bridge located at G 6-7 on map).

The Grand Avenue Bridge which carries 25,000 vehicles per day is being replaced primarily due to structural deficiencies. The bridge will also be relocated closer to I-70 which will eliminate a current traffic bottleneck on the City’s street system and help to make downtown more pedestrian oriented.

The Colorado Department of Transportation (CDOT) which has overall responsibility for the bridge project has been in the formal planning and design stages of this project for the past four years. The City, County, Chamber of Commerce, and others have been involved in this planning process. The City created several citizen committees that provided input into the design of this project, how to best mitigate the impact of this project during construction, and how to change the City’s street network which is required as a result of this project.

Construction of this \$125M project is scheduled to be completed by the spring of 2018. In August-October 2017 the bridge will be closed and traffic will be rerouted to 8th Street. The Union Pacific Railroad has provided a temporary easement to allow 8th Street to serve as a detour. However, the City would like to obtain a permanent easement from the railroad to increase 8th Street’s traffic capacity.

South Bridge Project - the next highest priority bridge construction project for the City is the South Bridge project. This project would create a critical second route between State Highway 82 and the west side of the Roaring Fork River in the southern portion of Glenwood Springs (see I-12 on street map). Planning for this project estimated to cost \$45M has begun although funding for the project has not yet been secured.

City Manager Visibility - as one of the key community leaders it is important for the City Manager to be visible in the community and be easily accessible and approachable to all. It would also serve the next City Manager well to be visible within the City organization and be a source of two-way communication. Keeping City employees informed and listening to their ideas fuels positive employee morale.

Downtown Redevelopment - the City has an active downtown redevelopment program utilizing tax increment financing (TIF) and other revenue sources. Some of the downtown redevelopment projects that have been completed in recent years include a new Library, expanded Colorado Mountain College campus, new Fire Station, parking garage, and streetscape improvements. Continuation of downtown redevelopment activity is expected for many years to come.

Customer Service - there are some who view the City organization as not being very customer-friendly. Ideally City staff should be approachable and be able to deliver good or bad news to customers in a respectful and empathetic manner. Staff should also reflect the values of working in a small community by not becoming overly formal and process-bound and by taking time to listen to stakeholders. Finally, especially in the development review arena, it would be helpful for staff to have an attitude of trying to find win-win solutions for customer challenges.

Succession Planning - several department directors and middle managers are eligible for retirement within the next few years. As such, a drain of experience and institutional memory looms. Planning for filling these positions from both within and outside the organization will be a priority for the next City Manager.

Acquisition and Improvement Sales Tax - the City has an Acquisition and Improvement Sales Tax used to fund capital projects. This tax expires in 2018 and voter approval will be required to continue this tax.

Electric Utility Power Contract - the City's electric utility relies entirely on purchased power which is delivered to its three substations. The utility's purchased power contracts are with the Western Area Power Administration (WAPA) and the Municipal Energy Agency of Nebraska (MEAN). The largest of those contracts is with MEAN and it expires in 2020. The next City Manager will be heavily involved in renegotiating this contract.

Community Center Subsidy - while the aforementioned Community Center is a great quality of life asset for the City, the City subsidizes it by approximately \$1.2M annually. There is interest in determining ways this subsidy can be decreased without impacting quality and participation.

Workforce Housing - housing costs in Glenwood Springs are relatively high. There is interest by some in having the City facilitate development of more workforce housing including potentially housing for City and School District employees.

JOB REQUIREMENTS

The minimum job requirements are: 1) Bachelors of Public Administration, Business Administration, or closely related field, Masters' degree preferred; and 2) seven years' experience evidencing ability to manage a full service municipality or local government with three years' executive level experience; equivalent combinations of education and experience accepted.

