

AGENDA

CITY COUNCIL WORK SESSION

August 2, 2022

4:00 PM, City Council Chambers
427 Rio Grande Place
Aspen, CO 81611



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I. WORK SESSION

- I.A. Grant Consultant Report, Program Policy
- I.B. Council Goal Progress Presentation
- I.C. City Council Working Agreements and Effective Governance Discussion



MEMORANDUM

TO: Mayor and City Council

FROM: John Barker, Senior Strategy Consultant
Patrick Quick, Strategy & Innovation Director

THROUGH: Alissa Farrell, Administrative Services Director

CC: Ann Mullins, Grants Steering Committee Chairperson

MEMO DATE: July 11, 2022

MEETING DATE: August 2, 2022

RE: Grants Program Update & Consultant Report

REQUEST OF COUNCIL: Staff is requesting Aspen City Council feedback and direction on proposed grants program policy updates.

SUMMARY AND BACKGROUND: In 2022, staff implemented several changes to the city's grants program at the recommendation of an external consultant, Point b(e) Strategies, and the grants steering committee. After a thorough analysis of the city's grants programming, Point b(e) made several recommendations to align current processes with accepted best practices. Highlights of these changes included the expansion of volunteer involvement from three members to seventeen and a shift to a more transparent review process, among other improvements.

To assess the impact of these modifications, and identify opportunities for continuous improvement, the city retained Point b(e) Strategies to conduct an after-action review (AAR) with a broad range of stakeholders involved in city grants, including volunteer reviewers and grantees. Point b(e) conducted this outreach via surveys designed in conjunction with staff and one-on-one interviews. All review committee members and 2022 grant applicants were invited to participate.

The policy updates discussed in this memo are rooted in both the after-action report provided by Point b(e) and from the grants steering committee regarding policies outside the scope of the after-action report. Point B(e) received 38 survey responses from grantee organizations and conducted six follow-up interviews for a response rate of 43%. They received six survey responses and seven interviews with members of the volunteer review committee for a response rate of 40%. While opportunities for change and continuous improvement are detailed further below, it is important to highlight that both the volunteer review committee and grantees welcomed most of the changes that have been made to the program thus far—particularly improvements to process, transparency, trainings, and timelines.

These policy and program updates apply to the historical grants divisions of Health & Human Services (HHS), Community Non-Profit (CMP), Arts & Culture (A&C), and In-Kind. The new divisions approved by Council within the Arts & Culture program, the Aspen Artist Fellowship and Asset & Acquisition Assistance division, are in the initial stages of development and are not included in the scope of this memo, unless specifically mentioned.

DISCUSSION:

Policy and Program Updates:

1. Multiple Application Tiers

In 2022, staff created two tiers of review matrixes for volunteer review committees to assess applications. One matrix was for applications requesting \$5,000 or less and the other for all larger applications. The intent of these matrixes was to acknowledge the limited resources of small organizations, (e.g., no grant writer on staff), through the application process. While the concept had merit, the actual use of two separate matrixes for the review committees was confusing. Additionally, the lack of separate applications did not give staff or review committees the opportunity to ask questions that recognize the difference in scope of applications requesting disparate funding amounts.

Staff proposes to build on this approach for 2023 by introducing three separate application tiers that align application requirements and review criteria with the amount of money being requested. The recommended application tiers are:

- Small Requests: \$10,000 or less
- Medium Requests: \$10,001-\$40,000
- Large Requests: More than \$40,000

Small requests will have a comparatively shorter application, with less stringent financial and outcome reporting requirements than large requests. All applications will meet best practice standards to ensure that any granted funds are appropriately utilized. Additionally, organizations requesting \$2,500 will not be subject to the same review criteria and expectations as organizations requesting \$100,000. Examples of the kinds of differences to expect within the application tiers include but are not limited to more detailed budget and implementation plans for organizations submitting medium and large requests, and the requirement of professional financial audits for organizations submitting large requests.

2. In-Kind Applications

The City's grant program has a long history of support for local non-profit organizations not only through cash grants, but also through the subsidized or complimentary use of City facilities such as the Aspen Recreation Center, Aspen Golf Course, and Wheeler Opera House. In 2022, the city awarded more than \$183,000 in in-kind support, a significant rise over previous years. This increase in support has presented difficulties for

impacted city departments as they work to accommodate their mandates to provide facilities for public use while also accommodating the increasing requests from the grants program. Additionally, in-kind grants have various fiscal implications for the city since these awards typically represent the donation of a direct expense such as labor or require foregoing an incoming-generating opportunity, such as a facility rental, to accommodate the grantee.

The in-kind support division has not undergone the same level of review as the cash support divisions in recent years. However, it is expected that policy improvements will be necessary in 2023 to align the program with best practices to ensure long-term program sustainability. In-kind program enhancements are recommended to be incrementally introduced and may include improvements such as a similar competitive review process seen by cash requests. These changes would be balanced with an awareness that several organizations rely upon subsidized use of City facilities to provide affordable rates.

3. Impact & Outcome Reports

A common suggestion from volunteer review committee members in 2022 is that they would like more information about the historic performance of grantee organizations as well as increased insight into operations of applicant organizations.

The completion of an impact & outcome report, defining outcomes of the grant, budget details, and more, is recommended to be required for organizations that received a grant in a previous year to reapply for funding. The requirements of the impact & outcome report will vary based on the amount of funding granted per the application tiers discussed above. These reports would provide accountability for grantee organizations, provide essential data on the community benefits of the grants program, and further information to assist review committees with their application assessment.

4. Grantee and Review Committee Training

In 2022, the city introduced training sessions for both potential grantees and review committee members. Due to office closures related to Covid, these were fewer in frequency than planned and completely virtual which diminished the effectiveness of these trainings. With the addition of the full-time Grants Coordinator, staff now has the capacity to expand these trainings and make them relevant for all types of grantees. Moreover, staff plan to conduct grant-writing workshops for organizations less familiar with the process as well as offer workshops specific to the amount of funds being requested. These in-depth trainings will be complemented by a short refresher session for organizations that do not need or want to attend a longer event.

Specific training will also be offered for review committee members so that they have a clearer understanding of the criteria and tools available to them to review each application consistently and fairly. Staff will also coordinate with volunteer review committees to

provide constructive and clear feedback for each grantee in a review statement that summarizes the strengths and areas for improvement in each grant application. This will further boost the transparency and equitability of the program by providing improvement opportunities for all, ultimately leading to stronger applications from all applicants in future years.

Policy & Program Questions:

1. Multi-Year Grants:

Overview: In 2021, a pilot program was implemented that provided the opportunity for Health & Human Services grant applicants to request funding for up to two years instead of having to reapply for funding every year. The benefits of multi-year granting are well established and provide organizations stability to focus on long-term outcomes instead of short-term fundraising. 84% of applications in the HHS division in 2022 requested a two-year grant. However, the benefits of multi-year grant awards for grantee organizations is best balanced with the City's HHS division budget and with the Overall Grant Program Philosophy. The Community Non-Profit and Arts & Culture divisions have conditions that the grants steering committee believes mitigate the benefits of moving to multi-year grants for these divisions.

For the Community Non-Profit division, consistent demand for funding that far exceeds the available budget limits the utility of a multi-year program. Tying up funding for multiple years will impede the ability of the volunteer review committee to prioritize the most innovative and impactful applications that are submitted each year. Additionally, multi-year grants are challenging to account for in an environment where future-year budgets are uncertain.

Recommendation: The grants steering committee recommends that multi-year grants continue as an option at all request levels for the Health & Human Services division. For grants in the Arts & Culture and Community Non-Profit divisions that are \$10,000 or less, a two-year option is proposed. To protect against over-committing funding with larger awards, it is recommended that grants above \$10,000 be available on a single-year basis for these two divisions.

Alternatives: Council may choose to direct staff to allow multi-year granting for all the grant divisions without the suggested thresholds, suggest alternative thresholds, or not allow multi-year grants for any division.

2. Grant Request Cap

Overview: Historically, the overall Grants Program has had an informal maximum request amount of \$100,000 per application that was formalized for the 2022 cycle. The intent of this cap is to ensure that funding is available for more organizations to receive meaningful funding and to reduce the grant program's exposure if a single organization's grant has complications.

Recommendation: The grants steering committee recommends that the \$100,000 maximum request remain in place for all grant divisions.

Alternatives: Council may provide an alternative maximum request amount for each grant division or remove the cap on request amounts.

3. Geographic Location Priority

Overview: The Overall Grants Program Philosophy and Strategic Focus Areas highlight the importance of community impact, but do not define community, geographically. The Community Non-Profit, Health & Human Services, and Arts & Culture grant divisions have historically been open to all non-profits that serve Roaring Fork Valley residents from Aspen to Rifle. In the absence of specific direction from Council, the city's grants volunteer committees have operated with a belief that supporting organizations that benefit Aspen's broader community is the most effective way to ensure that funds have the most impact.

Staff has researched various methods to ensure that Aspen-based organizations are properly recognized for the important work they do as pillars of the Aspen community while balancing the grant program's history of lifting up organizations doing important work through the broader Roaring Fork Valley community. These ideas range from providing Aspen-based organizations with preference during the scoring and review process, restricting some grant divisions to Aspen-based applicants, to keeping eligibility open for all.

Each of these policies present opportunities and challenges. Restricting grants applications to only Aspen organizations, would present complex issues such as defining what it means to be Aspen-based. Another question for Council to consider is would Council like to provide preference to organizations providing services in Aspen, or to organizations that provide services to Aspen residents, regardless of location. Revisions to the grant application for the 2023 cycle will further clarify how Aspen residents will benefit from a grant application, regardless of organization location.

The new Aspen Artist Fellowship and Asset & Acquisition Assistance divisions presented to Council on July 5, 2022, do not present the same logistical challenges, and could more easily be refined to include restrictions on physical location.

Recommendation: The grants steering committee recommends that the traditional Community Non-Profit, Health & Human Services, and Arts & Culture divisions remain open to organizations that serve the broader Roaring Fork Valley community. For the new Aspen Artist Fellowship and Asset & Acquisition Assistance divisions, it is recommended to restrict these funds to be available only to organizations & residents located in the Aspen Urban Growth Boundary.

Alternatives: Council may choose to direct staff to give priority to organizations located in the City of Aspen, Aspen Urban Growth Boundary, or other criteria for all grant

divisions. Council may choose to provide preference to Aspen-based organizations as well.

Next Steps & Anticipated Timeline

August 2022	Long range planning for RETT funding and the applicable grants program budget amounts to be presented to Council by City Manager and Finance Director.
October 2022	Staff to host grant writing workshops and training sessions for interested applicants.
November 2022	Arts & Culture, Community Non-Profit, and Health & Human Services grant application window opens. Grant writing workshops and training sessions continue.
December 2022	Impact & Outcome Reports from 2022 grant cycle due.
January 2023	Arts & Culture, Community Non-Profit, and Health & Human Services grant application window closes.
March/April 2023	Arts & Culture, Community Non-Profit, and Health & Human Services grantees are selected, and funds distributed.
April 2023	Application window opens for Aspen Artist Fellowship and Asset & Acquisition Assistance divisions.

Questions for Council:

1. Do the proposed program updates and recommendations meet Council's goals for the grants program?

- a. **Multiple Application Tiers?**
- b. **In-Kind Application Changes?**
- c. **Impact & Outcome Reports?**
- d. **Improved Training & Communication**

2. Do the proposed policy changes meet Council's goals for the grants program?

- a. **Multi-Year Grants?**
- b. **Grant Request Cap?**
- c. **Geographic Location Priority?**

3. Would Council like to see additional program or policy changes not mentioned here?

ALTERNATIVES:

Council may choose to provide staff different direction on policy changes and priorities or propose additional alternatives than those discussed here.

FINANCIAL IMPACTS: There are no direct financial impacts associated with the updates and questions on grants policy work presented to Council in this memo.

ENVIRONMENTAL IMPACTS: None.

CITY MANAGER COMMENTS:

ATTACHMENT A – Grants Program Update & Consultant Report Presentation

ATTACHMENT B – 2021 and 2022 Grant Funding Awards



CITY OF ASPEN

Grants Program Update & Consultant Report

Patrick Quick, Strategy & Innovation Director
Alissa Farrell, Administrative Services Director

August 2, 2022

Point b(e) Introduction

- In 2021, Point b(e) issued recommendations to align the City of Aspen's Grants Program with best practices
- Improvements were implemented in the City's last grant cycle and Point b(e) then conducted an After-Action Review (AAR)
- **Zane Slacum**, Senior Catalyst, Point b(e) to present AAR results



Overview

- Goals of After-Action Review (AAR):
 - Identify impact of new policies and transparency tools
 - Identify areas for continuous, phased improvement
 - Gather relevant community input, specifically from grantees, non-profits, and volunteer committees
- Implement updates & changes which are aligned with Point b(e) recommendations



Survey Methodology

- Grantees
 - 38 Survey Responses
 - 43% Response Rate
 - Six Follow-Up Interviews
- Volunteer Review Committee
 - 6 Survey Responses
 - 40% Survey Response Rate
 - 7 Interviews
- Strong participation from both groups

Grant Program Strengths

- **Transparency**
 - Clear Review Criteria
 - Funding Decisions
- **Staff Support**
 - Clear Communication
 - Trainings
- **Policy Improvements**
 - Accommodating Timeline
 - Alignment With Best Practices
 - Fair & Open Process

Point B(e) Recommendations

1. Increase Equity

- Align Expectations with Funding Requests
 - Multiple Applications
 - Custom review criteria for each application
 - Multi-year funding opportunities
- Explore new ways to lower barriers to entry

Long Term Goals

- Diversify review committees to reflect population served
- Comprehensively support multiple languages

Point B(e) Recommendations

2. Increase Transparency

Feedback Loops

- Provide review committees clarity on the process and their role with funding decisions
- Ensure grantees receive clear feedback on ways to improve

In-Kind Program

- Create standalone application
- Create a “menu” of available in-kind services

Point B(e) Recommendations

3. Increase Clarity

Improve Trainings

- Provide diverse trainings relevant to each application
- Enhance review committee assessment tools

Review Criteria

- Provide review criteria unique to each application type

Program Updates

Inputs Used

- Point b(e) Report
- Direct Grantee and Review Committee Feedback
- Steering Committee Guidance

Goals

- Maximize Community Impact
- Alignment with Best Practices
- Continuous Improvement
- Listening and Adapting



Program Updates

Application Tiers

- Small Requests: \$10,000 or less
- Medium Requests: \$10,001-\$40,000
- Large Requests: More than \$40,000

In-Kind Applications

- Standalone Application
- Balance Impact on City & Grantee Support
- Establish Budget Procedures
- Create “Menu” of Available Offerings

Program Updates

Impact & Outcome Reports

- Required to reapply for funding
- Provides better data on community benefits
- Will be tailored to each application type

Training

- Tailored to each application type
- Includes grant writing workshops
- Provides review committees with new tools
- Constructive feedback for grantees



Policy Questions: Multi-Year Grants

Current Policy

- HHS Applicants Eligible for Two-Year Grants
- A&C and CNP Not Eligible for Two-Year Grants

Proposed Policy

- Requests \$10,000 & Under: All Applicants Eligible
- Requests over \$10,000: Only HHS Applicants

Benefits

- Balances long-term support of small organizations with budget planning
- Keeps funds available to support impactful ideas



Policy Questions: Max Request Cap

Current Policy:

- \$100,000 maximum request amount for all

Proposed Policy:

- No change

Benefits

- Impactful funding available for more organizations
- More applications can be funded at a higher percentage

Policy Questions: Location Priority

Current Policy:

- All organizations serving RFV eligible

Proposed Policy:

- Current policy remains for historic programs
- New programs restricted to residents/organizations within Aspen Urban Growth Boundary

Benefits

- Allows review committees to prioritize funding where it will have most impact
- Restricts funds for capital improvements closer to Aspen
- Stimulates growth & support of Aspen artist community



Discussion & Questions

Do the proposed program updates meet Council's goals for the grants program?

- a. Multiple Application Tiers?
- b. In-Kind Application Changes?
- c. Impact & Outcome Reports?
- d. Improved Training & Communication

Discussion & Questions

Do the proposed policy changes meet Council's goals for the grants program?

- a. Multi-Year Grants?
- b. Grant Request Cap?
- c. Geographic Location Priority?

Discussion & Questions

Would Council like to see additional program or policy changes not mentioned here?

2021 GRANT FUNDING

Wheeler Arts Grants	2021 Funding	2021 In-Kind Funding
Music Associates of Aspen (AMFS)	\$70,400.94	
Theatre Aspen	\$50,000.00	
Aspen Santa Fe Ballet	\$43,648.58	\$3,000.00
Aspen Art Museum	\$42,240.57	
Jazz Aspen Snowmass	\$33,792.45	
Aspen Film	\$28,160.38	\$4,500.00
Aspen Words (previously Aspen Writers Foundation)	\$21,120.28	\$2,500.00
Anderson Ranch Arts	\$14,080.19	
Theater Masters	\$11,264.15	
Aspen Community Theatre	\$8,448.11	
The Art Base (previously Wyly Community Arts Center)	\$8,448.11	
Rogue Repertory Company (Aspen Fringe Festival)	\$7,040.09	\$1,000.00
5Point Adventure Film	\$7,000.00	\$3,000.00
The Arts Campus at Willits	\$5,632.08	
Aspen Choral Society	\$5,000.00	\$3,000.00
Roaring Fork Music Society	\$4,224.06	
Aspen Chapel Gallery	\$3,000.00	
Aspen Dance Connection	\$2,500.00	
Roaring Fork Friends of the Theater (TRTC)	\$2,000.00	
The Aspen Institute (Arts Program)	\$2,000.00	

Community Nonprofit Arts Grants	2021 Funding	2021 In-Kind Funding
Access Roaring Fork (aka Access AfterSchool)	\$7,500.00	
Andy Zanca Youth Empowerment	\$2,000.00	
Aspen Cancer Conference	\$1,500.00	
Aspen Cycling Club	\$1,000.00	
Aspen Education Foundation	\$2,000.00	
Aspen Hall of Fame	\$2,500.00	
Aspen Historical Society	\$30,000.00	
Aspen Indigenous Foundation	\$2,000.00	
Aspen Institute	\$15,000.00	
Aspen Public Radio (KAJX)	\$100,000.00	
Aspen Rugby Foundation	\$1,000.00	
Aspen Valley Ski/Snowboard Club	\$66,000.00	
Aspen Youth Center	\$24,000.00	
Basalt Education Foundation	\$3,500.00	
Carbondale Community Access Radio	\$6,000.00	
Challenge Aspen	\$10,500.00	
Colorado Fourteeners Initiative	\$5,000.00	
Computers for Kids (aka Youthentity)	\$5,000.00	
Crested Butte Nordic Council	\$3,500.00	

English in Action	\$5,000.00	
Farm Collaborative (previously Aspen TREE)	\$4,000.00	
Forest Conservancy	\$4,500.00	
Friends of CAIC(Colorado Avalanche Info. Center)	\$2,000.00	
GrassRoots	\$85,000.00	
Huts for Vets	\$5,000.00	
Independence Pass Foundation	\$20,000.00	
Junior Achievement of the Roaring Fork Valley	\$2,000.00	
Pauline S. Schneegas Wildlife Foundation	\$2,000.00	
Project Graduation 2020	\$1,500.00	
Raising A Reader	\$3,000.00	
Roaring Fork Gay and Lesbian (aka AspenOUT)	\$5,000.00	
Roaring Fork Leadership	\$8,000.00	
Roaring Fork Valley Spellbinders (aka Storytellers)	\$2,000.00	
Science In Schools	\$2,450.00	
Shining Stars Foundation	\$8,000.00	
Sister Cities	\$8,000.00	
Summit 54	\$7,000.00	
Watershed Biodiversity Initiative	\$2,000.00	
Western Slope Veterans Coalition	\$5,000.00	
Wilderness Workshop	\$8,010.00	
Aspen Junior Hockey - Ice Time		\$40,000.00
Aspen Figure Skating Club - Ice Time		\$22,500.00
Aspen Swim Club - Pool Time		\$15,000.00
Revolutions Skating Club		\$15,000.00
Silver City Gymnastics		\$1,000.00

2021 Community Nonprofit Monetary Grants, Parks Fund	2021 Funding	2021 In-Kind Funding
Aspen Center for Environ Studies	\$ 16,000.00	
Roaring Fork Conservancy	\$ 8,000.00	
Roaring Fork Outdoor Volunteers	\$ 5,700.00	

Health and Human Services Grants	2021 Funding	2021 In-Kind Funding
Alpine Legal Services	\$5,500	
Aspen Family Connections	\$11,000	
Aspen Homeless Shelter	\$25,000	
Aspen Hope Center	\$6,600	
Bridging Bionics	\$2,750	
Buddy Program	\$11,000	
Casa of the Ninth	\$1,375	

Catholic Charities	\$4,125	
Community Health Services	\$31,350	
Family Resource Center	\$2,750	
Family Visitor Program	\$6,600	
Hospice of the Valley	\$13,750	
Lift-up	\$2,200	
Mtn Valley Development Services	\$5,500	
Pathfinders	\$2,750	
Planned Parenthood	\$1,650	
Response	\$9,350	
River Bridge Regional Center	\$2,750	
Smiling Goat Ranch	\$2,750	
Valley for Life for All	\$1,100	
Valley Settlement	\$5,500	
West Springs Hospital	\$6,600	
Windwalkers Equine Therapy Center	\$1,650	
YouthZone	\$5,500	
A Way Out	\$4,675	



2022 Grant Funding Awards

Arts & Culture Grant Funding Recommendations:

Organization	Funding Request	Final Funding Recommendation
5Point Film Festival	\$ 15,000.00	\$ 12,175.91
Anderson Ranch	\$ 13,543.75	\$ 11,647.60
Aspen Art Museum	\$ 75,000.00	\$ 53,337.31
Aspen Chapel Gallery	\$ 4,000.00	\$ 4,000.00
Aspen Choral Society	\$ 10,000.00	\$ 7,536.84
Aspen Community Theater	\$ 25,000.00	\$ 16,617.49
Aspen Dance Connection	\$ 4,000.00	\$ 3,475.73
Aspen Film	\$ 50,000.00	\$ 39,843.01
Aspen Fringe Festival	\$ 20,000.00	\$ 9,446.51
Aspen Indigenous Foundation	\$ 51,333.00	\$ 33,249.61
Aspen Music School	\$ 100,000.00	\$ 76,625.42
Aspen Santa Fe Ballet	\$ 85,000.00	\$ 68,514.96
Aspen Words	\$ 30,000.00	\$ 26,610.23
Bayer Center	\$ 40,000.00	\$ 30,285.73
Dance Aspen	\$ 50,000.00	\$ 8,542.26
High Country Sinfonia	\$ 2,000.00	\$ 2,000.00
Inspire Aspen Foundation	\$ 35,000.00	\$ 2,222.22
Jazz Aspen Snowmass	\$ 75,000.00	\$ 54,443.31
Roaring Fork Friends of the Theatre	\$ 15,000.00	\$ 8,553.81
Roaring Fork Music Society	\$ 5,000.00	\$ 5,000.00
Sarah Pletts Dance Theatre	\$ 12,000.00	\$ 2,222.22
Sopris Theatre	\$ 3,830.00	\$ 2,930.21
The Art Base	\$ 35,000.00	\$ 27,874.82
The Arts Campus at Willits	\$ 25,000.00	\$ 19,712.84
Theater Masters	\$ 15,000.00	\$ 10,649.37
Theatre Aspen	\$ 75,000.00	\$ 61,783.66



