

AGENDA

CITY COUNCIL WORK SESSION

October 7, 2019

**3:00 PM, City Council Chambers
130 S Galena Street, Aspen**



I. WORK SESSION

I.A. Council Goals Update

I.B. Budget Workshop - General Fund and Asset Management Fund



MEMORANDUM

TO: Mayor and Council

FROM: Raquel Flinker, Project Manager

THROUGH: Sara Ott, City Manager

DATE of MEMO: September 30, 2019

MEETING DATE: October 7, 2019

RE: Draft Strategic Focus Areas Definitions and 2019/2020 City Council Goals

REQUEST OF COUNCIL:

Provide input on the draft Strategic Focus Areas definitions and 2019/2020 City Council Goals. Staff will incorporate feedback and return to Council with a resolution for final approval. After Council's direction, a work session dedicated to defining a work plan and tasks for each goal will be scheduled.

BACKGROUND:

During Council Retreat (July 1st & 2nd, 2019) there was discussion on the definitions and the 2019/2020 Council Goals for each of the Strategic Focus Areas. A lot of information was generated that needed to be refined.

The five Strategic Focus Areas are:

1. Safe & Lived-in Community of Choice
2. Community Engagement
3. Protect Our Environment
4. Fiscal Health & Economic Vitality
5. Smart Customer Focused Government

There was further reflection on the definitions and Council Goals during the Department Heads Retreat. Throughout the month of September, strategic focus area groups, composed by different department heads, met to draft definitions and Council Goals based on the material generated from the retreats.

DISCUSSION:

Below are some guiding questions for Council's input:

- 1) Are these goals in line with Council's direction?
- 2) Should any goal be added or deleted?
- 3) Does the level of detail of each goal meet Council's need?

STAFF RECOMMENDATION:

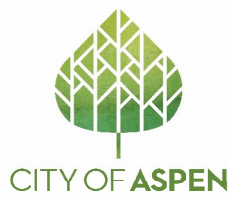
Staff welcomes feedback on the Draft Strategic Focus Areas Definitions and 2019/2020 City Council Goals.

EXHIBITS:

Attachment A – Strategic Focus Areas Draft Definitions

Attachment B – 2019/2020 City Council Draft Goals

Attachment C - Aspen Council Retreat Report and Group Memory



Strategic Focus Area Draft Definitions



Safe & Lived-in Community of Choice: Ensure Aspen is an attractive, diverse and safe city to live, work and visit year-round. This includes opportunities to access childcare, healthcare, housing, transit, parks, recreation, and technological connectivity.



Community Engagement: Ensure a trusted dialogue and relationship in the community that encourages participation, consensus building, and meaningful engagement.



Protect Our Environment: Ensure that policy decisions, programs and projects manage impacts to the environment, climate, and public health and well-being.



Smart Customer Focused Government: Provide value to the community by continuously improving services and processes based on feedback, data, best practices, and innovation.



Fiscal Health & Economic Vitality: Promote economic sustainability of the Aspen community by advancing a healthy, diverse local economy while responsibly managing revenue streams, community investments, and financial reserves.

2019/2020 City Council Draft Goals

-  1. Leverage the City's housing development funds to finance affordable housing projects.
Lead: Pete Strecker & Scott Miller
-   2. Review adopted regulations that affect the development of affordable housing including a study of the affordable housing fee-in-lieu rate, the Certificate of Affordable Housing Credit program, employee generation and mitigation rates, and multi-family replacement requirements.
Lead: Jennifer Phelan
-  3. Establish and utilize a financial advisory board to advise, evaluate, and make recommendations on the long-term economic stability of affordable housing.
Lead: Pete Strecker
-  4. Work with partner agencies and home owners associations to formulate options to address delayed affordable housing maintenance, including insufficient capital reserves policies.
Lead: Scott Miller & Sara Ott
-  5. Evaluate decision making authority for quasi-judicial boards and commissions in affordable housing related matters.
Lead: TBD
-  6. Develop a long-range community waste management plan to reduce waste in the highest impact landfill diversion areas.
Lead: CJ Oliver & Liz Chapman
-  7. Identify and implement capital funding sources that protect and improve river health and the stormwater system.
Lead: Trish Aragon & Pete Strecker
-  8. Reduce the energy use in commercial and multi-family buildings through increased incentives and the codification of Building IQ, which requires energy use tracking and improved energy efficiency.
Lead: Mike Metheny & Ashley Perl



