

# **AGENDA**

## **CITY COUNCIL WORK SESSION**

**March 9, 2020**

**4:00 PM, City Council Chambers  
130 S Galena Street, Aspen**



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**AMENDED 3/6/2020 2:09PM**

### **I. WORK SESSION**

I.A. EOTC prep

I.B. Council led discussion regarding Elected Official Salaries

# **Elected Officials Transportation Committee (EOTC)**

**Thursday, March 19, 2020 - 4:00pm**

**Location – Town of Snowmass Village**

**Host and Chair – Town of Snowmass Village**

**EOTC Mission:** Work collectively to reduce and/or manage the volume of vehicles on the road system and continue to develop and support a comprehensive multi-modal, long-range strategy that will ensure a convenient and efficient transportation system for the Roaring Fork Valley.

**Summary of State Statute and Ballot Requirements:** The 0.5% County Transit Sales and Use Tax shall be used for the purpose of financing, constructing, operating and managing a public, fixed route mass transportation system within the Roaring Fork Valley.

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**I. 4:00 - 4:10 PUBLIC COMMENT**

(Comments limited to three minutes per person)

**II. 4:10 - 4:20 EOTC COMMITTEE MEMBER UPDATES**

**III. 4:30 – 6:15 EOTC STRATEGIC PLAN**

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David Pesnichak, Transportation Administrator

*Decision Needed: Adoption of 2020 EOTC Strategic Plan*

**IV. 6:15 – 6:45 UPDATES-INFORMATION ONLY**

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**A. TRANSPORTATION ADMINISTRATOR UPDATES**

- a. 2020 EOTC Work Plan Review
- b. Integrated Mobility Study (IMS), Phase 1
- c. MMOF Grants
  - i. IMS Phase 2
  - ii. Upper Valley Transit Enhancement Study
- d. Dynamic Message Sign (DMS)
- e. Maroon Creek Roundabout Study (City of Aspen)
- f. Change in Sales / Use Tax Impacts on EOTC
- g. Centralized EOTC Webpage

**\*Next meeting is April 30, 2020 – Pitkin County to Host & Chair**

## **ELECTED OFFICIALS TRANSPORTATION COMMITTEE (EOTC)**

### **AGREEMENTS & DECISIONS REACHED AT THE OCTOBER 17, 2019 MEETING**

**Location – City of Aspen  
City of Aspen - Host & Chair**

#### **Elected Officials in Attendance:**

##### **Aspen – 3**

Torre  
Ward Hauenstein  
Skippy Mesirow

##### **Pitkin County - 3**

Kelly McNicholas Kury  
Steve Child  
George Newman

##### **Snowmass - 4**

Markey Butler  
Tom Goode  
Bill Madsen  
Alyssa Shenk

**Absent:** Ann Mullins, Patti Clapper, Bob Sirkus, Rachel Richards, Greg Poschman

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#### **Agreements & Decisions Reached**

#### **PUBLIC COMMENT**

Toni Kronberg provided public comment supporting a gondola along Highway 82 to provide an alternative means of transportation into Aspen.

#### **COMMITTEE MEMBER UPDATES**

The Mayor of Aspen, Torre, provided an update on the Airport Vision process specific to the Ground Transportation Focus Group. Rich Englehart, Deputy County Manager provided an explanation of the process that Pitkin County is pursuing to establishing a vision for the Aspen Airport.

#### **2019 EOTC Retreat Review**

David Pesnichak - Transportation Administrator

On August 7, 2019, the EOTC held a 1-day retreat. The retreat facilitator, Stephanie Zaza, compiled a final report that contains a summary of the day, including key discussion points, recommendations and compilation of raw feedback.

Mr. Pesnichak explained that while a significant amount of information was collected and documented during the retreat that work toward the development of a full strategic plan,

direction from the Committee was clearly to focus initially on 1) EOTC governance and decision-making, and 2) updating EOTC plans and governance documents.

With this direction, Staff recommended the following next steps in 2020.

- Develop Strategic Plan to help guide EOTC governance and decision-making. Staff will draft a strategic plan for EOTC consideration.
- Update Comprehensive Valley Transportation Plan (CVTP). Following agreement on a new EOTC strategic plan, the EOTC will dive into an update to the CVTP. Due to the nature of the CVTP, Staff recommended this document be updated in a mini-retreat to be held in either the summer or fall of 2020 depending on the progress of the strategic plan.

Mr. Pesnichak explained that looking out to 2021, Staff foresees the following steps to continue building from the strategic plan, decision-making process discussions and updated CVTP:

- Update EOTC 1993 IGA based on new strategic plan and updated CVTP.
- Develop new budget framework based on new strategic plan and updated CVTP. This framework is anticipated to reinforce, amend, or replace the existing Savings Fund structure.

Mr. Pesnichak requested acceptance of 1) the EOTC retreat report to ensure that this record is accurate as it is to be used in the development of the strategic plan, and 2) acceptance of the next steps for 2020 and 2021 based on the retreat outcomes.

The EOTC voted to accept the EOTC retreat report and the proposed next steps. The vote was unanimous.

#### ***Decisions Reached:***

- ***EOTC Report: Accepted as proposed .***
- ***EOTC retreat next steps: Accepted as proposed.***

#### **2020 Proposed Budget**

David Pesnichak - Transportation Administrator

Mr. Pesnichak explained the fiscal outlook for the EOTC, identified the budget options available and proposed a staff recommended budget for 2020 to the EOTC. Based on the current projections and the recent changes in state law related to sales and use tax collections, between 2018 and 2020 the EOTC is anticipated to have a 63% decrease in use tax revenues and a 12.7% increase in sales tax revenues from the 0.5% Transit Sales and Use Tax. Overall, the EOTC is expected to see an approximately 26% decrease in overall revenues between 2018 and 2020.

Staff recommended that the EOTC adopt the “Transition” year budget for 2020 along with the proposed 2020 EOTC Work Plan. This budget and Work Plan were proposed to act as a transition budget as more data is accumulated regarding the impacts of the State law change to sales and use tax collections and allow time for Staff and elected officials to work through the details of RFTA potentially assuming the No-Fare service.

The EOTC had the following budget requests for 2020:

- We-Cycle operational support - \$100,000
- X-Games bus subsidy - \$115,000
- Community Task Force on Transportation and Mobility – Integrated Mobility System study - \$10,000

Mr. Pesnichak explained that as a result of the expected volatility in Sales and Use Tax revenues, budget obligations were recommended to be limited to only 2020 with extensions discussed as a part of the 2021 budget.

The EOTC voted to adopt the staff recommended “Transition” budget for 2020. This budget includes the requested funding for We-Cycle and X-Games through 2020. The EOTC also voted to fund the requested Community Task Force on Transportation and Mobility – Integrated Mobility System study in 2020 at \$10,000.

The EOTC vote for the 2020 budget was conducted by jurisdiction. The vote was as follows:

Pitkin County: 3-0

Town of Snowmass Village: 4-0

City of Aspen: 3-0

***Decision Reached:***

- ***Adopt EOTC “Transition” budget for 2020***
  - ***Fund X-Games bus subsidy for 1-year (2020) at \$115,000***
  - ***Fund We-Cycle operational support for 1-year (2020) at \$100,000***
  - ***Fund Community Task Force on Transportation and Mobility – Integrated Mobility System study in 2020 at \$10,000***

**2020 Work Plan**

David Pesnichak - Transportation Administrator

Mr. Pesnichak explained that following the EOTC Retreat on August 7, 2019, direction was obtained to pursue strategic planning and update existing EOTC governing documents including the Comprehensive Valley Transportation Plan (CVTP). The EOTC also needs to address the

impacts from the recent changes in sales and use tax as well as the upcoming developments at the Brush Creek Park and Ride. In order to tackle these items with limited time available and with the greatest amount of efficiency, Staff has recommended the 2020 Work Plan to enable transparent planning. The Work Plan also includes meeting dates for 2020 and the focus for each of the EOTC meetings.

Staff recommended that the EOTC accept the proposed 2020 Work Plan. The EOTC voted unanimously to accept the 2020 EOTC Work Plan and Meeting Dates as proposed.