Community Non-Profit Grant Funding Recommendations:

Organization	Funding Request	Funding Recommendation
Access After School	\$ 15,000.00	\$ 10,816.32
Andy Zanca Youth Empowerment Program	\$ 2,500.00	\$ 2,041.67
Aspen Center For Environmental Studies*	\$ 20,000.00	\$ 16,665.48
Aspen Cycling Club	\$ 5,000.00	\$ 4,144.44
Aspen Hall of Fame	\$ 3,000.00	\$ 2,703.33
Aspen Historical Society	\$ 30,000.00	\$ 26,193.36
Aspen Institute	\$ 20,000.00	\$ 15,811.40
Aspen Journalism	\$ 30,000.00	\$ 19,322.06
Aspen Public Radio	\$ 100,000.00	\$ 86,900.73
Aspen Science Center	\$ 10,000.00	\$ 5,858.56
Aspen Sister Cities	\$ 10,000.00	\$ 6,996.84
Aspen Valley Ski & Snowboard Club	\$ 70,000.00	\$ 62,504.05
Aspen Youth Center	\$ 27,500.00	\$ 23,957.11
Basalt Education Foundation	\$ 8,000.00	\$ 4,686.40
Carbondale Community Access Radio	\$ 25,000.00	\$ 9,303.84
Challenge Aspen	\$ 15,000.00	\$ 11,542.63
Colorado Fourteeners Initiative	\$ 5,000.00	\$ 5,000.00
English in Action	\$ 6,000.00	\$ 4,789.84
Forest Conservancy	\$ 4,800.00	\$ 4,800.00
Friends of CAIC	\$ 10,000.00	\$ 6,275.60
GrassRoots	\$ 95,000.00	\$ 79,490.96
Independence Pass Foundation	\$ 20,000.00	\$ 17,439.85
Junior Achievement of the RFV	\$ 5,000.00	\$ 4,516.67
Pauline S Schneegas Wildlife Foundation	\$ 5,000.00	\$ 4,222.22
Project Graduation	\$ 1,500.00	\$ 1,500.00
Raising A Reader	\$ 10,000.00	\$ 7,114.76
Roaring Fork Conservancy*	\$ 10,000.00	\$ 7,996.90
Roaring Fork Leadership	\$ 10,000.00	\$ 6,504.27
Roaring Fork Outdoor Volunteer*	\$ 11,000.00	\$ 8,378.92
Roaring Fork Valley Storytellers	\$ 5,000.00	\$ 4,433.33
Science in Schools (Via Aspen Elementary)	\$ 2,450.00	\$ 1,945.25
Shining Stars Foundation	\$ 10,000.00	\$ 7,459.55
Summit 54	\$ 25,000.00	\$ 15,144.90
The Farm Collaborative	\$ 100,000.00	\$ 9,669.00
Wilderness Workshop	\$ 10,000.00	\$ 7,855.65
Youth Entity	\$ 10,000.00	\$ 6,684.11

*Funded in part by the Parks & Open Space Fund



Health & Human Services Grant Funding Recommendations:

Organization	Funding Request	Funding Recommendation	Funding Term (Years)
A Way Out	\$ 20,000.00	\$ 20,000.00	2
Alpine Legal Services	\$ 20,000.00	\$ 20,000.00	2
Aspen Family Connection	\$ 17,000.00	\$ 17,000.00	1
Aspen Hope Center	\$ 22,000.00	\$ 22,000.00	1
Aspen Strong	\$ 15,000.00	\$ 12,233.33	1
Bridging Bionics Foundation	\$ 5,000.00	\$ 5,000.00	2
Callie's Backyard	\$ 5,000.00	\$ 3,677.78	1
Casa of the Ninth	\$ 2,500.00	\$ 2,500.00	2
Catholic Charities	\$ 20,000.00	\$ 20,000.00	2
Community Health Services	\$ 55,000.00	\$ 55,000.00	1
Huts For Vets	\$ 5,000.00	\$ 5,000.00	1
LiftUp	\$ 10,000.00	\$ 10,000.00	2
MindSprings Foundation**	\$ 25,000.00	\$ 25,000.00	1
Mountain Valley Development Services	\$ 15,000.00	\$ 12,866.67	2
Pathfinders	\$ 10,000.00	\$ 10,000.00	2
Planned Parenthood of the Rocky Mountains	\$ 5,000.00	\$ 5,000.00	1
River Bridge Regional Center	\$ 2,750.00	\$ 2,750.00	2
Roaring Fork Gay & Lesbian Fund	\$ 5,000.00	\$ 4,355.56	1
Smiling Goat Ranch	\$ 5,000.00	\$ 5,000.00	2
The Buddy Program	\$ 20,000.00	\$ 20,000.00	2
The Meeting Place	\$ 4,000.00	\$ 3,511.11	1
Western Slope Veterans Coalition	\$ 8,000.00	\$ 6,737.78	1
Windwalkers	\$ 5,000.00	\$ 5,000.00	2
Youth Zone	\$ 10,000.00	\$ 10,000.00	2

*Due to the uncertainty in operations surrounding the Aspen Homeless Shelter, the organization is not currently recommended to receive an award. Should circumstances change, its \$25,000 award, or some portion thereof, may be released later.

**Supported via Pitkin County Mental Health & Substance Use IGA in addition to this grant recommendation.



In-Kind Grant Funding Recommendations:

Organization	In-Kind Request Amount	In-Kind Recommendation
5Point Film Festival	\$ 4,000.00	\$ 3,000.00
Aspen Art Museum	\$ 5,000.00	No Award
Aspen Choral Society	\$ 10,000.00	\$ 3,000.00
Aspen Film	\$ 10,000.00	\$ 4,500.00
Aspen Fringe Festival	\$ 10,000.00	\$ 4,500.00
Aspen Historical Society	\$ 3,500.00	\$ 3,500.00
Aspen Indigenous Foundation	\$ 5,807.00	\$ 4,500.00
Aspen Junior Hockey	\$ 45,000.00	\$ 41,200.00
Aspen Mother Puckers	\$ 7,968.00	\$ 2,656.00
Aspen Santa Fe Ballet	\$ 3,100.00	\$ 3,000.00
Aspen Skating Club	\$ 25,000.00	\$ 23,175.00
Aspen Swim Club	\$ 20,000.00	\$ 17,100.00
Aspen Words	\$ 2,500.00	\$ 2,500.00
Aspen Youth Center	\$ 25,000.00	\$ 25,000.00
Huts For Vets	\$ 10,000.00	\$ 10,000.00
Jazz Aspen Snowmass	\$ 6,000.00	\$ 4,500.00
Revolutions Skating Club	\$ 15,000.00	\$ 15,000.00
Roaring Fork Gay & Lesbian Fund	\$ 15,000.00	\$ 15,000.00
Sopris Theatre	\$ 1,170.00	\$ 1,000.00



MEMORANDUM

TO: Mayor and City Council

FROM: Sara Ott, City Manager

MEMO DATE: Friday, June 22, 2022

MEETING DATE: Tuesday, August 02, 2022

RE: 2022 Council Goals Progress Presentation

REQUEST OF COUNCIL:

On July 20, 2021, the Aspen City Council met and participated in its goal setting retreat. At that retreat Council developed 'Council Critical Goals' in which they requested staff to focus efforts and resources on. This evening Council will be updated on the progress and status of the goals by the goal leaders.

SUMMARY AND BACKGROUND:

Council Critical Goals are:

1. Increase number of Affordable Housing Units: In order to deliver an affordable housing

system that is high quality, sustainable, and results in a lived-in community, Council will continue to evaluate, identify opportunities, plan, partner, facilitate, and leverage existing and new resources to invest in the development and maintenance of affordable housing. This will be accomplished through:

- a. Convening a City Housing Retreat;
- b. Creating an affordable housing strategic plan;
- c. Completing Council directed affordable housing development projects;
- d. Continuing to seek additional affordable housing development opportunities;
- e. Leveraging and amending regulations and policies in support of affordable housing;
- f. Supporting continuous improvement with the APCHA program, including ensuring adequate resources;

2. Increase the number of available childcare spaces

This will be accomplished through:

- a. Plan, design to repurpose or build new buildings to add physical capacity to increase available childcare space.
- b. Increase the recruitment and retention of qualified early childhood teachers
- c. Generate funding to support the development of new childcare spaces

3. Reduce Aspen's Greenhouse Gas emissions: Take meaningful action and provide leadership in reducing the Aspen community's contribution to greenhouse gas emissions by the amount which is scientifically proven to limit global temperature change.

This will be accomplished through:

- a. Maximizing efficiency and minimizing carbon emissions in all of Aspen's emissions inventory sectors including: Waste Reduction and Diversion, Transportation, and the Built Environment
- b. Leading climate policy and legislative efforts at local, regional, national, and global scales

This evening's presentations will follow the above outline.

The Council Goals Scorecards are a supplement for the Council showing progress and accomplishments for each goal, as well as next steps with an anticipated completion date.

DISCUSSION:

The intention of this presentation is to inform Council on the progress and status of Council Critical Goals, to show where we started, how far we've moved the needle, and where we are going together.

CITY MANAGER COMMENTS:

ATTACHMENTS:

- Exhibit A – Council Goals Scorecards PDF
- Exhibit B – Goal 1.c. Memo & Update Presentation
- Exhibit C – Goal 1.e. Memo & Update Presentation
- Exhibit D – Goal 1.f. Memo & Update Presentation
- Exhibit E – Goal 2.a.b.c. Memo & Update Presentation
- Exhibit F – Goal 3.a.b. Memo & Update Presentation

2022 Council Goals Update - Scorecards

Council Critical Goals are:

1. Increase number of Affordable Housing Units: In order to deliver an affordable housing system that is high quality, sustainable, and results in a lived-in community, Council will continue to evaluate, identify opportunities, plan, partner, facilitate, and leverage existing and new resources to invest in the development and maintenance of affordable housing.

This will be accomplished through:

- a. Convening a City Housing Retreat;
- b. Creating an affordable housing strategic plan;
- c. Completing Council directed affordable housing development projects;
- d. Continuing to seek additional affordable housing development opportunities;
- e. Leveraging and amending regulations and policies in support of affordable housing;
- f. Supporting continuous improvement with the APCA program, including ensuring adequate resources;

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- a. Maximizing efficiency and minimizing carbon emissions in all of Aspen's emissions inventory sectors including: Waste Reduction and Diversion, Transportation, and the Built Environment
- b. Leading climate policy and legislative efforts at local, regional, national, and global scales

2022 Council Goals Update – Goals 1.a.b.

1. Increase number of Affordable Housing Units: In order to deliver an affordable housing system that is high quality, sustainable, and results in a lived-in community, Council will continue to evaluate, identify opportunities, plan, partner, facilitate, and leverage existing and new resources to invest in the development and maintenance of affordable housing.

This will be accomplished through:

- a. **Convening a City Housing Retreat;**
- b. **Creating an affordable housing strategic plan;**

Status	Goals and Objectives	Lead(s)	Accomplishments to Present	Next Steps	Expected Completion
Complete	Convening a City Housing Retreat	Diane Foster	City Council's Housing Summit was held December 6 & 7, 2021		
Complete	Creating an affordable housing strategic plan	Diane Foster	On April 26, 2022, City Council Adopted the 2022-2026 Affordable Housing Strategic Plan guide the actions of City Council and the City Administration creating new affordable housing.		

2022 Council Goals Update – Goal 1.c.

1. Increase number of Affordable Housing Units: In order to deliver an affordable housing system that is high quality, sustainable, and results in a lived-in community, Council will continue to evaluate, identify opportunities, plan, partner, facilitate, and leverage existing and new resources to invest in the development and maintenance of affordable housing. This will be accomplished through:

c. Completing Council directed affordable housing development projects;

Status	Goals and Objectives	Lead(s)	Accomplishments (July 2021 – Present)	Next Steps (Q3 2022-Q2 2023)	Expected Completion
In Progress	Burlingame Ranch Phase 3 housing development	Chris E	Construction is 75% complete	Units are expected to be ready for sale in 2023	79 ownership units available 2023
In Progress	Lumberyard housing development	Chris E	100% schematic design	Land use public hearing approval process	2026-2027 Building 1 - 104 Rental Units 2028-2029 Building 2 - 91 Rental Units 2030-2031 Building 3 - 82 Ownership Units

2022 Council Goals Update – Goal 1.d.

1. Increase number of Affordable Housing Units: In order to deliver an affordable housing system that is high quality, sustainable, and results in a lived-in community, Council will continue to evaluate, identify opportunities, plan, partner, facilitate, and leverage existing and new resources to invest in the development and maintenance of affordable housing.

This will be accomplished through:

d. Continuing to seek additional affordable housing development opportunities

Status	Goals and Objectives	Lead(s)	Accomplishments to Present	Next Steps	Expected Completion
In Progress	Convert Old Mountain Rescue property to affordable housing use.	Scott Miller, Jennifer Phalen, Rob Schober	Received direction from Council to convert this property to affordable housing.	Study current zoning and development options for property, present to Council.	Present options to Council Third Quarter of 2022
In Progress	Purchase existing units to add to city's affordable housing inventory.	Scott Miller, Rob Schober Angie Sprang	Purchase of 2 affordable employee housing units from the 505 fund, both units closed in July.	Staff to work with Council on potential purchase of Burlingame III affordable employee housing units, and necessary updates to newly acquired SMV affordable employee housing unit.	Second Quarter of 2023
In Progress	Search currently listed real estate for purchase and/or development opportunities.	Scott Miller, Rob Schober Angie Sprang	Meet regularly with city's real estate broker to seek potential purchase opportunities.	Continue to seek opportunities and present to City Manager and Council any purchases that fit criteria.	Ongoing

2022 Council Goals Update – 1.e.

1. Increase number of Affordable Housing Units: In order to deliver an affordable housing system that is high quality, sustainable, and results in a lived-in community, Council will continue to evaluate, identify opportunities, plan, partner, facilitate, and leverage existing and new resources to invest in the development and maintenance of affordable housing. This will be accomplished through:

e. **Leveraging and amending regulations and policies in support of affordable housing; and**

Status	Goals and Objectives	Lead(s)	Accomplishments to Present	Next Steps	Expected Completion
Complete	Update the Fee-In-Lieu rate		FIL rate updated via Ordinance 14 Series 2022		
Complete	Update the AH Credits Program		Credits program amendment to permit AH by right via Ordinance 13 Series 2022		
Complete	Increase incentives for AH development in the LUC		Zoning standards amendment to permit AH by right via Ordinance 13 Series 2022		
Complete	Update AH Employee generation/mitigation rates		2015 study updated in 2022; new rates adopted via Ordinance 13 Series 2022		
In Progress	Amend the multi-family replacement standards in the LUC		Consultant review of code sections completed; policy and regulatory changes proposed by consultants	Future Council direction required in 2023	

2022 Council Goals Update – Goal 1.f.

1. Increase number of Affordable Housing Units: In order to deliver an affordable housing system that is high quality, sustainable, and results in a lived-in community, Council will continue to evaluate, identify opportunities, plan, partner, facilitate, and leverage existing and new resources to invest in the development and maintenance of affordable housing. This will be accomplished through:

f. Supporting continuous improvement with the APCHA program, including ensuring adequate resources.

Status	Goals and Objectives	Lead(s)	Accomplishments to Present	Next Steps	Expected Completion
In Progress	Voluntary Rightsizing	Matthew Gillen	Survey to all APCHA residents	Policy Discussion Decision by APCHA board	2023
Completed/ Ongoing	Improve APCHA sustainability	Matthew Gillen	Improve seller standards Seller home inspections	Enforce seller standards	Ongoing
Compliance	Improve Compliance: 1. Build trust in APCHA 2. Free up misused units	APCHA	High profile compliance Hearing officer	Budget request Publicize results New rental focus	Ongoing
Communication	Improve communication: 1. Sell the APCHA story 2. Receive feedback 3. Spanish	APCHA	Facebook live monthly Bilingual newsletter Community outreach	Education topics: 1. Deed restrictions 2. Community 3. Compliance	Ongoing

2022 Council Goals Update – Goal 1.f.

1. Increase number of Affordable Housing Units: In order to deliver an affordable housing system that is high quality, sustainable, and results in a lived-in community, Council will continue to evaluate, identify opportunities, plan, partner, facilitate, and leverage existing and new resources to invest in the development and maintenance of affordable housing. This will be accomplished through:

f. Supporting continuous improvement with the APCA program, including ensuring adequate resources.

Status	Goals and Objectives	Lead(s)	Accomplishments to Present	Next Steps	Expected Completion
In Progress	Burlingame Ranch Phase 3 housing development	Chris E	Construction is 75% complete	Units are expected to be ready for sale in 2023	79 ownership units available 2023
In Progress	Lumberyard housing development	Chris E	100% schematic design	Land use public hearing approval process	2026-2027 Building 1 - 104 Rental Units 2028-2029 Building 2 - 91 Rental Units 2030-2031 Building 3 - 82 Ownership Units

2022 Council Goals Update – Goal 2.a.

2. Increase the number of available childcare spaces

This will be accomplished through:

a. Plan, design to repurpose or build new buildings to add physical capacity to increase available childcare space.

Status	Goals and Objectives	Lead(s)	Accomplishments to Present	Next Steps	Expected Completion
In Progress	Plan, design to repurpose or build new buildings to add physical capacity to increase available childcare space	Shirley Ritter Jennifer Phelan	Completed activities include: site selection, RFP, design contract, Design Advisory Group mtgs, nearing selection of one conceptual design	Aug 16th Council presentation to provide direction on conceptual design & develop schematic plans.	Fall - Schematic presentation and determine direction for the project
			Yellow Brick Building RFP, working with the one qualified bidder.	Have an agreed upon lease signed, get the new program licensed and ready to open for children.	Fall - Winter 2022 to include full enrollment and staffing
			CMC infant room completed, working with the prospective operator and with licensing.	Have an agreed upon lease signed, get the new program licensed and ready to open for children.	Fall - Winter 2022 to include full enrollment and staffing

2022 Council Goals Update – Goals 2.b.

2. Increase the number of available childcare spaces

This will be accomplished through:

b. Increase the recruitment and retention of qualified early childhood teachers

Status	Goals and Objectives	Lead(s)	Accomplishments to Present	Next Steps	Expected Completion
In Progress	Increase the recruitment & retention of qualified early childhood teachers	Shirley Ritter Nancy Nichols	VIP award to current staff, paid to qualified early childhood staff.	\$38,000 paid to 43 early childhood staff for the first 6 months 2022.	We will award these funds to qualified staff again in early December 2022.
			Kids First Intern, first person in this role successfully completed the requirements and took a teacher position in a local childcare program.	We are recruiting for the next intern and plan to repeat the process.	The intern is a termed position for up to one year, we will repeat as often as we can in order to help provide qualified staff to the childcare programs.
			Kids First has offered professional development funding to every licensed childcare program, has offered LENA programming to infant and toddler classrooms, and has worked with the Aspen School District to fund early literacy training and assessment in the preschool classrooms.	Kids First will provide coaching to support the teachers using these new techniques and skills with the children in the classroom.	This will be an annual program. Kids First will collect data to show improved skills and teacher retention each year.

2022 Council Goals Update – Goals 2.c.

2. Increase the number of available childcare spaces

This will be accomplished through:

c. Generate funding to support the development of new childcare spaces

Status	Goals and Objectives	Lead(s)	Accomplishments to Present	Next Steps	Expected Completion
In Progress	Generate funding to support the development of new childcare spaces	Shirley Ritter CMO	Kids First participated in the Employer Design Lab early in 2022. We wrote a grant application for employer sponsored childcare, but were not funded since our project would not be complete by their deadline in early 2024.	We will have a community meeting with potential partners in August, and have begun to work with a consultant whose work is capital campaigns.	This is a long term goal to support the Burlingame childcare center and will continue well into 2024.
			Kids First staff participates in regional efforts including the Basalt Early Childhood Coalition, the Rocky Mountain Early Childhood Council, and the Confluence Early Childhood Coalition - who are working on a regional taxing district.	Kids First staff will bring more information to city council on these regional efforts and impacts.	These are long-term efforts that we participate in regularly, but that will continue to build on relationships and shared funding.

2022 Council Goals Update – Goal 3.a.b.

3. Reduce Aspen’s Greenhouse Gas emissions: Take meaningful action and provide leadership in reducing the Aspen community’s contribution to greenhouse gas emissions by the amount which is scientifically proven to limit global temperature change.

This will be accomplished through:

a. Maximizing efficiency and minimizing carbon emissions in all of Aspen’s emissions inventory sectors including: Waste Reduction and Diversion, Transportation, and the Built Environment

b. Leading climate policy and legislative efforts at local, regional, national, and global scales

Status	Goals and Objectives	Lead(s)	Accomplishments to Present	Next Steps	Expected Completion
In Progress	Building Energy Use	Tessa Schreiner, Clare McLaughlin, Ben Anderson, Garrett Larimer	In April 2022, City Council passed the Building IQ ordinance, requiring energy and water benchmarking for City-owned, commercial, and multi-family buildings over a certain square footage and a building performance standard to be developed by October 2023. In June 2022, as a part of the moratorium process, City Council passed ordinances establishing residential demolition and redevelopment standards, requiring enhanced building and energy performance as a test case for eventual adoption in the building and energy codes, and requiring energy and water benchmarking for residential projects that have that have triggered the Demolition threshold.	Implementing the benchmarking phase of the Building IQ ordinance and developing the building performance standard phase. Fully adopting building and energy codes in Fall 2022. Implementing the action items in Ordinance 13.	June 2023

2022 Council Goals Update – Goal 3.a.b.

3. Reduce Aspen’s Greenhouse Gas emissions: Take meaningful action and provide leadership in reducing the Aspen community’s contribution to greenhouse gas emissions by the amount which is scientifically proven to limit global temperature change.

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Status	Goals and Objectives	Lead(s)	Accomplishments to Present	Next Steps	Expected Completion
In Progress	Waste Reduction	Tessa Schreiner, Ainsley Brosnan-Smith, Garrett Larimer	At the February 2022 Work Session with City Council on Organics diversion, Council directed staff to develop an ordinance prohibiting organics from the landfill. Staff began drafting the ordinance and soliciting feedback from key stakeholders. In June 2022, Council passed Ordinance 14, which included requirements for certain residential developments to report on embodied carbon, report to Green Halo, and divert 35% of construction waste. In July 2022, staff began piloting a compost drop-off center at the Rio Grande Recycling Center.	Finalize the updates to the waste ordinance, including a rolled-out prohibition to putting organics in the landfill and bring to City Council for consideration and adoption. Present on construction and demolition (C&D) updates to City Council in a Work Session. Continue working on the Construction Mitigation Plan (CMP) waste diversion standards. Continue working on a plan to improve the City of Aspen organization's diversion rate.	February 2023

2022 Council Goals Update – Goal 3.a.b.

3. Reduce Aspen’s Greenhouse Gas emissions: Take meaningful action and provide leadership in reducing the Aspen community’s contribution to greenhouse gas emissions by the amount which is scientifically proven to limit global temperature change.

