I. WORK SESSION

I.A. Budget Workshop
Circle Back on Day 1

Council Feedback:
• Add direction around “Not Recommended” supplementals – Done
• Bookmarks in e-copy of Proposed Budget – Done
• More Specificity / Context (Stormwater Example) – Will Do
• Priority-Based Budgeting / Workplan Tie-In – Future

Staff Proposed Adjustments:
• Remove 2020 Police Weapon Replacement Request ($28K)

Council Proposed Adjustments:
• Park / Midland Mobility Lab Option?
• Other?
2020 BUDGET DEVELOPMENT
Parks, Recreation & Culture
Jeff Woods
Mind, Body, Spirit
Body

Mind, Body, Spirit
Large and Complex

Total Expenditure Roughly: $25 million (+ $5 million capital)

Over 174,700 transactions
Austin Weiss – Parks and Open Space
Nancy Lesley – Special Events
Sarah Roy – Red Brick Arts
Cory Vander Veen – Recreation
Gena Buhler – Wheeler Opera House
Steve Aitken – Aspen Golf Course
Matt Kuhn – *Interim* Business Services
Business Aspect

- Retail Operations
- 4 Restaurants
- 4 Tax Sources
- 25+ Leases
- 6 Departments
- MOU’s & IGA’s
- Software
- Data Analytics
- 7 Facilities
Organizational Assessment

- 187,000 Hours Permanent Staff (62%)
- Roughly 115,000 Hours Temp, Seasonal & Part Time (38%)
- 27% City FTE’s
Organizational Assessment

Within Existing Budget & Staffing Allocations
Organizational Assessment

3 of the 14 Recommendations

- Business Service Team
- Increased Data Analytics
- Facility Needs Assessment
Strategic Plan

Sales Tax Reauthorization
Questions?
2020 BUDGET DEVELOPMENT
Events, Recreation & Red Brick (001 Fund)

Nancy Lesley, Cory Vander Veen, Sarah Roy

OCTOBER 14, 2019
EVENTS - What We Do

- **Market** Aspen Recreation and Parks sites
- **Manage** the City Employee Volunteer Program
- **Produce** community and signature events
- **Coordinate** the events calendar
- **Permit** events that happen within city limits
EVENTS - Strategic Alignment
Revenues & Expenditures - Events

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenues</th>
<th>Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>$45,900</td>
<td>$0</td>
</tr>
<tr>
<td>2019</td>
<td>$200,000</td>
<td>$400,000</td>
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<tr>
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<td>$600,000</td>
<td>$800,000</td>
</tr>
<tr>
<td>2021</td>
<td>$1,000,000</td>
<td>$1,200,000</td>
</tr>
</tbody>
</table>

The graph shows the trend of revenues and expenditures from 2018 to 2024. The expenditures peaked in 2020 at $1,011,660 and have been increasing steadily since then. The revenues have remained relatively constant at $45,900.
Revenue Sources - Events

- Special Event Registration Fees: $40,800
- Special Event Permits: $5,100
Expenditure by Program - Events

<table>
<thead>
<tr>
<th>Program</th>
<th>Expenditure</th>
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</thead>
<tbody>
<tr>
<td>Event Logistics</td>
<td>$430,500</td>
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<tr>
<td>Marketing Efforts</td>
<td>$235,110</td>
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<tr>
<td>Administrative</td>
<td>$133,320</td>
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<tr>
<td>Event Application Processing</td>
<td>$122,860</td>
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<tr>
<td>Main Street Cabin</td>
<td>$27,870</td>
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</tbody>
</table>

Total Expenditure: $831,800

4.43 FTE
Supplemental Requests - Events

Not Recommended:

• Website Redesign: $40,000 (One-Time)*

* No longer needed.
Red Brick Rec Center
Operates:
250 days/year,
55 hrs./week

Aspen Rec Center
Operates:
360 days/year,
96 hrs./week

Aspen Ice Garden
Operates:
Events - 4 months
Ice rink - 8 month
60+ hrs./week
In 2018, more than 500,000 people used the ARCs community spaces and amenities

