



MANITOU SPRINGS CITY COUNCIL SPECIAL MEETING AND WORK SESSION AGENDA

City Council meetings are held as hybrid, Zoom (remote) or in-person at Memorial Hall.

Memorial Hall

606 Manitou Avenue

Manitou Springs, CO 80829

Remote: www.manitouspringsgov.com; click on meeting link under "Government; City Council" page

Position	Name	Term Expires
Mayor	Natalie Johnson	January 4, 2028
At-Large	Mayor Pro Tem Judith Chandler	January 4, 2028
At-Large	John Shada	January 4, 2028
At-Large	Julie Wolfe	January 4, 2028
Ward 1	Nate Nassif	January 8, 2030
Ward 2	Carey Storm	January 8, 2030
Ward 3	Gloria Latimer	January 8, 2030

June 9, 2026

4:30 PM

A. CALL TO ORDER

B. PLEDGE OF ALLEGIANCE

C. ROLL CALL

D. APPROVAL OF AGENDA

E. EXECUTIVE SESSION

1. An Executive Session to hold a conference with the City attorney for legal advice pursuant to Section 5.1(c) of the City of Manitou Springs Home Rule Charter, concerning *Manitou and Pikes Peak Railway Company v. City of Manitou Springs, Colorado*, El Paso County District Court Case No. 2025CV30766

F. ADJOURN TO WORK SESSION

G. DISCUSSION

1. Community Budget Survey Findings
2. Continued Consideration of Amenity Requirements (restroom facilities) for Parking Facilities
3. Discussion on Staffing for Special Events

H. RECEIVE COUNCIL CORRESPONDENCE

I. CITY ADMINISTRATOR REPORT

ADJOURN

The City of Manitou Springs does not discriminate on the basis of disability in the admission to, access to, or operations of programs, services or activities. Reasonable accommodation will be provided to ensure equal access to all. Individuals who would like to request auxiliary aids or services should contact the ADA Coordinator at (719) 685-5481 or jfryer@manitouspringsco.gov. You may also contact the City Clerk's Office at cityclerk@manitouspringsco.gov or (719) 685-2554. Please provide a minimum of 3-5 days advance notice.



Memorandum

Title: Community Budget Survey Findings
From: Denise Howell, City Administrator
To: Mayor and City Council
CC: City Administrator Denise Howell
Allocated Time: 1 Hour

June 9, 2026

Purpose:

To present the findings of the recent community budget survey and provide City Council with an overview of resident priorities, preferences, and concerns related to the City's financial conditions. The results are intended to help inform the Council's discussions and decision-making as it begins planning for the 2027 budget.

Background:

Magellan Strategies conducted a community-wide survey to gather input on budget priorities, potential service reductions, and revenue options. The survey was completed by 583 residents and business owners between April 23 and May 18, 2026, and was designed to reflect the broader community.

To build on this effort and continue gathering feedback, public engagement meetings are scheduled on Thursday, June 11, from 5:15 to 8:00 p.m. at City Hall and on Saturday, June 13, from 9:00 a.m. to 12:00 p.m. at City Hall.

The survey was conducted during a period of continued financial pressure on the City's General Fund. Sales tax revenues declined in 2025 and are expected to decline again in 2026, and the City has made more than \$2 million in reductions over the past two budget cycles. To balance the 2026 budget, the City has also relied on one time strategies, including transfers from other funds and reserves, which are not sustainable long term.

Fiscal Impact:

Approximately \$12,000

Workload Impact:

40 plus hours

Recommended Action:



This is for informational purposes only.



City of Manitou Springs Budget Survey

May 2026





Magellan Strategies is pleased to present the results of an online survey of 583 residents/business owners in the City of Manitou Springs. The survey data was collected using MMS text messaging methods, as well as a postcard distributed by the City. The interviews were conducted from April 23rd – May 18th, 2026.

The overall survey responses have a margin of error of +/- 3.78% at the 95% confidence interval.

The survey results were weighted to be representative of adult population demographics for the City of Manitou Springs.

Survey Objectives



Thinking now about the City of Manitou Springs budget...

The City of Manitou Springs' General Fund supports essential services such as police, fire and emergency services, street maintenance, parks and recreation, and city administration. The General Fund relies primarily on sales tax, along with property and amusement taxes, grants, Pikes Peak Rural Transportation Authority (PPRTA), and service fees. **Sales tax declined in 2025 and is expected to decline again in 2026**, in part due to Colorado Springs' approval of retail marijuana sales, which shifted shoppers and tax revenue away from Manitou Springs.

In response, the City has reduced its General Fund budget by **a little over \$2 million over two years**—about \$1.28 million from 2024 to 2025 and \$729,000 from 2025 to 2026—through operating cuts and delayed capital investments, while prioritizing core and public safety services.

To balance the 2026 budget, the City is using **temporary strategies, not new ongoing revenue**. These include a \$1.5 million transfer from the Mobility and Parking Fund for street maintenance and \$1.754 million from reserves to support operations and priority projects. These measures have helped in the short term but are **not sustainable long term**.

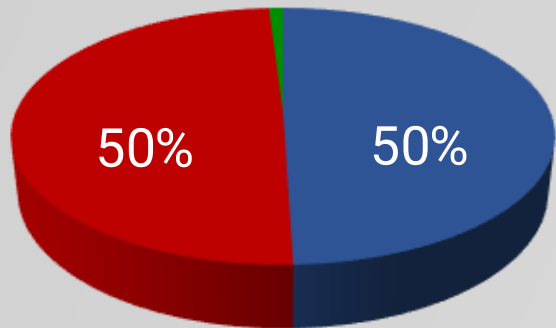
City Council has also set aside **\$690,000 for fire mitigation** to reduce wildfire risk. With this additional expenditure to the budget, \$2.44 million will be transferred from reserves. By the end of 2026, reserves are expected to total about **\$6.4 million**, underscoring the importance of **long-term financial planning**.

This survey is designed to inform and guide the development of the 2027 budget, and City Council is seeking public input to help guide sustainable, long-term solutions that support Manitou Springs' financial health, safety, and quality of life. If you would like to review the 2026 budget, click here <https://city-manitou-springs-co-clear.doc.cleargov.com/19940/756565/d>