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Status	Goals and Objectives	Lead(s)	Accomplishments to Present	Next Steps	Expected Completion
In Progress	Fleet Electrification	Tessa Schreiner, Tim Karfs	As of August 2022, the City of Aspen now has 13 electric vehicles in its fleet with APD's purchase of five Teslas this year. In May 2022, Council directed staff to develop an internal fleet electrification plan; a roadmap and process for strategically transitioning the City of Aspen's fleet to electric and zero emissions. In July 2022, the City of Aspen became a GoEV City, joining a cohort of forward-thinking communities in Colorado dedicated to electrifying their fleets to reach a zero emissions goal by 2050. Since fall 2021, the City has installed two new DC fast chargers at City Hall and Galena St. Following the EV Masterplan adopted by City Council, the City has created a timeline to begin charging for electric vehicle charging stations beginning in August 2022.	Finalize the internal fleet electrification plan and bring to Council for consideration and adoption. Continue to install chargers in public spaces and right-of-ways in accordance with the EV Public Charging Masterplan. Staff will work with Aspen Electric and the Finance Department to establish policy and rates for electric vehicle charging at Level 2 stations.	TBD



2022 Council Goals Update – Goal 3.a.b.

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Status	Goals and Objectives	Lead(s)	Accomplishments to Present	Next Steps	Expected Completion
In Progress	Long-range Planning	CJ Oliver, Tessa Schreiner	In January 2022, staff completed the 2020 greenhouse gas emissions inventory for the community and the city as an organization. In summer 2022, staff began working on a technical update to the City of Aspen's Climate Action Plan. This update incorporates actions for all sectors including Transportation, Waste Reduction, Renewable Energy, and Buildings and provides a pathway to achieve 63% GHG reductions by 2030 and zero carbon by 2050. This long-range plan will be centered in equitable community engagement principles.	Work with the Climate team's Equity and Community Engagement Fellow on conducting community listening sessions. Incorporate the findings of these listening sessions into the technical update of the Climate Action Plan and bring to Council for consideration and adoption in spring 2023.	Spring 2023

2022 Council Goals Update – Goal 3.a.b.

3. Reduce Aspen’s Greenhouse Gas emissions: Take meaningful action and provide leadership in reducing the Aspen community’s contribution to greenhouse gas emissions by the amount which is scientifically proven to limit global temperature change.

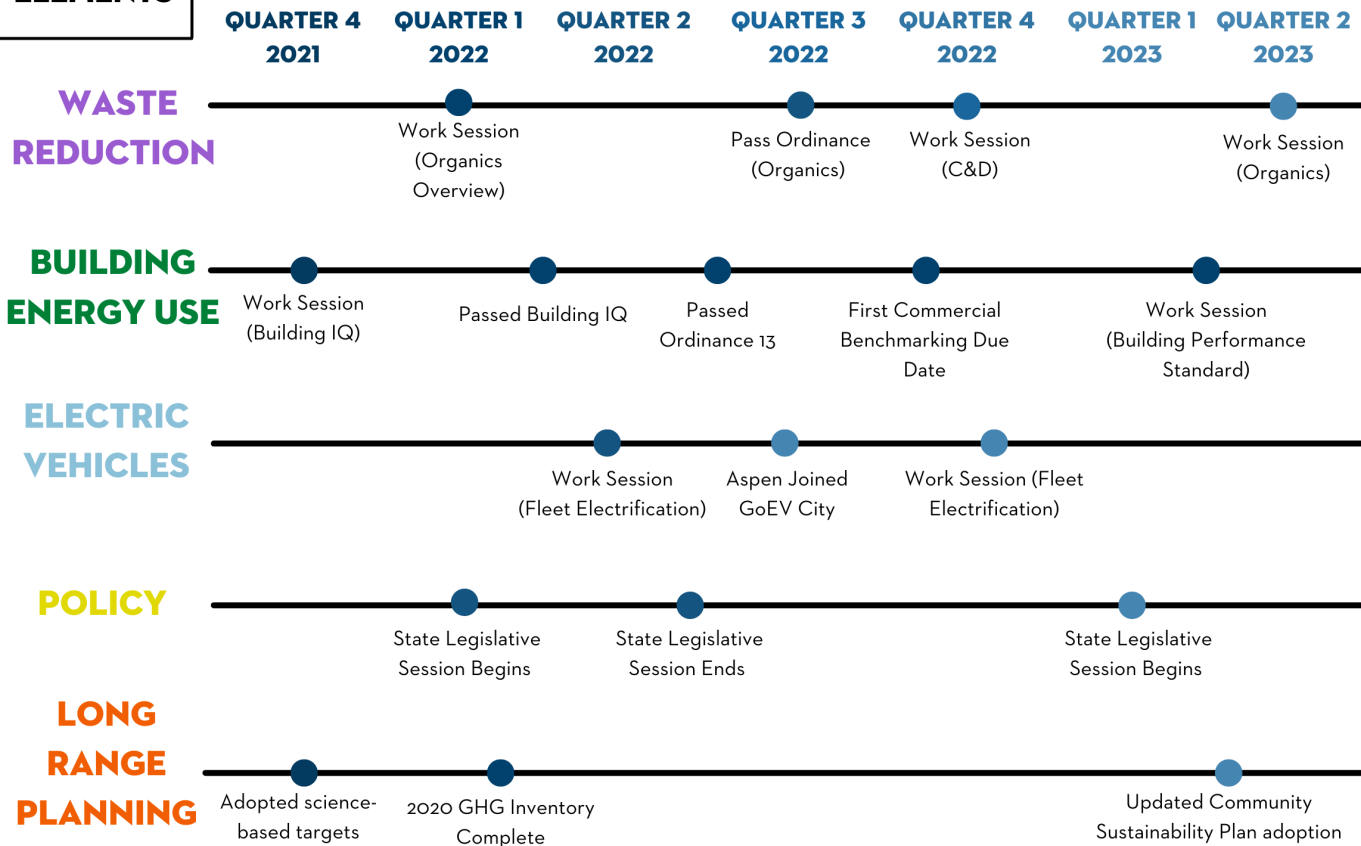
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Status	Goals and Objectives	Lead(s)	Accomplishments to Present	Next Steps	Expected Completion
In Progress	Policy	Tim Karfs	In addition to programs and policy-making at the local level, staff are engaged in and actively influencing climate and environmental policy that is in alignment with Council goals at the state and federal level. In November 2021, the City of Aspen signed on to Race to Zero through ICLEI - Local Governments for Sustainability. By joining, Aspen has committed to reducing its fair share of emissions by 63% by 2030 and 100% by 2050 (using 2017 as a baseline year) - these are Aspen's new science-based targets for community emissions reduction. This state legislative session which convened on January 12 and ended on May 11 saw the passing of HB-1355 producer responsibility legislation, HB-1362 updates to the statewide energy code, and HB-1244 which will improve how the state tackles hazardous air pollutants. At the federal level, Council advocated for more protections for Bureau of Land Management Lands as part of the administration's America the Beautiful Initiative. In July 2022, City Council signed a resolution for Aspen to join GoEV City, a coalition of Colorado cities and counties committed to reaching 100% electric and zero emission vehicles by 2050.	In the interim between state legislative sessions which will start back up in January 2023, staff will work continue to work with partner organizations to find opportunities to support and advance pro climate and environment solutions at the federal level.	Ongoing

**CARBON
GOAL
ELEMENTS**

COUNCIL CARBON GOAL: TIMELINE





MEMORANDUM

TO: Mayor and City Council

FROM: Chris Everson, Affordable Housing Development Project Manager

THROUGH: Rob Schober, Capital Asset Director

MEMO DATE: 07/22/2022

MEETING DATE: 08/02/2022

RE: 2022 Council Goals Progress Presentation – Goal 1.c.
Affordable Housing Developments

REQUEST OF COUNCIL: Information only

BACKGROUND: Goals were adopted by Council. Update is discussed below.

DISCUSSION: One of Council's critical adopted goals is:

1. Increase number of Affordable Housing Units: In order to deliver an affordable housing system that is high quality, sustainable, and results in a lived-in community, Council will continue to evaluate, identify opportunities, plan, partner, facilitate, and leverage existing and new resources to invest in the development and maintenance of affordable housing. This will be accomplished through:

- a. Convening a City Housing Retreat;
- b. Creating an affordable housing strategic plan;
- c. Completing Council directed affordable housing development projects;
- d. Continuing to seek additional affordable housing development opportunities;
- e. Leveraging and amending regulations and policies in support of affordable housing; and
- f. Supporting continuous improvement with the APCHA program, including ensuring adequate resources.

Update item 1C: Completing Council directed affordable housing development projects;

- Construction of Burlingame Ranch Phase 3 is approximately 75% complete. A total of 79 new APCHA deed restricted units will be ready for sale in 2023. Sales schedule is TBD.
- The design of the Lumberyard project has reached the 100% Schematic Design (SD) milestone, with 277 units and 467 bedrooms. The development application is currently being drafted based on the 100% SD design, and the land use public hearing approval process is expected to occur beginning 4Q2022 and potentially into 2Q2023.

The implementation is planned to be phased, with the City beginning demolition, access, utilities and infrastructure work starting in 2024. Phases of vertical implementation are

expected to be accomplished through public private partnerships, which will be sought while infrastructure is being put in place. Financial planning for the implementation is ongoing and may require a public vote on debt financing prior to the start of any vertical implementation phases.

FINANCIAL/BUDGET IMPACTS: TBD

ENVIRONMENTAL IMPACTS:

ALTERNATIVES:

RECOMMENDATIONS:

CITY MANAGER COMMENTS: _____

ATTACHMENTS:

2022 Council Goals Update – Goal 1.c.

1. Increase number of Affordable Housing Units: In order to deliver an affordable housing system that is high quality, sustainable, and results in a lived-in community, Council will continue to evaluate, identify opportunities, plan, partner, facilitate, and leverage existing and new resources to invest in the development and maintenance of affordable housing. This will be accomplished through:

c. Completing Council directed affordable housing development projects;

Status	Goals and Objectives	Lead(s)	Accomplishments (July 2021 – Present)	Next Steps (Q3 2022-Q2 2023)	Expected Completion
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In Progress	Lumberyard housing development	Chris E	100% schematic design	Land use public hearing approval process	2026-2027 Building 1 - 104 Rental Units 2028-2029 Building 2 - 91 Rental Units 2030-2031 Building 3 - 82 Ownership Units



MEMORANDUM

TO: Mayor Torre and Aspen City Council

FROM: Phillip Supino, Community Development Director
Ben Anderson, Principal Long-Range Planner

MEMO DATE: 07/22/2022

MEETING DATE: 08/02/2022

RE: 2022 Council Goals Progress Presentation – Goal 1.e.
Affordable Housing; Community Development

REQUEST OF COUNCIL: Council is asked to evaluate our collective progress towards increasing the number of Affordable Housing Units. Affordable Housing was identified as one of Council's Critical Goals for 2022. Community Development shares participation in this goal with APCA and Capital Asset, whose information is presented separately.

SUMMARY AND BACKGROUND: Following Council's 2021 Retreat and the identification and definition of the affordable housing goal, Community Development staff have worked to identify opportunities within the Land Use Code to further Council's Goal. The declaration of the Moratorium in December of 2021 gave urgency to the timing of this work and staff has worked over the last several months to bring the moratorium to a conclusion through the adoption of several important improvements to the code in the facilitation of affordable housing development.

Community Development's work toward this goal in the last year:

Spring of 2021

- Completion of a new Fee-in-lieu calculation and update methodology
- Improvements to the Affordable Housing Credits Program
- Removal of the incentives for Lodge Development that had reduced AH mitigation requirements.
- Improvements and clarity to the Multi-Family Replacement regulations.

In this series of four Ordinances passed in May of 2021, Council adopted several changes to respond to issues within affordable housing mitigation requirements and the AH credits program. Perhaps most importantly, a new methodology for the calculation of Fee-in-Lieu was implemented that included actual land and construction costs for both public and private sector affordable housing development.

Fall of 2021

- ComDev staff contributed to the planning and facilitation of the Council Retreat, the Housing Retreat, and the development of the Affordable Housing Strategic Plan.
- ComDev continued to work with Council related to concerns within the Growth Management Quota System and affordable housing mitigation requirements.
- Staff presented Ord. #24, Series of 2021 to amend aspects of the LUC related to the calculation of affordable housing mitigation. Council tabled that ordinance in November, 2021.

Winter, Spring and Summer of 2022

Following the declaration of the moratorium, staff worked with Council, our consultant team, and the community in arriving at the passage of Ordinances #13 and #14 of 2022 on June 30, 2022. These ordinances amended the Land Use Code in the following ways in support of affordable housing:

- Increasing the AH mitigation requirements for the redevelopment of single-family and duplex residential units. This was primarily achieved by eliminating the exemption for basements and garages and removing the credit for existing floor area in redevelopment scenarios.
- Streamlining the land use review process for affordable housing development that is compliant with the LUC. Compliant projects will now be reviewed administratively.
- Removing obstacles and creating new opportunities for AH development within the Zone District requirements in Part 700 of the Code. While AH is now a permitted use across most commercial and residential zones, the changes did not increase the intensity or height of AH development in response to clear statements from the community that while welcome, AH should be consistent with established community and neighborhood character.
- Completing the annual update to the Fee-in-Lieu using a national construction cost index.

Lumberyard Entitlements

Additionally, ComDev staff has been working closely with the Lumberyard design and planning team to facilitate important land use reviews necessary to the project's eventual entitlements. This includes the successful annexation and rezoning of the property in Spring 2022. We are currently outlining the requirements for the Land Use application for the Planned Development that when approved, will ultimately define the project.

STAFF DISCUSSION: While staff firmly believes that the efforts identified above will all have important outcomes, the Land Use Code is limited in its ability to create actual affordable housing units. However, the levers that are available have been moved in more robust support of AH development – for both the public and private sector. While there is more that can be done, it is staff's view that the changes, particularly in the recently passed Ordinance #13 will create important new openings and funds for AH development.

Next Steps in 2022

Staff recommends that our next priority should be the evaluation and implementation of improvements in further support of the AH Credits program. As Council is aware, there are currently significant supply and demand issues within the market for AH Credits, undermining its effectiveness and long-term viability. It is staff's belief that important changes are necessary to the program if it is to become sustainable in the long-term. With direction from Council, staff is prepared to begin conversations with Council about possible changes to the program moving forward.

CONCLUSION AND NEXT STEPS: Essential progress has been made over the last year. ComDev staff will continue to work with our colleagues at APCHA and City Asset to make sure the Land Use code continues to support the City's efforts to meet our affordable housing demands.

FINANCIAL IMPACTS: None at this time.

ENVIRONMENTAL IMPACTS: None at this time.

Staff Memo, ComDev AH Goal
Critical Goals Update
Page 2 of 3

ALTERNATIVES: N/A

RECOMMENDATIONS:

CITY MANAGER COMMENTS:



CDEHS Council Goals Update

City Council

July, 2022

Affordable Housing Incentives

Update the Fee-In-Lieu rate - **COMPLETE**

- Moratorium project
- Ord. #14, Series of 2022

Affordable Housing Incentives

- Update the AH Credits Program - **COMPLETE**
- Ord. #21, Series of 2021
 - Combine with tax credit projects
 - Phased release of certificates
 - HP multiplier

Affordable Housing Incentives

- Increase incentives for AH development in the LUC - **COMPLETE**
 - increased density in residential zones
 - permitted use in residential zones
 - admin. review process
 - exempt from demo. allotments
- Ord. #13, Series of 2022

Affordable Housing Incentives

- Update the AH employee generation/mitigation rates - **COMPLETE**
 - 2015 study updated
 - increased “what counts” (basements, garages, etc.)
 - no credit for existing sq. ft.
 - 75% reduction in operations and maintenance
- Ord. No. 13, Series of 2022



Affordable Housing Incentives

- Amend the multi-family replacement standards in the LUC
PENDING COUNCIL DIRECTION
 - consultant code analysis
 - market analysis
 - policy and regulatory recommendations
- Progressing

MEMORANDUM

TO: Mayor Torre and City Council

FROM: Matthew Gillen, Executive Director, APCHA

MEMO DATE: 07/18/2022

REQUEST OF COUNCIL: 2022 Council Goals Progress Presentation – Goal 1.f.
Continuous Improvement of the APCHA Program

You have requested an update on a Council goal: Increase number of Affordable Housing Units. In order to deliver an affordable housing system that is high quality, sustainable, and results in a lived-in community, Council will continue to evaluate, identify opportunities, plan, partner, facilitate, and leverage existing and new resources to invest in the development and maintenance of affordable housing. A vital part of this effort is supporting continuous improvement with the APCHA program.

Voluntary Rightsizing: Per the goal in the Affordable Housing Strategic Plan, APCHA is looking for ways to unlock the possibly 400 unused bedrooms in the APCHA program. This approach is the most cost-effective way to increase the number of bedrooms in the APCHA program. With a unanimous vote by the APCHA board, APCHA has made clear that any rightsizing will be purely voluntary. This will allay the fears of community members. In May and June of 2022 APCHA surveyed APCHA owners on what incentives could induce them to move to a smaller unit. This survey is being analyzed for actionable items to discuss further with the APCHA board.

Improve Sustainability of APCHA: Per the goal in the Affordable Housing Strategic Plan, APCHA is working to improve the sustainability of the APCHA program. For example, starting in January 2022, all homes sold in the APCHA system are inspected by an independent housing inspector to produce a formal home inspection report. Knowledge that the home will be evaluated during a sale gives an incentive to owners to maintain their homes. APCHA will continue to monitor and improve standards for sellers.

Compliance: APCHA runs a robust compliance program on owner units using a biennial affidavit completed by owners, and by following up on other information that we may receive

to ensure compliance. We take tips anonymously through the APCHA website, or by any other means including phone calls. Every other year owners must attest that they 1. Are still working in Pitkin County 2. Do not own other developed residential property in the Roaring Fork valley (the owner exclusion zone) 3. Live in unit least 9 months out of each calendar year. Owners are only assessed on their individual financial situation when they buy a property. We do not review personal finances after the sale. This for two reasons: legally the owner owns the property and APCHA does not have the right or power legally to force a sale. Secondly, the APCHA board has always maintained the position that it is not in the best interest of the program or the customers to monitor and possibly punish owners for financial good fortune throughout their lives. People buying through APCHA must show that they are qualified financial at the point of sale only.

Owners who are unable or unwilling to come into compliance are given an opportunity to present their case before the neutral APCHA hearing officer. The hearing officer's decision is affirmed or denied by the APCHA board. This arrangement is new and we are working our way through the first wave of cases.

After a two year slow down due to the pandemic, APCHA is resetting compliance priorities, including in the rental program. Starting in the fall (due to staffing issues), APCHA leadership will chair a monthly meeting to review delinquent rental accounts, give renters time to come into compliance, and take appropriate action on those who decline to follow APCHA regulations. This ultimately could include non-renewal of leases or eviction. Additionally, APCHA will be requesting a new compliance manager position in the 2023 budget.

Communication: APCHA is dramatically increasing outreach to the community. This is to both increase awareness of APCHA in Pitkin County, and to provide community members easy access to APCHA leadership to provide input and feedback. APCHA has relaunched an active social media presence to push out information. Executive Director Matthew Gillen hosts a monthly live session on Facebook, on a variety of topics, and responds to questions in real time during these sessions. More formally, APCHA is publishing a thrice yearly newsletter to APCHA residents. The newsletter is published in both English and Spanish. Additionally, some Facebook live sessions are in Spanish such as the May 2022 which was conducted by Executive Director Matthew Gillen and bilingual APCHA staff member Julia Peralta. Matthew Gillen has also conducted listening sessions with specific APCHA customer communities such as both Woody Creek and Aspen Country Inn residents.

Collaboration: APCHA is seeking to leverage collaboration with other organization to achieve mutual goals. For example, APCHA and Aspen CORE (Community Office for Resource Efficiency) are partnering to give APCHA owners access to a number of CORE household energy evaluations and then energy efficiency improvement grants.



MEMORANDUM

TO: Aspen City Council

FROM: Shirley Ritter, Director, Kids First

THRU: Sara Ott, City Manager,
Diane Foster, Assistant City Manager
Scott Miller, Assistant City Manager

MEETING DATE: 07/08/2022

RE: 2022 Council Goals Progress Presentation – Goals 2.a.b.c.
City Council's Childcare Capacity Goal Summary

PURPOSE:

The purpose of this memo is to provide an update for achieving City Council's Critical 2-year childcare capacity goal.

SUMMARY & BACKGROUND:

On August 10, 2021, City Council adopted Resolution #76_Series 2021, which directed staff to increase the number of available childcare spaces.

This will be accomplished through:

1. *Plan, design to repurpose or build new buildings to add physical capacity to increase available childcare space.*
2. *Increase the recruitment and retention of qualified early childhood teachers.*
3. *Generate funding to support the development of new childcare spaces.*

This goal runs for two years, with an expected completion date of July 2023. This is a short timeframe to accomplish this overall goal; however, the next two years will include measurable steps to show accomplishments that are achievable. The need to expand childcare capacity has been an ongoing part of Kids First's mission. This City Council goal provides added support and a clear path to achieve this goal.

This goal includes five key workplan areas with activities that will happen for the next two years. These elements are:

1. Planning and Design for a new childcare building,
2. Recruitment and Retention of early childhood workforce,
3. Funding to meet the community need for early childhood,
4. Policy,
5. Long-range Planning.

Where we started —————> Have we moved the needle —————> Where are we going together

In previous meetings we have provided information from the childcare needs survey conducted by the City of Aspen, Town of Basalt, and the Town of Snowmass Village. We have also shared current childcare program information, capacity, and quality data. We discussed licensing standards and looked at the Colorado Shines Quality Rating and Information System (QRIS) used across the state of Colorado.

We talked about an important consideration when thinking about the need for additional capacity for childcare, that is the number of children that can be cared for in one classroom, and at different ages. This begins to also address the number of staff needed to support increased capacity. We also talked about the history of the city owned Yellow Brick Building, the subsidized rent, and the value of this childcare space.

In previous work sessions we also talked about regional efforts and what is happening elsewhere in the valley – Snowmass Village, Basalt, and a proposed taxing district.

We also discussed state funding available to local childcare programs for a variety of purposes, as well as ECE101 and ECE103 being offered through CMC for no charge. Kids First has worked closely with the Rocky Mountain Early Childhood Council to make sure all childcare programs are aware of these opportunities and are available to help navigate is needed.

We've also talked about policy developments that continue to support early childhood education, and our work with consultants for fund development.

Planning and Design for a new childcare building

- An infant childcare room at **Colorado Mountain College (CMC)**
 - We plan to open this room as soon as an operator is identified and can become licensed in this space.
- **Burlingame Early Childhood Education Center:** This is the long-term planning, likely two years, to meet the existing and future need for childcare in our community.
 - We will have a council work session, scheduled for August 16 to provide direction on conceptual design.
- We are in conversation with the qualified bidder for the classrooms at the **Yellow Brick Building**. We plan to open these rooms as soon as agreement is reached, and licensing is secured.

Recruitment and Retention of early childhood workforce

The first **VIP awards** have been distributed - \$38,000 to 43 early childhood staff! The next award will happen in December 2022 and we hope even more staff apply.

Kids First hired an **early childhood intern** in 2021 and provided early childhood education and classroom experience needed for her to successfully move into a lead teacher position in a local childcare program. She has completed our program and has been hired by a Pitkin County childcare program. This is a termed position, with the intention of moving qualified people into the workforce. We have re-opened this position and plan to repeat our success.

Long-range Planning

Kids First is working regionally to implement an online waitlist platform that will make access easier and more transparent for families, as well as more efficient for program directors. It will have real time information for everyone involved.