- 28 adult hockey teams, “pick up hockey” 2,000 during winter
- 150 pickleball memberships during summer
- 480 plus adult softball players
- Curling over 150 participants
- Aspen Junior Hockey hosts over 90 teams from around the world during fall faceoff over three weekends
- Over $110,000 in kind grants and scholarships
- 1700 private swimming classes per year
- 1500 fitness classes per year
- 120 Figure skaters at least 3 days per week during winter
RECREATION - What We Do: Partnerships

- Aspen Lacrosse
- Aspen Gymnastics
- United Soccer
- Aspen School District
- Aspen Youth football
- Rugby
- Challenger Soccer
- USA Pickleball

- Junior Hockey
- Aspen Skating Club
- USPTA Tennis
- Revolutions Skating Club
- Mother Puckers
- Aspen Curling
- ARC Advisory Committee
- Aspen Youth Center
Safe & Lived-in Community of Choice

- Provide recreation opportunities for the community and visitors.
- Offer community spaces and amenities
- Premier facilities that offer fields, ice, aquatics, climbing, fitness, day camp, and programming for all ages.
• ARC expansion above Moore Pool?
Revenues & Expenditures - Recreation

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenues</th>
<th>Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>$2,526,290</td>
<td>$5,029,425</td>
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</tbody>
</table>

50% Subsidy
Revenue Sources - Recreation

- Program Fees: $817,160
- Pass Revenue: $605,570
- Daily Admissions: $400,820
- User Group Revenue: $261,360
- Facility Rental: $260,170
- Retail: $116,480
- Other: $64,730
Expenditure by Program - Recreation

- Facilities: $1,345,128
- Administrative / Guest Services: $1,011,874
- Ice Programs: $744,230
- Youth Programming: $583,536
- Aquatics: $481,506
- Adult Programming: $331,081
- Other - Lease Purchase Pmt: $46,670

Total: $1,500,000

24.53 FTE
2020 Capital Projects - Recreation

• Largest 5 Projects for 2020

- Training Room ARC Remodel Phase 3: $100,000
- Pool Slide Stairs Replacement: $100,000
- Pool Replaster: $100,000
- Sound Baffling: $55,000
- Water Feature Replacement: $40,000
Recommended

• Youth Tennis: $30,000 (On-Going)
  ○ *Offsetting Income from Private Donation*
• Historic building and public park
• Below market rent for 14 working artists and 9 nonprofits
• Affordable conference room and dance studio for rent
• Youth and adult arts education

• Art exhibitions and community events
Fiscal Health & Economic Vitality
- Purpose driven collaborative space
- Support local arts economy
- Build community partnerships

Safe & Lived-in Community of Choice
- Art classes for all ages and abilities
- Community events that celebrate the arts
- Vibrant center open to all
• Continue to integrate the Red Brick into the City Organization

• Summer of 2020: Arts and Culture Impact Study
Revenues & Expenditures – Red Brick

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenues</th>
<th>Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>$100,000</td>
<td>$200,000</td>
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<tr>
<td>2019</td>
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<tr>
<td>2021</td>
<td>$400,000</td>
<td>$200,000</td>
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<tr>
<td>2022</td>
<td>$500,000</td>
<td>$200,000</td>
</tr>
<tr>
<td>2023</td>
<td>$600,000</td>
<td>$200,000</td>
</tr>
<tr>
<td>2024</td>
<td>$700,000</td>
<td>$200,000</td>
</tr>
</tbody>
</table>

Revenues: $591,615
Expenditures: $467,500
### Revenue Sources – Red Brick

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
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<tbody>
<tr>
<td>Tenant Rent</td>
<td>$270,000</td>
</tr>
<tr>
<td>Refund of Expenditure - Utilities</td>
<td>$68,500</td>
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<tr>
<td>Program Fees</td>
<td>$45,000</td>
</tr>
<tr>
<td>Nongovernmental Grants</td>
<td>$30,000</td>
</tr>
<tr>
<td>Parking Fees</td>
<td>$25,500</td>
</tr>
<tr>
<td>Facility Rental</td>
<td>$23,500</td>
</tr>
<tr>
<td>Misc. Revenue</td>
<td>$5,000</td>
</tr>
</tbody>
</table>
Expenditure by Program – Red Brick

