

GUNNISON COUNTY BOARD OF COMMISSIONERS
WORK SESSION MEETING AGENDA

DATE: Tuesday, November 12, 2024

Page 1 of 1

PLACE: Board of County Commissioners' Meeting Room at the Gunnison County Courthouse
(REMOTE OPTION BELOW)

9:00 am

- Gunnison Valley Health Board of Trustees Update

10:00 am

- 2025 Local Marketing District (LMD) Budget Discussion
- 2025 Gunnison County Budget Discussion

11:30 am

- **LUNCH BREAK**

1:00 pm

- Whetstone Discussion

- Adjourn

Please Note: Packet materials for the above discussions will be available on the Gunnison County website at <http://www.gunnisoncounty.org/meetings> prior to the meeting.

ZOOM MEETING DETAILS:

Join Zoom Meeting: <https://gunnisoncounty-org.zoom.us/j/89798905619>

One tap mobile

+12532158782,,82753657556#,,,,*471302# US (Tacoma)

+13462487799,,82753657556#,,,,*471302# US (Houston)

AGENDA ITEM or FINAL CONTRACT REVIEW SUBMITTAL FORM

Agenda Item: Gunnison Valley Health Board of Trustees Update

Action Requested:

Parties to the Agreement:

Term Begins:

Term Ends:

Grant Contract #:

Summary:

Gunnison Valley Health Board of Trustees Update

Fiscal Impact:

Submitted by: Holly Perry for Lynn Singer

Submitter's Email Address: hperry@gunnisoncounty.org

Finance Review:

Required

Not Required

Comments:

Reviewed by:

Discharge Date:

County Attorney Review:

Required

Not Required

Comments:

Reviewed by:

Discharge Date:

Certificate of Insurance Required

Yes No

County Manager Review:

Comments:

Reviewed by: GUNCOUNTY1\mbirmie

Discharge Date: 11/7/2024

Consent Agenda

Regular Agenda

Worksession

Time Allotted: 60

Agenda Date: 11/12/2024



GVH and BOCC Work Session
Tuesday, November 12, 2024
BOCC Boardroom – Courthouse

AGENDA

For Gunnison Valley Health:

- Mark Kaufman, BOT Chair
- Jason Amrich, CEO
- Angela Kobel, - CFO
- Wade Baker, VP of Operations

Conversation Outline

- I. Opening Comments, Introductions & Board Governance** Mark Kaufman
- II. Operational Items** Jason Amrich/Wade Baker
- GVH Physician Recruitment Update
 - Workforce Updates
 - Press Ganey Employee Engagement Results Summary
 - Workforce Statistics
 - Alpine ASC passed its AAAHC Survey
 - GVH passed its Joint Commission Stroke Readiness Survey
- III. Finance** Angela Kobel/Jason Amrich
- September YTD Update
- IV. Strategic** Jason Amrich/Wade Baker
- GVFP Acquisition
 - GVH Construction Projects
 - MRI Project Completion
 - EMS Building and Second Saves Live Campaign
 - GVH Master Facility Planning - MOB
 - 2025 Strategic Planning Update
- V. Advocacy** Jason Amrich
- 2025 Legislative Agenda and Advocacy Overview
 - Rural Futures Update
- VI. Commissioner Questions and Observations**



PEOPLE PILLAR (Employees/Medical Staff)

- **New Providers/Recruitment:**

- **General Surgery** – Offer of employment extended, scheduling for locums assignment for further vetting.
- **Hospitalist** – Offer made, in negotiations
- **FPOB** - Offer made, in negotiations
- **Family Med APP** - Offer made and accepted by NP candidate. Interviewing additional candidates for the other opening
- **Dermatologist** - Onsite interview completed for a highly promising candidate



GUNNISON VALLEY HEALTH

Gunnison Valley Health

2024 | Gunnison County BOCC

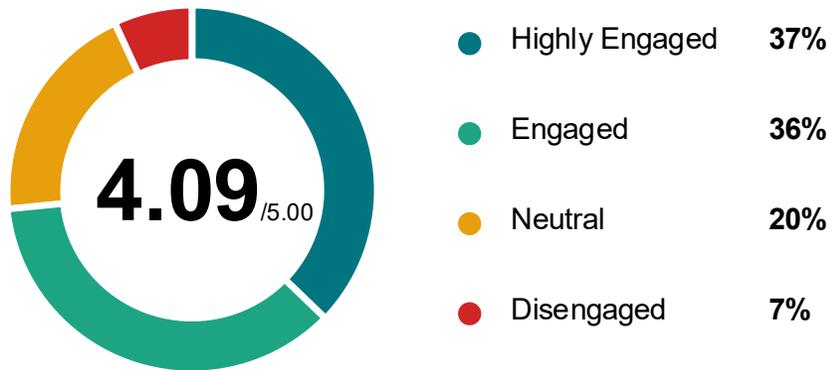
Prepared by: Amber Jarvies, Press Ganey Workforce Engagement Advisor





Engagement Survey Results Snapshot

Your Organization's Engagement Score and Respondent Distribution



— **0.00** vs. 2023 survey

64th Rank vs. Nat'l HC (Empl)

55th Rank vs. Nat'l Critical Access Hospital

86% Response Rate (406 of 473)



Strengths

- Work Unit Strength: Trust, perceptions of high-quality care and service, focused on prevention of errors
- Autonomy
- Confidence in Senior Management's Leadership
- Response to mistakes made

Opportunities

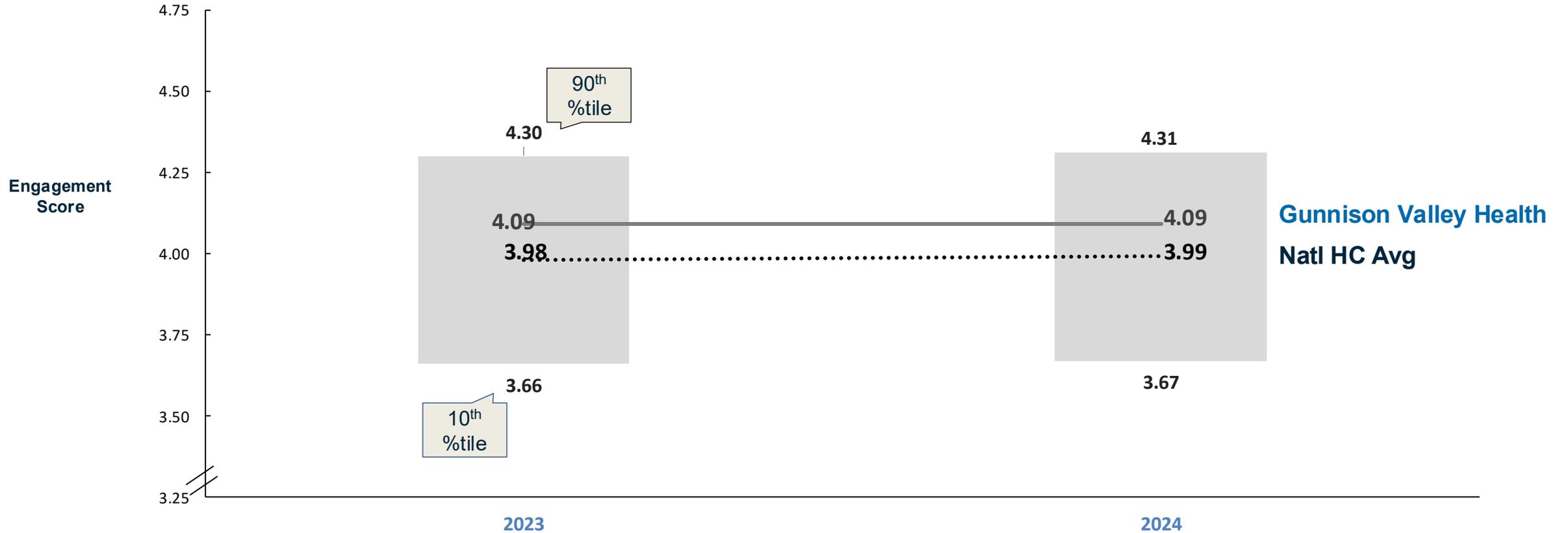
- Reinforcing a connection to Work
- Decompression
- Key Drivers

*Solid arrows indicate statistically significant change; outline arrows indicate change that is not statistically significant.



Your 5-item Engagement Relative to Historical and Peer Performance

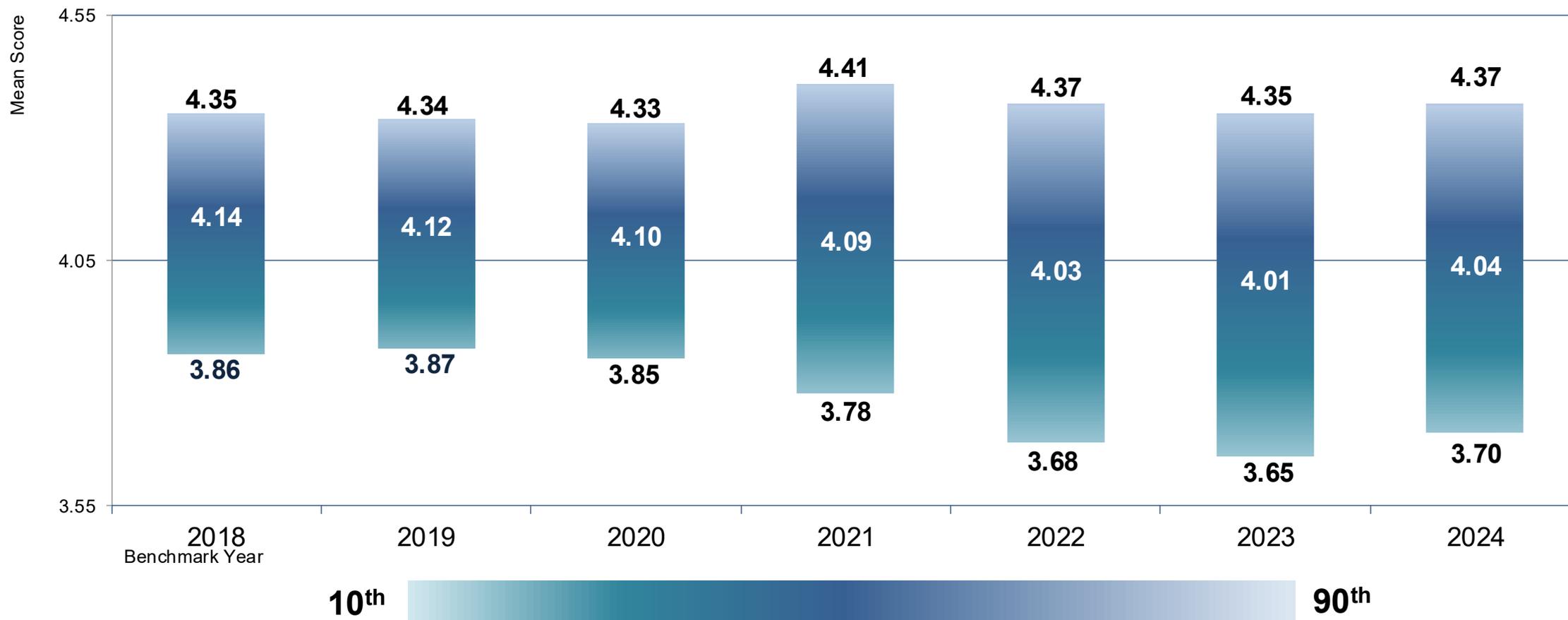
Data based on 1-year lookback benchmarks





National Healthcare Spread – Employee Engagement

The spread we witnessed in the prior two years is narrowing with acceleration seen across the benchmark. 60% of organizations that surveyed in CY2023 improved from the prior survey.



2018-2023 data based on 2-year lookback benchmark

2024 data based on 1-year lookback benchmark (CY2023, 1.3M employee voices, 3792 facilities)



Items Included in Your Engagement Score

Item Text	Respondent Distribution Unfav Neut Fav	Overall Score & Trend	Rank vs. Nat'l HC (Empl)
I feel like I belong in this organization.	5% 12% 83%	4.20 ↑ +0.05	75th
I would recommend this organization as a good place to work.	4% 11% 84%	4.23 ↑ +0.04	72nd
I would stay with this organization if offered a similar position elsewhere.	10% 21% 70%	3.93 ↑ +0.04	61st
Overall, I am a satisfied employee.	8% 12% 80%	4.04 ↓ -0.09	59th
I would like to be working at this organization three years from now.	6% 20% 73%	4.04 ↓ -0.07	47th

Note: Neutral labels are hidden when percentage is less than 5%.



Your Performance on Related HX Indices

Index	Respondent Distribution	Overall Score & Trend	Rank vs. Nat'l HC (Empl)
	Unfav Neut Fav		
Safety Culture	7% 12% 81%	4.09 0.00	64th
Prevention & Reporting	3% 8% 89%	4.31 +0.03	79th
Pride & Reputation	3% 10% 87%	4.21 -0.02	59th
Resources & Teamwork	13% 18% 69%	3.76 -0.01	54th
Resilience	10% 10% 80%	4.13 -0.01	33rd
Activation	1% 97%	4.59 +0.02	71st
Decompression	19% 18% 63%	3.66 -0.05	18th

Note: Neutral labels are hidden when percentage is less than 5%.



Key Drivers: Greatest Influencers of Engagement

Item Text	Respondent Distribution	Overall Score & Trend	Rank vs. Nat'l HC (Empl)
	Unfav Neut Fav		
I like the work I do.		4.41 ↓ -0.10	37th
This organization values employees from different backgrounds.		4.25 ↓ -0.01	50th
My ideas and suggestions are seriously considered.		3.94 ↓ -0.11	44th
My work gives me a feeling of accomplishment.		4.28 ↓ -0.09	64th
This organization cares about its clients/patients.		4.36 ↓ -0.17	54th
Employees' actions support this organization's mission and values.		4.12 ↓ -0.09	47th

Note: Neutral labels are hidden when percentage is less than 5%.



Focusing on your Highest Ranked Items

Item Text	Respondent Distribution	Overall Score & Trend	Rank vs. Nat'l HC (Empl)
	Unfav Neut Fav		
There is a climate of trust within my work unit.	5% 8% 87%	4.32 ↑ +0.04	91st
My work unit provides high-quality care and service.	1% 96%	4.57 ↑ +0.01	86th
When a mistake is reported, it feels like the focus is on solving the problem, not writing up the person.	6% 9% 85%	4.22 ↑ +0.09	86th
In my work unit, we discuss ways to prevent errors from happening again.	1% 7% 92%	4.44 ↑ +0.04	84th
When appropriate, I can act on my own without asking for approval.	3% 7% 90%	4.25 ↓ -0.12	82nd
Mistakes have led to positive changes here.	3% 14% 83%	4.20 ↑ +0.05	81st

Note: Neutral labels are hidden when percentage is less than 5%.

Recommendations for What Comes Next: Elevate Experiences

WHAT IS OUR FOCUS?

Integrate PX/EX/SQ/DEI & increase visibility	Build Social Capital: Continue building trust, respect & alignment throughout org; celebrate and support all people	Reinforce Safety & Reliability: Build and refine systems that amplify communication/teamwork and support your teams	Continuous Listening & Action: Harness the power of your people, learn with intention and act swiftly where it matters most
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WHERE DO WE PRIORITIZE?

Non-clinical professional	Clerical, Service	Physicians and APPs	New Hires months -11 months) (<6	Family Medicine Clinic & WCU
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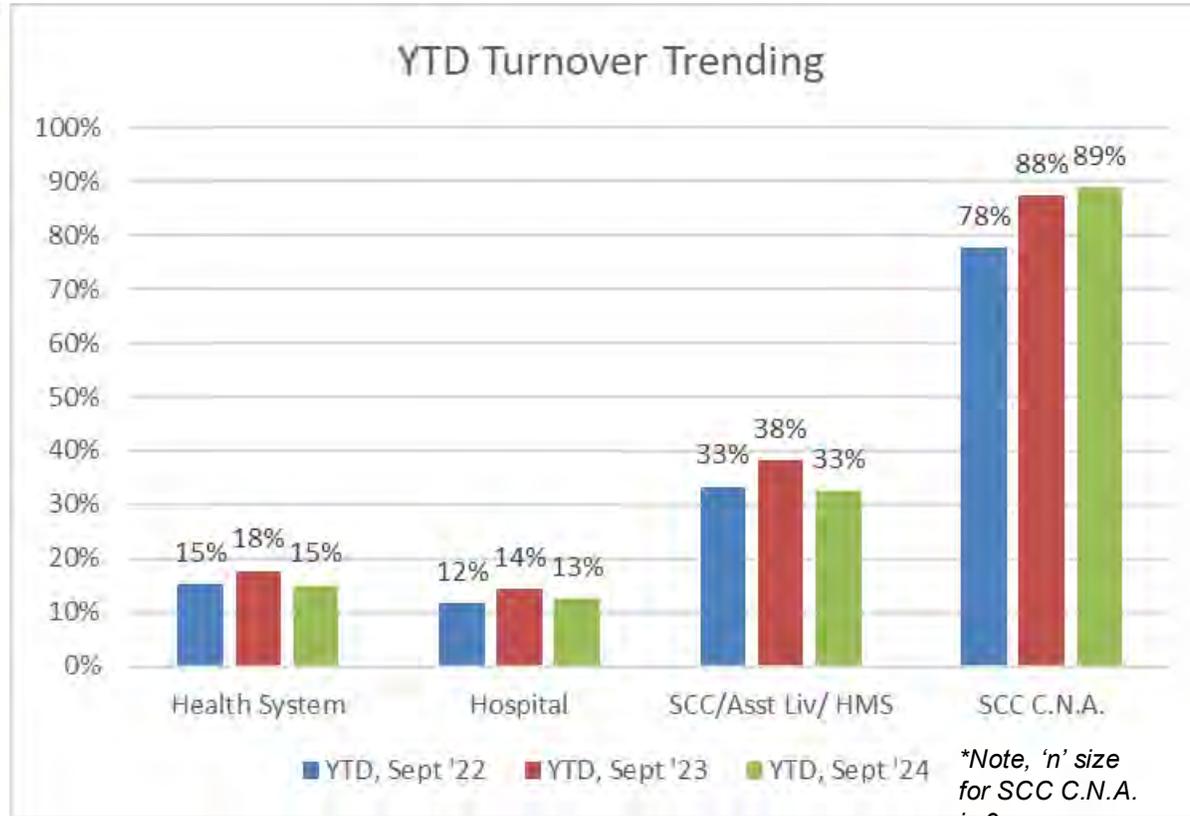


HOW DO WE DRIVE CHANGE?

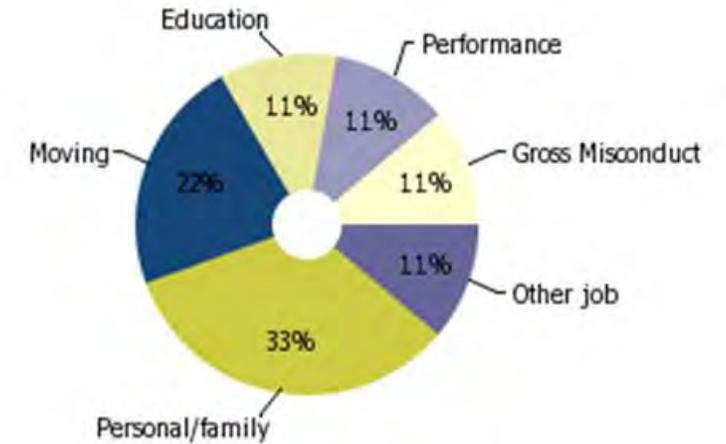
High reliability principles & practices	Unit Level Improvement planning	Continuous listening	Social Capital investment: recognition, development/training, wellness
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Employee Turnover



Reasons for Termination



Note: In 2023 we began including employees reducing status from FT/PT to PRN as Turnover. We did not have a way to track that in prior years.

National average of turnover in 2023:

- *Hospitals = 25.9%*
- *Long-term care = 90.7%*
- *LTC Certified Nurse Aide = 101.6%*



Contract Labor

\$814k decrease vs. prior year through September 2024, or reduction of 23%.

**Note – this chart was update starting in July with the Rev Cycle consultants moved to purchased services.*

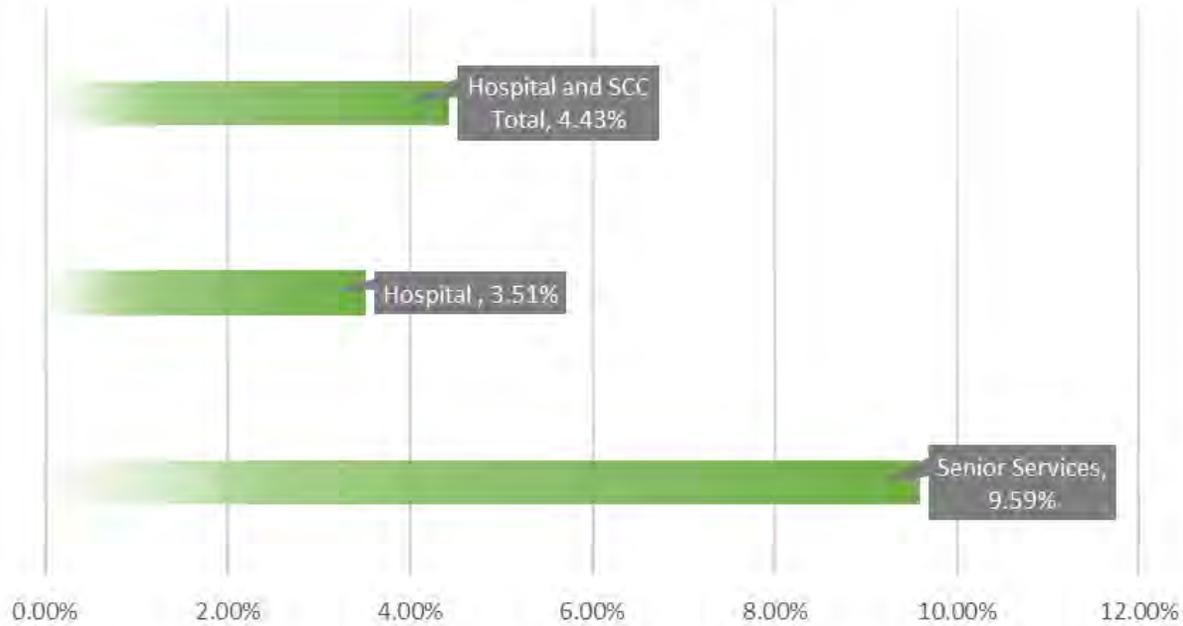


	Sept 2024
Health System 2024	\$ 286,114
Health System 2023	\$ 324,552
Health System 2022	\$ 482,158



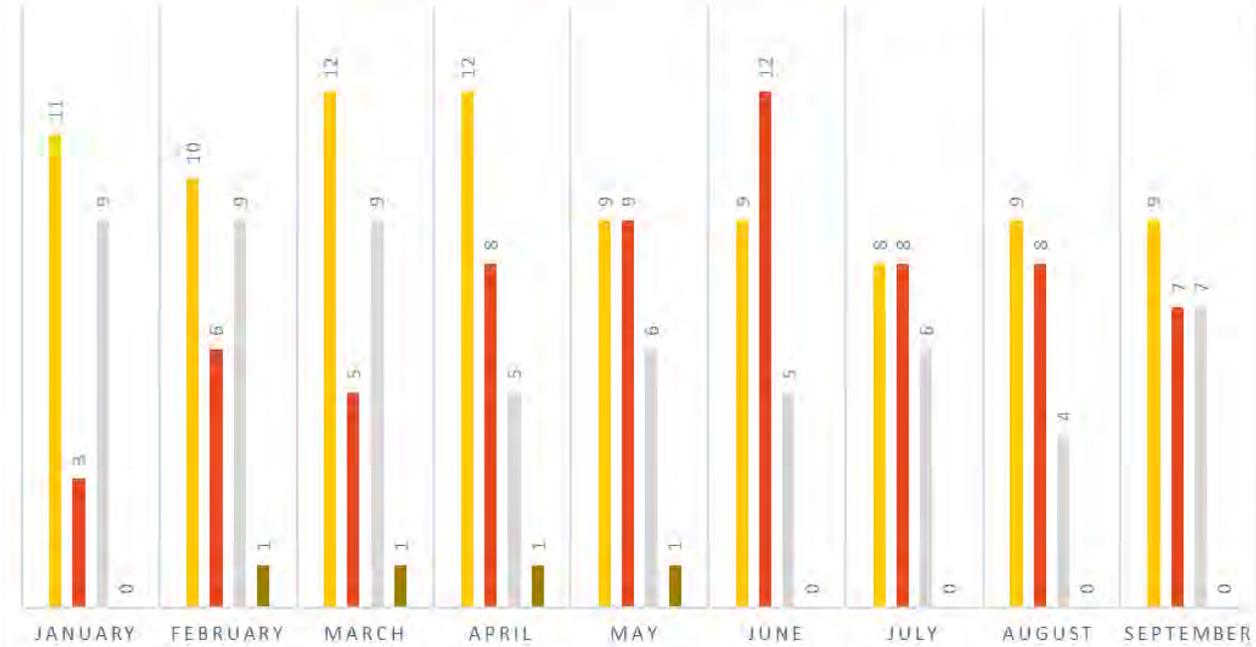
Agency & Direct Contract Staff

TRAVEL STAFF USAGE - FACILITY AND SYSTEM-WIDE



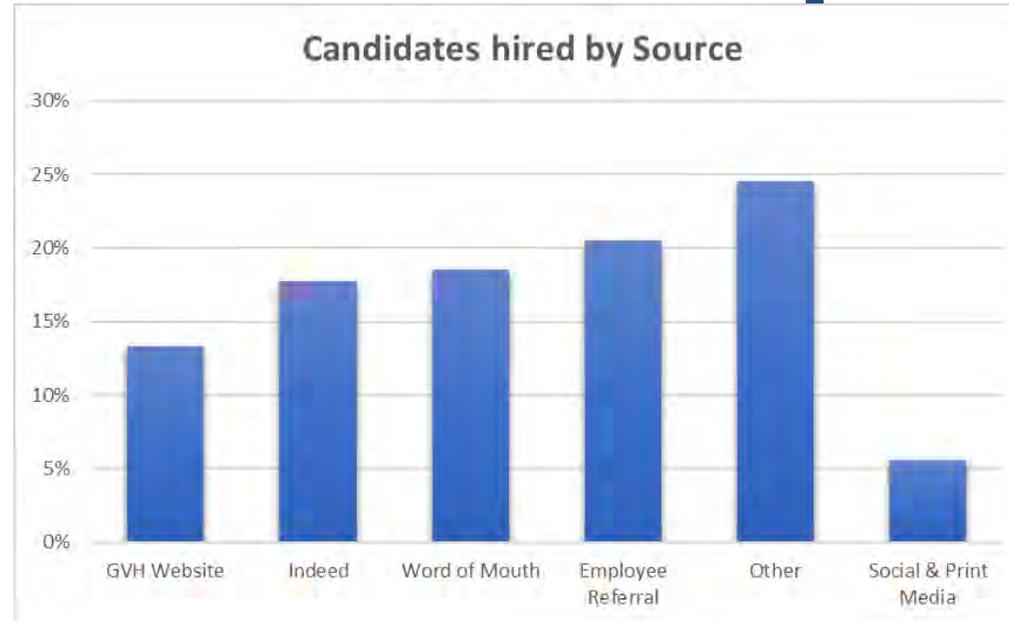
AGENCY VS. DIRECT CONTRACT

■ HOSP Agency ■ HOSP Direct ■ SS Agency ■ SS Direct





Recruitment Update



Time to fill - Quarterly Comparison (2023/2024)

Fourth Quarter 2023 - 103 days

First Quarter 2024 - 85 Days

Second Quarter 2024 - 87 Days

Third Quarter 2024 - 107 Days

	FT Job Postings
February	60
March	59
April	46
May	41
June	34
July	35
August	35
September	33

Total Open Opportunities

* 33 Full Time

* 4 Part Time

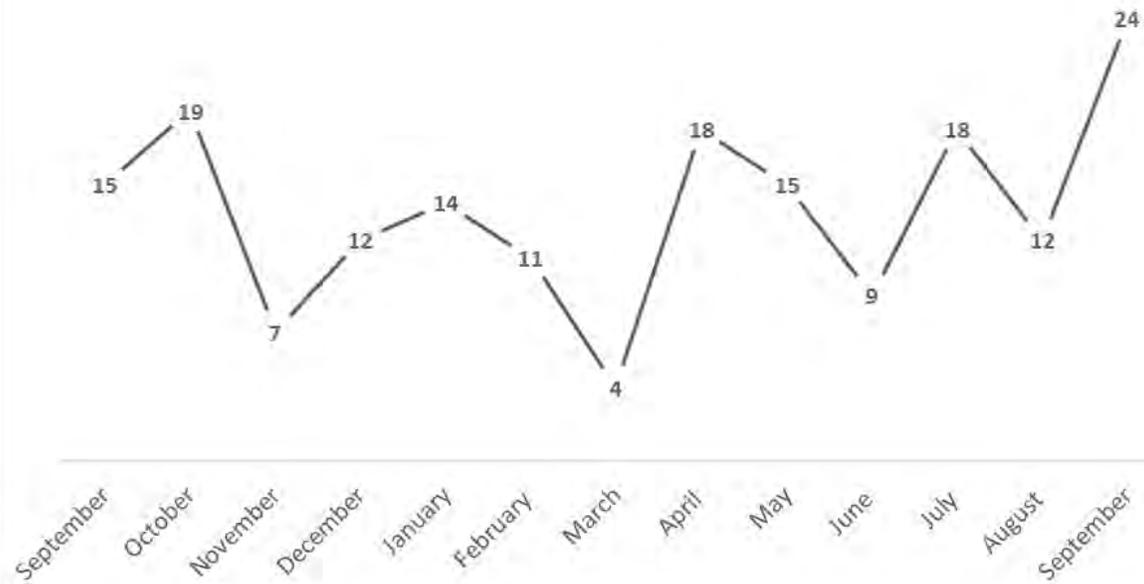
Positions open the longest

1. CT Tech
2. OB Nurse Manager
3. Sleep Technician
4. Nursing Assistant M/S Hospital
5. Rad Tech/XRay Tech GVO Clinic

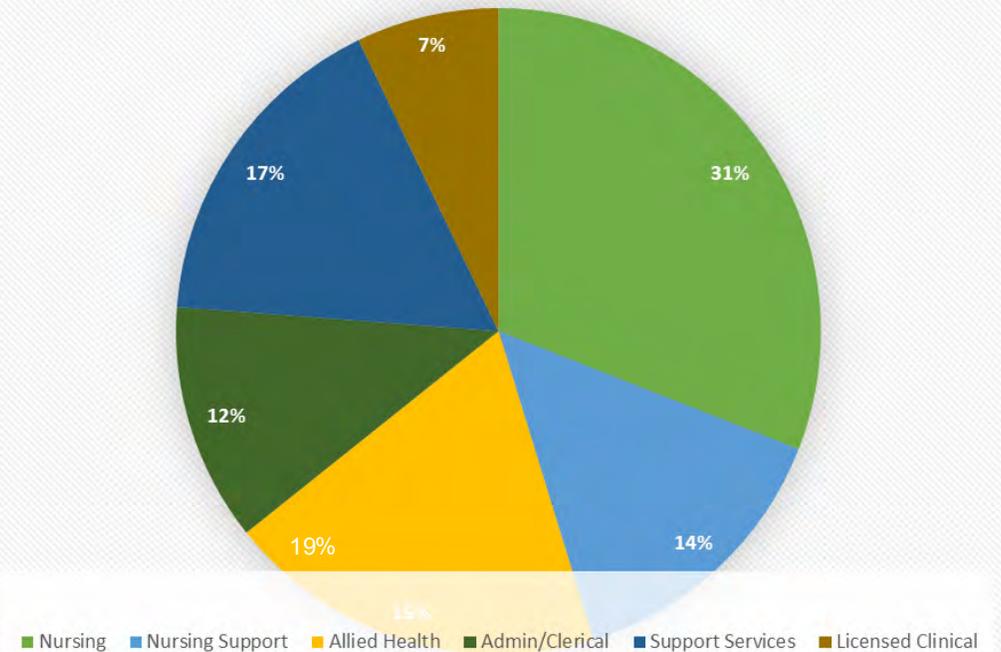


GVH Hires & Open Requisitions

YTD HIRES BY MONTH 2023/2024



Percentage of open requisitions by job category





Quality and Patient Safety

- **Alpine ASC** – achieved a re-accreditation with the Accreditation Association for Ambulatory Health Care (AAAHC)

AAAHC At A Glance

• **"Encourage and assist ambulatory health care organizations to provide the highest achievable level of care** for recipients in the most efficient and economically sound manner. AAAHC accomplishes this by the operation of a peer-based assessment, consultation, education and accreditation program."

• **AAAHC offers a rich history in understanding the unique needs of ambulatory surgery centers (ASCs).** For over 40 years, ASCs remain the cornerstone of our accreditation services. We continue to build on our mission and vision to improve health care quality through accreditation one facility at a time.

• **Serve as an advocate for high-quality health care and patient safety by:**

• Engaging a wide range of ambulatory health care experts to develop, review, and revise Standards

• Assessing organizations against these Standards and their own policies and procedures

• Creating tools to support continuous quality improvement



Quality and Patient Safety

- **Gunnison Valley Health was redesignated by The Joint Commission as an Acute Stroke Ready Hospital**

What this means:

GVH is dedicated to providing stroke care to the Gunnison Valley via certified patient-centric approach that is better for patients and families.

Reason To Pursue This Certification

- Designation for excellence in the care of stroke patients
- Creates a loyal, cohesive clinical team
- Assists organizations in establishing a consistent approach to care, reducing variation and the risk of error
- Demonstrates commitment to a higher standard of clinical service
- Provides a framework to improve patient outcomes
- Helps to organize teams across the continuum of care
- Enhances the facility's ability to attract top-level talent
- Strengthens community confidence in the quality and safety of care, treatment and services

GUNNISON VALLEY HEALTH

September 2024 Financial Review



GUNNISON VALLEY HEALTH

HOSPITAL
SENIOR CARE CENTER
HOME MEDICAL SERVICES
ASSISTED LIVING
FAMILY MEDICINE CLINIC
MOUNTAIN CLINIC
HOSPICE AND PALLIATIVE CARE
FOUNDATION



YTD Comments, Concerns, & Highlights-

OPERATING REVENUE for the Health System is 3.1% (\$2M) < budget, but 11% (\$6.5M) > PY.

OPX BEFORE CAPITAL is significantly worse than budget and prior year 7% (\$4.2M); 16% (\$8.7M) respectively

- Majority of this is Revenue Cycle and Legal Fees

NET INCOME: \$3.4M, with a margin of 5.27%. 42% (\$2.5M) < budget, but 57%, \$1.2M > PY

Days Cash on Hand: Currently 192 and we project it will return to 210+ for the following reasons

- **October**

- \$986K due from SkyRock for capital lease items
- \$350K due from the GVH Foundation.

- **November-December**

- Due \$2M from SkyRock for capital lease items
- Due \$2M in Employee Retention Credit (ERC), however the exact date is still unknown but is in process with the IRS.