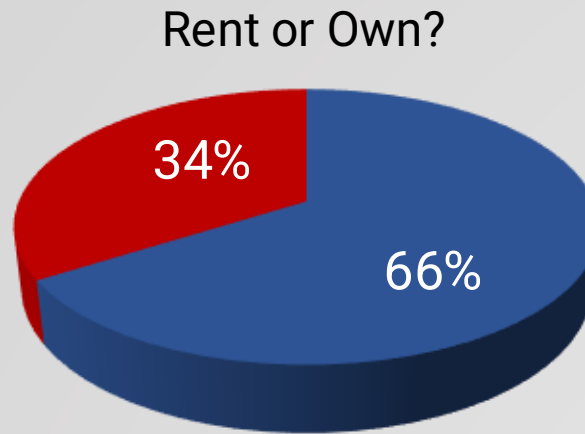
Survey Demographics



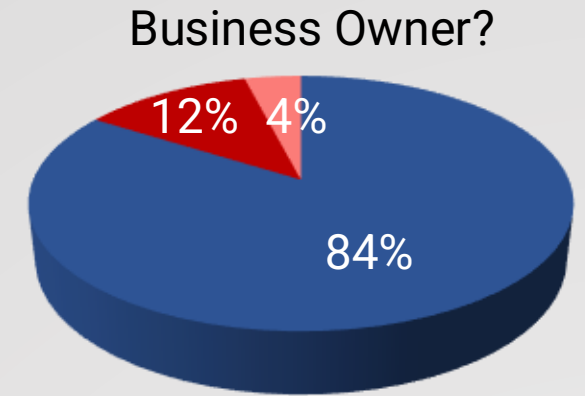
Survey Demographics



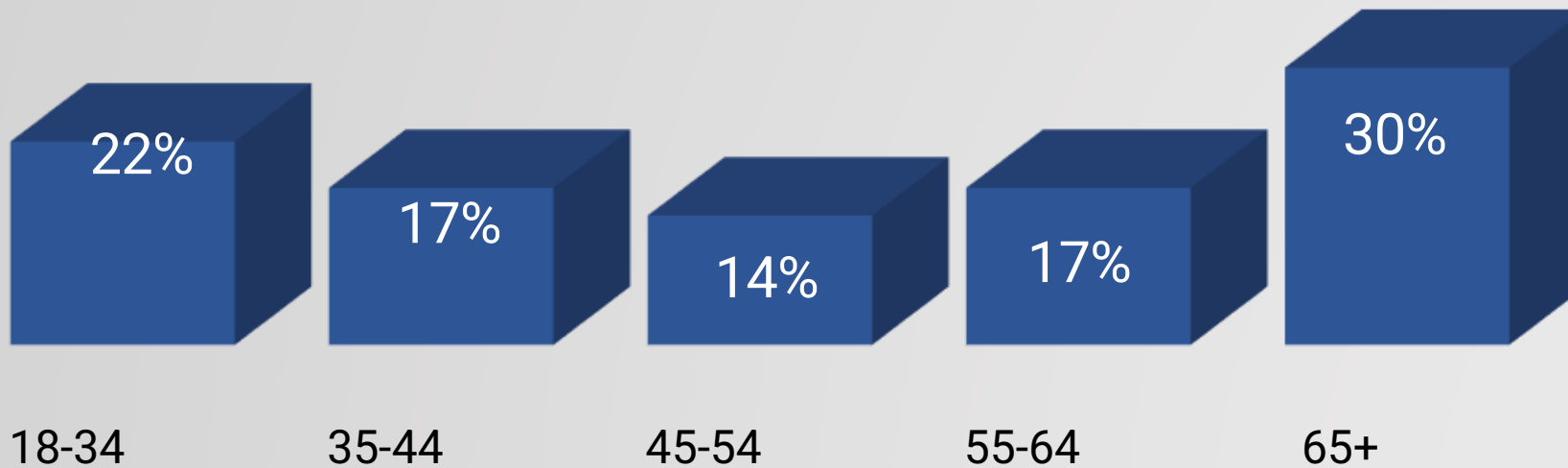
■ Female ■ Male ■ Self-Identify



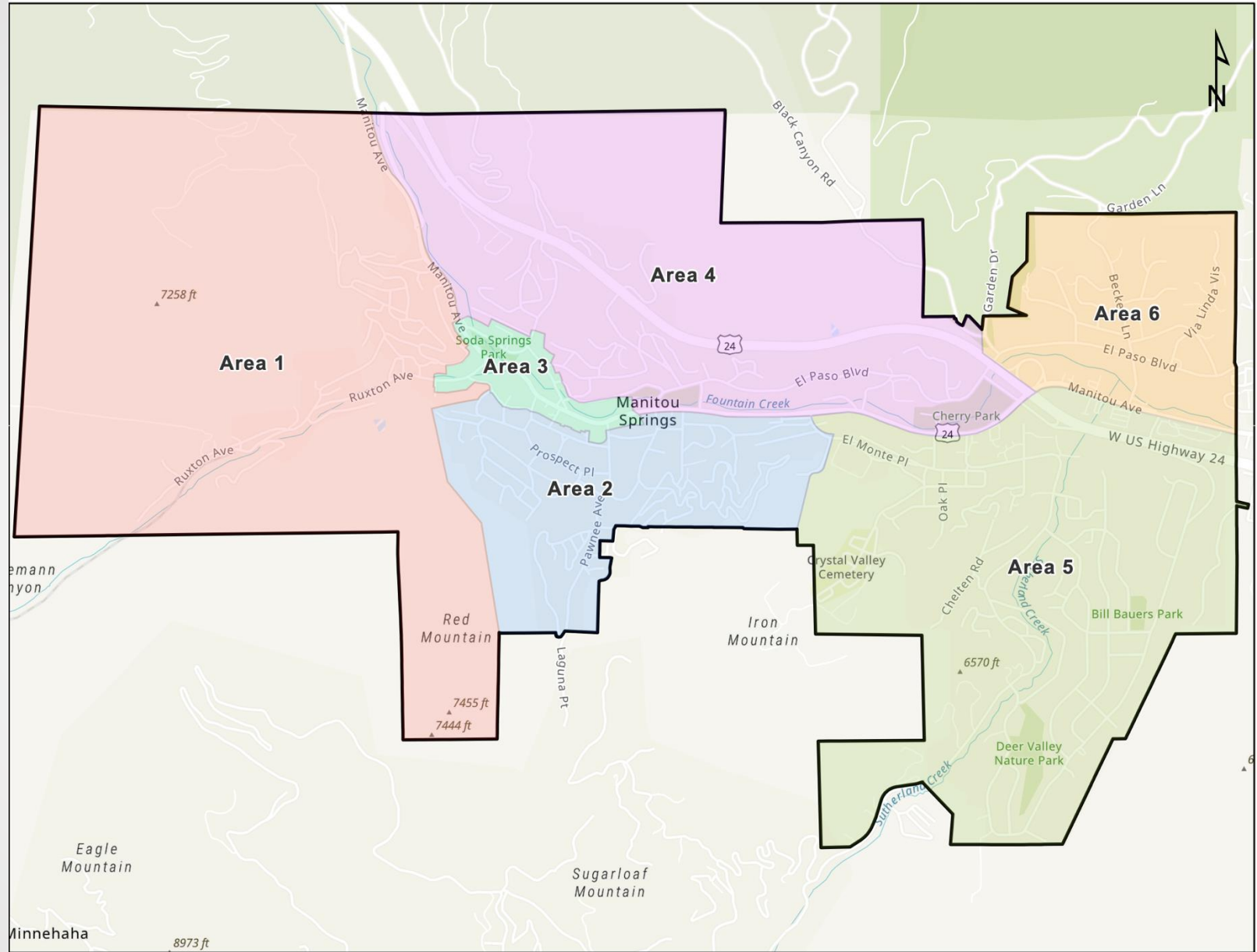
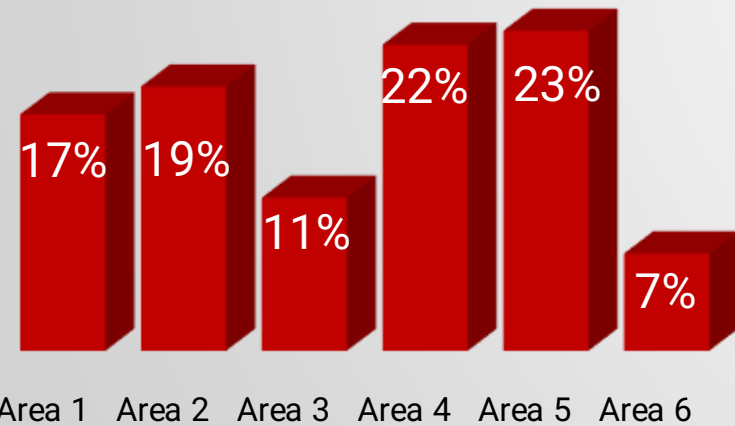
■ Own ■ Rent/Other



■ No ■ Yes, Own ■ Yes, Rent



City of Manitou Springs Budget Survey Regions



Key Takeaways

Residents Strongly Prioritize Protecting Public Safety and Core Services: When asked where the City could reduce spending, residents overwhelmingly opposed cuts to Fire (88% oppose), Emergency Medical Services (81% oppose), Public Service functions such as roads and snow removal (77% oppose), and Parks (67% oppose). This indicates strong support for maintaining essential services and public safety even amid budget challenges.