***Decision Reached:***

- ***2020 EOTC Work Plan and Meeting Dates: Accepted as proposed.***

**UPDATES & FUTURE AGENDA ITEMS**

- Town of Snowmass Village Transit Station Update - David Peckler - Town of Snowmass Village, Transportation Director

## AGENDA ITEM SUMMARY

**EOTC MEETING DATE:** March 19, 2020

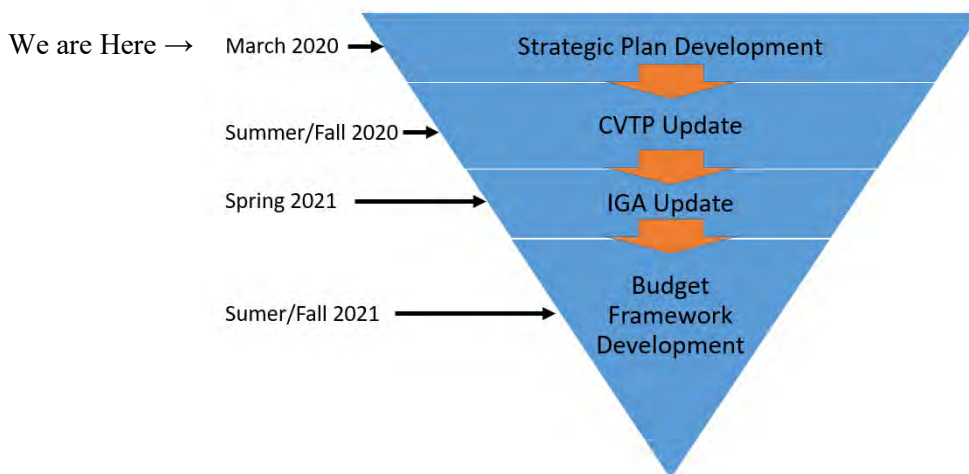
**AGENDA ITEM TITLE:** EOTC Strategic Plan

**STAFF RESPONSIBLE:** David Pesnichak, Transportation Administrator

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**ISSUE STATEMENT:** Utilizing the information received from the EOTC retreat and accepted report compiled by the retreat facilitator, the Transportation Administrator with vetting and feedback from the EOTC staff and jurisdictional managers has drafted a strategic plan for EOTC consideration. In accordance with the 2020 EOTC Work Plan, this draft Strategic Plan is to be reviewed by the EOTC at the March 19, 2020 meeting.

**BACKGROUND:** As identified in the EOTC Work Plan for 2020, which was created from input received at the 2019 retreat, the development of a strategic plan is the first step to update the EOTC guiding documents and plans. These guiding documents and plans have not been updated since 1993 and this would be the EOTC's first strategic plan. Below is an overview of the schedule to update the EOTC's working documents and plans from the 2020 EOTC Work Plan.



The strategic plan is intended to be a high-level guiding document that will be used to inform EOTC direction in regards to decision making and governance, planning, the 1993 EOTC IGA, and budgeting. As shown in the graphic above, each effort builds upon each other starting with the high-level strategic plan and coming together in a new budget framework that will evaluate and rank EOTC projects and spending.

This plan is intended to be a living document and will continue to evolve over time. To this end, since this will be the EOTC's first strategic plan and there is limited time for review in 2020, the goal at the March 19 meeting is less to get to the 'perfect' plan and more to get to a mission statement, vision statement, guiding principles, and key strategies that are agreeable as a starting point.

Through each step, the EOTC will utilize the strategic plan for guidance. Should issues arise that were not adequately addressed or contemplated within the strategic plan, the EOTC will have the ability to circle back at a future conversation to address those issues. In general, the plan is expected to be reviewed and updated as necessary, but no less than every 5 years.

As stated in the draft strategic plan (attachment 1), the purpose for this plan is as follows (See Section 4, Page 11 of plan):

The EOTC Strategic Plan provides a framework to guide the EOTC's decision-making, work planning and budgeting. The Plan also includes the following: Statutory and ballot requirements for the Transit Sales and Use Tax as well as the Mission, Vision, Guiding Principles, and Key Strategies of the EOTC. The Guiding Principles in this Plan represent the high-level deliverables that the EOTC strives to achieve throughout the Roaring Fork Valley. The Plan also includes Key Strategies that define approaches the EOTC will utilize to help realize the Guiding Principles. The Guiding Principles and Key Strategies inform the annual EOTC Work Plan, which will act as the tactical actions of this Plan. Each of the tasks completed in the annual Work Plan and money allocated by the EOTC will be connected to the Strategic Plan. This Plan is intended to be reviewed at least every five years and updated as necessary.

The Plan is broken into the following six sections:

- 1) An introduction to the EOTC, its regulatory and ballot requirements, and its history;
- 2) Where the EOTC is today;
- 3) The EOTC strengths, opportunities, and challenges as identified in the 2019 EOTC retreat;
- 4) How the Plan is to be used;
- 5) The mission, vision, guiding principles and key strategies of the EOTC; and
- 6) How the Plan is to be implemented.

Sections 1-3 as identified above should be familiar to the EOTC members as this material was reviewed and discussed at the 2019 retreat. Section 3: EOTC strengths, opportunities, and challenges, is taken directly from the final report accepted by the EOTC in October 2019 and is included within this Plan to document the results of this discussion as a backdrop to Section 5: Mission, Vision, Guiding Principles, and Key Strategies. Please see the explanation below regarding Section 5.

While Section 4, excerpted above, outlines how the strategic plan is to be used, Section 6 specifically addresses how the Plan is to be implemented. This section states that:

Each year the EOTC shall adopt a work plan and budget for multiple upcoming years that will act as the tactical actions for the implementation of this Strategic Plan. Each action and expenditure made by the EOTC is to be connected to the promotion of the EOTC's Mission, Vision, Guiding Principles, and Key Strategies.



As Section 5: Mission, Vision, Guiding Principles, and Key Strategies is the heart of the document, this section is more thoroughly explained below.

## **Section 5: Mission, Vision, Guiding Principles, and Key Strategies** **(Page 12 of strategic plan, Attachment 1)**

*Mission Statement:* The proposed mission statement within the draft plan remains unchanged from its current form, which was first adopted in 1992 and updated in 2014. The statement remained substantively similar between 1992 and 2014. For comparison purposes, the original 1992 and updated 2014 mission statements are as follows:

Updated March 19, 2014:

Work collectively to reduce and/or manage the volume of vehicles on the road system and continue to develop and support a comprehensive multi-modal, long-range strategy that will insure a convenient and efficient transportation system for the Roaring Fork Valley.

From Joint Resolution 396, October 1992:

To work collectively to reduce and/or manage the volume of vehicles on the road system and develop a comprehensive, long-range strategy that will insure a convenient and efficient transportation system for the Roaring Fork Valley.

It is worth noting that the development of this strategic plan is consistent with the direction provided by the currently adopted Mission Statement.

*Vision Statement:* The proposed vision statement was drafted by Staff based on overarching values expressed at the 2019 retreat in combination with the EOTC's statutory and ballot measure requirements. As can be seen in the proposed vision statement, these identified overarching values include: sustainability, mobility, and the wellbeing and happiness of both residents and visitors.

The proposed Vision Statement is as follows:

We envision the Roaring Fork Valley as the embodiment of a sustainable transportation system emphasizing mass transit and mobility that contributes to the happiness and wellbeing of residents and visitors.

*Guiding Principles and Key Strategies:* Staff identified four major principle and strategy themes from the 2019 retreat, which are as follows:

- The three pillars of sustainability (environmental, economic, and social),
- Encouraging mode shift to support mass transit and mobility,
- Regional and cross-sector approach, and
- Communication and inter-governmental engagement.

These themes are broken out in the plan into guiding principles and key strategies. The guiding principles in the plan are high-level deliverables that the EOTC strives to achieve while the key strategies define approaches the EOTC will utilize to help work toward the guiding principles. The guiding principles and the key strategies are then qualified with a short description.

The proposed Guiding Principles and Key Strategies are as follows:

### **Guiding Principles**

- Environmental Sustainability  
*All projects will promote a balanced natural and built environment while reducing greenhouse gas emissions.*
- Economic Sustainability  
*Efforts will strive to increase emergency and economic resiliency while considering the financial, legal and physical practicality of each project.*
- Social Sustainability  
*Encourage a top-line transportation experience for all residents and visitors while striving to increase equity, proximity, reliability, and efficiency of the network to meet the transportation needs of all people.*

### **Key Strategies**

- Multi-Modal Network that Encourages Mode Shift  
*All decisions will support public mass transit and mobility. In addition, new technologies that support mode shift away from private vehicles will be embraced.*
- Regionalism and Cross-Sector Approach  
*All decisions will consider the needs of the whole Roaring Fork Valley as well as the context of the greater regulatory and community environment, such as housing and land use controls.*
- Communication and Inter-Governmental Engagement  
*The EOTC will strive to communicate and engage with local stakeholders, citizens, partner organizations, and other local and State and Federal government agencies to support its Mission, Vision, and Guiding Principles and implement its Key Strategies.*

### **BUDGETARY IMPACT:**

None.