Comparative Financial Results
Gunnison Valley Health (excludes GVH Foundation)
September 2024 YTD

Net Revenues	Actual	Budget	Prior Year	Var to Budget	% Var to Budget	Var to PY	% Var to PY
Patient Revenue	62,937,482	65,028,150	56,706,519	(2,090,668)	(3.2.%)	6,230,963	11.0%
Other Operating Revenue	2,383,759	2,379,450	2,124,013	4,309	0.2%	259,746	12.2%
Total Operating Revenue	65,321,241	67,407,600	58,830,532	(2,086,359)	(3.1.%)	6,490,709	11.03%
Expenses							
Salaries, Wages and Benefits	40,576,675	40,164,401	36,351,499	412,274	1.03%	4,225,176	11.62%
Supplies	8,845,379	8,622,246	8,759,444	223,133	2.59%	85,935	0.98%
Purchase Services & Other Expenses	14,651,213	11,112,901	10,288,392	3,538,312	31.84%	4,362,821	42.41%
Total Operating Expense before Capital	64,073,267	59,899,548	55,399,335	4,173,719	6.97%	8,673,932	15.66%
Earnings Before Depreciation, Interest, and Amortization (EBITDA)	1,247,974	7,508,052	3,431,197	(6,260,078)	(83.4.%)	(2,183,223)	(63.6.%)
EBITDA Margin %	1.91%	11.14%	5.83%	(9.2.%)		(3.9.%)	
Depreciation and Amortization	3,851,419	3,934,214	3,649,797	(82,795)	(2.1.%)	201,622	5.52%
Interest Expense	457,194	423,612	436,584	33,582	7.93%	20,610	4.72%
Total Operating Expense	68,381,880	64,257,374	59,485,716	4,124,506	6.42%	8,896,164	14.96%
Operating Income	(3,060,639)	3,150,226	(655,184)	(6,210,865)	(197.2.%)	(2,405,455)	(367.1.%)
Operating Margin %	(4.7.%)	4.67%	(1.1.%)	(9.4.%)		(3.6.%)	
Investment Income	2,083,978	1,243,750	1,498,942	840,228	67.56%	585,036	39.03%
Other Income and Expenses	4,417,918	1,500,350	1,354,465	2,917,568	194.46%	3,063,453	226.17%
Net Income	3,441,257	5,894,326	2,198,223	(2,453,069)	(41.6.%)	1,243,034	56.55%
Net Margin%	5.27%	8.74%	3.74%	(3.5.%)		1.53%	



Comparative Financial Results
Gunnison Valley Hospital (Including ASC)
September 2024 YTD

Net Revenues	Actual	Budget	Prior Year	Var to Budget	% Var to Budget	Var to PY	% Var to PY
Patient Revenue	59,017,834	60,334,074	52,478,715	(1,316,240)	(2.2.%)	6,539,119	12.5%
Other Operating Revenue	2,168,352	2,194,914	1,789,230	(26,562)	(1.2.%)	379,122	21.2%
Total Operating Revenue	61,186,186	62,528,988	54,267,945	(1,342,802)	(2.1.%)	6,918,241	12.75%
Expenses							
Salaries, Wages and Benefits	36,384,399	35,077,380	31,295,094	1,307,019	3.73%	5,089,305	16.26%
Supplies	8,496,669	8,173,862	8,380,145	322,807	3.95%	116,524	1.39%
Purchase Services & Other Expenses	13,961,722	10,308,853	9,558,223	3,652,869	35.43%	4,403,499	46.07%
Total Operating Expense before Capital	58,842,790	53,560,095	49,233,462	5,282,695	9.86%	9,609,328	19.52%
Earnings Before Depreciation, Interest, and Amortization (EBITDA)	2,343,396	8,968,893	5,034,483	(6,625,497)	(73.9.%)	(2,691,087)	(53.5.%)
EBITDA Margin %	3.83%	14.34%	9.28%	(10.5.%)		(5.4.%)	
Depreciation and Amortization	2,507,919	2,566,052	2,287,905	(58,133)	(2.3.%)	220,014	9.62%
Interest Expense	149,008	114,732	118,523	34,276	29.87%	30,485	25.72%
Total Operating Expense	61,499,717	56,240,879	51,639,890	5,258,838	9.35%	9,859,827	19.09%
Operating Income	(313,531)	6,288,109	2,628,055	(6,601,640)	(105.0.%)	2,941,586	111.93%
Operating Margin %	(0.5.%)	10.06%	4.84%	(10.6.%)		(5.4.%)	
Investment Income	2,024,472	1,191,253	1,445,364	833,219	69.94%	579,108	40.07%
Other Income and Expenses	3,375,674	430,000	357,451	2,945,674	685.04%	3,018,223	844.37%
Net Income	5,086,615	7,909,362	4,430,870	(2,822,747)	(35.7.%)	655,745	14.80%
Net Margin%	8.31%	12.65%	8.16%	(4.3.%)		0.15%	



Comparative Financial Results
Gunnison Living Community
September 2024 YTD

Net Revenues	Actual	Budget	Prior Year	Var to Budget	% Var to Budget	Var to PY	% Var to PY
Patient Revenue	3,919,648	4,694,076	4,227,804	(774,428)	(16.5%)	(308,156)	(7.3%)
Other Operating Revenue	215,407	184,536	334,783	30,871	16.7%	(119,376)	(35.7%)
Total Operating Revenue	4,135,055	4,878,612	4,562,587	(743,557)	(15.2%)	(427,532)	(9.4%)
Expenses							
Salaries, Wages and Benefits	4,192,276	5,087,021	5,056,405	(894,745)	(17.6%)	(864,129)	(17.1%)
Supplies	348,710	448,384	379,299	(99,674)	(22.2%)	(30,589)	(8.1%)
Purchase Services & Other Expenses	689,491	804,048	730,169	(114,557)	(14.2%)	(40,678)	(5.6%)
Total Operating Expense before Capital	5,230,477	6,339,453	6,165,873	(1,108,976)	(17.5%)	(935,396)	(15.2%)
Earnings Before Depreciation, Interest, and Amortization (EBITDA)	(1,095,422)	(1,460,841)	(1,603,286)	365,419	25.01%	507,864	31.68%
EBITDA Margin %	(26.5%)	(29.9%)	(35.1%)	3.45%		8.65%	
Depreciation and Amortization	1,343,500	1,368,162	1,361,892	(24,662)	(1.8%)	(18,392)	(1.4%)
Interest Expense	308,186	308,880	318,061	(694)	(0.2%)	(9,875)	(3.1%)
Total Operating Expense	6,882,163	8,016,495	7,845,826	(1,134,332)	(14.1%)	(963,663)	(12.3%)
Operating Income	(2,747,108)	(3,137,883)	(3,283,239)	390,775	12.45%	536,131	16.33%
Operating Margin %	(66.4%)	(64.3%)	(72.0%)	(2.1%)		5.53%	
Investment Income	59,506	52,497	53,578	7,009	13.35%	5,928	11.06%
Other Income and Expenses	1,042,244	1,070,350	997,014	(28,106)	(2.6%)	45,230	4.54%
Net Income	(1,645,358)	(2,015,036)	(2,232,647)	369,678	18.35%	587,289	26.30%
Net Margin%	(39.8%)	(41.3%)	(48.9%)	1.51%		9.14%	



Comparative Financial Results
Foundation
September 2024 YTD

	Actual	Budget	Prior Year	Var to Budget	% Var to Budget	Var to PY	% Var to PY
Investment Income	411,051	27,900	108,577	383,151	1373.30%	302,474	278.58%
Donations/Grants	3,180,677	2,269,700	1,762,159	910,977	40.14%	1,418,518	80.50%
Other Expense	(2,260,579)	(697,251)	(584,885)	(1,563,328)	(224.2.%)	(1,675,694)	(286.5.%)
Net Income	1,331,149	1,600,349	1,285,851	(269,200)	(16.8.%)	45,298	3.52%



**Gunnison Valley Health
Volume Indicators
September 2024 YTD**

Year-to-Date	Sep-24	Budget	Sep-23	Var to Bud	% Var to Bud	Var to PY	% Var to PY
Admissions							
Med/Surg	397	413	393	(16)	(3.9%)	4	1.0%
OB/Births	101	76	83	25	32.9%	18	21.7%
Observation	533	710	611	(177)	(24.9%)	(78)	(12.8%)
Swing Bed	51	49	43	2	4.1%	8	18.6%
Patient Days							
Med/Surg	1,248	1,146	1,137	102	8.9%	111	9.8%
OB/Births	173	155	146	18	11.6%	27	18.5%
Observation	527	466	521	61	13.2%	6	1.2%
Swing Bed	498	502	426	(4)	(0.8%)	72	16.9%
Average Daily Census							
Med/Surg	5.1	4.7	4.7	0.4	8.9%	0.5	9.8%
OB/Births	0.6	0.6	0.5	0.1	11.6%	0.1	18.5%
Observation	2.5	2.2	2.5	0.3	13.2%	0.0	1.2%
Swing Bed	1.8	1.8	0.4	(0.0)	(0.8%)	1.4	322.0%
Case Mix Index	0.8958		0.8200			0.076	9.2%
Surgeries							
Surgery - Inpatient	185	174	177	11	6.3%	8	4.5%
Surgery - Outpatient	483	506	463	(23)	(4.5%)	20	4.3%
Scopes	471	506	548	(35)	(6.9%)	(77)	(14.1%)
Surgeries - Total	1,139	1,186	1,188	(47)	(4.0%)	(49)	(4.1%)
General (IP/OP)	160	160	147	-	0.0%	13	8.8%
Ortho (IP/OP)	417	442	425	(25)	(5.7%)	(8)	(1.9%)
OB/GYN (IP/OP)	69	67	60	2	3.0%	9	15.0%
Urology (IP/OP)	14	3	0	11	366.7%	14	0.0%
ENT (IP/OP)	8	8	8	-	0.0%	-	0.0%

Greater than 2.5% Favorable
Neutral
Greater than 2.5% Unfavorable



**Gunnison Valley Health
Volume Indicators
September 2024 YTD**

Year-to-Date	Sep-24	Budget	Sep-23	Var to Bud	% Var to Bud	Var to PY	% Var to PY
ER Visits							
ER Visits	4,720	4,782	4,770	(62)	(1.3%)	(50)	(1.0%)
ER Admissions	91	107	101	(16)	(15.0%)	(10)	(9.9%)
ER Conversion Factor	1.9%	2.2%	2.1%	-0.3%	(13.8%)	-0.2%	(8.9%)
Clinic and Anxillary							
Family Medicine Clinic Visits	10,190	9,124	9,718	1066	11.7%	472	4.9%
CB Mtn Clinic Visits	2,461	2,186	2,219	275	12.6%	242	10.9%
Urgent Care Clinic Visits	4,113	4,655	4,340	(542)	(11.6%)	(227)	(5.2%)
Outpatient visits	50,936	51,058	49,332	(122)	(0.2%)	1,604	3.3%
EMS Billable Trips	632	721	696	(89)	(12.3%)	(64)	(9.2%)
Rehab Billable Modalities	33,044	28,935	30,353	4,109	14.2%	2,691	8.9%
Lab Exams	86,939	94,429	89,511	(7,490)	(7.9%)	(2,572)	(2.9%)
Cardiopulmonary Exams	6,314	5,975	6,895	339	5.7%	(581)	(8.4%)
Radiology Exams	18,707	16,977	17,149	1,730	10.2%	1,558	9.1%
Gunnison Living Community							
SCC Patient Days	8,016	9,104	9,040	(1,088)	(12.0%)	(1,024)	(11.3%)
Assisted Living Patient Days	3,973	3,518	3,577	455	12.9%	396	11.1%
Hospice Patient Days	616	609	576	7	1.1%	40	6.9%
Home Health Census	258	306	315	(48)	(15.7%)	(57)	(18.1%)

Greater than 2.5% Favorable
Neutral
Greater than 2.5% Unfavorable



Comparative Net Patient Margin
Gunnison Valley Health
September 2024 YTD

	Actual	Budget	Prior Year	Var to Budget	% Var to Budget	Var to PY	% Var to PY
Gunnison Valley Hospital							
Total Patient Revenue	111,101,579	110,166,478	102,138,187	935,101	0.8%	8,963,392	8.8%
Net Revenue	58,549,178	60,334,074	52,478,715	(1,784,896)	(3.0.%)	6,070,463	11.6%
<i>Net Patient Revenue Margin</i>	52.7%	54.8%	51.4%	-2.1%	(3.8.%)	1.3%	2.6%
Gunnison Living Community							
Senior Care Center	3,620,675	4,111,507	3,856,972	(490,832)	(11.9.%)	(236,297)	(6.1.%)
Hospice/Home Health	413,651	464,234	465,619	(50,583)	(10.9.%)	(51,968)	(11.2.%)
Assisted Living	548,191	548,717	492,037	(526)	(0.1.%)	56,154	11.4%
Total Patient Revenue	4,582,517	5,124,458	4,814,628	(541,941)	(10.6.%)	(232,111)	(5.9.%)
Net Revenue	3,919,648	4,694,076	4,227,804	(774,428)	(16.5.%)	(308,156)	(7.3.%)
<i>Net Patient Revenue Margin</i>	85.5%	91.6%	87.8%	-6.1%	(6.6.%)	-2.3%	(2.6.%)
Key Metrics							
Revenue by APD	6,573	6,622	6,124	(50)	(0.8.%)	448	7.3%
Expense by APD	3,621	3,381	3,096	241	7.1%	525	17.0%
Days Cash on Hand	192	241	258	(49)	(20.3.%)	(66)	(25.6.%)
Debt Service Coverage Ratio	5.00	6.01	6.07	(1.01)	(16.8.%)	(1.07)	(17.6.%)
GVH Encounters	32,764	32,438	32,152	326	1.0%	612	1.9%
Adjusted Patient Days	16,904	16,636	16,678	268	1.6%	226	1.4%
Gross AR Days	71.2		64.0			7.2	11.3%
Net AR Days	48.5		46.6			1.97	4.2%
GVH Cash Collected % of Net Rev	100.4%		101.1%			(0.01)	(0.7.%)
GVH Discharged Not Final Billed	271,173		351,271			(80,098)	(22.8.%)
Salaries & Benefits as % Net Revenue	59.7%	56.1%	58.7%	3.6%	6.4%	0.01	1.7%
Supplies as % Net Revenue	13.9%	13.1%	15.7%	0.8%	6.3%	(0.02)	(11.5.%)



GROWTH/STRATEGY/INNOVATION PILLAR

- **GVFP**
 - Successfully onboarded Gunnison Valley Family Physicians to GVH 10/01/24!
 - Working through post-go live transition items
- **EMS Building – In Progress**
 - Final slab poured, currently erecting steel framing
 - Next major milestone target is to be dried in around Thanksgiving so the contractors can work through winter in a sealed structure
- **Rad-Fluoro Room**
 - Installation and application training completed
 - Modified barium swallow (MBS) procedures are targeted to start mid-November
 - No scoliosis imaging start date at this time
- **MOB - Current Work / Next Steps**
 - Have received order of magnitude pricing from second local general contractor
 - Plan to bring recommendation to BOT in Nov/January timeframe



GROWTH

- **Physician Practice Reimagined** - Retained Stroudwater Associates to Assist with Compensation Project.
 - **Compensation Strategy**
 - Working through compliance/FMV assessment
 - **Metric Management / Culture of Performance**
 - Working through dashboard drafts
 - **Optimize Staff Roles and Responsibilities**
 - Develop Primary Care Service Line Charter and Structure
 - Speed of Trust workshop in development
- **Be Epic**
 - See timeline attachment
- **Sustainable Seniors Memory Care Unit Update (Wade Baker)**
 - YTD Financial Performance Better Than Budget



GROWTH/STRATEGY/INNOVATION PILLAR

2025 Strategic Planning Update

- In process of finalizing plan documents. Major themes consist of:
 - Organizational Excellence
 - Medical Staff Alignment
 - Clinical Services Collaboration
 - Community Health and Development
 - Value Based Payment Competencies



GUNNISON VALLEY HEALTH

EPIC IMPLEMENTATION TIMELINE

DISCOVERY

March 1 to April 15, 2024: Discovery Planning
May 8 to May 11, 2024: Inpatient Clinical Discovery
May 14 to May 18, 2024: Outpatient Clinical Discovery
May 21 to May 25, 2024: Revenue Cycle Discovery
May 21 to May 25, 2024: Ancillary & Other Discovery



WORKFLOW WALKTHROUGH

June 17 to June 28, 2024: Facility Structure Complete
July 8 to July 12, 2024: Inpatient Clinical Workflow Walkthrough
July 8 to July 12, 2024: Outpatient Clinical Workflow Walkthrough
July 16 to July 19, 2024: Revenue Cycle Workflow Walkthrough
July 8 to July 12, 2024: Ancillary & Other Workflow Walkthrough



BUILD PHASE

July 22 to Sept 13, 2024: Build Phase 1
Sept 16 to Oct 11, 2024: Build Phase 2
Oct 14 to Nov 8, 2024: Build Phase 3
Nov 11 to Dec 13, 2024: Build Phase 4
Dec 2 to Dec 6, 2024: Operational Summit 1
Dec 13, 2024 to Jan 2, 2025: Build Move



TESTING & TRAINING

Dec 30 to Jan 10, 2025: Complete before Integrated Testing
Jan 1 to Mar 21, 2025: Integrated Testing
Jan 6 to Feb 14, 2025: Parallel Revenue Cycle Testing
Jan 20 to Feb 14, 2025: Workflow Training Creation
Jan 27 to Jan 31, 2025: Go-Live Readiness Assessment 90-Days
Mar 3 to Apr 25, 2025: End-User Training
Mar 17 to Apr 25, 2025: Provider/STS Training



DRESS REHEARSALS

Feb 24 to Feb 28, 2025: Go-Live Readiness Assessment 60-Days
Apr 3 to Apr 7, 2025: Operational Summit 2
Mar 17 to May 2, 2025: Staff Login Days
Apr 21 to May 2, 2025: Provider Pre-Flight/Personalization
Mar 31 to Apr 4, 2025: Go-Live Readiness Assessment 30-Days
Apr 21 to May 2, 2025: Technical Dress Rehearsal



CASE CONVERSIONS

Apr 26 to Apr 27, 2025: Appointment Case Conversions
Apr 28 to May 1, 2025: Cutover Backload
May 1, 2025: Cutover



POST GO-LIVE SUPPORT

May 3 to May 31, 2025: Implementation Support Specialists
May 3 to May 16, 2025: Inpatient/Outpatient Support
May 3 to July 3, 2025: Revenue Cycle
Jul 7 to Jul 11, 2025: Close



SPRINT TO THE FINISH

LAUNCH



MAY 3, 2025
GO-LIVE!!





CHA 2025 Advocacy Agenda

October 2024



2025 Legislative Priorities



Medicaid Optimization and
Accountability



Hospital Sustainability and
Patient Care



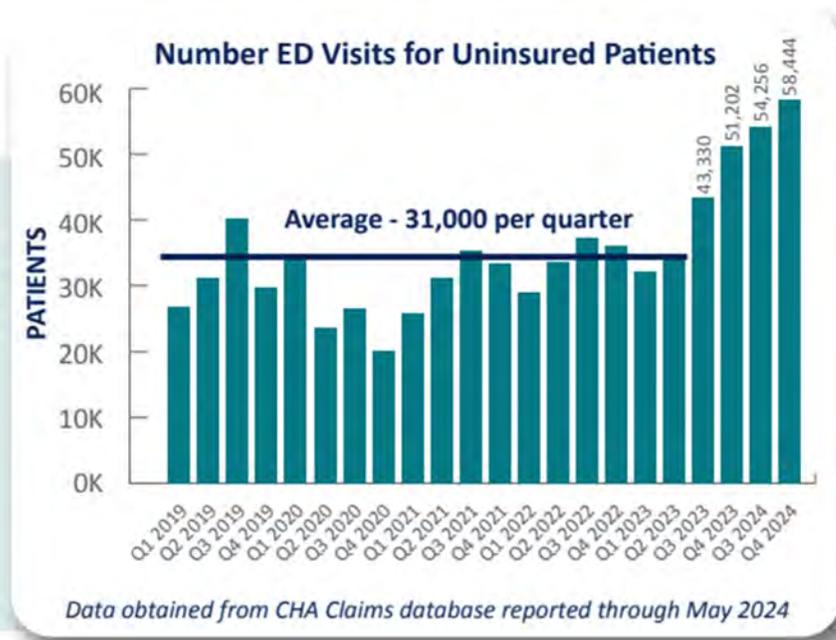
Medicaid Enrollment



Medicaid Enrollment: Correct Colorado's Coverage Trajectory

Declines in Medicaid coverage are putting Colorado's patients and health care safety net at risk. Colorado ranks **worst in the country**, and hospital ED visits among uninsured are up 50% – over 18,000 more uninsured patients every quarter than before or during the pandemic.

Colorado must take action to improve coverage and secure the safety net.





Medicaid Enrollment: Our Approach



1. Colorado is among the worst states in the country for disenrolling Medicaid members



2. The loss of Medicaid coverage is driving increases in the number of uninsured



3. This crisis impacts the broader economy, as Medicaid is a critical piece of the health care sector, supporting employment statewide



4. Without action, Colorado is poised to lose critical health care infrastructure that may be impossible to rebuild



5. A broad group of stakeholders has come together to partner with the state to prioritize efforts to stabilize our safety net





CHASE Program



CHASE Program: Maximize Federal Funding

The Hospital Provider Fee (aka CHASE) program provides coverage for 662,000 Coloradans by drawing down billions in federal funds, while also supporting and stabilizing hospitals statewide.

Colorado has an opportunity to optimize this program through accessing \$150+ million per year **with no new investment from the state's budget.**



\$150+ Million in Funding



CHASE Fee Program: Our Approach



1



Create a **State Directed Payment Program** for Medicaid managed care within CHASE to enable draw-down of new federal funds.

Today's CHASE Fee only captures Medicaid fee-for-service care; 15% of Medicaid hospital payments are managed care – primarily behavioral health, Denver Health, and Western Slope hospitals
CHA estimates Colorado could generate \$150 million in new funding annually

2



With addition of new funding, **adjust and align CHASE funding model** to ensure Colorado continues to achieve the program's core goals.

Generate billions of dollars in federal support to Colorado
Support expanded Medicaid coverage
Provide adequate funding for hospital care for Medicaid and uninsured patients
Take pressure off the state budget by providing appropriate support for Medicaid administrative expenses



Reform RAC Program



RAC Audits: Improve Efficiency and Decrease Provider Burden

Colorado's RAC audits are the most aggressive in the country. Instead, Colorado should "restore factory settings on this program" to ensure audits are **warranted, effective, and efficient.**

A recent report from the Office of the State Auditor confirmed significant operational and oversight issues with Colorado's Medicaid RAC audits, **including potential misuse of the General Fund.**



RAC Program Reform: Our Approach



Restore Colorado's RAC Program to Federal Factory Settings and Improve Oversight

Align with federal standards and best practices from other states:

- Reduce “look back” period from 7 to 3 years
- Reduce financial incentive for aggressive audits from 18% to 12.5%
- Improve payment accuracy by incentivizing program to identify underpayments in addition to overpayments
- Align volume limits with Medicare
- Increase the accuracy of audit findings
- Address conflicts of interest and contractor compliance
- Improve the administrative process



Return of Facility Fees Fight



Facility Fees: Protect Access Throughout the State

Facility fees support patient care teams in hospital outpatient clinics.

More people have access to convenient preventive and specialized care in clinics paid through facility fees, improving quality and keeping patients out of more expensive settings like the emergency room and hospital inpatient departments.

A ban or limitations on facility fees would devastate the health care ecosystem in Colorado.





Facility Fees: Our Approach



- Banning facility fees would devastate Colorado’s health care ecosystem, forcing outpatient facilities to shrink or close and forcing patients to endure:
 - Longer wait times
 - More expensive settings (like the ED)
 - Farther travel distances
 - Less convenient locations
- Examples of services at risk of closure:
 - Outpatient hematology, oncology, radiation oncology
 - Primary care and outpatient physical therapy clinics
 - Off-campus walk-in clinics
 - Potentially *all* outpatient services

Facility Fees Pay For:





Protect 340B



cha
Colorado Hospital Association



340B Program: Safeguard Availability of Life-Saving Treatment

Congress created the 340B program to support safety net providers in providing life-saving and affordable medicines and a broad range of health services to low income, uninsured, and underserved patients.

Colorado has nearly 70 hospitals that participate in the 340B program, 89% of which operate below a sustainable margin. In recent years, pharmaceutical companies have acted unilaterally to restrict this program, jeopardizing its purpose. **These abuses must be stopped.**



340B: Our Approach



Lead Proactive Legislation to Protect 340B

Work with Colorado policymakers and other stakeholders to pass state legislation to prohibit pharmaceutical manufacturers from weakening the 340B program and restricting patient access to 340B discounted drugs.





Rural Health Sustainability



Rural Health: Strengthen Facilities and Communities

Rural hospitals are the **economic engines of their communities and are constantly forced to do more with less.** 85% of Colorado's rural hospitals provide care without sustainable operating margins.

Your zip code should not determine your health. By providing support for rural hospitals, Colorado can ensure that our rural health care system is strong, available, and sustainable.



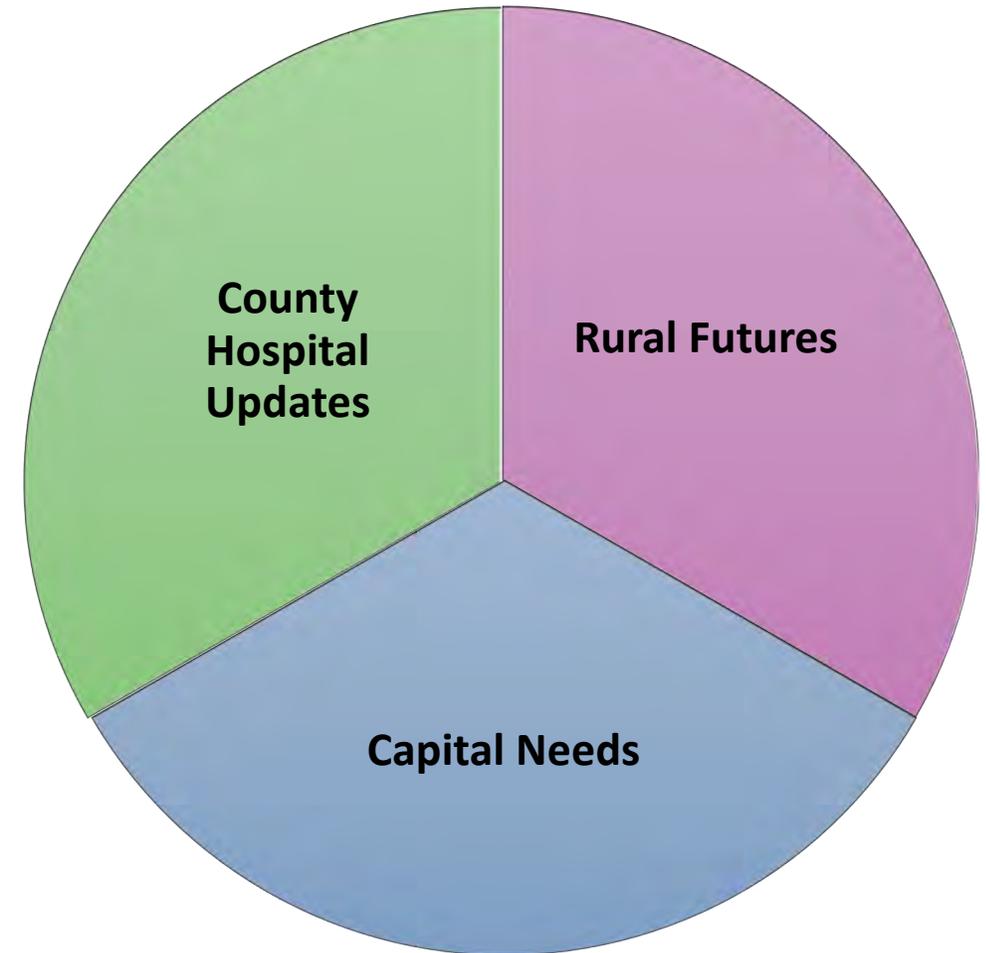


Rural Health Sustainability: Our Approach



We currently have a few different rural hospital efforts that CHA intends to tackle through a single bill this session:

- Technical changes to the county hospital statute (e.g., board participation, budget timing)
- The Rural Futures Project will have preliminary policy recommendations this fall to support rural hospitals
- Last year, SB 24-221 established the Rural Hospital Cash Fund – want to utilize that structure for longer-term planning and support for our rural hospitals (likely linked to the Rural Futures recommendations)





2025 Legislative Agenda

Background:

Colorado’s hospitals are committed to providing safe, high-quality, affordable and accessible health care to patients. More than 70% of hospitals struggle to remain financially sustainable as they face strong headwinds in the health care market and heavy regulatory burdens from the nearly 450 laws passed impacting hospitals by the General Assembly since 2019.

Medicaid Optimization and Accountability

CHASE Program: Maximize Federal Funding

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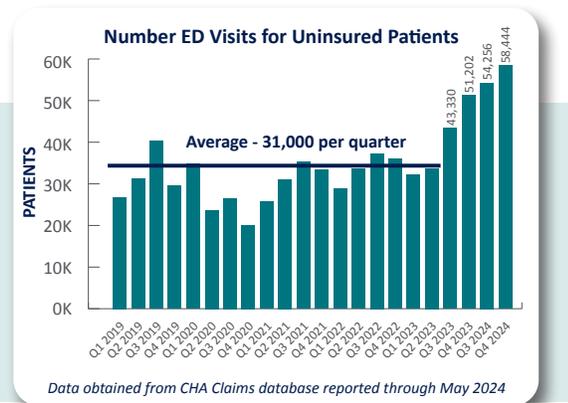
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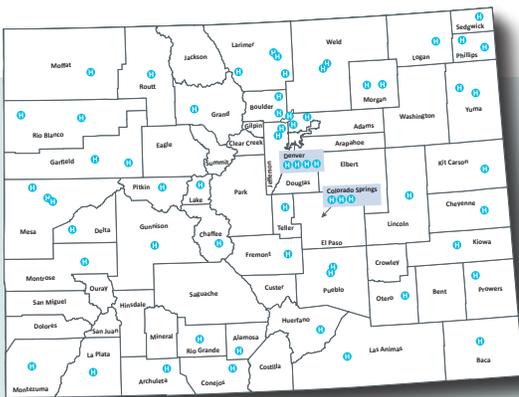
Hospital Sustainability and Patient Care

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Your zip code should not determine your health. By providing support for rural hospitals, Colorado can ensure that our rural health care system is strong, available, and sustainable.



Support Colorado hospitals and our patients:

- Protect access to care and ensure hospitals' sustainability and vitality to provide care close to home
- Protect against harmful legislation that would damage Colorado's health care ecosystem or create undue regulatory burden

FOR MORE INFORMATION:

Contact Saskia Young, VP of Legislative Affairs at Saskia.Young@cha.com

Colorado Rural Futures Presents:
***"The Field of Dreams of
Rural Healthcare . . . How
we must play the policy
game to win for our
communities"***

Colorado Rural Health Center
Annual Rural Health Conference
October 3, 2024



What is the Colorado Rural Futures Project?



Background

“Stop admiring the problem and work toward solutions”

Grassroots effort of Rural Hospital CEOs



Financial support

Financial pledges from Rural Hospitals and Urban Systems



Engagement of Farley Health Policy Center

Scope of the study – Aims

Aim 1 – Understand the root causes of distress in Colorado’s Rural and Frontier Hospitals

Aim 2 – Develop a definition of core health services that meet essential health needs in rural and frontier communities

Aim 3 – Identify a range of state-level policy solutions and develop a policy road map

What we've been up to . . .

- Study by graduate student on Capital needs of Colorado's rural and frontier hospitals
- Completed an environmental scan of published literature and media reports on rural hospitals
- Analyzed legislation from 8 peer states + Colorado
- Analyzed multi-year data from the AHA Annual Survey and CMS Cost Reports
- Analyzed over 61 million hospital discharges in Colorado from 2017 to 2023
- Prepared and distributed a survey of Colorado Rural Hospital CEOs to supplement other data sources

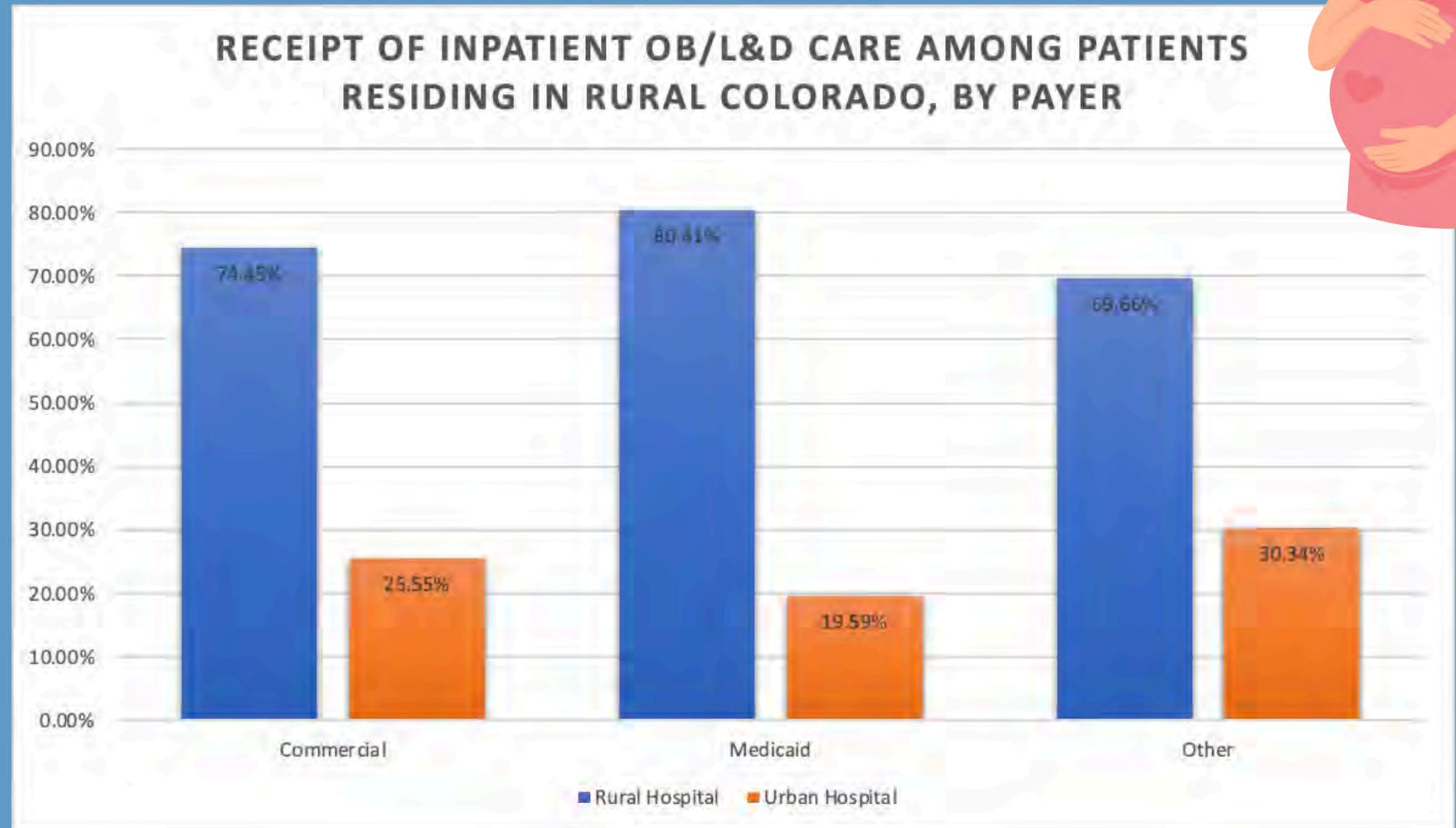
- Conducted 15 out of ~25 Key Informant Interviews
- Initiated document review based on key informant recommendations
- Collaborated on preparation of and presentations about Colorado Rural Futures at 6 meetings/conferences
- Regular Core Team meetings to share progress, get feedback, and identify next steps
- Met with leaders and representatives of other health care and rural health organizations to share the work of Rural Futures



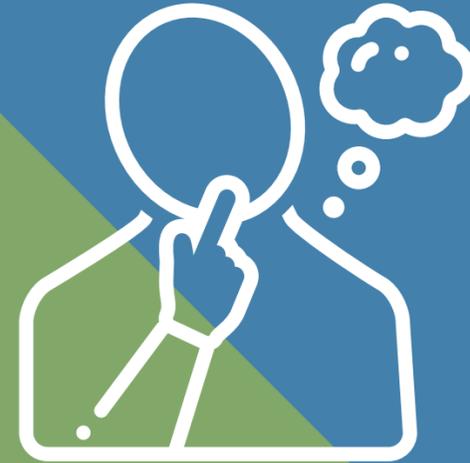
A sneak peak at what we're seeing: Confirmation that Rural Community Hospitals Serve Safety Net Role



- Rural hospitals support maternal health/obstetrics needs, especially for those with public insurance coverage
 - Note that not all hospitals have OB service lines
 - Not all of these are delivery-related (e.g. could be ED visit with a code for pregnancy)



It's early, but here's what we're thinking



- **Access to capital for new renovations and/or new construction and new equipment**
- **Viability of rural and frontier hospitals, as driven by:**
 - Amount of uncompensated care
 - Poor reimbursement from public payers
 - Relative lack of negotiating power with commercial payers
 - Organized transition to value-based models
 - Challenges ensuring adequate revenue, including a mix of clinical and non-clinical revenue
 - Medicare Advantage
 - Rural health care workforce training and recruiting challenges
- **Executive leadership support, capacity, and development + governing board capacity and knowledge**

The Pre-Game Speech

Rural Coloradans have long benefited from incredible health care services provided by local rural hospitals staffed by dedicated members of each community that have done more with less to care for their neighbors.