Administrative Areas Are Viewed as the Most Acceptable Places for Budget Reductions: The departments receiving the greatest support for reductions were City Council (63% support reductions), Executive Administration (61%), Police (51%), Pool & Fitness Center (48%), Neighborhood Services (48%), and Planning (48%). Generally, residents appear more willing to reduce spending on administrative and governance-related functions than on frontline services.



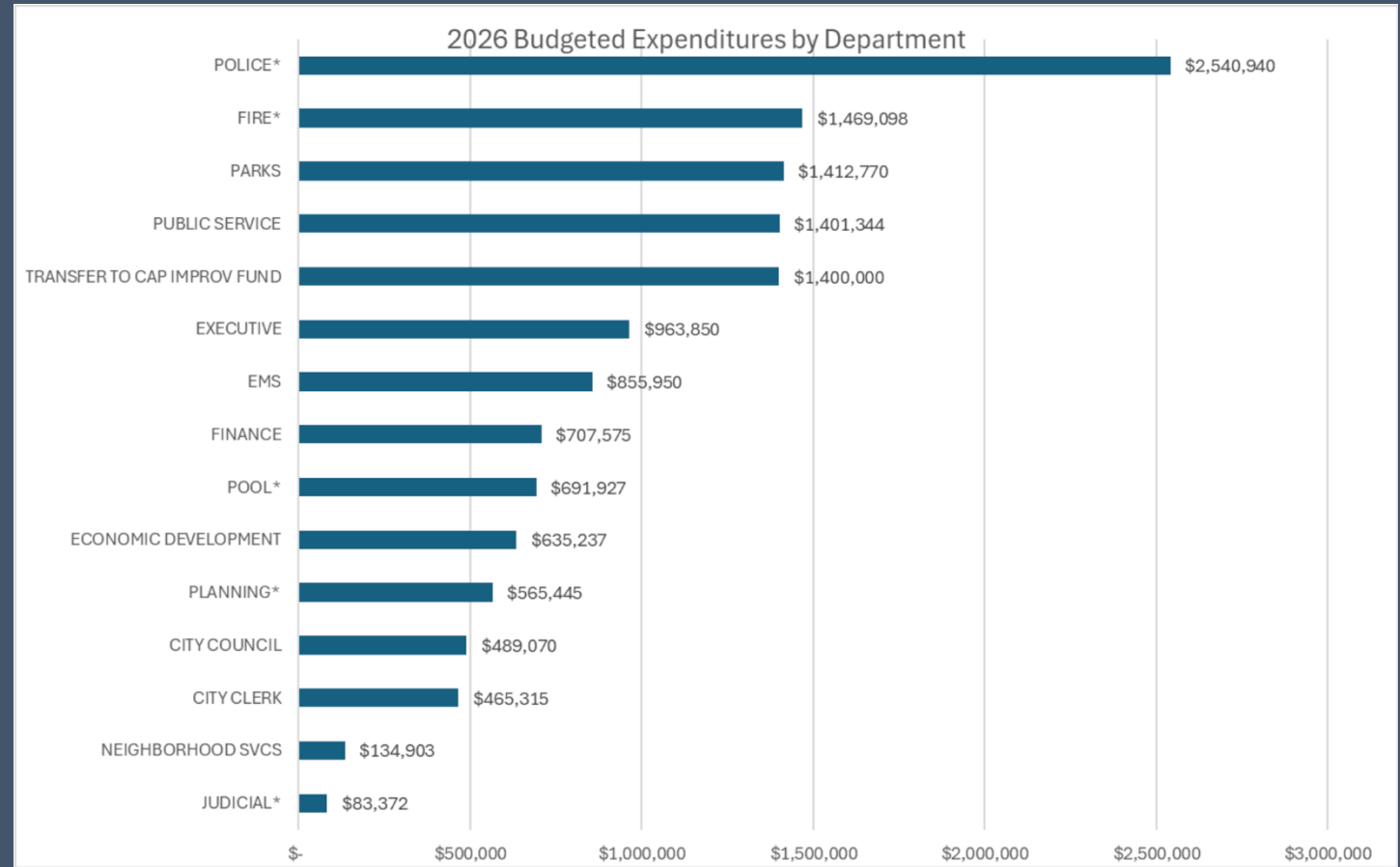
Key Takeaways

Residents Prefer Visitor-Based Taxes Over Resident-Based Taxes: There is strong support for increasing taxes paid primarily by visitors, including a Lodging Tax increase (69% support) and an Amusement Tax increase (67% support). In contrast, residents oppose increases to Sales Taxes (54% oppose) and especially Property Taxes (75% oppose). The survey's open-ended responses reinforced a desire to shift more of the financial burden to tourists rather than local residents.

Fire Mitigation, Infrastructure, and Fiscal Discipline Are the Dominant Community Priorities: The most frequently cited priorities for the next three years were wildfire/fire mitigation, infrastructure maintenance (roads, utilities, sidewalks, drainage, parks, and core services), and better fiscal management. Many residents expressed concern that the City became too dependent on marijuana tax revenues and urged leaders to focus on spending discipline, transparency, and long-term financial sustainability before pursuing new taxes.

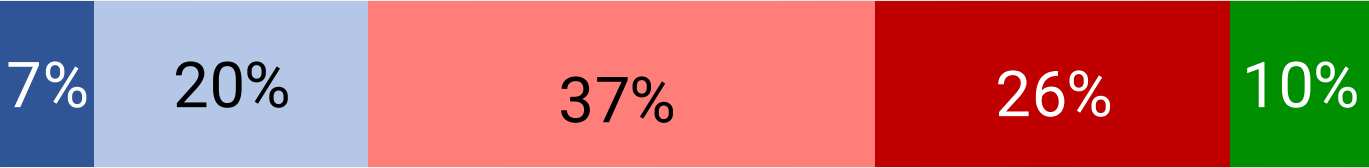
Bottom Line: Residents appear willing to make difficult budget choices, but they want City leaders to protect public safety and infrastructure, reduce administrative spending where possible, and rely as much as possible on tourism-related revenues rather than higher taxes on Manitou Springs residents.

Budget Expenditures and Reductions

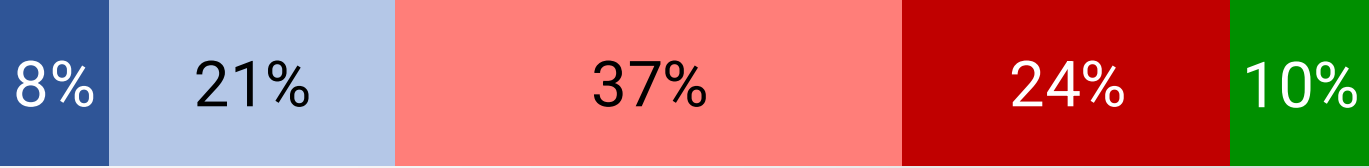


The chart shows how the City’s General Fund budget is allocated, displaying 2026 Budgeted Expenditures by Department. With this information in mind, the City would like to gather resident opinion on items where the General Fund budget could be reduced, with a target reduction of approximately \$2 million. For each item listed below, please indicate whether you would support or oppose reducing the budget specifically for that item.