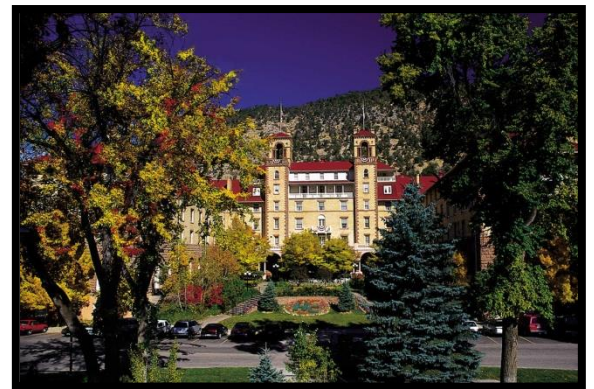
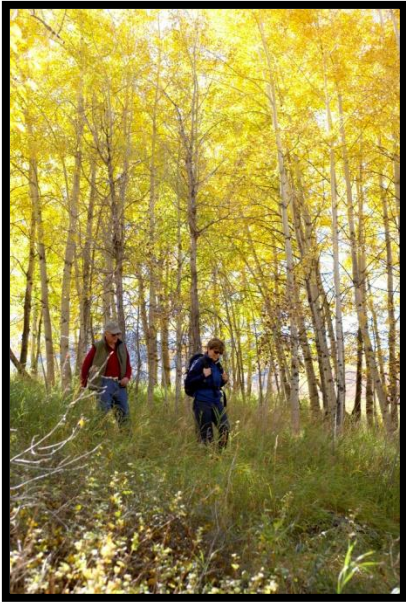
Desired Professional and Personal Attributes

The following are the desired professional and personal attributes for Glenwood Springs' next City Manager:

- Open, direct, and clear communicator with active listening skills;
- Approachable with ability to build positive relationships with all stakeholders;
- Impeccable integrity who puts public's trust ahead of own interests;
- Provides City Council with policy alternatives and pros and cons;
- Forward thinking visionary who is not status quo oriented but is creative and "thinks outside the box";
- Knows when to be collaborative versus decisive;
- Inspires and empowers staff especially regarding policy deliberations at City Council meetings and other settings;
- Experience dealing with growth management issues highly desired;
- Ambassador for community;
- Politically astute while maintaining professional perspective;
- Experience working in tourism community desired;
- Does not play the 'blame game';
- Technology-savvy;
- Maintains good relationships with other local governments such as Roaring Fork Transportation Authority (RFTA), County, school district, etc; and
- Experience overseeing electric utility a plus.

COMPENSATION

The salary for this position is highly competitive and dependent on the selected individual's qualifications and match with the desired attributes being sought by the City. The City will pay reasonable and customary moving expenses for the next City Manager who is required to live within ten miles of the city limits; however, it is preferred that the City Manager live within the city limits.



To Apply:

In order to be considered for this position, please send your resume and cover letter with current salary by **March 1, 2016** to pwconsulting@cox.net. For additional information about this job, please contact:

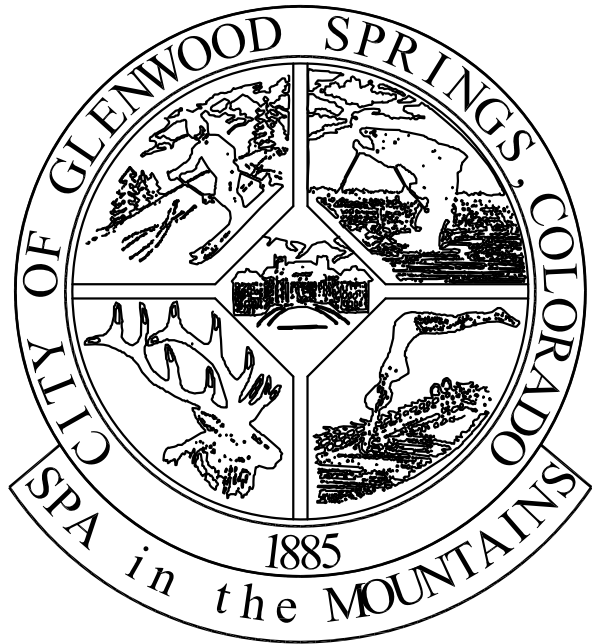
Robert E. Slavin
President
Slavin Management Consultants
Norcross, Georgia
770-449-4656
slavin@bellsouth.net

Paul Wenbert, ICMA-CM
Western Regional Manager
Slavin Management Consultants
Mesa, Arizona
480-664-2676
pwconsulting@cox.net