To ensure rural Coloradans continue to have access to equitable, high quality, affordable healthcare services, we will need to address three key areas: Financial viability, Access to Capital, and Leadership/Governance Support.



What's the game plan?



Mid October 2024

- Complete initial findings



November / December 2024

- Communicate to stakeholders
 - Rural and Urban hospitals
 - Physician groups
 - Funders
 - Policy makers
 - Payers



January – May 2025

- Initial advocacy
- Education



June – October 2025

- Refine policy and advocacy roadmap



2026 – 2027

- Continue learning & refining policy road map and advocacy efforts



Contact US

Primary Contact

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coloradoruralfutures.com



Hospitals at a Glance

HOSPITALS:
here for our *patients*

100 Hospitals

88

acute care hospitals

52

nonprofit hospitals

12

specialty hospitals

20

tax-paying hospitals

44

rural hospitals

28

government-owned hospitals

Patient Care in 2023

487K | inpatient admissions

9.8M | outpatient visits

60K | babies delivered

2.1M | emergency department visits

764K | behavioral health and substance use visits

Hospitals fund health insurance fund for:

622K

Adults with Medicaid and kids with CHP+

93K

Parents with Medicaid

27K

CHP+ children and pregnant patients

19K

Working adults and kids with disabilities on Medicaid

HOSPITALS:
here for our *people*

100K

Colorado jobs and support

16K

rural Colorado jobs

More than \$1 billion invested by hospitals in strengthening the health care workforce since 2020

- Employee wellness
- Workforce development
- Tuition reimbursement/student loan assistance
- Pay increases
- Incentive bonuses

HOSPITALS:
here for our *community*

In the most recent reporting year, **Colorado hospitals invested \$2.1 billion** in their communities, including:

- **\$863 million** in uncompensated services for Medicaid patients
- **\$399 million** in free or reduced-cost health care services
- **\$54 million** in programs addressing health behaviors or risks
- **\$602 million** in programs addressing social determinants of health
- **\$174 million** in other investments that address community-identified needs

Colorado hospitals provided **\$3.2 billion** in subsidy and support for Medicare and Medicaid patients

Hospitals train **1,300 physicians** each year

CONTACT:

Saskia Young, CHA Vice President of Legislative Affairs, at Saskia.Young@cha.com.

AGENDA ITEM or FINAL CONTRACT REVIEW SUBMITTAL FORM

Agenda Item: Gunnison Chamber LMD Discussion

Action Requested:

Parties to the Agreement:

Term Begins:

Term Ends:

Grant Contract #:

Summary:

Gunnison Chamber LMD Discussion

Fiscal Impact:

Submitted by: Holly Perry for Gunnison Chamber

Submitter's Email Address: hperry@gunnisoncounty.org

Finance Review:

Required

Not Required

Comments:

Reviewed by: GUNCOUNTY1\ACanada

Discharge Date: 11/7/2024

County Attorney Review:

Required

Not Required

Comments:

Reviewed by:

Discharge Date:

Certificate of Insurance Required

Yes No

County Manager Review:

Comments:

Reviewed by: GUNCOUNTY1\mbirmie

Discharge Date: 11/7/2024

Consent Agenda

Regular Agenda

Worksession

Time Allotted: 15

Agenda Date: 11/12/2024



November 4, 2024

Local Marketing District Board;

The Gunnison Country Chamber of Commerce board of directors and staff are very appreciative for the 2024 funding through the Local Marketing District funds awarded to assist in operations of our Gunnison Visitor Services.

The \$25,000 received during FY 2024 helps to run the physical center at 500 East Tomichi Avenue as well as any off site visitor services the chamber and visitor services staff participates in. Not only does staff greet visitors in person when they stop by the Gunnison Center, we are happy to attend events and assist groups visiting to the area.

- January 2024, visitor services hosted a meet and greet for the Ice Addiction Fishing Tournament at 5B's BBQ for approximately 150 attendees the night before the Blue Mesa event. That Saturday, Gunnison visitor services had a table set up at the ice fishing event connecting with the 500 plus participants sharing area information.
- March 2024, visitor services compiled information for an outside mining association that will be bringing 100+ visitors to Gunnison June 2025.
- May 2024 the chamber and visitor services hosted the annual summer forecast to share out information around summer events and groups in anticipation of the high visitor season.
- June 2024 visitor services provided information for the Colorado Taxidermy Annual Competition that brought 200+ visitors to town. We participate both in person with information and providing area information prior to the event.
- July, visitor services provided the out of town balloonists with area information packets.
- August, visitor services participated on campus for the new student/parent orientation sharing area information and business information.
- Visitor services produces a county/city map handout that is distributed to all area campgrounds; private and public, as well as all south valley lodging properties. These maps are used constantly at all of the front desks and property information kiosks.
- This same map was handed out countless times this season as county road 26 is shown on the map and it was a guide for many people who had questions on how to navigate the middle bridge closure-construction.

From January to end of October 2024, the Gunnison Visitor Center has seen 6,175 individuals stopping at our location. In person, we assist with a wide range of questions and our center carries a wide range of information. Being on Highway 50, the questions can cover everything in the state of Colorado to Utah to New Mexico and a bit of Arizona.



The chamber visitor services has well established relationships with all of the campground and lodging properties from Almont south and a good understanding of all things north. The same relationship is true with area restaurants, retail and services. Visitor services produces lodging handouts, restaurant map and description along with retail guide for the city of Gunnison and immediate area.

Blue Mesa Reservoir will once again play host to the Ice Addiction Tightline Outdoors 2025 ice fishing tournament, this time in February. The chamber visitor services will again host a Friday evening meet and greet and bring information to the lake the day of the event. The organizers anticipate 800+ attendees this year.

In June 2025 we will assist the mining association visitors as well at the Colorado Taxidermy Association will again host their annual event in Gunnison and visitor services will provide them with area information. Every summer, visitor services puts together many area information packets for groups hosting events, family reunions and weddings. We tailor the packet of information to the group's requests.

Not only does visitor services assist in person when someone stops by the center, we answer countless telephone calls and 2024 was most likely record phone calls due to the Highway 50 bridge work. Visitor services answers easily 500 emails a year or more and often sends out area information packets to the requests we receive through email inquiries.

April 2024 and on has been a very different year in terms of Gunnison travel patterns. Generally, summer staff has seven to nine part-time Information Specialists on the roster. With the bridge work, we were able to cover shifts at the center with a drastically reduced staff. The visitor center remained open seven days a week from Memorial Day until mid-September when we returned to winter hours of open Monday-Friday 9am until 5 pm. We look forward to healthier travel during 2025 and look forward to utilizing our wonderful staff to their fullest.

The Gunnison Country Chamber of Commerce and Visitor Center is very grateful to be considered in the 2025 Local Marketing District budget in the amount of \$25,000. We invite you all to share in the joy that is the visitor center and volunteer one shift in mid-July. Helping our visitors is very rewarding. You all are welcome any time.

With appreciation,
Celeste Helminski

Chamber Board of Directors

Lacey Keane, President • Cheryl Dillard, Vice President • Luke Schumacher Treasurer • Kendal Rota, Secretary
Amt Stevens • Josh Townsend • Chris Layne

p.s. Come join me on the ice at Blue Mesa Reservoir Saturday, February 8, 2025 and see the spectacular 800+ ice fishing folks. It is so worth seeing at least once. You are welcome to the meet and greet as well, watch for information.

◆ Gunnison Country Chamber of Commerce ◆ 970-641-1501 ◆ chamber@gunnisonchamber.com ◆

AGENDA ITEM or FINAL CONTRACT REVIEW SUBMITTAL FORM

Agenda Item: CB-Mt.CB Chamber Funding Request

Action Requested: Discussion

Parties to the Agreement:

Term Begins:

Term Ends:

Grant Contract #:

Summary:

Please see the attached.

Fiscal Impact: See documents

Submitted by: Katherine Haase for Chamber of Comme **Submitter's Email Address:** khaase@gunnisoncounty.org

Finance Review:

Required

Not Required

Comments:

Reviewed by:

Discharge Date: 11/6/2024

County Attorney Review:

Required

Not Required

Comments:

Reviewed by:

Discharge Date:

Certificate of Insurance Required

Yes No

County Manager Review:

Comments:

Reviewed by: GUNCOUNTY1\mbirmie

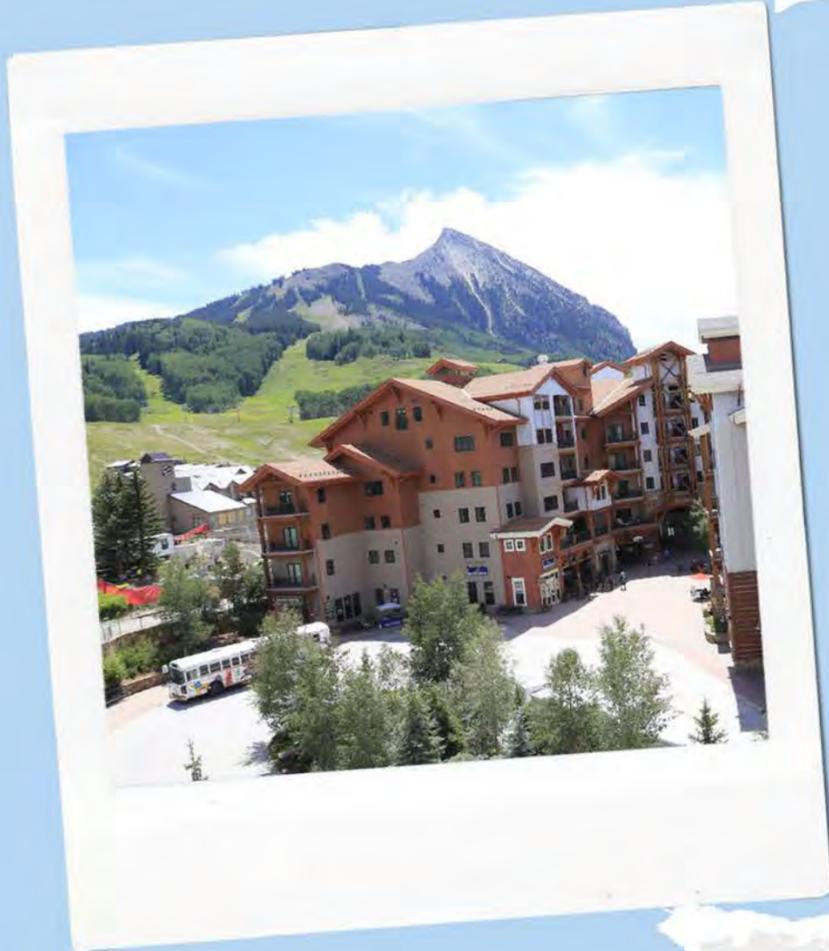
Discharge Date: 11/7/2024

Consent Agenda Regular Agenda Worksession

Time Allotted: 15

Agenda Date: 11/12/2024

***Crested Butte |
Mt. Crested Butte***



**2025 LMD
Funding
Request**



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“Destination organizations are too often finding their relevance is weak and nonexistent. There seems to be a genuine disconnect between Destinations Organizations and the community it claims to serve. We need to take a step back. We need to figure out what is the most basic thing we need to be paying attention to everyday. Something that adds value to our community. We need to find our cornerstone.”

Why do we need visitors centers...

Bridging the gap between the community and the visitor: the chamber connects with local businesses, government entities, other tourism-focused organizations, events planners, and the community, acting as a liaison between the community and the visitor.

Visitor connection - not all information can be found online.

Community connection - maintaining accurate information on local businesses and community initiatives.

Help communicate sustainability and stewardship messaging.

Information gleaned at Gov Con confirmed that we're headed in the right direction with implemented and proposed changes to visitor services.

"Destination promotion is for the benefit and well being of every person in the community. It is an essential investment to develop opportunities and build a better quality of life for the destination. Your residents are your customers. We need to learn to interact with our residents and elected officials. THEN we can become a community shared value."

- Jack Johnson,
Destination
International Chief
Advocacy Officer

2024 Gov Con Takeaways...

Augusta & Co - Augusta, GA Visitors Center

An innovative experience center located in the heart of Downtown Augusta, Augusta & Co. invites both the "company" of fellow Augustans, and that of visiting friends and family, to experience the authentic flavors of Augusta through its rotating art gallery, tasting bar, and curated local merchandise, while sharing can't-miss information on regional attractions.



Visitors Centers like Augusta, GA are re-imagining visitor services and the spaces from which they operate. By making connections between the visitor and the community, they are generating revenue and increasing their visitation.

In 2023, Augusta & Co connected with 29,700 visitors and generated \$89k in revenue.

In 2023, the CB / Mt CB visitors centers connected with 35,000 visitors and generated \$10k in revenue through the sale of WFF posters and maps. What could we do with an improved retail infrastructure?

Fort Collins Welcome Center

Fort Collins transformed their “unwelcome center” off the highway into a vibrant “visitors center by day, community hub by night” in the center of downtown.

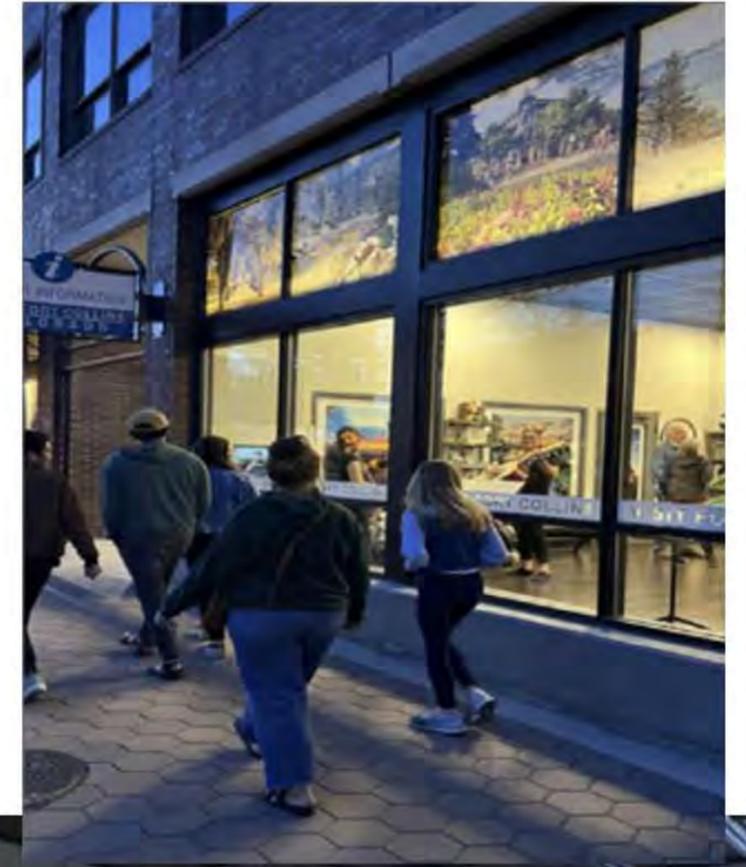
Opening in August 2024, this concept is similar to Augusta, Georgia in that they’ve cut back on brochures, are creating a curated retail collection that promotes local artisans and creating connections with the community.



The Highway 50 bridge closure only minimally slowed visitation to the north end of the valley this summer, making it likely that visitation will only continue to grow.

The conference room and short-term availability of private office space at the 4-Way is an asset to businesses and visitors.

The town of CB is planning ahead for continued change. What if the 4-Way visitors center was an information and visitors center by day and a community hub by night? Recent community conversations at the CB charette showed an interest in creating at the 4-Way something like what Fort Collins has accomplished.





“Google is great for some things, but it also sends semi’s up to Paradise Divide.... Sometimes people need real people to help them out.”



CTO Connections

CTO is creating opportunities to make connections and streamline training across all Colorado visitors centers. CB and Mt. CB have the opportunity to become certified welcome centers, with access to state-wide resources, as well as local and regional information. We’re also not alone in implementing technology, revenue generating strategies and re-imagining how we interact with the visitor through our visitor centers.

Sustainability & Stewardship

We have an opportunity to play a part in preserving our community by promoting sustainability and stewardship. People need to hear a message 7 times before it sinks in.

- It’s not enough to spread messaging through social media and websites. The visitors centers connect with an average of 35,000 visitors each year and were key in distributing information on not just the towns but unincorporated areas of Gunnison County.
- With staffing crises, many front-line employees don’t have the band-width to provide information services, in addition to hotel, restaurant and retail services. They’re either too busy with the task in front of them, or they lack the detailed knowledge needed to manage the visitor experience.
- The rise of Airbnb / VRBO has allowed property owners to also be their own property managers, creating contactless lodging experiences. Two Mt CB lodging properties have eliminated front desks, and the Grand Lodge HOAs are considering how they can cut back on front desk staffing, an expense that homeowners fund.
- Of the 317 phone calls taken just by the Chamber ED between Memorial Day and last week, 68% required some level of local knowledge difficult or unavailable to find online.

What we've achieved toward becoming like Augusta and Fort Collins...

- Purchased rolling retail displays.
- Increased retail sales at the 4-Way from \$10,000 in 2023 to \$18,229 thru 9.30.24.
- Created community CSA pickup at the 4-Way
- Worked with Town to host community compost drop-off at the 4-Way
- Worked with Gunnison Food Pantry to facilitate pop-ups at the Mt CB Transit Center
- Installed USB outlets for visitor phone charging
- Complimentary coffee station for the 4-Way with plan to go live prior to ski season
- Set up mobile front desks to connect better with the community and visitors
- Submitted community grant to purchase tables and chairs so downstairs space can be used as a community hub in the evenings
- Secured additional COEDIT grant for Mt CB kiosk
- Upgraded wifi, providing free access at the 4-Way
- Upgraded phone system, installing cordless phones for info specialists and installing a phone at the Transit Center

What we still need to do...

- Raise wages to current starting wage for the north end of the valley
- Increase staffing over peak time period
- Recruit, hire and train new staff members
- Analyze retail POS and either update operations to use more effectively or change to a different system
- Implement retail merchandising policies and procedures
- Remove / limit brochure racks
- Establish connections with hotel front desk staff, providing information and details on how they and visitors can reach us
- Update electronic kiosk so it becomes effective tool to replace brochure racks and creates resource for visitors
- Re-establish social media presence with consistent messaging and branding
- Update website with relevant information and links to other visitor-focused entities
- Select and implement software so conference room and private office can be booked manually
- Recruit additional artists and artisans to sell on consignment at the 4-way
- Market 4-way retail
- Implement seating at the 4-Way

Current CB | Mt CB VC Operations...

2024 Budget Summary			
	4-Way Visitors Center	MCB Visitor Center	Total
Income			
Retail Shop Sales	\$10,000	\$0	\$10,000
Grant Funding	\$84,350	\$70,929	\$155,279
Crested Butte BLF	\$63,000	\$0	\$63,000
Mt Crested Butte Occupancy Tax	\$5,850	\$61,429	\$67,279
TAPP / LMD	\$15,500	\$9,500	\$25,000
Total Income	\$94,350	\$70,929	\$165,279
Expenses			
Retail COGS	\$7,000	\$0	\$7,000
Operating Expenses	\$32,227	\$12,895	\$45,122
Wages/Benefits	\$82,412	\$67,012	\$149,424
Hourly Wages (Info Specialists)	\$70,400	\$55,000	\$125,400
Hourly Payroll Tax Expense	\$6,400	\$5,000	\$11,400
Hourly Payroll Wages Expense	\$64,000	\$50,000	\$114,000
Salary Wages	\$12,012	\$12,012	\$24,024
ED Payroll Tax Expense	\$1,092	\$1,092	\$2,184
ED Salary Expense	\$10,920	\$10,920	\$21,840
VC Operations Mgr Payroll Tax Expense			
VC Operations Salary Expense			
VC Health / Phone			
Total Expenses	\$121,639	\$79,907	\$201,546
Net	-\$27,289	-\$8,978	-\$36,267
Notes:			
30% of ED salary and salary expense transferred to CB / MT CB VCs; actual salary expense is closer to 80%			
Actual COGs in question due to challenges with POS Reporting			

Income and expense overview:

- 1 info specialist per location per day (8 hr day), regardless of visitation levels
- 28% of ED salary, who acts as visitors center manager
- Average hourly wage \$18.63/hr
- Funding streams:
 - 100% of CB Business License Fee: \$63,000
 - 89% of Mt CB Occupancy Fee (Pillow Tax): \$67,279
 - 1% of LMD funds generated in the north valley: \$25,000

How this compares to other similar positions in the north end of the valley:

- The starting wage for similar positions in the north end of the valley has doubled, increasing from \$10/hr in 2010 to \$20 - \$25/hr in 2024.
- Gunnison receives 5% of LMD funds generated in Gunnison to support the operations of 1 visitors center open 48% of the days and hours the CB and Mt CB visitors centers are open.
- Funding streams have remained the same or decreased while visitation and local marketing district revenue has increased over the same time period.

Proposed 2025 Operations...

Changes to Income

- Increase gross retail sales to \$30,000 for FY 25, double 2024.
- Increase CB BLF funding from \$63,000 to \$94,500 - completed
- Increase Mt CB Occupancy funding from \$67,000 \$75,000 - in progress
- Increase annual LMD funding from \$25,000 to \$50,000
- Grant CB / Mt CB Chamber a 2-year grant of an additional \$35,000/yr to establish VC infrastructure

Changes to Expenses

- Achieve 30% COGS with retail
- Raise info specialist starting wage from \$17/hr | \$18.96 avg to a starting wage of \$20/hr | \$22 avg.
- Add additional hours over peak summer dates
- Increase presence and messaging through mobile visitors centers
- Additional kiosk for Mt CB includes maintenance fees
- Split Chamber ED salary 50/50 between chamber and visitors center operations, allowing for greater focus on VC operations
- N. Valley operating expenses include advertising, promotional materials and kiosk annual maintenance
- Expand existing summer event internship with Western to a year-round program, with part-time positions that include: graphic design / marketing, operations / business management and finance / business management

2025 Proposed Budget Summary				
	4-Way Visitors Center	MCB Visitor Center	North Valley VC Ops	Total
Income				
Additional Revenue (Retail, donations)	\$30,000	\$0		\$30,000
Grant Funding	\$101,637	\$67,863	\$85,000	\$254,500
Crested Butte BLF	\$94,500	\$0		\$94,500
Mt Crested Butte Occupancy Tax	\$7,137	\$67,863		\$75,000
TAPP / LMD			\$85,000	\$85,000
Total Income	\$131,637	\$67,863	\$85,000	\$284,500
Expenses				
Retail COGS	\$21,000	\$0		\$21,000
Operating Expenses	\$34,627	\$10,895	\$9,765	\$55,287
Wages/Benefits	\$76,868	\$61,174	\$70,170	\$208,212
Hourly Wages (Info Specialists)	\$64,856	\$49,162	\$8,834	\$122,852
Hourly Payroll Tax Expense	\$5,896	\$4,469	\$803	\$11,168
Hourly Payroll Wages Expense	\$58,960	\$44,693	\$8,031	\$111,684
Hourly Wages VC Ops Interns / Assistants	\$0	\$0	\$42,460	\$42,460
Hourly Payroll Tax Expense	\$0	\$0	\$3,860	\$3,860
Hourly Payroll Wages Expense	\$0	\$0	\$38,600	\$38,600
Salary Wages	\$12,012	\$12,012	\$18,876	\$42,900
ED Payroll Tax Expense	\$1,092	\$1,092	\$1,716	\$3,900
ED Salary Expense	\$10,920	\$10,920	\$17,160	\$39,000
Total Expenses	\$132,495	\$72,069	\$79,935	\$284,499
Net	(\$858)	(\$4,206)	\$5,065	\$1

Why increase LMD funds by 100% annually...

- Funding streams have remained stagnant while wages have increased 100%. The Town of CB has approved increasing funding by 50% through increasing the BLF by 50% and allocating 100% to the VCs. This means businesses are paying 50% more. This increase only shores up the deficit. It does not allow for raising wages to comp sets for the north end of the valley, adding in additional coverage during peak times, outreach through mobile visitors centers, let alone establishing infrastructure to generate revenue through the visitors centers.
- 67% of north valley businesses surveyed said that visitors centers should be funded by a hybrid of business license fees and LMD funds - i.e. by both businesses and visitors, who ultimately pay the LMD tax.
- The vast majority of information provided through CB and Mt CB visitors centers is not specific to either the towns of CB and Mt. CB. North valley visitors centers are the gateway to the 1.7 million acres of Gunnison National Forest and 450 miles of trails that surround both communities.
- Increased LMD funding will allow us to make stronger connections with other visitor-focused entities such as STOR, TAPP and CBCC to better connect messaging they provide with the visitor, enabling a better visitor experience for the visitor and the community.

Why provide 2-year grant for infrastructure...

- Fort Collins and August, GA visitors centers are at least partially funded by LMD funds and are not yet generating revenue to cover expenses. While we've had success with retail at the 4-Way with little effort, setting up a successful retail outlet so that the CB | Mt CB visitors centers can generate revenue to offset expenses will take time.
- So many current business owners and leaders in our community came to the Gunnison Valley because of Western and stayed. Would this have happened without a connection to the community and the landscape? With Western's on-campus enrollment down 11% this year, there's an opportunity for an entity like the Chamber to implement a program in the north end of the valley that gives students hands-on business management experience and networking opportunities. This model is easier to implement and a more affordable option than creating a 2-year full-time position at \$55k - \$60k, which may not be filled or needed after 2 years.
- The Gunnison Valley is unique among recreation / tourist based economies in that we have a 4-year university with graduate programs within a 30-mile drive of world-class skiing, mountain biking and recreation. North valley businesses do not take full advantage of the connections with Western, waiting until late April / early May to begin summer staffing, after students have made decisions on summer employment. By working to bridge the gap between the business community and Western, the Chamber can help better manage this and strengthen students' connections to the community.
- TAPP's mission includes economic development and facilitating conversations and connections among local businesses and academic programs and marketing Western. The Chamber supports TAPP's overall mission by connecting directly with businesses and visitors. Why not also support this mission by expanding our internship program to give students hands-on experience in business management and networking?
- House Bill 1117 acknowledged that a community's ability to provide for its residents and local workforce affordable housing and other essential services is tied to improving visitor experiences. After 76% of Gunnison county residents approved measure 6A, the BOCC allocated up to 40% of LMD funds to be used to support housing or childcare for the tourism-related workforce and recreation infrastructure that enhances visitor experiences. We are looking to create infrastructure that enhances the visitor experience, which will increase LMD funds moving forward.
- LMD funds have been used to support similar research or start-up programs. The CB | Mt CB Chamber ED has successfully operated internship programs with Western in the past. Creating an expanded program is an easy stretch with many positive possibilities.

Community Support for additional LMD funding...

- The Town of CB has written a letter of support in favor of our ask for additional LMD funds - both in an increase in annual funding and in our request for a 2-year grant to establish infrastructure.
- The Town of Mt CB will consider a letter of support at their 11.6 town council meeting. This will be forwarded directly to you if approved.
- 67% of local businesses surveyed said they believe visitors centers should be funded by business license fees and LMD funds.
- We've received positive responses from local lodging property managers, whose role is not only to ensure that LMD funds are collected from visitors but to determine lodging rates, which in turn impacts how much LMD revenue is generated.

An aerial photograph of a town street during a parade. The street is filled with a large crowd of people, many wearing patriotic colors. Several cars are visible on the road, including a white SUV in the foreground. The town features various buildings, including a prominent yellow building on the left and a grey building on the right. In the background, there are rolling green hills and a large, rugged mountain peak under a blue sky with scattered white clouds.

Questions? Please reach out to:

**Heather Leonard
director@cbchamber.com
907.360.1315**

**Thank you for supporting the CB | Mt CB Visitors
Centers and for considering our request for
additional funding.**

Town of Crested Butte

P.O. Box 39 Crested Butte, Colorado 81224

October 21, 2024

-A National Historic District-

Board of County Commissioners
Gunnison County
200 E. Virginia Ave.
Gunnison, CO 81230

Phone: (970) 349-5338
FAX: (970) 349-6626
www.townofcrestedbutte.com

Re: Gunnison River Valley Local Marketing District

Dear Commissioners,

We are reaching out to express our support for the Crested Butte | Mt. Crested Butte Chamber of Commerce's request for additional Local Marketing District funds to operate the CB and Mt CB Visitors Centers.

We understand that the Chamber is making 2 requests for LMD funds in the 2025 budget process: an annual increase in funding from \$25,000 to \$50,000 to address wage and staffing shortages and a 2-year grant to support infrastructure that will allow them to not only improve the visitor experience but generate revenue streams to offset visitor center expenses in the future.

Both of these requests for additional funding are in alignment with current and proposed use of LMD funds and supported by our business community. The CB | Mt CB Chamber currently receives \$25,000 to operate 2 visitors centers that are open twice as many days and hours as the Gunnison Visitors Center, which is also funded by a \$25,000 annual LMD grant. Given the fact that CB and Mt CB see the majority of visitors to the Gunnison Valley and generate 80% of LMD revenue, this request for equitable funding is not unreasonable.

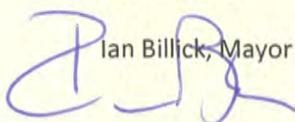
Further demonstrating our community's support for the visitor centers, the Town of Crested Butte has agreed to a 50% increase in business license fees in 2025, from \$100 to \$150. 100% of these funds will be passed through to the Chamber to support operations of the visitor centers. We estimate this will generate an additional \$31,500 bringing the Town of Crested Butte's total contribution the visitor center operations to \$94,500 in 2025.

While we want to ensure that the Chamber's request for a 2-year grant to improve visitors center infrastructure does not negatively impact the allocation of up to 40% in LMD funds for housing, child support, we also support this request for additional funding. We believe that a well-resourced visitors center is vital for promoting sustainability and stewardship information to visitors, as well as a warm and welcoming experience for visitors. This, in turn, encourages longer stays, return visitors and increased spending in our local economy.

We have seen the CB | Mt CB Chamber work toward making many positive changes this year. We believe that this additional funding, as detailed in the Chamber's presentation, will help them continue to move forward with not only improving the visitor experience in the north end of the valley, but improving the economic vitality of the visitors centers and businesses in the north end of the valley.

Thank you for considering the CB | Mt CB Chamber's request for additional LMD funding to operate the visitors centers in the north end of the valley.

Best regards,


Ian Billick, Mayor



November 6, 2024

Board of County Commissioners Gunnison County
200 E. Virginia Ave. Gunnison, CO 81230

Re: Gunnison River Valley Local Marketing District Dear Commissioners

Dear Commissioners:

We are reaching out to express our support for the Crested Butte | Mt. Crested Butte Chamber of Commerce's request for additional Local Marketing District funds to operate the CB and Mt CB Visitors Centers.

We understand that the Chamber is making 2 requests for LMD funds in the 2025 budget process: an annual increase in funding from \$25,000 to \$50,000 to address wage and staffing shortages and a 2-year grant to support infrastructure that will allow them to not only improve the visitor experience but generate revenue streams to offset visitor center expenses in the future.

Both requests for additional funding are in alignment with current and proposed use of LMD funds and supported by our business community. The CB | Mt CB Chamber currently receives \$25,000 to operate 2 visitors centers that are open twice as many days and hours as the Gunnison Visitors Center, which is also funded by a \$25,000 annual LMD grant. Given the fact that CB and Mt CB see the majority of visitors to the Gunnison Valley and generate 80% of LMD revenue, this request for equitable funding is not unreasonable.

Further demonstrating our community's support for the visitor centers, the Town of Mt Crested Butte has agreed to an increase in the amount of funding for 2025.

While we want to ensure that the Chamber's request for a 2-year grant to improve visitors center infrastructure does not negatively impact the allocation of up to 40% in LMD funds for housing and child support, we also support this request for additional funding. We believe that well-resourced visitors centers are vital for promoting sustainability and stewardship information to visitors, as well as a warm and welcoming experience for visitors. This, in turn,

encourages longer stays, return visitors, and increased spending in our local economy. With the rise of short-term rental programs and many property managers cutting back on staffing call centers and front desks, the need for the CB and Mt CB visitors centers is even stronger.

We have seen the CB I Mt CB Chamber work toward making many positive changes this year. We believe that this additional funding, as detailed in the Chamber's presentation, will help them continue to move forward with not only improving the visitor experience in the north end of the valley, but improving the economic vitality of the visitors centers and businesses in the north end of the valley.

Thank you for considering the CB I Mt CB Chamber's request for additional LMD funding to operate the visitors centers in the north end of the valley.

Sincerely,

A handwritten signature in blue ink that reads "Nicholas Kempin". The signature is fluid and cursive, with a horizontal line extending from the end of the name.

Nicholas Kempin

Mayor

Town of Mt Crested Butte

AGENDA ITEM or FINAL CONTRACT REVIEW SUBMITTAL FORM

Agenda Item: Marble Chamber LMD Discussion

Action Requested:

Parties to the Agreement:

Term Begins:

Term Ends:

Grant Contract #:

Summary:

Marble Chamber LMD Discussion

Fiscal Impact:

Submitted by: Holly Perry for Mario Villalobos

Submitter's Email Address: hperry@gunnisoncounty.org

Finance Review:

Required

Not Required

Comments:

Reviewed by: GUNCOUNTY1\ACanada

Discharge Date: 11/7/2024

County Attorney Review:

Required

Not Required

Comments:

Reviewed by:

Discharge Date:

Certificate of Insurance Required

Yes No

County Manager Review:

Comments:

Reviewed by: GUNCOUNTY1\mbirmie

Discharge Date: 11/7/2024

Consent Agenda

Regular Agenda

Worksession

Time Allotted: 15

Agenda Date: 11/12/2024

MARBLE CRYSTAL RIVER CHAMBER
620 W PARK ST, MARBLE, CO 81623
WWW.MCRCHAMBER.ORG

PRESIDENT: CHRISTY VILLALOBOS (970)963-7117
SECRETARY: VICTOR WANG (970)963-9522
TREASURER: KAREN GOOD (970)963-2504

11/1/2024

RE: 2025 LMDT FUNDING REPORT AND REQUEST

Dear Board of County Commissioners and County Planner,

With the Commissioners support, Marble Crystal River Chamber (MCRC) was able to have another productive year in 2024: Our rebranding efforts, media advertising, printed materials, and work with the Colorado Tourism Office have generated lower impact and more informed visitors. Incentivizing various in-town events at slower times of our season provided a welcome boost to local businesses. The Marble history books we re-published are wildly popular. Sale proceeds benefit The HUB, Marble's visitor center, and a negligible amount comes to the Chamber. Our financial support of The HUB was crucial. They provide valuable information services to the growing number of people visiting the Marble area.

This year, we had a record 23, dues paying members, representing 92% of all businesses in town. Our membership reports that sales are consistently up.

MCRC is excited to continue our work. We have attached a funding request and work plan for the coming year. Our plan covers our usual needs for advertising, printing, event support, and visitor center aid. New for 2025 is a request to fund new events. Annual events like the MARBLE/Marble Symposium, Marble Fest, The Lead King Loop, and the Marble Gem and Mineral show are all events which boost lodging receipts and general sales. We hope to encourage more annual events held at traditionally slower times of the year.

In 2024, the County caught us up on funding requests through 2023 with a payment of \$20,697.50. The County also made 2 of the 4 planned payments (\$7,500 each) for 2024. Once 3rd quarter LMDT proceeds are received by the County, we hope to receive the remaining \$15,000. This year's switch to receiving payments quarterly has created the liquidity to help MCRC function optimally. Thank you!

There was discussion last year about LMDT collections being down in the Marble area. Our members find no evidence of this, and cite that their occupancy rates are consistently higher and room rates have increased at a rate of 8-10% annually over the past 5 years. It seems there are some lodging businesses whose tax payments are not reflected in this number. We would appreciate if our treasurer could meet with the County Accountant to sort this out.

Our budget for 2025 is attached. Also attached are current financials. We are requesting \$30,000. Please let us know if you have any questions.

