CITY OF GLENWOOD SPRINGS

Financial Advisory Board Packet

August 24, 2016

CITY OF GLENWOOD SPRINGS
FINANCIAL ADVISORY BOARD
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AUGUST 24, 2016

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Financial Advisory Board
Agenda
August 24, 2016
7:30-9:30 AM
Council Chambers

A. Welcome

B. Minutes – July 27, 2016

C. Old Business

   a. Financial Software RFP Process Update

D. Grant Applications:

   a. Grants Awarded

   b. Discretionary:

      1. Mountain Valley Developmental Services ($1,500)
      2. Wilderness Workshop ($5,000)

   c. Tourism - None

E. Other Business

   a. Budget Recommendation Memo (Jim Ingraham)

F. Adjourn

Financial Advisory Board
Meeting Minutes
July 27, 2016

The Financial Advisory Board convened at 7:40 a.m.

Board Members Present	Board Members Absent	Staff Present	Guest Present
Ted Edmonds	Cindy Svatos	Debra Figueroa	Kimberly Gent, Alpine Legal Services
Steve Boyd	Jim Ingraham	Charles Kelty	
Ksana Oglesby	Terri Miller		
Kathryn Trauger			

A. Welcome

1. Ted Edmonds, Board Chairman opened the meeting at 7:40 a.m.

B. Grant Applications

1. Alpine Legal Services: Kimberly Gent of Alpine Legal Services attended to provide a brief overview of Alpine Legal Services. Alpine Legal Services the needs of seniors (60+); Crime Victims; and the Indigent population. Intakes are held three times per week in Glenwood Springs and Rifle; and 1 day per week in Silt and Parachute. Intakes take approximately ½ hour. Eighty percent of divorces are done without attorneys. This has caused a backlog in court cases because the Judge has to explain the process. However, Alpine Legal Services provides guidance to assist with divorces. Police departments and the Department of Human Resources provides referrals as needed.

   Financial Advisory Board asked questions regarding the Allowance for Doubtful accounts. There was also a suggestion that V.A.L.E. might be a source of revenues as well. FAB would like to see cleaner financials and requested the audited financial reports be submitted to FAB.

   A motion approving the $5,000 grant was passed contingent on the receipt of the audited financial reports.

2. Mountain Developmental Services requested a $1,500 grant. Ksana Oglesby recused herself from the discussion. FAB requested better more readable financial statements and a copy of the invoices this grant would be used for since it was post reimbursement.

C. Other Business

Budget Memo discussion was tabled until the next meeting so Jim Ingraham could be in attendance to discuss recommendations.

D. Meeting Adjourned at 8:28 a.m.

E. Next Meeting – Wednesday, August 24, 2016 from 7:30 to 9:30 a.m. in Council Chambers

City of Glenwood Springs
FAB Grant Award Summary
For the Year Ending 12/31/2016

Discretionary Grants

G/L #33.620.1010

Beginning Balance on Jan 1, 2016 153,177.89

	Applicant	Requested	Awarded	FAB Recommended	Council Approval
1	Access After School	5,000	1,000	3/23/2016	4/7/2016
2	Junior Achievement of the Roaring Fork Valley	3,000	3,000	3/23/2016	4/7/2016
3	Lift-UP	7,000	7,000	3/23/2016	4/7/2016
4	Roaring Fork Center for Community Leadership	5,000	5,000	3/23/2016	4/7/2016
5	Roaring Fork Valley Spellbinders	1,000	1,000	3/23/2016	4/7/2016
6	Team Sopris	15,103	7,500	3/23/2016	4/7/2016
7	WE-cycle	10,000	10,000	3/23/2016	4/7/2016
8	Symphony in the Valley	2,500	2,500	3/23/2016	4/7/2016
9	Family Visitor Programs	8,259	1,500	3/23/2016	4/7/2016
10	Ski Spree Fireworks (Transfer from Tourism)	20,000	19,800	4/27/2016	5/5/2016
11	Glenwood Springs Summer of Music Series	15,000	15,000	4/27/2016	5/5/2016
12	Glenwood Downtown Market	3,500	2,500	4/27/2016	5/5/2016
13	Glenwood Springs High School After Prom	2,000	2,000	4/27/2016	5/5/2016
14	Glenwood Springs Youth Hockey Association	7,000	7,000	4/27/2016	5/5/2016
15	Raising A Reader Aspen to Parachute	2,000	2,000	4/27/2016	5/5/2016
16	YouthZone	20,000	15,000	4/27/2016	5/5/2016
17	Glenwood Springs Soccer Club	12,000	6,000	4/27/2016	5/5/2016
18	A Way Out	5,000	2,500	4/27/2016	5/5/2016
19	Alpine Legal Services	5,000	5,000	7/27/2016	
20	Catholic Charities, Western Slope	15,000	10,000	6/20/2016	7/7/2016
21	Sunlight Winter Sports Club	4,000	2,000	6/20/2016	7/7/2016
22	GlenX	10,000	5,000	6/20/2016	7/7/2016
23	Mountain Valley Developmental Services	1,500			
24	Wilderness Workshop	5,000			
	Total	$183,862	$132,300		(132,300.00)
	Balance as of August 19, 2016				20,877.89
	Note: 2016 Budget Appropriation	$152,102			

U:\FAB\FAB 2016\FAB Grant Awards Summary 2016

8/19/2016

City of Glenwood Springs
FAB Grant Award Summary
For the Year Ending 12/31/2016

Tourism Grants

G/L #05.111.8400

Beginning Balance on Jan 1, 2016 50,406.14

	Applicant	Requested	Awarded	FAB Recommended	Council Approval
1	DDA Flowerpots	5,500	5,500	12/2/2016	12/17/2016
2	Day Out Downtown	3,460	3,460	3/23/2016	4/7/2016
2	Team Sopris	2,000	2,000	3/23/2016	4/7/2016
3	Frontier Historical Society	4,000	4,000	3/23/2016	4/7/2016
4	Ski Spree Fireworks	20,000	19,800	N/A	1/7/2016
5	Ski Spree Fireworks (Transfer to Discretionary)	(20,000)	(19,800)	4/27/2016	5/5/2016
6	Glenwood Springs Summer of Music Series	5,000	5,000	4/27/2016	5/5/2016
7	Friends of the Upper San Juan River Cruise-a-thong	1,500	1,500	4/27/2016	5/5/2016
8	Glenwood's Downtown Market	6,000	6,000	4/27/2016	5/5/2016
9	Glenwood Springs Youth Hockey Association	8,820	8,820	6/20/2016	7/7/2016
10	Sunlight Winter Sports Club	4,500	0	Denied	N/A
11	GlenX	10,000	5,000	6/20/2016	7/7/2016
	Total	$50,780	$41,280		(41,280.00)
	Balance as of August 19, 2016				9,126.14
	Note: 2016 Budget Appropriation	$69,955			

5

Charles Kelty

From: Bruce Christensen <Bruce@mtnvalley.org>
Sent: Friday, August 19, 2016 2:29 PM
To: Charles Kelty
Cc: Ksana Oglesby
Subject: mtn valley request

Hi Again Charles,

Ksana just told me that she thought that the request that Dana had submitted was for support of our fund raiser race. If that is true, we would like to withdraw the request as the race has already occurred. However, if the City does have remaining funds available from the discretionary fund, we would certainly appreciate the opportunity for consideration of additional operating support for our services for children or adults residing within Glenwood. Historically we have received a second award from the City based upon available funding as the year progresses. Let me know if this is possible.

Bruce

Bruce Christensen, Executive Director
Mountain Valley Developmental Services
P.O. 338
Glenwood Springs, CO 81602

970-945-2306 office
970-230-9700 direct
970-948-1027 mobile
www.mtnvalley.org

SUMMARY FORM

APPLICANT INFORMATION

NAME: Mountain Valley Developmental Services	
MAILING ADDRESS: P.O. Box 338, Glenwood Springs, CO 81602	
APPLICANT CONTACT NAME: Dana Peterson	**TITLE:** Director of Philanthropy and HR
ARE YOU THE PRIMARY CONTACT FOR THIS GRANT: ☒ YES ☐ NO	
EMAIL: dana@mtnvalley.org	
TELEPHONE: 970-945-2306	
FEIN: 84-0687930	

GRANT REQUEST AND FINANCIAL INFORMATION

GRANT AMOUNT REQUESTED FOR 2017: $1500
TOTAL OF ALL CURRENT CASH RESERVES: N/A
TOTAL APPROVED BUDGET FOR FISCAL 2017 (CURRENT BUDGET YEAR): N/A
TOTAL ACTUAL OPERATING EXPENSES FOR FISCAL 2016 (PRIOR BUDGET YEAR): $11,367.93
TOTAL INCOME FROM ALL SOURCES FOR FISCAL 2016 (PRIOR BUDGET YEAR): $27,556.88
PERCENTAGE OF FISCAL 2016 TOTAL INCOME FROM DISCRETIONARY GRANTS FUND, IF ANY:
BRIEF PROJECT DESCRIPTION (IN A SEPARATE DOCUMENT, ANSWER THE THREE QUESTIONS BELOW IN A TOTAL WORD COUNT OF 250 WORDS (250 TOTAL, NOT 750) OR LESS: • What does your organization do? • How will grant funds be used? • How will you measure success? • **Please specify word count on project description document.**

APPLICATION CHECKLIST

SUBMIT THIS APPLICATION WITH THE FOLLOWING REQUIRED DOCUMENTS IN THE FOLLOWING ORDER:

- ☐ Summary Form (two pages)
- ☐ Use of Funds Summary (max 250 words)
- ☐ Response to Selection Criteria Questions in narrative form on your own paper, maximum three pages, 12-point font, all margins one inch (top, bottom, left, and right)
- ☐ Site or event map
- ☐ Proposed budget
- ☐ Implementation schedule

Attachments:

- ☐ Copy of IRS determination letter as to 501(c)(3) status
- ☐ Colorado Secretary of State Certificate as nonprofit corporation in good standing
- ☐ List of current board of directors and officers
- ☐ List of all major contributors ($5,000 and above) and amounts contributed, highest to lowest
- ☐ Year-end financial statements for fiscal year most recently ended
- ☐ IRS Form 990 (most current available)
- ☐ Approved budget for current fiscal year

By signing below, the applicant hereby certifies and warrants that any and all statements and representations made in this Grant Application are true and correct, and may be relied upon by the City of Glenwood Springs.

Authorized Signature: _____ Date: 06/23/2016
(From applicant organization) *(mm/dd/yyyy)*

Printed Name and Title:

Dana L. Peterson, Director of Philanthropy and Human Resources

Official form of the City of Glenwood Springs Financial Advisory Board. Do not alter or change this form in any manner. Submittals not using official forms or using altered forms may be returned without notice.