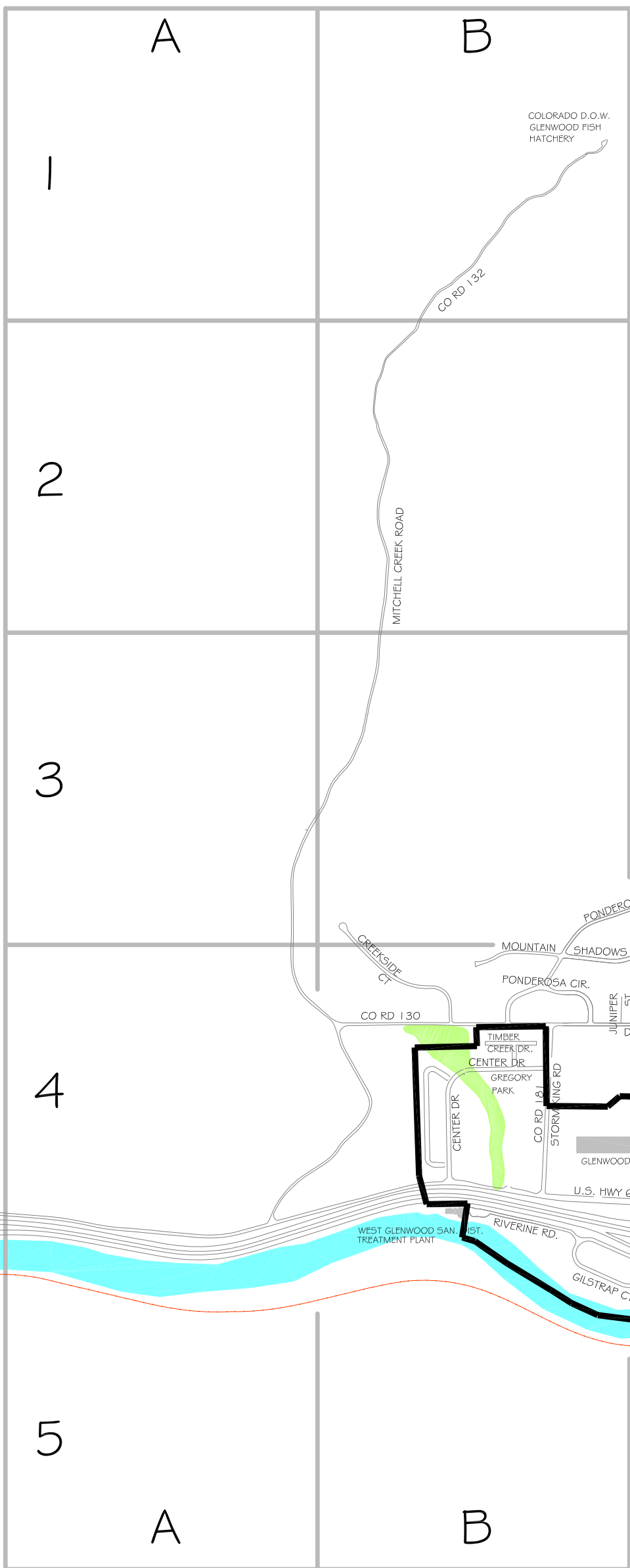


AN EQUAL OPPORTUNITY RECRUITER/EMPLOYER

GLENWOOD SPRINGS AREA STREET MAP

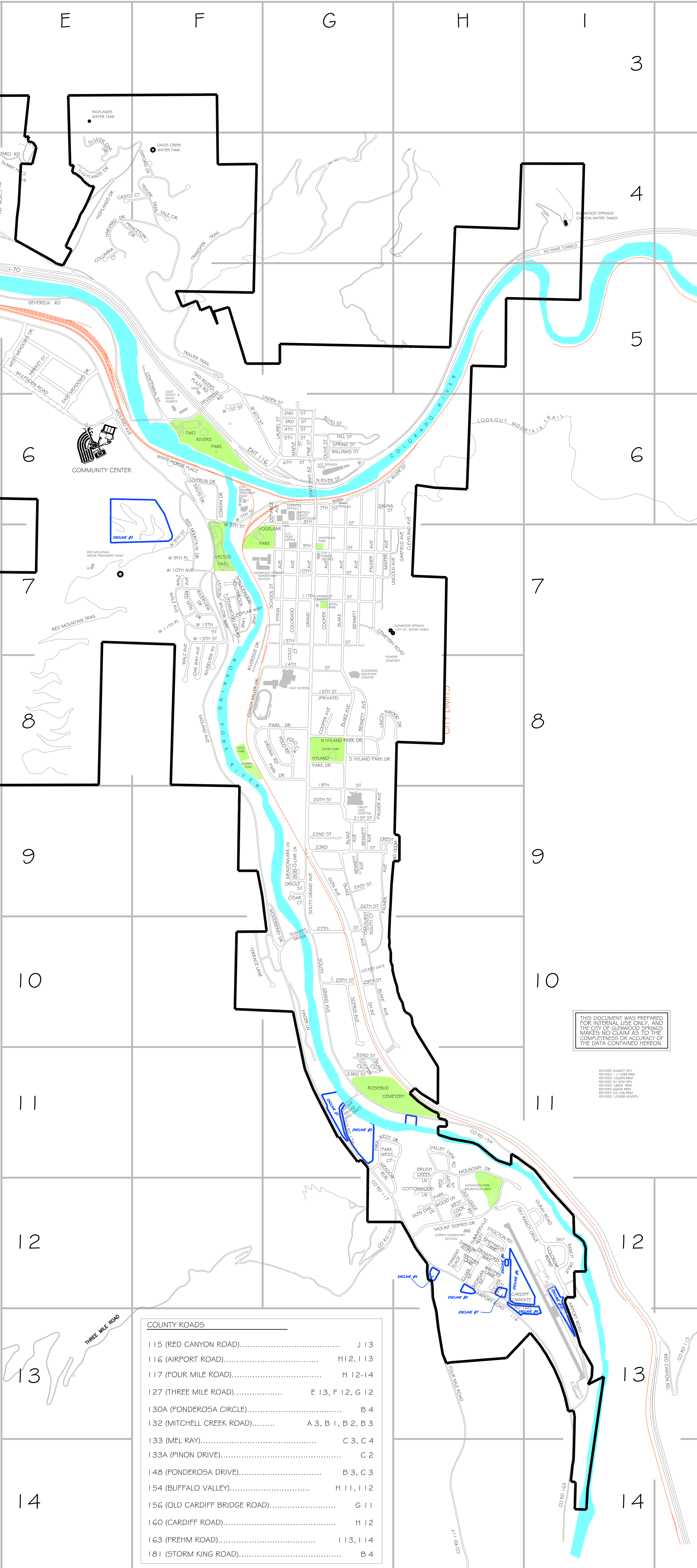


TOTAL AREA ENCLOSED BY CORPORATE LIMITS - 3,651.2 ACRES±
ENCLAVES:
ENCLAVE # 1 - MIDLAND GRADE SUBDIVISION-3.8 ACRES±
ENCLAVE # 2 - PETRE, ET AL - 12.1 ACRES±
ENCLAVE # 3 - OLSEN, 19.7 ACRES±
ENCLAVE # 4 - CATOR-SMITH, 0.7 ACRES±
ENCLAVE # 5 - IDDINGS - 0.7 ACRES±
ENCLAVE # 6 - WEBER - 0.2 ACRES±
ENCLAVE # 7 - ALSDORF - 0.7 ACRES±
ENCLAVE # 8 - KINDER MORGAN - 6.4 ACRES±
ENCLAVE # 9 - CARDIFF TOWNSITE - 1.8 ACRES±
ENCLAVE # 10 - AIRPORT CENTER - 2.2 ACRES±
NET AREA OF THE CITY LIMITS = 3,602.9 ACRES±