We very much appreciate all your efforts. This funding is a game changer for our community and those who visit it. Thank you!

MARBLE CRYSTAL RIVER
2025 BUDGET

Website Maintenance

General maintenance and optimization of the Chamber's web site.

Promotional Printing

The Marble Map has been an incredible informational tool for visitors. In 2024, we re-printed the map, and currently have enough to get us through 2025.

Internet and Print Marketing

colorado.com online advertising, and other printed advertising

Chamber and Association Memberships

Maintain ties with groups and other area chambers -- Carbondale Chmbr, Glenwood Chmbr, Crested Butte Chmbr, Gunnison Chmbr, Redstone Community Assoc., & BBB

Reprinting of Marble history books

The Marble history books we copyrighted and re-published are wildly popular. We ran 2 printings in 2024, and estimate the need for more print runs in 2025.

Event Funding: Support for events which attract visitors to our valley

Marble Fest: Annual music festival held in the Marble Mill Site Park on a historically slow mid-August weekend. **2,000.00**

Lead King Loop Race: A national running event attracting around 200 visitors to our valley in mid September, after the labor day rush and before Fall color crowds. The run benefits the Marble Charter School. **2,500.00**

Marble Market: A new event for 2025. A seasonal market, aimed at attracting visitors and community members, and supporting area artisans and farmers. **1,500.00**

Event Slush Fund: The Chamber wants to encourage new annual events in the shoulder season and off-season. These funds will help to create such events. **3,000.00**

Marble HUB support and operations

Funding to support operation of Marble's visitor center, our visitors' most important resource.

2025 Funding request

Agreed to by:

_____ (signature)

Gunnison County: _____

Date: _____

_____ (signature)

MCRC _____

Date: _____

**R CHAMBER
T REQUEST**

1,000.00

-

7,500.00

1,000.00

1,500.00

9,000.00

10,000.00

30,000.00

ture)

MCRC
Balance Sheet
 As of November 5, 2024

	Nov 5, 24
ASSETS	
Current Assets	
Checking/Savings	
Checking Account	17,085.05
Total Checking/Savings	17,085.05
Total Current Assets	17,085.05
TOTAL ASSETS	17,085.05
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
Accounts Payable	260.00
Total Accounts Payable	260.00
Total Current Liabilities	260.00
Total Liabilities	260.00
Equity	
LMDT Fund Balance from prior yr	-5,192.96
Unrestrctd Funds from prior yrs	15,886.24
Net Income	6,131.77
Total Equity	16,825.05
TOTAL LIABILITIES & EQUITY	17,085.05

MCRC
Profit & Loss
 January 1 through November 5, 2024

	Jan 1 - Nov 5, 24
Ordinary Income/Expense	
Income	
INTEREST	30.73
LMDT FUNDING	35,697.50
MEMBERSHIP FEES	
HOSPITALITY MEMBER	700.00
MARKETING MEMBER	1,000.00
NON-PROFIT MEMBER	210.00
Total MEMBERSHIP FEES	1,910.00
SALES	65.70
Total Income	37,703.93
Expense	
Administrative Expenses	
Business Licenses and Permits	10.00
Total Administrative Expenses	10.00
Marketing Expense	
Chamber Memberships/Members...	35.00
Event Sponsorship	9,000.00
Map	4,842.58
Marble Books and DVDs	1,001.58
Media Advertising	5,825.00
Visitor Center	10,000.00
Web Site	858.00
Total Marketing Expense	31,562.16
Total Expense	31,572.16
Net Ordinary Income	6,131.77
Net Income	6,131.77

AGENDA ITEM or FINAL CONTRACT REVIEW SUBMITTAL FORM

Agenda Item: TAPP LMD Discussion

Action Requested:

Parties to the Agreement:

Term Begins:

Term Ends:

Grant Contract #:

Summary:

TAPP Local Marketing District Discussion

Fiscal Impact:

Submitted by: Holly Perry for John Norton

Submitter's Email Address: hperry@gunnisoncounty.org

Finance Review:

Required

Not Required

Comments:

Reviewed by: GUNCOUNTY1\ACanada

Discharge Date: 11/7/2024

County Attorney Review:

Required

Not Required

Comments:

Reviewed by:

Discharge Date:

Certificate of Insurance Required

Yes No

County Manager Review:

Comments:

Reviewed by: GUNCOUNTY1\mbirmie

Discharge Date: 11/7/2024

Consent Agenda

Regular Agenda

Worksession

Time Allotted: 15

Agenda Date: 11/12/2024



TOURISM & PROSPERITY PARTNERSHIP

2025 Plan & Budget Recommendation

September 2024

TAPP Principles

- ▶ Trails, summer and winter
- ▶ Synergies
- ▶ Efficiencies, technology, learning
- ▶ Nimbleness and speed



Durango Retreat

- ▶ Attraction capital a challenge for the Gunnison Valley
 - Purgatory Ski Area play is \$100million in the next ten years
 - Durango Hot Springs \$14million for 25-30 pools plus spa
 - Durango Bike Park \$10million + over 2,000 acres
 - › Bike park
 - › BMX park
 - › Trails (100% e-bike)
 - › Amphitheater for music events
 - › Camping
- ▶ Reducing “friction” for entrepreneurs
 - We built an investment network that has capital we can’t deploy



Challenges

- ▶ Slowdown on horizon
- ▶ Lack of investment
- ▶ Rate gains without product improvement can't continue
- ▶ Lacking critical mass



YTD (pg. 2-8)

- ▶ LMD +11% Jan-July
- ▶ Up from rate gains, not more visitors
- ▶ Marketing driving traffic, but engagement diminishing
- ▶ Disparities between North and South Valley
- ▶ Flights performing strong (pg. 9)



Sustainable Tourism Plan

- ▶ More focus on winter (pg. 9)
- ▶ Fill flights with extra focus on shoulder season (Chicago nonstops?) (pg. 9-10)
- ▶ More focus on the South Valley (pg. 9-10)
- ▶ Move campers to lodging in summer (pg. 11)





ICELAB
@WESTERN

Metrics

Create more high-paying jobs in Gunnison County (pg. 20)

Economic Development Metrics			
Year		2024	
Gunnison County	Cumulative Metrics	Goal	Forecast
	Companies Recruited	6	4
	Jobs Created	60	74
	Jobs >\$50k/60k Created	18	40
	Revenue \$ Increase	\$5,500,000	\$6,622,902
	WCU Interns/Grads placed	21	37

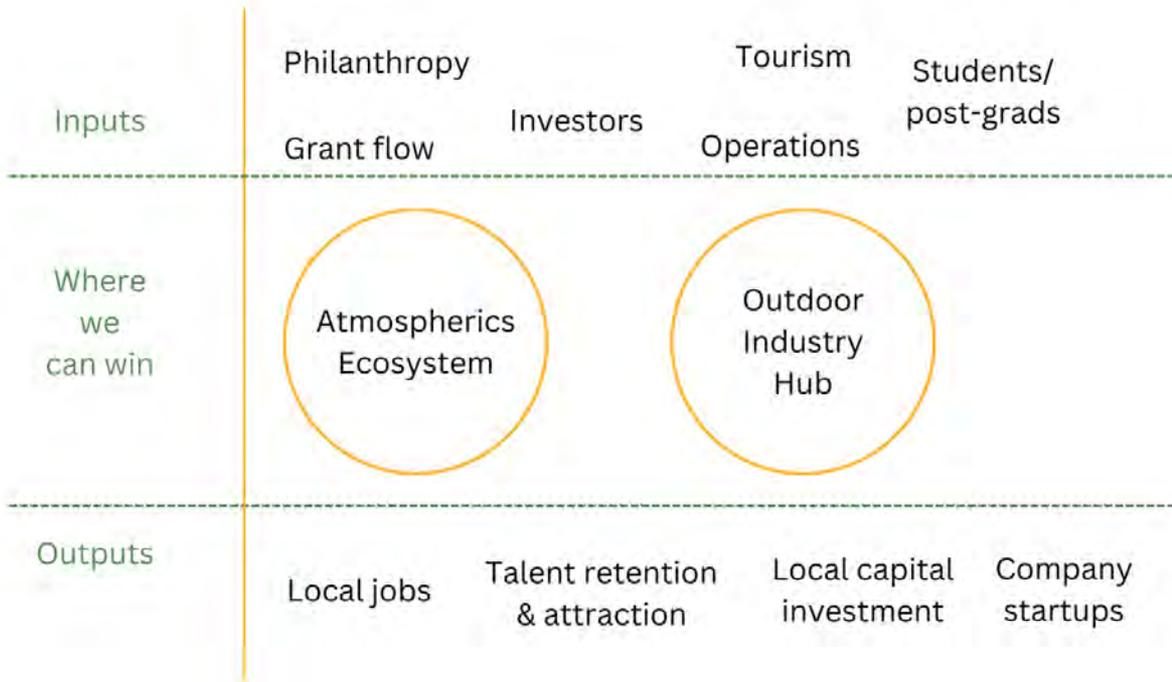
	2024 fcst
Jobs Created	74
Local Hire	58
Move-in Hire	16

**ICELab metrics are always held with confidentiality and are only reported out in large groups that obfuscate any individual company metrics*



ICELAB
@WESTERN

Where we can win





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Reducing friction

- ▶ Funding
 - Outdoor Industry Funding Summit (pg. 20-21)
 - Grant flow
 - REDI Grant in partnership with DOLA and City of Gunnison
- ▶ Warehouse (pg. 21-22)
- ▶ City of Gunnison ED Plan

WCU/CU Partnership + RMBL Post-Grad Program

Pg. 12-19



Background

December 2023, a group from RMBL and the WCU/CU Partnership program met to brainstorm projects that would be beneficial to both organizations

Projects began in the Summer 2024, with initial results promising for continued success:

- ▶ 1 project will continue into senior capstone for the partnership program
- ▶ 3 projects are being worked on by post-grads

The main goals for TAPP funding (RMBL + WCU/CU Partnership Program) are:

- 1)Continue to enhance collaborations between RMBL + WCU/CU Partnership Program to strengthen the relationship.
- 2)Enhance the collaborative economic ecosystem of the Gunnison Valley.
- 3)Apply for state and federal grants to encourage recognition of the Gunnison Valley.
- 4)Promote and help develop employment opportunities for startups, creating potential job opportunities for post-baccalaureates and future students.

- Drive scientific discovery by applying new technologies in remote sensing and data analytics to RMBL's long-term field studies
- Unlock fundamentally new insights on how mountain ecosystems and watersheds provide critical life sustaining services, and how they are responding to a changing climate

Job Creation

Spatial Data Platform

Hired Ian Breckheimer

Hired Amanda Henderson

2 Fulltime & 3 Seasonal Staff

2 Fulltime & 6 Seasonal Staff

Funding

2018	2019	2020	2021	2022	2023	2024	2025
Grants	Private Philanthropy			Grants	Operational Revenue	Grant	Congressionally Directed Spending

Collaborations



RMBL-Rady Collaborative Pilot Projects: Sensors

Surface Radiation Sensor Suite (pg. 16-17)

2024 Highlights

- Field experiments to scope design specifications

Next Steps

- Develop prototypes for field testing in 2025 to create a portable, efficient, and cost-effective solution to better understand environmental processes and climate dynamics

Current Technology



Future Application



Robotics for Ground-Based Sensing (pg. 17)

2024 Highlights

- 6 weeks of field testing to assess current capabilities, limitations, and additional development needs of Unitree Go-1

Next Steps

- NSF REU grant proposal submitted to fund 10 students/year for 3 years through Rady

Unitree Go-1 Robotic Dog



RMBL-Rady Collaborative Pilot Projects: Computing

Leaf Area Imaging (pg. 16)

2024 Highlights

- 2,000 hours of field work, 80 drone flights & 450 field samples
- Highest quality Leaf Area Index (LAI) dataset in the world

Next Steps

- Integrate field and drone data with machine learning algorithms to map how leaf traits are shifting across the landscape in response to environmental change & the impact on carbon storage and water availability.



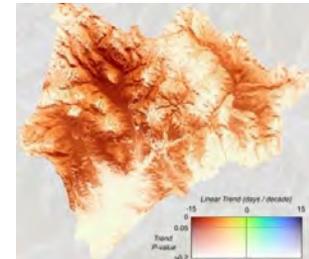
Deep Learning Snow Detection (pg. 16)

2024 Highlights

- Integrated remote sensing datasets with machine learning algorithms
- Developed highly accurate, efficient, and versatile model to analyze and monitor snow cover dynamics

Next Steps

- Promote usage with potential end users to unlock new insights in climate research, water resource management, and ecosystem function.



OIE/Blister Labs Updates (pg. 12-15)

- ▶ 7 projects total (ski, mnt bike wheel, quantitative rider survey, technical fabric testing, boot fit, and e-bike battery testing)
- ▶ 2 additional scientific papers to be published this year (work in progress)
- ▶ 1 more podcast (Blister Labs Gear30)
- ▶ 2+ more podcasts (work in progress)
- ▶ Continued project research over the academic year through courses
- ▶ Continued recognition from industry experts (DPS)
- ▶ Continue to support the undergraduate summer research program

2025 Emphasis

- ▶ Expectation that our tourism and economic development efforts remain successful
- ▶ Lack of investment will catch up to us at some point
- ▶ Friction reduction
- ▶ Rady/RMBL
- ▶ South Valley focus



LMD Recommendation

\$3.3 Million of 2024 collections

Pg. 22-23





TOURISM & PROSPERITY PARTNERSHIP

September 24, 2024

Board of County Commissioners

LMD Budget Recommendations

The purpose of this report is to supplement our presentation to the Board of County Commissioners with the details of our activities. The data contained within is how we developed our budget request.

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Tourism

Summary

Tourism remains the economic lifeblood of our community. While TAPP continues to work to develop other aspects of our economy, we must also keep our tourism economy robust to sustain our current realities. We faced a number of challenges and opportunities this year, most notably the closure of US-50 and the expansion of shoulder season flights into the fall season. TAPP remained nimble in addressing these issues to work towards a sustainable tourism economy.

As stated in our June report, Winter 2023/2024 was one for the record books. Lodging tax collections for Q1 of 2024 were up 15%. While we do not have complete summer lodging tax collection numbers, it appears that we are outpacing our competitive set with higher rates from fewer individuals. YTD through July lodging tax revenues are up 11% YOY. The lodging tax collections are showing a fairly rosy outlook, but we are seeing signs of softening and disparities in different portions of our valley. We are keeping an eye on these trends and adjusting our tactics to try and stabilize these trends to keep our tourism economy churning.

Lodging Tax Results

LMD Collections	2023	2024	YOY
January	\$318,774.21	\$302,775.95	-5%
February	\$327,664.69	\$459,681.85	40%
March	\$433,112.61	\$483,880.95	12%
April	\$96,673.57	\$94,124.05	-3%
May	\$124,484.83	\$129,222.22	4%
June	\$292,264.33	\$327,920.32	12%
July	\$498,464.59	\$527,404.17	6%
Q1	\$1,079,551.51	\$1,246,338.75	15%
Q2	\$513,422.73	\$551,266.59	7%
Total YTD	\$2,091,438.83	\$2,325,009.51	11%

Competitive Set

There has been news across the mountain west of a slowdown in visitation. As we look at our competitive set and their sales tax collections, we seem to be faring much better. Data released by the Colorado Association of Ski Towns (CAST) shows that through June, Gunnison County is outpacing others.

YTD Sales tax % changes through June 2024.

Mt Crested Butte + 9%

Aspen/Snowmass +8%

Gunnison County +4%

Durango +4%

Steamboat +2%

Winter Park, Eagle County EVEN

Breck -1%

Vail -1%

Avon -2%

Dillon -2%

Telluride Mountain Village -2%

Beaver Creek -4%

Sun Valley -8%

Telluride -25%

<https://www.summitdaily.com/news/breckenridge-sees-a-significant-downturn-in-overnight-summer-visits-for-2024-after-seeing-an-increase-in-2023/>

<https://www.cpr.org/2024/06/14/vail-resorts-struggling-as-lift-ticket-sales-fall-visits-down/>

<https://www.skimag.com/news/nsaa-skier-visit-report-2023-24/>

<https://www.aspentimes.com/news/lodging-trends-have-slowed-in-colorados-mountain-resort-towns-whether-thats-good-or-bad-depends-on-who-you-ask/>

Location Data

To get a clearer picture of what has happened so far this year and better plan for next year, we look to other data sources outside of tax data. The first source is Placer.ai, our cell phone location data software. This data shows us a starkly different picture between summer and winter as well as differences on either end of the valley.

In order to understand regional patterns, we divided Gunnison County north and south of Round Mountain. Visitors best equate to unique individuals in the County. Visits best equate to a visitor day. 1 visitor staying for 4 days would count as 4 visits.

We can see that in Q1 the north valley had slightly fewer unique individuals, but more of a flat number of visitor days. This means that we had fewer unique individuals but they stayed longer. The south valley had a bump in individuals in Q1 and they stayed longer. Despite the strong start for the south valley, those gains were wiped out once the US-50 bridge closed. After the closure, both unique individuals and length of stay dropped much more dramatically in the south valley than the north. In the north for the summer months, we were flat to down on individuals, but length of stay dropped so we had fewer visitor days or lower occupancies. In the south we had both a decline in unique individuals and in visitor days. So far YTD the north valley was 1% down in unique individuals, but 5% down in visitor days. For the south valley, unique visitors were down 12% and visitor days were down 11%.

Contrary to the drop in visitor days, January-July has seen a large increase in LMD tax revenues. The gains we have seen thus far in 2024 are due to increases in rates and not an increase in visitor counts. While it is welcome to get more revenue from the fewer individuals. There is concern that without capital improvement to lodging and amenities that eventually this model will be unsustainable.

North County Visitor Count (unique individuals)

	2024	2023	YOY
January	47,800	49,200	-3%
February	38,700	37,500	3%
March	51,200	54,200	-6%
April	8,500	9,000	-6%
May	9,900	10,700	-7%
June	43,300	41,600	4%
July	87,600	90,300	-3%
August	57,600	55,400	4%
Total	344,600	347,900	-1%

Placer.ai, LOS>150, HD>75

South County Visitor Count (unique individuals)

	2024	2023	YOY
January	21,800	21,300	2%
February	20,700	19,700	5%
March	22,200	21,700	2%
April	11,700	12,400	-6%
May	19,800	23,400	-15%
June	37,500	49,600	-24%
July	58,400	72,400	-19%
August	40,600	45,100	-10%
Total	232,700	265,600	-12%

Placer.ai, LOS>150, HD>75

North County Visits count (visitor days)

	2024	2023	YOY
January	214,300	206,100	4%

South County Visits count (visitor days)

	2024	2023	YOY
January	115,600	106,100	9%

February	178,400	170,200	5%
March	262,600	278,900	-6%
April	33,900	30,300	12%
May	44,600	45,700	-2%
June	166,200	180,500	-8%
July	377,800	428,800	-12%
August	214,800	230,800	-7%
Total	1,492,600	1,571,300	-5%

Placer.ai, LOS>150, HD>75

February	121,500	99,600	22%
March	119,800	108,900	10%
April	96,800	86,100	12%
May	74,300	101,300	-27%
June	138,900	191,000	-27%
July	212,100	275,600	-23%
August	164,700	199,600	-17%
Total	1,043,700	1,168,200	-11%

Placer.ai, LOS>150, HD>75

Marketing Results

Paid marketing

Our marketing focus continues to lean into our extreme terrain in winter and our trails access in summer with a mix of appeal of our towns as a secondary driver. Despite a flat marketing budget, we saw our metrics pacing ahead of previous years in line with LMD collections. In winter, our paid efforts saw landing page views grow 30% over last year. Our summer marketing programs are ongoing, but as of August 21st landing page views were up 57%. A full report of winter media buys can be found [here](#). A full summer report can be found [here](#).

This year, we reacted to a number of changes with additional campaigns. Upon the closure of Highway 50 we created an information marketing campaign for Blue Mesa with bridge closure updates and business openings in the area. We saw great traffic generated from this campaign. That said, the diminished visitor counts were clearly seen in our location data tracking where the South valley struggled this summer. Another change that we reacted to was the addition of a second daily Denver flight from United during the fall offseason. We included information across our destination marketing landing pages and also built out a local focused campaign to drive awareness of the increased reliability and connectivity in and out of GUC. We have seen great engagement and an uptick in bookings that coincided with this effort.

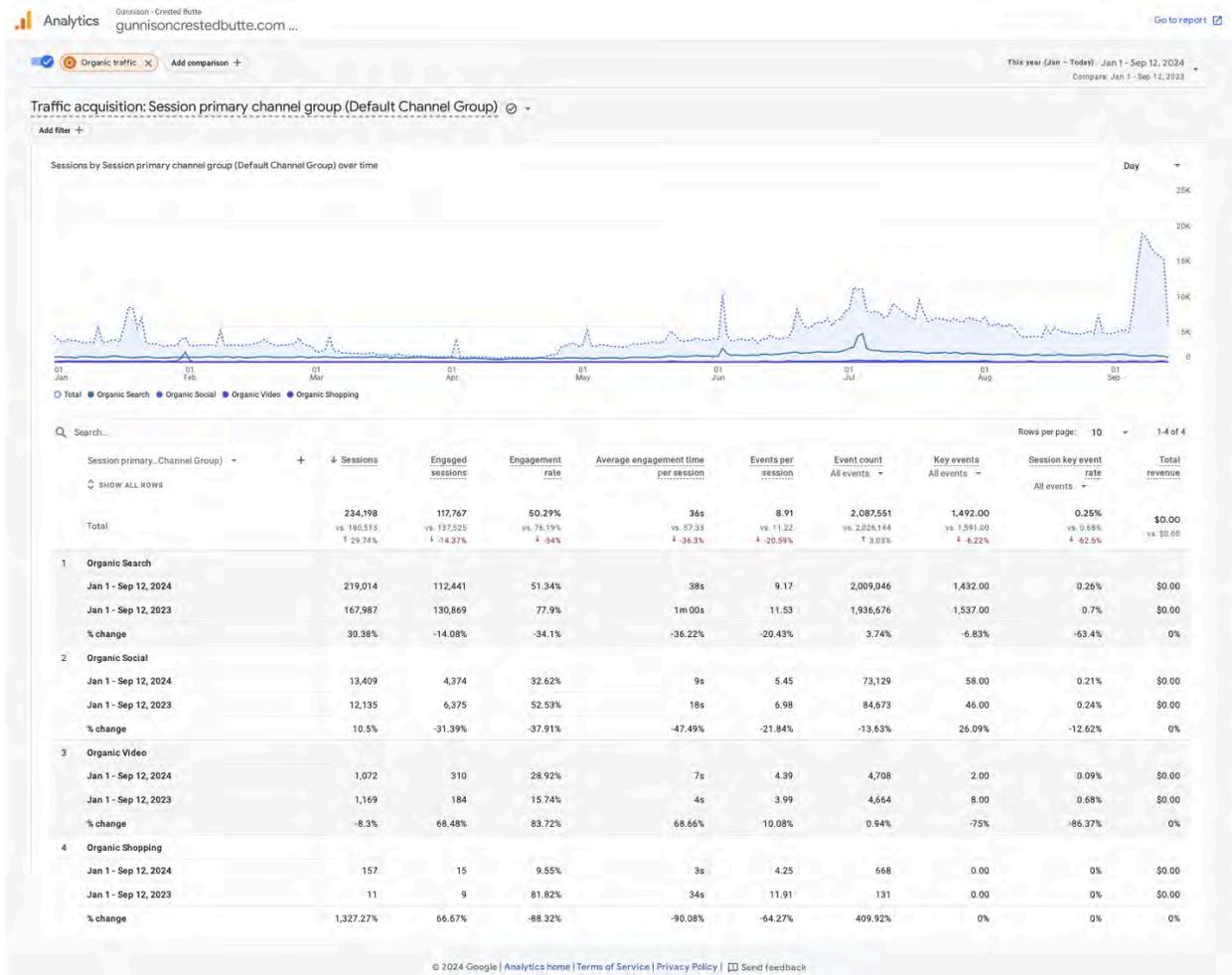
We also tracked search and referral volume through our lodging search widget called Book Direct. Search volume from January-August grew by 173%. Referral volume, or referrals to partner websites grew 54% over the same period.

Organic marketing

When we look at our organic efforts, or the traffic and impressions we don't pay for, we also saw growth in line with LMD collections. When comparing our organic web traffic to what it would cost us via a Pay Per Click campaign, value grew to \$32.1k per month. While we have seen impressive growth in sessions, we have seen a decrease in engagement and time on site from our organic sessions. This is to be expected with the 30% growth in sessions. We have more people who are discovering us, but they aren't yet as invested in the destination.

Organic social media followers are also up over the previous year, and post engagement on Instagram and Facebook remains high due to our flexibility in the ever-changing landscape of social media.

Organic web traffic, Jan. 1, 2024 - Sep 12, 2024 vs. same period previous year, gunnisoncrestedbutte.com. Source: Google Analytics

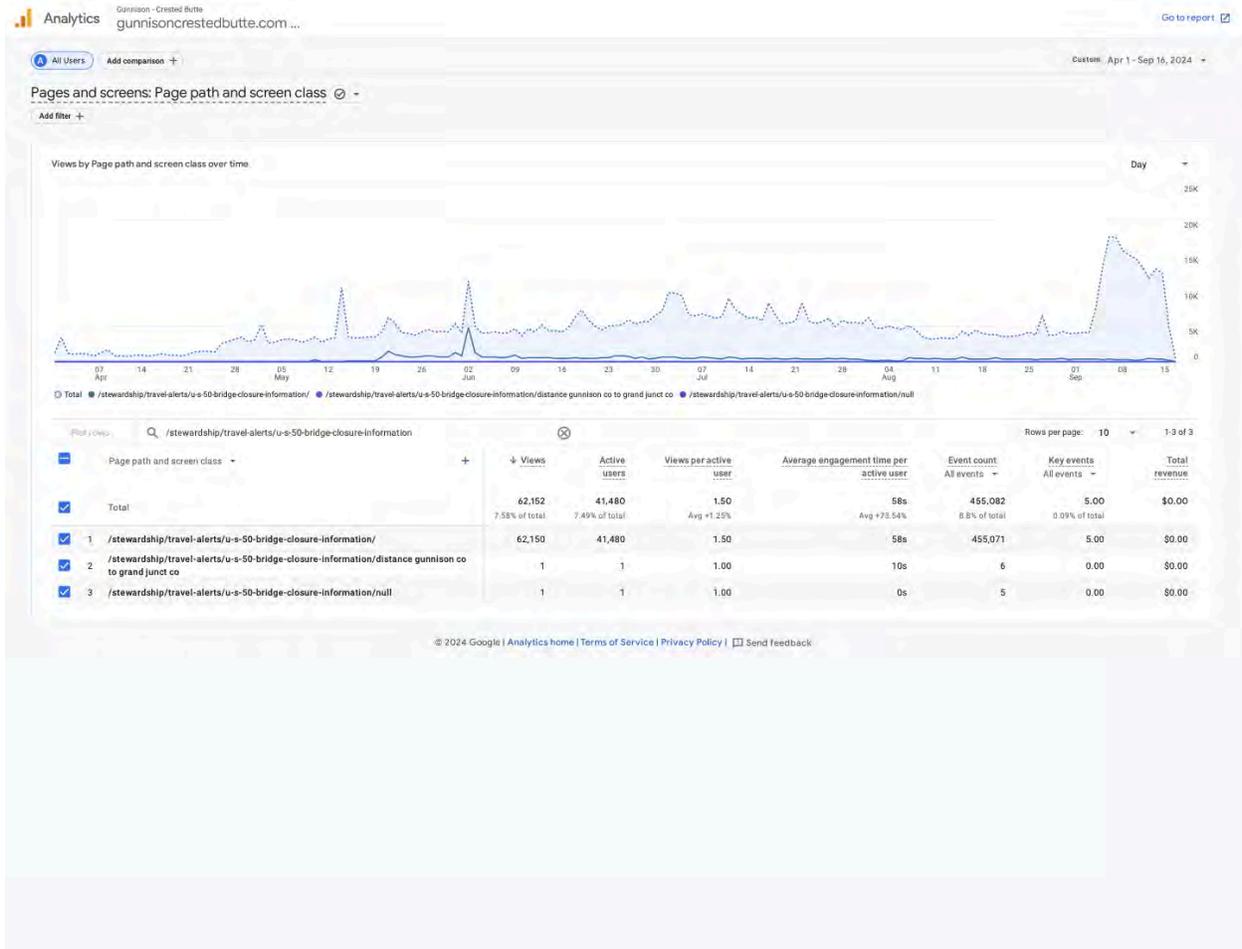


Blue Mesa

As mentioned above, we created a regionally focused marketing campaign primarily through Meta upon the closure of Highway 50. This campaign is ongoing, but to date has driven over 62k website sessions accounting for 7.6% of all of our website traffic during that period

(both paid and organic). Users are staying on page for nearly 1 minute, 74% longer than our site as a whole. This means that users are finding the information that they need on the page. Another indication of the quality of information on the page is that the bridge info page was second only to the 4th of July in driving organic web traffic this summer.

Bridge Info web traffic, Apr. 1, 2024 - Sep 16, 2024, gunnisoncrestedbutte.com. Source: Google Analytics



Fall Flights Push

With the addition of the second daily flight through the fall off season, TAPP put a concerted effort into promoting that added service not just for visitors, but also with a locally focused campaign. We need to have local traffic to drive the shoulder season flights. So far, the campaign has been going for a little over a month and has seen 240k impressions and 3,205 clicks on a booking link to United’s website. Capacity was doubled and so far passengers booked are up 64% in October and 71% in November. With this success, United has now added a third daily Denver flight through the winter season as well as a second daily flight through the spring offseason of 2025. While tourism is a driver of flights, our connectivity via the airport is of utmost importance for the quality of life of residents as well as our economic development efforts. TAPP is committed to filling the Denver flights that are free to the community and drive our connectivity outside of the valley.

Book Direct

We are seeing similar trends in BookDirect as we are with both paid and organic marketing. We are driving a much higher volume of traffic and searches, but the actual referrals rate didn't grow as quickly as searches. Despite that, referrals still grew 54% YTD.

Lodging Searches	2023	2024	YOY
January	2,910	12,268	322%
February	1,551	7,115	359%
March	392	1,829	367%
April	818	1,309	60%
May	1,971	3,618	84%
June	1,961	4,206	114%
July	2,311	4,515	95%
August	1,839	2,744	49%
Total	13,753	37,604	173%
Lodging Referrals	2023	2024	YOY
January	1,415	3,629	156%
February	817	2,017	147%
March	471	628	33%
April	630	693	10%
May	1,196	1,382	16%
June	1,376	1,841	34%
July	1,635	1,944	19%
August	1,170	1,278	9%
Total	8,710	13,412	54%

Airline Results

Overall, we have had an extremely successful year as far as flights with more passengers and capacity. The airlines have seen this success and continue to add service to the GUC market. United has added a second daily flight at no minimum revenue guarantee in both the fall and spring off season. United is also looking at adding some direct flights from Chicago this winter. Currently, we are the only major ski market without Chicago service. The added flights coupled with increased reliability make for better connectivity than we have ever had. These flights are extremely important not only to visitors, but also to locals and businesses in the valley.

Summer air has been pacing ahead both in capacity and passenger counts. When JSX data is included into the main commercial flights, we likely will have a record passenger number this summer season.

The addition of a second daily fall flight from Denver has doubled our offseason capacity at no minimum revenue guarantee. TAPP has been focused on filling these flights so that we can continue the service next off season. As of now, United has a second daily flight through the spring off season as well.

Winter air was a huge success with growth in both capacity and passengers flown. We flew more passengers than we have in the last several decades. The new approaches allowed for a strong completion rate of 98%+. This reliability builds confidence from our customers both visitor and local in depending on the flights. The airlines saw the success of last winter and have increased incoming capacity by 20% so far for winter 24/25. There is also a possibility of adding some direct service to and from Chicago this winter. On the downside, JSX has decided not to operate service this winter.

By filling the flights, we drive early bookings, longer stays and higher paying visitors. We are also driving up the quality of life for residents and reducing the friction it takes to do business in the valley. When the flight programs are successful, the RTA is not held to the same level of airline guarantees. This allows for more funding to be put to bus service which serves our residents.

Looking Ahead

As we look to 2025, we are taking lessons from 2024 to drive our strategies moving forward. We will focus marketing spend in areas that we can create sustainability in our tourism economy.

We are increasing our winter spend because the impacts on the community are focused on the hardened area of the ski area. There is also more room to grow during this season, particularly in the south valley.

In an effort to offset the south valley downturn, we are shifting more non-snow spend to gravel biking, where Gunnison can win. We spent about 20% of our 2024 non-snow budget in gravel this year. We are expanding this to about 30% of our spend in 2025 and also pursuing a

Colorado Tourism Office grant in this area. We have seen great engagement in our gravel spend thus far. While it is a newer target audience, platforms are becoming more and more sophisticated at targeting this growing demographic.

Until we have some sort of a reservation system for camping, campers will continue to expect an open spot. We will try to get ahead of this by shifting campers to paid lodging during the top 4-6 weekends in summer when camping is full, but lodging is not. We will target search terms around camping in the area and give campers options for paid lodging instead of camping that is likely full.

We will promote the air service both locally and nationally to build more robust year round air service. This connectivity will help drive new markets of high paying visitors and also build upon the amenities available to local residents and businesses.

TAPP will remain nimble and data-driven in our tourism marketing decisions so that we can maintain a sustainable leg to our economy. We can soften the impacts of tourism by shifting to needed areas. Tourism remains the largest driver of our economy. By keeping this area robust, we have the funding to build a more diverse economy beyond tourism.

Stewardship

“Doo” Colorado Right

The [“Doo” Colorado Right](#) program is in its second year of funding from the Colorado Tourism Office (CTO). It is not common for programs to be funded for multiple years in a row. The huge success from last year convinced the CTO that it was worth funding again. We also participated in the Outside Festival to promote the program. \$40,000 from the state is being matched by \$20,000 from TAPP and \$6,000 from other destination partners across the state. This year, 4,600 kits are being distributed via 37 distribution partners from every corner of the state. While this program is budgeted under stewardship, it does touch on all the missions of TAPP. Every kit has the Gunnison Crested Butte logo printed on it, and this program aligns our brand with outdoors and stewardship driving the right type of tourism to our area. We have also had another good round of news articles from this program, but not near the level that we did last year. On the economic development front, PACT is a local exporting company and the program has garnered exposure and growth for their company driving our goals in economic development. In addition, we worked with the Wright Collegiate Challenge and Outdoor Industry MBA students from Western on crafting survey language to go along with the kit. This program continues to showcase the Gunnison Valley as an outdoor industry hub while also teaching folks to take care of our public lands.

In-market Messaging

Based on the priorities set forth in the Sustainable Tourism and Outdoor Recreation Committee's (STOR's) strategic plan, TAPP oversaw and funded an in market messaging campaign during the busiest 6 weeks of the summer. TAPP has allocated \$5,000 towards a campaign that is targeted just to people that are physically in the Gunnison Valley to feed them messaging that aligns with STOR's priorities and utilizes the CTO's Do Colorado Right assets. While we did get a lot of impressions served from the ads, these ads were not engaged in quite to the same level that our typical marketing sees. A full report of this program can be found [here](#).

Law Enforcement Saturation Patrols

STOR's communication subcommittee recommended to the STOR board that they consider enforcement to be coupled with communication efforts. TAPP committed \$3,000 towards this program so law enforcement can have a larger presence during some of the busiest weekends in the summer. There has not yet been a full report out to STOR on this effort, but thus far all accounts from land managers were that the program was very successful.

Campers to Lodging

As mentioned above, for 2025 TAPP has budgeted \$25,000 for a campaign that focuses on converting campers to lodging during the busiest months of the summer. We heard from the STOR committee that camping was an issue during the 4-6 peak weeks of summer. Unfortunately, visitors have no way of knowing if camping is full or making a reservation. TAPP will continue to push at the STOR meetings to implement some sort of a reservation system for campsites, but until that time comes, people will still arrive expecting to find a campsite. We hope to alleviate that pressure and convert campers to paid lodging via a campaign next summer. We will target search terms around camping in the Gunnison Valley. The messaging will inform visitors that camping is likely full during the weekends in July, but there is room at our lodges. The call to action will be to book lodging. The hope is that this campaign will alleviate pressure on our camping and also fill the lodges that have room.