### **RECOMMENDED ACTION:**

Adopt 2020 EOTC Strategic Plan.

### **ATTACHMENTS:**

1 – Draft EOTC Strategic Plan

# 2020 STRATEGIC PLAN

ELECTED OFFICIALS TRANSPORTATION COMMITTEE (EOTC)



DRAFT—Version February 2020





# 2020 Strategic Plan

## Contents

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# 2020 Strategic Plan

## Introduction



In 1990 the Colorado state legislature passed Colorado Revised Statute 29-2-103.5 that provides counties the authority to levy sales and use taxes for the "for the purpose of financing, constructing, operating, or maintaining a mass transportation system within the county." In November 1993, per the Colorado State Statute, Pitkin County voters approved a 0.5% County Transit Sales and Use Tax for the purpose of financing, constructing, operating and managing a mass transportation system within the Roaring Fork Valley.

In conjunction with the countywide ballot measure, Pitkin County, the Town of Snowmass Village and the City of Aspen adopted a 1993 Intergovernmental Agreement (IGA) establishing the Elected Officials Transportation Committee (EOTC), its structure, and further defining how the collected funds may be allocated. The EOTC is therefore responsible for allocating the countywide 0.5% sales tax and a 0.5% use tax funds in a manner that is consistent with State Statute, the 1993 ballot language and the IGA.

In addition, the IGA expanded upon the enabling legislation from State Statute and the ballot language by adopting a Comprehensive Valley Transportation Plan (CVTP) as a means to guide future allocations. The IGA includes:

- Establishment of a Committee (i.e. Elected Officials Transportation Committee or EOTC) comprised of all jurisdictions within the Transit Sales and Use Tax administration area, including Pitkin County, Town of Snowmass Village, and the City of Aspen.
- The EOTC is a recommending body only for expenditure of 0.5% Transit Sales and Use Tax.
- That, for any EOTC action, all jurisdictions must have a majority vote to progress a recommendation.
- That the only actions that must be approved (rather than recommended) are annual and project budgets. Approval of annual and project budgets must be formally approved within each of the member jurisdictions.

# 2020 Strategic Plan

## Introduction

### Enabling Legislation Detail

C.R.S. 29-2-103.5 (Colorado Revised Statute) provides that a county is authorized to levy a sales and use tax "for the purpose of financing, constructing, operating, or maintaining a mass transportation system within the county." Local jurisdictions "may enter into intergovernmental agreements with any municipality or other county ... for the purpose of providing mass transportation services either within the county or in a county in which the county mass transportation system is permitted to operate."

"Mass Transportation" is defined as "any system which transports the general public by bus, rail, or any other means of conveyance moving along prescribed routes, except any railroad subject to the federal "Railway Labor Act", 45 U.S.C. sec. 151 et seq".



### Significant Ballot Initiatives Impacting the EOTC

1993 - The sales and use tax ballot measure further defined the purpose of the tax. Most significantly it limits the purpose to "increasing and improving the public mass transportation system within the Roaring Fork Valley" and requires that such mass transportation system improvements "be approved by the City of Aspen, Pitkin County and the Town of Snowmass Village".

2000 – Aspen, Snowmass Village, and Pitkin County residents vote to join the Roaring Fork Transportation Authority and dedicate 48.131% of the 1986 Pitkin County-wide 1% mass transit tax and 48.04% of the 1993 Pitkin County-wide 0.5% mass transit tax to RFTA. The remainder of the 1% mass transit tax is allocated to Aspen and Snowmass Village based on their proportional share of annual sales tax revenues to help support their transit services. The remainder of the 0.5% mass transit tax was retained by the EOTC to fund transportation projects and programs within the Roaring Fork Valley.

2004 – In order to secure additional funding for RFTA to improve transit and trails, voters in all existing RFTA member jurisdictions including Pitkin County approved an increase their contribution to RFTA from countywide Transit Sales Tax revenues. Per the 2004 ballot measure, the countywide contribution to RFTA was increased from 48.04% to 81.04% of the 0.5% Transit Sales Tax. As a result, the remaining 18.96% of the Transit Sales Tax collections and 100% of the Use Tax collections are available to the EOTC to fulfill the purpose as outlined in the enabling legislation, ballot measure, as well as the IGA and Comprehensive Valley Transportation Plan.



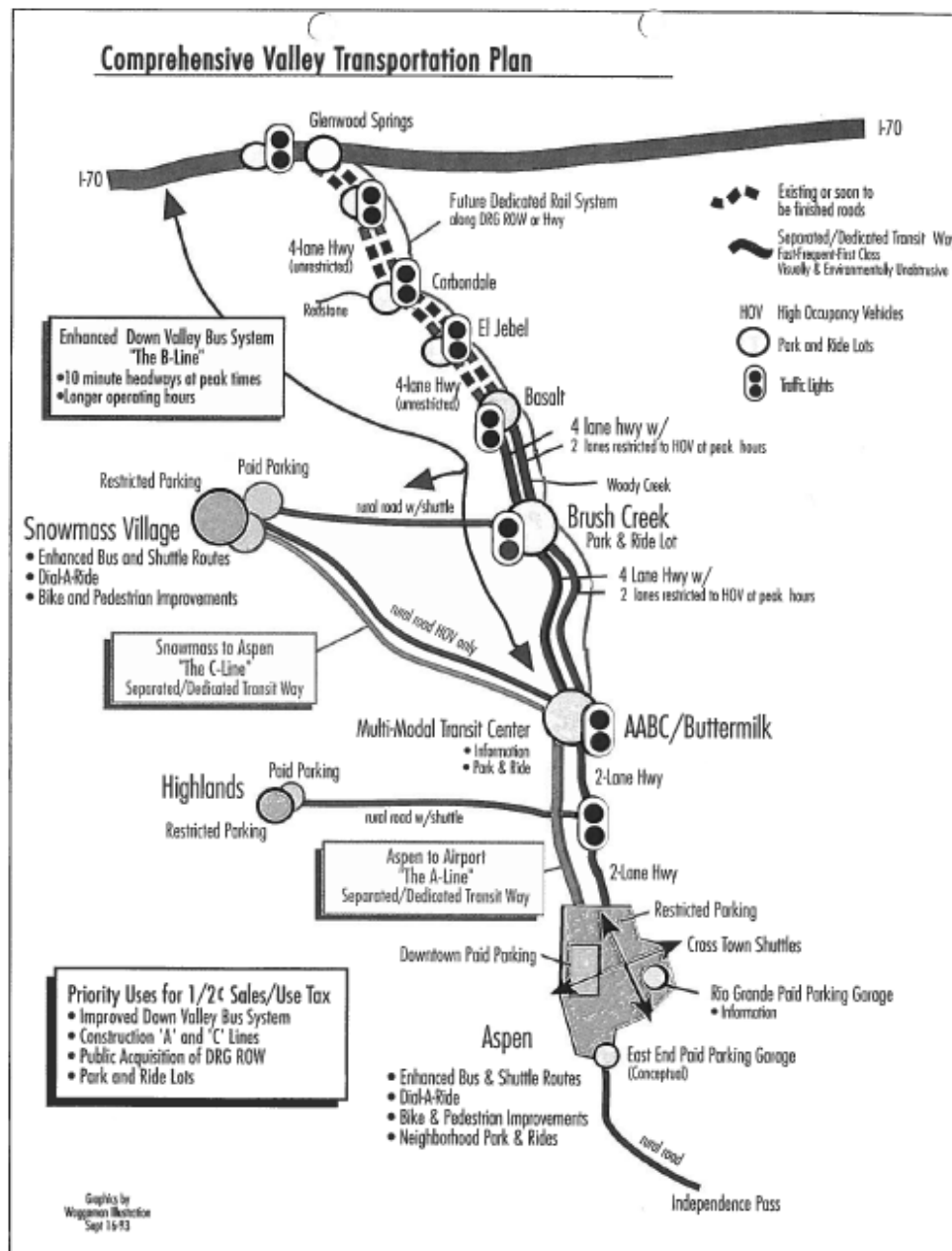
# 2020 Strategic Plan

## Introduction

### 1993 EOTC IGA Detail

The County, City and Town entered into an IGA on September 14, 1993. This IGA identifies that all three entities must agree to expenditures and representatives from each jurisdiction are to meet regularly. This requirement was incorporated into the IGA as a result of the ballot language.