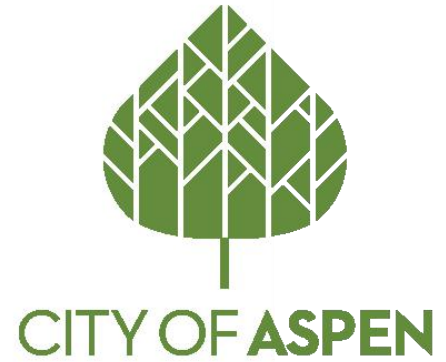
Kids First asks childcare programs for annual information concerning enrollment capacity, hours, tuition charges, staffing. With the new VIP award, we will review data more frequently that looks at staff capacity, wages, and retention.

Staff will compare this data with past information and future needs. We will consider our financial ability to support increased capacity and staffing operationally. We continue to participate with regional and state partners for technical support, and opportunities to work regionally. Our goal is to support families much longer than the 2-year council goal, making quality childcare the foundation for successful learning for all young children.

Key Council Dates:

City Council work session August 16, 2022 – Burlingame Design work session

City Council work session September 19, 2022 – Childcare Capacity Goal work session



City Council Critical Goal

Childcare Capacity

Shirley Ritter, Director Kids First

August 8, 2022⁶⁸

Childcare Capacity Goal

Increase the number of available childcare spaces.

This will be accomplished through:

1. Planning to repurpose or build new buildings to add physical capacity and increase available childcare space.



2. Increasing the recruitment and retention of qualified early childhood teachers.

3. Generating funds to support the development of new childcare spaces.

Five Key workplan areas to accomplish this critical goal

1. Planning and Design for a new childcare building
2. Recruitment and Retention of early childhood workforce
3. Funding to meet the community need for early childhood
4. Policy
5. Long-range Planning





Where are we going together?

- August 16, council work session to gain direction on Burlingame conceptual design questions

Where are we going together?

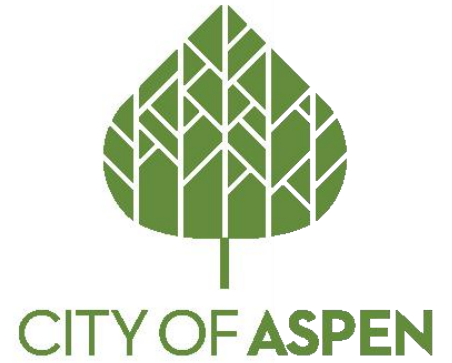
- September 19, council work session to discuss increased funding and programming for work force recruitment and retention





Where are we going together?

- Policy – changes in the near term at the state and regional levels
- Regional partnerships – waitlist software, data collection, planning
- Long-range Planning – building the foundation for success



Thank you!

Shirley Ritter, Director Kids First

August 8, 2022



MEMORANDUM

TO: Mayor Torre and City Council

FROM: Tessa Schreiner, Sustainability Manager; CJ Oliver, Environmental Health and Sustainability Director

THRU: Phillip Supino, Director of Community Development

MEMO DATE: 08/02/2022

RE: 2022 Council Goals Progress Presentation – Goal 3.a.b.c.
Climate Goal Update

PURPOSE:

The purpose of this memo is to provide an update on the progress towards achieving City Council's 2-year climate goal.

SUMMARY & BACKGROUND:

On August 10, 2021, City Council adopted Resolution #76_Series 2021, which directed staff to reduce Aspen's Greenhouse Gas emissions in the following way: *Take meaningful action and provide leadership in reducing the Aspen community's contribution to greenhouse gas emissions by the amount which is scientifically proven to limit global temperature change.*

This will be accomplished through:

- a. *Maximizing efficiency and minimizing carbon emissions in all of Aspen's emissions inventory sectors including: Waste Reduction and Diversion, Transportation, and the Built Environment*
- b. *Leading climate policy and legislative efforts at local, regional, national, and global scales*

This goal runs for two years until July 2023, and staff is on track with progress to date. It is important to note that Aspen will not be able to reduce emissions by the amount which is scientifically necessary (63% by 2030 and zero carbon by 2050) in the two-year time frame. However, this goal cycle includes both bold actions that lead to immediate GHG emission and municipal solid waste reductions as well as long-term planning efforts to ensure Aspen remains on a pathway to achieve net zero carbon and zero waste.

DISCUSSION:

As the goal language states, it is necessary to reduce emissions in multiple sectors to achieve the overarching GHG reduction goals. For this reason, this goal includes five key workplan areas or elements that are ongoing simultaneously through the goal cycle. These elements are: Waste Reduction, Building Energy Use, Electric Vehicles, Policy, and Long-range Planning. Each of these are described in more detail below and an update on specific timelines are provided in the attached timeline.

Waste Reduction. **Background:** The disposal of Aspen's waste accounts for 16% of total community GHG emissions and approximately 75% of the material buried in the Pitkin County landfill. Key action items for this goal cycle include increasing total waste diversion in City

buildings and increasing organics and construction and demolition (C&D) diversion in the community. **Progress to date:** To increase total waste diversion in City buildings, staff is creating a comprehensive plan which includes enhanced education and expanded availability of diversion containers. To increase organics diversion in the community, as directed by Council at the February 2022 meeting, staff has engaged key community stakeholders and is in the final stages of developing an updated waste ordinance which prohibits organics from the landfill over time. Staff is also piloting a compost drop-off center at Rio Grande Recycling Center for residential use. To address community-wide C&D diversion, Council passed Ordinance 13 which included requirements for C&D diversion. **Next steps:** Staff is working to finalize the waste ordinance update and bring to Council for consideration and adoption. Staff will also present on C&D updates to City Council in a Work Session this fall, continue working on the construction mitigation plan (CMP) waste diversion standards, and continue developing a plan to improve the City organization's diversion rate. In 2015, the waste study showed that the Pitkin County landfill is 20% municipal solid waste (MSW) and 80% non-MSW (e.g., C&D). Of the MSW, 58% is organic material such as yard waste and food scraps. Of the non-MSW, nearly all is C&D waste. Implementing programs to reduce both organics and C&D will have a huge impact on waste reduction in the community, and the Pitkin County Solid Waste Center has recycling opportunities in place for both C&D and organics to support diversion.

Building Energy Use. **Background:** Residential and commercial building energy use represents 57% of community wide GHG emissions. **Progress to date:** In April 2022, Council passed the Building IQ ordinance, requiring energy and water benchmarking for certain properties and establishing a building performance standard (BPS). Benchmarking alone can result in 2-3% energy savings, and the established BPS will result in deeper savings over time. In June 2022, Council passed Ordinance 13, establishing new residential demolition and redevelopment standards which require enhanced building and energy performance as a test case for eventual adoption in the building and energy codes, and requiring energy and water benchmarking for residential projects that have triggered the Demolition threshold. **Next steps:** Staff, in partnership with CORE, is implementing the Building IQ ordinance and will begin working with key community stakeholders on developing the building performance standard in fall 2022. The BPS guidelines will be brought to Council by October 2023 for consideration and adoption. In addition, staff will begin implementing the new requirements established in Ordinance 13 and will bring new building and energy codes to Council for adoption in Fall 2022. Finally, it is important to note that without the eventual inclusion of all properties of all sizes in Building IQ, the City will not reach our emissions reduction targets.

Fleet Electrification. **Background:** Cars, trucks, and buses on the roads account for 11% of the Aspen community's GHG emissions and 24% of the City's operational emissions. The City's fleet consists of 125 vehicles total, 13 of which are fully electric, and 12 are hybrids. The key action items for this goal cycle are to continue supporting fleet electrification at the community level by deploying public charging stations, as prescribed in the Electric Vehicle Readiness Plan (EVRP) and the Electric Vehicle Public Charging Infrastructure Masterplan (EVPCIM) and creating a strategy and process to transition the City of Aspen's internal fleet to zero emissions by 2050. **Progress to date:** The City has deployed 18 electric vehicle charging plugs across the community, with plans for more in the coming year, consistent with the recommendations in the plans listed above. For internal vehicle electrification, staff across multiple departments are working together to create a strategy and process for incorporating more electric and zero emissions vehicles and equipment into the fleet, which will be brought to Council for consideration and adoption in Q4 2022. In 2022, the City onboarded five new fully electric Teslas in the City's fleet for the Police Department. **Next steps:** Staff will continue installing chargers in public spaces and rights-of-way and work with internal stakeholders to establish policy and rates for electric

vehicle charging at Level 2 stations in accordance with the EVPCIM. Finally, staff will finalize the internal fleet strategy and bring to Council for approval.

Policy. Background: While the City of Aspen can implement bold programs and policy at the local level, much of Aspen's long-term success is enabled or disabled by state and federal legislation and policy. Climate action, including waste reduction, are named in City Council's Policy Agenda and staff are actively working in both state and federal policy spaces to influence climate and environmental policy in alignment with community goals and council priorities. **Progress to date:** In November 2021, the City of Aspen signed on to Race to Zero through ICLEI - Local Governments for Sustainability, committing the City to reducing its fair share of emissions by 63% by 2030 and 100% by 2050 (using 2017 as a baseline year); these are Aspen's new science-based targets for community emissions reduction. The City supported two key climate-related bills that passed in this year's state legislative session HB22-1355, producer responsibility legislation, and HB22-1362, updates to the statewide energy code. At the federal level, Council advocated for more protections for Bureau of Land Management Lands as part of the administration's America Beautiful Initiative. Finally, In July 2022, City Council signed a resolution for Aspen to join GoEV City, a coalition of Colorado cities and counties committed to reaching 100% electric and zero emission vehicles by 2050. **Next steps:** During the state legislative off time, staff engages with state agencies around rule making procedures. Throughout the year, staff relies on networks and partner organizations to track and engage with relevant opportunities at the federal level.

Long-range Planning. Background: The actions listed above will deliver near term GHG reductions that will also position ongoing reductions well into the future. At the same time, a broader community plan is needed to direct future actions and guarantee that Aspen continues to expand programming and pursue deeper GHG reductions towards 2030 and 2050 targets. Aspen's current Climate Action Plan needs an update and Aspen also needs to develop a plan to achieve zero waste; these will be combined into one comprehensive action plan. **Progress to date:** Staff has begun working to update the Climate Action Plan; the updated plan will incorporate actions for all sectors including Transportation, Waste Reduction (including a road map to zero waste), Renewable Energy, and Buildings and provide a pathway to achieve 63% GHG reductions by 2030 and zero carbon by 2050, reflective of the community's most updated greenhouse gas emissions inventory (2020). This long-range plan will be centered in equitable community engagement principles. **Next steps:** The plan will be available in draft form towards the end of 2022 and will be finalized and adopted by the end of the goal cycle, providing a launching pad for additional climate and waste work once the City Council goal has ended.

FINANCIAL IMPACTS:

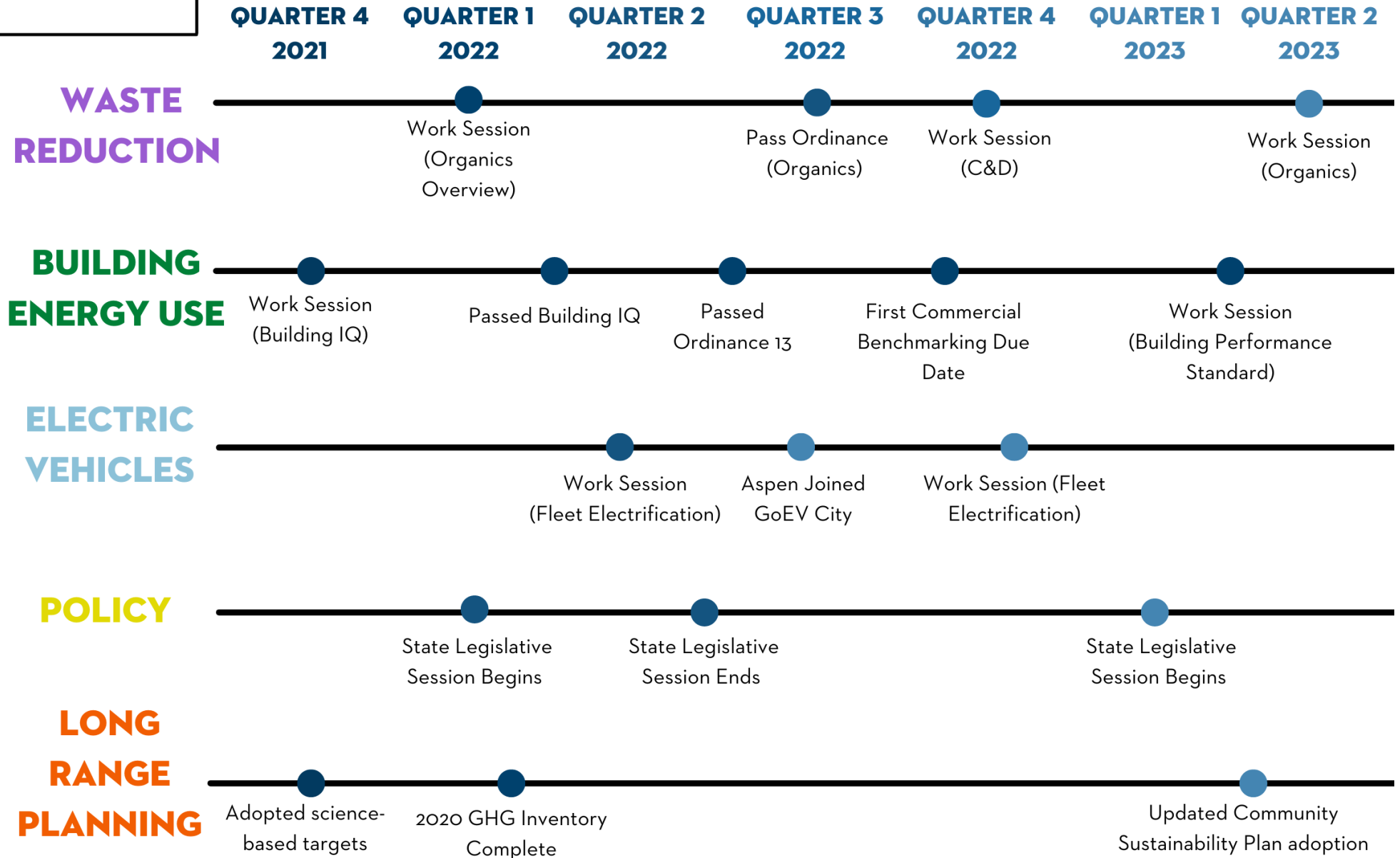
Each of the areas listed above requires trained staff as the primary means of accomplishing this work. Capital costs as well as technical systems and consultants may be required in some cases. As each item is brought in front of management and City Council, project budgets will be included and discussed. The proposed 2023 budget for Environmental Health, Climate Action and REMP includes operating and administrative expenses to support this goal in the near-term and does not include any supplemental requests.

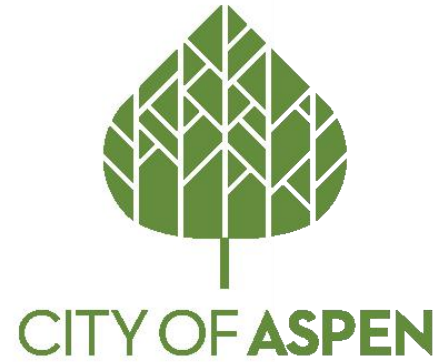
ATTACHMENTS:

Attachment A: Timeline

CARBON GOAL ELEMENTS

COUNCIL CARBON GOAL: TIMELINE





City Council Carbon Goal: Mid-point Update

Tessa Schreiner & CJ Oliver

August 2, 2022⁷⁹

Council Goal

Take meaningful action and provide leadership in reducing the Aspen community's contribution to greenhouse gas emissions by the amount which is scientifically proven to limit global temperature change.

- This will be accomplished through:
Maximizing efficiency and minimizing carbon emissions in all of Aspen's emissions inventory sectors including: Waste Reduction and Diversion, Transportation, and the Built Environment
- Leading climate policy and legislative efforts at local, regional, national, and global scales.



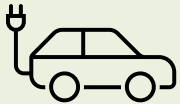
Key Elements to Accomplish the Goal:



Waste Reduction



Building Energy Use



Fleet Electrification



Policy



Long Range Planning

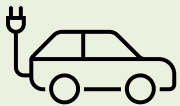
Key Elements to Accomplish the Goal:



Waste Reduction



Building Energy Use



Fleet Electrification



Policy



Long Range Planning

Waste Reduction

Successes and Progress to Date:

- Science-based targets
- Waste reduction plan for City buildings
- Updated waste ordinance in draft
- Pilot compost drop-off at Rio Grande Recycle Center
- Ordinance 13 passed

Next Steps:

- Waste ordinance to Council
- C&D work session this fall
- Roll-out the waste reduction plan for City buildings
- Updated Climate Action Plan



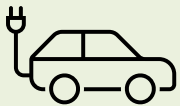
Key Elements to Accomplish the Goal:



Waste Reduction



Building Energy Use



Fleet Electrification



Policy



Long Range Planning

Building Energy Use

Successes and Progress to Date:

- Building IQ ordinance passed
- CORE connecting with large commercial properties for assessments
- Ordinance 13 passed

Next Steps:

- Gather data from first benchmarking due date (December 1, 2022)
- Develop a building performance standard with stakeholders
- New building and energy code adoption



Key Elements to Accomplish the Goal:



Waste Reduction



Building Energy Use



Fleet Electrification



Policy



Long Range Planning

Fleet Electrification

Successes and Progress to Date:

- Council approval to create a Fleet Electrification Plan
- Aspen joined GoEV City
- 18 electric vehicle charging plugs deployed across community
- Five new EVs added to City fleet in 2022 (Teslas for Aspen Police Department)

Next Steps:

- Develop Fleet Electrification Plan
- Continue installing chargers in accordance with Electric Vehicle Public Charging Infrastructure Masterplan



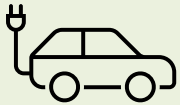
Key Elements to Accomplish the Goal:



Waste Reduction



Building Energy Use



Fleet Electrification



Policy



Long Range Planning

Policy

Successes and Progress to Date:

- Aspen joined Race to Zero
- City supported two key climate bills:
 - HB22-1355 (producer responsibility)
 - HB22-1362 (statewide energy codes)
- Aspen joined GoEV City

Next Steps:

- Continue to work with key partners on rulemaking and legislative sessions



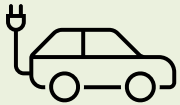
Key Elements to Accomplish the Goal:



Waste Reduction



Building Energy Use



Fleet Electrification



Policy



Long Range Planning

Long-range Planning

Successes and Progress to Date:

- Set science-based targets for greenhouse gas emissions reduction
 - -63% by 2030
 - Zero carbon by 2050
- Beginning update of the Climate Action Plan
- Equity and Community Engagement Fellowship and community listening sessions

Next Steps:

- Finalize updated CAP and bring to Council for approval



Key Elements to Accomplish the Goal:



Waste Reduction



Building Energy Use



Fleet Electrification



Policy



Long Range Planning



MEMORANDUM

TO: Mayor and City Council

FROM: Sara Ott, City Manager

MEMO DATE: July 26, 2022

MEETING DATE: August 02, 2022

RE: Council Working Agreements – Kick off discussion

REQUEST OF COUNCIL:

The City Manager seeks a robust discussion on the Council's working agreements and business processes. The specific requests for the August 2 work session are a 1) discussion to gain Councilor's feedback on what is working well and what is challenging about how the Council conducts its work, 2) feedback on the associated business processes that support the work and 3) participation in discussion about effective governing body practices. It is anticipated that there will be multiple work sessions to fully complete this work. The August 2 work session is an important kick off.

SUMMARY AND BACKGROUND:

During the 2021 City Manager evaluation, the Council and City Manager discussed the merits of updating the Council's working agreements and business processes. In particular, there was a desire by all parties to reach higher performance in governance and administrative/executive responsibilities through 1) working together stronger as the City Council governing body and 2) strengthening the City Council and staff partnership. The last major update occurred in 2005 and resulted in the Council's rules and regulations resolution.

The first educational opportunity for the Council and staff occurred on July 11, 2022 with an effective governance and liability training provided by CIRSA's legal counsel, Sam Light.

DISCUSSION: The August 2nd work session is the first opportunity for the Council to discuss amongst its members about what is working and where there are points of concertation or confusion on Council's operations. The City Manager will facilitate an information gathering process for Councilors to provide individual perspectives on the Council's operations. The intent is for all attendees to engage in active listening about what is working and what are opportunities for improvement.

If there are immediate 'low hanging fruit', the Council could come to agreement on changes or clarifications of its operations during the work session. For other items, the

staff will take the feedback from the information gathering to bring back options for the Council to choose how it wants to move forward with operations.

Next, the City Manager will facilitate an introduction to effective governing bodies research and best practices. The attached brochure, *Bridging the Gap*, by the Novak Consulting Group, will be utilized to structure the discussion. It is anticipated that the Council will only get through the section titled 'The Ideal Governing Board Member' in this first discussion. If time permits, the Council can move into the next section 'Governance Roles'. The next section, values, should be scheduled for a future time.

It is recommended that the Council commit time monthly on the work session agenda to work through these operational matters and effective governance work, perhaps on the same work sessions as Councilor updates and board and commission meeting updates. Direction is requested on the frequency the Council wishes to spend time on these items.

ATTACHMENTS:

Aspen City Charter

Resolution 51-2005, adopting the rules and regulations of City Council

Bridging the Gap, The Novak Consulting Group

HOME RULE CHARTER

for the

CITY OF ASPEN, COLORADO

June 16, 1970

Published by
COLORADO CODE PUBLISHING COMPANY
Fort Collins, Colorado

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PREFATORY SYNOPSIS

The Charter Convention of the City of Aspen, Colorado, herewith submit[s] to the voters of the City the Home Rule Charter which we have framed in conformity with Article XX of the Colorado Constitution.

Since its organizational meeting of March 26, 1970, the Convention has worked long and hard to achieve a simple and direct form of local government based on sound principles of public administration and tailored to the political needs of the electorate of the City of Aspen.

Under provisions of this Charter, a basic council-manager form of government is established. The council is composed of seven (7) members which include the mayor who is elected at large for a two-year term. The mayor also presides at council meetings and possess[es] full voting powers of a councilman. The other six (6) councilmen are elected at large for four-year over-lapping terms. A majority of the council (three (3) councilmen and the mayor) are elected every two (2) years, thereby ensuring continuity of government with maximum political responsiveness to the voters.

The council is the policy-determining body of the municipal government and vested with full legislative powers. The executive power is vested in the city manager who is appointed by and serves at the pleasure of the council.

The biennial municipal election is set on the first Tuesday after the first Monday in May with the first election under this Charter to be held on May 4, 1971. The Charter provides that all elections are to be non-partisan. An Election Commission is established to insure that fair elections are conducted in accordance with the Colorado Municipal Election Law.

Additional matters covered in this Charter for the future framework of Aspen municipal government relate to general council procedures, initiative and referendum powers of the people, city administration guidelines, legal and judiciary appointments, municipal boards and commissions, city finances, municipal borrowing procedures, public utilities, taxation powers, miscellaneous legal provisions and transition procedures.

The Charter vests the people of Aspen with every political power permitted to any home rule community under the Constitution of the State of Colorado. We believe this Charter provides a structure for quality government in Aspen which will endure for many years to come.

PREAMBLE

We, the people of the City of Aspen, Colorado, under the authority of the Constitution of the State of Colorado and in order to exercise the rights, privileges and responsibilities of self-government granted to us by the said constitution, do ordain and establish this Home Rule Charter for the City of Aspen, Colorado.