STOR funding

Also, for 2025 we have reinstated a \$75,000 Gunnison Stewardship Fund donation. TAPP had done this in the past and with LMD changes it didn't happen in 2024.

Western/Rady

Summary

Our efforts at Western continue around our collaboration with the Rady School. We are focused on areas that we think we can win, in the Outdoor Industry and in Atmospheric industries. We have a very unique position in the Outdoor Industry in that our natural capital consists of public lands, trails and access that sets the Gunnison Valley apart. Similarly, these wide open pristine landscapes along with the robust history of science at RMBL offer an opportunity in the realm of atmospheric research. The Rady engineering students are positioned well to drive forward both of these focuses with their talent. We are working to grow the outdoor hub and atmospheric ecosystems that are developing in the valley and the contributions of the Rady students cannot be understated. This is giving students real world experience with the hopes that talent can stay and get jobs in our valley. At the same time, the reputation that is building at the Rady school will attract new talent and funding in the years to come.

Post-Grads

The two post-grads that began work this August will continue their work into 2025. Both candidates applied for the post-bach position and were interviewed by ICELab.

- Jayden Omi (CS graduate '23) – Jayden will work on RMBL collaborations.
- Tyler Baker (ME graduate '24) – Will support OIE projects along with RMBL Collaborations.

Bi-monthly meetings with the key stakeholders (Rady, RMBL, TAPP, ICELab) will be held throughout the duration of the post-graduate program to ensure that progress is tracking and all efforts are aligned with the goals of the program.

Two new post-grad students will be selected in August 2025 to continue the collaborative efforts between RMBL and Rady.

Blister Labs/Outdoor Industry Engineering

Below is a summary of results and observations from the 8-week summer undergraduate research program. This summer's research projects were focused on bike wheel testing, fabric testing, ski testing, and several proof-of-concept projects, all of which offer valuable insights into the outdoor industry and engineering fields. These findings resulted in two future scientific

Bike Wheel Testing + Blister Survey:

- **Key Findings:** The system of a mountain bike wheel—comprising spoke number, spoke pattern, and wheel geometry—plays a more critical role in the overall performance of the wheel than the material (aluminum alloy vs. carbon) for most riders. These structural

elements can be fine-tuned, regardless of whether the wheel is made from aluminum or carbon, to achieve optimal performance tailored to different riding styles and conditions.

- The choice of material between aluminum and carbon becomes truly relevant only for more technical or heavier riders, who apply higher impact loads on the wheel during aggressive maneuvers. For them, the material difference may translate into tangible performance benefits.
- **Motion Capture System Insights:** The research revealed that the Motion Capture system currently being used lacks the necessary precision to measure detailed wheel deflections. However, despite its limitations for this specific use case, the system proved valuable for other types of testing and could be repurposed for various applications within the broader scope of research.

Fabric Testing:

- **Simultaneous Variable Testing:** Unlike many industry-standard tests that focus on evaluating a single characteristic at a time (as seen in VF's standardized tests), our approach set up experiments to test multiple variables simultaneously. We examined friction, UV exposure, and water resistance in parallel, which allowed for a more holistic understanding of fabric performance under real-world conditions.
- **UV Degradation:** Our findings showed that continuous exposure to UV light caused both the fabric and its protective coatings to degrade significantly over a 10-day period. This rapid degradation is concerning for outdoor apparel manufacturers that rely on fabric durability in harsh environmental conditions. However, the application of Durable Water Repellent (DWR) was able to restore water resistance up to 90% of the fabric's original capacity, indicating that DWR treatments are an effective short-term solution to extend fabric longevity in the field.
- **Impact of Fabric Color:** One surprising discovery was the role that color plays in fabric degradation. Different pigments in the fabric affect how the material absorbs and reflects UV light, leading to varying rates of deterioration depending on the color. This insight opens up possibilities for designing more UV-resistant fabrics based on pigmentation.
- **Further Testing:** More testing is planned to investigate whether the degradation is due to the material itself or the water-resistant coating, as well as determining when and how this breakdown happens. Understanding these mechanisms will allow manufacturers to develop fabrics that retain performance qualities over longer periods of exposure.

Blister Labs Research (Bike Wheel and Fabric Testing):

In addition to the findings from the bike wheel and fabric testing, two more scientific papers on ski testing are being prepared for submission. These papers will explore the results of our in-depth research and help inform both consumers and technical experts in the industry.

- **December 2024:** A consumer-friendly paper will be submitted to Blister, focusing on the results of our ski testing. This paper will use accessible language and avoid excessive technical jargon. The aim is to provide Blister's readership with a clear overview of the research findings, helping consumers understand how these results can inform their purchasing decisions and aid them in choosing ski equipment that best fits their individual needs.
- **September 2025 (Thesis Paper):** A more technically focused paper, which is a follow-up to our previously published work *"Distributed IMU Sensors for In-Field*

Dynamic Measurements on an Alpine Ski," will delve deeper into the methodologies, techniques, and comprehensive data collected during the testing. This paper will target a more academic audience and focus on the theoretical aspects of the research. It will provide an in-depth analysis of individual tests, including stiffness, in-field dynamic measurements, and modal analysis, contributing to the broader academic discussion on ski performance.

Additional Proof of Concept Projects:

Two additional projects were explored this summer to determine proof of concept and feasibility:

- **Bike Battery Testing:** Initially, the project aimed to evaluate the performance of electric bike batteries in isolation. However, the team quickly realized that the interaction between the battery and motor system is far more complex than anticipated. While standalone battery testing can provide some information, there is already ample data available on this. Therefore, future testing will need to include a more comprehensive analysis of the battery and motor as an integrated system to yield meaningful insights.
- **Ski Boot Flex (in collaboration with Sean Humbert's Lab):** This project is still in the early stages, focusing on measuring ski boot flex and improving boot performance. Work is ongoing, and the team is collaborating with Sean Humbert's lab to develop more precise measurement techniques and refine the equipment used for this research. Once completed, this project could have significant implications for ski boot design, particularly for competitive skiers seeking optimal flex patterns for different skiing styles.

Summary of Results:

The summer research program has yielded promising results across several projects, from bike wheel performance to fabric durability, and is contributing valuable data to the outdoor industry. Our work is helping to bridge the gap between engineering research and real-world product application, benefiting both manufacturers and consumers. As we move forward, the insights gained from this summer's research will inform future testing, product development, and collaboration within the outdoor industry, positioning the Blister Labs and our team as leaders in this field.

Future Work

- The bike wheel project is completed with regards to the design of experiment. The next phase will include incorporation of various bike wheel sets for destructive testing.
- For the ski project, we are in the middle of modal analysis testing and creating a plan to continue collecting more modal data while analyzing that data from the summer and fall 2024. The next step is to use the modal data to estimate the deformation/force a ski undergoes while in use and the consolidation of information to begin writing the first paper discussed above.
- For the fabric project, tests will continue throughout the academic year, now that the design of experiment for testing fabrics has been established.

- Continue to work on the quantitative rider survey to better link data sets to rider type and ability.

Media and Publications

- Blister Labs: Results from our On-Snow Ski Testing & Dynamic Modeling (Ep.307) - <https://blisterreview.com/podcasts/gear-30-podcast/blister-labs-results-from-our-on-snow-ski-testing-amp-dynamic-modeling-ep-307>
- Two scientific papers related to ski testing: work-in-progress.
- Two podcasts related to fabric testing and wheel testing: work-in-progress.
- Summer undergraduate research program will continue through summer 2025.
- OIE projects will continue to be incorporated into capstone and other classes.
- **Western Colorado University - Gunnison, Colorado - \$100,000**
To support the buildout of an outdoor industry lab. Funding will support the purchase of lab equipment and supplies. This project will be the next step in making rural Colorado a hub for entrepreneurship and workforce development for years to come. - <https://oedit.colorado.gov/press-release/strengthening-local-economies-gov-polis-announces-colorado-state-outdoor-recreation>

Future Funding

- Continue to apply for federal and state grants that support OIE and economic development.
- Continue to collaborate with the OIMBA program and collaborate on a grant.

RMBL Atmospheric

Rady Collaborative Research Projects Enabled by TAPP

TAPP funding provides financial support to establish a collaboration between the two scientific powerhouses in the Valley to jointly explore unique opportunities to create a national hub for environmental science. The starting basis involves a series of collaborative projects to solve real world problems that exist at the intersection of field research, mechanical engineering, and computer science. The projects represent mutually beneficial opportunities which support RMBL's strategic research initiatives and provide Rady with a unique differentiator for student recruitment. Several of the projects made significant progress during the summer season and the remaining projects are set to ramp-up in the fall.

The projects provide meaningful progress, but more importantly they provide the basis to establish a new way of working collaboratively and demonstration of potential impact. This is

what is needed to unlock future opportunities to grow the collaboration and create STEM employment opportunities in the valley.

Computer Science Projects

Leaf Area Images: Computer science project led by Travis Hainsworth (Rady faculty) with extensive ground-calibration provided by a field campaign led by Amanda Henderson (RMBL staff). During the summer field season, TAPP support allowed Amanda and a team of research assistants to collect 80 drone flights and over 450 field samples to compile the highest quality Leaf Area Index (LAI) dataset in the world. The next step is to integrate field and drone data with machine learning algorithms to map how leaf traits are shifting across the landscape in space and time. By understanding LAI variations across different landscapes, seasons, and vegetation types, our research will provide valuable insights into ecosystem productivity, biodiversity, and carbon cycling, contributing to a deeper understanding of the Earth's terrestrial ecosystems and their response to environmental change.

Machine Learning and Classifying Snow: Computer science project led by Travis Hainsworth (Rady faculty) and supported by two Rady students and Ian Breckheimer (RMBL) to leverage recent advances in computer vision to pioneer a novel approach in snow classification using drone and satellite imagery. Through the integration of machine learning algorithms with remote sensing datasets, the team has developed a highly accurate, efficient, and versatile model that will greatly improve how we monitor and analyze snow cover dynamics. It provides potential end users such as researchers, environmental agencies and other stakeholders the ability to unlock new insights in climate research, water resource management, and ecosystem function.

Snowpack onset and persistence: Because of support from TAPP Ian Breckheimer has been able to extend satellite-based estimates of snowpack onset and persistence back to 1985, improving current estimates that only extend back to 1993. This is important scientifically (e.g., increases statistical power of scientists wishing to link biological and climatological processes) and management (e.g., the Upper Gunnison River Water Conservancy District is conducting drought planning and this potentially enables a stronger baseline to determine drought conditions). This work will be enhanced through a new collaboration with Jessica Lundquist (University of Washington faculty) to ...

Engineering Projects

Developing Sensor Suite to Measure Surface Energy Balance: Ian Breckheimer and Kevin Terry (Rady Faculty) have been designing and developing an advanced sensor suite to analyze land surface balance. During the summer field season Kevin and several Rady undergraduates conducted field experiments to scope structural parameters, power needs, and other design specifications. The work will continue into the 2024 – 2025 academic year to develop prototypes in the laboratory followed by field testing during the summer of 2025. The goal is to

engineer a portable, efficient, and cost-effective sensor suite to better understand environmental processes and climate dynamics.

Robotics for Ground-Based Sensing: Nicolaus Correll (CU Boulder faculty) conducted several weeks of field testing to assess current capabilities, limitations, and additional development needs of the Unitree Go-1 robotic dog from the Collaborative AI and Robotics Lab at CU Boulder. The results highlighted future potential for collecting remote sensing data in areas that are inaccessible with drones such as under the forest canopy. It also identified additional development needs to make the platform truly autonomous and robust to withstand the challenges of rugged environments. One tangible outcome of this work was the submission of a grant through the National Science Foundation to fund research experience for 10 Rady undergraduates/year for 3 years.

Animal Weight and Snowpack: Rady Computer Science/Mechanical Engineering faculty have plans for a summer project to develop a snowpack measurement device, inspired by animal weight sensing mechanisms, to understand the supportiveness of mountain snowpack for supporting the load of different animal species. A reliable tool will help land managers think about how to manage landscapes for animals like lynx and elk for which winter transit is critical.

Economic Development/Jobs/Housing: TAPP support for this collaboration is motivated by the goals helping support Rady and Western be more successful as well as job creation. The collaboration helps Rady by serving as a unique differentiator for attracting students and helping attract CU-Boulder faculty to working in the valley. For RMBL it progresses our science strategy by providing access to engineering and computer science expertise to develop sensor solutions and create new knowledge through advanced data analytics.

RMBL Science Strategy: Through 90+ years of long-term research of the biological and ecological systems in the Gunnison Basin, RMBL scientists have made this area one of the best understood ecosystems in the world. These long-term observations have only begun to reveal what can be done to understand how all biological systems function. Applying new technologies in remote sensing and data analytics to these long-term studies enables scientists to potentially unlock fundamental new insights. This exciting frontier in field science provides RMBL with a unique opportunity to link biological and earth systems, leading to a deeper understanding of how mountain ecosystems and watersheds provide critical life sustaining services and how they may respond to a changing climate.

RMBL's Spatial Data Platform (SDP) is at the heart of the science strategy and provides a tangible example of job creation through a diverse portfolio of funding and strategic partnerships. The SDP was established in 2019 with the hiring of Ian Breckheimer through the support of private philanthropy. Since then, the platform has demonstrated a track record of success and grown to 2 full-time and 3 seasonal staff by attracting additional funding through local and federal grants, operational revenue, and congressionally directed spending requests. The RMBL-Rady partnership represents a major milestone for the SDP and a powerful alliance

to expand the valley' scientific profile which in turn creates opportunities to attract additional funding and high paying jobs.

Partnership Program initiatives: Through project initiatives with RMBL, the WCU/CU Partnership program will continue to circulate projects that matter in collaboration with courses and student research opportunities. These projects support both student learning as well as advancing technology aspects of data collection and analysis at RMBL.

Job Creation: In terms of **job creation**, we identify a number of initiatives which will lead to potential job creation for the post-bachelorette graduates. Several funding opportunities listed below could potentially lead to employment along with on-going support for writing NSF-SBIR's and NSF-STTR's which support start-up companies and employment for key members of the start-up.

Congressionally designated funds for overflights, \$975,000 (funded) over 18 months: We have received a congressionally directed grant through NASA to support plane-based collection of hyperspectral data. To detect change, we will repeat flights done in 2018 that targeted the drainages above Crested Butte. Additionally, with a management and scientific focus on fire, we will add drainages in the Taylor Basin. About 30% of the award will go towards salaries to people living in the county. This project, which will be done in collaboration with NASA's Jet Propulsion Laboratory and will likely play a significant role in developing standards for planned satellite technology, creating opportunities for Rady, science, and job creation.

Fire research, ~\$1 million/year for 10 years (pending): We have a non-profit that has expressed a strong interest in investing ~\$1 million/year in the county, including a dedicated staff position, in integrating fire policy, management, and science, leveraging significant scientific and policy investments around fire. The overflight listed above and the DOE work on fire are important elements of attracting this investment.

Future work, outputs, and future funding

Start-up: We have a start-up in development that would leverage the RMBL and Rady collaboration. They are moving towards incorporation and initial fundraising.

Future opportunities: These successes are creating unique federal funding opportunities with NASA, DOE, and NSF. While these programs require multi-year commitments, there are reasonable opportunities over the next 5-10 years to see long-lasting investments on the order of tens of millions of dollars per year.

Publicity: The partnership has attracted interest from local and national media outlets.

- TAPP forges new Rady and RMBL collaboration (February 14, 2024). Crested Butte News.

- Western's Rady School partners with RMBL (March 6, 2024). Gunnison Country Times.
- Hyper-spectral images to shed light on the future of Gunnison's forests (March 27, 2024). Gunnison Country Times.
- Testing the Field Capabilities of the Unitree Go-1 (July 5, 2024). Medium.

Economic Development

Summary

The ICELab continues to act as the entrepreneurial support organization for Gunnison County and driving forward the mission of creating more high paying jobs. Relationships with other local partners such as Region 10 and the City of Gunnison play a key role in aligning efforts and meeting the local business community where they are at. Local exporters working with the ICELab continue to grow their networks, hire employees and build a stronger economy for everyone in the valley. The coworking space is at capacity with a waitlist for private office space. Gunnison county's reputation as an outdoor industry hub also continues to grow through the many pieces that have been here historically as well as those the ICELab team has created or grown. There is new opportunity to further support entrepreneurs who are building to scale. The creation of new and innovative ideas is important, but reducing friction for company growth is equally important.

Goals and Metrics

Economic Development Metrics			
	Year	2024	
Gunnison County	Cumulative Metrics	Goal	Forecast
	Companies Recruited	6	4
	Jobs Created	60	74
	Jobs >\$50k/60k Created	18	40
	Revenue \$ Increase	\$5,500,000	\$6,622,902
	WCU Interns/Grads placed	21	37

	2024 fcst
Jobs Created	74
Local Hire	58
Move-in Hire	16

Gunnison County	Cumulative Metrics - Actual	2019	2020	2021	2022	2023	2024
	Companies Recruited		1	2	4	4	4
Jobs Created		5	22	33	46	62	74
Jobs >\$60k Created		3	6	10	29	34	40
Revenue \$ Increase		\$847,000	\$1,144,971	\$1,633,426	\$4,134,013	\$5,847,376	\$6,622,902
WCU Interns/Grads placed		5	13	19	23	34	37

New Opportunities

Outdoor Industry Funding Summit

The Outdoor Industry Funding Summit (OIFS) began in February of 2023 and has quickly grown into a nationally recognized opportunity for early-stage outdoor industry company founders to find investment. Raising capital as a startup founder is challenging, and especially so within the outdoor industry. Hubs of industry investment don't exist in the outdoor space like they do in industries like tech (SF, Austin or Boston). OIFS is filling the gap that exists for outdoor founders when they are building to scale.

Exposing this network of highly driven and skilled founders to not only the natural capital of the Gunnison Valley, but also the robust entrepreneurial support community plays a key role in our talent attraction efforts. Connecting the existing Gunnison Valley entrepreneurs with this pool of nation-wide founders also greatly broadens a local founder's leverageable network.

The investor network that the ICELab has created as a result of OIFS is a key component of the efforts to support local entrepreneurs. When a company is ready to bring on investors, we now have that network to tap into.

We are looking to grow OIFS for 2025. The event will split into two and focus on two different stages of companies. The first will focus on earlier stage, pre-seed or seed. The second one will focus on companies a bit further along looking to raise their first priced round, Series A.

Office/Warehouse Space

- Currently looking at the former Dollar Store building as a possible location
- Space available to any exporting companies in the valley
 - Any company who is exporting outside of the county is eligible to be a tenant of the space.
 - Exporting can mean exporting goods, services or headquarter functions. Exporting headquarter function meaning they are building a company that will have locations outside of the valley with a headquarters in the valley. They are exporting the service of HQ functions to their own business internally.
 - For the companies who are exporting outside of the county or those who are scaling to do so, commercial space is a real challenge. The main needs that the ICELab sees are around light industrial warehouse and distribution space.
 - Companies who are headquartered out of the ICELab are outgrowing the existing space available.
 - This type of space is attractive because it better fits the needs of the exporting companies who are currently tenants in the ICELab as well exporters who are not currently in the ICELab:
 - Office space
 - Warehouse/storage space
 - Dedicated area to assemble and package products
 - Capability to receive freight shipments
 - FedEx/UPS pick-up
 - [Colorado Outdoors](#) in Montrose is a great case study for space like this.
- Subsidy projected to be short-term
 - Market rate on commercial space is not realistic for the majority of the promising entrepreneurs in the valley.
 - The subsidy provided by the ICELab on a shared commercial space is meant to incentivize growth and foster an innovative and thriving entrepreneurial community.
- Space Improvement
 - The ICELab would be responsible for the upfront cost of improving and updating the space to fit the needs of the local companies
 - These improvements would include:
 - Building partition and office build out
 - Office Furniture

- Storage/Shelving
- Packing/distribution infrastructure
- Potential build out of a second bathroom
- Parking lot security improvements (fence, cameras, etc.)*

Budget Documents

Summary

The TAPP Board of Directors is recommending the LMD Board allocate \$3,300,000 from 2024 collections to TAPP spread evenly across the months of 2025.

G-CBTA							
Recommended Budget							
2025							
	General	ICELab	STOR	TA Non-Snow	TA Snow	Western	TOTAL
Income							
Income	3,317,500	172,000	10,000	50,000	0	0	3,549,500
Total Income	3,317,500	172,000	10,000	50,000	0	0	3,549,500
Gross Profit	3,317,500	172,000	10,000	50,000	0	0	3,549,500
Expenses							
Admin/Other	13,593	443,762	0	2,306	3,717	0	463,378
Content Creation	0	1,999	0	105,050	66,250	0	173,299
Digital Media	0	2,100	25,000	460,682	429,370	0	917,153
Personnel	20,915	341,476	0	176,071	192,004	0	730,466
Press Trips	0	75	0	9,000	9,000	0	18,075
Print Media	0	2,490	0	7,000	7,000	0	16,490
Public Lands Experience	0	0	85,000	0	0	0	85,000
Research	43,559	130	27,318	249	0	0	71,256
Social Media	0	2,000	0	198,695	323,149	0	523,844
Special Projects	0	165,853	0	0	0	155,833	321,686
Subcontractors	18,380	0	0	13,519	13,519	0	45,418
Travel/Meals/Entertainment	21,258	31,304	0	4,959	5,356	0	62,877
Visitor Centers	50,000	1,000	0	0	0	0	51,000
Websites and Apps	26,313	976	0	16,928	4,958	0	49,175

2025 Proposed Expenses	194,017	993,165	137,318	994,460	1,054,324	155,833	3,529,119
Net Operating Income	3,123,483	-821,165	-127,318	-944,460	-1,054,324	-155,833	20,381
2024 Budget	195,974	526,120	103,553	837,596	903,258	600,048	3,166,549
2024 Actual/Fcst	258,812	404,561	127,324	947,758	961,151	270,937	2,970,543

AGENDA ITEM or FINAL CONTRACT REVIEW SUBMITTAL FORM

Agenda Item: 2025 Gunnison County Budget Discussion

Action Requested:

Parties to the Agreement:

Term Begins:

Term Ends:

Grant Contract #:

Summary:

2025 Gunnison County Budget Discussion

Fiscal Impact:

Submitted by: Holly Perry for Ana Canada

Submitter's Email Address: hperry@gunnisoncounty.org

Finance Review:

Required

Not Required

Comments:

Reviewed by: GUNCOUNTY1\ACanada

Discharge Date: 11/8/2024

County Attorney Review:

Required

Not Required

Comments:

Reviewed by:

Discharge Date:

Certificate of Insurance Required

Yes No

County Manager Review:

Comments:

Reviewed by: GUNCOUNTY1\Hperry

Discharge Date: 11/8/2024

Consent Agenda Regular Agenda Worksession

Time Allotted: 30

Agenda Date: 11/12/2024



GUNNISON COUNTY SUMMARY - ALL FUNDS

Summary of Fund Resources

	Revised 2024 Budget	2024 Projected	DRAFT #1 2025 Budget	Housing Authority	DRAFT #1 2025 Budget w/o Housing
<u>REVENUES</u>					
Taxes	\$ 28,265,846	\$ 29,336,911	\$ 30,216,484	\$ -	\$ 30,216,484
Licenses & Permits	1,273,715	1,423,715	1,463,040	-	1,463,040
Intergovernmental & Grants	28,039,778	28,357,224	39,057,749	13,500,000	25,557,749
Charges for Services	7,592,878	7,760,611	8,479,827	1,003,690	7,476,137
Contributions	326,143	387,584	326,331	-	326,331
Fines & Forfeitures	165,975	119,075	163,475	-	163,475
Investment Income	551,275	638,275	659,195	700	658,495
Interfund Transfers & Other	22,513,640	22,556,677	14,591,471	-	14,591,471
Financing Proceeds	1,000,000	1,000,000	118,500,000	117,000,000	1,500,000
Total Revenues	\$ 89,729,250	\$ 91,580,072	\$ 213,457,572	\$ 131,504,390	\$ 81,953,182
<u>EXPENDITURES</u>					
Personnel	\$ 23,475,943	\$ 23,813,075	\$ 26,260,585	\$ -	\$ 26,260,585
Operations	44,670,610	45,625,526	45,909,626	360,560	45,549,066
Capital	24,989,751	28,423,148	86,593,365	70,000,000	16,593,365
Total Expenditures	\$ 93,136,304	\$ 97,861,749	\$ 158,763,576	\$ 70,360,560	\$ 88,403,016
Excess Revenues/(Expenditures)	\$ (3,407,054)	\$ (6,281,677)	\$ 54,693,996	\$ 61,143,830	\$ (6,449,834)

Note: does not include GVH (Hospital)



GUNNISON COUNTY SUMMARY - ALL FUNDS

Summary of Fund Resources

	Revised 2024	2024	DRAFT #1 2025	Housing Authority	RTA	DRAFT #1 2025 Budget w/o Housing and w/o RTA
	Budget	Projected	Budget			
<u>REVENUES</u>						
Taxes	\$ 28,265,846	\$ 29,336,911	\$ 30,216,484	\$ -	\$ 6,293,000	\$ 23,923,484
Licenses & Permits	1,273,715	1,423,715	1,463,040	-	-	1,463,040
Intergovernmental & Grants	28,039,778	28,357,224	39,057,749	13,500,000	2,883,108	22,674,641
Charges for Services	7,592,878	7,760,611	8,479,827	1,003,690	97,000	7,379,137
Contributions	326,143	387,584	326,331	-	-	326,331
Fines & Forfeitures	165,975	119,075	163,475	-	9,700	153,775
Investment Income	551,275	638,275	659,195	700	60,000	598,495
Interfund Transfers & Other	22,513,640	22,556,677	14,591,471	-	-	14,591,471
Financing Proceeds	1,000,000	1,000,000	118,500,000	117,000,000	-	1,500,000
Total Revenues	\$ 89,729,250	\$ 91,580,072	\$ 213,457,572	\$ 131,504,390	\$ 9,342,808	\$ 72,610,374
<u>EXPENDITURES</u>						
Personnel	\$ 23,475,943	\$ 23,813,075	\$ 26,260,585	\$ -	\$ -	\$ 26,260,585
Operations	44,670,610	45,625,526	45,909,626	360,560	6,452,176	39,096,890
Capital	24,989,751	28,423,148	86,593,365	70,000,000	3,675,500	12,917,865
Total Expenditures	\$ 93,136,304	\$ 97,861,749	\$ 158,763,576	\$ 70,360,560	\$ 10,127,676	\$ 78,275,340
Excess Revenues/(Expenditures)	\$ (3,407,054)	\$ (6,281,677)	\$ 54,693,996	\$ 61,143,830	\$ (784,868)	\$ (5,664,966)

Note: does not include GVH (Hospital)



GUNNISON COUNTY
SUMMARY - 2025 BUDGET BY TYPE OF FUND
GOVERNMENTAL FUNDS

DRAFT # 1 - Summary of Fund Sources and Uses - OCT 2024

	<u>General</u>	<u>Special Revenue Funds (Restricted Revenues)</u>											
	General	Road & Bridge	Health & Human Svcs	Sales Tax	Capital Expenditure	Public Health	Conservation Trust	Mosquito Control	Land Preservation	Sage Grouse	Risk Management	Housing Authority	Local Marketing Dist
<u>REVENUES</u>													
Taxes	\$ 14,598,444	\$ 300,000	\$ 440,870	\$ 4,460,000	\$ -	\$ -	\$ -	\$ 74,170	\$ 650,000	\$ -	\$ -	\$ -	\$ 3,400,000
Licenses & Permits	1,437,040	26,000	-	-	-	-	-	-	-	-	-	-	-
Intergovernmental & Grants	3,308,281	6,189,017	5,974,975	-	320,000	2,345,496	79,000	18,860	-	-	-	13,500,000	-
Charges for Services	1,295,788	48,000	1,000	-	-	126,500	-	-	-	76,710	-	1,003,690	-
Contributions	221,850	-	21,000	-	-	83,481	-	-	-	-	-	-	-
Fines & Forfeitures	137,000	-	-	7,000	-	-	-	-	-	-	-	-	6,500
Investment Income	410,000	10,000	8,000	60,000	-	-	3,000	320	1,500	-	-	700	20,000
Interfund Transfers & Other	3,048,983	660,550	1,100	-	1,230,000	261,493	-	18,860	-	-	100,000	-	-
Financing Proceeds	-	-	-	-	-	-	-	-	-	-	-	117,000,000	-
Total Revenues	\$ 24,457,386	\$ 7,233,567	\$ 6,446,945	\$ 4,527,000	\$ 1,550,000	\$ 2,816,970	\$ 82,000	\$ 112,210	\$ 651,500	\$ 76,710	\$ 100,000	\$ 131,504,390	\$ 3,426,500
<u>EXPENDITURES</u>													
Personnel	\$ 15,343,172	\$ 3,162,349	\$ 2,295,951	\$ -	\$ -	\$ 1,727,981	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	9,547,444	3,304,563	3,911,075	4,496,033	-	1,105,932	82,000	113,160	1,508,758	75,873	100,600	360,560	3,959,627
Capital	1,100,000	965,000	-	-	1,550,000	-	-	-	-	-	-	70,000,000	-
Total Expenditures	\$ 25,990,616	\$ 7,431,912	\$ 6,207,026	\$ 4,496,033	\$ 1,550,000	\$ 2,833,913	\$ 82,000	\$ 113,160	\$ 1,508,758	\$ 75,873	\$ 100,600	\$ 70,360,560	\$ 3,959,627
Excess Revenues/ (Expenditures)	\$ (1,533,230)	\$ (198,345)	\$ 239,919	\$ 30,967	\$ -	\$ (16,943)	\$ -	\$ (950)	\$ (857,258)	\$ 837	\$ (600)	\$ 61,143,830	\$ (533,127)
Projected Beginning Fund Balance 2025	19,803,339	3,446,426	168,494	5,384,011	159,076	(195,781)	(1,426)	25,194	686,222	277,934	54,959	(2,953,744)	1,990,122
Projected Ending Fund Balance 2025	\$ 18,270,109	\$ 3,248,081	\$ 408,413	\$ 5,414,978	\$ 159,076	\$ (212,724)	\$ (1,426)	\$ 24,244	\$ (171,036)	\$ 278,771	\$ 54,359	\$ 58,190,086	\$ 1,456,995



GUNNISON COUNTY
SUMMARY - 2025 BUDGET BY TYPE OF FUND
PROPRIETARY & OTHER FUNDS

DRAFT # 1 - Summary of Fund Sources and Uses - OCT 2024

	Business-Type Funds					Internal Service Funds			Debt	Fiduciary	Affiliated Unit
	Airport	Sewer	Water	Solid Waste	Mt View	ISF I Fleet	ISF II Technology	ISF III Self Insurance	Debt Service	Public Trust	RTA
REVENUES											
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,293,000
Licenses & Permits	-	-	-	-	-	-	-	-	-	-	-
Intergovernmental & Grants	4,168,012	-	88,000	45,000	138,000	-	-	-	-	-	2,883,108
Charges for Services	2,392,068	1,233,381	463,990	1,564,350	113,600	750	-	-	-	63,000	97,000
Contributions	-	-	-	-	-	-	-	-	-	-	-
Fines & Forfeitures	-	2,775	-	500	-	-	-	-	-	-	9,700
Investment Income	10,000	75	-	45,600	-	20,000	-	-	10,000	-	60,000
Interfund Transfers & Other	5,793	500,500	40,000	121,510	-	2,767,500	865,408	2,579,000	2,390,774	-	-
Financing Proceeds	-	-	-	-	-	1,500,000	-	-	-	-	-
Total Revenues	\$ 6,575,873	\$ 1,736,731	\$ 591,990	\$ 1,776,960	\$ 251,600	\$ 4,288,250	\$ 865,408	\$ 2,579,000	\$ 2,400,774	\$ 63,000	\$ 9,342,808
EXPENDITURES											
Personnel	\$ 1,226,636	\$ 75,875	\$ 322,322	\$ 685,362	\$ 48,723	\$ 606,413	\$ 691,953	\$ -	\$ -	\$ 73,848	\$ -
Operations	999,622	1,084,383	245,646	847,173	205,868	1,852,132	674,265	2,551,112	2,390,774	40,850	6,452,176
Capital	3,998,000	179,000	246,000	2,600,000	-	2,279,865	-	-	-	-	3,675,500
Total Expenditures	\$ 6,224,258	\$ 1,339,258	\$ 813,968	\$ 4,132,535	\$ 254,591	\$ 4,738,410	\$ 1,366,218	\$ 2,551,112	\$ 2,390,774	\$ 114,698	\$ 10,127,676
Excess Revenues/ (Expenditures)	\$ 351,615	\$ 397,473	\$ (221,978)	\$ (2,355,575)	\$ (2,991)	\$ (450,160)	\$ (500,810)	\$ 27,888	\$ 10,000	\$ (51,698)	\$ (784,868)
Projected Beginning Fund Balance 2025	8,520,024	1,494,760	947,272	3,104,488	134,035	1,446,909	(120,489)	2,521,252	606,008	(17,928)	5,248,493
Projected Ending Fund Balance 2025	\$ 8,871,639	\$ 1,892,233	\$ 725,294	\$ 748,913	\$ 131,044	\$ 996,749	\$ (621,299)	\$ 2,549,140	\$ 616,008	\$ (69,626)	\$ 4,463,625



GENERAL FUND

Summary of Fund Resources

	2024 Budget	2024 Projected	DRAFT #1 2025 Budget
<u>REVENUES</u>			
Taxes	\$ 13,168,746	\$ 14,022,041	\$ 14,598,444
Licenses & Permits	1,247,715	1,397,715	1,437,040
Intergovernmental & Grants	4,976,999	4,551,056	3,308,281
Charges for Services	1,266,733	1,232,668	1,295,788
Contributions	278,443	256,762	221,850
Fines & Forfeitures	137,000	100,000	137,000
Investment Income	400,000	400,000	410,000
Interfund Transfers & Other	3,395,512	3,401,039	3,048,983
Financing Proceeds	-	-	-
Total Revenues	\$ 24,871,148	\$ 25,361,281	\$ 24,457,386
<u>EXPENDITURES</u>			
Personnel	\$ 13,631,937	\$ 14,018,474	\$ 15,343,172
Operations	8,980,336	9,253,570	9,547,444
Capital	1,432,823	971,242	1,100,000
Total Expenditures	\$ 24,045,096	\$ 24,243,286	\$ 25,990,616
Excess Revenues/(Expenditures)	\$ 826,052	\$ 1,117,995	\$ (1,533,230)



PUBLIC WORKS

Summary of Fund Resources

	2024 Budget	2024 Projected	DRAFT #1 2025 Budget
<u>REVENUES</u>			
Taxes	\$ 300,000	\$ 300,000	\$ 300,000
Licenses & Permits	26,000	26,000	26,000
Intergovernmental & Grants	5,993,970	6,354,281	6,189,017
Charges for Services	48,000	48,000	48,000
Contributions	-	-	-
Fines & Forfeitures	-	-	-
Investment Income	10,000	37,000	10,000
Interfund Transfers & Other	460,550	460,550	660,550
Financing Proceeds	-	-	-
Total Revenues	\$ 6,838,520	\$ 7,225,831	\$ 7,233,567
<u>EXPENDITURES</u>			
Personnel	\$ 2,465,461	\$ 2,465,460	\$ 3,162,349
Operations	3,854,805	3,879,106	3,304,563
Capital	825,000	500,500	965,000
Total Expenditures	\$ 7,145,266	\$ 6,845,066	\$ 7,431,912
Excess Revenues/(Expenditures)	\$ (306,746)	\$ 380,765	\$ (198,345)



HHS

Summary of Fund Resources

	2024 Budget	2024 Projected	DRAFT #1 2025 Budget
<u>REVENUES</u>			
Taxes	\$ 409,100	\$ 440,870	\$ 440,870
Licenses & Permits	-	-	-
Intergovernmental & Grants	4,627,620	5,437,167	5,974,975
Charges for Services	1,000	1,000	1,000
Contributions	1,000	21,000	21,000
Fines & Forfeitures	-	-	-
Investment Income	8,000	8,000	8,000
Interfund Transfers & Other	2,000	3,100	1,100
Financing Proceeds	-	-	-
Total Revenues	\$ 5,048,720	\$ 5,911,137	\$ 6,446,945
<u>EXPENDITURES</u>			
Personnel	\$ 2,004,185	\$ 2,106,974	\$ 2,295,951
Operations	3,415,179	4,105,766	3,911,075
Capital	-	-	-
Total Expenditures	\$ 5,419,364	\$ 6,212,740	\$ 6,207,026
Excess Revenues/(Expenditures)	\$ (370,644)	\$ (301,603)	\$ 239,919