Red Brick - Facility Maintenance: $308,615

Administrative: $259,500

FTE: 2.58
2020 Capital Projects – Red Brick

Red Brick Arts Facility AMP Plan

$0 $50,000 $100,000 $150,000 $200,000

$189,000
Questions?
2020 BUDGET DEVELOPMENT
Parks and Open Space (100 Fund)

Austin Weiss

OCTOBER 14, 2019
What We Do
What We Do
What We Do: By The Numbers

- **500,000** dog bags
- **11,500** trees in the urban forest
- **9,223** irrigation heads
- **2,000** acres of open space
- **270** benches
- **250** tree permits reviewed
- **220** trash cans
- **140** building permits reviewed
- **90** WELS permits reviewed
- **80** summertime staff
- **60** miles of Nordic trails
- **37** miles of multi-use trails
- **32** parks
- **18** miles of irrigation line
- **11** playgrounds
- **7** miles of ditches
Strategic Alignment

Safe & Lived-in Community of Choice
- Access to Parks, Open Space & Trails
- Safe Routes to Schools

Protect our Environment
- Wildlife Habitat
- Urban Forest
- Water Quality
- Scenic Viewplanes

Fiscal Health & Economic Vitality
- Recreational Opportunities
- Special Event Venues
On the Horizon

• 2025 Sunset of the Parks and Open Space 0.5 Cent Tax

• Downtown Pedestrian Mall

• Cozy Point Ranch

• Galena Plaza
Revenues & Expenditures

2018: $13,692,910
2019: $14,180,960
2020: $14,180,960
2021: $13,692,910
2022: $13,692,910
2023: $13,692,910
2024: $13,692,910

Revenues and Expenditures for years 2018 to 2024, showing stable revenues and expenditures with minor fluctuations.
Fund Balance

- 2018: $4,256,039
- 2019: $1,772,620
- 2020: $0
- 2021: $1,000,000
- 2022: $2,000,000
- 2023: $3,000,000
- 2024: $4,000,000
- 2025: $5,000,000
- 2026: $6,000,000
- 2027: $7,000,000
- 2028: $8,000,000

Heavy Capital Working Down Fund Balance
### Revenue Sources

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
<th>Projected Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales Tax</td>
<td>$12,126,700</td>
<td></td>
</tr>
<tr>
<td>Refund of Expenditure/Transfer</td>
<td>$781,180</td>
<td></td>
</tr>
<tr>
<td>Impact Fee</td>
<td>$433,500</td>
<td></td>
</tr>
<tr>
<td>Investment Income/Other</td>
<td>$198,920</td>
<td></td>
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<tr>
<td>State Revenue</td>
<td>$70,310</td>
<td></td>
</tr>
<tr>
<td>Land Use Review</td>
<td>$45,000</td>
<td></td>
</tr>
<tr>
<td>Permits</td>
<td>$37,300</td>
<td></td>
</tr>
</tbody>
</table>

Legend:
- Blue bar: Estimated amount
- Red bar: Actual amount

- $0 - $5,000,000
- $5,000,000 - $10,000,000
- $10,000,000 - $15,000,000
Expenditure by Program

- Debt Service: $3,232,350
- Capital (Projects + Labor): $3,077,270
- Transfers: $2,366,300
- Parks Maintenance: $2,265,330
- Administration / Minor Capital: $807,710
- Tree Program & Open Space Mgmt: $626,640
- Trails Maintenance: $503,930
- Nordic: $285,740
- Business Services: $251,570
- Facilities: $237,860
- Clean Team: $223,550
- Cozy Point Ranch: $148,410
- Sales Tax Refunds: $121,300
- Parks Grants: $33,000