In addition, this IGA adopts a Comprehensive Valley Transportation Plan (CVTP) to establish a framework for a mass transportation strategy for “addressing mass transportation problems and issues in the Roaring Fork Valley”, sets forth procedural steps to implement the Plan, and establishes a mutual understanding of a process for funding the Plan and other mass transportation elements.





# 2020 Strategic Plan

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## Where We Are Today

Historically, transit service has been a part of the Roaring Fork Valley since the mid-1970's when the City of Aspen ran fixed route in-city transit service and Pitkin County ran regional transit service as far down valley as El Jebel. In 1983, the City of Aspen and Pitkin County merged their transit systems creating the Roaring Fork Transit Agency. In 2000 the Roaring Fork Transportation Authority (RFTA) was established in its current form when residents in Aspen, Snowmass Village, Pitkin County, Basalt, Eagle County, Carbondale and Glenwood Springs voted to create RFTA. By 2018, RFTA had become the second largest transit agency in Colorado and the largest rural transit agency in the nation with annual system ridership of 5.1 million passenger trips spanning a 70-linear mile service area from Aspen to Rifle. Since the EOTC's inception in 1993, the Committee has been a loyal supporter of RFTA. Supporting transit in the Roaring Fork Valley, and by extension RFTA, remains central to the EOTC's statutory, ballot measure, CVTP and IGA requirements.



# 2020 Strategic Plan

## Where We Are Today

In addition to its ardent support of RFTA, the EOTC has also made significant progress carrying out the Comprehensive Valley Transportation Plan (CVTP) and supporting transit ridership in the 25+ years of the Transit Use and Sales tax. Examples of the progress made to date include:

- Participation in Entrance to Aspen Record of Decision (ROD)
- Acquisition of the Denver Rio Grande right-of-way
- Support for the creation of the Roaring Fork Transportation Authority (RFTA)
- Design and installation of the Highway 82 exclusive bus lanes
- Design and construction support for the Maroon Creek Bridge and Roundabout
- No-fare bus service between Aspen, Snowmass and Woody Creek
- Ongoing support of RFTA
- AABC pedestrian underpass
- Basalt pedestrian underpass
- Ongoing support for We-Cycle and X-Games bus service
- Establishment of the 15-minute RFTA bus connections
- Renovation of the Rubey Park bus station
- Support for the purchase of RFTA Battery Electric Buses
- Operation and improvement of the Brush Creek Park and Ride as well as the Dynamic Message Sign (DMS) on Highway 82

The EOTC has demonstrated ongoing commitment to upper valley mobility with the establishment of the Regional Transportation Administrator position in 2018. The Regional Transportation Administrator position consolidates the administrative functions of the EOTC and provides additional staff resources that were not previously available.



Credit: Rising Sun Photography



# 2020 Strategic Plan

## Where We Are Today



The EOTC currently has two significant projects underway that have been considered for many years and are supported by the CVTP. The two projects are: enhancements to the Brush Creek Park and Ride facility and the Town of Snowmass Transit Center. While these two projects are still several years from completion, they both continue to move forward with EOTC funds allocated in 2020 and 2022, respectively.

With progress made toward carrying out the Comprehensive Valley Transportation Plan, the EOTC is uniquely situated to look to the future to address mobility in the Roaring Fork Valley. To that end, on August 7, 2019 the EOTC held a retreat with the following goals:

1. Establish a baseline understanding of the EOTC purpose, requirements, structure, funding and operations;
2. Identify the strengths, opportunities and challenges facing the EOTC today, and
3. Create a priority list of themes, major topics, and projects to help guide the EOTC's next steps and vision.

The collaborative discussions and direction amongst the EOTC members at the retreat have provided a framework for the Committee and staff to guide future decision-making as it looks ahead.

Based on the retreat, the top two priorities for the Committee to focus initially on include: 1) EOTC governance and decision-making; and 2) updating EOTC plans and governance documents. To achieve these priorities, the Committee agreed to develop a strategic plan as a part of their 2020 Work Plan.

The development of an EOTC strategic plan is among the first steps to move the needle in these two outcome areas by identifying and documenting an agreed upon Mission Statement, Vision, Guiding Principles, and Key Strategies for the EOTC.

# 2020 Strategic Plan

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## Strengths, Opportunities, and Challenges (As identified at August 2019 EOTC Retreat)

During the 2019 retreat, the 14 EOTC members (one member was absent) conducted a Strengths, Opportunities, and Challenges discussion about the EOTC and its future. Below is a summary of the results from these conversations. It was noted that each of the opportunities and strengths may also pose numerous challenges and opportunities for future action.

### Strengths:

- History of recognizing and appreciating the regional nature of transportation
- The multi-jurisdictional governance, leadership, and staffing of the EOTC
- History and legacy of the EOTC with enduring governing documents, history of successful action, consensus and agreement
- Existence of a stable funding source and structure for the EOTC

### Opportunities:

- Utilize strengths of a regional approach, a strong staff and governance structure, and EOTC historic momentum to expand opportunities in regional thinking, projects, and strategic decision-making
- Emerging technologies
- Improved communication both within and outside of the EOTC
- Use of multiple modalities to change behavior
- Improve Airport connectivity
- Take advantage of excellent Colorado Department of Transportation (CDOT) resources

### Challenges:

- Should the EOTC desire to expand to include broader regional input and/or representation, such broadening will require difficult changes to governance and relationship-building
- While expanding first/last mile transportation connectivity is critical to change people's behavior, it can be difficult to implement particularly outside the EOTC member jurisdictions
- Behavior change is – in and of itself – difficult to accomplish
- While the EOTC's governance has been a strength and is recognized as an opportunity to accomplish even more, the ongoing challenge of clarifying how decisions are made is an ongoing challenge
- Changes to the EOTC funding starting in 2019
- While the linear nature of the Roaring Fork Valley topography has enhanced the effectiveness of regional trunk-line transit service, overcoming topographic challenges in first and last mile connectivity can be difficult
- Need for greater resiliency in emergency management
- Need for greater and faster response to climate-change



# 2020 Strategic Plan

## How this Plan will be Used

The EOTC Strategic Plan provides a framework to guide the EOTC's decision-making, work planning and budgeting. The Plan also includes the following: Statutory and ballot requirements for the Transit Sales and Use Tax as well as the Mission, Vision, Guiding Principles, and Key Strategies of the EOTC. The Guiding Principles in this Plan represent the high-level deliverables that the EOTC strives to achieve throughout the Roaring Fork Valley. The Plan also includes Key Strategies that define approaches the EOTC will utilize to help realize the Guiding Principles. The Guiding Principles and Key Strategies inform the annual EOTC Work Plan, which will act as the tactical actions of this Plan. Each of the tasks completed in the annual Work Plan and money allocated by the EOTC will be connected to the Strategic Plan. This Plan is intended to be reviewed at least every five years and updated as necessary.





# 2020 Strategic Plan

## Mission, Vision, Guiding Principles, and Key Strategies

### Mission

*Work collectively to reduce and/or manage the volume of vehicles on the road system and continue to develop and support a comprehensive multi-modal, long-range strategy that will ensure a convenient and efficient transportation system for the Roaring Fork Valley.*

### Vision

*We envision the Roaring Fork Valley as the embodiment of a sustainable transportation system emphasizing mass transit and mobility that contributes to the happiness and wellbeing of residents and visitors.*

## Guiding Principles

### Environmental Sustainability

All projects will promote a balanced natural and built environment while reducing greenhouse gas emissions.

### Economic Sustainability

Efforts will strive to increase emergency and economic resiliency while considering the financial, legal and physical practicality of each project.

### Social Sustainability

Encourage a top-line transportation experience for all residents and visitors while striving to increase equity, proximity, reliability, and efficiency of the network to meet the transportation needs of all people.

## Key Strategies

### Multi-Modal Network that Encourages Mode Shift

All decisions will support public mass transit and mobility. In addition, new technologies that support mode shift away from private vehicles will be embraced.

### Regionalism and Cross-Sector Approach

All decisions will consider the needs of the whole Roaring Fork Valley as well as the context of the greater regulatory and community environment, such as housing and land use controls.

### Communication and Inter-Governmental Engagement

The EOTC will strive to communicate and engage with local stakeholders, citizens, partner organizations, and other local, State and Federal government agencies to support its Mission, Vision, and Guiding Principles and implement its Key Strategies.