SALES TAX

Summary of Fund Resources

	2024 Budget	2024 Projected	DRAFT #1 2025 Budget
<u>REVENUES</u>			
Taxes	\$ 4,230,000	\$ 4,230,000	\$ 4,460,000
Licenses & Permits	-	-	-
Intergovernmental & Grants	-	-	-
Charges for Services	-	-	-
Contributions	-	-	-
Fines & Forfeitures	7,000	7,000	7,000
Investment Income	-	-	60,000
Interfund Transfers & Other	-	-	-
Financing Proceeds	-	-	-
Total Revenues	\$ 4,237,000	\$ 4,237,000	\$ 4,527,000
<u>EXPENDITURES</u>			
Personnel	\$ -	\$ -	\$ -
Operations	4,526,182	4,526,183	4,496,033
Capital	-	-	-
Total Expenditures	\$ 4,526,182	\$ 4,526,183	\$ 4,496,033
Excess Revenues/(Expenditures)	\$ (289,182)	\$ (289,183)	\$ 30,967



CAPITAL EXPENDITURES

Summary of Fund Resources

	2024 Budget	2024 Projected	DRAFT #1 2025 Budget
<u>REVENUES</u>			
Taxes	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-
Intergovernmental & Grants	542,941	542,941	320,000
Charges for Services	-	-	-
Contributions	-	-	-
Fines & Forfeitures	-	-	-
Investment Income	-	-	-
Interfund Transfers & Other	542,941	542,941	1,230,000
Financing Proceeds	-	-	-
Total Revenues	\$ 1,085,882	\$ 1,085,882	\$ 1,550,000
<u>EXPENDITURES</u>			
Personnel	\$ -	\$ -	\$ -
Operations	-	-	-
Capital	1,085,882	1,085,882	1,550,000
Total Expenditures	\$ 1,085,882	\$ 1,085,882	\$ 1,550,000
Excess Revenues/(Expenditures)	\$ -	\$ -	\$ -



PUBLIC HEALTH
Summary of Fund Resources

	2024 Budget	2024 Projected	DRAFT #1 2025 Budget
<u>REVENUES</u>			
Taxes	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-
Intergovernmental & Grants	2,760,515	2,334,047	2,345,496
Charges for Services	105,000	108,000	126,500
Contributions	46,700	109,822	83,481
Fines & Forfeitures	-	-	-
Investment Income	-	-	-
Interfund Transfers & Other	35,000	35,000	261,493
Financing Proceeds	-	-	-
Total Revenues	\$ 2,947,215	\$ 2,586,869	\$ 2,816,970
<u>EXPENDITURES</u>			
Personnel	\$ 1,815,367	\$ 1,663,175	\$ 1,727,981
Operations	1,005,904	1,187,691	1,105,932
Capital	-	-	-
Total Expenditures	\$ 2,821,271	\$ 2,850,866	\$ 2,833,913
Excess Revenues/(Expenditures)	\$ 125,944	\$ (263,998)	\$ (16,943)



CONSERVATION TRUST FUND

Summary of Fund Resources

	2024 Budget	2024 Projected	DRAFT #1 2025 Budget
<u>REVENUES</u>			
Taxes	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-
Intergovernmental & Grants	60,000	60,000	79,000
Charges for Services	-	-	-
Contributions	-	-	-
Fines & Forfeitures	-	-	-
Investment Income	-	-	3,000
Interfund Transfers & Other	-	-	-
Financing Proceeds	-	-	-
Total Revenues	\$ 60,000	\$ 60,000	\$ 82,000
<u>EXPENDITURES</u>			
Personnel	\$ -	\$ -	\$ -
Operations	60,000	60,000	82,000
Capital	-	-	-
Total Expenditures	\$ 60,000	\$ 60,000	\$ 82,000
Excess Revenues/(Expenditures)	\$ -	\$ -	\$ -



MOSQUITO DISTRICT
Summary of Fund Resources

	2024 Budget	2024 Projected	DRAFT #1 2025 Budget
<u>REVENUES</u>			
Taxes	\$ 76,000	\$ 76,000	\$ 74,170
Licenses & Permits	-	-	-
Intergovernmental & Grants	18,000	18,000	18,860
Charges for Services	-	-	-
Contributions	-	-	-
Fines & Forfeitures	-	-	-
Investment Income	1,000	1,000	320
Interfund Transfers & Other	22,100	22,100	18,860
Financing Proceeds	-	-	-
Total Revenues	\$ 117,100	\$ 117,100	\$ 112,210
<u>EXPENDITURES</u>			
Personnel	\$ -	\$ -	\$ -
Operations	110,347	110,348	113,160
Capital	-	-	-
Total Expenditures	\$ 110,347	\$ 110,348	\$ 113,160
Excess Revenues/(Expenditures)	\$ 6,753	\$ 6,752	\$ (950)



LAND PRESERVATION FUND

Summary of Fund Resources

	2024 Budget	2024 Projected	DRAFT #1 2025 Budget
<u>REVENUES</u>			
Taxes	\$ 650,000	\$ 650,000	\$ 650,000
Licenses & Permits	-	-	-
Intergovernmental & Grants	-	-	-
Charges for Services	-	-	-
Contributions	-	-	-
Fines & Forfeitures	-	-	-
Investment Income	1,500	1,500	1,500
Interfund Transfers & Other	-	-	-
Financing Proceeds	-	-	-
Total Revenues	\$ 651,500	\$ 651,500	\$ 651,500
<u>EXPENDITURES</u>			
Personnel	\$ -	\$ -	\$ -
Operations	1,508,758	1,508,758	1,508,758
Capital	-	-	-
Total Expenditures	\$ 1,508,758	\$ 1,508,758	\$ 1,508,758
Excess Revenues/(Expenditures)	\$ (857,258)	\$ (857,258)	\$ (857,258)



SAGE GROUSE TRUST

Summary of Fund Resources

	2024 Budget	2024 Projected	DRAFT #1 2025 Budget
<u>REVENUES</u>			
Taxes	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-
Intergovernmental & Grants	-	-	-
Charges for Services	76,710	76,710	76,710
Contributions	-	-	-
Fines & Forfeitures	-	-	-
Investment Income	-	-	-
Interfund Transfers & Other	-	-	-
Financing Proceeds	-	-	-
Total Revenues	\$ 76,710	\$ 76,710	\$ 76,710
<u>EXPENDITURES</u>			
Personnel	\$ -	\$ -	\$ -
Operations	75,873	75,873	75,873
Capital	-	-	-
Total Expenditures	\$ 75,873	\$ 75,873	\$ 75,873
Excess Revenues/(Expenditures)	\$ 837	\$ 837	\$ 837



RISK MANAGEMENT FUND

Summary of Fund Resources

	2024 Budget	2024 Projected	DRAFT #1 2025 Budget
<u>REVENUES</u>			
Taxes	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-
Intergovernmental & Grants	-	-	-
Charges for Services	-	-	-
Contributions	-	-	-
Fines & Forfeitures	-	-	-
Investment Income	-	-	-
Interfund Transfers & Other	100,000	100,000	100,000
Financing Proceeds	-	-	-
Total Revenues	\$ 100,000	\$ 100,000	\$ 100,000
<u>EXPENDITURES</u>			
Personnel	\$ -	\$ -	\$ -
Operations	100,600	100,600	100,600
Capital	-	-	-
Total Expenditures	\$ 100,600	\$ 100,600	\$ 100,600
Excess Revenues/(Expenditures)	\$ (600)	\$ (600)	\$ (600)



GUNNISON COUNTY HOUSING AUTHORITY

Summary of Fund Resources

	2024 Budget	2024 Projected	DRAFT #1 2025 Budget
<u>REVENUES</u>			
Taxes	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-
Intergovernmental & Grants	4,146,721	4,146,721	13,500,000
Charges for Services	428,090	428,090	1,003,690
Contributions	-	-	-
Fines & Forfeitures	-	-	-
Investment Income	700	700	700
Interfund Transfers & Other	8,956,100	8,956,100	117,000,000
Financing Proceeds	-	-	-
Total Revenues	\$ 13,531,611	\$ 13,531,611	\$ 131,504,390
<u>EXPENDITURES</u>			
Personnel	\$ -	\$ -	\$ -
Operations	189,518	29,556	360,560
Capital	14,964,441	18,429,743	70,000,000
Total Expenditures	\$ 15,153,959	\$ 18,459,299	\$ 70,360,560
Excess Revenues/(Expenditures)	\$ (1,622,348)	\$ (4,927,688)	\$ 61,143,830



GV LOCAL MARKETING DISTRICT

Summary of Fund Resources

	2024 Budget	2024 Projected	DRAFT #1 2025 Budget
<u>REVENUES</u>			
Taxes	\$ 3,400,000	\$ 3,500,000	\$ 3,400,000
Licenses & Permits	-	-	-
Intergovernmental & Grants	-	-	-
Charges for Services	-	-	-
Contributions	-	-	-
Fines & Forfeitures	-	-	6,500
Investment Income	-	-	20,000
Interfund Transfers & Other	-	-	-
Financing Proceeds	-	-	-
Total Revenues	\$ 3,400,000	\$ 3,500,000	\$ 3,426,500
<u>EXPENDITURES</u>			
Personnel	\$ -	\$ -	\$ -
Operations	4,113,721	4,113,722	3,959,627
Capital	-	-	-
Total Expenditures	\$ 4,113,721	\$ 4,113,722	\$ 3,959,627
Excess Revenues/(Expenditures)	\$ (713,721)	\$ (613,722)	\$ (533,127)



AIRPORT

Summary of Fund Resources

	2024 Budget	2024 Projected	DRAFT #1 2025 Budget
<u>REVENUES</u>			
Taxes	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-
Intergovernmental & Grants	4,125,000	4,125,000	4,168,012
Charges for Services	2,219,995	2,219,993	2,392,068
Contributions	-	-	-
Fines & Forfeitures	-	-	-
Investment Income	10,000	10,000	10,000
Interfund Transfers & Other	5,793	5,792	5,793
Financing Proceeds	-	-	-
Total Revenues	\$ 6,360,788	\$ 6,360,785	\$ 6,575,873
<u>EXPENDITURES</u>			
Personnel	\$ 1,108,386	\$ 1,108,386	\$ 1,226,636
Operations	983,902	1,033,003	999,622
Capital	3,998,000	3,998,000	3,998,000
Total Expenditures	\$ 6,090,288	\$ 6,139,389	\$ 6,224,258
Excess Revenues/(Expenditures)	\$ 270,499	\$ 221,396	\$ 351,615



WASTEWATER
Summary of Fund Resources

	2024 Budget	2024 Projected	DRAFT #1 2025 Budget
<u>REVENUES</u>			
Taxes	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-
Intergovernmental & Grants	-	-	-
Charges for Services	1,192,000	1,192,000	1,233,381
Contributions	-	-	-
Fines & Forfeitures	2,775	2,775	2,775
Investment Income	75	75	75
Interfund Transfers & Other	500,500	500,500	500,500
Financing Proceeds	-	-	-
Total Revenues	\$ 1,695,350	\$ 1,695,350	\$ 1,736,731
<u>EXPENDITURES</u>			
Personnel	\$ 93,328	\$ 93,327	\$ 75,875
Operations	1,038,482	992,708	1,084,383
Capital	91,000	91,000	179,000
Total Expenditures	\$ 1,222,810	\$ 1,177,035	\$ 1,339,258
Excess Revenues/(Expenditures)	\$ 472,540	\$ 518,315	\$ 397,473



WATER

Summary of Fund Resources

	2024 Budget	2024 Projected	DRAFT #1 2025 Budget
<u>REVENUES</u>			
Taxes	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-
Intergovernmental & Grants	245,500	245,500	88,000
Charges for Services	451,000	451,000	463,990
Contributions	-	-	-
Fines & Forfeitures	-	-	-
Investment Income	-	-	-
Interfund Transfers & Other	62,000	62,000	40,000
Financing Proceeds	-	-	-
Total Revenues	\$ 758,500	\$ 758,500	\$ 591,990
<u>EXPENDITURES</u>			
Personnel	\$ 135,474	\$ 135,474	\$ 322,322
Operations	238,158	255,663	245,646
Capital	346,000	346,000	246,000
Total Expenditures	\$ 719,632	\$ 737,137	\$ 813,968
Excess Revenues/(Expenditures)	\$ 38,868	\$ 21,363	\$ (221,978)



LANDFILL

Summary of Fund Resources

	2024 Budget	2024 Projected	DRAFT #1 2025 Budget
<u>REVENUES</u>			
Taxes	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-
Intergovernmental & Grants	45,000	45,000	45,000
Charges for Services	1,530,000	1,740,000	1,564,350
Contributions	-	-	-
Fines & Forfeitures	500	500	500
Investment Income	40,000	45,000	45,600
Interfund Transfers & Other	121,500	107,304	121,510
Financing Proceeds	-	-	-
Total Revenues	\$ 1,737,000	\$ 1,937,804	\$ 1,776,960
<u>EXPENDITURES</u>			
Personnel	\$ 691,861	\$ 691,861	\$ 685,362
Operations	889,751	889,283	847,173
Capital	250,000	50,000	2,600,000
Total Expenditures	\$ 1,831,612	\$ 1,631,144	\$ 4,132,535
Excess Revenues/(Expenditures)	\$ (94,612)	\$ 306,660	\$ (2,355,575)



MTN. VIEW SENIOR LIVING

Summary of Fund Resources

	2024 Budget	2024 Projected	DRAFT #1 2025 Budget
<u>REVENUES</u>			
Taxes	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-
Intergovernmental & Grants	138,000	138,000	138,000
Charges for Services	113,600	94,400	113,600
Contributions	-	-	-
Fines & Forfeitures	-	-	-
Investment Income	-	-	-
Interfund Transfers & Other	-	-	-
Financing Proceeds	-	-	-
Total Revenues	\$ 251,600	\$ 232,400	\$ 251,600
<u>EXPENDITURES</u>			
Personnel	\$ 8,848	\$ 8,848	\$ 48,723
Operations	204,332	204,332	205,868
Capital	-	-	-
Total Expenditures	\$ 213,180	\$ 213,180	\$ 254,591
Excess Revenues/(Expenditures)	\$ 38,420	\$ 19,220	\$ (2,991)



ISF I FLEET

Summary of Fund Resources

	2024 Budget	2024 Projected	DRAFT #1 2025 Budget
<u>REVENUES</u>			
Taxes	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-
Intergovernmental & Grants	-	-	-
Charges for Services	750	750	750
Contributions	-	-	-
Fines & Forfeitures	-	-	-
Investment Income	20,000	20,000	20,000
Interfund Transfers & Other	2,623,500	2,674,109	2,767,500
Financing Proceeds	1,000,000	1,000,000	1,500,000
Total Revenues	\$ 3,644,250	\$ 3,694,859	\$ 4,288,250
<u>EXPENDITURES</u>			
Personnel	\$ 806,494	\$ 806,494	\$ 606,413
Operations	1,751,021	1,752,322	1,852,132
Capital	1,751,605	1,751,605	2,279,865
Total Expenditures	\$ 4,309,120	\$ 4,310,421	\$ 4,738,410
Excess Revenues/(Expenditures)	\$ (664,870)	\$ (615,562)	\$ (450,160)



ISF I FLEET

Summary of Fund Resources

	2024 Budget	2024 Projected	DRAFT #1 2025 Budget
<u>REVENUES</u>			
Taxes	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-
Intergovernmental & Grants	-	-	-
Charges for Services	-	-	-
Contributions	-	-	-
Fines & Forfeitures	-	-	-
Investment Income	-	-	-
Interfund Transfers & Other	685,530	685,528	865,408
Financing Proceeds	-	-	-
Total Revenues	\$ 685,530	\$ 685,528	\$ 865,408
<u>EXPENDITURES</u>			
Personnel	\$ 651,302	\$ 651,302	\$ 691,953
Operations	624,264	624,063	674,265
Capital	-	-	-
Total Expenditures	\$ 1,275,566	\$ 1,275,365	\$ 1,366,218
Excess Revenues/(Expenditures)	\$ (590,036)	\$ (589,837)	\$ (500,810)



ISF II INFORMATION TECHNOLOGY

Summary of Fund Resources

	2024 Budget	2024 Projected	DRAFT #1 2025 Budget
<u>REVENUES</u>			
Taxes	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-
Intergovernmental & Grants	-	-	-
Charges for Services	-	-	-
Contributions	-	-	-
Fines & Forfeitures	-	-	-
Investment Income	-	-	-
Interfund Transfers & Other	2,579,000	2,579,000	2,579,000
Financing Proceeds	-	-	-
Total Revenues	\$ 2,579,000	\$ 2,579,000	\$ 2,579,000
<u>EXPENDITURES</u>			
Personnel	\$ -	\$ -	\$ -
Operations	2,551,111	2,551,112	2,551,112
Capital	-	-	-
Total Expenditures	\$ 2,551,111	\$ 2,551,112	\$ 2,551,112
Excess Revenues/(Expenditures)	\$ 27,889	\$ 27,888	\$ 27,888



DEBT SERVICE

Summary of Fund Resources

	2024 Budget	2024 Projected	DRAFT #1 2025 Budget
<u>REVENUES</u>			
Taxes	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-
Intergovernmental & Grants	-	-	-
Charges for Services	-	-	-
Contributions	-	-	-
Fines & Forfeitures	-	-	-
Investment Income	-	-	10,000
Interfund Transfers & Other	2,388,774	2,388,774	2,390,774
Financing Proceeds	-	-	-
Total Revenues	\$ 2,388,774	\$ 2,388,774	\$ 2,400,774
<u>EXPENDITURES</u>			
Personnel	\$ -	\$ -	\$ -
Operations	2,388,774	2,388,774	2,390,774
Capital	-	-	-
Total Expenditures	\$ 2,388,774	\$ 2,388,774	\$ 2,390,774
Excess Revenues/(Expenditures)	\$ -	\$ -	\$ 10,000



PUBLIC TRUSTEE
Summary of Fund Resources

	2024 Budget	2024 Projected	DRAFT #1 2025 Budget
<u>REVENUES</u>			
Taxes	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-
Intergovernmental & Grants	-	-	-
Charges for Services	63,000	63,000	63,000
Contributions	-	-	-
Fines & Forfeitures	-	-	-
Investment Income	-	-	-
Interfund Transfers & Other	32,840	32,840	-
Financing Proceeds	-	-	-
Total Revenues	\$ 95,840	\$ 95,840	\$ 63,000
<u>EXPENDITURES</u>			
Personnel	\$ 63,300	\$ 63,300	\$ 73,848
Operations	40,110	40,110	40,850
Capital	-	-	-
Total Expenditures	\$ 103,410	\$ 103,410	\$ 114,698
Excess Revenues/(Expenditures)	\$ (7,570)	\$ (7,570)	\$ (51,698)



GV RTA

Summary of Fund Resources

	2024 Budget	2024 Projected	DRAFT #1 2025 Budget
<u>REVENUES</u>			
Taxes	\$ 6,032,000	\$ 6,118,000	\$ 6,293,000
Licenses & Permits	-	-	-
Intergovernmental & Grants	359,512	359,512	2,883,108
Charges for Services	97,000	105,000	97,000
Contributions	-	-	-
Fines & Forfeitures	18,700	8,800	9,700
Investment Income	60,000	115,000	60,000
Interfund Transfers & Other	-	-	-
Financing Proceeds	-	-	-
Total Revenues	\$ 6,567,212	\$ 6,706,312	\$ 9,342,808
<u>EXPENDITURES</u>			
Personnel	\$ -	\$ -	\$ -
Operations	6,019,482	5,942,982	6,452,176
Capital	245,000	1,199,176	3,675,500
Total Expenditures	\$ 6,264,482	\$ 7,142,158	\$ 10,127,676
Excess Revenues/(Expenditures)	\$ 302,730	\$ (435,846)	\$ (784,868)

AGENDA ITEM or FINAL CONTRACT REVIEW SUBMITTAL FORM

Agenda Item: Whetstone Discussion

Action Requested:

Parties to the Agreement:

Term Begins:

Term Ends:

Grant Contract #:

Summary:

Whetstone Housing Discussion

Fiscal Impact:

Submitted by: Holly Perry for John Cattles

Submitter's Email Address: hperry@gunnisoncounty.org

Finance Review:

Required

Not Required

Comments:

Reviewed by:

Discharge Date:

County Attorney Review:

Required

Not Required

Comments:

Reviewed by:

Discharge Date:

Certificate of Insurance Required

Yes No

County Manager Review:

Comments:

Reviewed by: GUNCOUNTY1\Hperry

Discharge Date: 11/8/2024

Consent Agenda Regular Agenda Worksession

Time Allotted: 120

Agenda Date: 11/12/2024



WHETSTONE COMMUNITY HOUSING



hord | coplan | macht



NORRIS
DESIGN
PEOPLE • PLACEMAKING

Kimley » Horn



AGENDA

- 1. Whetstone Overview-How we got here, engagement, RFP, developer selection (30 minutes)**
- 2. Project Design (30 minutes)**
- 3. Utilities and Infrastructure (20 minutes)**
- 4. Timeline/GMP (40 minutes)**
- 5. Financing (30 minutes)**
- 6. Legal (30 minutes)**

Whetstone Overview

- 1. How we got here**
- 2. Community Engagement**
- 3. Design Process**
- 4. Request for proposals**
- 5. Developer Selection**
- 6. Final Design**

Project Goals



Support the local economy, with reliable housing for the workforce

Provide housing security for essential members of the community who have been facing housing challenges such as overcrowding, low quality/high utility cost, rising rents, or being frequently forced to move (due to home sales and conversions to short term rental)



Support environmental goals by reducing commuting and improving energy efficiency through green building and modern construction techniques



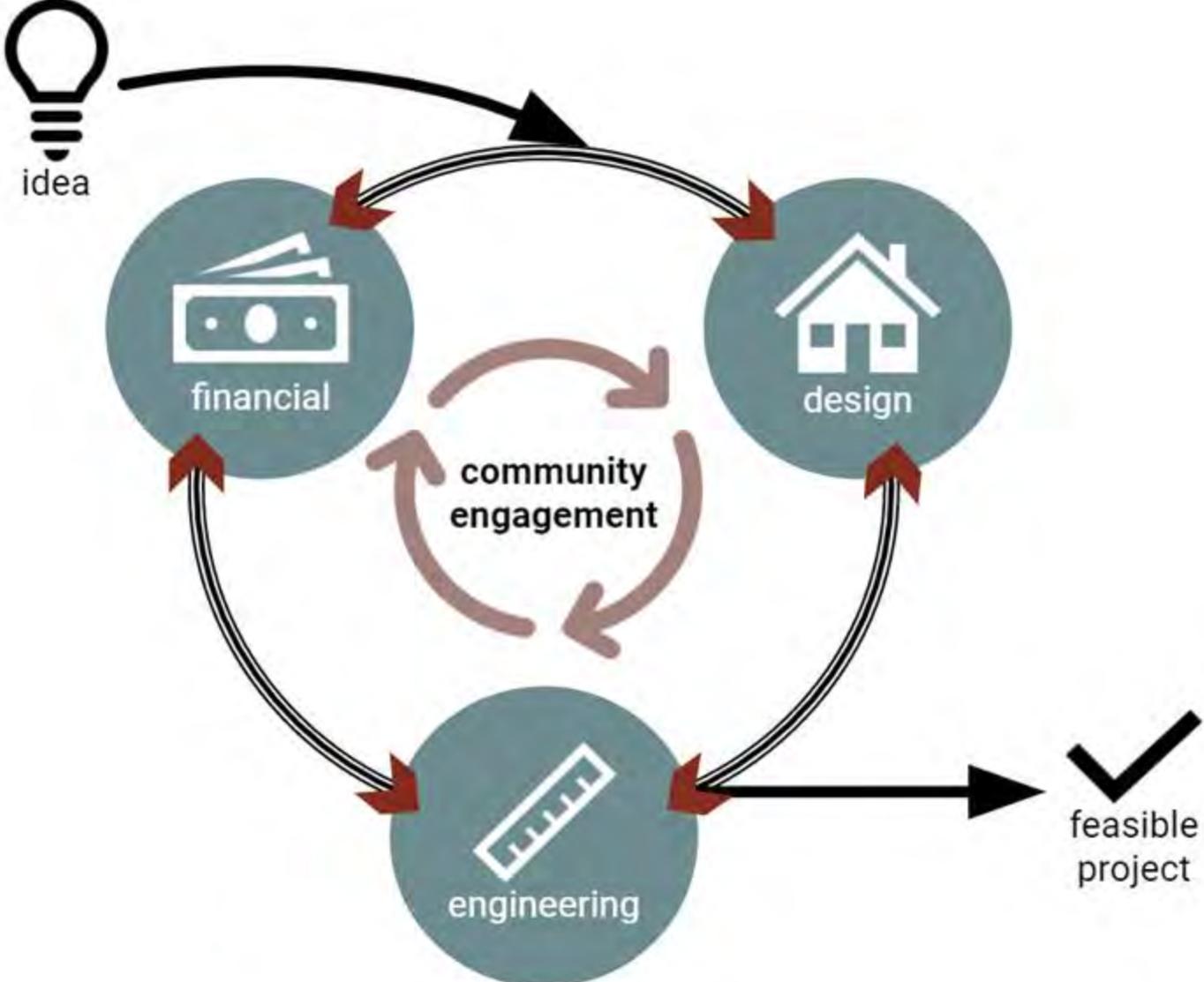
Photos: Eric Phillips



Housing as a Vital Community Need

- 90% of employers felt the lack of housing that their employees can afford is the most critical or serious **risk to the local economy**
- **490 units** are needed to **catch up with existing demand** – this is demand that is already built into the market, not growth
- Neither the rental or the for sale markets are functioning in a way that is appropriate to **support the economy**
- Housing as State and local community **top priority**

Whetstone - Housing Opportunity Site



Engagement Summary



WILLIFORD, LLC
land use & affordable housing

Community Engagement Summary

- **6** site walks
- **Two Design charrette** with **30-35 people** from diverse backgrounds, including community members
- **Youth engagement: Freshmen, Gunnison High School & Second graders, Crested Butte Elementary School**
- **Online engagement:** Project presentation **video** & **feedback** - still accepting feedback



In 2019, Gunnison County purchased the 13-acre Whetstone parcel with the intent of developing a significant attainable and workforce housing neighborhood for local community members. Since the summer of 2021, the project team has been engaging with community members and stakeholders to gather input on priorities and what needs the site could accommodate.

WHETSTONE COMMUNITY HOUSING Draft Sketch Plan (January 2022)

SITE YIELD:
(13 ACRES)
180-220 UNITS

UNIT MIX:
40% ONE BED
40% TWO BED
20% THREE BED

PARKING:
260-290 OFF-STREET
75-100 ON-STREET
1.8 SPACES/UNIT

WE WANT TO HEAR FROM YOU!

The project team wants to hear your feedback on this DRAFT Sketch plan!

We invite you to watch the project presentation video and then answer a few questions with the links below.



Stakeholder Engagement Summary

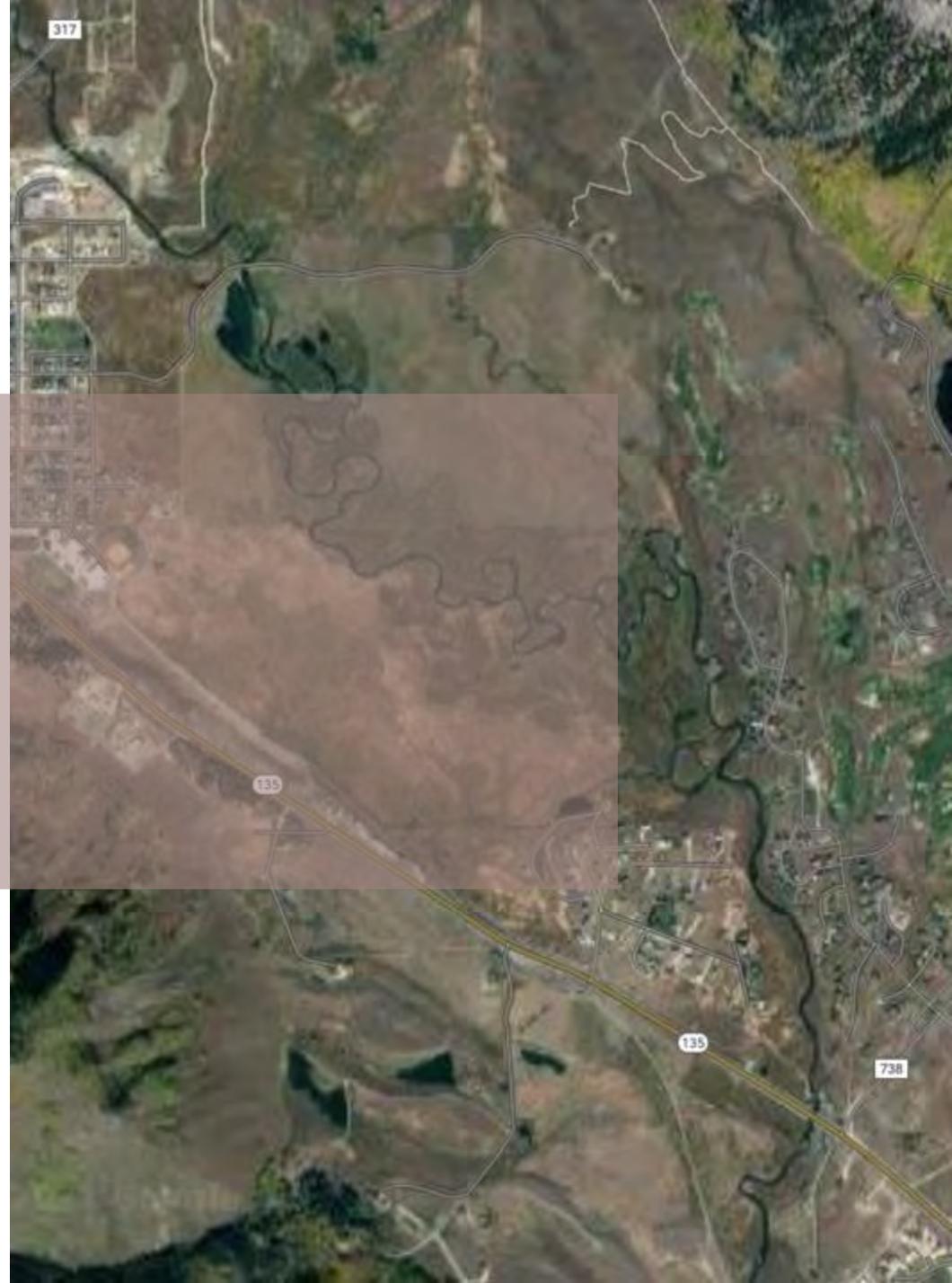
- Meetings with 15 Local and Regional **Developers**
- Meetings with **Large Employers** (Western Colorado University; Vail Resorts; School District)
- Meetings about **Water & Sanitation**
- Meeting with the **Gunnison Valley Regional Housing Authority Board**
- Meetings with **Neighboring Jurisdictions**, including the Town of Crested Butte
- **Financing/Funding** Meetings (DOLA)
- **Accesses/Transportation** Meetings (CDOT)
- Ongoing Meetings with **Neighbors**

whetstonehousing.weebly.com

Design Charrette and Site Design



WILLIFORD, LLC
land use & affordable housing



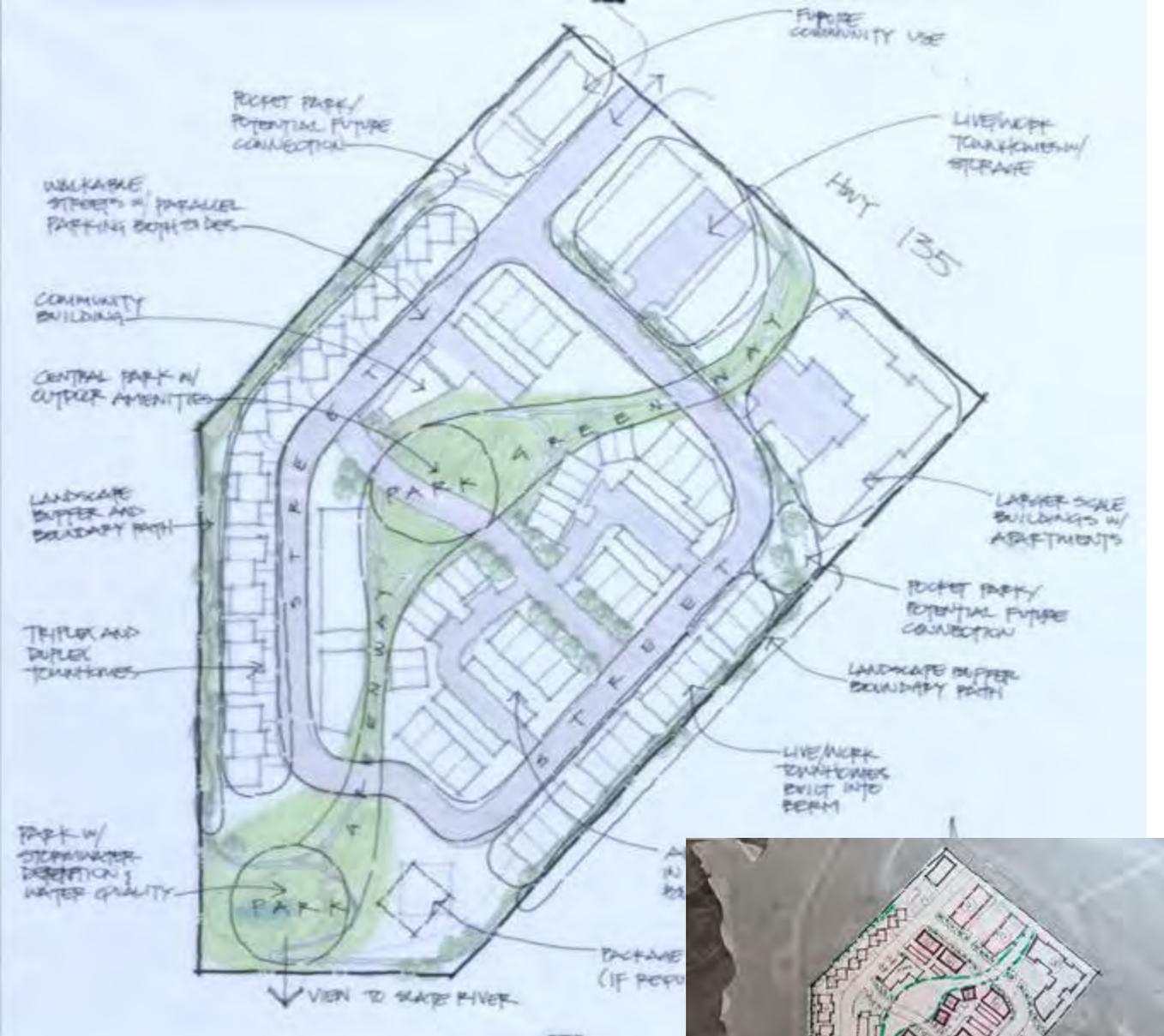
Sketch and Preliminary Plan Design

- **Objective:** **co-create** a plan vetted by **all** stakeholders that embodies project values while achieving project goals
- **Broad cross section of stakeholder groups** (30-35 people):
 - DEI specialists
 - Architects and landscape architects
 - Affordable and market-rate housing developers
 - Local government planners and executives
 - Local business owners
 - Whetstone neighbors
 - Non-profit and community members and advocates