City of Glenwood Springs
Tourism Grant Application
Mountain to Valley Race 2016

Use of Funds Summary

Mountain Valley Developmental Services serves children and adults with intellectual and developmental disabilities and delays throughout Eagle, Pitkin, Garfield and Lake Counties. Our services range from in-home Early Intervention services to comprehensive residential services to job coaching to recreation to resource and referral to end-of-life care. We serve approximately 550 individuals each year all of them displaying a disability and many of them without other supports or services available. Mountain Valley offers the vast majority of our programs and supports at no charge to the individuals served. Over 150 people are employed by the Agency with dozens more independent contractors. We are a 501c3 non-profit organization serving as the Community Centered Board for the counties served and have been serving in this capacity since 1975.

The Mountain to Valley Half Marathon and FAST 4-Mile Run/Walk are the only major fundraising effort conducted by our agency in any year. This year we offered our 6th annual event and attracted runners from 18 states and Canada! We had 385 registered participants and over 550 people at our post-race event. This is why we are coming to you, the Tourism Board, for support.

Grant funds will be used to offset the cost of putting on the race event so that more proceeds can be put toward the operating costs for the organization. This year we incurred additional costs with our growth (more support, more food, and a greater cost for licenses and permits among others) and your support will help offset these increases.

Responses to Selection Criteria Questions

1. Please describe your special event, or beautification or capital improvement project. Make sure to define the site, area, or location, including a map if appropriate.

The Mountain to Valley Half Marathon and FAST 4-Mile Run/Walk are the only major fundraising effort conducted by our agency in any year. This year we offered our 6th annual event and attracted runners from 18 states and Canada! We had 385 registered participants and over 550 people at our post-race event. The race is scenic and downhill, thus offering a unique visual experience and a fast racing experience for the runners.

2. Provide an implementation plan for your proposal including a budget. How specifically will grant funds be used?

Grant funds will be used to offset the cost of the event. Specifically, funds would be used to offset the cost of hiring a timing company to come time the event this year. This is an important additional feature and one we added after last year's event growth. We changed the distance of the longer race from a 10 mile course to the half marathon distance last year after some research indicating the popularity of the half marathon in distance running races. The result was a 50% increase last year in participation and then another 30% increase this year.

3. Highlight the desired goals and outcomes to be achieved with City funds. How will you define and measure your success as related to this funding request?

Our desired goal was 400 participants and to use a professional timing company. Since the event has already occurred, it should be known that we did not quite meet our goal of 400 registered participants, but were only 15 registrations short of that goal. Having the timing company was an expense that we chose to incur at the request of our volunteers who had found the timing of the event to be exceedingly stressful the year before. The retention of volunteer help this year was a direct indicator of the success of hiring a timing company to professionally administer the results and time. Further, the racers were happy with a more accurate and efficient means of receiving their times.

4. Describe your income stream(s), including fundraising efforts. If you are the local chapter of a national entity, explain how much funding it provides. Have you used City funds to receive additional funds from other sources?

Our income for this event is generated from local sponsors and registration fees. We are happy to provide a copy of the budget as well.

5. Describe your paid professional staff and your level of volunteer involvement.

We have one paid staff, Dana Peterson, who also serves as the organization's HR Director and Grant Writer thus she does the race directorship as a very part-time portion of her overall

position. All other of the almost 100 volunteers are community volunteers or unpaid staff of Mountain Valley Developmental Services.

6. Explain how your proposal supports the development or promotion of tourism within the City.

The race offers a unique running experience early in the running race season. This is a time when runners are starting to look toward their racing season and want a race to get a fast time on the books. Our event offers an opportunity for runners to achieve the goal of a fast time early in the racing season and it happens to also be at an extremely beautiful time of year in the Roaring Fork Valley. These two features of the event and the fact that it takes place after school has gotten out means that it's a great destination race for families. We advertise the race on lots of national half marathon websites and running calendars and our website demonstrates the family-friendly nature of the event.

The post-race event is very family friendly and has gained a reputation in the valley as one of the most fun post-race gatherings around. The event includes a children's fun area, silent auction, band, beer, raffle, shoe demonstration and other vendors. Participants return year after year for both the course and the post-race fun.

We are also a part of the Downhill Half Marathon race series which includes the Mountain to Valley (6/11/16), the Aspen Valley Marathon and Half Marathon (7/16/16), the Basalt Half Marathon (8/20/16) and the Literacy Outreach Canyon Shuffle (10/1/2016).

7. How will your organization measure the number of tourists and the financial impact on tourism from your proposal? Please estimate the positive financial impact on the community.

Our online registration site, Active.com, tracks the addresses of those registered. Our post-race analysis indicated that we had 128 individual runners from out of town join us for our event. Of course most runners are not traveling alone nor are they just coming for the race. They bring their families, stay in hotels, buy food, enjoy activities and generally bolster the economy.

If even a conservative 100 of the runners are coming for the entire weekend, and each spend $500 for their activities and food, that would be roughly a $5000 financial impact on tourism at a minimum.

8. Explain how your event relates to the Glenwood Springs tourism season? Will the event draw visitors or encourage longer visits? What is the total number of attendees expected? Of those, how many will be from Glenwood Springs?

Our event every year is at the start of the Glenwood Springs summer tourism season. With each passing year and with the increase to the half marathon distance, the event has grown in

depth and breadth and we anticipate continuing to do so. This year we had 385 registered runners. Next year we will shoot for 450!

9. Does the proposal increase the aesthetic or social experience of visitors to Glenwood Springs?

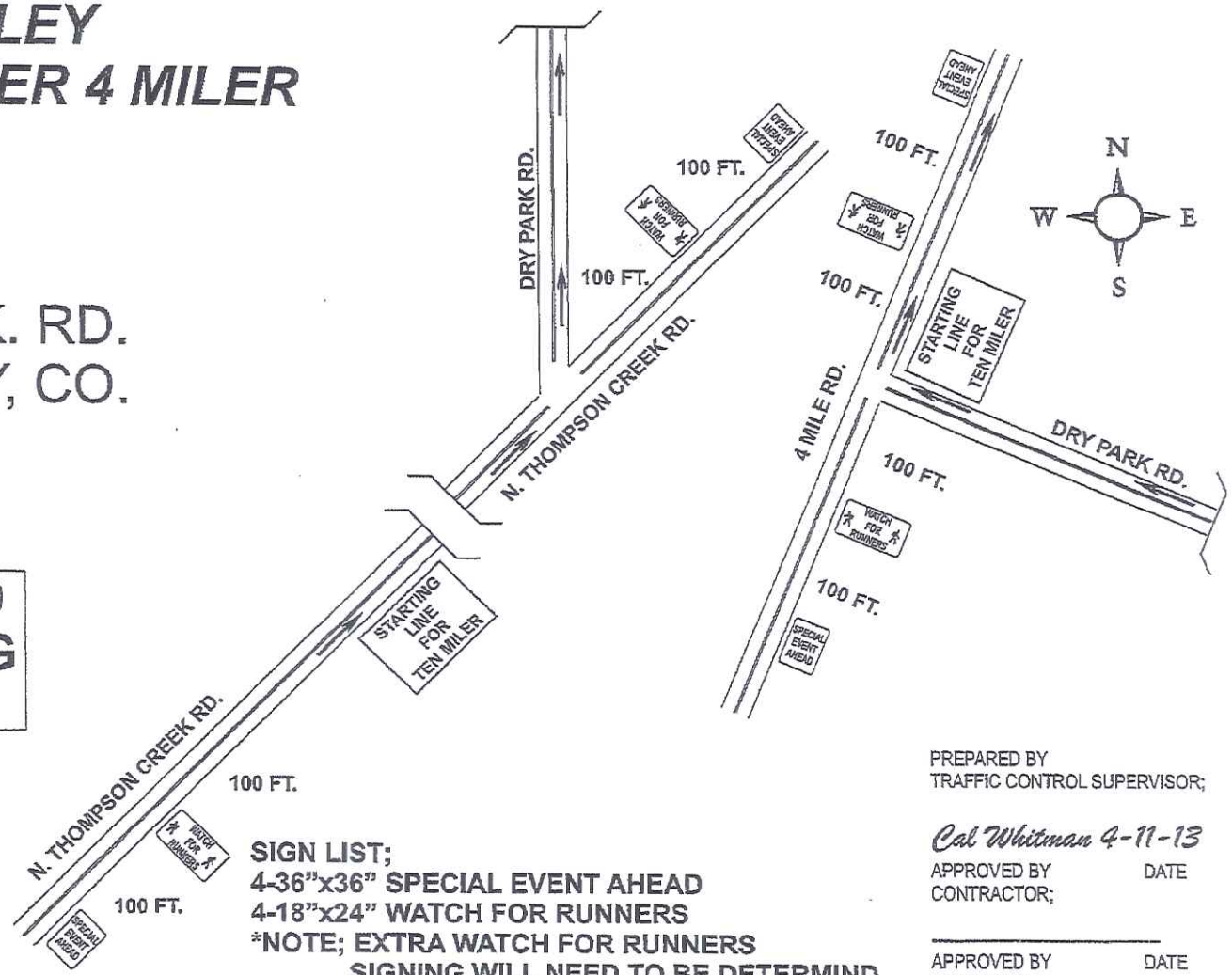
Because of the expanse of our post-race event, we believe that our event offers social engagement for visitors and locals alike.