ARTICLE I GENERAL PROVISIONS

Section 1.1. Name and boundaries.

The municipal corporation heretofore existing as a city in the County of Pitkin, State of Colorado, and known as the City of Aspen, shall remain and continue as a body politic and corporate under this Charter with the same name and boundaries until changed in a manner authorized by law.

Section 1.2. Rights and liabilities.

By the name of the City of Aspen, the municipal corporation shall have perpetual succession; shall own, possess and hold all property, real and personal heretofore owned, possessed and held by said City of Aspen, and shall assume and manage and dispose of all trusts in any way connected therewith; shall succeed to all the rights and liabilities and shall acquire all benefits, and shall assume and pay all bonds, obligations and indebtedness of said City of Aspen; by the name of the City of Aspen, may sue and defend, plead and be impleaded, in all courts and places, and in all matters and proceedings; may have and use a common seal and alter the same at pleasure.

Section 1.3. Form of government.

The municipal government provided by this Charter shall be known as the "Council-Manager Government." Pursuant to its provisions and subject only to limitations imposed by the State Constitution and by this Charter, all powers of the City shall be vested in an elective mayor and council, hereafter referred to as "the council," which shall enact local legislation, adopt budgets, determine policies and appoint the city manager, who shall execute the laws and administer the City government. All powers of the City shall be exercised in the manner prescribed by this Charter, or if the manner be not so prescribed then in such manner as may be prescribed by ordinance.

Section 1.4. Powers.

The City shall have all the powers granted to municipal corporations and to cities by the constitution and general laws of this state together with all the implied powers necessary to carry into execution all the powers granted. The City may acquire property within and without its corporate limits for any City purpose, by purchase, gift, lease or condemnation, and may sell, lease, mortgage, hold, manage, and control such property as its interests may require; and, except as prohibited by the constitution of this state or restricted by this Charter, the City shall and may exercise all municipal powers, functions, rights and privileges of every nature whatsoever. The enumeration of particular powers by this Charter shall not be deemed to be exclusive, and in addition to the powers enumerated therein or implied thereby, or appropriate to the exercise of such powers, it is intended that the City shall have and may exercise all powers which under the State Constitution, it would be competent for this Charter specifically to enumerate.

ARTICLE II ELECTIONS

Section 2.1. Colorado Municipal Election Laws adopted.

City elections shall be governed by the Colorado Municipal Election Laws as now existing or hereafter amended or modified except as otherwise provided by this Charter, or by ordinance hereafter enacted.

Section 2.2. Municipal elections.

A general municipal election shall be held on the first Tuesday of March in 2019, and biennially thereafter. The Mayor elected in March 2019 shall serve a term from the first regular meeting in June 2019 until the first regular meeting in April 2021. Thereafter, the term of the Mayor shall commence at the first regular meeting of April.

Council members elected in March 2019 shall serve a term from the first regular meeting in June 2019 until the first regular meeting in April 2023. Councilmembers elected in March 2021 shall serve a term from the first regular meeting in June 2021 until the first regular meeting in April 2025. Thereafter, the term of all council members shall start at the first regular meeting of April.

Any special municipal election may be called by resolution or ordinance of the council at least sixty (60) days in advance of such election. The resolution or ordinance calling a special municipal election shall set forth the purpose or purposes of such election. One or more vote centers for all municipal elections shall be open from 7:00 a.m. to 7:00 p.m. on election day. ([Election 11/6/2018](#))

Section 2.3. Election precincts.

The City shall constitute one voting precinct, provided that the council may for the convenience of voters, establish three (3) or more precincts forty-five (45) days or more prior to any election, by ordinance. The precincts so established by ordinance shall remain for subsequent elections until otherwise provided by ordinance. The council shall determine the maximum number of electors for each precinct, and each precinct shall be substantially equal in the number of electors.

Section 2.4. Election commission.

An election commission is hereby created, consisting of the city clerk and two (2) qualified and registered electors of the city, who during their term of office shall not be city officers or employees or candidates or nominees for elective city office. These two (2) members shall be appointed by the council in the first July following a regular city election for a term of two (2) years, and shall serve without compensation. The city clerk shall be chairman. The election commission shall have charge of all activities and duties required of it by statute and this Charter relating to the conduct of elections in the city. In any case where election procedure is in doubt, the election commission shall prescribe the procedure to be followed.

The commission shall provide procedures to establish proof of residency qualification where residency is in question. Upon a showing for good cause, the commission may require proof of residency by any person registered to vote or attempting to register to vote in the City of Aspen. Said person shall not be qualified to vote in any municipal election until the commission is satisfied that he has presented sufficient proof of residency as required by law or by ordinance adopted pursuant to this Charter.

The election commission shall provide for ballots and sample ballots or voting machines, for determination of the winner in the event of a tie vote, for canvass of returns, and for issuance of appropriate certificates.

Section 2.5. Recall.

Any elected officer of the City may be recalled at any time after six (6) months in office by the electors entitled to vote for a successor of such incumbent through the procedure and in the manner provided for in Article XXI of the Constitution and Part 5, Article 4 of Title 31 of Colorado Revised Code, as may be amended from time to time. Any five (5) qualified electors may commence recall proceedings by filing with the clerk an affidavit stating that they will constitute the petitioner's committee and be responsible for circulat-

ing the petition and filing it in proper form, and stating the name and address of one person to which all notices to the committee are to be sent. ([Ord. No. 42-2003, § 1](#))

Section 2.6. Non-partisan elections.

All elections shall be non-partisan. No candidate for any municipal office shall run under a party label of any kind.

Section 2.7. Run-off elections

In the event a run-off election is necessitated for the offices of mayor or member of Council, said election shall be held the first Tuesday in April following the municipal election. The run-off election shall be held in the same manner as the municipal election, except:

- (a) Certificate of candidates and publication of election notice shall be on or before the tenth (10th) day before the run-off election.
- (b) If a run-off for mayor is required, the two (2) persons with the highest number of votes for mayor in the municipal election shall appear on the ballot for mayor.
- (c) If a run-off election is required for two vacancies for City Council, then the four (4) persons with the highest number of votes for the office of member of Council in the municipal election shall appear on the ballot for members of Council. The two persons receiving the highest number of votes in the run-off election shall be elected for a four year term. In this event, each voter shall be allowed to cast two votes for the office of member of Council.
- (d) If a run-off election is required for one vacancy for the office of member of Council then the two (2) persons with the highest number of votes for that office in the municipal election shall appear on the ballot for member of Council. The person receiving the highest number of votes in the run-off election shall be elected for a four year term. In this event, each voter shall be allowed to cast one vote for the office of member of Council.
- (e) The names of candidates shall be arranged in the same order as they appeared in the municipal election.

As soon as the polls are closed after every run-off election, the judges shall determine the number of votes cast for each candidate and make return thereof to the city clerk and the candidates receiving the greatest number of votes cast at said election shall be declared elected.

([Ord. 38-2007](#); [Ord No. 39-2000, § 1](#); [Ord. No. 20-2010§1 \(part\)](#); [Election 11/6/2018](#))

ARTICLE III COUNCIL

Section 3.1. The council.

The City shall be governed by a council of four (4) councilmen and a mayor. All councilmen and mayor shall be nominated and elected at large from the entire City. ([Ord. No. 46-1980, § 1](#))

Section 3.2 Terms of office for members of Council.

The terms of office for members of Council shall be for four (4) years. Each voter shall be allowed to vote for two candidates for the office of member of Council. At all municipal elections, the two (2) candidates receiving the highest number of votes shall be elected for a four year term, provided that the candidate receives forty-five percent (45%) plus one vote, or more, of the votes cast for the office (“votes cast for the office” shall be calculated by dividing the sum of all votes cast for all city council candidates by two (2).) In the event that the number of elected candidates shall be less than the number of vacancies following the municipal election, the run-off election shall be held in accordance with Section 2.7.

([Ord. No. 46-1980, § 1](#); [Ord. No. 39-2000, § 1 \(part\)](#); [Ord. No. 38-2007](#); [Ord. No. 20-2010§2](#)))

Section 3.3 Mayor.

The mayor shall be elected at large for the entire city for a term of two (2) years. The candidate receiving the highest number of votes shall be elected mayor, provided that the candidate receives fifty percent (50%) plus one vote, or more, of the votes cast for the office of mayor. In the event that no candidate shall have received fifty percent plus one vote, or more, of the votes cast for the office of mayor, then a run-off election shall be held in accordance with Section 2.7.

The mayor shall preside at meetings of the Council and shall exercise such powers and perform such other duties as are or may be conferred and imposed upon him or her by this Charter or the ordinances of the City. He or she shall have all of the powers, rights, privileges and obligations of a member of Council. He or she shall be recognized as the head of the government for all ceremonial and legal purposes and he or she shall execute and authenticate legal instruments requiring his or her signature as such official. ([Ord. 39-2000, § 1](#); [Ord. 20-2010 §3 \(part\)](#))

Section 3.4. Powers of council.

The council shall be the legislative and governing body of the City and shall exercise, except as otherwise provided in this Charter, all powers conferred upon or possessed by the City and shall adopt such laws, ordinances and resolutions as it shall deem proper.

Section 3.5. Qualifications.

Each councilman and the mayor when nominated and elected shall be an elector of the City and a citizen of the United States for at least one (1) year and shall have resided in the City of Aspen for at least one (1) year. No councilman or the mayor shall be a salaried employee of the City during his term of office, perform

personal services for the City for which he is compensated other than as provided in Section 3.6. The council shall be the judge of election and qualifications of its own members.

Section 3.6. Compensation.

The members of the council shall receive such compensation, and the mayor such additional compensation, as the council shall prescribe by ordinance; provided, however, that the compensation of any member during his term of office shall not be increased or decreased. The mayor and councilmen may, upon order of the council, be paid their actual and necessary expenses incurred in the performance of their duties of office.

Section 3.7. Mayor pro-tem.

The mayor pro-tem shall be elected by council from its own membership. Said election shall take place at the organizational meeting following each general municipal election. The mayor pro-tem shall serve until the next organizational meeting unless sooner removed by a majority vote of the entire council. In the absence or disability of the mayor, the mayor pro-tem shall perform all duties and have all powers of the mayor. In the event of a vacancy in the office of mayor pro-tem, the council shall choose his successor.

Section 3.8. Vacancies.

An elected officer shall continue to hold his office until his successor is duly qualified or until a vacancy is created as set forth herein. An elective office shall become vacant whenever any officer is recalled, dies, becomes incapacitated, resigns, commences or continues service as an elected official for another governmental entity including any county or state elected office, ceases to be a resident of the City, or is convicted of a felony.

(b) In the event of any vacancy in an elective office created pursuant to terms of subsection (a), above, the position shall be filled as follows:

(1) In the event of any vacancy, the seat may be filled by appointment of the remaining Council members. The selection of the appropriate individual may be made through any selection procedure or method that the majority of the Council deems appropriate, including but not limited to such election methods as approval voting or cumulative voting. Such selection shall be completed within thirty (30) days of the creation of the vacancy. An individual appointed by Council shall serve until the next general municipal election. If Council by a majority vote decides not to or otherwise fails to make such appointment within thirty (30) days of the creation of the vacancy, then such vacancy shall be filled by the voters of the City of Aspen, as set forth in subsections (b) (2) and (3), below.

(2) In the event Council by a majority vote decides not to make an appointment or otherwise fails to make such appointment within thirty (30) days of the creation of the vacancy as set forth in paragraph (b) (1) of this Section, or if three (3) or more vacancies exist simultaneously, or if a vacancy occurs because of a recall of a Council member, then such vacancy or vacancies shall be filled by the voters of the City of Aspen in the next available previously scheduled state or county election, the next general municipal election or a special election set by the Council, whichever is earlier. If the vacancy is filled by election, the elected individual shall serve the remainder of the vacated term.

(3) In the event that a vacancy is filled by an election conducted as part of a coordinated state or county election, at a general municipal election or at a special election, such election shall be conducted and determined pursuant to state statute and Articles II and III of this Charter, except as provided below:

(i) If there is one vacancy for Council to be filled, the candidate receiving fifty-percent plus one of the votes shall be deemed elected.

(ii) In the event of an election to fill a vacancy, whether for Council or for Mayor, if no candidate receives the number of votes needed to be deemed elected, then a run-off of the two candidates with the highest vote totals shall be held on the Tuesday five weeks following the initial election.

(iii) The Candidate elected pursuant to this Section shall be sworn into office at the next regular council meeting following the certification of the election.

(c) Notwithstanding any provision to the contrary set forth in this section 3.8, the city council may, by ordinance, adopt special procedures for the election of the successor to a recalled councilmember or the mayor, such election to be held simultaneously with the recall election.

[\(Ord. No. 48-1974; Ord. No. 18-1979; Ord. No. 24-2014\)](#)

Section 3.9. Oath of office.

Before entering upon the duties of his office, every councilman, the mayor and other city officers shall take, subscribe before, and file with the city clerk, an oath or affirmation that he will support the Constitution of the United States, the Constitution of the State of Colorado, this Charter and the ordinances of the City and will faithfully perform the duties of the office.

Section 3.10. Term Limits

(a) No person shall serve more than 3 consecutive terms in the office of Mayor.

(b) No person shall serve more than 2 consecutive terms in the office of City Council.

(c) For the purposes of this section, the office of Mayor and the office of City Council are considered separate and distinct offices.

(d) No person shall serve more than a total of fourteen (14) consecutive years in the offices of Mayor and City Council.

(e) For the purposes of this section, terms and years are considered consecutive unless they are at least four years apart.

(f) A person is deemed to have completed a full term of office (four full years for Council and two full years for Mayor), if such person resigns prior to expiration of the term or is appointed or elected to fill a vacancy.

[\(Ord. No. 25-2014\)](#)

ARTICLE IV

COUNCIL PROCEDURE

Section 4.1. Regular meetings.

The council shall meet regularly at least twice each month at a day and hour to be fixed by the rules of council. The council shall determine the rules of procedure governing meetings. The first regular meeting in the month of April following each general municipal election shall be known as the organizational meeting of the council. ([Election 11/6/2018](#))

Section 4.2. Special meetings.

Special meetings shall be called by the city clerk on the written request of the mayor or of any two (2) members of the council, on at least twenty-four (24) hours written notice to each member of the council, served personally or left at his usual place of residence; a special meeting, however, may be held on shorter notice if all members of the council are present or have waived notice thereof in writing.

Section 4.3. Business at special meetings.

No business shall be transacted at any special meeting of the council unless it has been stated in the notice of such meeting. Any business which may lawfully come before a regular meeting may be transacted at a special meeting if all the members of the council present consent and all the members absent file their written consent.

Section 4.4. Quorum: Adjournment of meeting.

A majority of the members of the council in office at the time shall be a quorum for the transaction of business at all council meetings, but in the absence of a quorum a lesser number may adjourn any meeting to a later time or date, and in the absence of all members the city clerk may adjourn any meeting for not longer than one week.

Section 4.5. Meetings to be public.

All regular and special meetings of the council shall be open to the public and citizens shall have a reasonable opportunity to be heard under such rules and regulations as the council may prescribe.

Section 4.6. Council acts.

The council shall act only by ordinance, resolution or motion. All legislative enactments shall be in the form of ordinances; all other actions, except as herein provided, may be in the form of resolutions or motions. A true copy of every resolution as hereafter adopted shall be numbered and recorded in the official records of the city.

Section 4.7. Voting.

The vote by "Yes" and "No" shall be taken upon the passage of all ordinances and resolutions, and entered upon the minutes of the council proceedings. Every ordinance shall require the affirmative vote of a majority of the entire council for final passage. Resolution and motions shall require the affirmative vote of a majority of the members present. No member of the council shall vote on any question in which he has a substantial personal or financial interest, other than the common public interest, or on any question concern-

ing his own conduct, and in said instances the member shall disclose this interest to the council. On all other questions each member who is present shall vote when his name is called. Any member refusing to vote except when not so required by this paragraph shall be guilty of misconduct in office.

Section 4.8. Action by ordinance required.

In addition to such acts of the council as are required by other provisions of this Charter to be by ordinance, every act making an appropriation, creating an indebtedness, authorizing borrowing of money, levying a tax, establishing any rule or regulation for the violation of which a penalty is imposed, or placing any burden upon or limiting the use of private property, shall be by ordinance; provided, however, that this section shall not apply to the budget adoption in Section 9.8. Ordinances making appropriations shall be confined to the subject of appropriation.

Section 4.9. Form of ordinance.

Every ordinance shall be introduced in written or printed form. The enacting clause of all ordinances shall be BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF ASPEN, COLORADO. Except as otherwise provided in this article, all ordinances shall take effect thirty days after final passage or a later date as specified in the ordinance. ([Ord. No. 42-2003, § 2](#))

Section 4.10. Procedure.

Except for emergency ordinances, ordinances making general codification of existing ordinances, and ordinances adopting standard codes, the following procedure for enactment of ordinances shall be followed:

- (a) The ordinance shall be introduced at any regular meeting of the council by any member thereof.
- (b) The ordinance shall be read in full or, in cases where copies of the ordinance are available to the council and to those persons in attendance at said council meeting, said ordinance may be read by title only.
- (c) After the first reading of the ordinance, the same shall be approved or rejected by a vote of the council.
- (d) If the ordinance is approved on first reading, it shall be published in full unless otherwise provided herein. The council shall set a day, hour, and place at which council shall hold a public hearing on the ordinance and notice of said day, hour and place shall be included in the first publication.
- (e) The ordinance shall be introduced at council a second time, at a meeting not earlier than seven (7) days after first publication, for final approval, rejection, or other action as may be taken by vote of the council. This meeting may be the same meeting at which the public hearing on the ordinance is held. The ordinance may be amended before final approval by vote of the council.
- (f) Except as otherwise provided herein, an ordinance, if amended, shall be published in full after final passage, but if not amended, it shall be published either by title or in full as the council may determine.
- (g) Whenever an ordinance shall be published by reference or by title, the publication shall contain a summary of the subject matter of said ordinance and shall contain a notice to the public that copies of the proposed ordinance are available at the office of the city clerk. The publication of any ordi-

nance by reference or by title as provided herein must set forth in full any penalty clause contained in said ordinance.

(h) Whenever an ordinance is required to be published in full or by title pursuant to this Article IV of the Aspen Home Rule Charter, it may be made by posting the same on the City's internet website, www.aspenpitkin.com, or successor website. Said publication shall be made available for viewing by the public for a minimum of 30 days.

([Ord. 19, 2010](#))

Section 4.11. Emergency ordinances.

Emergency ordinances for the preservation of public property, health, peace, or safety shall be approved only by the unanimous vote of council members present or a vote of four (4) council members, whichever is less. The facts, showing such urgency and need shall be specifically stated in the measure itself. No ordinance making a grant of any special privilege, levying taxes, or fixing rates charged by any city-owned utility shall ever be passed as an emergency measure. An emergency ordinance shall require passage at two (2) meetings of the council. However, neither a public hearing nor a first publication as provided in Section 4.10 shall be required. An emergency ordinance shall take effect upon final passage. Publication shall be within ten (10) days after final passage, or as soon thereafter as possible. (Ref. of 5-5-87)

Section 4.12. Codification.

The council shall cause the ordinances to be codified and thereafter maintained in current form. Revisions to the codes may be accomplished by reference as provided in Section 4.13.

Section 4.13. Codes.

Standard codes, promulgated by the Federal Government, the State of Colorado, or by any agency of either of them, or by any municipality within the state of Colorado, or by recognized trade or professional organizations, or amendments or revisions thereof, may be adopted by reference; provided the publication of the ordinance adopting any said code shall advise that copies are available for inspection at the office of the city clerk, and provided that any penalty clause may be adopted only if set forth in full and published in the adopting ordinance.

Section 4.14. Disposition of ordinances.

A true copy of every ordinance, as adopted by council shall be numbered and recorded in the official records of the City. Its adoption and publication shall be authenticated by the signature of the mayor, or mayor pro-tem, and the city clerk, and by the certificate of publication. A true copy of every ordinance, as adopted by the vote of the electors of the City, shall be separately numbered and recorded commencing with Peoples' Ordinance No. 1.

Section 4.15. Public records.

All public records of the City of Aspen shall be open for inspection by any person at reasonable times in accordance with state statutes existing at the present time or hereafter enacted.

ARTICLE V

INITIATIVE AND REFERENDUM

Sec. 5.1. General authority.

(a) Initiative. The registered electors of the City may initiate a proposed ordinance, pursuant to the initiative power reserved by Article V, Section 1(9) of the State Constitution, as to any legislative matter which is subject to said legislative power.

(b) Referendum. The registered electors of the City may require an adopted ordinance to be referred to them at an election, pursuant to the referendum power reserved by Article V, Section 1(9) of the State Constitution, to the extent the ordinance constitutes a legislative matter that is subject to said referendum power. ([Ord. No. 42-2003, § 3](#))

Section 5.2. Manner and procedure for exercising the powers of initiative and referendum.

The manner and procedure for exercising the powers of initiative and referendum shall be as set forth in Article 11 of Title 31 of the Colorado Revised Statutes, as may be amended from time to time by the state legislature; except as otherwise provide in this Charter. ([Ord No. 42-2003, § 3](#))

Section 5.3. Exceptions to state statutes.

Notwithstanding any language to the contrary contained in Article 11 of Title 31 of the Colorado Revised Statutes, as amended, the following manner and procedure shall apply for exercising the powers of initiative and referendum in the City:

(a) Number of signatures. Initiative petitions must be signed by electors of the City in number to at least fifteen (15) percent of the total number of electors registered to vote at the last general municipal election. Referendum petitions must be signed by electors of the City equal in number to at least ten (10) percent of the total number of electors registered to vote at the last general municipal election.

(b) Supplementing petitions. An original petition certified insufficient for lack of the required number of valid signatures may be amended once if all persons designated in the original petition as representing the signers on matters affecting the petition file a notice of intent to amend it with the city clerk within two (2) days after receiving the copy of the certificate and file a supplementary petition upon additional forms within ten (10) days after receiving the copy of such certificate. Such supplementary petition shall comply with the requirements of state statutes for the form of the original petitions, and five (5) days after it is filed, the city clerk shall complete a certificate as to the sufficiency of the petition as amended and promptly send a copy of such certificate to all persons designated in the petition as representing the signers on matters affecting the petition as in the case of an original petition. Upon the filing of a notice of intent to amend, the ordinance shall be suspended from taking effect as provided by state statute upon the filing of an original petition. ([Ord. No. 42-2003, § 3](#))

Section 5.4. Amendments or repeal of adopted or repealed ordinances.

An ordinance adopted by the electorate may not be amended or repealed for a period of six (6) months after the date of the election at which it was adopted, and an ordinance repealed by the electorate may not be re-enacted for a period of six (6) months after the date of the election at which it was repealed; provided, however, that any ordinance may be adopted, amended or repealed at any time by appropriate referendum or

initiatory procedure in accordance with the foregoing provisions of this article, or if submitted to the electorate by the council on its own motion. ([Ord. No. 42-2003, § 3](#))

Section 5.5. Submission by council.

The council on its own motion, shall have the power to submit at a general or special election any proposed ordinance or question to a vote of the people in a manner as in this article provided. ([Ord. No. 42-2003, § 3](#))

Section 5.6. Action on petitions.