Total Expenditure: $51,511,400

35.18 FTE
2020 Capital Projects

- Largest 5 Projects for 2020

- Galena Plaza & Pedestrian Corridor: $500,000
- Glory Hole Park: $200,000
- Parks Site Interior: $162,300
- Maroon Creek Trail Improvements: $160,000
- Snowmaking: $150,000
Supplemental Requests

Not Recommended

• Parks Raw Water: $5,080 (On-Going)*

* Absorbed within existing authority
Questions?
2020 BUDGET DEVELOPMENT
Golf (471 Fund)

Steve Aitken

OCTOBER 14, 2019
What We Do:

Provide Quality Golf, Affordable to Locals, With Excellent Customer Service

98% Surveyed Scored Aspen Golf Club Above Average or Excellent
Strategic Alignment

Community Engagement

Protect our Environment

Smart, customer Focused Government
On the Horizon

Masterplan Improvements

Hole 4 Water Feature & Tees

Clubhouse
Fund Balance

2018: $491,195
2019: $292,659
2020: $0
2021: $200,000
2022: $400,000
2023: $600,000
2024: $800,000
2025: $1,000,000
2026: $1,200,000

Below Target for 1 Year Only

Fund Balance

$491,195
$292,659

Fund Balance
Reserve

2018 2019 2020 2021 2022 2023 2024

Fund Balance
Reserve

60 61
Revenue Sources

Golf Passes: $678,300
Transfers In: $672,240
Greens Fees: $484,500
Retail/Special Orders: $266,220
Cart Rental: $160,140
Golf Lessons: $85,680
Facility Rentals/Misc./Other: $81,830
Driving Range: $74,460
Club Rental: $70,000
Investment Income: $5,150
Expenditure by Program

- Retail operations: $544,620
- Course Area Maintenance: $440,730
- Administrative: $333,150
- Capital Projects: $288,040
- Overhead/Transfers: $270,400
- Golf Course Campus: $169,030
- Equipment Maintenance: $159,540
- Lessons: $79,260
- Debt Service: $56,500

7.12 FTE
2020 Capital Projects

Largest 5 Projects for 2020

- Hole 4 Rebuild: $129,300
- Exterior - Golf & Nordic Clubhouse: $49,200
- Rental Clubs - 2020: $32,640
- Fleet - Golf - 2020: $25,000
- Electrical - Golf & Nordic Clubhouse: $14,700
Supplemental Requests

Recommended

• Golf Raw Water: $57,390 (On-Going)
• Electricity – Renewable Energy Premium: $3,000 (On-Going)
Questions?
2020 BUDGET DEVELOPMENT
Affordable Housing Development (150 Fund)

Chris Everson

OCTOBER 14, 2019
## Housing Produced by City 2005-2019

<table>
<thead>
<tr>
<th>Occupancy</th>
<th>Facility</th>
<th>Units</th>
<th>Own/Rent</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>Annie Mitchell</td>
<td>39</td>
<td>Own</td>
</tr>
<tr>
<td>2006</td>
<td>Little Ajax</td>
<td>14</td>
<td>Own</td>
</tr>
<tr>
<td>2007</td>
<td>Burlingame Ranch I</td>
<td>91</td>
<td>Own</td>
</tr>
<tr>
<td>2015</td>
<td>Burlingame Ranch II</td>
<td>86</td>
<td>Own</td>
</tr>
</tbody>
</table>

Ownership Housing Produced 2005-Present: **230 Units**

Rental Housing Produced 2005-Present: **0 Units**
### Housing Currently Under Construction

<table>
<thead>
<tr>
<th>Occupancy</th>
<th>Facility</th>
<th>Units</th>
<th>Own/Rent</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>802 West Main</td>
<td>10</td>
<td>Rent</td>
</tr>
<tr>
<td>2020</td>
<td>517 Park Circle</td>
<td>11</td>
<td>Rent</td>
</tr>
<tr>
<td>2020</td>
<td>488 Castle Creek</td>
<td>24</td>
<td>Rent</td>
</tr>
</tbody>
</table>