MOUNTAIN TO VALLEY
TEN MILER & FASTER 4 MILER

SPECIAL EVENT
SHEET A-1
START LINE
N. THOMPSON CRK. RD.
GARFIELD COUNTY, CO.
MUTCD TA-1
4-11-13

REVISED DRAWING 3-14-14

13



***NOTE;**
"WATCH FOR RUNNERS" SIGNING SHALL BE PLACED APPROX. EVERY ½ MILE TO WARNING TRAVELING PUBLIC

SIGN LIST;
4-36"x36" SPECIAL EVENT AHEAD
4-18"x24" WATCH FOR RUNNERS
***NOTE; EXTRA WATCH FOR RUNNERS SIGNING WILL NEED TO BE DETERMIND BY EVENT HOLDER**

PREPARED BY
TRAFFIC CONTROL SUPERVISOR;

Cal Whitman 4-11-13

APPROVED BY CONTRACTOR; DATE

APPROVED BY COUNTY OF; DATE

DATE

A-1 TRAFFIC CONTROL & BARRICADE INC.
32597 HWY 6 & 24
SILT, CO 81652
(970)876-0738 office
(970)876-0307 fax
calw@a1trafficcontrol.com
We are an Equal Opportunity Employer

BBB. ACCREDITED BUSINESS

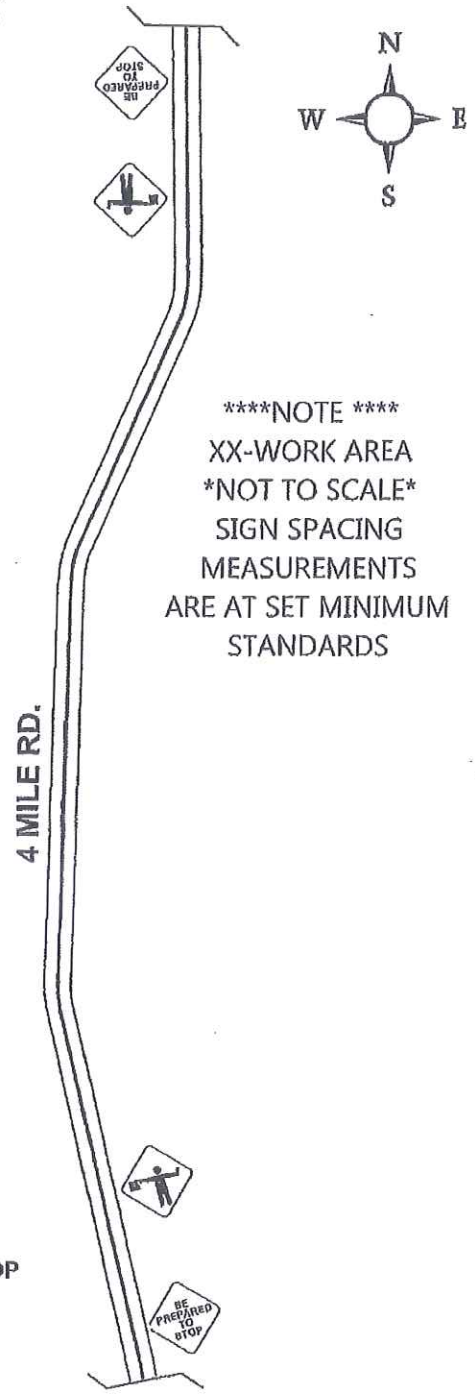
ATSSA SAFER ROADS SAVE LIVES

WESTERN COLORADO CONTRACTORS ASSOCIATION

****NOTE ****
XX-WORK AREA
NOT TO SCALE
SIGN SPACING MEASUREMENTS ARE AT SET MINIMUM STANDARDS

ATSSA AMERICAN TRAFFIC SAFETY SERVICES ASSOCIATION
This is to affirm that
Cal Whitman
has satisfied the requirements to be designated as a
CERTIFIED TRAFFIC CONTROL SUPERVISOR
Cert #: 6081
Issue Date: 02/23/2012
Expiration Date: 02/23/2015
Certification Issuer

MOUNTAIN TO VALLEY
TEN MILER & FASTER 4 MILER
SPECIAL EVENT
SHEET A-2
4 MILE RD. (CR 117)
@ BERSHENYI RANCH
GARFIELD COUNTY, CO.
MUTCD TA-1
3-18-14



****NOTE ****
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XX-WORK AREA
NOT TO SCALE
SIGN SPACING
MEASUREMENTS
ARE AT SET MINIMUM
STANDARDS

PREPARED BY
TRAFFIC CONTROL SUPERVISOR;

Cal Whitman 3-18-14

APPROVED BY DATE
CONTRACTOR;

APPROVED BY DATE
COUNTY OF;

DATE

2-36" BE PRE=PARED TO STOP
2-36" FLAGGER (sym.)

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& BARRICADE INC.
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SILT, CO 81652
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BBB. ACCREDITED BUSINESS

COLORADO CONTRACTORS WESTERN ASSOCIATION

SAFER ROADS SAVE LIVES

ATSSA AMERICAN TRAFFIC SAFETY SERVICES ASSOCIATION
This is to affirm that
Cal Whitman
has satisfied the requirements
to be designated as a
CERTIFIED TRAFFIC CONTROL SUPERVISOR
Cert. #: 6081
Issue Date: 02/26/2012
Expiration Date: 02/23/2016
Certification Board

MOUNTAIN TO VALLEY
TEN MILER & FAST 4 MILER

SPECIAL EVENT
SHEET A-3
FINISH LINE
N. THOMPSON CRK. RD.
GARFIELD COUNTY, CO.
MUTCD TA-1
4-11-13

REVISED DRAWING 3-14-14

15

***NOTE;**
"WATCH FOR RUNNERS" SIGNING SHALL BE PLACED APPROX. EVERY ½ MILE TO WARNING TRAVELING PUBLIC

PREPARED BY
TRAFFIC CONTROL SUPERVISOR;

Cal Whitman 4-11-13

APPROVED BY CONTRACTOR; DATE

APPROVED BY CITY/TOWN OF; DATE

DATE

SIGN LIST;
2-36"x36" SPECIAL EVENT AHEAD
2-18"x24" WATCH FOR RUNNERS

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WESTERN COLORADO CONTRACTORS ASSOCIATION WCCA

****NOTE ****
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MEASUREMENTS
ARE AT SET MINIMUM
STANDARDS

ATSSA AMERICAN TRAFFIC SAFETY SERVICES ASSOCIATION
SAFER ROADS SAVE LIVES
This is to affirm that
Cal Whitman
has satisfied the requirements
to be designated as a
CERTIFIED TRAFFIC CONTROL SUPERVISOR
Cert. #: 8081
Issue Date: 02/25/2012
Expiration Date: 02/25/2015
Certification point

REVENUE AND EXPENSES

REVENUE

$27,871.88

SOURCE	AMOUNT	DATE	RECEIVED BY
Downtown Drug	$100.00	1/1/2016	Mail
Juicy Lucy's Steakhouse	$100.00	1/1/2016	Mail
The Pullman	$500.00	1/22/2016	mail
Larry and Pam Dupper	$150.00	1/1/2016	Delivered
Reese Henry & Co., Inc.	$500.00	1/1/2016	Mail
Active	$200.00	12/28/2015	
Active	$23.31	1/12/2016	
Active	$1,020.00	1/12/2016	
Active	$420.00	1/26/2016	
Nancy and Paul	$50.00		
Bishop	$250.00	2/10/2016	Mail
Active	$310.00		
Active	$4.66	2/16/2016	Mail
Bechtel Santo	$500.00	2/19/2016	
LiveWell Mini Grant	$250.00	2/19/2016	
Active	$410.00	2/23/2016	
Bighorn Toyota	$500.00	2/29/2016	
Stifel Nicolaus	$500.00	3/7/2016	
Shaun's Towing and Recovery	$250.00	3/8/2016	
Active	$450.00	3/3/2015	
Desktop Consulting	$250.00		
Murray Dental	$500.00		
active	$18.65	3/10/2016	
Active	$51.28	3/25/2016	
Active	$1,830.00	3/25/2016	
Mr. Vac	$500.00		
Flatops Electric	$250.00		
SGM	$250.00		
Renewal by Andersen	$150.00		BOOTH!
Balcomb and Green	$500.00		
R&H Mechanical	$500.00		
FirstBank	$1,250.00		
Active	$855.00		
active	$9.32		
Sandro Torres - Custom Body Fitness	$100.00		BOOTH!
Active	$1,365.00		
Pediatric Partners	$250.00	5/2/16	
Josh Hejtmanek	$55.00	5/5/16	registration
Alpine Bank Sponsorship	$250.00		
Active	$4.66		
Active	$1,165.00		
Corey I Johnson DDS	$250.00	5/17/16	
Active	$1,950.00	5/18/16	
State Farm, Carl Ciani	$50.00		
Canyon Engineering	$250.00		
Blue Tent	$250.00		
Murray Registration	$80.00		
Active	$2,160.00		
Active	$2,550.00		
Checks	$385.00		
Cash	$745.00		
credit card	$2,205.00		
Check - Stanley Registration	$40.00		
Check - donation	$50.00		
Sales from swag	$315.00		

EXPENSES

$11,367.93

SOURCE	AMOUNT	DATE	EXPENSED BY
City of Glenwood - Initial Park Reservation	$158.00	12/29/2015	Dana
USATF - sanction	$220.00	1/16/2016	Dana
Deposit - City of Glenwood Springs	$750.00	1/16/2016	Dana
Mailing	$150.00	12/15/2015	
Banner stitching	$99.00	3/2/2016	
Facebook ads	$50.68		
A-1	$135.00		
amazon - pennant flags, cones, wristbands, etc.	$80.95	3/29/2016	
amazon - safety pins	$18.36		
amazon - tent and sand bags	$214.15		
hobby lobby - ribbon for cookie medals	$20.00		
advertising	$35.00		
Hoodies	$1,604.31		
T-shirts	$4,163.00		
Bib tags from John Lonsdale Runlimited	$500.00		
Carnival Source - wristbands	$32.49		
Ecovessel	$626.40		
Runlimited	$500.00		
Independence Run and Hike	$252.00	Gus for the aid stations	
Special Event Permit - Aspen/Pitkin Co.	$162.50		
Trailrunners	$35.00		
RFSD - Bus Gas costs	$542.75		
Sims - ice and beer tubs	$28.00		
RunLimited	$975.00		
Band	$250.00		
course records	$500.00		
ice	$23.34		
	-$750.00		

IRS Department of the Treasury
Internal Revenue Service
P.O. Box 2508
Cincinnati OH 45201

In reply refer to: 0248364828
Aug. 04, 2010 LTR 4168C E0
84-0687930 000000 00
00016259
BODC: TE

MOUNTAIN VALLEY DEVELOPMENTAL
SERVICES INC
PO BOX 338
GLENWOOD SPGS CO 81602-0338

125405

Employer Identification Number: 84-0687930
Person to Contact: Tonya Morris
Toll Free Telephone Number: 1-877-829-5500

Dear Taxpayer:

This is in response to your July 28, 2010, request for information regarding your tax-exempt status.

Our records indicate that your organization was recognized as exempt under section 501(c)(3) of the Internal Revenue Code in a determination letter issued in May 1975.

Our records also indicate that you are not a private foundation within the meaning of section 509(a) of the Code because you are described in section(s) 509(a)(1) and 170(b)(1)(A)(ii).

Donors may deduct contributions to you as provided in section 170 of the Code. Bequests, legacies, devises, transfers, or gifts to you or for your use are deductible for Federal estate and gift tax purposes if they meet the applicable provisions of sections 2055, 2106, and 2522 of the Code.

If you have any questions, please call us at the telephone number shown in the heading of this letter.