City Council: Supporting elected leaders and public decision-making, including legal fees and community engagement



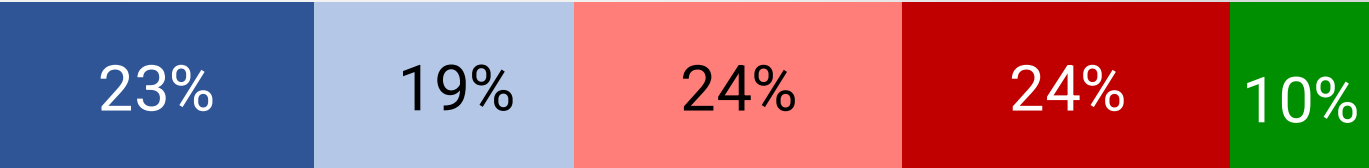
Executive: Managing city operations and overseeing day-to-day leadership and all citywide computer maintenance needs, software license fees, advertising and human resources



Police: Keeping the community safe through law enforcement, emergency response, and behavioral health services



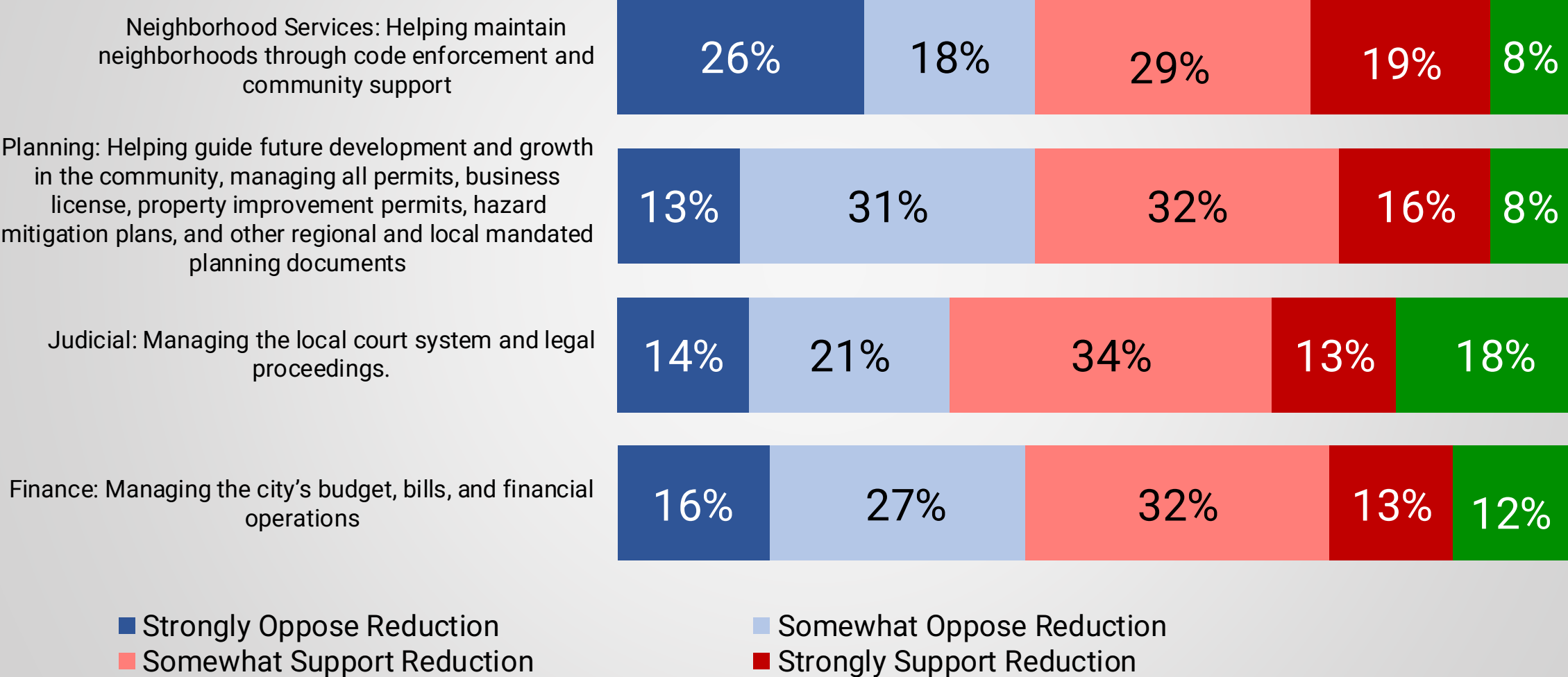
Pool: Operating and maintaining the Pool & Fitness Center



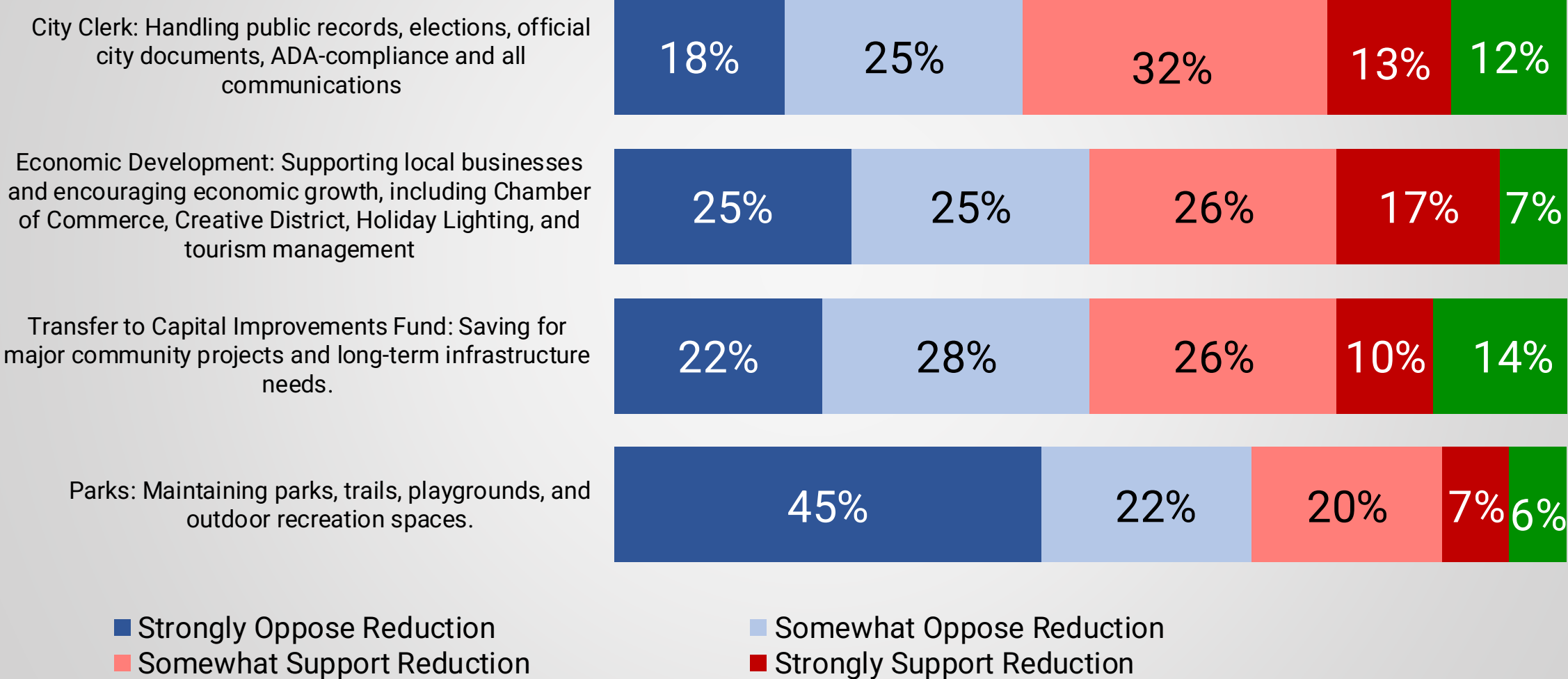
- Strongly Oppose Reduction
- Somewhat Support Reduction
- No Opinion
- Somewhat Oppose Reduction
- Strongly Support Reduction



The chart shows how the City’s General Fund budget is allocated, displaying 2026 Budgeted Expenditures by Department. With this information in mind, the City would like to gather resident opinion on items where the General Fund budget could be reduced, with a target reduction of approximately \$2 million. For each item listed below, please indicate whether you would support or oppose reducing the budget specifically for that item.