(a) Action by council. When an initiative or referendum petition has been finally determined sufficient, the council shall promptly consider the proposed initiative ordinance in the manner provided in Article IV or reconsider the referred ordinance by voting its repeal; provided, however, that the council shall have power to change the detailed language of any proposed initiative ordinance so long as the general character of the measure will not be substantially altered; and provided further, that repeal of any referred ordinance may be effected only by a three-fourths majority vote of the entire council.

(b) Submission to voters. The vote of the City on a proposed or referred ordinance shall be held not less than thirty (30) days and not later than ninety (90) days from the date of the final council vote thereon. If no regular city election is to be held within the period prescribed in this subsection, the council shall provide for a special election; otherwise, the vote shall be held at the same time as such regular election, except that the council may in its discretion provide for a special election at an earlier date within the prescribed period. Copies of the proposed or referred ordinance shall be made available to the public within a reasonable time before the election and also at the polls at the time of the election.

(c) Withdrawal of petitions. An initiative or referendum petition may be withdrawn at any time prior to the fifteenth day preceding the day scheduled for a vote of the City by filing with the city clerk a request for withdrawal signed by at least three (3) members of the petitioners' committee. Upon the filing of such request the petition shall have no further force or effect and all proceedings thereon shall be terminated.

Section 5.7. Submission by council.

The council on its own motion, shall have the power to submit at a general or special election any proposed ordinance or question to a vote of the people in a manner as in this article provided.

Section 5.8. Results of election.

(a) Initiative. If a majority of the electors voting on a proposed initiative ordinance vote in its favor, it shall be considered adopted upon certification of the election results. If conflicting ordinances are approved at the same election, the one receiving the greatest number of affirmative votes shall prevail to the extent of such conflict.

(b) Referendum. If a majority of the electors voting on a referred ordinance vote against it, it shall be considered repealed upon certification of the election results.

(c) An ordinance adopted by the electorate may not be amended or repealed for a period of six (6) months after the date of the election at which it was adopted, and an ordinance repealed by the electorate may not be re-enacted for a period of six (6) months after the date of the election at which it was repealed; provided, however, that any ordinance may be adopted, amended or repealed at any time by appropriate referendum

or initiatory procedure in accordance with the foregoing provisions of this article, or if submitted to the electorate by the council on its own motion.

ARTICLE VI

CITY ADMINISTRATION

Section 6.1. Manager.

The city manager shall be the chief administrative officer of the City. The council, by a majority vote, shall appoint a city manager within a reasonable time whenever a vacancy exists in such position. Such appointment shall be without definite term and shall be at a salary to be fixed by council. The manager shall be appointed without regard to any consideration other than his fitness, competency, training and experience as a manager. At the time of his appointment, he need not be a resident of the City or State, but during tenure of office he shall reside within the City except at the discretion of the council. No member of the council shall be appointed manager during the term for which he shall have been elected, nor within one year after the expiration of his term.

Section 6.2. Acting manager.

The council may appoint an acting city manager during the period of vacancy in the office, or during the absence or disability of the city manager. Such acting city manager shall, while he is in such office, have all the responsibilities, duties, functions and authority of the city manager.

Section 6.3. Powers and duties.

The manager shall be responsible to the council for the proper administration of all affairs of the City placed in his charge, and to that end he shall have the power and duty and be required to:

- (a) Be responsible for the enforcement of the laws and ordinances of the City;
- (b) Hire, suspend, transfer and remove city employees;
- (c) Make appointments on the basis of executive and administrative ability and of the training and experience of such appointees in the work which they are to perform;
- (d) Cause a proposed budget to be prepared annually and submit it to the council and be responsible for the administration of the budget after its adoption;
- (e) Prepare and submit to the council as of the end of the fiscal year a complete report on finances and administrative activities of the City for the preceding year, and upon request of the council make written or verbal reports at any time concerning the affairs of the City under his supervision;
- (f) Keep the council advised of the financial condition and future needs of the City and make such recommendations to the council for adoption as he may deem necessary or expedient;
- (g) Exercise supervision and control over all executive and administrative departments, and recommend to the council any proposal he thinks advisable to establish, consolidate or abolish administrative departments;

(h) Be responsible for the enforcement of all terms and conditions imposed in favor of the City in any contract or public utility franchise, and upon knowledge of any violation thereof, report the same to the council for such action and proceedings as may be necessary to enforce the same;

(i) Attend council meetings and participate in discussions with the council in an advisory capacity;

(j) Establish a system of accounting and auditing for the City which shall reflect, in accordance with generally accepted accounting principles, the financial condition and financial operation of the City;

(k) Provide for engineering, architectural, maintenance and construction services required by the City; and

(l) Perform such other duties as may be prescribed by this Charter, or by ordinance, or required of him by council which are not inconsistent with this Charter.

Section 6.4. Removal of manager.

The council at a regular or special meeting may, upon the vote of the majority of the entire council, remove the city manager from office. Upon such termination the council may in its discretion provide termination pay.

Section 6.5. Relationship of council to administrative service.

Neither the council, its members, the mayor, nor any council committee shall dictate the appointment of any person to office by the city manager except as otherwise provided in this Charter or in any way interfere with the city manager or other city officer to prevent him from exercising his judgment in the appointment or employment of officers and employees in the administrative service. Except for the purpose of inquiry, the council, its members, the mayor, and any council committee shall deal with the administrative service solely through the city manager and neither the council, its members, the mayor, nor any council committee thereof shall give orders to any of the subordinates of the city manager.

Section 6.6. City clerk.

The manager with the approval of council shall appoint a city clerk, who shall be custodian of the city seal and who shall keep a journal of council proceedings and record in full all ordinances, motions and resolutions. He shall have power to administer oaths and take acknowledgments under seal of the City, and shall perform such other duties as required by this Charter, the council, or the manager.

Section 6.7. Director of finance.

There shall be a director of finance who shall be appointed by the city manager with approval of council, to serve at the pleasure of the city manager. The city manager may also appoint a deputy or deputies to serve under the supervision of the director of finance who shall have authority to act in the absence of the director of finance.

Section 6.8. Duties and powers of director of finance.

The director of finance shall also be the city treasurer. He shall keep and supervise all accounts; receive and have custody of all monies of the City; collect special city taxes, electric and water fees and

charges; issue licenses and collect fees therefor; make and keep public records of the City not specifically entrusted to any other department by this Charter or by ordinance; and perform such other duties pertaining to the department of finance as required by this Charter, the council or the manager.

Section 6.9. Departments created.

The administrative functions of the City shall be performed by the departments existing at the time this Charter is adopted and such other departments as may be hereafter established by ordinance. Upon recommendation of the city manager, the council may, by ordinance, consolidate or merge any of the said departments, whether set forth in this Charter or created by ordinance.

Section 6.10. Bonding of employees.

All city officials and employees dealing directly with municipal funds shall post bond in an amount and under such conditions as required by council.

Section 6.11. Community Development Director

The city manager with the approval of council shall appoint a Community Development Director, who shall serve at the pleasure of the city manager. The Community Development Director shall have such responsibilities and duties as set forth in the Aspen Land Use Code, as amended from time to time, or policies adopted by the City Manager. ([Ord 21-2016](#), adopted at November 8, 2016 election)

Section 6.12. Chief of Police

The city manager with approval of council shall appoint a Chief of Police, who shall serve at the pleasure of the city manager. The Chief of Police shall have such responsibilities and duties as set forth in the Municipal Code of the City of Aspen, as amended from time to time, or policies adopted by the City Manager. ([Ord 21-2016](#), adopted at November 8, 2016 election)

ARTICLE VII

LEGAL AND JUDICIARY

Section 7.1. City attorney.

The council shall appoint a city attorney to serve at the pleasure of council. He shall be an attorney-at-law admitted to practice in Colorado. The city attorney shall be the legal representative of the City and he shall advise the council and city officials in matters relating to their official powers and duties and perform such other duties as council may prescribe by ordinance or resolution. The council may provide the city attorney such assistants as council may deem necessary, and may on its own motion or upon request of the city attorney in special cases employ special counsel to serve under the direction of the city attorney. Council shall establish compensation for the city attorney, his assistants and special counsel.

Section 7.2. Judiciary.

(a) Municipal judge. There shall be a municipal court vested with exclusive original jurisdiction of all criminal and traffic causes arising under the ordinances of the city and as may be conferred by law. The

municipal court shall be presided over and its functions exercised by a judge appointed by the council for a specified term of no less than two (2) years. The council may re-appoint the municipal judge for a subsequent term or terms, except that the initial appointment may be for a term of office, which expires on the date of the organizational meeting of the council after the next general election. Any vacancy in the office of the municipal judge shall be filled by appointment by the council for the remainder of the unexpired term. The municipal judge shall be an attorney-at-law admitted to practice in the State of Colorado.

(b) Deputy judges. Council may appoint one or more deputy judges as it deems necessary. The deputy municipal judges shall all have the powers of the municipal judge when called upon to act by the municipal judge or the council. In the event that more than one municipal judge is appointed, the council shall designate a presiding municipal judge, who shall serve in his capacity during the terms for which he was appointed. The deputy municipal judges shall be attorneys admitted to practice in the State of Colorado and serve at the pleasure of the council.

(c) Compensation. The municipal judge shall receive a fixed salary or compensation set by the council which salary or compensation shall not be dependent upon the outcome of the matters to be decided by the municipal judge. The deputy municipal judge may receive such compensation for services rendered as council may determine.

(d) Removal. Any municipal judge may be removed during his term of office only for cause. A judge may be removed for cause if:

- (1) He is found guilty of a felony or any other crime involving moral turpitude;
- (2) He has a disability which interferes with the performance of his duties, and which is, or is likely to become, of a permanent character;
- (3) He has willfully or persistently failed to perform his duties; or
- (4) He is habitually intemperate. ([Ord No. 14-2005](#))

ARTICLE VIII

BOARDS AND COMMISSIONS

Section 8.1. Existing boards and commissions.

All existing boards and commissions, including the city planning commission, board of zoning adjustment and board of examiners and appeals, shall continue as established by ordinance, except as otherwise provided by ordinance or this Charter.

Section 8.2. Composition of boards and commissions.

No member of the city council, the mayor, any city employee, nor any appointed city official shall serve on any permanent board or commission heretofore established or hereafter established by council during his or her tenure as councilman, mayor, city employee or appointed official. Every member of a permanent board or commission established by this Charter and appointed by council shall be a resident of the City of Aspen for at least one (1) year and shall be a qualified elector, with the exception of the board of appeals and examiners which shall be composed of members who are either residents of the City of Aspen or of the Pitkin County for at least two (2) years. Terms of appointment to such boards and commissions shall not exceed

four (4) years. There shall be no limitation on the number of terms a member may serve on any permanent board or commission. ([Ord. No. 49-1980, § 1](#); [Ord. No. 35-2001, § 1](#))

Section 8.3. Vacancies.

Whenever a vacancy occurs on any board or commission, the council shall cause public notice of such vacancy to be made and encourage volunteers to seek appointment to such board or commission.

Section 8.4. Right to establish.

In addition to those boards and commissions heretofore created by ordinance, council shall have the power and authority to create boards and commissions including advisory and appeal boards. All permanent boards and commissions including advisory and appeal boards shall be created by ordinance, which shall set forth the powers and duties delegated to such boards and commissions. Initial appointments by the council to any board or commission shall specify the terms of office of each individual in order to achieve over-lapping tenure. All members, however, shall be subject to removal by the council. The council shall also make appointments to fill vacancies for the unexpired terms. Each board and commission shall elect its own chairman and vice-chairman from among its members. Each board and commission shall operate in accordance with its own rules of procedure except as otherwise directed by the council. All meetings of any board or commission shall be open to the public. Any board or commission created under this article which is not required by statute or this Charter may be abolished by the council.

ARTICLE IX

CITY FINANCES

Section 9.1. Fiscal year.

The fiscal year of the City shall begin on the first day of January and end on the last day of December.

Section 9.2. Submission of budget and budget message.

The city manager, prior to the beginning of each fiscal year, shall submit to the council the budget for said ensuing fiscal year and an accompanying message.

Section 9.3. Budget message.

The manager's message shall explain the budget both in fiscal terms and in terms of the work programs. It shall outline the proposed financial policies of the City for the ensuing fiscal year, describe the important features of the budget, indicate any major changes from the current year in financial policies, expenditures, and revenues, together with the reasons for such changes, summarize the City's debt position, and include such other material as the manager deems desirable or which the council may require.

Section 9.4. Budget content.

The budget shall provide a complete financial plan of all municipal funds and activities for the ensuing fiscal year and, except as required by law or this Charter, shall be in such form as the manager deems desirable or the council may require. In organizing the budget, the manager shall utilize the most feasible combination of expenditure classification by fund, organization unit, program, purpose or activity, and object. It shall begin with a clear general summary of its contents and shall be so arranged as to show comparative figures for

actual and estimated income and expenditures of the preceding fiscal year. It shall indicate in separate sections:

(a) Anticipated revenues classified as cash surplus, miscellaneous revenues, and amount to be received from property tax; cash surplus being defined for purposes of this article as the amount by which cash is expected to exceed current liabilities and encumbrances at the beginning of the ensuing fiscal year;

(b) Proposed expenditures for current operations during the ensuing fiscal year, detailed by offices, departments and agencies in terms of their respective work programs, and the method of financing such expenditures;

(c) A reasonable provision for contingencies;

(d) A capital depreciation fund;

(e) Required expenditures for debt service, judgments, cash deficient recovery and statutory expenditures;

(f) Proposed capital expenditures during the ensuing fiscal year, detailed by offices, departments and agencies when practicable, and the proposed method of financing each such capital expenditure;

(g) Anticipated net surplus or deficit for the ensuing fiscal year for each utility owned or operated by the City and the proposed method of its disposition; subsidiary budgets for each such utility giving detailed income and expenditure information shall be attached as appendices to the budget;

(h) The total of proposed expenditures and provision for contingencies shall not exceed the total of estimated revenue.

Section 9.5. Capital program.

(a) Submission. The manager, with such assistance as the council may direct, shall prepare and submit to the council a long-range capital program, simultaneously with his recommended budget.

(b) Contents. The capital program shall include:

(1) A clear general summary of its contents;

(2) A list of all capital improvements which are proposed to be undertaken during the following fiscal years, with appropriate supporting information as to the necessity for the improvement;

(3) Cost estimates, method of financing and recommended schedules for each such improvement; and

(4) The estimated annual cost of operating and maintaining the facilities to be constructed or acquired.

This information may be revised or extended each year with regard to capital improvements still pending or in process of construction or acquisition.

Section 9.6. Budget hearing.

A public hearing on the proposed budget and proposed capital program shall be held by the council on any date at least fifteen (15) days prior to the final day established by law for the certification of the ensuing

year's tax levy to the county. Notice of the time and place of such hearing shall be published one time at least seven (7) days prior to the hearing.

Section 9.7. Council amendments.

After the public hearing, the council may adopt the budget with or without amendment. In amending the budget, it may add or increase programs or amounts and may delete or decrease any programs or amounts, except expenditures required by law or for debt service or for estimated cash deficit.

Section 9.8. Council adoption.

The council shall adopt the budget by resolution on or before the final day established by law for the certification of the ensuing year's tax levy to the county. If it fails to adopt the budget by this date, the amounts appropriated for the current operation for the current fiscal year shall be deemed adopted for the ensuing fiscal year on a month-to-month basis, with all items in it pro-rated accordingly, until such time as the council adopts the budget for the ensuing fiscal year.

Section 9.9. Property tax levy.

Adoption of the budget by council shall constitute appropriations of the amounts specified therein as expenditures from the funds indicated and shall constitute a levy of the property tax therein proposed. Council shall cause the same to be certified to the county as required by law.

Section 9.10. Contingencies.

The budget may include an item for contingencies. Except in those cases where there is no logical account to which an expenditure can be charged, expenditures shall not be charged directly to contingencies; but instead, the necessary part of the appropriation for contingencies shall be transferred to the logical account, and the expenditure charged to such account. No such transfer shall be made without the express approval of the council, and then only for expenditures which could not readily be foreseen at the time the budget was adopted.

Section 9.11. Public records.

Copies of the budget and the capital program as adopted shall be public records and shall be made available to the public in the municipal building.

Section 9.12. Amendments after adoption.

(a) Supplemental appropriations. If during the fiscal year the manager certifies that there are available for appropriation revenues in excess of those estimated in the budget, the council by ordinance may make supplemental appropriations for the year up to the amount of such excess.

(b) Emergency appropriations. To meet a public emergency affecting life, health, property or the public peace, the council may make emergency appropriations. Such appropriations may be made by emergency ordinance in accordance with provisions of Section 4.11. To the extent that there are no available unappropriated revenues to meet such appropriations, the council may by emergency ordinance authorize the issuance of emergency notes, which may be renewed from time to time, but the emergency notes and renewals of any fiscal year shall be paid not later than the last day of the fiscal year next succeeding that in which the emergency appropriation was made.

(c) Reduction of appropriations. If at any time during the fiscal year it appears probable to the manager that the revenues available will be insufficient to meet the amount appropriated, he shall report to the council without delay, indicating the estimated amount of the deficit, any remedial action taken by him and his recommendation as to any other steps to be taken. The council shall then take such further action as it deems necessary to prevent or minimize any deficit and for that purpose it may by ordinance reduce one or more appropriations.

(d) Transfer of appropriations. Any time during the fiscal year the manager may transfer part or all of any unencumbered appropriation balance among programs within a department, office or agency and, upon written request by the manager, the council may by resolution transfer part or all of any unencumbered appropriation balance from one department, office, agency, or object to another.

(e) Limitation. Effective date. No appropriation for debt service may be reduced or transferred, and no appropriation may be reduced below any amount required by law to be appropriated or by more than the amount of the unencumbered balance thereof. The supplemental and emergency appropriation and reduction or transfer of appropriations authorized by this section may be made effective immediately upon adoption.

Section 9.13. Administration of budget.

(a) Work programs and allotments. The manager may require each department, office or agency to submit work programs for the ensuing fiscal year showing the requested allotment of its appropriation by periods within the year. The manager shall review and authorize such allotments with or without revision as early as possible in the fiscal year. He may revise such allotments during the year if he deems it desirable and shall revise them to accord with any supplemental, emergency, reduced or transferred appropriation made pursuant to Section 9.12.

(b) Payments and obligations prohibited. No payments shall be made or obligation incurred against any allotment or appropriation except in accordance with appropriations duly made and unless the manager first certifies that there is a sufficient unencumbered balance in such allotment or appropriation and that sufficient funds therefrom are or will be available to cover the claim or meet the obligation when it becomes due and payable. Any authorization of payment or incurring of obligation in violation of the provisions of this Charter shall be void and any payment so made illegal; such action shall be cause for removal of any officer who knowingly authorized or made such payment or incurred such obligation, and he shall also be liable to the city for any amount so paid. However, except where prohibited by law, nothing in this Charter shall be construed to prevent the making or authorizing of payments or making of contracts for capital improvements to be financed wholly or partly by the issuance of bonds, or to prevent the making of any contract or lease providing for payments beyond the end of the fiscal year, provided that such act was made or approved by ordinance.

(c) Monthly budget report. The city manager shall submit to the council a list of budget accounts, bank reconciliations, the status of each budget account, and such other budgetary information as may be required by council in the form of a monthly budget report.

Section 9.14. Independent audit.

An independent audit shall be made of all city accounts at least annually, and more frequently if deemed necessary by the council. Such audit shall be made by certified or registered public accountants, experienced in municipal accounting, selected by the council. Copies of such audit shall be made available for public inspection at the municipal building.

ARTICLE X

MUNICIPAL BORROWING

Section 10.1. Forms of borrowing.

The City may borrow money and issue the following securities to evidence such borrowing:

- (a) Short-term notes,
- (b) General obligation bonds and other like securities,
- (c) Revenue bonds and other like securities,
- (d) Local improvement bonds and other like securities.

Section 10.2. Short-term notes.

The municipal government, upon the affirmative vote of the majority of the entire council, may borrow money without an election in anticipation of the collection of taxes or other revenues and to issue short-term notes to evidence the amount so borrowed. Any such short-term notes shall mature before the close of the fiscal year in which the money is borrowed.

Section 10.3. General obligation bonds.

No bonds or other evidence of indebtedness payable in whole or in part from the proceeds of general property taxes or to which the full faith and credit of the City are pledged, shall be issued, except in pursuance of an ordinance, nor until the question of their issuance shall, at a special or general election, be submitted to a vote of the electors and approved by a majority of those voting on the question; qualified electors of the City shall mean those duly qualified to vote at a general or special election in the City of Aspen unless the city council for sufficient reason shall by ordinance calling the election, restrict or limit such classification of electors to taxpaying electors as may be defined by ordinance adopted by the city council, provided, however, that such securities issued for acquiring utilities and rights thereto, or acquiring improving or extending any municipal utility system, or any combination of such purposes, may be so issued without an election.

Section 10.4. Limitation of indebtedness.

The City shall not become indebted for any purpose or in any manner in an amount which, including existing indebtedness, shall exceed twenty (20) percent of the assessed valuation of the taxable property within the City, as shown by the last preceding assessment for City purposes; provided, however, that in determining the limitation of the City's power to incur indebtedness there shall not be included bonds issued for the acquisition or extension of a water system or public utilities; or bonds or other obligations issued for the acquisition or extension of enterprises, works or ways from which the City will derive a revenue in accordance with Section 10.5 of this article.

Section 10.5. Revenue bonds.

The City may borrow money, issue bonds, or otherwise extend its credit for purchasing, constructing, condemning, otherwise acquiring, extending, or improving a water, electric, gas or sewer system, or other public utility or income-producing project provided that the bonds or other obligations shall be made payable from the net revenues derived from the operation of such system, utility or project, and providing further that any two (2) or more of such systems, utilities, and projects may be combined, operated, and maintained as

joint municipal systems, utilities, or projects in which case such bonds or other obligations shall be made payable out of the net revenue derived from the operation of such joint systems, utilities or projects. Such bonds shall not be considered a debt or general obligation of the City for the purposes of determining any debt limitation thereof.

The City shall, in addition, have the authority to issue revenue bonds payable from the revenue or income of the system, utility or project to be constructed or installed with the proceeds of the bond issue, or payable in whole or in part from the proceeds received by the City from the imposition of a sales or use tax by the State of Colorado, or any agency thereof.

Such bonds shall not be considered a debt or general obligation of the City, and shall not be included as part of the indebtedness of the City for the purposes of determining any debt limitation thereof. The City shall further have the opportunity to issue revenue bonds for such purpose or purposes as may be more particularly set forth by an ordinance or ordinances of the City, the bonds to be payable in whole or in part from the proceeds of the Real Estate Transfer Tax imposed by the City. Such bonds shall not be considered a debt or a general obligation of the City, and shall not be included as part of the indebtedness of the City for purposes of determining any debt limitation thereof. Such Real Estate Transfer Tax shall not be considered a sales or use tax within the meaning of any provisions of this Charter relating to sales and use tax revenue bonds.

No revenue bonds shall be issued until the question of their issuance shall have been approved by a majority of the electors voting on the question at a regular or special election; provided, however, that revenue bonds payable solely from the proceeds of the Real Estate Transfer Tax may be issued without an election; and provided further, however, that industrial development revenue bonds may be issued pursuant to the provisions of the County and Municipal Development Revenue Bond Act and without an election. (Referendum of 4-6-71; [Ord. No. 48-1980](#))

Section 10.6. Refunding bonds.