Sincerely yours,

Michele M. Sullivan

Michele M. Sullivan, Oper. Mgr.
Accounts Management Operations I

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OFFICE OF THE SECRETARY OF STATE
OF THE STATE OF COLORADO

CERTIFICATE OF FACT OF GOOD STANDING

I, Wayne W. Williams, as the Secretary of State of the State of Colorado, hereby certify that, according to the records of this office,

MOUNTAIN VALLEY DEVELOPMENTAL SERVICES, INC.

is a

Nonprofit Corporation

formed or registered on 05/22/1975 under the law of Colorado, has complied with all applicable requirements of this office, and is in good standing with this office. This entity has been assigned entity identification number 19871287283 .

This certificate reflects facts established or disclosed by documents delivered to this office on paper through 06/22/2016 that have been posted, and by documents delivered to this office electronically through 06/23/2016 @ 14:17:34 .

I have affixed hereto the Great Seal of the State of Colorado and duly generated, executed, and issued this official certificate at Denver, Colorado on 06/23/2016 @ 14:17:34 in accordance with applicable law. This certificate is assigned Confirmation Number 9711026 .

Secretary of State of the State of Colorado

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

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

MOUNTAIN VALLEY DEVELOPMENTAL SERVICES
Board of Directors

Board President
Bruce Robinson
Alpine Bank President
(Interested Citizen) Garfield County
Term Expires: October, 2016

Art Hougland, RFTA Bus Driver
(Parent) Garfield County
Term Expires: October, 2018

Bob Murray,
Retired Director, Wheeler Opera House
(Parent) Pitkin County
Term Expires: October, 2016

Kristin Norrgard Jennings
Publisher, Vail Beaver Creek Magazine
(Parent) Eagle County
Term Expires: October, 2018

Board Treasurer
Joan Gantzel, Retired Lodge Owner
(Parent) Pitkin County
Term Expires: October 2016

Board Vice-President
Chris Tolk, CPA, Reese Henry
(Interested Citizen) Pitkin County
Term Expires: October, 2017

Jim Herrera
(Person Receiving Services)
Garfield County
Term Expires: October, 2017

Steve MacDonald
Realtor
(Parent) Eagle County
Term Expires: October, 2017

Charlie Wilman
Attorney
(Interested Citizen) Garfield County
Term Expires: October 2018

Secretary
Myra Bone, Homemaker
(Parent) Garfield County
Term Expires: October, 2017

Mountain Valley
Developmental Services

MOUNTAIN VALLEY DEVELOPMENTAL SERVICES

PROPOSED BUDGET

JUNE 22, 2016

Mountain Valley Developmental Services

Proposed Budget

For the Year Ended June 30, 2017

Line #	Account	Current Year Budget YE 2016	Current Year Projected YTD YE 2016	Next year Budget YE 2017	Budget Variance	Next Year Budget To 2016 YE Proj Variance	Notes:
	REVENUE						
1	ROOM & BD	612,280	628,150	560,000	(52,280)	(68,150)	Replacement comp slots likely to be FCG.
2	DAY COMP REVENUE	1,140,000	1,085,938	960,000	(180,000)	(125,938)	
3	SUPPORTED EMPLOYMENT	255,000	306,427	290,000	35,000	(16,427)	
4	MEDICAID RESID	3,780,000	3,650,319	3,515,000	(265,000)	(135,319)	Started 2015 with 91 clients - ending with 85 +2 FCG
5	MEDICAID TRANS	250,000	256,591	240,000	(10,000)	(16,591)	set to enroll by August. Most losses occurred in 2/16.
6	BEHAVIORAL SERVICES	69,000	83,899	75,000	6,000	(8,899)	
7	VISION REVENUE	8,000	11,194	10,000	2,000	(1,194)	
8	DISPOSABLE SUPPLIES	6,600	38,560	20,000	13,400	(18,560)	
9	DENTAL REVENUE	37,800	3,398	4,000	(33,800)	602	
10	RESIDENTIAL ADMIN ALLOC	400,000	484,767	500,000	100,000	15,233	More clients are FCG
11	SUPPORTED EMPLOY ADMIN ALLOC	21,600	30,870	25,000	3,400	(5,870)	
12	DAY HAB ADMIN ALLOC	110,000	112,241	110,000	-	(2,241)	
13	TARGETED CASE MGMT	410,000	449,312	435,000	25,000	(14,312)	
14	MEDICAID QA & UR	51,000	64,937	60,000	9,000	(4,937)	
15	MEDICAIDSLS ADMIN ALLOC	34,000	51,206	50,000	16,000	(1,206)	
16	MEDICAID - SLS D.S.	410,000	521,664	500,000	90,000	(21,664)	
17	CES	15,000	587	15,000	-	14,413	
18	SUB TOTAL MEDICAID	7,610,280	7,780,060	7,369,000	(241,280)	(411,060)	
19	STATE SLS REVENUE	100,897	114,837	98,000	(2,897)	(16,837)	
20	PART C REVENUE	108,135	80,923	100,000	(8,135)	19,077	
21	INFANT TRUST REVENUE	40,500	46,553	45,000	4,500	(1,553)	
22	FSSP D.S.	195,888	233,316	225,000	29,112	(8,316)	
23	EARLY INTERVENTION	494,835	601,016	550,000	55,165	(51,016)	
24	SPEC NEEDS/OTHER ST $	15,000	67,593	15,000	-	(52,593)	
25	SUB-TOTAL STATE	955,255	1,144,237	1,033,000	77,745	(111,237)	
26	UNRESTRICTED DONATIONS	20,000	63,229	50,000	30,000	(13,229)	
27	RESTRICTED DONATIONS	-	1,637	2,500	2,500	863	
28	RECREATION DONATIONS	2,000	-	2,000	-	2,000	
29	SUB-TOTAL DONATIONS	22,000	64,866	54,500	32,500	(10,366)	
30	TEMPLE HOYNE BUELL	45,000	45,000	45,000	-	-	
31	1291 REVENUE(STATE GRANT UNDER CDHS)	274,778	159,669	274,740	(38)	115,071	

Mountain Valley Developmental Services

Proposed Budget

For the Year Ended June 30, 2017

Line #	Account	Current Year Budget YE 2016	Current Year Projected YTD YE 2016	Next year Budget YE 2017	Budget Variance	Next Year Budget To 2016 YE Proj Variance	Notes:
32	CDHS SYSTEMS BLDG GRANT (FED)	81,143	80,378	81,143	-	765	
33	CDHS EQ REVENUE	36,538	23,117	23,100	(13,438)	(17)	
34	RACE TO THE TOP COUNCIL GOV (FED)	15,000	83,200	94,250	79,250	11,050	
35	SUB-TOTAL RECC	452,459	400,365	518,233	65,774	126,868	
36	EMPLOYEE HOUSING/RENT INCOME	55,600	92,705	70,000	14,400	(22,705)	Renting out two condos and commerical space as well as one
37	COUNTY GOVERNMENT REVENUE	145,000	178,090	150,000	5,000	(28,090)	employee unit.
38	HUD REVENUE	8,800	8,957	8,800	-	(157)	
39	OTHER INCOME	-	6,591	-	-	(6,591)	
40	BANK INTEREST	1,000	1,419	1,000	-	(419)	
41	GAIN OR LOSS OF ASSET	-	3,720	-	-	(3,720)	
42	DIV OF REHAB REVENUE	10,000	95,320	60,000	50,000	(35,320)	New clients with jobs and better processes in place to capture
43	RACE PROCEEDS	5,000	23,823	25,000	20,000	1,177	revenue.
44	SUPPORTED EMPLOYMENT REVENUE	2,400	-	-	(2,400)	-	
45	GREENHOUSE REVENUE	22,000	22,000	22,000	-	-	
46	SUB-TOTAL OTHER REV	249,800	452,162	336,800	87,000	(95,825)	
47	WEAVING REVENUE	110,000	135,000	120,000	10,000	(15,000)	Sales are up, but there's uncertainty regarding downtown
48	SUB-TOTAL WEAVING REVENUE	110,000	154,302	120,000	10,000	(15,000)	
49	TOTAL REVENUE	9,399,794	9,995,992	9,431,533	31,739	(516,619)	
50	EXPENSES						
51	PERSONNEL EXPENSES:						
52	CL WAGES	62,600	71,019	75,000	12,400	3,981	Wage studies indicate some clients should now receive
53	STAFF SALARIES	4,542,423	4,714,451	4,620,500	78,077	(93,951)	minimum wage
54	BENEFITS	826,275	700,887	800,000	(26,275)	99,113	Down due to health ins co change - expense large increase
55	WORKMENS COMP	88,746	111,362	110,000	21,254	(1,362)	mid-year.
56	FICA	352,255	351,679	359,200	6,945	7,521	
57	UNEMPLOYMENT INS	14,300	-	14,300	-	14,300	
58	RETIREMENT EXP	102,076	117,247	120,000	17,924	2,753	All eligible employees can now get 4% match
59	TOTAL PERSONNEL EXPENSES	5,988,675	6,066,645	6,099,000	110,325	32,355	
60	PROFESSIONAL SERVICES						
61	PHYSICIAN EXPENSE	9,650	37,000	25,000	15,350	(12,000)	Large # of hearing aids in 15-16