9. Create and implement a community engagement strategy that incorporates participation data to inform and increase future public participation in policy decisions.

Lead: Tracy Trulove & Alissa Farrell



10. Engage with the business community on ways to finance and expand child care availability.

Lead: Shirley Ritter



11. Analyze opportunities to retain and attract small, local and unique businesses to provide a balanced, diverse and vital use mix supporting the community.

Lead: ComDev Director & Mitch Osur



12. Assess the changing landscape of internet retailers and sales tax remittance at the local level and recommend any necessary steps to ensure proper tax collections.

Lead: Jennifer Walker



13. Implement tools to identify the non-traditional short-term rental offerings within the City of Aspen and actively engage owners to register as a business and remit appropriate lodging taxes.

Lead: Pete Strecker



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SUMMARY REPORT

CITY COUNCIL RETREAT
July 1 -2, 2019

Introduction

On July 1 -2, 2019, the Aspen City Council members and staff leadership met at the Aspen Fire Station.

All Councilmembers were in attendance.

The desired outcomes for the retreat were identified as:

- Enhanced Relationships
- Identify and agree on mutual expectations with the Council and the Staff
- Develop working agreements
- Determine Key Goal and Objectives (a roadmap on how to move forward)
- Offer policy guidance and key strategic issues

Summary

After reviewing and approving the agenda (Attachment A) and desired outcomes, the group began by developing ground rules for the retreat. The agreed upon ground rules are listed in Attachment B. As this is a new Council, the group spent some time discussing why they ran for Council and identified common themes. These can be found in Attachment C.

The Council then moved to a discussion on council and staff roles and responsibilities. They agreed on the expectations they have of each member of the Council, and their expectations of staff. The staff also conveyed staff's expectations of the Council. See Attachments D and E

The Council heard received an update from staff on current programs, efforts and initiatives, within a "Strategic Focus Areas" framework. The Strategic Focus Areas identified are (No prioritization – they are all priorities that need attention):

- Community Engagement
- Economic Vitality
- Environment Protection
- Fiscal Health
- Smart, Customer Focused Government
- Safe, Livable, Lived-in Community

Council and staff took some time to define what is/should be included in these areas. They were then asked to identify items to START, STOP, AND KEEP doing. Although there were no items identified during the retreat to stop doing, Council was content with current efforts and added additional items for future discussion. See Attachment F.

Specific Action Items were identified during the retreat. The action items identified are listed below:

1. Requested Work Sessions:
 - Environmental protection: what will get us closest to where we want to be and determine actions
 - Compost: deeper conversation, goals, and action items
 - Supporting small businesses
 - Housing (Priority) a longer discussion on housing issues, set targets toolkit (ensure a Participatory process)

- Move up child care capacity from 2020 – work session and preliminary road map with regional partnerships
- 2. Ask staff to develop a proposal to handle citizen correspondence
- 3. Develop protocols on how to take an issue/project through the process -- Balancing needs of different issues, capacity, public priorities, etc.
- 4. Propose an amendment to council rules to move meetings to Tuesday
- 5. Consider starting work sessions early (manage time effectively)
- 6. Incorporate more “pro/con” in staff reports
- 7. Ask staff bring back a Social Media plan/policy council discussion/action
- 8. Gather feedback on Affordable Housing framework proposal
- 9. Initiate a community conversation about who we are (Tracy) ☺
- 10. Skippy will gather material, partners, and present a plan to achieve 100% voter participation
- 11. Work to get a complete count on the census
- 12. Have the Communication Director come back with ideas on how to better engage/communicate with the community

The Council concluded the retreat with a quick evaluation of the retreat, and was satisfied with what was accomplished. These notes can be found in Attachment G. The retreat concluded having completed the agenda.