# 2020 Strategic Plan

## Implementation

Each year the EOTC shall adopt a work plan and budget for multiple upcoming years that will act as the tactical actions for the implementation of this Strategic Plan. Each action and expenditure made by the EOTC is to be connected to the promotion of the EOTC's Mission, Vision, Guiding Principles, and Key Strategies.



## **AGENDA ITEM SUMMARY**

**EOTC MEETING DATE:** March 19, 2020

**AGENDA ITEM TITLE:** Transportation Administrator Updates

**STAFF RESPONSIBLE:** David Pesnichak, Transportation Administrator

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**ISSUE STATEMENT:** This memo is intended to keep the EOTC up to date on efforts that are within or could affect areas within the EOTC's purview. The updates included in this memo are as follows.

- a. 2020 EOTC Work Plan Review
- b. Integrated Mobility Study (IMS), Phase 1
- c. MMOF Grants
  - a. IMS Phase 2
  - b. Upper Valley Transit Enhancement Study
- d. Dynamic Message Sign (DMS)
- e. Maroon Creek Roundabout Study (City of Aspen)
- f. Change in Sales / Use Tax Impacts on EOTC
- g. Centralized EOTC Webpage

**BACKGROUND:** The following updates are provided for EOTC information.

**a. 2020 EOTC Work Plan Review**

See Attachment 1 for the 2020 EOTC Work Plan that was adopted on October 17, 2019.

This Plan brings together the following work projects facing the EOTC through 2021. The Work Plan topics along with their status are identified below:

2020:

- Development of Strategic Plan  
(Status: March 19 EOTC – Review Staff Proposed Strategic Plan)
- Develop Updated Decision Making Process  
(Status: Progress in tandem with Strategic Plan, CVTP, IGA Update, and Updated Budget Framework)
- Update Comprehensive Valley Transportation Plan (CVTP)  
(To be scheduled for the summer or fall of 2020. Scheduling to take place at or following April 30, 2020 EOTC Meeting)
- Pursue EOTC Budget Mitigation  
(Ongoing Monitoring of Sales and Use Tax Collections. See detailed update in Section f. below)



- Brush Creek Park and Ride Development, including:
  - 70% and 95% FLAP Plan Review  
(Review at April 30, 2020 EOTC Meeting)
  - Develop Vision Profile for Park and Ride  
(Discussion at April 30, 2020 EOTC Meeting)
  - Develop Operations Plan for Park and Ride  
(Developed by Staff following April 30, 2020 EOTC Discussions)
  - Update Cost Analysis (Developed by Staff following April 30, 2020 EOTC Discussions)
- Develop Dynamic Message Sign (DMS) Operations and Management Plan  
(Bids Received. See detailed update in Section d. below)
- Participate in Snowmass Transit Center, Airport, and Regional Transportation Planning / Visioning, as appropriate  
(Ongoing efforts by Transportation Administrator)

The Work Plan includes the following regular meeting dates and focusses for 2020:

March 19, 2020 (Snowmass) – Focus: Strategic Plan

April 30, 2020 (PitCo) – Focus: Brush Creek PnR (70% Plans and Visioning Profile)

October 29, 2020 (Aspen) – Focus: Budget Focus

Due to the nature of the Comprehensive Valley Transportation Plan (CVTP), the Work Plan calls for a one-day “mini-retreat” in the summer or fall of 2020 to address this document specifically. This update will likely require a charrette style review of the current CVTP. The CVTP update combined with the strategic plan are then to be utilized to inform the EOTC budget prioritization framework in 2021. This CVTP is also anticipated to be included with an updated IGA for the EOTC.

The Work Plan also calls for additional meetings, if necessary, in order to complete necessary tasks.

#### **b. Integrated Mobility Study (IMS), Phase 1**

The EOTC budgeted \$10,000 in 2020 to help complete Phase 1 of the IMS. RFTA also contributed \$9,755 toward this effort. Fehr and Peers is currently under contract to complete the Phase 1 analysis this year. The results of this study are anticipated to be available before the EOTC CVTP update retreat in late summer or fall of 2020. With this timing, the results of the IMS Phase 1 study will be available for consideration as a part of the CVTP update process.

Phase 2, which is expected to dive deeper into modeling and socio-economic impacts of the IMS is anticipated to be conducted in 2021. The scope and funding of Phase 2 will be considered with the 2021 EOTC budget in October.

As a reminder, the following components of the analysis are to take place as a part of Phase 1, which is to be completed in the summer of 2020:

1. Review and Refinement of existing Strategies - Refine the five principle strategies outlined in the IMS. This task would also add more definition so that the parameters of each of the systems can be roughly identified and modeled for how effective the IMS could be at improving mobility and managing traffic congestion (see next task).
2. Perform a High-Level Effectiveness Analysis of the IMS - The consultant will evaluate the potential effectiveness of the Integrated Mobility System using off-the shelf tools, travel elasticities, and similar analytical techniques. The purpose of this analysis is not an exhaustive study of traffic implications or detailed GHG analysis, but a general picture of the potential reduction in VMT, GHG emissions, and reduced SOV vehicle travel.
3. Identify an Implementation Framework – While the IMS provides a robust approach to managing vehicle travel in the upper valley, some elements are more complex and could take more time to implement than others. This framework would help identify a potential “pilot project” that brings together two-to-three of the IMS strategies that could be simpler to get off the ground but would still have enough synergistic benefits to reduce demand for SOV travel. This task would involve some additional analysis of how to combine different strategies along with working with EOTC staff to understand which strategies might be the easiest to implement (from a practical and political standpoint). This task is proposed as an in-person workshop.

The components of the Integrated Mobility System (IMS) – Upper Valley Mobility Report



**c. MMOF Grants**

With the adoption of the EOTC 2020 Work Plan in October 2019, Staff has been working to anticipate the future needs of the Committee as grant opportunities arise. Since EOTC meeting dates and grant deadlines do not always coincide, as was the case with the Colorado Department of Transportation (CDOT) Multi-Modal Options Fund (MMOF) grant opportunity, specific support for this application was not able to be obtained prior to the application deadline. While it is recognized that this is not ideal, allowing funding opportunities to pass without submission appeared to be the least desirable outcome.

2020 is only the second round of CDOT MMOF grants and there is no guarantee that this opportunity will open up again as these funds originate from the State of Colorado General Fund. These grant awards must be expended before 2023.

The Transportation Administrator applied for two grants from MMOF in 2021 on behalf of the EOTC: one for the IMS Phase 2, and one for an Upper Valley Transit Enhancement Study. As the EOTC may recall, the IMS is operations oriented. Meanwhile, the Upper Valley Transit Enhancement Study looks at infrastructure improvements within a specified corridor to enhance transit efficiency and pedestrian / bicyclist safety and accessibility to and from transit stations. See the more detailed descriptions of each project and award below.

The CDOT Intermountain Transportation Planning Region (IMTPR) met on January 17 to make the grant awards. In addition to the grant applications submitted by the Transportation Administrator specifically for the EOTC, the following awards were also granted that impact multi-modal transportation within the EOTC planning area.

- Snowmass Village Transit Center - Engineering Design - \$300,000 (\$600,000 total project cost)
- City of Aspen - Paepcke Park Transit Stops Redevelopment - \$600,000 (\$1.2M total project cost)
- RFTA / Glenwood Springs 27th Street / SH 82 Grade Separated Bike / Ped Crossing - \$1M (\$9M total project cost)

**i. IMS Phase 2**

With the IMS Phase 1 study anticipated to be complete in the summer of 2020, Staff has been looking ahead to Phase 2 in 2021. To this end, Staff applied for and was awarded \$30,000 from the MMOF toward the anticipated \$60,000 cost for Phase 2. These funds were awarded at the maximum level of 50% of the project cost. In addition, RFTA has provided a commitment letter in the amount of \$10,000 towards Phase 2.

Once the Phase 1 study is complete, the EOTC will have the opportunity to review the remaining funding balance as a part of the 2021 EOTC budget in October, which is estimated at \$20,000 (\$30,000 MMOF + \$10,000 RFTA + \$20,000 EOTC = \$60,000 Total est. project cost). The EOTC allocation of these remaining funds will be necessary in order to obtain the grant and keep the IMS study moving to completion in 2021.