Mountain Valley Developmental Services

Proposed Budget

For the Year Ended June 30, 2017

Line #	Account	Current Year Budget YE 2016	Current Year Projected YTD YE 2016	Next year Budget YE 2017	Budget Variance	Next Year Budget To 2016 YE Proj Variance	Notes:
62	ACCOUNTING/AUDIT EXP	15,000	-	15,000	-	15,000	
63	PAYROLL SERVICES	45,000	48,868	50,000	5,000	1,132	
64	CONTRACT SERVICES	11,000	10,724	11,000	-	276	
65	HOST HOMES AND FCG CONTRACT SERVICES	560,003	530,654	600,000	39,997	69,346	Includes two new FCGs
66	DENTAL EXP - TREATMENT	51,700	6,453	6,500	(45,200)	47	
67	STAFF MEDICAL EXPENSES	250	997	1,000	750	3	
68	PT, OT, SP & OTHER PROF SERV	472,341	524,358	525,000	52,659	642	
69	LEGAL EXPENSES	14,000	5,868	14,000	-	8,132	
70	TOTAL PROFESSIONAL SERVICES	1,178,944	1,164,921	1,247,500	68,556	82,579	
71	OPERATING EXPENSES:						
72	SLS PROVIDER PAYMENT	96,600	91,692	95,000	(1,600)	3,308	
73	1291 GRANT EXPENSES	247,300	125,378	242,571	(4,729)	117,193	
74	RACE TO THE TOP EXPENSES	22,601	58,022	31,876	9,275	(26,146)	
75	TEMPLE HOYNE BUELL GRANT EXPENSES	45,000	45,000	45,000	-	-	
76	CDHS SYSTEMS BLDG GRANT EXPENSES	7,783	8,155	7,455	(328)	(700)	
77	CDE EQ GRANT EXP	28,187	37,970	21,000	(7,187)	(16,970)	
78	ADAPTIVE EQUIP, HOME MOD, ENV ENG	8,100	13,314	14,000	5,900	686	
79	INS - BLDG/GROUNDS	16,550	9,156	10,000	(6,550)	844	
80	INS - VEHICLE	28,145	27,053	30,000	1,855	2,947	
81	INS - GENERAL LIABILITY	37,140	34,197	35,000	(2,140)	803	
82	RACE & FUNDRAISING EXP	2,000	6,875	7,000	5,000	125	
83	YARN EXPENSE	10,000	27,000	10,000	-	(17,000)	
84	RECREATION EXPENSES	7,500	10,321	15,000	7,500	4,679	Move from Program Expense
85	EQUIP/FURN REPLACEMENT COSTS	34,600	10,143	15,000	(19,600)	4,857	
86	STAFF DEVELOPMENT	12,400	17,615	15,000	2,600	(2,615)	
87	HOUSEHOLD SUPPLIES	33,700	35,023	35,000	1,300	(23)	
88	DUPLICATING SUPPLIES/REPAIRS	5,700	5,492	5,500	(200)	9	
89	PROGRAM & OTHER SUPPLIES & EXPENSES	49,900	53,985	37,500	(12,400)	(16,485)	Fewer clients. Moved $s from here to recreation
90	STAFF MEALS/MEETINGS	-	-	2,500	2,500	2,500	and staff appreciation.
91	STAFF APPRECIATION	-	-	3,750	3,750	3,750	
92	PRODUCTION SUPPLIES	11,500	14,176	14,000	2,500	(176)	
93	FOOD SUPPLIES	140,750	141,493	140,000	(750)	(1,493)	
94	CUSTODIAL SUPPLIES	7,300	9,955	7,500	200	(2,455)	
95	OFFICE SUPPLIES	17,471	19,484	19,500	2,029	16	
96	PHARMACY & MEDICATION EXP	12,100	14,187	15,000	2,900	813	

Mountain Valley Developmental Services

Proposed Budget

For the Year Ended June 30, 2017

Line #	Account	Current Year Budget YE 2016	Current Year Projected YTD YE 2016	Next year Budget YE 2017	Budget Variance	Next Year Budget To 2016 YE Proj Variance	Notes:
97	MEDICAL EXPENSES	18,375	30,232	30,000	11,625	(232)	
98	POSTAGE	7,040	5,769	6,000	(1,040)	231	
99	PHONE, INTERNET, TV	74,865	73,000	75,000	135	2,000	
100	UTILITIES	89,675	95,000	95,000	5,325	-	
101	TRASH SERVICE	11,449	13,435	13,500	2,051	65	
102	PEST SERVICE	4,995	7,118	7,000	2,005	(118)	
103	BLDG REPAIR & MAINT	186,150	157,226	120,000	(66,150)	(37,226)	Justin in-house since January, 2016.
104	EQUIP REPAIR & MAINT	9,225	4,191	4,000	(5,225)	(191)	
105	GROUNDS MAINTENANCE	1,200	385	1,200	-	815	
106	RAYMND BLDG UTILITIES	1,900	1,604	1,700	(200)	96	
107	RAYMND BLDG MAINT	6,000	12,469	7,000	1,000	(5,469)	
108	PROPERTY TAX	8,500	12,113	12,000	3,500	(113)	Values have increased
109	COMPUTER, IT MAINT & EXPENSE	57,990	61,009	60,000	2,010	(1,009)	
110	CUSTODIAL SERVICES	24,010	15,806	16,000	(8,010)	194	
111	RAYMOND BLDG INSURANCE	800	-	800	-	800	
112	DUES, SUBSCRIPTIONS, LICENSES	69,070	73,500	75,000	5,930	1,500	
113	ADVERTISEMENT	2,450	5,700	5,500	3,050	(200)	
114	FAMILY RESOURCE-EXPENSE	141,000	166,022	170,000	29,000	3,978	
115	SALES TAX	7,800	15,447	15,000	7,200	(447)	
116	CONSIGNMENT PAYOUT	22,000	38,000	35,000	13,000	(3,000)	
117	DIR SERV EXP	15,000	1,624	15,000	-	13,376	
118	RENT	96,324	108,160	100,000	3,676	(8,160)	
119	BANK SERVICE CHARGE	-	2,989	-	-	(2,989)	
120	RENTAL OF EQUIP	1,000	2,362	2,500	1,500	138	
121	RECRUITMENT & BKGRD CKS	19,150	28,062	30,000	10,850	1,938	
122	INTEREST	18,043	16,857	17,000	(1,043)	143	
123	PERSONAL NEEDS	-	12	-	-	(12)	
124	MISCELLANEOUS	1,000	3,654	3,500	2,500	(154)	
125	TOTAL OPERATING EXPENSES	1,777,338	1,767,431	1,791,852	14,514	24,421	
126	DEPRECIATION EXPENSES						
127	RAYMOND BLDG DEPRECIATION	5,300	6,108	6,100	800	(8)	
128	DEPRECIATION-EQUIP	14,000	13,068	15,000	1,000	1,932	
129	DEPRECIATION- BLDG	210,061	202,860	210,000	(61)	7,140	
130	AUTO DEPRECIATION	18,830	12,720	15,000	(3,830)	2,280	
131	TOTAL DEPRECIATION EXP	248,191	234,756	246,100	(2,091)	11,344	

Mountain Valley Developmental Services

Proposed Budget

For the Year Ended June 30, 2017

Line #	Account	Current Year Budget YE 2016	Current Year Projected YTD YE 2016	Next year Budget YE 2017	Budget Variance	Next Year Budget To 2016 YE Proj Variance	Notes:
132	TRANSPORTATION EXPENSES:						
133	VEHICLE REPAIR & MAINT	46,950	42,286	45,000	(1,950)	2,714	
134	GAS & OIL	67,850	41,367	45,000	(22,850)	3,633	
135	VEHICLE LEASE	58,925	54,578	55,000	(3,925)	422	
136	MEDICAL APPT TRANS EXPENSE	4,000	4,014	4,000	-	(14)	
137	PURCHASED TRANSPORTATION	27,800	33,351	35,000	7,200	1,649	
138	STAFF TRAVEL	53,550	64,268	65,000	11,450	732	
139	TOTAL TRANSPORTATION EXP.	259,075	239,864	249,000	(10,075)	9,137	
140	TOTAL EXPENSES	9,452,223	9,473,616	9,633,452	181,229	159,836	
141	NET INCOME (LOSS)	(52,429)	522,375	(201,919)	(149,490)	(676,455)	

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Statement of Financial Position
As of Thursday, June 30, 2016 and 2015

	2016	2015
Assets		
Current Assets		
Cash	$ 1,717,790	$ 1,399,856
Cash Held for Clients	85,339	83,474
Accounts Receivable - Net	1,081,706	996,713
Other Receivables	547	-
Prepaid Expenses	26,843	16,831
Inventory	34,108	51,249
Total Current Assets	2,946,333	2,548,124
Capital Assets		
Land	728,694	728,694
Real Property - Admin	731,392	722,102
Real Property - Other	5,299,321	5,229,921
Program Equipment	135,425	132,225
Leasehold Improvements	6,514	6,514
Vehicles	407,334	425,814
Accumulated Depreciation	(4,690,054)	(4,477,497)
Net Capital Assets	2,618,627	2,767,774
Other Assets		
Security Deposits Paid	9,800	7,800
457(b) Plan Asset	139,582	139,582
Total Other Assets	149,382	147,382
Total Assets	$ 5,714,342	$ 5,463,280
Liabilities & Net Assets		
Current Liabilities		
Current Maturities of Longterm Debt	23,106	-
Accounts Payable	189,047	204,690
Accrued Wages, Benefits, and Payroll Taxes	588,723	596,811
Unearned/Deferred Revenue	67,723	60,512
Total Current Liabilities	868,600	862,013
Longterm Liabilities		
Notes Payable	301,891	347,598
Security Deposits	7,550	3,150
Total Longterm Liabilities	309,441	350,748
Total Liabilities	1,178,041	1,212,761
Net Assets		
Beginning Fund Balance	4,191,209	4,142,167
Restricted by Board	60,000	60,000

Statement of Financial Position
As of Thursday, June 30, 2016 and 2015

Net Change in Fund Balance	285,091	48,352
Total Net Assets	4,536,301	4,250,519
Total Liabilities & Net Assets	5,714,342	5,463,280

Date: 8/12/2016
Time: 5:44 PM

Mountain Valley Developmental Services
Statement of Activity - Budget vs Actual
For the Twelve Months Ending Thursday, June 30, 2016

INCOME	ACTUAL June, 2016	BUDGET June, 2016	VARIANCE FAVORABLE/ (UNFAVORABLE)	YTD - ACTUAL June, 2016	YTD - BUDGET June, 2016	VARIANCE FAVORABLE/ (UNFAVORABLE)
Residential Program						
Medicaid	$ 318,758	$ 358,450	($39,693)	$ 4,224,581	$ 4,301,400	($76,819)
Room & Board	54,382	51,757	2,625	633,895	621,080	12,815
Residential Total	373,139	410,207	(37,067)	4,858,475	4,922,480	(64,005)
Day Program						
Medicaid	145,805	142,000	3,805	1,844,622	1,704,000	140,622
State SLS	8,194	8,408	(214)	112,085	100,897	11,189
Donations & Grants	23,152	167	22,986	26,177	2,000	24,177
Day Program Total	177,151	150,574	26,577	1,982,884	1,806,897	175,987
Supported Employment Program						
Community	22,940	13,883	9,057	267,167	166,600	100,567
Greenhouse	42,322	18,250	24,072	212,153	219,000	(6,847)
Lawn Crew	-	200	(200)	-	2,400	(2,400)
Weaving Studio	26,296	22,100	4,196	315,630	265,200	50,430
Donations & Grants (Weaving Studio)	304	-	304	1,722	-	1,722
Supported Employment Program Total	91,862	54,433	37,428	796,672	653,200	143,472
Case Management Program						
Medicaid	43,379	38,417	4,962	504,691	461,000	43,691
Other	16,892	17,574	(682)	284,541	210,888	73,652
Case Management Program Total	60,271	55,991	4,280	789,232	671,888	117,344
Early Intervention Program						
EI/Part C	78,239	51,498	26,741	700,937	617,970	82,967
Infant Trusts	16,005	3,375	12,630	54,798	40,500	14,298
Total Early Intervention Program	94,243	54,873	39,371	755,735	658,470	97,265