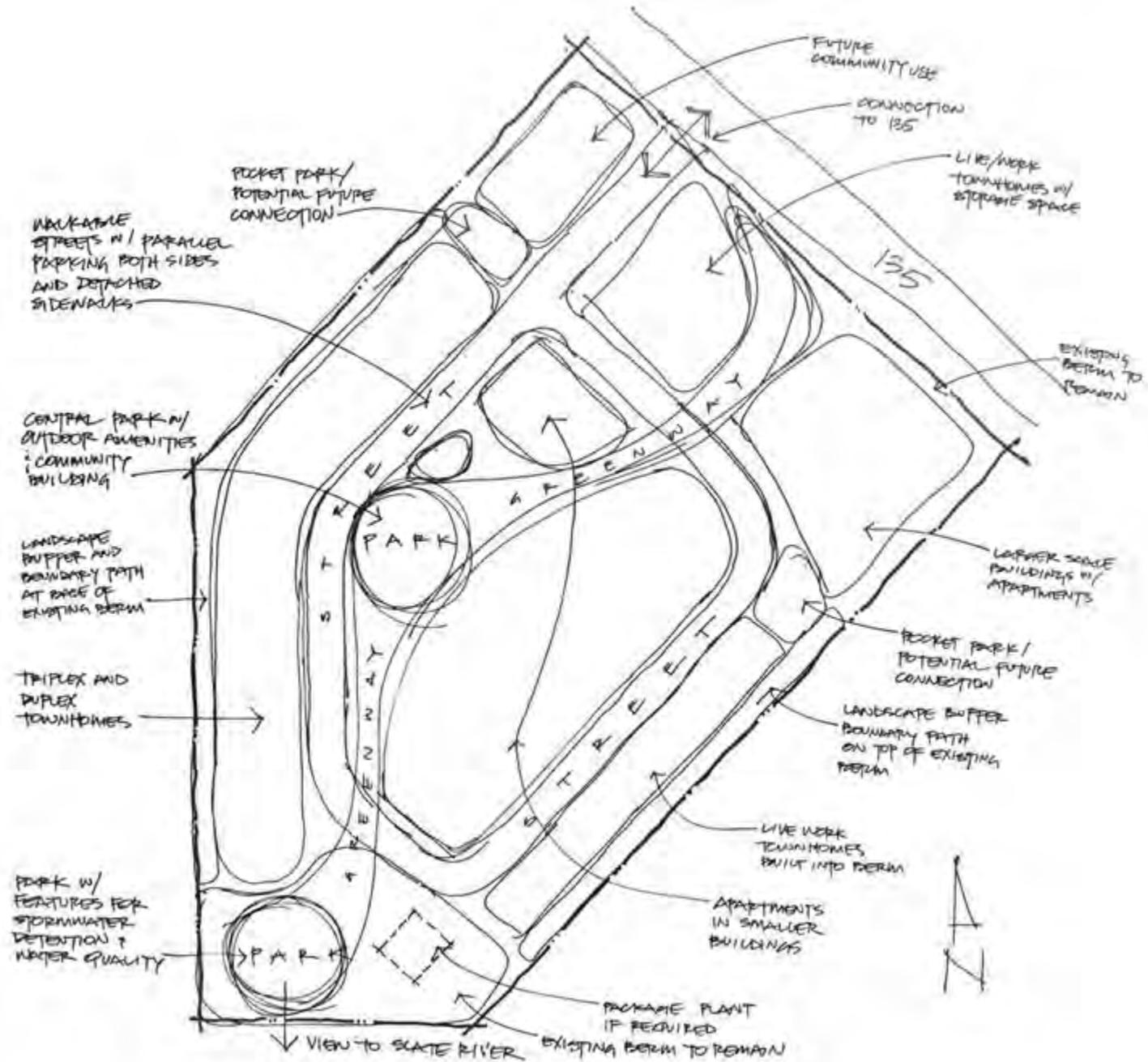


Charrette Concepts

- A **park** and **outdoor spaces** for resident enjoyment
- **Central greenway** to provide pedestrian connection from top to bottom of site
- Boundary **trail**
- Simple street grid and walkable streets
- A variety of housing types and sizes
- Structures oriented to streets and views
- Larger structures against 135, smaller structures along east and west edges
- Architectural character responding to that on adjacent sites
- Opportunities for future transit connections to 135 and Riverland



Conceptual Bubble diagram





Sketch vs Final Design

Developer Selection

Request for Proposals for developers for Whetstone issued February 10, 2023

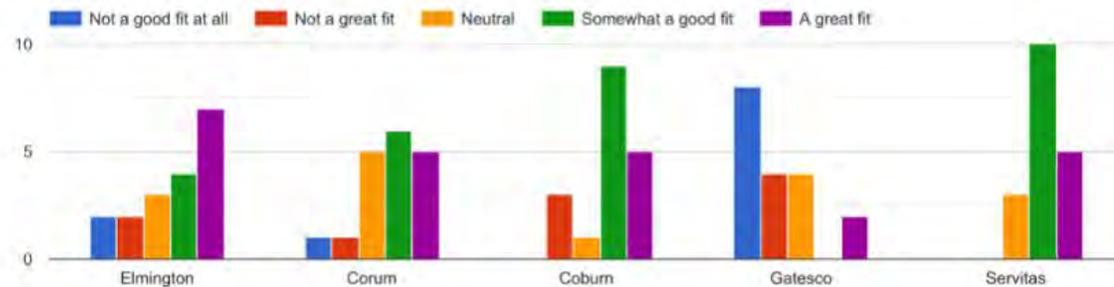
RFP identified primary objectives as:

- **Supporting the local economy**, with reliable housing for the workforce;
- Providing **housing security** for essential members of the community who have been facing housing challenges such as overcrowding, low quality/high utility cost, rising rents, or being frequently forced to move;
- Supporting **environmental goals** by reducing commuting and improving energy efficiency through green building and modern construction techniques.
- Community vitality - Make a meaningful and long-lasting contribution to community attainable housing by **developing new housing** for our community members and permanent workforce.
- **Affordability** - Alleviate the stress of housing insecurity that many members of our community are experiencing, focusing on homes for rent to households below 120% AMI, and homes for sale for households below 200% AMI.
- Environmental Sustainability - Align with the community's sustainability goals including reducing energy demand of buildings and reducing cost to heat homes by **increasing the efficiency of homes utilizing heat pumps**.
- **Transportation connections** - We are seeking to create a great neighborhood, where people are not dependent on cars.

Developer Selection

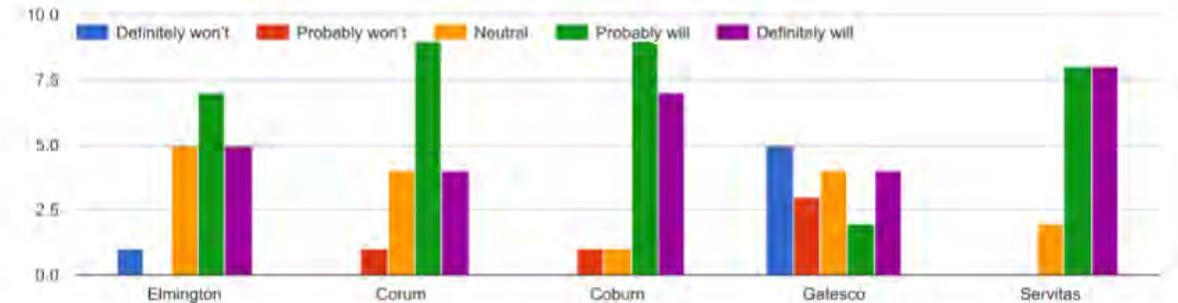
County hosted Whetstone Community Housing Developer Open House May 10, 2023. Five Developers presented their proposals to community. Community submitted feedback via online and in person surveys.

Please indicate whether you think each development team would be a good fit for the community.



Project Goals - Please indicate whether you think each development team's proposal would satisfy the project goals.

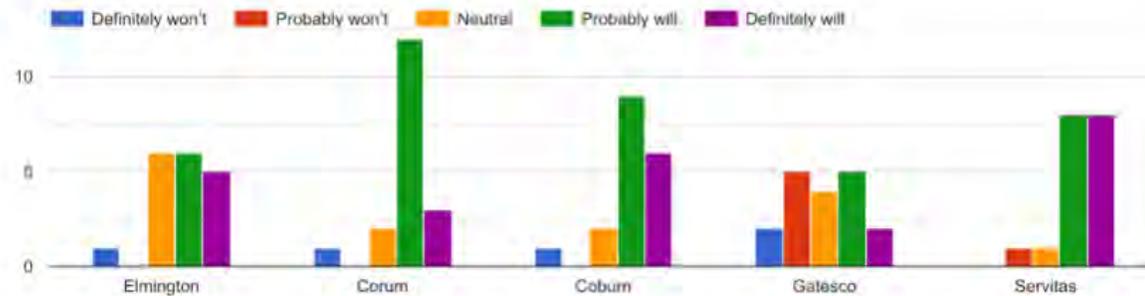
Goal #1: Support the local economy, with reliable housing for the workforce



Developer Selection

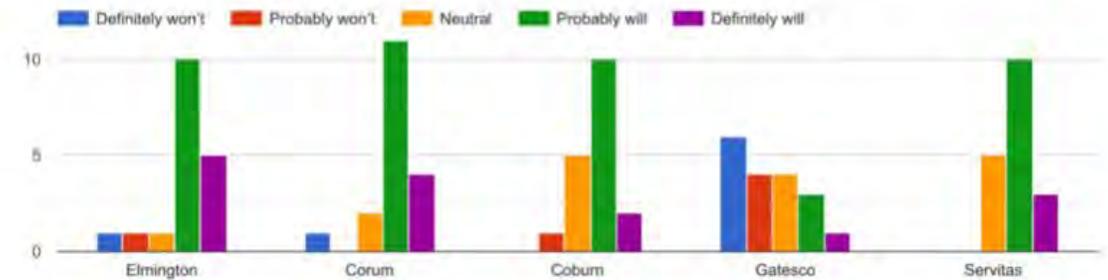
Project Goals - Please indicate whether you think each development team's proposal would satisfy the project goals.

Goal #2: Provide housing security for essential members of the community who have been facing housing challenges such as overcrowding, low quality/high utility...(due to home sales and conversions to short term rental)



Project Goals - Please indicate whether you think each development team's proposal would satisfy the project goals.

Goal #3: Support environmental goals by reducing commuting and improving energy efficiency through green building and modern construction techniques



Developer Selection

Servitas was selected based on their alignment with the goals and guiding principles for Whetstone, and the financial strength and experience of their team.

- County ownership and **long-term stewardship of public resources**: ownership for Whetstone remains with the County
- Ability to **serve missing middle**: the strong financing strategy for the project will enable the site to offer a variety of housing units, serving community members with different brackets of income;
- **Responsiveness**: throughout the selection process, the Servitas team has been very responsive to the County's request for additional information and modifications, an insight into what future collaboration will look like between the Servitas and the County teams.
- Capacity and team experience: Servitas has assembled a team of **very experienced firms** for this project

83% of community survey respondents indicated that the Servitas team would be a **good fit or somewhat a good fit** for the community, while none of the survey respondents said that Servitas would not be a good fit.

Project Design

- 1. Unit types and quantities**
- 2. Storage**
- 3. Renderings**
- 4. Elevations and Floor Plans**
- 5. Rents and Income**

Unit Count Tables

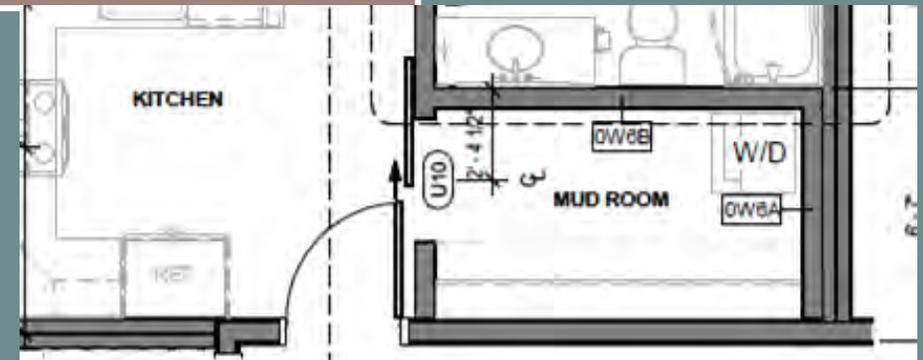
Building Type	Unit Count
Apartment	117
Duplex	4
Triplex	27
Walk-Up	92
Live-Work	12

Unit Type	Count
Studio	7
1-Bedroom	61
2-Bedroom	144
3-Bedroom	40

Gear Storage

Whetstone Total Project Storage		
Storage Type	Quantity	Area (Square Foot)
Mud Rooms	228	11,218
Single Car Garages	33	9,247
Storage Lockers	93	5,178
Total		25,643
Storage SF / Unit		101.75

Typical mudroom near unit entrance 6'x10'





















Building 2-Duplexes, 3 bed, 2 bath



EXTERIOR MATERIALS

SMOOTH BOARD WOOD SOLID PANELS	EXTERIOR A
SPACED BOARD WOOD	SPACED BOARD WOOD
VERTICAL BOARD WOOD SOLID	EXTERIOR B
WOOD PANELS	WOOD PANELS
PAINTED WOOD ALTERNATIVE	PAINTED WOOD ALTERNATIVE
WOOD PANELS	CORNER WOOD ALTERNATIVE
WOOD PANELS	WOOD PANELS
WINDOW SILL	WINDOW SILL



ELEVATION - BACK SIDE



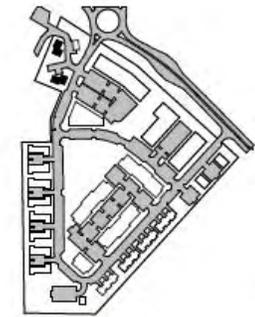
ELEVATION - SIDE 2



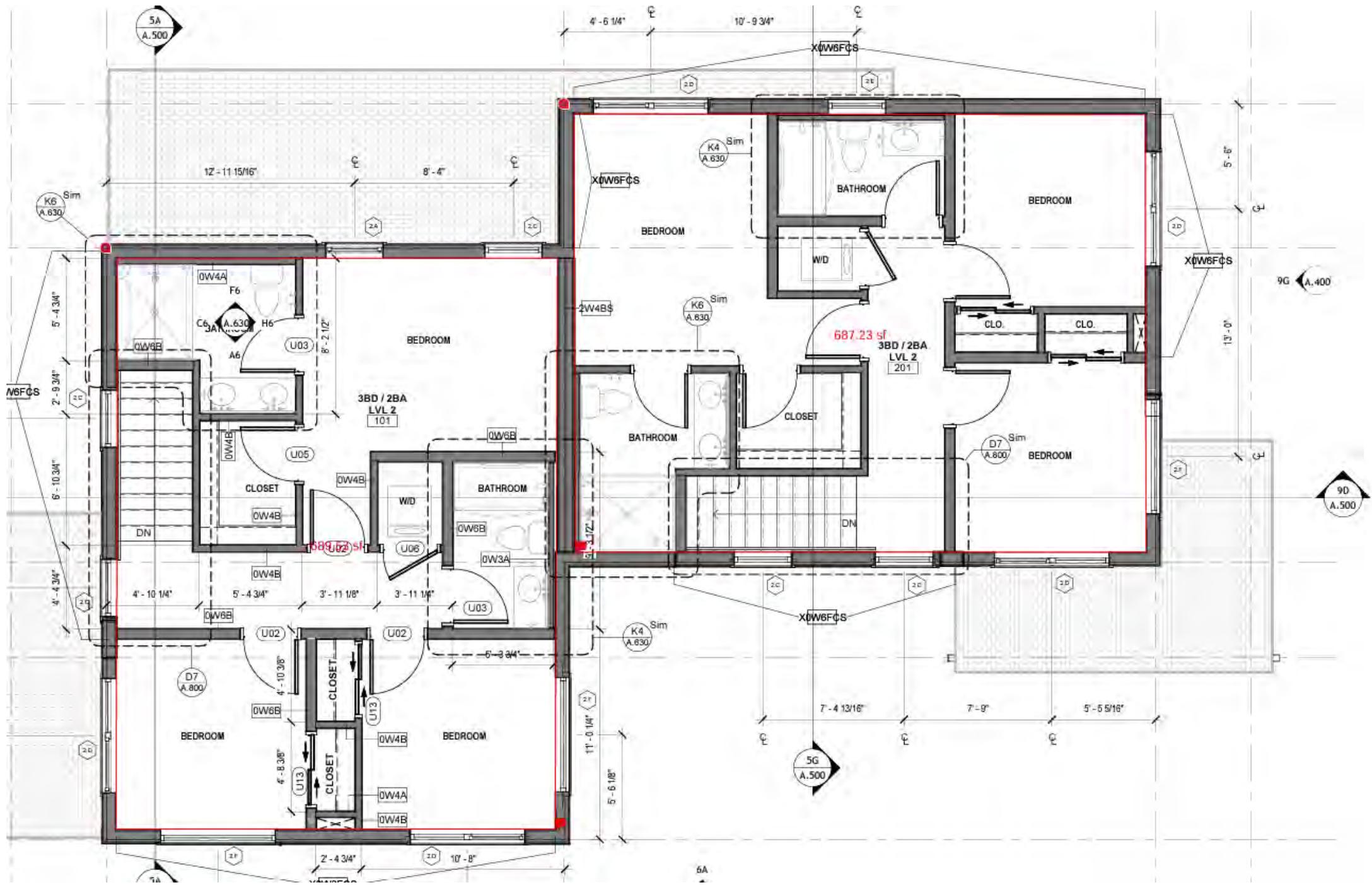
ELEVATION - FRONT APPROACH



ELEVATION - SIDE 1



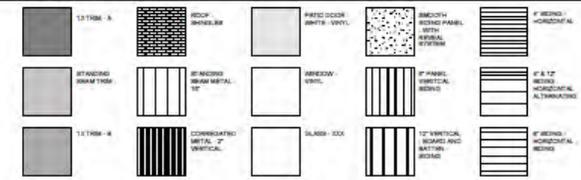
KEY PLAN - SITE



Building 3-Triplexes, 24 units, 3 bed, 2.5 bath, 1 car garage



EXTERIOR MATERIALS



ELEVATION - BACK SIDE



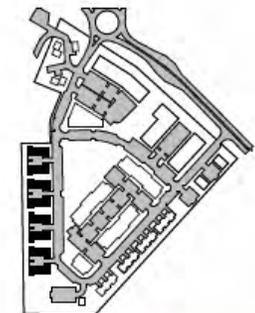
ELEVATION - WEST



ELEVATION - PARKING SIDE

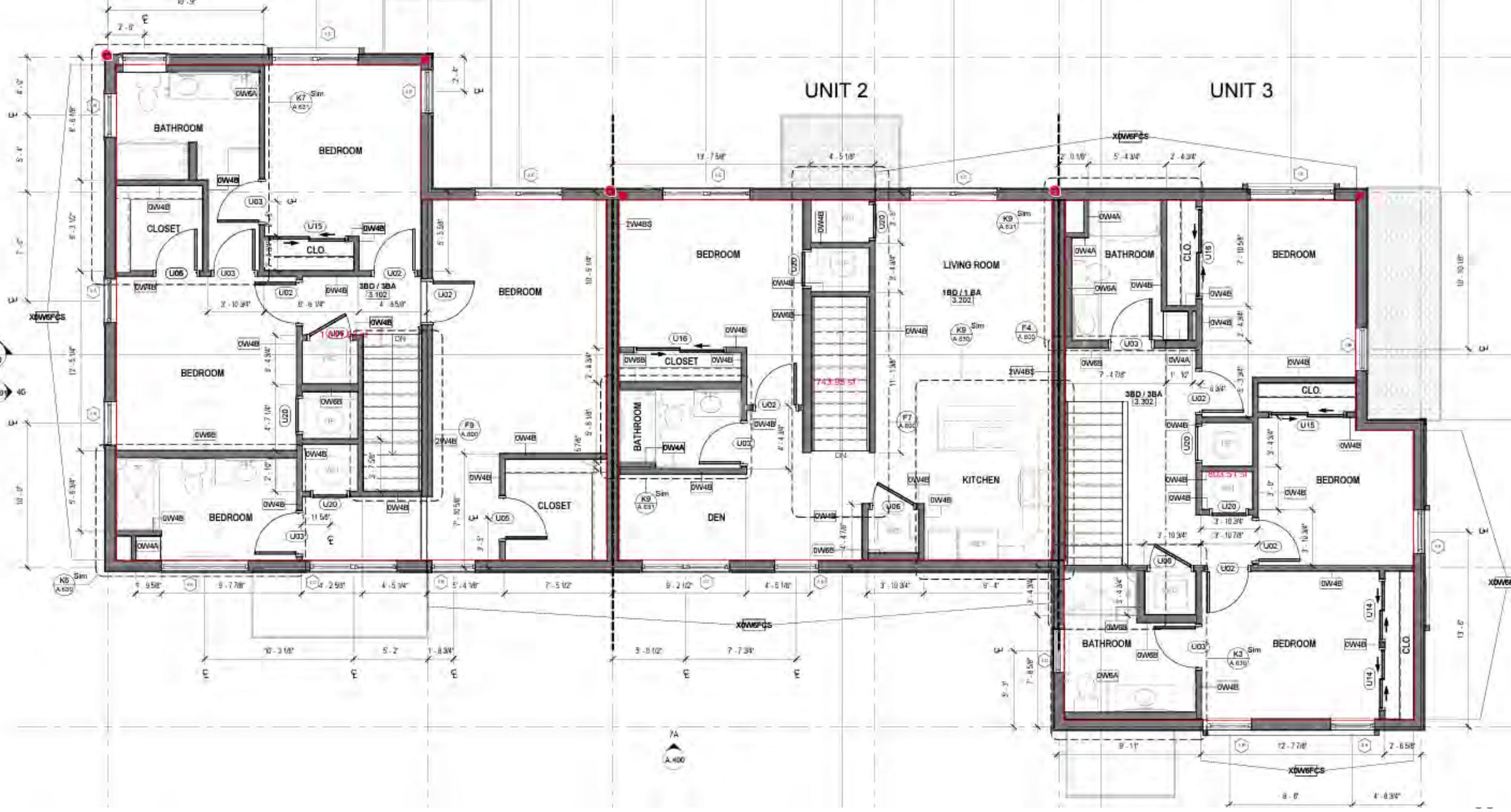


ELEVATION - EAST



KEY PLAN - SITE



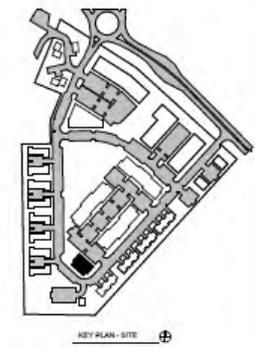


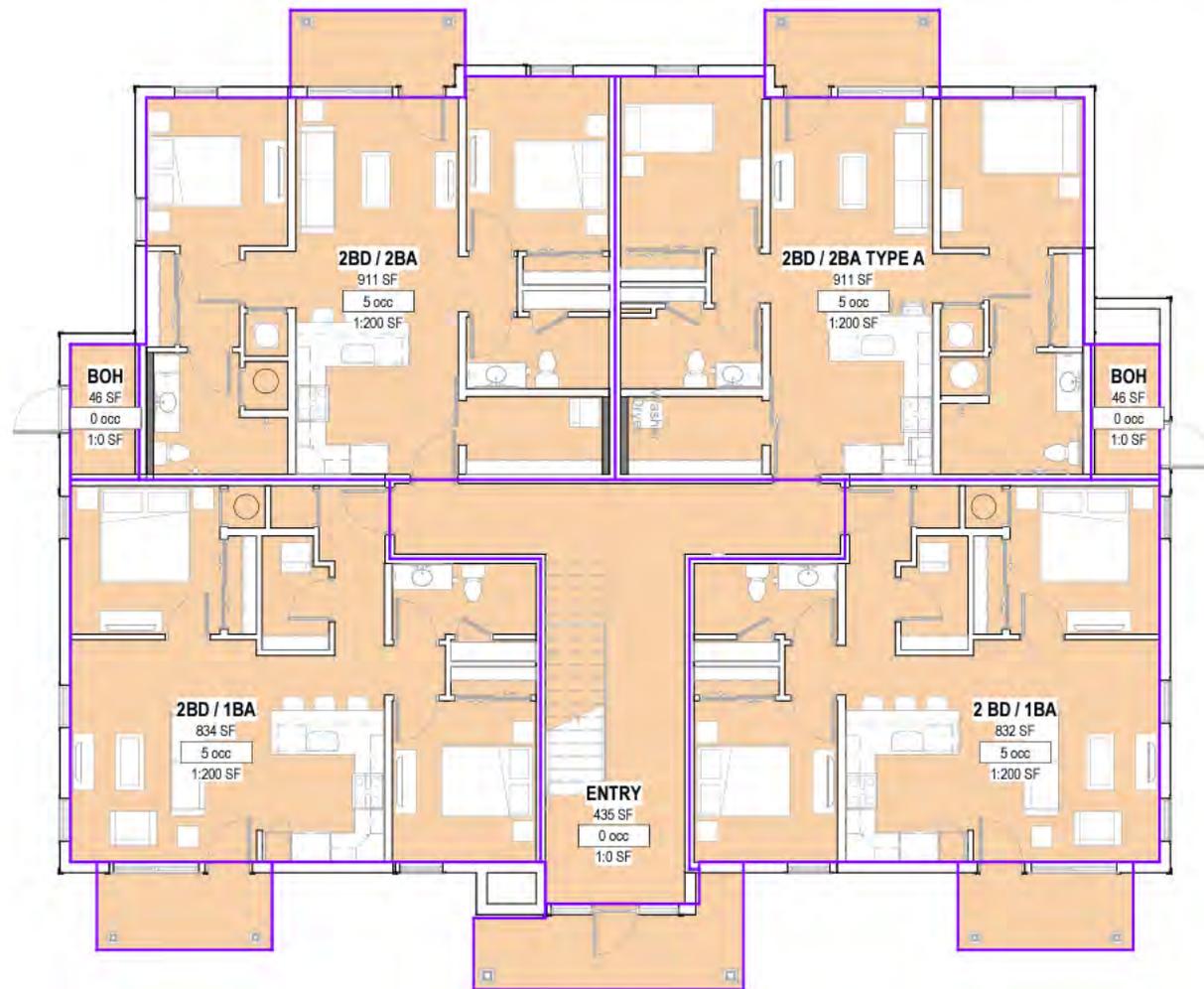
Building 4, 8 walk up units, 2 beds



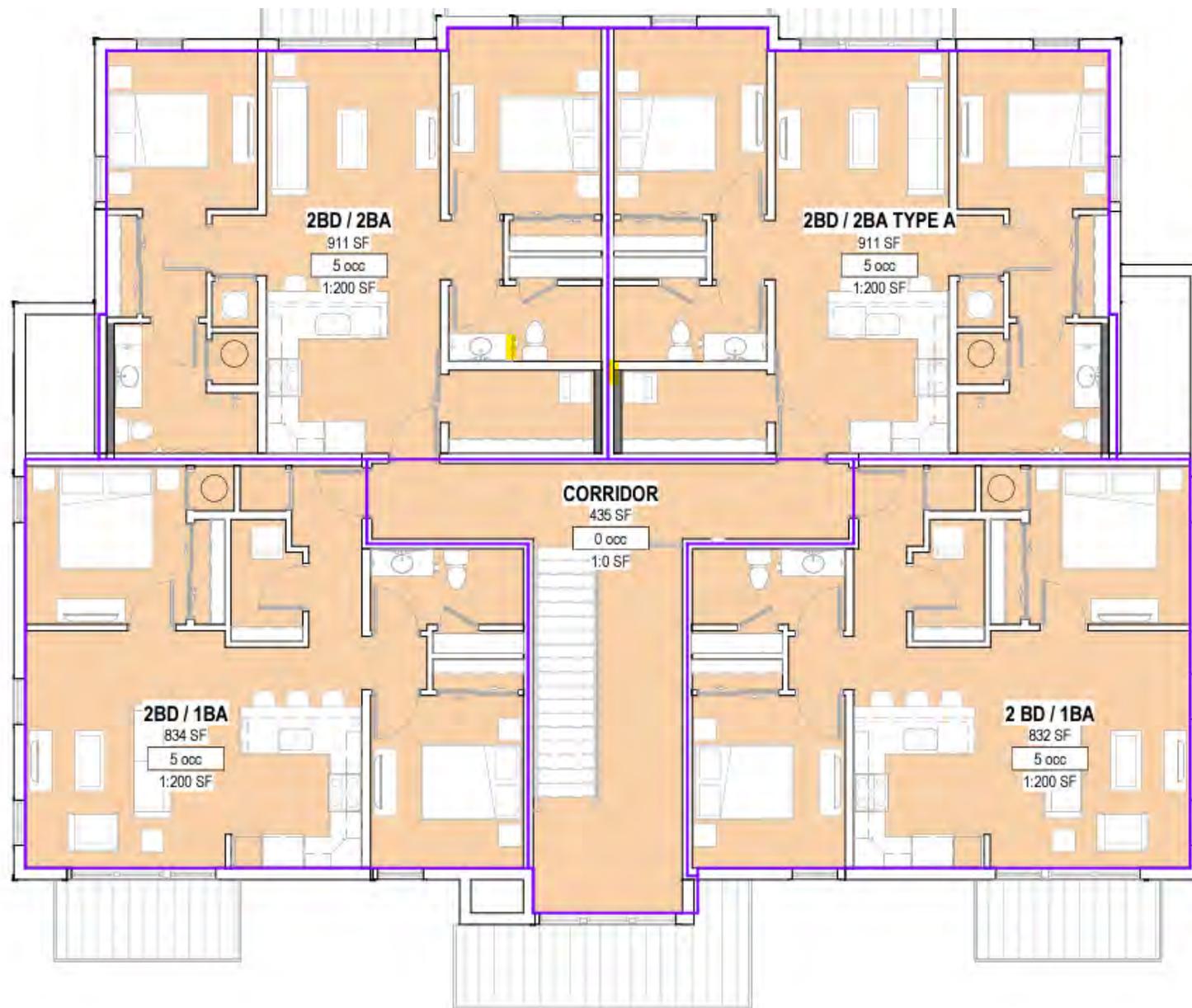
EXTERIOR MATERIALS

[Material swatch]	EXTERIOR WALLS - VERTICAL, BRICK	[Material swatch]	EXTERIOR WALLS - HORIZONTAL, BRICK
[Material swatch]	EXTERIOR WALLS - VERTICAL, BRICK	[Material swatch]	EXTERIOR WALLS - HORIZONTAL, BRICK
[Material swatch]	EXTERIOR WALLS - VERTICAL, BRICK	[Material swatch]	EXTERIOR WALLS - HORIZONTAL, BRICK
[Material swatch]	EXTERIOR WALLS - VERTICAL, BRICK	[Material swatch]	EXTERIOR WALLS - HORIZONTAL, BRICK
[Material swatch]	EXTERIOR WALLS - VERTICAL, BRICK	[Material swatch]	EXTERIOR WALLS - HORIZONTAL, BRICK
[Material swatch]	EXTERIOR WALLS - VERTICAL, BRICK	[Material swatch]	EXTERIOR WALLS - HORIZONTAL, BRICK
[Material swatch]	EXTERIOR WALLS - VERTICAL, BRICK	[Material swatch]	EXTERIOR WALLS - HORIZONTAL, BRICK
[Material swatch]	EXTERIOR WALLS - VERTICAL, BRICK	[Material swatch]	EXTERIOR WALLS - HORIZONTAL, BRICK
[Material swatch]	EXTERIOR WALLS - VERTICAL, BRICK	[Material swatch]	EXTERIOR WALLS - HORIZONTAL, BRICK
[Material swatch]	EXTERIOR WALLS - VERTICAL, BRICK	[Material swatch]	EXTERIOR WALLS - HORIZONTAL, BRICK





9 | CODE AREA PLAN - LEVEL 01



Building 5, 28 units, 1 and 2 beds



ELEVATION - SIDE 1



ELEVATION - SIDE 2



ELEVATION - BACK SIDE

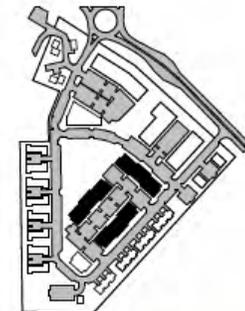


ELEVATION - PARKING SIDE



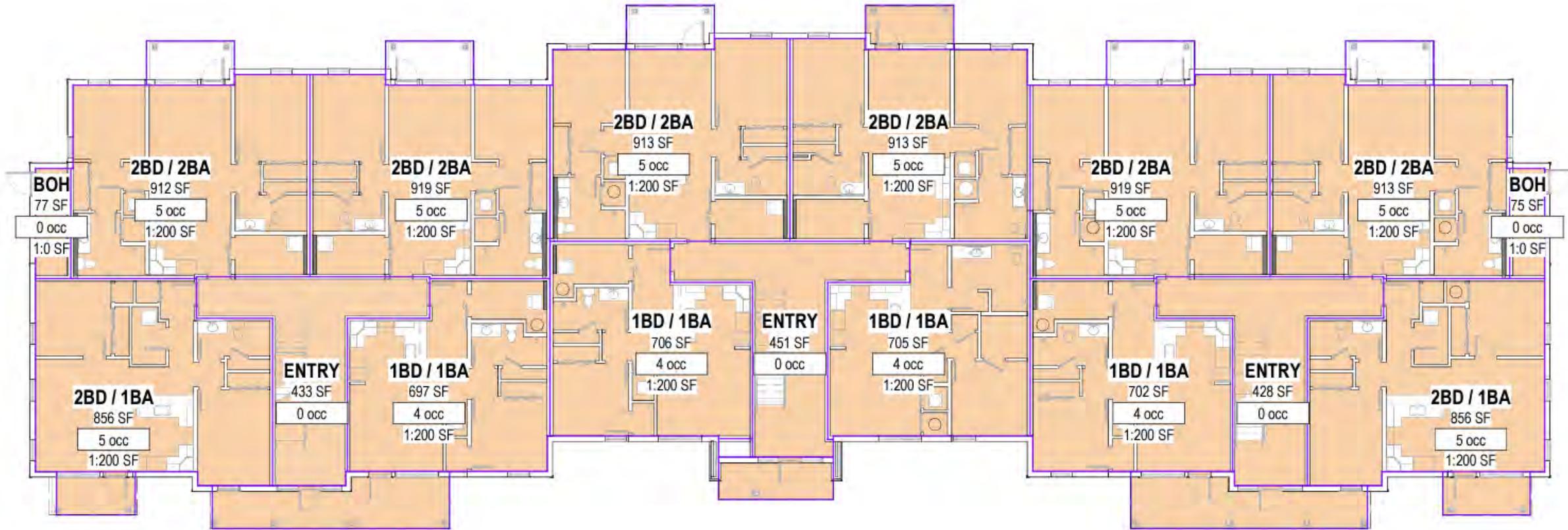
EXTERIOR MATERIALS

-  EX TERM - A
-  STAINING - BROWN TRIM
-  EX TERM - B
-  ROOF - SHINGLES
-  STAINING - HORIZONTAL
-  CORRUGATED METAL - VERTICAL
-  PATIO DECK - WHITE WOOD
-  WINDOW - WHITE
-  SLURRY - GREY
-  BRICK - RED WITH METAL SYSTEM
-  6" BRICK - HORIZONTAL
-  12" BRICK - HORIZONTAL AND VERTICAL
-  6" x 12" BRICK - HORIZONTAL ALTERNATING
-  6" BRICK - HORIZONTAL