The council may authorize, by ordinance, without an election, issuance of refunding bonds or other like securities for the purpose of refunding and providing for the payment of the outstanding bonds or other like securities of the City of the same nature, or in advance of maturity by means of an escrow or otherwise.

Section 10.7. Special or local improvement district bonds.

The City shall have the power to create local improvement districts and to assess the cost of the construction or installation of special or local improvements of every character against benefited property within designated districts in the City by:

(a) Order of council, subject, however, to protest by the owners of a majority of all property benefited and constituting the basis of assessment as the council may determine.

(b) On a petition by the owners of more than fifty (50) percent of the area of the proposed district, provided that such majority shall include not less than fifty (50) percent of the landowners residing in the territory.

In either event, a public hearing shall be held at which all interested parties may appear and be heard. Right to protest and notice of public hearing shall be given as provided by council by ordinance. Such improvements shall confer special benefits to the real property within said district and general benefits to the City at large. The council shall have the power by ordinance without an election to prescribe the method of making such improvements, of assessing the cost thereof, and of issuing bonds for cost of constructing or installing such improvements including the costs incidental thereto.

Where all outstanding bonds of a special or local improvement district have been paid and any monies remain to the credit of the district, they shall be transferred to a special surplus and deficiency fund and whenever there is a deficiency in any special or local improvement district fund to meet the payments of outstanding bonds and interest due thereon, the deficiency shall be paid out of said surplus and deficiency fund. Whenever a special or local improvement district has paid and cancelled three-fourths of its bonds issued, and for any reason the remaining assessments are not paid in time to take up the remaining bonds of the district and the interest due thereon, and there is not sufficient monies in the special surplus and deficiency fund, then the City shall pay said bonds when due and the interest due thereon, and reimburse itself by collecting the unpaid assessments due said district.

In consideration of general benefits conferred on the City at large from the construction or installation of improvements in improvement districts, the Council may levy annual taxes on all taxable property within the City at a rate not exceeding four (4) mills in any one year, to be disbursed as determined by the Council for the purpose of paying for such benefits, for the payment of any assessment levied against the City itself in connection with bonds issued for improvement districts, or for the purpose of advancing monies to maintain current payments of interest and equal annual payments of the principal amount of bonds issued for any improvement district hereinafter created. The proceeds of such taxes shall be placed in a special fund and shall be disbursed only for the purposes specified herein, provided that in lieu of such tax levies, the Council may annually transfer to such special fund any available monies of the City, but in no event shall the amount transferred in any one year exceed the amount which would result from a tax levied in such year as herein limited.

Section 10.8. Long term installment contracts, rentals and leaseholds.

In order to provide necessary land, buildings, equipment and other property for governmental or proprietary purposes, the City is hereby authorized to enter into long term installment purchase contracts and rental or leasehold agreements. Such agreements may include an option or options to purchase and acquire title to such property within a period not exceeding the useful life of such property, and in no case exceeding forty (40) years. Each such agreement and the terms thereof shall be approved by an ordinance duly enacted by the City. The city council is authorized and empowered to provide for the payment of said payments or rentals from a general levy imposed upon both personal and real property included within the boundaries of the City, or by imposing rates, tolls and service charges for the use of such property or any part thereof by others, or from any other available municipal income, or from any one or more of the above sources. Provided, that nothing herein shall be construed to eliminate the necessity of voter approval of a tax or levy if otherwise required by this Charter. The obligation to make any payments or pay any rentals shall constitute an indebtedness of the City within the meaning of the Charter limitation on indebtedness. Property acquired or occupied pursuant to this Charter shall be exempt from taxation so long as used for authorized governmental or proprietary functions of the City. ([Ord. No. 12-1975](#))

ARTICLE XI

PUBLIC UTILITIES AND FRANCHISES

Section 11.1. General powers.

The City shall have and exercise with regard to all utilities and franchises, all municipal powers, including without limitation, all powers now existing and which may be hereafter provided by the constitution and statutes. The right of the City to construct, purchase, or condemn any public utility, work or way, is expressly reserved. Except as otherwise provided by constitution, or this Charter, all powers concerning the granting, amending, revoking, or otherwise dealing in franchises shall be exercised by the council.

Section 11.2. Water rights.

The City shall have the power to buy, exchange, lease, own and control water rights.

Section 11.3. Utility rates and service areas.

The council shall by ordinance establish rates for services provided by municipality-owned utilities. All newly-annexed territory shall be served by municipal utilities within a reasonable period of time after annexation. If the council desires to extend the municipal water utility transmission lines beyond city boundaries, it shall do so by ordinance.

Section 11.4. Granting of franchises.

No franchise shall be granted except upon approval by a majority of the electors voting thereon.

Section 11.5. Franchise records.

The council shall cause to be kept in the office of the city clerk an indexed franchise record in which shall be transcribed copies of all franchises heretofore and hereafter granted. The index shall give the name of the grantee and any assignees. The record, a complete history of all such franchises, shall include a comprehensive and convenient reference to all actions at law affecting the same, and copies of all annual reports and such other matters of information and public interest as the council may from time to time require.

Section 11.6. Existing franchises.

All franchise ordinances of the City in effect at the time that this Charter is adopted shall remain in full force and effect according to their provisions and terms until the expiration date provided in such ordinance or until modified by another franchise as provided in Section 11.4.

ARTICLE XII

TAXATION

Section 12.1. Authority to levy taxes.

The council may levy and collect taxes for municipal purposes including, without limitation general ad valorem property taxes, and it may levy and collect special assessments for local improvements as provided in this Charter; provided, however, that no income tax, sales tax or excise tax shall be levied after the adoption of this Charter until such tax shall have been approved by majority of the electors voting at a regular or special election.

ARTICLE XIII

MISCELLANEOUS LEGAL PROVISIONS

Section 13.1. Eminent domain.

The City shall have the right to eminent domain as provided by the constitution and the statutes.

Section 13.2. Reservation of power.

The power to supersede any law of this state now or hereafter in force, insofar as it applies to local or municipal affairs shall be reserved to the City, acting by ordinance, subject only to restrictions of Article XX of the state constitution.

Section 13.3. Liability of City.

All claims and actions for the recovery of compensation for personal injury, death, or property damage against the City on account of its negligence shall be governed by the Colorado Governmental Immunity Act as now existing or as hereafter modified or amended. (Ord. 46-1992 §3, Election August 11, 1992)

Section 13.4. Restrictions on the sale or change in use of property.

Council shall not sell, exchange or dispose of public building, utilities or real property in use for public purposes, including real property acquired for open space purposes, without first obtaining the approval of a majority of the electors voting thereon. Additionally, the city council shall not cause or permit the change in use of the real property acquired for open space purposes, other than for recreational, agricultural or underground easement purposes, without first obtaining the approval of a majority of the electors voting thereon. No real property acquired for open space purposes shall be sold, exchanged, disposed of, or converted to other uses other than for recreational, agricultural or underground easement purposes, unless such open space is replaced with other open space property of equivalent or greater value as of the date of sale or conversion as determined by the City Council by resolution following a public hearing taking into consideration monetary, environmental, and aesthetic values. ([Ord. No. 14-1982](#); election 11/2/1999)

Section 13.5. Co-operative contracts.

The council may by resolution enter into contracts or agreements with other governmental units, special districts, or persons for the joint use of buildings, equipment, or facilities, or for furnishing or receiving commodities or services.

Section 13.6. Grants to regional service authorities.

In the interest of governmental services provided on a regional or area-wide basis and the benefits realized by the City of Aspen from said service, the council may by ordinance provide grants of municipal funds and services to regional service authorities existing at the time this Charter becomes effective or thereafter created.

Section 13.7. Bequests, gifts and donations.

Council, on behalf of the City, may receive or refuse bequests, gifts, and donations of all kinds of property in fee simple or in trust for public, charitable, or other purposes, and do all things and acts necessary to carry out the purpose of such gifts, bequests, and donations with power to manage, sell, lease, or otherwise dispose of the same in accordance with the terms of the gift, bequest, or trust.

Section 13.8. Emergency powers.

In case of riot, insurrection or extra-ordinary emergency, the mayor, or in his absence, the manager, shall assume general control of the city government and all branches and be responsible for the suppression of disorders and the restoration of normal conditions. At any time of threatened or actual civil insurrection, the mayor shall:

- (a) Proclaim the existence and termination of a threatened or actual civil insurrection;
- (b) Request the governor's proclamation at his discretion if he believes that the resources and ability of the community are inadequate to cope with the peril;
- (c) Convene the council within two (2) days if it appears that the state of civil insurrection will continue for more than two (2) days;
- (d) Execute all his normal powers and all his special powers lawfully conferred upon him including, but not limited to, establishing written rules and regulations governing conduct and activities reasonably related to the protection of life and property and to the suppression of the civil insurrection.

Section 13.9. Severability of Charter provisions.

If any provision, section, article or clause of this Charter or the application thereof to any person or circumstance shall be found to be invalid by a court, such invalidity shall not affect any remaining portion or application of the Charter which can be given effect without the invalid portion or application, provided such remaining portions or applications are not determined by the court to be inoperable, and to this end this charter is declared to be severable.

Section 13.10. Charter amendments.

This Charter may be amended at any time in the manner provided by the constitution. Nothing herein contained shall be construed as preventing the submission to the people of more than one Charter amendment at any one election. If provisions of two (2) or more proposed amendments adopted or approved at the same election conflict, the amendment receiving the highest affirmative vote shall become effective.

Section 13.11. Interpretations.

Except as otherwise specifically provided or indicated by the context hereof, all words used in this Charter indicating the present tense shall not be limited to the time of the adoption of this Charter but shall extend to and include the time of the happening of any event or requirement for which provision is made herein. The singular number shall include the plural, the plural shall include the singular and the masculine gender shall extend to and include the feminine gender and neuter, and the word "person" may extend and be applied to bodies politic and corporate and to partnerships as well as to individuals.

Section 13.12. Definitions.

As used in this Charter the following words and phrases shall have the following meanings:

- (a) *Appropriation.* The authorized amount of monies set aside for expenditures during a specified time for a specific purpose.
- (b) *City.* City of Aspen, Colorado, a municipal corporation.
- (c) *Council.* The city council of the City of Aspen, including the mayor, unless provided otherwise.
- (d) *Manager.* The city manager of the City of Aspen appointed pursuant to Section 6.1.
- (e) *Franchise.* An irrevocable privilege granted by the City permitting a specified use of public property for a specified length of time.

(f) *Employee.* A person employed by the City of Aspen.

(g) *General municipal election.* A municipal election held every two (2) years at which candidates for elective offices of the City are voted upon in accordance with this Charter.

(h) *Public utility.* Any person, firm, or corporation operating heat, power, or light systems, communication systems, water, sewer or scheduled transportation systems, and serving or supplying the public under a franchise granted by the City.

(i) *Officer.* Any person elected to office or appointed by council, including appointees to boards and commissions.

(j) *Constitution.* The Constitution of the State of Colorado.

(k) *Statutes.* The applicable laws of the State of Colorado as they now exist or as they may be amended, changed, repealed or otherwise modified by legislative procedure.

(l) *Elector.* A person qualified to vote under the Constitution and Statutes of the State of Colorado.

(m) *Permanent board or commission.* A board or commission intended by council to be a part of the permanent governmental structure of the City of Aspen as established by ordinance.

Section 13.13 Specially Designated Spaces.

(a) Specially Designated Spaces. The following City-owned properties are hereby identified as Specially Designated Spaces:

(1) The Ute Cemetery.

(2) The John Denver Sanctuary at the Rio Grande Park.

(b) Uses of Specially Designated Spaces. Notwithstanding any portion of the Municipal Code to the contrary, changes in the authorized uses of Specially Designated Spaces shall be by resolution approved by the unanimous vote of all council members. ([Ord. No. 34-2001, § 1](#))

Section 13.14 – Voter authorization of certain land use approvals.

(a) Any land use approval granted by the City of Aspen, or an amendment to a previous land use approval, including those granted as a result of litigation, on land within the zone districts listed in paragraph (b), that exceeds the zoning limitations for allowable floor area or maximum height (including height restricted by view planes), or which reduces the requirements for the amount of off-street parking spaces or affordable housing, shall not be effective unless subsequently approved by a majority of all City electors voting thereon.

(b) Except as set forth herein below, the provisions of paragraph (a) shall apply to all properties east of Castle Creek within the following zone districts on January 1, 2015: Commercial Core (CC) zone district, Commercial (C-1) zone district, Service/Commercial/Industrial (S/C/I) zone district, Neighborhood Commercial (NC) zone district, Mixed Use (MU) zone district, Lodge (L) zone district, Commercial Lodge (CL) zone district, Lodge Overlay (LO) zone district, Lodge Preservation Overlay (LP) zone district.

(c) Although within the zone districts set forth in paragraph (b), the following shall be exempt from the provisions of paragraph (a): single-family and duplex homes, replacement of non-conforming structures, and variations necessary to meet the requirements of the Americans with Disabilities Act (ADA), the Federal

Fair Housing Act (FHA), the Federal Telecommunications Act (FTA), to implement energy efficiency measures, to meet applicable building and fire codes, or an amendment to a previous land use approval that reduces height or floor area or increases the amount of parking or affordable housing.

(d) The approval of the electorate required by this Section shall take place at the next available previously scheduled state or county election, the next general municipal election or a special election set by the Council, whichever is earlier.

(e) The City of Aspen shall amend the Land Use Regulations to be consistent with this Home Rule Charter Amendment. (election 5/5/2015)

ARTICLE XIV

TRANSITION PERIOD

Section 14.1. Effective date of Charter.

This Charter shall become effective immediately upon voter approval except that those provisions of Article IX relating to the preparation and submission of the budget and capital program shall become effective for the 1971 annual budget, and those provisions in Article III relating to the election of mayor and councilmen shall become effective at the first general election scheduled under this Charter to be held on May 4, 1971.

Section 14.2. Prior city legislation.

All bylaws, ordinances, resolutions, rules and regulations of the City which are not inconsistent with this Charter and which are in force and effect at the effective date of this Charter shall continue in full force and effect until repealed or amended. Those provisions of any effective bylaw, ordinance, resolution, rule or regulation which are inconsistent with this Charter are hereby repealed.

Section 14.3. Present elected officials to continue in office.

The present city council and mayor in office at the time of the adoption of this Charter shall continue at their present salaries, to serve and carry out the functions, powers and duties of their offices until their successors assume the duties of their offices.

The present city clerk and city treasurer in office at the time of the adoption of this Charter, shall continue at their present salaries to serve and carry out the functions, powers, and duties of their offices until the next general municipal election.

Section 14.4. Continuation of present boards and commissions.

All boards and commissions in office at the time of adoption of this Charter shall continue to function with their present powers and duties as provided in the respective ordinances.

Section 14.5. Continuation of appointed officers and employees.

Except as otherwise provided herein, after the effective date of this Charter, all appointive officers and all employees of the City shall continue in that city office or employment, which corresponds to the city

office or employment which they held prior to the effective date of this Charter, as though they had been appointed or employed in the manner provided in this Charter; and they shall in all respects be subject to the provisions of this Charter, except that any officer or employee who holds a position which this Charter provides be held at the pleasure of the appointing officer or body, shall hold such position only at such pleasure regardless of the term for which originally appointed.

Section 14.6. Saving clause.

This Charter shall not affect any suit pending in any court or any document heretofore executed in connection therewith. Nothing in this Charter shall invalidate any existing contracts between the City of Aspen and individuals, corporations or public agencies.

CERTIFICATE OF FINAL ADOPTION

We, the undersigned, present members of the Aspen Charter Convention, duly elected by the people of Aspen, Colorado at a special election held on March 24, 1970, or duly appointed according to law, under authorization of Article XX, Constitution of the State of Colorado, to frame a Home Rule Charter for the City of Aspen, do hereby certify that the foregoing is the Proposed Charter as finally approved and adopted by the members of the Convention on the 14th day of May, 1970, for submission to the people of Aspen at a special election to be held on June 16, 1970.

Executed in triplicate at Aspen, Colorado, this 14th day of May, 1970.

Dr. William Comcowich, President

Ramona Markalunas, Secretary

James Adams

Curtis Baar

Neil Beck

Fritz Benedict

Albert Bishop

Alfred Braun

Michael Garrish

Victor Goodhard

Charles B. Howe, Attorney at Law
Charter Convention Advisor

Eve Homeyer, Vice President

Wayne Habermann

Francise Kalmes

Werner Kuster

Ralph Melville

Robin Molny

William McEachern

Bernard Popish

William Shaw

Jack Walls

Francis Whitaker

STATE OF COLORADO)
) ss.
COUNTY OF PITKIN)

Subscribed and sworn to before me this 14th day of May, 1970.

My Commission expires 12-20-73.

Lorraine E. Graves

/s/_____
Notary Public

I hereby certify that the above and foregoing document is the Charter adopted at the Special Election for the City of Aspen, Colorado, held Tuesday, June 16, 1970, and duly filed by me with the Secretary of State of the State of Colorado.

Lorraine E. Graves

/s/_____
City Clerk

SEAL

Published in the Aspen Times:

First Publication, May 28, 1970
Second Publication, June 4, 1970
Third Publication, June 11, 1970
Fourth Publication, June 18, 1970

Updated 1/8/2019

RESOLUTION #51
(Series of 2005)

A RESOLUTION OF THE ASPEN CITY COUNCIL ADOPTING RULES AND
REGULATIONS

WHEREAS, the City Council of the City of Aspen is empowered to establish the Rules of Procedure governing meetings of the City Council of the City of Aspen; and

WHEREAS, the City Council deems it advisable to amend the Rules and Regulations adopted by Resolution #25, Series of 1985, and to adopt the attached Rules and Regulations dated June 2005,

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF ASPEN, COLORADO:

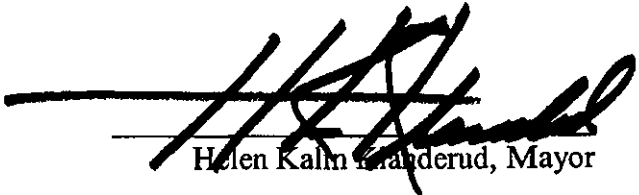
Section 1

That the City Council hereby adopts the attached City Council Rules and Rules establishing procedures for the conduct of its meetings. Said Rules and Regulations shall replace and supersede the rules governing the procedure of City Council meetings adopted by Resolution #25, Series of 1985.

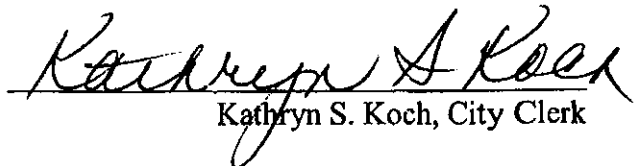
Section 2

That the City Council may, from time to time establish additional procedures as they deem necessary.

July 28, 2005
Date


Helen Kalm Greanderud, Mayor

I, Kathryn S. Koch, duly appointed and acting City Clerk do certify that the foregoing is a true and accurate copy of that resolution adopted by the City Council of the City of Aspen, Colorado, at a meeting held July 25, 2005.


Kathryn S. Koch, City Clerk

CITY COUNCIL RULES AND REGULATIONS

CITY OF ASPEN, COLORADO

June 2005

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SECTION I – JOURNAL OF PROCEEDINGS

The Council shall determine its own rules, order of business, conduct of public meetings and shall provide for keeping the official record, which shall be a public record according to C. R. S. 24-6-402 Open Meetings

SECTION II – MEETINGS

The Council shall meet regularly at least twice each month. Regular meetings will normally convene on the second and fourth Mondays of the month at 5:00 p.m. in the Council Chambers or other properly noticed location and shall adjourn promptly by or before 9:00 p.m. unless a motion is made and carried to suspend the rules and extend the meeting to a time certain. All actions taken by City Council that are otherwise proper shall not be void if taken beyond the normal time for adjournment.

Council will schedule work sessions as needed with at least 24 hours advance public notice. No formal action shall be taken during a work session.

Special meetings may be called during a regularly convened Council meeting or upon written request of the Mayor or of any two or more members of the Council on at least 24 hours written notice to each member of Council served personally or left at the Council member's usual place of residence. A special meeting, however, may be held on shorter notice if all members of Council are present or have waived notice in writing. Simultaneous notice to the media shall be required for all special meetings.

Executive sessions may be held for the purposes allowed by the Aspen Open Meeting Law, Municipal Code Section 2.04.030 Open meetings; executive sessions; notice; minutes and C.R.S. 24-6-402 et. seq. No formal action shall be taken during an executive session.

Work sessions may be scheduled by Council. No formal action shall be taken during a work session. Public comment shall be permitted by the Mayor subject to Section IV\.

Notices of meetings will include the time, place and agenda and will be sent to the media and posted in a public place at least 24 hours in advance of the meeting. In case of an emergency, notice will be as long as is reasonable under the circumstances.

All meetings shall be public, except executive sessions.

SECTION III – AGENDA

The City Manager shall confer with the Mayor each Tuesday preceding a regularly scheduled meeting to determine items to be included in the published agenda. All reports, communications, ordinances, resolutions, contract documents and other matters

to be submitted to the Council shall be delivered to the City Clerk prior to noon on the Tuesday prior to the Council meeting at which they are to be submitted. The City Manager shall list the matters according to the order of business and furnish each member of the Council and appropriate department heads with a copy of the agenda prior to the Council meeting. No item shall be submitted to the Council except through the City Manager; however, any member of the public, member of Council, or the City Manager may submit items to the Council during the Council meeting at the time provided in the order of business. Excepting emergency action necessary in furtherance of the public health, safety, or general welfare, no Council action shall be taken on any item not included on the published agenda.

SECTION IV – PRESIDING OFFICER – DUTIES:

The Mayor shall be the presiding officer of the Council. The presiding officer shall preserve strict order and decorum at all regular and special meetings of the Council. The Mayor shall state every question coming before the Council, announce the decision of the Council on all subjects and decide all questions of order. Any decision or ruling of the Mayor may be appealed to the Council as a whole by request of any member. The Mayor shall call for roll call to see if the chair shall be upheld; if the roll call loses, the Mayor is reversed.

SECTION V – CALL TO ORDER – PRESIDING OFFICER:

The Mayor, or in the Mayor's absence, the Mayor Pro tem shall call the Council to order at the scheduled meeting time. In the absence of the Mayor or Mayor Protem, the City Clerk shall call the Council to order. A temporary presiding officer then shall be elected by the members of the Council present. When the Mayor or Mayor Protem arrives, the temporary presiding officer shall relinquish the chair when the business immediately before the Council is finished.

SECTION VI – ROLL CALL:

Before proceeding with the business of the Council, the City Clerk shall call the roll of the members, and the names of those present shall be entered into the minutes.

SECTION VII – QUORUM:

A quorum shall consist of a majority of the members of Council; however, no action of the Council shall be valid or binding unless adopted by ordinance, resolution or motion. Resolution and motions shall require the affirmative vote of a majority of the members present. Ordinances shall require no less than three (3) affirmative votes for passage

unless it is an emergency ordinance in which case it shall require four (4) affirmative votes.