**ii. Upper Valley Transit Enhancement Study**

The grant award for the Upper Valley Transit Enhancement Study is the result of Staff anticipating the needs of the EOTC following the Comprehensive Valley Transportation Plan (CVTP) update in 2020. The Upper Valley Transit Enhancement Study is intended to help guide specific future EOTC infrastructure improvements to ensure the greatest return on investment within the 3-mile Highway 82 Aspen Airport to Maroon Creek Roundabout corridor. Since infrastructure investment is both very expensive and difficult to reverse, it is important that these improvements be both effective and appropriate.

Specifically, the purpose of the Upper Valley Mobility Enhancement Study is to examine Highway 82 between the Aspen Airport and the Maroon Creek Roundabout to identify opportunities to increase 1) transit efficiency as well as 2) safety and access for bicyclists and pedestrians to transit stations throughout this heavily travelled corridor. This study, which will be used to inform upcoming planning efforts and funding allocations, is to identify the most effective, feasible, and implementable infrastructure improvements that will reduce friction for transit riders while considering the value of the improvement, existing plans, and redevelopment efforts currently under review.

As a part of the EOTC's 2020 Work Plan the EOTC will be updating its CVTP in the summer of 2020, which was last adopted in 1993. While the EOTC has accomplished a lot in the past 25+ years, much has also changed in the Upper Valley with significant development in Aspen, Highlands, the Aspen Airport / Aspen Airport Business Center (AABC), and Snowmass Village. In addition, transit, led and operated by RFTA has been substantially built out as a Bus Rapid Transit (BRT) system. All of these changes influence the evolving priorities and transportation needs in the upper Roaring Fork Valley.

The stretch of Highway 82 between the Aspen Airport / AABC and the Maroon Creek Roundabout is the most heavily travelled, dynamic and complicated corridor for transit within the upper Roaring Fork Valley. With many moving pieces, development pressures, and interdependent agencies, an independent review of the corridor will help guide the EOTC to prioritize future transit-focused infrastructure projects that can provide the greatest value and benefit to the user.

The MMOF grant award for this study is \$50,000, which represents 50% of the total estimated project cost of \$100,000 and is the maximum award available. In addition, RFTA has provided a commitment letter of \$5,000 toward this project. The EOTC will have the opportunity to review the remaining funding balance as a part of the 2021 EOTC budget in October, which is estimated at \$45,000 (\$50,000 MMOF + \$5,000 RFTA + \$45,000 EOTC = \$100,000 Total est. project cost). The EOTC allocation of these remaining funds will be necessary in order to obtain the grant funds and move forward with the Study.

**d. Dynamic Message Sign (DMS)**

In 2019, the EOTC reviewed and voted to move forward on the installation of a Dynamic Message Sign (DMS) location slightly over 1 mile down valley from the Brush Creek Park and Ride on Highway 82.

The DMS is designed to provide motorists with information that encourages transit ridership from the Brush Creek Park and Ride into Snowmass and Aspen.

At the October 17, 2019 EOTC meeting, \$564,019 was allocated as a part of the 2020 EOTC budget to install the DMS. As a result, the DMS went out for bid in late 2019 with bid packages submitted to Pitkin County by February 19. Due to a low response rate to the RFP, the bid deadline was extended to March 11. Since packet materials had to be out prior to March 11, a verbal update on the bids will be provided at the March 19 meeting.

**e. Maroon Creek Roundabout Study (City of Aspen)**

The City of Aspen has contracted with Kimley-Horne to conduct a traffic analysis of the Maroon Creek Roundabout that will result in a determination of the causes of the congestion and include five alternatives to improve traffic flow. This study is expected to be complete in 2020. While the focus of this study is to identify ways to improve overall traffic flow, improvement of traffic flow should assist with transit efficiency as well. The timing of this study is advantageous should the EOTC decide to pursue the Upper Valley Transit Enhancement Study in 2021 since these data and results may then be considered within the Transit Enhancement Study.

**f. Change in Sales / Use Tax Impacts on EOTC**

As the EOTC is aware, HB19-1240 - Sales and Use Tax Administration - came into effect on June 1, 2019. This new State law is the result of the Supreme Court South Dakota vs. Wayfair decision that requires all retailers, including out-of-state retailers that do not have a physical presence in Colorado, to collect state and local sales tax at the point of delivery.

With retailers now collecting at the point of delivery, there has been less collection of use taxes and increased collections in sales taxes. While this new law has resulted in an overall increase in sales tax revenues at the jurisdictional level, it has significant implications to the EOTC budget and use tax appropriations. As a reminder, EOTC sales and use tax revenues have the following distribution:

- EOTC retains 100% of funds generated by the Transit Use Tax
- EOTC retains only 18.96% from the Transit Sales Tax – the remaining 81.04% is allocated to RFTA per the 2004 ballot measure

As a result of this distribution, the decline in use tax revenues will continue to be entirely shown in the EOTC budget while only a portion of the increase in sales tax revenues will be reflected.

As the law just went into effect June 1, 2019, Staff has been monitoring sales and use tax data to determine the degree of sales tax increase and use tax decrease. Based on the information available at the October 17, 2019 EOTC budget meeting, between 2018 and 2020 a 63% decrease in use tax revenues and a 12.7% increase in sales tax revenues from the 0.5% Transit Sales and Use Tax was anticipated. Overall, the EOTC budget was expected to decline about 26% or \$711,000 annually between 2018 and 2020.

With the delays in tax reporting from the State, full year 2019 sales and use tax information was first available in February 2020. For 2019, Sales Tax revenues are up more than expected at about 22% over 2018 due to the taxation of internet sales, a strong economy, and use tax revenue shifting to sales tax. Meanwhile, due to some large construction projects in 2019 that paid use taxes early in their project development, in 2019 use tax revenue was actually up almost 4% over 2018. Between 2018 and 2019, the EOTC actually saw an increase in revenues of \$327,656, or 12%.

Due to the mechanics of use tax collection, however, a portion of use tax revenues reflected in 2019 will be refunded back to the developer in subsequent years (starting in 2020). This process is to ensure that the developer pays the actual use taxes due by allowing them to apply for a refund of overpayment. These refunds could reflect adversely in the EOTC budget for several years to come as use tax revenues continue to slow and refunds are applied for and processed. At this time, the amount and timing of these refunds are unknown.

Looking forward to 2020 utilizing available information, the EOTC budget is still expected to decline by about 20% or about \$565,000 annually when compared to 2018. While this is not as great a decline as previously expected, a significant hit to the EOTC budget is still expected. Please see chart below.

	<b>Revenue Destination</b>	<b>2018 Revenue - Actual</b>	<b>2019 Revenue – Actual (Feb 2020 Update)</b>	<b>Dollar and Percent Change – Actual 2018 &amp; 2019</b>	<b>2020 Revenue – Projected</b>	<b>Dollar and Percent Change – Projected 2018 &amp; 2020 -</b>
<b>Pitkin County 0.5% Transit Sales Tax</b>	RFTA (81.04%)	\$4,594,862	\$5,615,494	\$1,020,632 22.2%	\$5,797,993	\$1,203,131 26.2%
	EOTC (18.96%)	\$1,075,007	\$1,313,793	\$238,786 22.2%	\$1,356,491	\$281,484 26.2%
<b>Pitkin County 0.5% Transit Use Tax</b>	EOTC	\$1,484,002	\$1,542,583	\$58,581 3.9%	\$550,000	- \$934,002 - 63%
<b>Investment Income</b>	EOTC	\$166,211	\$196,500	\$30,289 18.2%	\$252,213	\$86,002 51.7%
<b>Total EOTC Annual Revenues</b>	<b>EOTC</b>	<b>\$2,725,220</b>	<b>\$3,052,876</b>	<b>\$327,656 12%</b>	<b>\$2,158,704</b>	<b>-\$566,516 -20.8%</b>

As was discussed at the October 17, 2019 EOTC meeting, Staff has been pursuing discussions with RFTA to consider transferring the Aspen-Snowmass-Woody Creek No-Fare service from the EOTC to RFTA starting in 2021. The cost of this service to RFTA is expected to be offset by the increase in revenue as a result of the State law change in sales and use tax collections from the Pitkin County 0.5% Transit Sales and Use Tax. In other words, while the EOTC is expected to see declining revenues from the change in State law, RFTA is expecting to see increasing revenues from the 0.5% Transit Sales Tax that is roughly equivalent to the cost of the No-Fare service. These discussions are ongoing and the transfer of this service will need to be considered by the RFTA Board later in 2020.