The chart shows how the City’s General Fund budget is allocated, displaying 2026 Budgeted Expenditures by Department. With this information in mind, the City would like to gather resident opinion on items where the General Fund budget could be reduced, with a target reduction of approximately \$2 million. For each item listed below, please indicate whether you would support or oppose reducing the budget specifically for that item.



■ Strongly Oppose Reduction ■ Somewhat Oppose Reduction
■ Somewhat Support Reduction ■ Strongly Support Reduction



The chart shows how the City’s General Fund budget is allocated, displaying 2026 Budgeted Expenditures by Department. With this information in mind, the City would like to gather resident opinion on items where the General Fund budget could be reduced, with a target reduction of approximately \$2 million. For each item listed below, please indicate whether you would support or oppose reducing the budget specifically for that item.

Public Service: Taking care of streets, snow removal, signs, everyday city maintenance, and managing capital projects



Emergency Medical Services: Providing ambulance and emergency medical care when needed



Fire: Responding to fires, rescues, and other emergency situations.

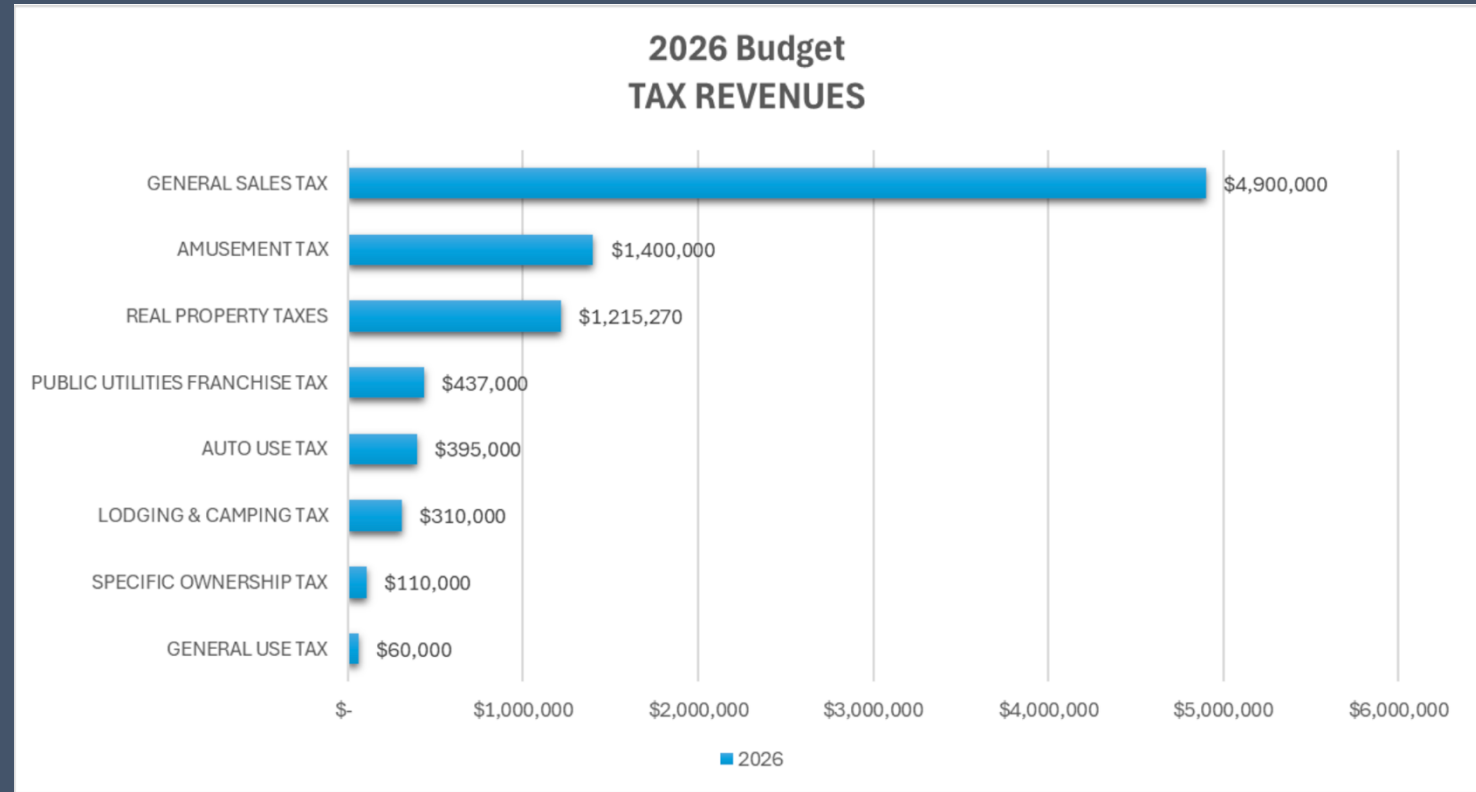


- Strongly Oppose Reduction
- Somewhat Oppose Reduction
- Somewhat Support Reduction
- Strongly Support Reduction

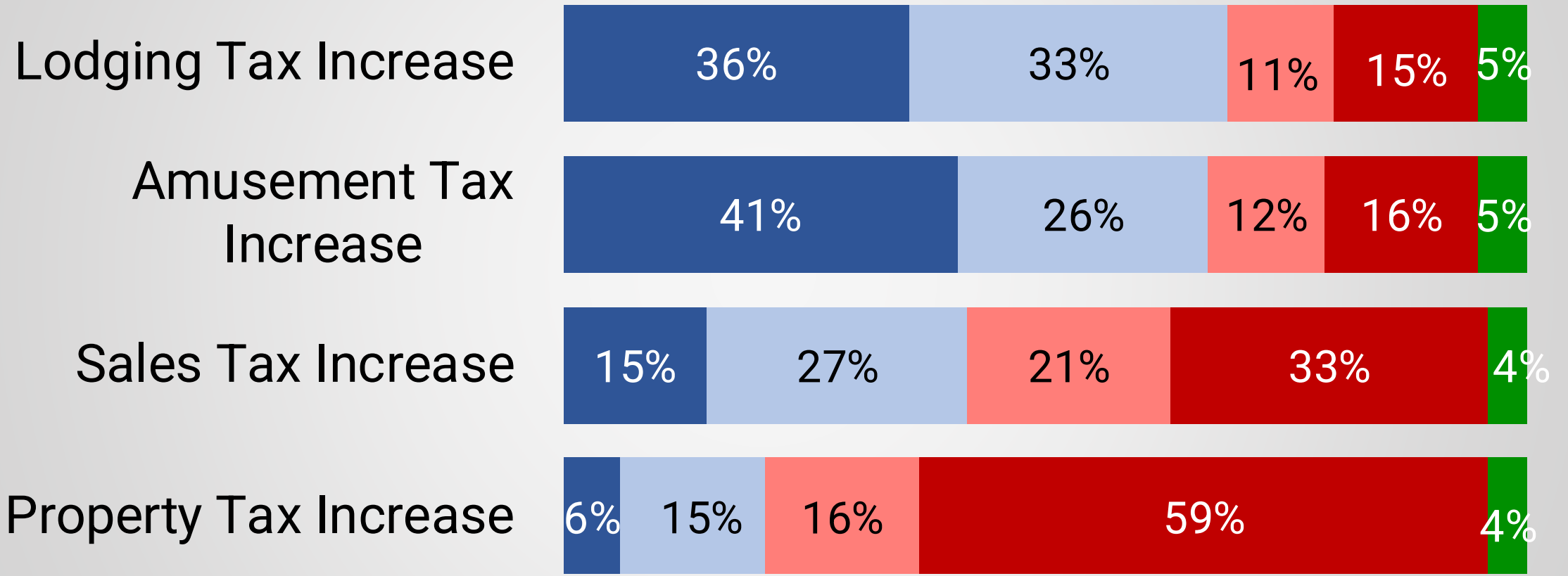




Tax Revenues



The chart shows the tax revenues from the City's 2026 budget. As you know, one potential solution to the sustained decline in sales tax revenue would be to consider asking voters to approve a tax increase. Knowing this, generally speaking, would you support or oppose the following tax increases to help maintain basic services in Manitou Springs?