Mountain Valley Developmental Services
Statement of Activity - Budget vs Actual
For the Twelve Months Ending Thursday, June 30, 2016

RMECC Program						
Federal & State Grants	144,605	33,955	110,650	495,400	407,459	87,941
Other Grants	-	3,750	(3,750)	45,000	45,000	0
RMECC Program Total	144,605	37,705	106,900	540,400	452,459	87,941
Other Revenue						
Government Grants	(34,628)	12,083	(46,711)	143,462	145,000	(1,538)
Donations	1,996	1,667	330	53,591	20,000	33,591
Annual Race	13,360	417	12,943	37,437	5,000	32,437
Employee/Commercial Rent	95	4,633	(4,538)	87,956	55,600	32,356
Other	(3,201)	83	(3,284)	6,967	1,000	5,967
Total Other Revenue	(22,378)	18,883	(41,261)	329,412	226,600	102,812
Total Operating Revenue	918,893	782,666	136,227	10,052,811	9,391,994	660,817
EXPENSES						
Residential Program						
Salaries	(205,061)	(190,626)	(14,434)	(2,338,379)	(2,287,515)	(50,864)
Benefits	(54,879)	(61,839)	6,960	(683,578)	(742,067)	58,489
Program Expenses	(76,207)	(73,960)	(2,247)	(884,686)	(887,553)	2,867
Building Expenses	(34,645)	(43,060)	8,415	(495,679)	(516,717)	21,038
Insurance	(1,423)	(1,475)	52	(19,246)	(17,700)	(1,546)
Other	(4,671)	(6,108)	1,438	(87,772)	(73,295)	(14,477)
Residential Program Total	(376,886)	(377,068)	184	(4,509,340)	(4,524,847)	15,507
Day Program						
Salaries	(59,984)	(64,945)	4,960	(744,418)	(779,335)	34,917
Benefits	(18,049)	(21,764)	3,715	(224,071)	(261,178)	37,107
Program Expenses	(26,797)	(13,767)	(13,031)	(178,902)	(165,200)	(13,702)
Building Expenses	(11,326)	(10,368)	(958)	(131,130)	(124,422)	(6,708)

Mountain Valley Developmental Services
Statement of Activity - Budget vs Actual
For the Twelve Months Ending Thursday, June 30, 2016

Insurance	(421)	(473)	52	(5,788)	(5,670)	(118)
Transportation	(16,817)	(21,042)	4,225	(213,801)	(252,500)	38,699
Other	(2,594)	(2,923)	329	(27,552)	(35,086)	7,534
Day Program Total	(135,987)	(135,280)	(707)	(1,525,663)	(1,623,391)	97,728
Supported Employment Program						
Salaries	(33,708)	(32,970)	(738)	(431,725)	(395,640)	(36,085)
Benefits	(9,072)	(10,325)	1,254	(106,365)	(123,908)	17,543
Program Expenses	(997)	(2,440)	1,443	(31,478)	(29,275)	(2,203)
Cost of Sales	(15,143)	(2,667)	(12,477)	(88,067)	(32,000)	(56,067)
Building Expenses	(8,519)	(5,563)	(2,955)	(55,580)	(66,759)	11,179
Insurance	(175)	(246)	71	(2,470)	(2,955)	485
Other	(1,026)	(1,224)	198	(14,624)	(14,690)	66
CL Outings (Donation Funded)	(52)	-	(52)	(113)	-	(113)
Supported Employment Program Totals	(68,692)	(55,435)	(13,257)	(730,423)	(665,227)	(65,196)
Case Management Program						
Salaries	(40,027)	(38,855)	(1,171)	(498,139)	(466,262)	(31,877)
Benefits	(8,770)	(9,873)	1,104	(114,401)	(118,481)	4,080
Program Expenses	(36,829)	(15,246)	(21,583)	(225,191)	(182,950)	(42,241)
Case Management Program Totals	(85,625)	(63,974)	(21,651)	(837,732)	(767,693)	(70,039)
Early Intervention Program						
Salaries	(4,182)	(4,182)	0	(50,321)	(50,186)	(135)
Benefits	(321)	(403)	82	(4,027)	(4,839)	812
Program Expenses	(89,340)	(34,237)	(55,104)	(504,315)	(410,841)	(93,474)
Early Intervention Program Totals	(93,844)	(38,822)	(55,022)	(558,663)	(465,866)	(92,797)
RMECC Program						
Salaries	(8,875)	(4,409)	(4,466)	(73,296)	(52,909)	(20,387)
Benefits	(1,028)	(1,365)	337	(11,217)	(16,381)	5,164
Program Expenses	(139,393)	(29,239)	(110,154)	(419,313)	(350,871)	(68,442)
RMECC Program Totals	(149,296)	(35,013)	(114,282)	(503,825)	(420,161)	(83,664)

Mountain Valley Developmental Services
Statement of Activity - Budget vs Actual
For the Twelve Months Ending Thursday, June 30, 2016

Administrative Costs						
Salaries	(26,491)	(47,765)	21,274	(624,258)	(573,176)	(51,082)
Benefits	(8,549)	(9,754)	1,205	(130,561)	(117,048)	(13,513)
Building Expenses	(5,241)	(6,937)	1,696	(62,335)	(83,249)	20,914
Insurance	(342)	(901)	559	(5,715)	(10,815)	5,100
Other	(43,235)	(13,955)	(29,279)	(191,013)	(167,450)	(23,563)
Administrative Costs Total	(83,858)	(79,312)	(4,545)	(1,013,882)	(951,738)	(62,144)
Other Expenses						
Annual Race	(6,904)	(167)	(6,738)	(18,224)	(2,000)	(16,224)
Employee/Commercial Rent	(940)	(1,875)	935	(28,727)	(22,500)	(6,227)
Other	(36,550)	(83)	(36,467)	(41,240)	(1,000)	(40,240)
Total Other Expenses	(44,395)	(2,125)	(42,270)	(88,192)	(25,500)	(62,692)
Total Expenses	(1,038,583)	(787,029)	(251,550)	(9,767,720)	(9,444,423)	(323,297)
Net Revenue	$ (119,690)	$ (4,363)	($115,323)	$ 285,091	$ (52,429)	($128,359)

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Mountain Valley Developmental Services
Statement of Activity
For the Twelve Months Ending Thursday, June 30, 2016 and 2015

	June, 2016	June, 2015	12 Months Ended June, 2016	12 Months Ended June, 2015
INCOME				
Residential Program				
Medicaid	$ 318,758	$ 359,577	$ 4,224,581	$ 4,245,732
Room & Board	54,382	56,254	633,895	653,282
Residential Total	373,139	415,831	4,858,475	4,899,014
Day Program				
Medicaid	145,805	153,401	1,844,622	1,730,530
State SLS	8,194	6,494	112,085	77,923
Donations & Grants	23,152	21,537	26,177	33,407
Day Program Total	177,151	181,431	1,982,884	1,841,860
Supported Employment Program				
Community	22,940	28,198	267,167	145,464
Greenhouse	42,322	46,715	212,153	240,199
Lawn Crew	-	50	-	2,470
Weaving Studio	26,296	27,659	315,630	289,770
Donations & Grants (Weaving Studio)	304	16,486	1,722	17,536
Supported Employment Program Total	91,862	119,108	796,672	695,439
Case Management Program				
Medicaid	43,379	104,108	504,691	481,250
Other	16,892	24,151	284,541	253,734
Case Management Program Total	60,271	128,259	789,232	734,983
Early Intervention Program				
EI/Part C	78,239	92,504	700,937	588,973
Infant Trusts	16,005	19,959	54,798	81,222
Total Early Intervention Program	94,243	112,463	755,735	670,195
RMECC Program				
Federal & State Grants	144,605	199,221	495,400	427,856
Other Grants	-	(45,000)	45,000	30,000
RMECC Program Total	144,605	154,221	540,400	457,856
Other Revenue				
Government Grants	(34,628)	-	143,462	142,500
Donations	1,996	2,400	53,591	34,389
Annual Race	13,360	11,296	37,437	26,185
Employee/Commercial Rent	95	7,736	87,956	83,986
Other	(3,201)	1,850	6,967	6,536
Total Other Revenue	(22,378)	23,282	329,412	293,597
Total Operating Revenue	918,893	1,134,597	10,052,811	9,592,943
EXPENSES				
Residential Program				
Salaries	205,061	217,324	2,338,379	2,572,266
Benefits	54,879	73,565	683,578	761,955
Program Expenses	76,207	145,410	884,686	670,693

Mountain Valley Developmental Services
Statement of Activity
For the Twelve Months Ending Thursday, June 30, 2016 and 2015

Building Expenses	34,645	52,282	495,679	553,124
Insurance	1,423	-	19,246	17,459
Other	4,671	11,331	87,772	83,599
Residential Program Total	376,886	499,912	4,509,340	4,659,096
Day Program				
Salaries	59,984	63,006	744,418	769,418
Benefits	18,049	25,314	224,071	237,502
Program Expenses	26,797	14,239	178,902	81,814
Building Expenses	11,326	9,093	131,130	129,040
Insurance	421	-	5,788	5,258
Transportation	16,817	23,185	213,801	206,262
Other	2,594	3,660	27,552	36,899
Day Program Total	135,987	138,497	1,525,663	1,466,194
Supported Employment Program				
Salaries	33,708	37,749	431,725	405,392
Benefits	9,072	11,861	106,365	118,245
Program Expenses	997	3,358	31,478	34,823
Cost of Sales	15,143	6,803	88,067	35,049
Building Expenses	8,519	2,654	55,580	61,215
Insurance	175	-	2,470	2,491
Other	1,026	4,338	14,624	22,331
CL Outings (Donation Funded)	52	-	113	-
Supported Employment Program Totals	68,692	66,763	730,423	679,545
Case Management Program				
Salaries	40,027	42,783	498,139	481,960
Benefits	8,770	11,825	114,401	110,197
Program Expenses	36,829	25,218	225,191	191,660
Case Management Program Totals	85,625	79,826	837,732	783,817
Early Intervention Program				
Salaries	4,182	4,182	50,321	50,087
Benefits	321	388	4,027	4,356
Program Expenses	89,340	85,917	504,315	452,425
Early Intervention Program Totals	93,844	90,487	558,663	506,869
RMECC Program				
Salaries	8,875	4,409	73,296	52,908
Benefits	1,028	2,420	11,217	14,329
Program Expenses	139,393	126,232	419,313	391,291
RMECC Program Totals	149,296	133,061	503,825	458,528
Administrative Costs				
Salaries	26,491	53,599	624,258	533,633
Benefits	8,549	9,472	130,561	97,286
Building Expenses	5,241	5,187	62,335	74,629
Insurance	342	(624)	5,715	9,476
Other	43,235	34,872	191,013	206,807
Administrative Costs Total	83,858	102,505	1,013,882	921,832
Other Expenses				
Annual Race	6,904	3,887	18,224	12,129
Employee/Commercial Rent	940	1,740	28,727	19,484
Other	36,550	45,171	41,240	47,142