The notes from the retreat are detailed in the remainder of this report, along with photos of the original flip-charts. (Attachment H)

Respectfully submitted:



Kathie Novak, Facilitator

Attachments:

Attachment A:	Agenda	
Attachment B:	Ground Rules for the Day	
Attachment C:	Themes from Introductions	
Attachment C:	Council Expectations of Each Other	
Attachment D:	Council Expectations of Staff and Staff Expectations of Council	
Attachment E:	Strategic Focus Areas	
Attachment F:	Retreat Debrief	
Attachment G:	Original Flip Chart Photos	

Attachment A: Agenda



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Council Retreat
July 1 – 2, 2019

Agenda

Desired Outcomes:

- Enhanced Relationships
- Identify and agree on mutual expectations with the Council and the Staff
- Develop working agreements
- Determine Key Goal and Objectives (a roadmap on how to move forward)
- Offer policy guidance and key strategic issues

Monday, July 1

1:00 pm – early evening

****Council and Council Staff****

1. Welcome, introductions
2. Review agenda, ground rules, and desired outcomes
3. Discussion on roles
4. Expectations exercise
5. Determine Council "Rules of Engagement"
6. Council identification of goals

July 2, 9:00 am – 4:00 pm

****Council and Key Staff****

7. Expectations exercise with staff
8. Determine Council-Staff "Rules of Engagement"
9. Goals discussions
10. Policy Direction Next Steps
11. Next steps:
12. Retreat Review
13. Adjourn

Attachment B: Ground Rules for the Day

- Listening (active understanding full attention)
- Candor – unguarded
- Concise
- Ask questions to understand
- Respect
 - We all come from different places
- Appreciation for each other and the process
- Don't let things go unsaid
- Open mind
- Humor – appropriate

DRAFT

Attachment C: Themes from Introductions

- Give back
- Look forward
- Build on past
- History
- Passion
- Community
- Experience,
- Talents
- Stable
- Safe-guarding,
- Safe
- Service,
- Work on issues,
- Caring
- Nurturing
- Open
- Maintain values
- Engaged
- Positive
- Proactive “
- Proponent”
- Future
- Protect
- Environment
- Democracy
- Problem solving
- Day-to-day improvements
- Projects done
- Create scalable models
- Local + global
- Hearts
- Calling

Attachment D: Council Expectations of Each Other

- Civility – no personal attacks
 - Acknowledge and not tolerated
 - One not being attacked will raise the issue (be each other's "wing man")
 - How we conduct ourselves – tone and words
 - Be hard on the issue, not hard on the person
 - Be conscientious of it
 - Try to clarify what someone meant, not attack them for it
- Don't let discomfort fester
 - Discuss sooner rather than later
- Don't carry one issue over to the next
 - Take a pause between what someone says and how you react
- Be frank about buy-in/lack of an issue
 - Yes/No, why/Not yet + here's what it would take to get to yes
 - We work together on what issues we work on
 - Include all in what issues are being worked on
 - Leave a work session with clear direction, as articulated by staff or Mayor
- No shaming if someone takes a different view- limit emotional response
- Refer to and abide by the ground rules for retreat
- Support each other in our roles on the council
- Be a resource to each other
 - Share info (articles with each other)
- Recognize shared decisions – successes are shared
- Be respectful of staff and what they are doing
- Do your homework – ask questions in advance
 - Don't play "gotcha"
- Questions at meetings
 - Give a "heads up" on questions in meetings
- Letters from citizens
 - Ask staff to develop a proposal to handle citizen correspondence
- Protocol on how to take an issue/project through...
 - Larger discussion – more complex
 - Different issues require different processes
 - Capacity – staff, public, prioritization
- Align goals
- Focus on city /citizen issues
- Avoid self-serving silos
- Work together with team spirit
- Timely responses – preferred methods of communication: (Different methods different reasons)
 - Ann texts
 - Torre texts
 - Rachel phone
 - Ward text/email
 - Skippy phone, email, text