■ Strongly Support ■ Somewhat Support ■ Somewhat Oppose ■ Strongly Oppose ■ No Opinion





Top Issues or Priorities



Please describe the top issues or priorities that you think the City of Manitou Springs should address in the next three years.

Fire Mitigation: The single most consistent priority across responses was wildfire/fire mitigation. Residents repeatedly referenced wildfire preparedness, vegetation management, evacuation readiness, infrastructure resilience, and maintaining strong emergency services. Key sentiments included protecting neighborhoods and open space from fire risk, maintaining services, disaster preparedness and infrastructure resilience.

Infrastructure Maintenance & Core Services: A major theme focused on maintaining and improving basic infrastructure and essential city services rather than launching new projects. Residents frequently mentioned water and sewer infrastructure, roads, sidewalks, snow removal, drainage, street repair and utility maintenance, maintaining parks, trails, and public spaces. Many respondents emphasized avoiding deferred maintenance and focusing on “core functions” before pursuing beautification or expansion projects.



Please describe the top issues or priorities that you think the City of Manitou Springs should address in the next three years.

Budget Management, Spending Concerns & Taxes: Many responses reflected frustration about fiscal management and concern over rising taxes and city spending. Common concerns included cutting spending and reducing bureaucracy, opposition to additional property tax increases, questions about how marijuana tax revenue was spent, and calls for greater transparency and accountability. A recurring sentiment was that the City should focus on fiscal discipline before raising taxes on residents.

Parking, Tourism & Economic Development: Parking and tourism-related concerns formed another dominant theme, often tied directly to economic vitality. Residents discussed issues such as: high parking fees discouraging visitors, a need for more resident-friendly parking policies, calls for parking garages or expanded parking capacity, tourism promotion during the off-season, supporting local businesses and filling vacant storefronts, and generating new sustainable revenue streams tied to visitors rather than residents. Many respondents stressed the importance of balancing tourism with quality of life for residents.



Final Thoughts



Are there any final thoughts you would like to share with the City of Manitou Springs about the city's budget, potential reductions, or potential tax increases?

Strong Opposition to Additional Property Taxes / Desire to Protect Residents: The most common theme was concern that residents – especially retirees and fixed-income homeowners – are already financially stretched and should not bear additional tax burdens. Many Residents are already struggling with high housing costs and recent increases, and several argued that Manitou's taxes are already among the highest in Colorado.

Belief the City Became Too Dependent on Marijuana Tax Revenue: A recurring narrative was frustration that the City did not better prepare for the decline in marijuana revenue once recreational sales expanded into Colorado Springs. There are calls to return to budgeting practices from before the marijuana windfall, and many question where the marijuana revenue went and why reserves were not built up.



Are there any final thoughts you would like to share with the City of Manitou Springs about the city's budget, potential reductions, or potential tax increases?

Shift More Financial Burden Toward Tourists, Visitors, and Businesses: Many respondents supported finding ways for visitors – rather than residents – to contribute more toward city revenues. Frequently suggested ideas include: increase in lodging taxes, increase in amusement taxes, increase in STR/Airbnb taxes, Incline hiking fees and other tourism-related fees. These respondents emphasized that tourists create wear-and-tear on infrastructure and drive service demand, and that residents should not subsidize visitor impacts. At the same time, some respondents warned that taxes should not become so high that they discourage tourism or hurt local businesses.

Calls for Spending Cuts, Government Efficiency, and Refocusing on Core Services: Another theme was the belief that the City should reduce spending before seeking additional taxes. Residents repeatedly emphasized focusing on essentials like fire mitigation, roads, EMS, infrastructure, snow removal, parks maintenance, and public safety.



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David Flaherty | Ryan Winger
Courtney Sievers | Logan Miller





Memorandum

Title: Continued Consideration of Amenity Requirements (restroom facilities) for Parking Facilities

From: Frederick Rollenhagen, Planning Director

To: Mayor and City Council

CC: City Administrator Denise Howell

Allocated Time: 30 Minutes

June 9, 2026

Purpose:

The purpose of this discussion is to continue the May 12 work session regarding the potential requirement for restroom facilities in newly constructed parking facilities. At that time, City Council directed staff to gather input and feedback from the Manitou Springs Metropolitan District and the Mobility and Parking Board.

Background:

The City of Manitou Springs is well versed in issues caused by lack of public parking and has implemented several solutions with the intent of providing enough parking while still encouraging turnover. Currently, there are a number of parking lots within the city limits that are available for a fee for visitors, residents and employees. Most of these parking lots are managed either by the City's Mobility and Parking Department (6 parking facilities), or by the Manitou Springs Metropolitan District (2 facilities). A few smaller lots are owned and managed by private parties. These parking lots provide a valuable resource by supplying parking for patrons of the City's businesses, business employees, and visitors. Parking lots provide a resource that helps manage and relieve pressures on the City's on-street parking facilities and residential neighborhoods. Recently, the community conversation has focused on whether public parking should, itself, be considered a gathering point for visitors and subsequently, if parking lots should be required to have public restroom facilities.

New parking lots are subject to landscaping, lighting, drainage, and other regulations that may also reduce the portion of the lot available for parking use. Staff has been asked to research a potential solution and to gather comments and input from the Manitou Springs Metropolitan District and the city's Mobility and Parking Board.

On May 13, 2026, staff attended the Manitou Springs Metropolitan District Board meeting, presented the issue, and asked for comments. On May 27, 2026, staff attended the City's Mobility and Parking Board meeting. Attached, find a summary of the informal comments received from both boards.



In summary, while there appears to be general support for additional public restrooms, particularly at the Manitou Incline, there is no agreement on how those restrooms should be funded or who is responsible for providing or funding restroom facilities.

Fiscal Impact:

Unknown at this time. There would be fiscal impact if the City chooses to implement a solution that requires the City to fund/build new restroom facilities.

Workload Impact:

Unknown at this time.

Recommended Action:

Staff is seeking Council input and direction on this topic.



Memorandum

Title: Consideration of Amenity Requirements for Private Parking Facilities

From: Frederick Rollenhagen, Planning Director

To: Mayor and City Council

CC: City Administrator Denise Howell

Allocated Time: 30 Minutes

May 12, 2026

Purpose:

The purpose of this discussion item is to discuss Planning staff's preliminary high-level findings on requiring bathroom facilities in private parking facilities. Staff would request feedback and direction whether further information is requested or action be taken on this topic.

Background:

The City of Manitou Springs is well versed in issues caused by lack of public parking and has implemented several solutions with the intent of providing enough parking while still encouraging turnover. Currently, there are a number of parking lots within the city limits that are available for a fee for visitors, residents and employees. Most of these parking lots are managed either by the City's Mobility and Parking Department (6 parking facilities), or by the Manitou Springs Metropolitan District (2 facilities). A few smaller lots are owned and managed by private parties. These parking lots provide a valuable resource by supplying parking for patrons of the City's businesses, business employees, and visitors. Parking lots provide a resource that helps manage and relieve pressures on the City's on-street parking facilities and residential neighborhoods.

Recently, the community conversation has focused on whether public parking should, itself, be considered a gathering point for visitors and subsequently, if parking lots should be required to have public restroom facilities. The table below shows the current prominent public paid parking, and restroom facilities open to the public.