AIRPORT ROAD (CO RD 116).....	I 12, I 13
BENNETT AVENUE.....	G 6-9
BLAKE AVENUE.....	G 6-10
BLAKE COURT.....	G 11
BOBOLINK LANE.....	G 9
BRUSH CREEK LANE.....	H 10
CARDINAL LANE.....	C 4
CARDIFF ROAD (CO RD 160).....	H 12
CASTLE COURT.....	E 4, F 4
CEDAR CREST DRIVE.....	C 4, D 4
CEMETARY ROAD.....	G 7
CENTENNIAL STREET.....	F 5, F 6
CENTER DRIVE.....	B 4
CHAPPARAL CIRCLE.....	C 4
CHARO ROAD (PRV).....	D 4, E 4
CISAR COURT.....	G 9
CLARK STREET.....	H 12
CLEVELAND AVENUE.....	H 7
COACH MILLER DRIVE.....	F 8, G 8
COLORADO AVENUE.....	G 6, G 7
COLORADO COURT.....	G 7
COLOROW ROAD.....	I 12
COLUMBIA COURT.....	E 4
COOPER COURT.....	G 11
COOPER AVENUE.....	G 6-8
COTTONWOOD LANE.....	H 12
COWDIN DRIVE.....	F 6
CRAWFORD WAY.....	H 12
CRESTWOOD DRIVE.....	G 9
CULVER CIRCLE.....	H 12
DAVIS DRIVE.....	F 6
DEFIANCE AVENUE.....	G 6
DEVEREUX ROAD.....	C - F 5, F 6
DONEGAN ROAD.....	B - E 4
ECHO STREET.....	G 6
FAIRVIEW DRIVE.....	C 4, D 4
FANNING PLACE.....	H 12
FOUR MILE ROAD (CO RD 117).....	H 12 - 14
GARFIELD AVENUE.....	H 7
GILSTRAP COURT.....	B 4
GLEN AVENUE (NORTH OF 23RD STREET).....	G 6-9
GREENWAY DRIVE.....	D 4
HAGER LANE.....	G 10, G 11
HARVARD DRIVE.....	E 4, F 4
HIGHLANDS DRIVE (PRV).....	E 4
HILL STREET.....	G 6
HOLLYBROOK LANE (PRV).....	F 7
N. HYLAND PARK DRIVE.....	G 8
S. HYLAND PARK DRIVE.....	G 8
JUNIFER STREET.....	B 3
LATSON COURT (PRV).....	F 7
LAUREL STREET.....	G 6
LINCOLN AVENUE.....	G 7
LINCOLNWOOD DRIVE.....	G 8, H 8
LINDEN STREET.....	F 6, G 6
MAPLE STREET.....	G 6
MARKET DRIVE (PRV).....	D 4
MARKET STREET (PRV).....	E 5
MEADOWMARK LANE.....	G 9
MEADOW RUN.....	G 11
E. MEADOWS DRIVE.....	E 5, E 6
W. MEADOWS DRIVE.....	E 5
MEL-RAY ROAD (CO RD 133).....	C 3, C 4
MIDLAND AVENUE.....	C - E 5, E 6, F 6 - 9, G 10 - 12
MINTER AVENUE.....	G 6, G 7
MITCHELL CREEK RD (CO RD 132).....	A 3, B 1, B 2, B 3
MORGAN STREET.....	H 12
MOUNT SOPRIS DRIVE.....	H 12
MOUNTAIN DRIVE.....	H 11, H 12
MOUNTAIN SHADOWS.....	C 4
MOUNTAIN SHADOWS DRIVE - EXTENSION.....	B 4
NORTH RIVER STREET.....	G 6
OAK WAY AVENUE.....	F 7-8