**g. Centralized EOTC Webpage**

While the creation of the Regional Transportation Administrator position in 2018 has been successful in consolidating the administrative functions of the EOTC, the public facing presence of the Committee is still fragmented between the three websites of the member jurisdictions. In 2019, the Transportation Administrator was working with Pitkin County staff to develop a central internet website or webpage for the EOTC where elected officials, staff and the public can go to see the upcoming agendas, meeting dates, governing documents, and get updates on EOTC projects and efforts.

Development of this website is a project that is undertaken as time permits. While many of the historical meeting minutes, decisions and documents have now been collected and consolidated from many different sources, the next step is to develop the website itself. Throughout 2020 the Transportation Administrator will continue to work with County and other staff to establish this website. The creation of a website or webpage for the EOTC is expected to increase transparency to the public as well as convenience to staff and elected officials.

**BUDGETARY IMPACT:**

None at this time.

**RECOMMENDED ACTION:**

None at this time.

**ATTACHMENTS:**

1 - 2020 Draft EOTC Work Plan and Meeting Schedule

**EOTC Work Plan and Meeting Schedule (Adopted October 17, 2019)**

2020			
Action	Responsible Party	Timeline	Expected Outcome
Development of Strategic Plan	Initial Development: Staff Amendment/Approval: EOTC	- Spring 2020 Mtg. - All Year	Develop a Strategic Plan for EOTC
Develop Updated Decision Making Policies	EOTC w/ Jurisdiction Managers and EOTC Staff	Winter 2019/2020	Develop Updated EOTC Decision Making Policies
Update Comprehensive Valley Transportation Plan (CVTP)	EOTC w/ Staff Support	- Summer/Fall 2020 Mini-Retreat - All Year	Develop Updated CVTP
Pursue EOTC Budget Mitigation	Staff w/ EOTC Guidance	- Fall 2020 Mtg. - All Year	Determine Feasible Option to Mitigate the Effects of Sales and Use Tax Collection Changes.
Brush Creek PnR:			
70% and 95% FLAP Plan Review	EOTC w/ Staff Support	70% Review: Spring 2020 95% Review: Fall 2020	Review and Approve Brush Creek PnR Plans for 2021 Construction.
Develop Vision Profile	EOTC w/ Staff Support	Spring 2020	Develop Vision for Brush Creek PnR
Develop Operations Plan	Staff w/ EOTC Guidance	All Year	Develop Operations Plan Based on FLAP Plans and Vision Discussion.
Update Cost Analysis	Staff w/ EOTC Guidance	All Year	Update Cost Analysis for 2021 Budget Cycle to Include FLAP Improvements
Develop Dynamic Message Sign (DMS) Operations and Management Plan	Staff	Prior to DMS Installation	Develop DMS Operations and Management Plan for Ongoing Operations.
Participate in Snowmass Transit Center, Airport, and Regional Transportation Planning / Visioning	Staff and EOTC, as Appropriate	All Year	Participate in Transportation Related Planning and Visioning, as Appropriate.



2021			
Action	Responsible Party	Timeline	Expected Outcome
Continue / Finalize Strategic Plan and CVTP, as necessary	EOTC w/ Staff Support	All Year, as Needed	Finalize Strategic Plan and CVTP
Update EOTC IGA based on Strategic Plan and Incorporate Updated CVTP	Initial Development: Staff Amendment/Approval: EOTC	All Year	Update 1993 EOTC IGA Based on Updated Strategic Plan and CVTP
Develop Budget Framework based on Strategic Plan and CVTP	Initial Development: Staff Amendment/Approval: EOTC	All Year	Develop Budget Framework to Guide EOTC Spending Based on Updated Strategic Plan and CVTP
Participate in Snowmass Transit Center, Brush Creek PnR Development, Airport, and regional transportation planning / visioning	Staff and EOTC, as Appropriate	All Year	Participate in Transportation Related Planning and Visioning, as Appropriate.

### 2020 Work Schedule and Meeting Dates

#### Regular Meetings:

March 19, 2020 (Snowmass) - Strategic Plan Focus  
 April 30, 2020 (PitCo) - Brush Creek PnR Focus (70% Plans and Visioning)  
 October 29, 2020 (Aspen) - Budget Focus

#### Mini-Retreat:

Summer/Fall - Strategic Plan and CVTP Focus

#### Fall / Winter 2020:

Additional EOTC Meeting, if necessary, to complete CVTP and Strategic Plan / Release of Draft Strategic Plan and CVTP



## MEMORANDUM

**TO:** Mayor and City Council

**FROM:** James R. True, City Attorney

**DATE OF MEMO:** March 5, 2020

**MEETING DATE:** March 9, 2020

**RE:** Mayor and Council Compensation

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**SUMMARY:** A work session is scheduled for Monday, March 9<sup>th</sup> to consider revisions of the current compensation of the Mayor and City Council members. Comparisons to other municipalities will be presented for this discussion. Any change in compensation has to be approved by ordinance. However, a new proposed ordinance is not presented at this time.

**PREVIOUS COUNCIL ACTION:** Section 3.6 of the Aspen Municipal Charter states, in pertinent part, as follows:

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. ...

Based on this provision, Council raised the compensation for the Mayor and Council pursuant to Ordinance #1 adopted in March of 2001. Ordinance #1 is attached. Compensation has remained at that level since then. In 2008, a permanent modification of compensation tied to commissioner salaries was considered as a Charter amendment. However, that effort was abandoned.

The previous City Council considered adjustments to the compensation pursuant to Ordinance #11 (Series of 2019). Ordinance #11 provided for an increase of \$200 per month for Council and Mayor. It also included an automatic increase based on CPI at the beginning of each term for Council. This allowed an increase to occur at the beginning of a new term so that no Council member receives an increase during his or her term. The Mayor's adjustment was also every four years. The health insurance stipend would have continued as previously provided. Ordinance #11 was read at the Council's regular meeting of April 22, 2019 but was tabled at that time. That proposed Ordinance #11 is also attached.



#### DISCUSSION:

Alissa Farrell has done additional research on compensation of elected officials throughout the west and has provided a comparison of those compensation packages through a spreadsheet that is attached.

The compensation of elected officials is debated throughout this country on a regular basis. There are many varied opinions regarding amount and purpose. I will not attempt to capsuleize those opinions and that debate here.

At this point, Council has several options to consider. 1) Council could move to take Ordinance #11 (2019) off of the table and set it for second reading. 2) Council could direct staff to prepare a different ordinance with a different compensation package to bring to Council for first reading at an upcoming meeting. 3) Council could maintain the status quo.

**RECOMMENDED ACTION:** Staff does not have a recommendation for action by Council.

ORDINANCE NO. 11  
(Series of 2019)

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF ASPEN, COLORADO, INCREASING THE COMPENSATION FOR THE OFFICES OF MAYOR AND CITY COUNCILPERSON.

WHEREAS, Section 3.6 of the Home Rule Charter for the City of Aspen provides that members of the City Council and Mayor shall receive such compensation as the Council shall prescribe by ordinance; and

WHEREAS, the current levels of compensation for the Mayor (\$2,325.00 per month) and members of City Council (\$1,700.00 per month) were established in January 2001, and have not been adjusted since that time; and

WHEREAS, the City Council desires to provide a reasonable and equitable increase in the levels of compensation provided to the Mayor and members of the City Council so as to reflect not only the increase in the cost of living since 2001, but the increase in the commitment of time necessarily required to fulfill the duties of such elective offices; and

WHEREAS, although the City Council wishes to address the cost of living increase since 2001 and the additional time commitment necessary to fulfill the duties, Council does not wish to have salary, itself, as an incentive for participating in public service; and

WHEREAS, the City Council desires to establish a salary that is fair compensation and maintain that salary as it relates to increases in the cost of living without further action by Council.

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

Section 1.

The monthly compensation for the office of Mayor shall be increased from \$2,325.00 per month to \$2,525.00 per month; the monthly compensation for City Council members shall be

increased from \$1,700.00 per month to \$1,900.00 per month. Increases in compensation as set forth herein shall become effective upon the first regular City Council meeting in June 2019 for those offices elected in the last general election. In accordance with Section 3.6 of the Home Rule Charter, no current member of the City Council, including the Mayor, shall be entitled to receive such compensation increase until their present term of office has expired, and they have been duly elected or appointed to a new term. Thus, for Council positions set for election in March 2021, increases in compensation as set forth herein shall become effective upon the first regular City Council meeting in April 2021.