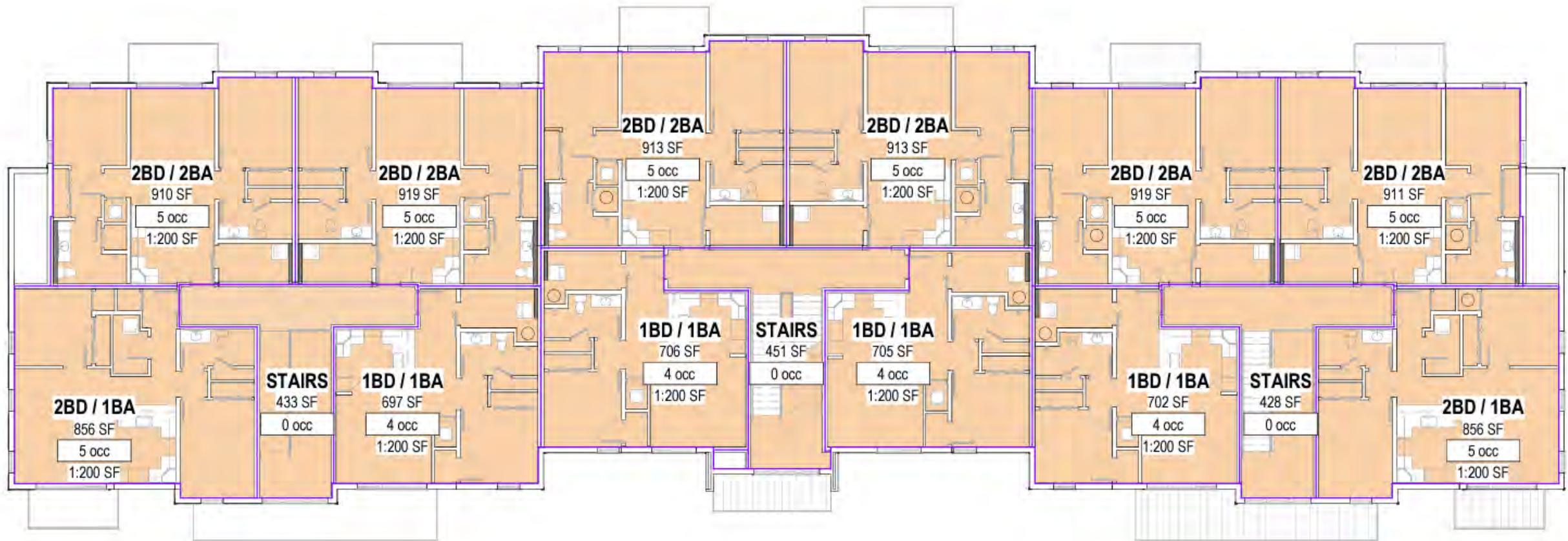


KEY PLAN - SITE

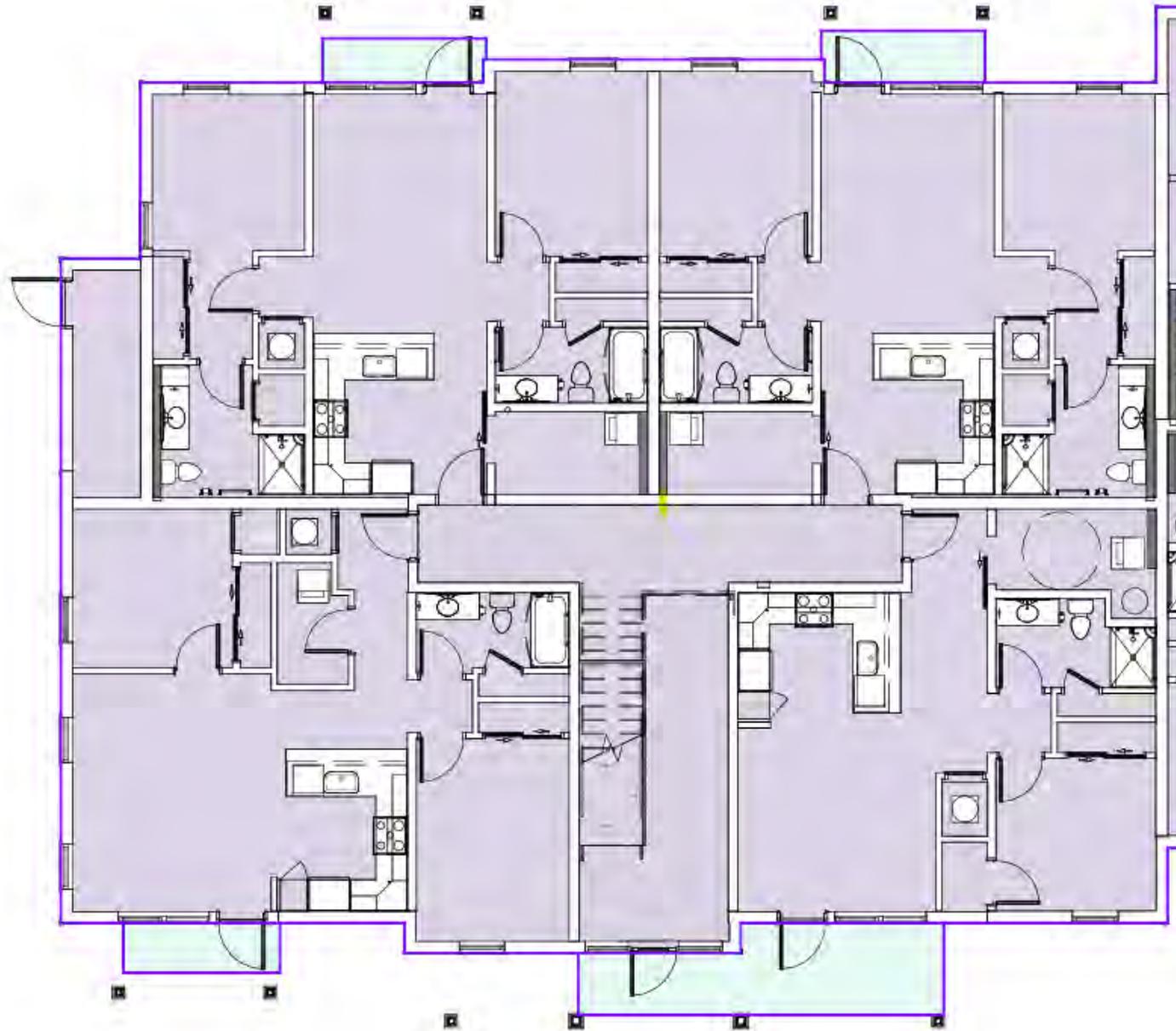




39 CODE AREA PLAN - LEVEL 01



G7 CODE AREA PLAN - LEVEL 02

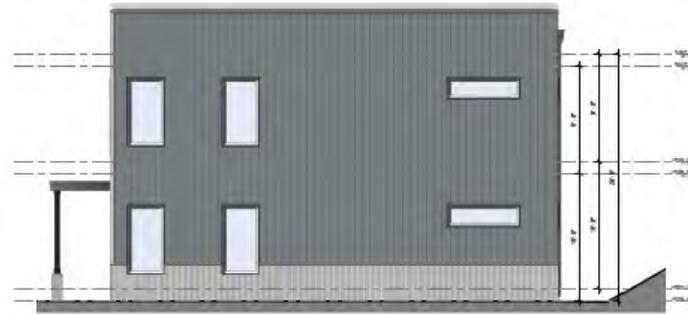


9G | LEVEL 1

Building 7, Nine units, 3 bed, 2 bath, 2 car garage



ELEVATION - SOUTHWEST



ELEVATION - NORTHEAST

EXTERIOR MATERIALS

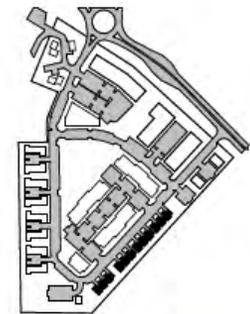
	EXTRIA - A
	EXTRIA - B
	EXTRIA - C
	WOOD HORIZONTAL
	WOOD HORIZONTAL WITH METAL
	WOOD HORIZONTAL WITH VERTICAL
	VERTICAL SLAT
	EXTRIA - D
	EXTRIA - E
	EXTRIA - F
	EXTRIA - G
	EXTRIA - H
	EXTRIA - I
	EXTRIA - J
	EXTRIA - K
	EXTRIA - L
	EXTRIA - M
	EXTRIA - N
	EXTRIA - O
	EXTRIA - P
	EXTRIA - Q
	EXTRIA - R
	EXTRIA - S
	EXTRIA - T
	EXTRIA - U
	EXTRIA - V
	EXTRIA - W
	EXTRIA - X
	EXTRIA - Y
	EXTRIA - Z



ELEVATION - BACK SIDE



ELEVATION - PARKING SIDE



KEY PLAN - SITE

Whetstone

WHETSTONE WF - BUILDING 7
 DD-135
 Created: Bufile, Colorado 80005

EXTERIOR ELEVATIONS



hord | coplan | macht

NORRIS DESIGN Kimley Horn
 PEOPLE + TRANSPORTATION
 WILLIFORD, LLC
 TRESTLE





7A FLOOR PLAN - LEVEL 2 Net Area
0.005 1/8" = 1'-0"



9A FLOOR PLAN - LEVEL 1 Net Area
0.005 1/8" = 1'-0"

Building 8, Triplex, six units, 2 bed, 2.5 bath



EXTERIOR MATERIALS

	LETINA A
	LETINA B
	LETINA C
	LETINA D
	LETINA E
	LETINA F
	LETINA G
	LETINA H
	LETINA I
	LETINA J
	LETINA K
	LETINA L
	LETINA M
	LETINA N
	LETINA O
	LETINA P
	LETINA Q
	LETINA R
	LETINA S
	LETINA T
	LETINA U
	LETINA V
	LETINA W
	LETINA X
	LETINA Y
	LETINA Z



ELEVATION - BACK SIDE



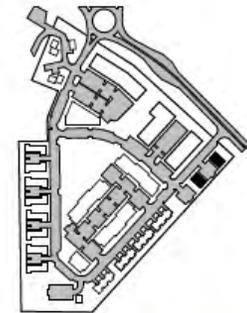
ELEVATION - NORTHWEST



ELEVATION - PARKING SIDE



ELEVATION - SOUTHEAST



KEY PLAN - SITE





9B FLOOR PLAN - BUILDING 8 - LEVEL 01

A401_6 G.005 3/16" = 1'-0"



6B FLOOR PLAN - BUILDING 8 - LEVEL 02 Net Area

A401_8 G.005 3/16" = 1'-0"



hord | coplan | macht



A5 FLOOR PLAN - BUILDING 9 - LEVEL 3 Copy 1

A401_9 G.005 1/16" = 1'-0"

Building 10, 35 Units, Studio, 1, 2, and 3 bed units



EXTERIOR MATERIALS

	EXTRAM - A
	EXTRAM - B
	EXTRAM - C
	EXTRAM - D
	EXTRAM - E
	EXTRAM - F
	EXTRAM - G
	EXTRAM - H
	EXTRAM - I
	EXTRAM - J
	EXTRAM - K
	EXTRAM - L
	EXTRAM - M
	EXTRAM - N
	EXTRAM - O
	EXTRAM - P
	EXTRAM - Q
	EXTRAM - R
	EXTRAM - S
	EXTRAM - T
	EXTRAM - U
	EXTRAM - V
	EXTRAM - W
	EXTRAM - X
	EXTRAM - Y
	EXTRAM - Z



ELEVATION - NORTHEAST



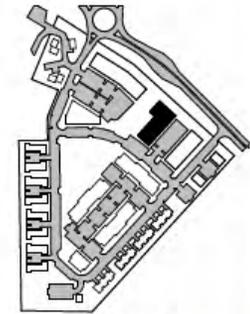
ELEVATION - SOUTHWEST



ELEVATION - BACK SIDE



ELEVATION - PARKING SIDE



KEY PLAN - SITE





9A FLOOR PLAN - BUILDING 10 - LEVEL 1

A401_10G.005 1/16" = 1'-0"



7A FLOOR PLAN - BUILDING 10 - LEVEL 2



5A FLOOR PLAN - BUILDING 10 - LEVEL 3 Copy 1

A401_10G.005 1/16" = 1'-0"

Building 11, 14 units,
Lease office,
mailroom, community
room



ELEVATION - SOUTHEAST

EXTERIOR MATERIALS



ELEVATION - NORTH



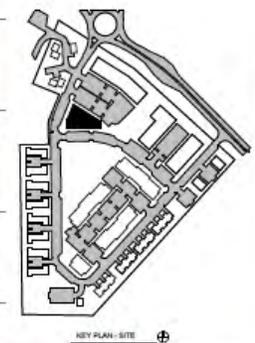
ELEVATION - NORTHWEST



ELEVATION - EAST



ELEVATION - WEST



KEY PLAN - SITE

Whetstone

WHETSTONE WF -
BUILDING 11
200-206
CONANT Bldg., Colorado MS006

EXTERIOR ELEVATIONS



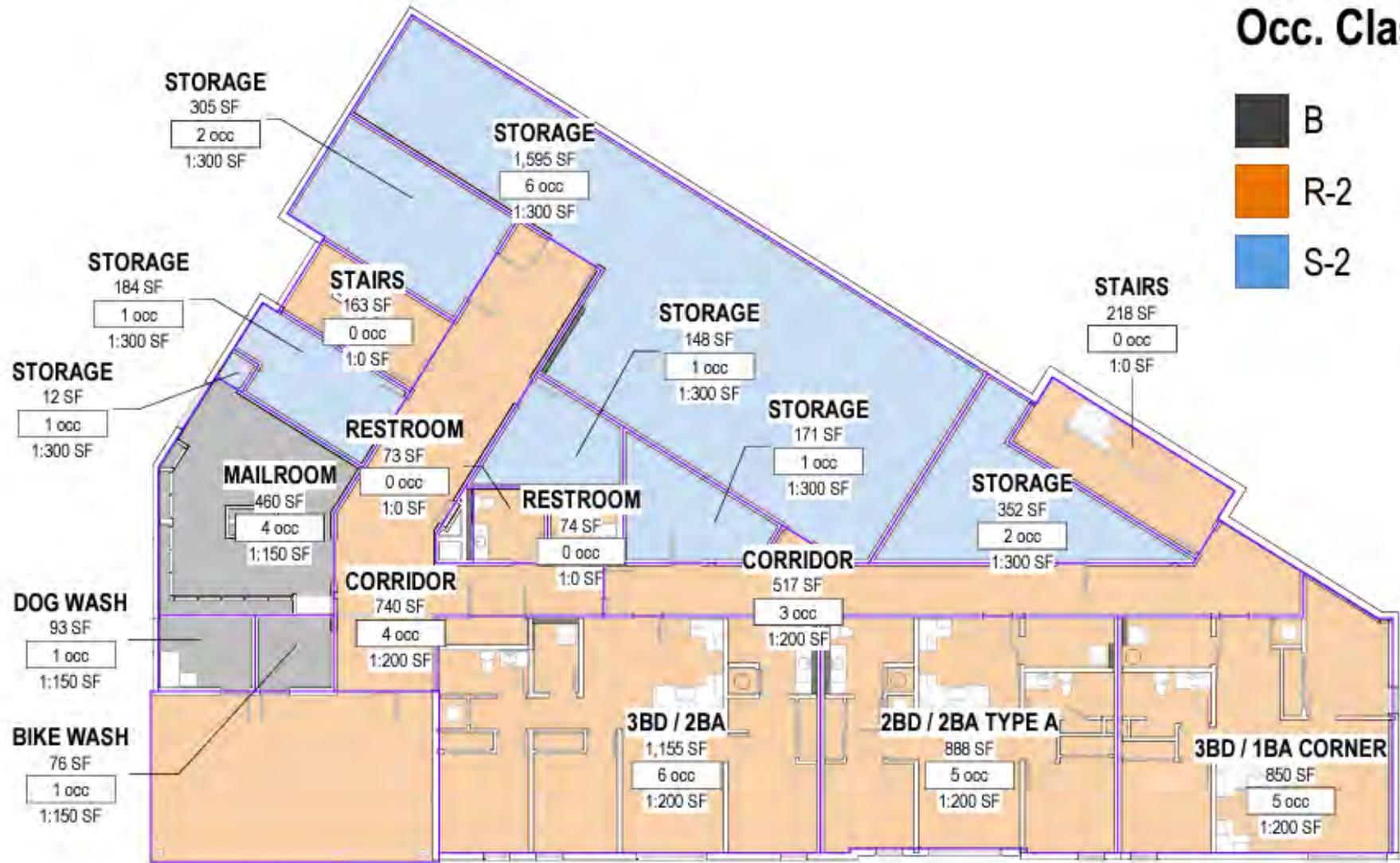
hord | coplan | macht

NORRIS DESIGN Kimley Horn
WILLIFORD, L.L.C.
TRESTLE



Occ. Class

- B
- R-2
- S-2

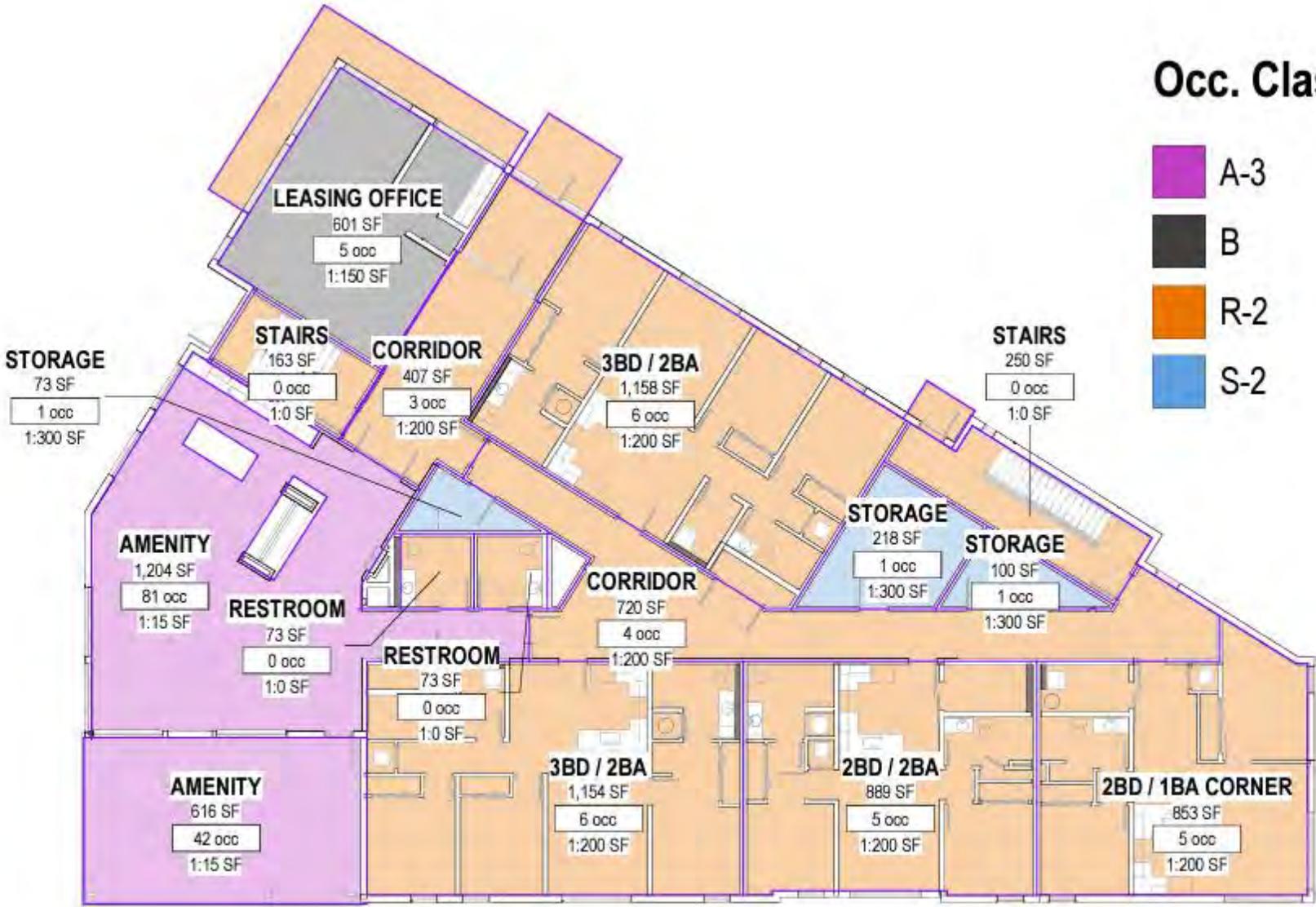


9F CODE AREA PLAN - LEVEL 01

A401_11G.004 1/16" = 1'-0"

Occ. Class

- A-3
- B
- R-2
- S-2

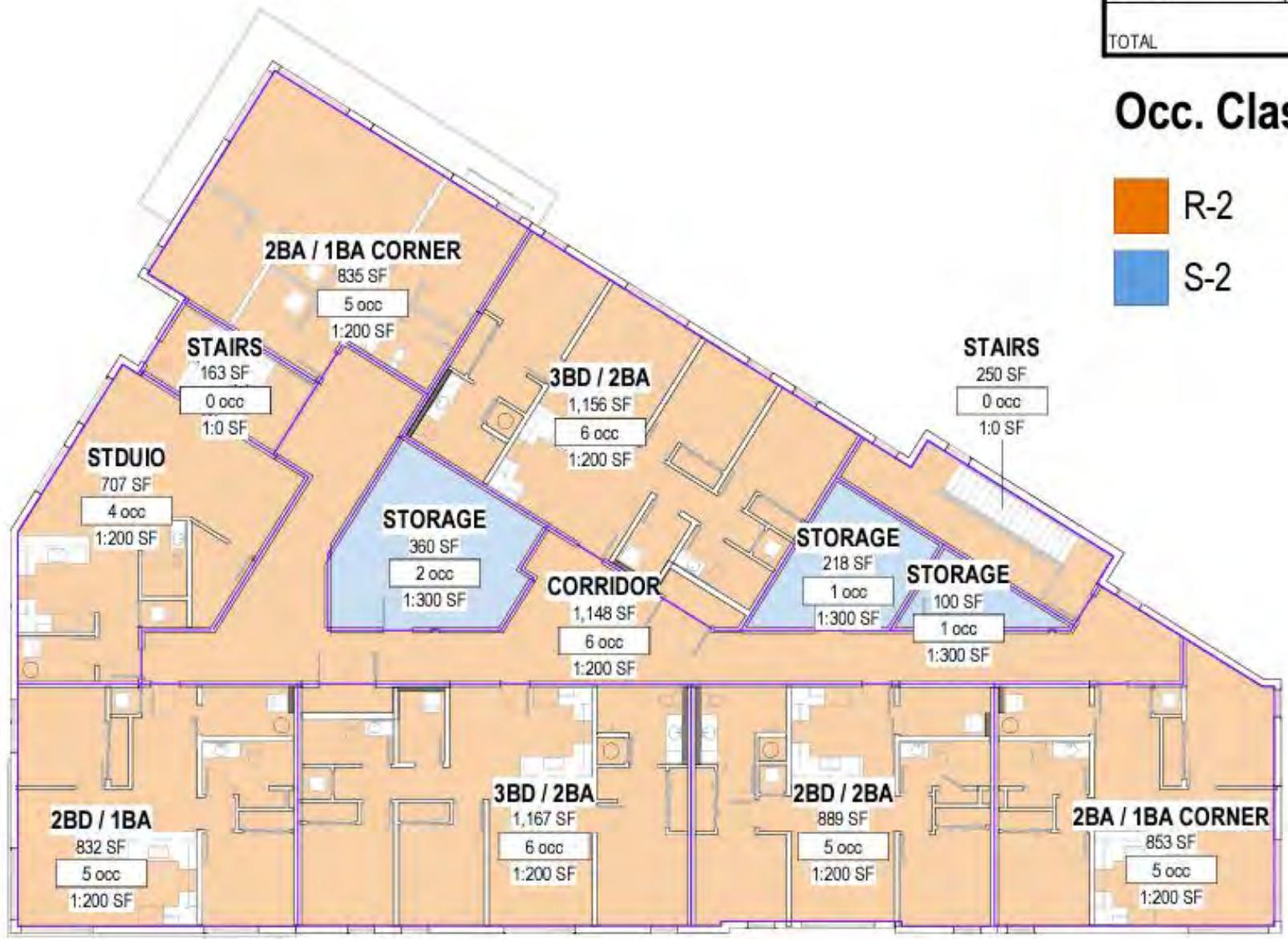


7F CODE AREA PLAN - LEVEL 02

LEVEL 3	9,001 SF
TOTAL	27,344 SF

Occ. Class

- R-2
- S-2



4F CODE AREA PLAN - LEVEL 03

A401_11G.004 1/16" = 1'-0"



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9A FLOOR PLAN - LEVEL 01

A401_12G.005 1/16" = 1'-0"



7A FLOOR PLAN - LEVEL 02

A401_12G.005 1/16" = 1'-0"



5A FLOOR PLAN - LEVEL 03

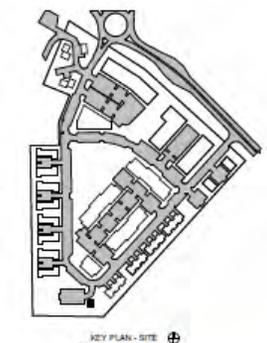
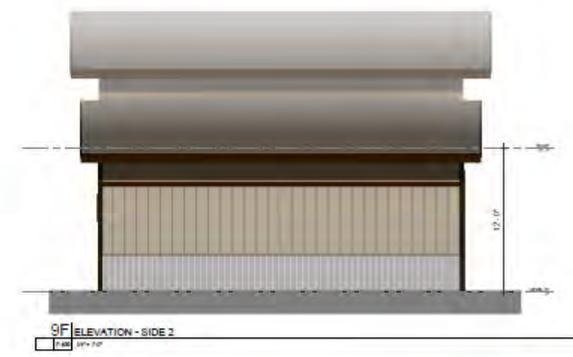
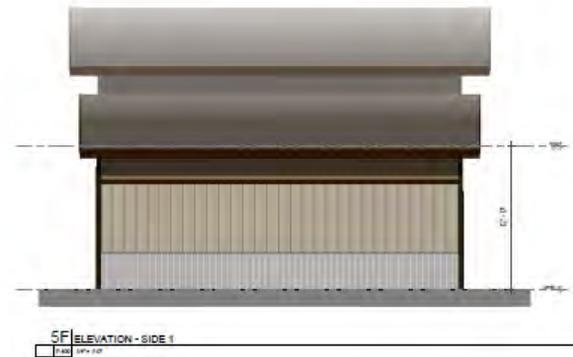
A401_12G.005 1/16" = 1'-0"

Building 1: Maintenance Building



EXTERIOR MATERIALS

BRICK, RANDOM PATTERN, 4" X 8" (VERTICAL)	EXTRUSION A
4" PANEL, VERTICAL, BRICK	EXTRUSION B
12" PANEL, VERTICAL, BRICK	EXTRUSION C
4" BRICK, HORIZONTAL	SOAP FINISH
4" X 12" HORIZONTAL, ALTERNATING	EXTRUSION D
4" BRICK, HORIZONTAL	CORRUGATED METAL, 2" PITCH
WINDOW, METAL	PATENTED WINDOW UNIT



Water and Sewer Service: Options Considered



Option 1:
Skyland Water + East River San

Option 2:
CB Water and San

Option 3:
Develop onsite

Conceptual Infrastructure Costs	\$2,325,550
Capital/Tap Fees	\$6,448,400
Total Capital Costs	\$8,773,950
Cost per Unit	\$43,869
Estimated Operating Costs	\$248,400 per year

Conceptual Infrastructure Costs	\$5,315,530
Capital/Tap Fees	\$5,400,000
Total Capital Costs	\$10,715,530
Cost per Unit	\$53,577
Estimated Operating Costs	\$191,600 per year

Total Capital Costs	\$9,044,750
Cost per Unit	\$45,233.75
Estimated Operating Costs	\$360,000 per year

System capacity uncertainty.

System upgrades likely / would increase cost.

Uncertain support of project.

High annual operating cost.

Several rounds of engineering confirm no upgrades to system are required.

Tap fees ended up higher than modeled.

Lowest cost option when operating costs are included in analysis over 30 year term.

High uncertainty of cost and timing due to permitting delays and regulatory changes.

Highest cost option from operating standpoint.

Would need to secure additional water rights at high cost.

Utility Extension Agreement

- Analysis proved no capital improvements to CB's systems are necessary
- Financial analysis shows that extra rate-payers at Whetstone will benefit CB rate-payers through additional revenue to support improvements needed with or without Whetstone.
- County will build, own, and operate all infrastructure after tap into CB system
- Will pay \$7.5M fee over 10 yrs starting at year 5. Proforma must include rents sufficient to generate revenue to pay the fee.
- Commitment to build underpass in 2026 and start intersection in 2027
- Commitment to integrated land use and transportation plan

Utilities and Infrastructure

- Transformational Affordable Housing Grant (TAHG) \$10M
- \$2M EIAF grant (Anticipated, not yet awarded)
 - Grants will cover more than half of cost of utility cost including: water/ sewer extension, water distribution, wastewater collection, stormwater, electric utilities, roads, and sidewalks. (Approx. \$20M)
- County Utility staff will monitor and maintain water and wastewater systems, the project will pay expense for services.
- Project management will include maintenance and repair for roads, parks, and all other site infrastructure

Community Connectivity

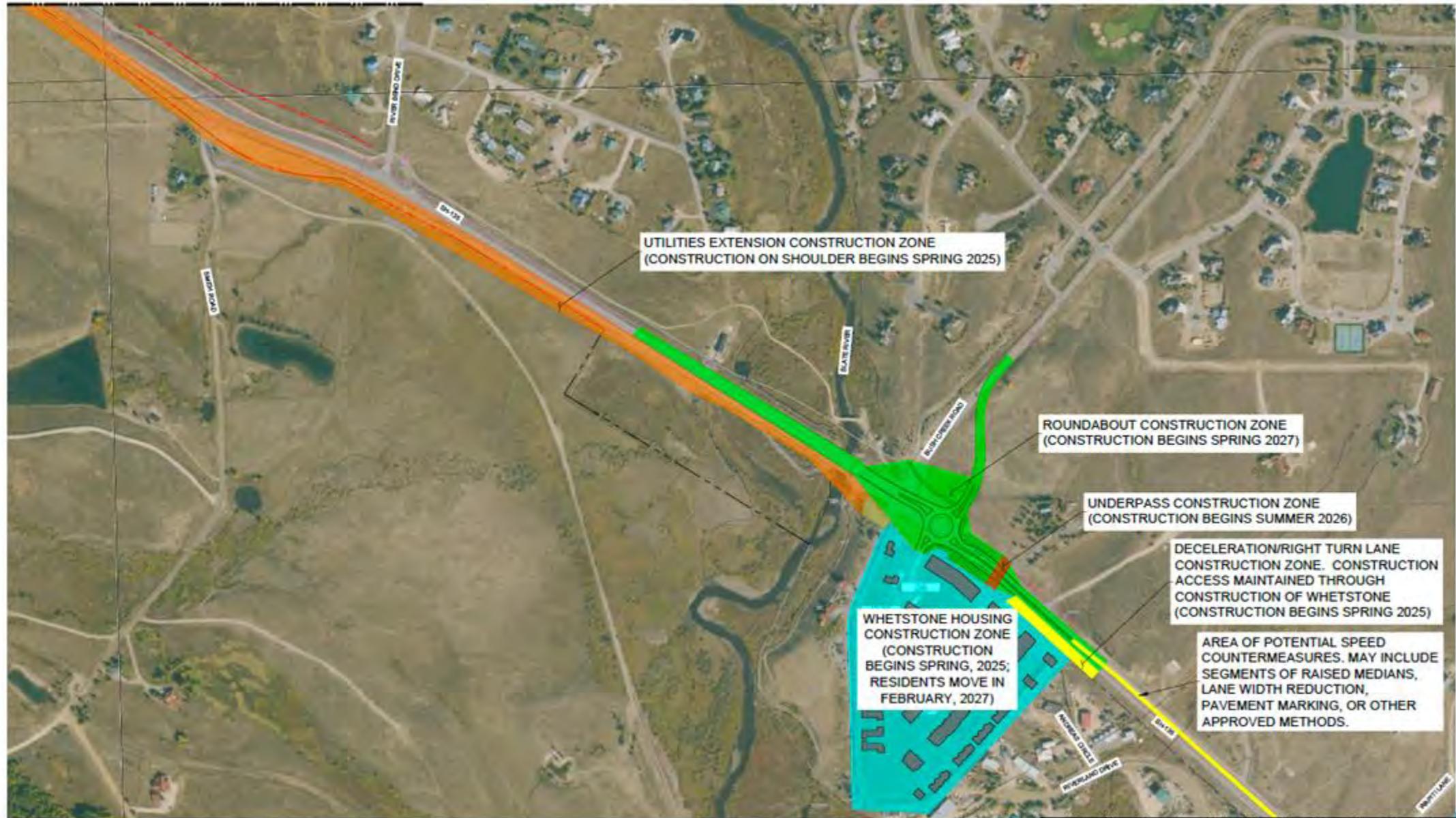
Central Walkway

Central Green and play space

Sidewalk connections throughout

Central corridor of greenspace and walkway leads to underpass and bus stop





WHETSTONE

WORK ZONE SPEED REDUCTION AND SPEED MANAGEMENT EXHIBIT PAGE 2/3
GUNNISON COUNTY, COLORADO
September 19, 2024



Kimley»Horn
6200 S. SYRACUSE WAY SUITE 300
GREENWOOD VILLAGE, COLORADO, 80111
303.228.2300
WITH THE FIRM'S CONCEPTS & ARTS

Rents and Area Median Income

Based on current pro-forma revenue requirements

Unit AMI Distribution		
80% AMI Units	49	19%
90% AMI Units	11	4%
100% AMI Units	30	12%
110% AMI Units	27	11%
120% AMI Units	62	25%
130% AMI Units	33	13%
140% AMI Units	23	9%
150% AMI Units	12	5%
160% AMI Units	5	2%
	252	100%

*12 units are combined with business space, rent shown above is for living space only. Such units will also require \$1,200/month for business space

We expect at least 10% of units will be leased to multiple unrelated individuals as roommates

Example affordability with roommates

2 bed 120% AMI unit is affordable for 2 people each at 80% AMI

3 bed 140% AMI unit is affordable for 3 people each at 75% AMI

Area Median Income (AMI) Breakdown

AMI	Count	1-Bed Rent	2-Bed Rent	3-Bed Rent
80%	47	\$1,545	\$1,854	\$2,143
90%	11	\$1,738	\$2,086	\$2,411
100%	27	\$1,931	\$2,317	\$2,678
110%	20	\$2,124	\$2,549	\$2,946
120%	64	\$2,317	\$2,781	\$3,214
130%	33	\$2,510	\$3,012	\$3,482
140%	23	\$2,703	\$3,244	\$3,750
150%	15	\$2,896	\$3,476	\$4,018
160%	12	\$3,090	\$3,708	\$4,780
Total Units	252	Rents are <u>inclusive</u> of all utilities and fees. Average utility costs in Gunnison County are \$350/month for electric, water, sewer, gas, and trash.		



Timeline

4th Qtr. 2024

- Finalize GMP
- Finalize permits from CDPHE, CDOT, Army Corps.
- Financial Close

Major Milestones:

- February 2025 mobilize and start construction (utility river crossing)
- Summer 2025 foundations and retaining walls to support underpass
- Fall 2025 start framing
- Summer 2026 underpass
- Fall 2026 exterior finish and site work finish
- February 2027 first units ready for occupancy
- Spring 2027 begin Brush Creek intersection
- Winter 2027 substantial completion.

Program: project outcomes and goals

Initial budget

Sketch Plan

RFP: invite proposals based on sketch and identified goals

Select Partner/ Set Initial Guaranteed Maximum Price

Develop design to IGMP

Final Plan

Bid project: contractor bidding and cost feedback / alternatives

Guaranteed Maximum Price

Project Development and Contracting Strategy

Contract is based on GMP based on final plans.

Plans were developed with contractor feedback on cost and constructability to ensure efficient and cost effective design.

Includes protections for County:

- Fully bonded project
- Contract includes enforceable schedule
- Non-performance penalty to cover lost revenue in case of construction delay
- Each sub-contractor is covered by default insurance
- All specifications and design selections are finalized and included in price
- Contingency funds included

Proforma Highlights and Contingencies

Single debt issue, no construction financing that must be converted upon completion.

Project rent revenue must cover debt, operations, and maintenance.

Proforma includes life-cycle capital replacement plan.

- Borrowed funds will be funded all at once, we will invest them and draw down as needed to pay construction draws.
- Interest revenue will cover debt payments during construction until rent revenue is generated
- 1 full year of debt payments set aside in reserve fund
- Project needs achieve 125% of cost to operate to meet bank funding req. We are pledging revenues from County HA to Whetstone to achieve this while keeping rents lower.
- Excess revenue will support capital replacement fund and life-cycle maintenance plus will pay deferred tap fees.
- Any excess will be held in County Housing Fund for emergencies, rent stabilization subsidy, or for addition housing projects

Credit Enhancement Actions

1. Move assets to the County Housing Authority
 - Elk Valley Townhomes
 - Sawtooth I & II
2. Linkage Fee revenues to County HA
3. County HA will receive all revenues from housing projects
 - Enable cross-subsidy
 - Re-invest into projects or additional project
 - Stabilize rents

Financing and Legal

Upcoming for BoCC approval

- Intergovernmental Agreements between County and County Housing Authority (not GVRHA)
- Deeds and lending for Elk Valley, Sawtooth, and Whetstone land; moving to County HA
- Moral Obligation Resolution
- Indenture of Trust- Revenue Bonds