SECTION VIII – ORDER OF BUSINESS

- I. Call to Order
- II. Roll Call
- III. Scheduled Public Appearances
- IV. Citizens Comments & Petitions *(Time for any citizen to address Council on issues NOT on the agenda. Please limit your comments to 3 minutes)*
- V. Special Orders of the Day
 - a) Mayor's Comments
 - b) Councilmembers' Comments
 - c) City Manager's Comments
 - d) Board Reports
- VI. Consent Calendar *(These matters may be adopted together by a single motion)*
- VII. First Reading of Ordinances
- VIII. Public Hearings
- IX. Action Items
- X. Information Items
- XI. Executive Session
- XII. Adjournment

The Council may, by majority vote, consider items out of sequence from the printed agenda.

a) The consent calendar matters are routine and may be adopted by one motion. There will be no discussion of separate items, unless members of the City Council, staff, or the public requests that a specific item be discussed or removed from the consent calendar for individual consideration.

b) Procedures for public hearings are outlined in Ordinance #87, Series of 1975.

- c) Procedures for submitting petitions are discussed in section XV.
- d) If the City Council wishes to adjourn to a later time, Council must pass a motion specifying the date and time to which the regular meetings is being adjourned.

A motion to adjourn shall always be in order except during roll call. When a motion is made and seconded to adjourn, any member of the Council may state why it is improper for Council to adjourn. That statement, however, shall not be debatable and shall not take more than two minutes.

SECTION IX. – PROCEDURES FOR DEBATE

On those issues requiring debate, the presiding officer shall state the issue before Council. Unless Council by consensus determines no report is necessary, staff shall have an opportunity to report on the issue and will respond to Council questions. Council members shall be allotted time to present their positions and concerns.

A motion and a second on the issue will be allowed after all interested parties have had an initial opportunity to express their views. Discussion can continue after the motion is made; however, after a motion is on the floor, except for questions from Council, discussion shall be restricted to Council members.

SECTION X – RULES OF DEBATE

- a) Presiding Officer may debate and vote, etc. While the primary role of the presiding officer is to facilitate deliberations, the Mayor or member of Council who is presiding may move, second and debate from the chair, subject only to such limitations of debate as are imposed on all members. The presiding officer shall not be deprived of any of the rights and privileges of a Councilmember.
- b) Getting the floor – improper references to be avoided Every member desiring to speak shall address the chair and upon recognition by the presiding officer, shall confine him or herself to the question under debate, avoiding all personalities and indecorous languages.
- c) Interruptions A member, once recognized, shall not be interrupted when speaking unless it is to call the member to order. If a member, while speaking is called to order, the member shall cease speaking until the question of order is determined, and, if in order, shall be permitted to proceed.
- d) Personal Privilege The right of a Councilmember to address the Council on a question of personal privilege shall be limited to cases in which the member's integrity, character, or motives are questioned, or where the welfare of the Council is concerned. A Councilmember may interrupt another speaker if the Mayor recognizes the "privilege".

- e) Privilege of closing debate The Councilmember moving the adoption of an ordinance or resolution shall have the privilege of closing the debate.

SECTION XI – ADDRESSING THE COUNCIL

Any person wishing to address the Council shall first secure permission of the presiding officer to do so. The Council may limit the length of time that a person is permitted to address the Council.

Written communications Interested parties or their authorized representatives may address the Council by written communications in regard to matters under discussion.

Oral communications During the proper time on the agenda, citizens attending a regular meeting may address the Council on any matter concerning the City's business, or any matter over which the Council has control. Oral presentations shall not be repetitious and shall be confined to five minutes maximum duration.

After motion made – No person shall address the Council after a motion is made without first securing the permission of Council to do so.

SECTION XII – DECORUM

a) By Councilmembers While the Council is in session, the members must preserve order and decorum. A member shall neither by conversation or otherwise, delay or interrupt the proceedings or the peace of the Council nor disturb any member while speaking or refuse to obey the orders of the Council or its presiding officer, except as otherwise herein provided.

b) By Persons Any person making personal, impertinent or slanderous remarks, or who becomes boisterous while addressing the Council, or who interferes with the order of business before the Council, and who fails upon request of the presiding officer to cease such activity, shall be barred from further audience before the Council, unless permission to continue is granted by a majority vote of the Council.

SECTION XIII – ENFORCEMENT OF DECORUM

The City Manager shall appoint a sergeant-at-arms at the Council meetings. The City Manager of the City Manager's designee(s) shall carry out all orders and instructions given by the presiding officer for the purpose of maintaining order and decorum at the Council meeting. Upon instructions of the presiding officer, it shall be the duty of the sergeant-at-arms to remove any person who violates the order and decorum of the meeting.

SECTION XIV – VOTING

- a) Roll Call – All votes on ordinances shall be by roll call; all other votes shall be voice votes unless requested by a Councilmember.
- b) Precedence of Motions When a motion is before the Council, no motion shall be entertained except; (a) to limit comment, (2) to adjourn; (3) to fix the hour of adjournment, (4) to lay on the table, (5) for the previous question, (6) to continue to a certain day (7) to refer, (8) to amend, (9) to postpone indefinitely or to (10) divide the question. These motions shall have precedence in the order indicated.
- c) Amendments. No more than one amendment to an amendment is permitted. When an amendment is before the Council, the Council shall vote first on the amendment. After the amendment has passed or failed, the Council shall vote on the main motion.
- d) Motion to Table – The purpose of this motion is to temporarily bypass the subject. A motion to lay on the table is undebatable and shall preclude all amendments or debate of the subject under consideration. If the motion prevails, the matter may be “taken from the table” at any time prior to the end of the next regular meeting.
- e) Motion to Continue – The purpose of this motion is to delay consideration of a subject until a future time. A motion to continue shall include the specific date when the subject shall again be considered.
- f) Motion for Previous Question – The purpose of this motion is to close debate on the main motion. It is undebatable, and no further discussion shall be permitted until the motion is acted upon. If the motion fails, debate is reopened; if motion passes, then the Council shall vote on the main motion.
- g) Division of Question – If the question contains two or more division able propositions, the Mayor may, or upon successful motion of the Council shall divide the same.
- h) Withdrawal of Motion – When a motion is made and seconded, it shall be so stated by the Chair before debate commences.
- i) Conflict of Interest – Councilmembers shall abide by the provisions of Section 4.7 of the Aspen City Charter and by Ordinance #19, Series of 2003. When a Councilmember determines he or she has a conflict of interest, the member shall announce such conflict and refrain from discussing or voting upon the matter.
- j) Ex Parte Contacts – Councilmembers shall abide by the provisions of Ordinance #87, Series of 1975, regarding pre-hearing or ex parte contacts.

k) Councilmember Required to Vote – Councilmembers are required to vote on all issues placed before them unless excused under the provisions of (i) above. (Refer to the City Charter Section 4.7 “Voting”.)

l) Recording Vote; Tie Votes – The minutes of the Council shall record each individual Councilmember’s vote on all ordinances, resolutions and franchises. In the case of a tie vote on any motion, the motion shall be considered lost.

m) Motion to reconsider – A motion to reconsider any action taken by the Council may be made only on the day the action was taken or at the next regularly scheduled meeting following the day when the action was taken. It may be made during the same session or at an adjourned session. A motion to reconsider must be made by one of the prevailing side but may be seconded by any member. A question failing by virtue of a tie vote may be reconsidered by motion of any member of the Council. The motion may be made at any time. It shall be debatable. Nothing herein shall be construed to prevent any member of the Council from making or remaking the same or any other motion at a subsequent meeting of the Council, except that no action shall be taken on any subject not included in the published agenda.

SECTION XV – PETITIONS:

Any citizen of the city may appear before the Council at any regular meeting and present a written petition. The petition shall be acted upon by the Council, in the regular course of business. Petitions, remonstrances, communications and comments or suggestions from citizens present, shall be heard by the Council. All remarks shall be addressed to the Council as a whole, and not to any member thereof. No person other than the individual speaking shall enter into the discussion without the permission of the presiding officer. No question shall be asked of a Councilmember except through the presiding officer.

SECTION XVI – SPECIAL COMMITTEES

When the Council determines that a board, commission, task force, or citizen’s committee is needed, the following procedure shall be used:

a) The party proposing the creation of the board, commission, task force, or citizen’s committee will prepare the appropriate Council action (either an ordinance or a resolution) defining the purpose, duties and objectives of the committee and whether it is to be an ad hoc or continuing committee. If proposed as an ad hoc committee, the Council action shall specify when the committee’s work is to begin and to conclude.

Section 8.4 Municipal Charter

b) That ordinance or resolution will be submitted to the City Manager for placement on an agenda for Council discussion.

c) Council shall approve, modify or reject the ordinance or resolution.

- d) Once a board, commission, task force, or citizen's committee is approved, the City Clerk shall public notice soliciting interested and qualified volunteers to file applications for appointment.
- e) City Council shall interview all application and announce its selections and appointments at a regular meeting.
- f) Terms of appointment to any board, commission, task force, or citizen's committee shall not exceed four years and there shall be no limitation on the number of terms a member may service. City Charter requires that all permanent boards and commissions including advisory and appeal boards shall be created by ordinance which shall set forth the policies and duties delegated to such boards and commissions. Temporary, ad hoc committees may be created by resolution.

SECTION XVII – USES OF STAFF

No Councilmember shall request from the City Manager any staff project that entails over two hours of staff work without seeking approve of the full City Council. This rule pertains only to an individual research request by an individual Councilmember.

SECTION XVIII – ENFORCEMENT, SUSPENSION AND AMENDMENT OF RULES

Enforcement of these rules shall be incumbent upon the City Council. These rules may be suspended or amended by majority vote of the Councilmembers present.

SECTION XIX – RULES OF ORDER

The rules of parliamentary practice, comprised in Roberts Rules of Order, latest edition, shall govern the Council in all cases to which they are applicable, provided they are not in conflict with these Rules or with the Charter of the City of Aspen.



BRIDGING THE GAP

The importance of roles, values and different perspectives in creating effective governing bodies.



THE IDEAL GOVERNING BODY MEMBER

Julia D. Novak and Dr. John Nalbandian, 2017





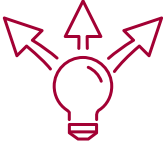

- 1 **COMMUNITY:** Uses their office to convene conversations that matter and recognizes that a primary role is to build, maintain and preserve community.
- 2 **BRAND:** Protects and enhances the value of the brand of their community at all times.
- 3 **MAJORITY:** Understands that their most important constituents are other members of the governing body—nothing gets done without a majority.
 - Focuses their energy on doing things as a governing body.
 - Recognizes that compromise and negotiation are the tools of the political craft.
 - Seeks to bring their colleagues into the majority, even when another vote is not needed.
- 4 **UNIQUE POWER:** Understands that they (the governing body) have the power to do things that no one else in the community can do.
- 5 **NO RIGHT ANSWERS:** Understands the inherent values conflict at play when making decisions AND respects that there are no absolutes—no “right” answers (even theirs).
- 6 **DUAL ROLES:** Is aware and respectful of the different roles they play and understand they serve as both a representative of constituencies and a trustee of the public good.
- 7 **RESPECT:** Understands that respect can be earned by:
 - Speaking on issues only when they have new insights that further debate and understanding;
 - Asking genuine questions of others; and by
 - Exercising their strengths in a way that others value.
- 8 **PARTNERSHIP:** Respects and values the partnership between the governing body and their appointed staff.
- 9 **ACCEPTABLE AND SUSTAINABLE:** Understands that what can be done must be both politically acceptable AND administratively sustainable.
- 10 **OUTCOME-FOCUSED:** Is adept at creating useful policy goals and boundaries that allow professional staff flexibility in achieving outcomes.





GOVERNANCE ROLES

Julia D. Novak and Dr. John Nalbandian, 2016

<p>STRATEGIC, VISION- BIG PICTURE THINKER</p>	 <ul style="list-style-type: none"> ● Focus here is on decisions that can have significant impact on the city. Can be long term or short term. ● Often focus is on the future and what might make a significant difference. ● Seeing possible connections and relationships . ● Thinks beyond present data and constraints.
<p>TRUSTEE- STEWARD</p>	 <ul style="list-style-type: none"> ● While listening and respecting constituent views, the trustee feels responsible to the city as a whole and to future residents. ● The trustee will make uncomfortable decisions that may run counter to constituent wishes because the decision is in the greater good.
<p>REPRESENTATIVE- CONSTITUENT ADVOCATE</p>	 <ul style="list-style-type: none"> ● In this role, the council member acts as a "customer service representative." ● The council member is a conduit between citizens and city services. ● Often, citizens see this council member as most responsive to their individual concerns.
<p>COMMUNITY BUILDER- BRINGING PEOPLE TOGETHER</p>	 <ul style="list-style-type: none"> ● In the community builder role, the council member focuses on relationships and consensus building. ● The community builder fosters relationships and is able to work through differences. ● Community is not just a casual word to the council member who gravitates to this role.
<p>DECISION MAKER</p>	 <ul style="list-style-type: none"> ● The decision maker sees his/her role much like a judge. ● Information is presented, and the decision maker votes it up or down. ● This is not an easy role, but often it is a fairly passive role in contrast to that of the community builder.
<p>OVERSIGHT</p>	 <ul style="list-style-type: none"> ● In this role, the council member retains a measure of distance from the staff. ● The focus is on accountability of staff to the council.



PUBLIC SERVICE VALUES

School of Public Affairs & Administration, University of Kansas, Dr. John Nalbandian, Professor Emeritus

Frequently, when we think of values, qualities like honesty, reliability, love and sincerity come to mind. These are values--deep-seated beliefs that lead to judgments about right and wrong--but they have to do with individuals and how we lead our lives individually.

Public service values influence public policy development, implementation, evaluation, and governance design, as opposed to the lives of the individuals who make policy and program decisions. The primary public service values in our culture in response to public wants and needs are accountability, efficiency and effectiveness, social equity, diversity, and justice.



ACCOUNTABILITY/REPRESENTATION:

Government and public service providers answer to the will of the people. In government, there is a deep seated belief that the wishes of citizens should be represented by elected officials in governing bodies. In other types of public service providers, such as nonprofit organizations and public service enterprises, managers and decision-makers are held accountable to their trustees and governing bodies according to their public service mission. If a public policy or public program is going to have an impact on a group of citizens, that group should have the opportunity to be heard. Regardless of the accountability mechanisms, either through representative or trustee, public expressions of preferences are to be acknowledged. And, public involvement in the governing process is essential for legitimacy of governing processes.

- Homeowners say, "We have a petition signed by 20 residents on our block requesting a stop sign at 4th and Elm."
- A group of citizens who supported you in your last election remind you, "You pledged to hold the line on taxes and now you are talking about raising taxes. That's not what we elected you for."
- A group of citizens says, "The city ought to be paying more attention to the welfare of its children. We've heard teenagers say they have no place to go at night. For their well-being and that of the city as a whole, we should build a teen center."



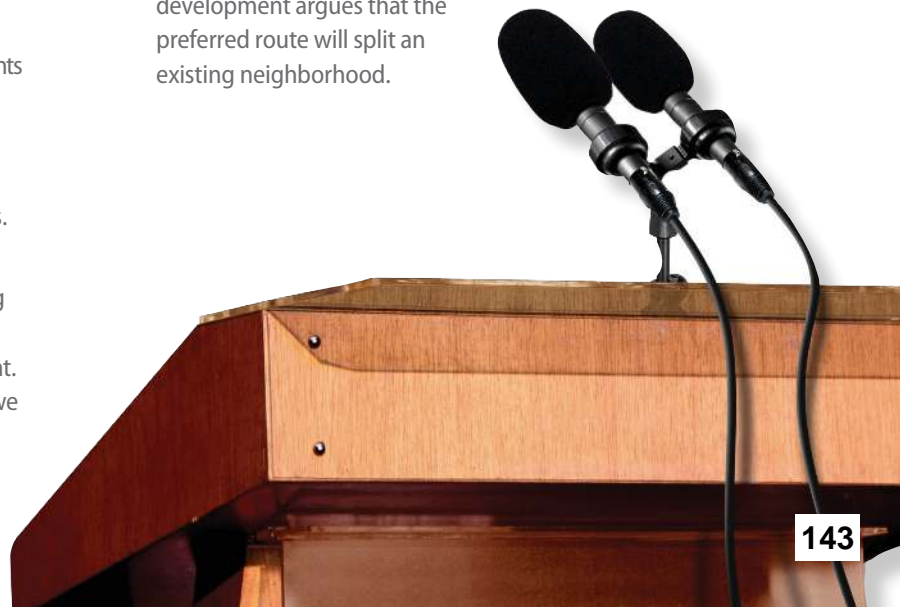
EFFICIENCY AND EFFECTIVENESS/

PROFESSIONALISM: Citizens expect public service providers to be run prudently and for programs and policies to achieve intended

outcomes, not only in the short run but also in the long run.

This is accomplished through cost-consciousness and rational, analytical decision-making and through an emphasis on expertise and professionalism, planning and merit. As such, this value goes beyond financial sensitivities and emphasizes the need for policymakers and program managers in public service organizations to be responsive to diverse outcome expectations of the public and also be good stewards of public resources.

- Staff says to the council, "At your request, we now have available a comprehensive parks and recreation master plan, and for your consideration we would like to develop a five-year capital improvements budget to implement it."
- A budget shortfall leads the chief administrative officer to consider layoffs. One of the alternatives presented to council is to make any layoffs based on job performance of the employees.
- The public works director is having a difficult time with the city's director of neighborhood development on a road project. The public works director argues that according to the engineering consultant's design, the best route will take the road parallel to 11th street. The director of neighborhood development argues that the preferred route will split an existing neighborhood.

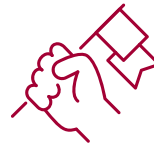




SOCIAL EQUITY AND DIVERSITY:

Frequently, citizens are differentiated by physical conditions, ethnical, economic, work, age, gender, and social background, as well as by political, social, and cultural preferences. Public service providers are expected to respect these differences and treat all citizens equally in policymaking and program implementation and strive to provide equal opportunities for all.

- A representative of the neighborhood association argues that the city wants to build an addition to its motor pool on the east side of town because that's where the poor people live. The representative says, "You wouldn't think of putting it on the west side of town."
- The affirmative action officer reminds the city manager that a layoff policy based on "last hired, first fired" will have a disproportionate effect on minorities who were hired as part of the affirmative action program.
- The city council, elected at-large, wants a report from the city manager on the distribution of funds for infrastructure repair. There is some concern in town that more money is going to new development compared to the older parts of town.



JUSTICE/INDIVIDUAL RIGHTS: Citizens are granted property rights and civil rights through ordinances, statutes and laws, and the constitution. They also have the right to due

process that protects them from arbitrary decisions by majorities or by those who govern, and are to be treated equally before the legal system despite their individual background. Both elected and non-elected decision-makers are expected to respect these rights in the processes of policymaking, implementation, evaluation, and adjudication.

- A new road is being built and an environmental group argues that to preserve green space the city ought to require a significantly greater setback than it presently does. The land owners along the route indicate their displeasure saying, "If the people want my land for green space, they should buy it."
- The fire fighters union objects to layoffs based on performance because it gives too much discretion to supervisors who it contends will play favorites. Union spokespersons argue that employment decisions should be based on seniority.
- An angry group of parents confronts the city commission and says, "The city should put a crossing guard at 9th and Kentucky. Our children have a right to cross the street safely on their way to school."

While we cherish each value, it is a common observation that one cannot optimize all four values simultaneously. Thus, policymaking and managerial decisions focus not only on outcomes and policy goals, but also upon ways of accommodating these four values in order to connect what is politically and socially acceptable with what is administratively feasible and sustainable. One's political philosophy can be expressed as preferences for one value over another.

GOVERNING TOGETHER

I serve my community on this governing body because ...

I enjoy _____ the most about being part of this governing body

I contribute my _____ to the decision making process



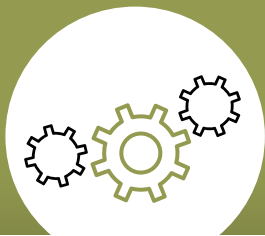
THE POLITICAL-ADMINISTRATION GAP

School of Public Affairs & Administration, University of Kansas, Dr. John Nalbandian, Professor Emeritus

Political acceptability \longleftrightarrow Administrative sustainability

CHARACTERISTICS	POLITICS		ADMINISTRATION
Activity	Game/allocation of values	CAO and Senior Staff in the GAP \longleftrightarrow Electeds*	Problem Solving
Players	Representatives/trustees		Experts-trustees
Conversation	"What do you hear?" <ul style="list-style-type: none"> • Passion • Dreams • Stories 		"What do you know?" <ul style="list-style-type: none"> • Data • Plans • Reports
Pieces	Intangible: Interests and symbols		Tangible: Information; money, people, equipment
Currency	Power (stories), loyalty, trust		Knowledge (deeds)
Dynamic	Constructive conflict, compromise, change		Predictability, cooperation, continuity





LOCAL GOVERNANCE SYSTEM

Local Government Policy-Making Process, MRSC of Washington

	GOALS	ORGANIZATION	FISCAL	PERSONNEL	PROCEDURES	INFORMATION	
"WHAT"	vision & values	community	bonds & tax levels	service levels	elections & initiatives	newsletters, television & press	POLICY LEVEL
	strategies & goals	board	budgets & debt management	salary & benefits	ordinances & resolutions	"state of the city"	
	master work plan	manager	budget & finance plan	hire & fire	policy & procedures	annual report	
"HOW"	department work plan	department heads	budget control	training & development	standards & benchmarks	monthly, quarterly reports	ADMINISTRATION LEVEL
	team work plan	operations managers	service delivery	supervision & discipline	operating procedures	progress reports	
	individual work plan	service employees	individual services	personal responsibility	job checklist	status report	

Effectiveness

Efficiency

Control



THE POLITICAL-ADMINISTRATION DICHOTOMY

Jim Svara, *Dichotomy & Duality: Reconceptualizing the Relationship between Policy & Administration in Board-Manager Cities*, *Public Administration Review*, Vol. 45, No. 1, pp 221-232

COUNCIL'S SPHERE		
Determine "purpose," scope of services, tax level, constitution issues	MISSION	Advise (what city "can" do may influence what it "should" do); analyze conditions and trends
Pass ordinances; approve new projects and programs; ratify budget	POLICY	Make recommendations on all decisions; formulate budget; determine service distribution formula
Make implementing decisions (e.g., site selection); handle complaints; oversee administration	ADMINISTRATION	Establish practices and procedures and make decisions for implementing policy
Suggest management changes to manager; review organization's performance in manager's appraisal	MANAGEMENT	Control the human, material and informational resources of organization to support policy and administrative functions
MANAGER'S SPHERE		

OBSTACLES TO EFFECTIVE GOVERNANCE

Although councils differ, three obstacles to council effectiveness are fundamental. First, councils that are willing to deal with big issues will have to confront conflicting political values. These values include representation, efficiency, social equity, and individual rights. Choices among values are not choices between right and wrong, and councils searching for “correct” answers to policy issues are bound to become frustrated.

Second, councilors must confront the difficult values work they are responsible for in the absence of hierarchy—the mayor is not the boss. How many jobs have you had where no one was in charge?

The third obstacle is the difference in perspective between council and staff—differences that are often difficult to understand because while council and staff use the same words, they speak a different language.

The tools we identify below are intended to enable a willing council to deal with difficult issues by building council capacity. An important piece of that capacity is an effective partnership with staff.

TOOLS TO BUILD GOOD GOVERNANCE:

- Orientation
- Retreats & Goal Setting
- Regular 1-1 Meetings
- Appropriate Access to Department Heads
- Documented Business Practices
- The Council Must Manage Itself
 - In the end, the Governing Body must manage its own behavior and seek compliance from its own members

Julia D. Novak and Dr. John Nalbandian, Preparing Councils for Their Work, ICMA Public Management Magazine, Vol. 91, No. 7

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