LOCATION AND NUMBER OF PARKING SPACES AND RESTROOM FACILITIES

- Barr Lot: 40 parking spaces; 4 restroom facilities
- Canon Lot: 40 parking spaces; 0 restroom facilities
- Dillon Mobility Hub: 86 parking spaces; 12 restroom facilities
- Duck Stop: 13 parking spaces; 0 restroom facilities
- Hiawatha Gardens: 93 parking spaces; 8 (future) restroom facilities



- Schryver: 53 parking spaces; 2 restroom facilities
- Soda Springs: On-street parking/park; 2 restroom facilities
- City Hall (exterior): City employee parking; 4 restroom facilities
- Wichita: 92 parking spaces; 2 restroom facilities
- Smischny: 42 parking spaces; 0 restroom facilities

A total of 406 (plus) parking spaces and 34 restroom facilities within the City.

New parking lots are subject to landscaping, lighting, drainage, and other regulations that may also reduce the portion of the lot available for parking use.

Staff has been asked to research a potential solution to this problem and to gather information on feasible alternatives.

Findings

Staff identified little precedent for such a concept. But it did find some context to understand when restroom facilities are generally required.

1. After a high-level search of communities in the state of Colorado, staff is unfamiliar with any Colorado community that requires bathroom facilities in paid parking lots without a specific - other- purpose/destination included. Staff researched a number of peer community codes, such as Woodland Park, Salida, Buena Vista, Estes Park and Telluride. Staff also reached out directly to a few of these communities. None of them require restroom facilities tied directly to paid parking lots.
2. In Colorado, restroom facilities are required and usually tied to requirements of the International Code Series (building code) that require restrooms in buildings that contain an occupancy load from another use located within the structure, or if the structure houses paid staff that support the parking structure itself.
3. Staff found that restroom facility requirements in parking lots are also tied to recreational amenity type uses. For example, at trail heads, campgrounds, beaches/coastal areas, and other places where parking is established to access a specific amenity. Many of these parking areas are owned or managed by the local government or agency supporting the amenity that the parking lot supports.
4. If a restroom facility requirement is desired for the construction of paid parking lots, a few considerations for the Council to consider are:
 - a. Number of parking spaces that trigger restroom facilities.
 - b. Standards for the restroom facility (portable vs. permanent, number of



- stalls required, cleaning frequency standards, hours of operation, etc.)
- c. Options for committing off-site restroom facilities for use by parking lot users.

Fiscal Impact:

No additional fiscal impact is anticipated from these changes.

Workload Impact:

No additional workload impact is anticipated from these changes.

Recommended Action:

Staff is seeking Council feedback and direction on this topic.

Metro District Board comments

05/13/26, 3:30 pm

Bathrooms are not usually required in the construction of any stand-alone surface parking lot. Considering this type of requirement does not make sense.

There is a concern about why this topic is being investigated now.

There is general support for additional bathrooms. The incline needs restrooms (for example), but there is not support for a parking lot developer/owner to pay for and maintain additional bathrooms as a requirement for building a parking facility.

There needs to be more time to investigate this to find a solution.

Will the city be willing to pay to install restrooms in parking facilities as new facilities are proposed?

There is a strong feeling that restrooms are a public service and that the city should pay for this service.

Mobility and Parking Board (MAP) comments

05/28/26, 5:00 pm

Concern about image and cleanliness of current porta-potties. It is appropriate for the City to plan for and assure adequate restroom facilities. In order to do this, you have to tie it to the construction of new parking lots to assure new additional parking availability also provide adequate restroom facilities.

There are differences between public and private (customers only) restrooms. What if the city reaches out to businesses to open up more restrooms to the public?

There will need to be a definition of “parking lot” to understand what triggers the restroom requirement

More restrooms are a good thing. Would bathrooms be monitored for cleanliness?

A study should be done to understand the number and location of existing restrooms and parking facilities and to understand the number of additional restrooms needed.

It seems like it is the businesses and city’s responsibility to provide restrooms

This effort seems obvious it is targeting one entity

This appears to be an unprecedented effort, and concerns exist that this becomes another barrier to providing needed parking in the city.

Would additional bathrooms cause unintended consequences such as increased vandalism?

In there a way for the City to collaborate with developers to address the issue rather than impose a requirement solely on a parking lot developer?



Memorandum

Title: Discussion on Staffing for Special Events
From: Bill Otto, Police Chief
To: Mayor and City Council
CC: City Administrator Denise Howell
Allocated Time: 1 Hour

June 9, 2026

Purpose:

To inform the City Council of the current staffing challenges facing the Manitou Springs Police Department (MSPD) in connection with city-sponsored and permitted special events. An accompanying presentation, *Staffing for Special Events in Manitou Springs*, is provided for the Council's detailed review during the June 9, 2026, work session. The purpose of this communication is to present the scope of the challenge, outline the approaches being explored, and describe the risk-based framework MSPD is developing to ensure public safety at events while managing limited resources.

Background:

Manitou Springs hosts a wide variety of community events throughout the year, ranging from small gatherings to large-scale festivals that draw thousands of visitors. These events are vital to the local economy and community identity; however, they also place significant demands on Manitou Springs Police Department's (MSPD) sworn officer staffing. As events have grown in attendance and complexity, and as the national political environment has changed, the gap between available MSPD personnel and the number of officers needed to safely manage these events has widened.

Chief of Police Bill Otto met with Visit Manitou Springs to discuss the concern. This memo summarizes the key findings and options to be presented in greater detail at the Council meeting.

Regional Context: How Other Communities Handle Special Event Staffing

The staffing challenges Manitou Springs faces are not unique. Communities across Colorado are grappling with the same issues. Understanding how peer agencies approach event staffing provides valuable context as the City evaluates its own path forward.

- **Buena Vista** augments its police staff with officers from outside agencies for events. However, this approach has become increasingly difficult as those agencies contend with their own staffing shortages. The Buena Vista chief of



police has recommended limiting the community to seven to eight events per year to maintain manageable staffing levels.

- **Salida** faces the same staffing difficulties and reports it can no longer count on assistance from the county sheriff's office due to that agency's own personnel shortages.
- **Colorado Springs** uses a third-party staffing organizer, Extra Duty Solutions (EDS), which coordinates directly with event organizers and compensates off-duty CSPD officers for event work.
- **Monument** requires all available officers to work events and contracts with the Colorado Rangers to supplement staffing at an additional cost that varies by event size and scope.

These examples illustrate that no single solution exists, and each community adapts its approach based on available resources and local circumstances.

CIRSA Insurance Recommendations

The Colorado Intergovernmental Risk Sharing Agency (CIRSA), which provides the City's liability coverage, imposes specific insurance and staffing requirements that directly affect event operations. Key requirements include:

- **\$1 million in additional insurance coverage** is recommended from each entity involved in an event, including Visit Manitou Springs and all individual vendors. This is not new and Visit Manitou Springs has always provided this.
- Road closures associated with events should be **staffed by sworn officers** to ensure public safety and proper traffic management.
- The responsibility for purchasing additional insurance lies with each participating entity, not the City.
- Event hosts and their boards of directors are held accountable for compliance with these requirements and are the ones responsible if an incident occurs.

These requirements underscore the need for formalized coordination between the City, Visit Manitou Springs, and all event organizers to ensure all insurance and staffing obligations are met.

MSPD and Visit Manitou Springs Collaboration

Chief Otto has met with the Chamber of Commerce to establish what is necessary to continue holding events safely and to define what adequate sworn officer staffing looks



like for the upcoming Coffin Races. These discussions have yielded several important conclusions:

- Larger events require more officers than MSPD can provide on its own, necessitating the hiring of officers from outside agencies at additional cost.
- Staffing needs vary significantly by event. Each event is unique, and officer requirements depend on the type, scale, location, and risk profile of the event.
- **High-risk events** (those with alcohol service, large attendance, and constrained venues) require a substantially larger officer presence.
- **Low-risk events** (no alcohol, smaller attendance) require fewer officers, allowing resources to be allocated more efficiently.