OAKHURST SOUTH COURT.....	G 9, G 10
OLD CARDIFF BRIDGE ROAD.....	G 11
OLD LODGE ROAD.....	H 12
OLIVE STREET.....	G 6
ORCHARD DRIVE (PRV).....	C 4
ORCHARD LANE (PRV).....	C 4
ORIOLE STREET.....	G 9
OURAY ROAD.....	I 12
OVERLIN DRIVE.....	F 6
OXFORD LANE.....	F 4
PALMER AVENUE.....	G 6, G 7
PARK DRIVE.....	F 8, G 8
PARK WEST COURT.....	H 11
PARK WEST DRIVE.....	G 11, H 11, H 12
PARK WOOD LANE.....	H 12
PINE STREET.....	G 6
PINION DRIVE (CO RD 133A).....	C 4
PITKIN AVENUE.....	G 6-8
POLO CIRCLE.....	G 8
POLO ROAD.....	G 8
PONDEROSA CIRCLE (CO RD 130A).....	B 4
PONDEROSA DRIVE (CO RD 148).....	B 3, C 3
POPLAR WAY (PRV).....	F 7
PREHM ROAD (CO RD 163).....	I 13, I 14
PRINCETON CIRCLE.....	E 4, F 4
PTARMIGAN DRIVE.....	C 3, C 4, D 4
RED BLUFF LANE.....	H 11, H 12
RED CANYON ROAD (CO RD 115).....	J 13
RED MOUNTAIN DRIVE.....	F 6, F 7
RED VALLEY DRIVE.....	C 4
S. RIVER STREET.....	G 6
N. RIVER STREET.....	G 6
RIVERSIDE DRIVE (PRV).....	G 7, G 8
RIVERVIEW AVENUE.....	F 7
RIVERVIEW DRIVE.....	F 7
RIVERINE ROAD.....	B 4
ROCK LEDGE DRIVE (CO RD 169C).....	C 3, D 3
SAGE CIRCLE.....	C 3
SALINA STREET.....	G 6
SCHOOL STREET.....	G 7
SHEPARD'S LANE.....	H 12
SILVER OAK DRIVE (PRV).....	E 4
SKY RANCH DRIVE.....	I 12
SOCCER FIELD ROAD.....	C 4
SOPRIS AVENUE.....	G 10
SOUTH GRAND AVENUE.....	G 9-11
SPRING STREET.....	G 6
SPRUCEWOOD LANE (PRV).....	F 7
STOCTON ROAD.....	H 12
STONERIDGE COURT.....	C 4
STORM KING ROAD (CO RD 181).....	B 4
SUNNY ACRES ROAD.....	D 4
SUNNY HILLS LANE (PRV).....	E 4
TANAGER DRIVE (CO RD 169A).....	C 3, D 3, D 4
TEAKWOOD COURT (PRV).....	F 7
TEETERS LANE.....	H 12
TERRACE LANE (PRV).....	F 10, G 10
THREE MILE ROAD (CO RD 127).....	G 12, F 12, E 13
TIMBER CREEK DRIVE (PRV).....	B 4
TRANSFER TRAIL.....	F 4, F 5, G 4
TRAVEL TRAIL.....	F 4, F 5
TWO RIVERS PLAZA ROAD (PRV).....	F 5, F 6
VALLEY VIEW ROAD.....	H 11
VIRGINIA ROAD.....	G 8
VISTA DRIVE.....	D 4
WALZ AVENUE.....	F 7, F 8
WESTLOOK DRIVE.....	H 12
WHITE HORSE PLACE (PRV).....	F 6
WILLIAMS STREET.....	G 6
WILLOW WAY (PRV).....	F 7
WINTERS LANE.....	H 12
WOODBERRY DRIVE (PRV).....	G 9, G 10
WULFSOHN ROAD.....	D 5, E 6
YALE CIRCLE.....	F 4



THIS DOCUMENT WAS PREPARED FOR INTERNAL USE ONLY, AND MAKES NO CLAIM AS TO THE COMPLETENESS OR ACCURACY OF THE DATA CONTAINED HEREIN.

REVISED: 01/01/01
REVISED: 01/01/01
REVISED: 01/01/01
REVISED: 01/01/01
REVISED: 01/01/01
REVISED: 01/01/01

COUNTY ROADS	
115 (RED CANYON ROAD).....	J 13
116 (AIRPORT ROAD).....	H 12, I 13
117 (FOUR MILE ROAD).....	H 12-14
127 (THREE MILE ROAD).....	E 13, F 12, G 12
130A (PONDEROSA CIRCLE).....	B 4
132 (MITCHELL CREEK ROAD).....	A 3, B 1, B 2, B 3
133 (MEL RAY).....	C 3, C 4
133A (PINON DRIVE).....	C 2
148 (PONDEROSA DRIVE).....	B 3, C 3
154 (BUFFALO VALLEY).....	H 11, I 12
156 (OLD CARDIFF BRIDGE ROAD).....	G 11
160 (CARDIFF ROAD).....	H 12
163 (PREHM ROAD).....	I 13, I 14
181 (STORM KING ROAD).....	B 4