#### Rental Units Under Construction **45 Units**

- All units will be privately managed under contract with the City of Aspen, subject to APCHA
- Funded by City Contribution plus Federal & State Tax Credits
- City contribution = $16 Million in 2019 + $13 Million Land from 2008
- Average APCHA Income Category approx. 1.9
- Subsidy is approx. $270,000 per FTE with 86 FTEs housed
Strategic Alignment

• Increase opportunity for people to live and participate in the community where they work
• Supports a strong and diverse year-round community
• Supports a viable and healthy local workforce
• Supports a stable community which is invested in the Aspen area
• Helps to reduce adverse transportation impacts, improves environmental sustainability
• Supports a diverse mix of people participating in a healthy year-round community
On the Horizon

In the LRP
• Burlingame Ranch Phase III
• Lumberyard
• Purchase of Aspen Mini Storage Property
• Forest Service Partnership Concept
• Deed Restriction Extensions

Not in the LRP
• Capital Reserves Policy
Fund Balance

- 2018: $26,813,640
- 2019: $0
- 2020: $10,000,000
- 2021: $20,000,000
- 2022: $30,000,000
- 2023: $40,000,000
- 2024: $50,000,000
- 2025 & 2026: Lumberyard Development $75M

2018-2024 Fund Balance Growth

2025 & 2026: Lumberyard Development $75M
Expenditure by Program

- Capital (Labor + Projects): $5,385,260
- Transfers / Overhead / Debt: $2,170,700
- Administrative: $500,550
- Property Maintenance: $82,330
2020 Capital Projects

Burlingame Phase 3 (Down Payment) $5,000,000

Lumber Yard Housing Development $300,000

<table>
<thead>
<tr>
<th>Project</th>
<th>Cost</th>
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<tbody>
<tr>
<td>Burlingame Phase 3 (Down Payment)</td>
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<tr>
<td>Lumber Yard Housing Development</td>
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</table>
### Scenario B

#### Housing Development Fund - Capital - ORIGINAL

<table>
<thead>
<tr>
<th>Project Number and Title</th>
<th>2019</th>
<th>2020</th>
<th>2 Yr Total</th>
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<tbody>
<tr>
<td>51289 Burlingame Phase 3 - New Construction Buildings 8-15 (79 units)</td>
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<td>$5,000,000</td>
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<tr>
<td>51225 Lumber Yard Housing Development</td>
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<td>$300,000</td>
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</tr>
<tr>
<td>NEW - Land Purchase and Deed Restriction Preservation</td>
<td>$19,000,000</td>
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<td></td>
</tr>
<tr>
<td>Grand Total</td>
<td>$19,000,000</td>
<td>$5,300,000</td>
<td>$24,300,000</td>
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</table>

#### Housing Development Fund - Capital - SCENARIO B

<table>
<thead>
<tr>
<th>Project Number and Title</th>
<th>2019</th>
<th>2020</th>
<th>2 Yr Total</th>
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</thead>
<tbody>
<tr>
<td>51289 Burlingame Phase 3 - New Construction Buildings 8-15 (79 units)</td>
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<tr>
<td>51225 Lumber Yard Housing Development</td>
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<td>$400,000</td>
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<tr>
<td>NEW - Land Purchase and Deed Restriction Preservation</td>
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<td>$21,000,000</td>
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<tr>
<td>NEW - Legal Services</td>
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<tr>
<td>NEW - Forest Service Farm Bill Opportunity</td>
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<tr>
<td>Grand Total</td>
<td>$550,000</td>
<td>$23,700,000</td>
<td>$24,250,000</td>
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</table>
Questions?
<table>
<thead>
<tr>
<th>Project</th>
<th>Updated 2020 Request</th>
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</thead>
<tbody>
<tr>
<td>Burlingame Ranch III</td>
<td>$2,200,000</td>
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<tr>
<td>Lumberyard Concept Design Process</td>
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<tr>
<td>Purchase of Aspen Mini Storage Property</td>
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<td>Deed Restriction Extensions</td>
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<tr>
<td>Forest Service Partnership Concept</td>
<td>$50,000</td>
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<tr>
<td>2020 Total 150 Fund Housing Development</td>
<td>$23,700,000</td>
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</table>