Mountain Valley Developmental Services
Statement of Activity
For the Twelve Months Ending Thursday, June 30, 2016 and 2015

Total Other Expenses	44,395	50,798	88,192	78,755
Total Expenses	1,038,583	1,161,849	9,767,720	9,554,634
Net Revenue	$ (119,690)	$ (27,253)	$ 285,091	$ 38,308
	-		-	

WILDERNESS
WORKSHOP

P.O. Box 1442
Carbondale, CO 81623

Tel (970) 963-3977
Fax (970) 963-8447

www.wildernessworkshop.org
info@wildernessworkshop.org

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Mr. Charles Kelty
Finance Director
City of Glenwood Springs
101 W. 8th Street
Glenwood Springs, CO 81601

August 5, 2016

Dear City of Glenwood Springs Grant Committee,

On behalf of the board of directors and staff of Wilderness Workshop, thank you for your consideration of our Discretionary Grant application for 2017 funding of our Oil & Gas Defense Program, which includes the Thompson Divide campaign.

Wilderness Workshop is dedicated to educating, advocating, and connecting with our community on important issues affecting our wild places. We are deeply grateful for your time and consideration of our grant application.

Please don't hesitate to reach out with any questions you might have.

Sincerely,

Rebecca Mirsky
Development Director

"Going wild since 1967"
Federal Tax ID Number 74-1900412
Printed on 100% post-consumer recycled paper

City of Glenwood Springs

Discretionary Funds Application Form

Organization Details

Name of Organization: Wilderness Workshop

☒ Are you a 501 C.3 entity? Please attach a copy, if you have not provided one previously.

Date

Application Date August 8, 2016

Current Year Funding Request

Amount Requested: 5,0000

For Fiscal Year (mm/yyyy): 01/2017

Primary Contact

Contact Person: Rebecca Mirsky

Address: PO Box 1442, Carbondale, CO 81611

Email Address: rebecca@wildernessworkshop.org

Phone: 970-963-3977

Fax:

Previous Year Funding Request

Previous Year Requested: N/A

City Allocation:

Other Grants / Financial Assistance

☐ Are you receiving financial assistance from any other Glenwood Springs program? Amount: N/A

What other grants are you pursuing for this purpose or project? If you need more room you can attach a document at the end of this form.

We have applied for support for our 2017 Oil and Gas Defense work from the Aspen Skiiing Company's Environment Foundation, the Town of Carbondale, Patagonia, The Embrey Family Foundation, and the Maki Foundation.

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City of Glenwood Springs

Discretionary Funds Application Form

Organization Purpose

Give a brief description of the purpose of the organization

The Wilderness Workshop's (the Workshop) mission is to protect and conserve the wilderness and natural resources of the Roaring Fork watershed, the White River National Forest (WRNF), and adjacent public lands.

The Workshop is a non-profit organization that engages in research, education, legal advocacy, and grassroots organizing to protect the ecological integrity of local landscapes and public lands with a focus on the monitoring and conservation of air and water quality, wildlife species and habitat, natural communities, and lands of wilderness quality.

Fund Usage Description

Give a brief description of how the funds will be used. Please provide at least two quotes with this application if the primary purpose of the grant is to purchase goods or services, local vendors preferred.

Project's goals and objectives:
The Oil & Gas Program's goal is to prevent or minimize the impacts of energy development on public lands in our region, including the Thompson Divide, roadless areas on the White River National Forest, and the uplands flanking the Colorado River Valley. Led by Wilderness Workshop's staff attorney Peter Hart, the Oil & Gas Defense Program focuses on administrative law – that is, intervening in the federal processes that determine how our federal public lands are managed.

In the coming year, the program will focus on the following main

Program Benefits

Describe program benefits specific to Glenwood Springs residents who live within the Glenwood Springs zip code:

The Thompson Divide is Glenwood Spring's backyard. Keeping it free of drill rigs preserves our clean air, clean water, wildlife, recreational opportunities, quality of life, and our local economy that depends on all those things. Allowing it to be drilled would have untold negative impacts on our community, including heavy truck traffic, fracking chemical spills, socioeconomic upheaval, demands on infrastructure and schools, etc. We believe this is one of the most important – and urgent – issues the town currently faces.

Organization Profile

49	Number of years serving Glenwood Springs Residents
6	Number of paid employees
30	Number of volunteers
50,000	Total clients served per year
50,000	Total number of clients served each year
9,840	Number of Glenwood Clients per year

☐ Are fees charged to participate in program or event

If so, how much?
All events are free or up to $25

☐ Will this event or program draw visitors to Glenwood Springs?

Approx #
N/A

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City of Glenwood Springs

Discretionary Funds Application Form

Discretionary Funds Application Financial Information

Please complete the financial information on the sheet below or provide comparable data using your own financial reports.

You may attach additional relative information with the application that would help more clearly define your grant request. (Limit 1 page)

Applicant: Wilderness Workshop

Month Fiscal Year Begins: (See attached documents)

Sources of Funding In Kind:	Prior Year Actuals	Current Year Actuals	Requested Year Projections

Cash Revenues	Prior Year Actuals	Current Year Actuals	Requested Year Projections

Total Sources of Funding:	Prior Year Actuals	Current Year Actuals	Requested Year Projections

☒ Financial Documents have been submitted as an attachment in .pdf, .doc, .docx, .xls, or .xlsx format. Please note that attachments have a size limitation of 10 MB.

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Internal Revenue Service

Date: October 13, 2005

WILDERNESS WORKSHOP
PO BOX 1442
CARBONDALE CO 81623-1442

Department of the Treasury
P. O. Box 2508
Cincinnati, OH 45201

Person to Contact:
Kim A. Chambers 31-07674
Customer Service Specialist
Toll Free Telephone Number:
877-829-5500
Fax Number:
513-263-3756
Federal Identification Number:
74-1900412

Dear Sir or Madam:

This is in response to your request of October 13, 2005, regarding your organization's tax-exempt status.

In May 1977 we issued a determination letter that recognized your organization as exempt from federal income tax. Our records indicate that your organization is currently exempt under section 501(c)(3) of the Internal Revenue Code.

Our records indicate that your organization is also classified as a public charity under sections 509(a)(1) and 170(b)(1)(A)(vi) of the Internal Revenue Code.

Our records indicate that contributions to your organization are deductible under section 170 of the Code, and that you are qualified to receive tax deductible bequests, devises, transfers or gifts under section 2055, 2106 or 2522 of the Internal Revenue Code.

If you have any questions, please call us at the telephone number shown in the heading of this letter.

Sincerely,

Janna K. Skufca

Janna K. Skufca, Director, TE/GE
Customer Account Services

Wilderness Workshop
Profit & Loss Budget vs. Actual
January through June 2016

	Jan - Jun 16	Budget
Ordinary Income/Expense		
Income		
Individual Donations	26,044.79	90,000.00
Foundations - Private	20,072.40	6,000.00
Foundations & Grants	40,485.00	16,500.00
Board Donations	0.00	3,000.00
Corporate Donations	1,987.00	2,250.00
Artist in Wilderness	1,512.06	0.00
Grants	6,500.00	
Wilderness Campaign	0.00	7,500.00
Events		
Wildways Income	42,500.00	15,000.00
Wildways Expense	-3,776.48	
WildFest Income	7,510.00	0.00
WildFest Expense	-2,826.75	
Total Events	43,406.77	15,000.00
Grants-Temp.Restricted	1,795.00	
Wilderness Monitoring	0.00	12,000.00
Interest Income	273.93	90.00
Total Income	142,076.95	152,340.00
Gross Profit	142,076.95	152,340.00
Expense		
Administrative		
Accounting Fees	7,140.00	6,000.00
Bank Charges	466.54	875.00
Board Expense	296.62	250.00
Insurance	1,105.00	
Liability Insurance	0.00	1,800.00
Meals & Travel	1,959.39	300.00
Office Expense	9,290.96	9,000.00
Professional Development	1,551.11	1,500.00
Professional Fees	212.50	
Rent & Utilities	12,489.12	12,489.12
Technology Expense	1,465.61	2,250.00
Telephone/Internet	780.00	850.00
Total Administrative	36,756.85	35,314.12
Fundraising		
Events	336.74	3,000.00
Mailings	56.62	2,400.00
Research	4,500.00	
Travel & Meals (FR)	192.11	750.00
Total Fundraising	5,085.47	6,150.00
Payroll		
Wages	169,463.90	187,800.00
Payroll Taxes	14,888.27	14,600.00
Employee Benefit	16,500.00	18,000.00
IRA Contribution	3,372.39	3,200.00
Bonus	8,662.69	10,000.00
Workers' Comp	0.00	600.00
Payroll - Other	127.75	125.00
Total Payroll	213,015.00	234,325.00

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Wilderness Workshop
Profit & Loss Budget vs. Actual
January through June 2016

	Jan - Jun 16	Budget
Program Expenses		
Conservation & Advocacy		
Oil & Gas Defense Expense	1,791.12	1,550.00
Thompson Divide	0.00	1,000.00
Travel (C&A)	426.00	1,200.00
Wilderness Campaign Exp.	7,023.18	7,000.00
Wilderness Monitoring Expense	12.00	2,500.00
Conservation & Advocacy - Other	4,397.08	2,500.00
Total Conservation & Advocacy	13,649.38	15,750.00
Outreach & Education		
Advertising	3,886.23	1,500.00
Artist in Wilderness Exp.	5,301.00	3,500.00
Constituent Relationship Mgmt.	1,500.00	2,250.00
Naturalist Nights Expense	6,204.43	6,000.00
Newsletter	4,413.80	6,000.00
Web Services	968.00	2,400.00
Total Outreach & Education	22,273.46	21,650.00
Total Program Expenses	35,922.84	37,400.00
Total Expense	290,780.16	313,189.12
Net Ordinary Income	-148,703.21	-160,849.12
Net Income	**-148,703.21**	**-160,849.12**