#### Section 2.

The monthly compensation for City Council members shall be increased based on the increase in the CPI-Denver (“CPI”) every four years to take effect at the commencement of a new term for each Council position. For Council members elected in 2019, the CPI compensation increase shall take effect in April 2023, and each April every four years thereafter. For Council members elected in 2021, the CPI increase shall take effect in April 2023, and each April every four years thereafter. The monthly compensation for Mayor shall be increased by the CPI every two years commencing April 2021. The Director of Finance shall calculate and implement the CPI increase authorized pursuant to this Section 2.

#### Section 3.

In addition, compensation for the office of Mayor and for City Council members shall include an amount sufficient to allow those officeholders to participate in health insurance benefits as follows: The Mayor and each member of Council shall be entitled to receive a stipend in addition to their monthly compensation equal to the cost of health insurance benefits authorized for regular full time City employees; provided, however, that the stipend is actually used to purchase health insurance

through the City or a third party insurer and that the stipend does not exceed the cost of health insurance premiums for a single person. The Mayor or any Council Member using a third-party insurer shall provide evidence of the insurance obtained to the City's Human Resources Department. The stipend shall be determined by the Human Resources Department and implemented at the commencement of each Mayor or Council Member's term and shall remain the same throughout each Mayor or Council member's term.

Section 4.

If any section, subsection, sentence, clause, phrase or portion of this ordinance is for any reason held invalid or unconstitutional in a court of competent jurisdiction, such portion shall be deemed a separate, distinct and independent provision and shall not affect the validity of the remaining portions thereof.

Section 5.

This ordinance shall not have any effect on existing litigation and shall not operate as an abatement of any action or proceeding now pending under or by virtue of the ordinances amended as herein provided, and the same shall be construed and concluded under such prior ordinances.

A public hearing on the ordinance shall be held on the 6th day of May 2019, in the City Council Chambers, Aspen City Hall, Aspen, Colorado.

INTRODUCED, READ AND ORDERED PUBLISHED as provided by law by the City Council of the City of Aspen on the 22nd day of April 2019.

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Steven Skadron, Mayor

ATTEST:

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Linda Manning, City Clerk

FINALLY adopted, passed and approved this 6th day of May 2019.

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Steven Skadron, Mayor

ATTEST:

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Linda Manning, City Clerk

ORDINANCE NO. 1  
(Series of 2001)

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF ASPEN, COLORADO, INCREASING THE COMPENSATION FOR THE OFFICES OF MAYOR AND CITY COUNCILPERSON.

WHEREAS, Section 3.6 of the Home Rule Charter for the City of Aspen provides that members of the City Council and Mayor shall receive such compensation as the Council shall prescribe by ordinance; and

WHEREAS, the current levels of compensation for the Mayor (\$1,725.00 per month) and members of City Council (\$1,200.00 per month) were established in March, 1996, and have not been adjusted since that time; and

WHEREAS, the City Council desires to provide a reasonable and equitable increase in the levels of compensation provided to the Mayor and members of the City Council so as to reflect not only the increase in the cost of living since 1996, but the increase in the commitment of time necessarily required to fulfill the duties of such elective offices; and

WHEREAS, the City Council finds that the current compensation for the Mayor and members of Council even after being adjusted for increases in the CPI are not sufficient to encourage persons from all economic backgrounds to participate in public service; and

WHEREAS, increasing the compensation of the Mayor and members of Council may provide one incentive for citizens with modest financial incomes to consider public service; and

WHEREAS, the City Council desires to proclaim and establish a custom and policy of evaluating and adjusting the compensation levels for the Mayor and council members more frequently than it has in the past.



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

Section 1.

The monthly compensation for the office of Mayor shall be increased from \$1,725.00 per month to \$2,325.00 per month; the monthly compensation for City Council members shall be increased from \$1,200.00 per month to \$ 1,700.00 per month. In addition, compensation for the office of Mayor and for City Council members shall be increased by an amount sufficient to allow those officeholders to participate in health insurance benefits as follows. The Mayor and each member of Council shall be entitled to receive a stipend in addition to their monthly compensation equal to the cost of health insurance benefits authorized for regular full time City employees; provided, however, that the stipend is actually used to purchase health insurance through the City or a third party insurer and that the stipend does not exceed the cost of health insurance premiums for a single person. All increases in compensation as set forth herein shall become effective upon the first regular City Council meeting in June 2001. In accordance with Section 3.6 of the Home Rule Charter, no current member of the City Council, including the Mayor, shall be entitled to receive such compensation increase until their present term of office has expired and they have been duly elected or appointed to a new term.

Section 2.

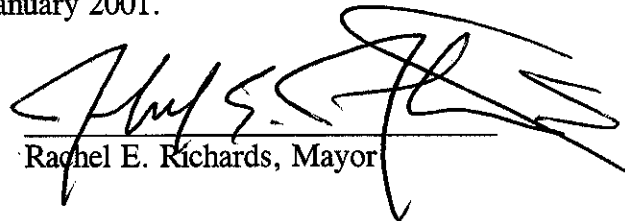
If any section, subsection, sentence, clause, phrase or portion of this ordinance is for any reason held invalid or unconstitutional in a court of competent jurisdiction, such portion shall be deemed a separate, distinct and independent provision and shall not affect the validity of the remaining portions thereof.

Section 3.

This ordinance shall not have any effect on existing litigation and shall not operate as an abatement of any action or proceeding now pending under or by virtue of the ordinances amended as herein provided, and the same shall be construed and concluded under such prior ordinances.

A public hearing on the ordinance shall be held on the 12 day of February, 2001, in the City Council Chambers, Aspen City Hall, Aspen, Colorado.

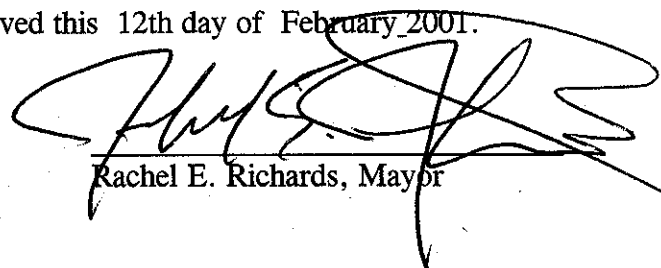
INTRODUCED, READ AND ORDERED PUBLISHED as provided by law by the City Council of the City of Aspen on the 22nd day of January 2001.

  
Rachel E. Richards, Mayor

ATTEST:

  
Kathryn S. Koch, City Clerk

FINALLY adopted, passed and approved this 12th day of February 2001.

  
Rachel E. Richards, Mayor

ATTEST:

  
Kathryn S. Koch, City Clerk

## 2019 Council and Mayor Salary Survey

<u>Comparison Communities:</u>	<u>Population:</u>	<u>Form of Government:</u>	<u>Mayor Elected by:</u>	<u>Number of Council members (including Mayor):</u>	<u>Salary of Mayor:</u>	<u>Salary of Council Members:</u>	<u>Health Insurance provided to Elected Officials:</u>
<b>Aspen</b>	<b>7,359</b>	<b>Council-Manager</b>	<b>At-large</b>	<b>5</b>	<b>\$2,325/Month</b>	<b>\$1,700/Month</b>	<b>yes or stipend</b>
Avon	6,365	Council-Mayor*	Council	7	\$1,500/Month	\$750/Month	yes
Basalt	4,170	Council-Manager	At-large	7	\$1,563/Month	\$1,042/Month	no
Breckenridge	4,928	Council-Manager	At-large	7	\$1,500/Month	\$1,000/Month	no
Park City, UT	8,378	Council-Manager-Mayor**	At-large	6	\$3,706/Month	\$1,914/Month	yes
Snowmass Village	2,826	Council-Manager	At-large	5	\$1,700/Month	\$1,200/Month	\$500 monthly cash stipend to be used for health insurance
Steamboat Springs	12,965	Council-Manager	Council	7	\$1,192/Month	\$895/Month	yes
Vail	5,483	Council-Manager	Council	7	\$1,000/Month	\$625/Month	no
Winter Park	1,030	Council-Manager	Council	7	\$400/Meeting	\$200/Meeting	no
					Average: \$1,811 (w/o per mtg.)	Average: \$1,141 (w/o per mtg.)	

\*Under the Avon Town Charter, a Council-Mayor form of government is established, it but also provides for a Council-Manager when the Council determines such form is appropriate.

\*\*Under the Park City Charter it states that the Mayor is the Chief Executive of the City. More information can be found here: [https://parkcity.municipalcodeonline.com/book?type=ordinances#name=2\\_Administration](https://parkcity.municipalcodeonline.com/book?type=ordinances#name=2_Administration)

Effective 4/2019