Industry Standards for Event Staffing

Research conducted by MSPD indicates that there is no single, universally accepted standard for event staffing in the law enforcement field. The International Association of Chiefs of Police (IACP) and the Colorado Association of Chiefs of Police (CACCP) offer varying guidance, and staffing practices differ substantially between larger and smaller agencies. Staffing decisions are ultimately driven by a range of risk factors specific to each event. In the absence of a uniform standard, MSPD is committed to acting in *good faith* by assessing each event individually and deploying the resources necessary to maintain safety.

Risk-Based Staffing Framework

To bring consistency and transparency to the staffing process, MSPD will review and classify each event by risk level. This classification will determine the appropriate number of officers assigned. The final staffing determination for any event will be made by the Chief of Police or their designee.

High-Risk Events	Low-Risk Events
Alcohol served or available Large, expected attendance Constrained venue space	No alcohol served Typically, smaller attendance
Event type requiring additional officers	Fewer officers needed

Emma Crawford Coffin Races Staffing Plan



The Emma Crawford Coffin Race is Manitou Springs' largest annual event, drawing an estimated 8,000 to 15,000 attendees. It serves as an illustrative example of the staffing demands placed on MSPD by high-profile events. Key considerations for this event include:

- **Crowd size:** The event attracts 8,000 to 15,000 attendees from varying groups.
- **Risk factors:** Attendees in costumes with covered faces, availability of alcohol, and crowded sidewalks and streets that impede officer movement.
- **Recommended staffing:** 25 total officers, with MSPD providing up to 10 officers and the remaining 15 hired from outside agency(ies).

Coffin Races Staffing Breakdown

Category	Detail
Total Officers Recommended	25
MSPD Officers	10 (Based on availability)
External Hires (Outside Agencies)	15
Road Closure Points	7
Two-Person Foot Patrol Teams	8

The safety of our residents, visitors, employees, and event participants remains our highest priority and our responsibility. It would be irresponsible for us not to address safety concerns due to the increase in violence over the last decade. We want to ensure Manitou Springs is known for making all events safe and for prioritizing safety for the Police, Fire, and Administration. Please refer to the accompanying presentation for additional detail on each of the topics addressed in this memorandum.



Fiscal Impact:

Hiring additional officers from outside agencies to supplement MSPD's staffing incurs costs that must be addressed through a combination of funding sources. Several approaches are currently being explored:

- A fundraiser is planned for June 2026 to help offset event staffing costs.
- Both the City and the Chamber of Commerce are reviewing their respective budgets to identify available funds.
- Staff will report back to City Council once all costs have been quantified, and potential funding sources have been fully identified.

Workload Impact:

40 plus hours

Recommended Action:

This memorandum and accompanying presentation are intended to provide the Council with an overview of the event staffing landscape and the steps being taken to address it. No formal Council action is required at this time. The following next steps are anticipated:

1. MSPD will continue refining the risk-based event classification framework and work with the Chamber to formalize staffing expectations for each event category.
2. The City Administrator and Chief of Police will continue to evaluate funding options, including the outcomes of the June fundraiser and budget analysis.
3. A follow-up report will be provided to City Council once comprehensive cost estimates and funding recommendations are finalized.

Staffing for Special Events

Manitou Springs Police Department — Presentation to the City Council
June 9 2026

Goals

To ensure employees, participants, businesses, and visitors have a safe event



Safety

Ensure employees, businesses, participants and visitors have a safe event and a positive experience



Partners

Identify long-term partners who can assist with events as needed.



Collaboration

Continue collaboration with all entities, Visit Manitou Springs, the School, and all non-profits or organizations



City Reputation

To ensure the City of Manitou Springs has a reputation where safety is the priority.

How Other Communities Handle Event Staffing

Communities across Colorado face the same staffing challenges — understanding their approaches helps frame our path forward.



Buena Vista

Augments staff with outside agencies, but this has become difficult due to other agencies' own workloads; chief recommends limiting to 7-8 events per year



Salida

Same staffing difficulties; cannot count on assistance from the sheriff's office due to their own staffing shortages



Colorado Springs

CSPD uses a third-party organizer, Extra Duty Solutions (ESD), which coordinates directly with events and pays CSPD officers



Monument





All able officers work events; they contract with Colorado Rangers to augment staff at an extra cost — cost varies depending on event and number of officers needed.

CIRSA Insurance Requirements (already occur)

CIRSA mandates specific insurance and staffing requirements that directly impact the Chamber's responsibilities for hosting events. [\[1\]](#)




\$1M
Additional Insurance
Per Entity, Per Event

-  **Road closures** recommend staffing by sworn officers
-  CIRSA recommends additional insured on all entities' liability insurance: **\$1 million minimum.**
-  Purchasing additional insurance is the **responsibility of the different entities**
-  Event hosts and their board of Directors are held accountable.

MSPD and Visit Manitou Springs Collaboration

The Chief of Police has met with Visit Manitou Springs to establish what is necessary to continue holding events safely and what adequate sworn officer staffing looks like.



Additional Officers Needed

Larger events require more officers than MSPD can provide on its own; approximate costs for hiring additional officers approximately



Staffing Varies by Event

Each event is different and officer staffing needs will vary based on the type and scale



High-Risk Events

Events with alcohol served, large attendance, and smaller venues require a larger officer presence



Low-Risk Events

Low-risk events require fewer officers, allowing resources to be allocated efficiently

Industry Standards for **Event Staffing**

There is no single standard for event staffing — every city and agency approaches it differently, but acting in "Good Faith" is the priority.

- Research shows **no known true standard** for event staffing; each city handles events differently with available resources
- IACP and CACP have varying guidance; larger and smaller agencies differ on what constitutes adequate staffing
- Staffing is based on various risk factors.




Coffin Races Staffing Plan

The Emma Crawford Coffin Race is Manitou Springs' largest event, drawing 8,000-15,000 people, and requires a detailed staffing plan of 25 officers.


Crowd Size

 8,000 to 15,000 attendees, attracting varying groups

Risk Factors

 Costumes with covered face, alcohol availability, crowded sidewalks and streets making officer movement difficult

MSPD Contribution

 Up to 10 officers; remaining 15 must be hired from other agencies

Staffing Breakdown

25 Total Officers Recommended

10

MSPD Officers

15

External Hires


7

Road Closure Points


8

Two-Person Foot Patrol Teams

Event Risk Categories

Every event will be reviewed by MSPD and classified by risk level to determine the appropriate number of officers needed.

High Risk Events

- Alcohol served or available
- Large expected attendance
- Constrained venue space
- Event type requires additional officers

Low Risk Events

- No alcohol served
- Typically, smaller attendance
- Fewer officers needed

➤ Final staffing determination made by the Chief of Police or their designee

Funding Resources

- Fundraiser in June to help cover costs
- City and Visit Manitou Springs are looking at the budget to identify funds.
- Will report back to City Council when all costs and possible funding sources are identified.
- Approximate cost for Rangers \$80.00 an hour – minimum of 8 hours – total cost \$9600.00
- MSPD Cost is approximately \$4600.00

Sales Tax Reports 2023 – 2025 - September, October, and November

	September – Total (Amusement Bars and Restaurants)	October - Total (Amusement Bars and Restaurants)	November - Total (Amusement Bars and Restaurants)
2023	\$1,035,404 (\$111,275)	\$861,584 (\$77,827)	\$608,106 (\$52,156)
2024	\$964,549 (\$89,417)	\$800,580 (\$83,885)	\$708,626 (\$48,967)
2025	\$595,481 (\$81,732)	\$535,960 (\$81,890)	\$424,053 (\$56,267)

Questions