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Wilderness Workshop
Profit & Loss Budget vs. Actual
January through December 2015

	Jan - Dec 15	Budget
Ordinary Income/Expense		
Income		
Individual Donations	369,190.61	314,032.00
Board Donations	102,850.00	78,275.00
Corporate Donations	5,001.88	14,085.00
Artist in Wilderness	1,838.25	
Grants	36,000.00	180,000.00
Wilderness Campaign	7,510.00	15,000.00
Earned Income	17,415.00	
Events		
WildFest Income	18,367.19	
WildFest Expense	-51,757.45	-30,000.00
Events - Other	865.00	5,000.00
Total Events	-32,525.26	-25,000.00
Grants-Temp.Restricted	9,000.00	
Wilderness Monitoring	19,000.00	7,000.00
Interest Income	412.38	187.00
Total Income	535,692.86	583,579.00
Gross Profit	535,692.86	583,579.00
Expense		
Administrative		
Accounting Fees	15,480.00	13,000.00
Bank Charges	2,728.54	2,600.00
Board Expense	200.00	500.00
Legal Fees	325.00	
Liability Insurance	3,304.80	2,500.00
Meals & Travel	1,010.09	1,500.00
Merchandise	308.60	
Office Expense	15,583.61	12,000.00
Office Remodel	5.59	
Professional Development	945.40	3,000.00
Professional Fees	212.50	
Rent & Utilities	24,978.24	25,500.00
Technology Expense	728.61	4,400.00
Telephone/Internet	1,565.85	1,800.00
Total Administrative	67,376.83	66,800.00
Fundraising		
Events	8,536.96	6,000.00
Mailings	2,545.30	7,600.00
Travel & Meals (FR)	2,904.14	400.00
Total Fundraising	13,986.40	14,000.00
Payroll		
Wages	271,431.04	321,423.00
Payroll Taxes	24,221.84	27,000.00
Employee Benefit	25,038.85	30,000.00
IRA Contribution	5,748.02	6,500.00
Bonus	9,745.53	9,745.00
Workers' Comp	1,056.00	1,231.00
Payroll - Other	219.55	
Total Payroll	337,460.83	395,899.00

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Wilderness Workshop
Profit & Loss Budget vs. Actual
January through December 2015

	Jan - Dec 15	Budget
Program Expenses		
Conservation & Advocacy		
Oil & Gas Defense Expense	3,207.25	2,000.00
Thompson Divide	1,166.96	2,000.00
Travel (C&A)	893.98	5,000.00
Wilderness Campaign Exp.	13,317.59	15,000.00
Wilderness Monitoring Expense	3,153.50	15,000.00
Conservation & Advocacy - Other	4,595.45	9,500.00
Total Conservation & Advocacy	26,334.73	48,500.00
Outreach & Education		
Advertising	16,353.56	3,000.00
Artist in Wilderness Exp.	16,308.96	13,000.00
Brochures	0.00	1,000.00
Constituent Relationship Mgmt.	4,350.00	3,000.00
Events Expense	500.00	
Naturalist Nights Expense	5,354.18	4,400.00
Newsletter	10,784.09	8,000.00
Web Services	120.00	5,000.00
Total Outreach & Education	53,770.79	37,400.00
Total Program Expenses	80,105.52	85,900.00
Total Expense	498,929.58	562,599.00
Net Ordinary Income	36,763.28	20,980.00
Other Income/Expense		
Other Income		
Oil & Gas Defense	2,827.29	
Total Other Income	2,827.29	
Net Other Income	2,827.29	
Net Income	**39,590.57**	**20,980.00**

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Wilderness Workshop
Budget
2017

	Jan - Dec 17
Ordinary Income/Expense	
Income	
Individual Donations	391,000.00
Foundations - Private	20,000.00
Foundations & Grants	40,000.00
Board Donations	103,000.00
Corporate Donations	6,000.00
Artist in Wilderness	2,000.00
Wilderness Campaign	15,000.00
Events	
Wildways Income	15,000.00
WildFest Income	15,000.00
Total Events	30,000.00
Wilderness Monitoring	19,000.00
Interest Income	300.00
Total Income	626,300.00
Expense	
Administrative	
Accounting Fees	14,000.00
Bank Charges	2,700.00
Board Expense	500.00
Liability Insurance	3,800.00
Meals & Travel	600.00
Office Expense	18,000.00
Professional Development	3,000.00
Rent & Utilities	25,000.00
Technology Expense	4,400.00
Telephone/Internet	1,800.00
Total Administrative	73,800.00
Fundraising	
Events	6,000.00
Mailings	5,000.00
Travel & Meals (FR)	1,500.00
Total Fundraising	12,500.00
Payroll	
Wages	387,000.00
Payroll Taxes	29,900.00
Employee Benefit	36,000.00
IRA Contribution	6,500.00
Bonus	10,000.00
Workers' Comp	1,300.00
Payroll - Other	300.00
Total Payroll	471,000.00
Program Expenses	

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Wilderness Workshop
Budget
2017

	Jan - Dec 17
Conservation & Advocacy	
Oil & Gas Defense Expense	3,500.00
Thompson Divide	2,000.00
Travel (C&A)	2,500.00
Wilderness Campaign Exp.	14,000.00
Wilderness Monitoring Expense	5,000.00
Conservation & Advocacy - Other	5,000.00
Total Conservation & Advocacy	32,000.00
Outreach & Education	
Advertising	3,000.00
Artist in Wilderness Exp.	7,000.00
Constituent Relationship Mgmt.	4,000.00
Naturalist Nights Expense	6,000.00
Newsletter	12,000.00
Web Services	5,000.00
Total Outreach & Education	37,000.00
Total Program Expenses	69,000.00
Total Expense	626,300.00
Net Income	-

45

SIM INGRAHAM
DRAFT MEMO

Recommendation #1

Under the current budget process, Council essentially does a page by page review of the budgeting tool which is employed by the City's staff to develop its recommended budget. The tool is useful for the City staff in developing its proposed budget, but it does not facilitate a strategic review by by the Council. It results in a very time consuming process for the Council, and more important, it tends to bring the Council's focus down to the multitude of details as opposed to the more strategic issues.

We therefore recommend Council consider adopting a process similar to the following:

1. Prior to the City staff developing its proposed budget, Council provides the staff with its objectives and priorities for the budget.

2. After developing its proposed budget, the City staff presents Council with a thorough summary of its proposed budget. We envision a document of twenty to forty pages, including both text and charts/graphs, that summarize the budget and highlight major assumptions, estimates, decisions, and risks inherent in the proposed budget.

3. In order to allow Council adequate time to consider the proposed budget, we suggest that this document be provided to Council (and to the Financial Advisory Board) a week prior to its presentation at the Council meeting.

4. We would assume that Council would have some follow-up questions and instructions for the City staff, the resolution of which should take place prior to Council's formal adoption of the budget.

Recommendation #2

Under the current budget review process, routine recurring operations are mixed in with major nonrecurring projects. This does not allow Council to focus independently on what are really two very different things. Therefore, regardless of whether or how Council chooses to adopt with Recommendation #1, we recommend that the presentation of the budget to Council be broken down into two sections: (i) routine recurring operations, and (ii) major nonrecurring projects.

We envision the first section to be revenues and expenses from operations that are routine and recur every year, or at least for several consecutive years. This should allow Council to focus on how efficiently the routine operations of government and the provision of routine services are being run. It should also allow Council to keep a check on upward creep in routine expenses that can occur when revenues are increasing.

The second section would focus on major nonrecurring projects, and among other things would show how these projects are being financed (such as bond financings), and the repayments on financings, including interest. It should highlight where funds will be required from what would otherwise be routine operations in order to fund the major projects, along with any inter fund repayment plans.

Recommendation #3

We recommend that Council receive periodic reports from City staff throughout the year about variations from its adopted budget. Such variations could include updated forecasts of revenues in excess of those originally budgeted or less than budgeted, as well as forecasts of expenditures that either exceed or are less than budgeted.

We further recommend that City staff provide Council with recommendations for how variations from budget should be handled. For example, forecasted revenues in excess of budget could be used to fund certain project or enhance City services; or they might be added to cash reserves. Another example would be that forecasted expenses in excess of budget in one area will be financed by a reduction or postponement of expenses in another area. These are just examples.

Lastly, we recommend that after its due diligence and deliberations, that Council formally approve these changes to its original budget.

Recommendation #4

We noted that the City's employee health care costs have been increasing at a very high rate. We understand that this situation is not unique to the City of Glenwood Springs, nor is it unique to government entities. Commercial businesses as well have been struggling with managing skyrocketing health care costs.

We do not believe that there are any "easy fixes" to this problem. But we are aware of some innovative initiatives that employers are taking to try to control health costs while at the same time improving the health and health care of employees.

Given what a significant and increasing cost employee health care is for the City, we recommend that Council direct that the City staff to perform a study and benchmarking analysis in order to ascertain whether the City's practices are doing all that can be done to control costs and achieve improved health and health care for its employees.

Recommendation #5

We noted that the cost of providing emergency medical services, through the City's Fire Department, have been increasing significantly. There appear to be various factors contributing to this significant cost increase, one of which is a low and declining about of reimbursements the City receives for providing these emergency medical services.

We therefore recommend that Council direct the City staff to perform a study and benchmarking analysis to ascertain whether the City's practices, including but not limited to its cost recovery practices, are doing all that can be done to control net costs without impacting the quality or timeliness of emergency medical services.

Recommendation #6

We noted that the City expends relatively significant funds on outside consulting firms. This practice has the potential benefit of tapping into certain areas of expertise without the City having to make permanent long-term hiring decisions. It appeared to us, however, that there was some concern about the extent to which outside consultants were employed.

We therefore recommend that the use of outside consultants for any particular project require the approval of Council, and that a member or members of Council participate in the project to the extent of approving it and reviewing its results with the outside consultant and City staff.

Recommendation #7

Our final recommendation relates to the Financial Advisory Board itself, and how it might assist Council and the City staff.

The City Council has recently discussed whether it should ask the Financial Advisory Board to provide an independent perspective or otherwise assist Council in fulfilling its financial-related obligations. The Financial Advisory Board's current charter principally relates to making recommendations to Council about both the Discretionary and Tourism grant requests. Other areas that have been discussed by both Council and the Financial Advisory Board include further participation in the City's budget process, the City's audit and auditor relations, the City's debt financing, and lastly the City's investment policy.

We therefore recommend that Council consider the composition of the Board, and consider whether permanent or temporary additions to the Board would facilitate its mission. If the expectations of the Financial Advisory Board were to increase, we believe that it would be in the best interest of the Council and only fair to the Board to distribute the Board's workload appropriately.