- Acknowledge as soon as possible (within 48 hours)
 - Be sure to preserve texts for open records requirements
- Trust
 - Representing Aspen @ other meetings
 - Trust that reps are accurately representing city positions and communicate back to the council
- Practice “radical honesty”
- Never will have perfect info
- Board reports / info gathering
 - Status quo process for now
 - Use work sessions for larger info gathering discussions in alignment when materials come out
- Packet timing
 - Propose an amendment to council rules to move meetings to Tuesday
 - Consider starting work sessions early? (manage time effectively)
- “Devil’s advocate”
 - Commit to honest questioning to promote good dialogue and best decisions
 - Incorporate more “pro/con” in staff reports
- Social media
 - Ok for personal posting (not using anyone else’s words)
 - Staff bring back plan/policy council discussion/action
- Speaking
 - Speak for self, but respect the council decision

Attachment E: Council and Staff Expectations of Each Other

Council expects of staff:

- Don't make assumptions about my questions
 - Add context around the question – please ask
- Time – in person/phone
 - Ok to go to top leadership team
 - Be respectful of staff time
 - Give heads up on topic
- Responsiveness (council and public)
 - Acknowledge within 24 hours
 - If urgent let me know
 - Let Sara know if not responsive
- Respond to citizen letters – “got it respond” copy council on response
- Honesty and your opinion
- Accurate honest and full answers
 - Offer potential strategies
- Tell me what you need from me
- Honor your time off and family
- Kindness rapport
- Working for the city, not just the council – public servants
- Items that reach the council should be fully vetted or pull them
 - Staff strained and supported in “presenting” role
 - Give staff heads up on info missing in packet prior to meeting
 - Give staff feedback and debrief
- Follow through – follow up on projects, correspondence, etc.
- Heads up – no surprises
- Understand our time constraints
- Printing some materials when necessary
- Try to avoid last minute additions to the packets
- Be balanced and willing to say no and express consequences of changing priorities
- Candor
- Fail forward- accept mistakes
 - Innovate
- Break up long paragraphs! ☺

Staff expects of council:

- Candid communication
- Ask for clarification, don't rush to judgement, slow down
- Strategic vision and community outcomes that are desired
 - Don't get caught up in a minute
- Questions in advance
 - Focus on decision points
- We are available- contact me with questions

- No surprises!!!
 - Don't get too far down the road without the staff leader
- As priorities change let us know so we can help staff understand
- Respect the staffs experience and passion to do the job well and help you accomplish your goals
- Get as much education from you as to your ideas- become educated from multiple stakeholders
- Read the packets! Let us know if we need to make adjustments
- Acknowledge and recognize staff expertise and passion
- Provide the resources for what you ask us to do
- Regular check ins about overall city work program
 - Look at regular dep updates
- Think through goals. Performance Reviews- proactive dialogue with new manager- feedback methods
- Clear direction
 - Explain why
- Give us feedback on the proposed framework
 - Strategic Focus Areas - vet with public
 - Must do, should do, could do, pause
- Missing ongoing everyday routine stuff

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Attachment F: Strategic Focus Areas

The Council received a report from the staff on current projects, initiatives and efforts, framed in terms of "Strategic Focus Areas." Council and staff took some time to define what is/should be included in these areas. They were then asked to identify items to START, STOP, AND KEEP doing. Although there were no items identified during the retreat to stop doing, Council was content with current efforts and added additional items for future discussion.

Notes:

- These areas are missing the ongoing, everyday routine items and work
- Small cleanup list: Kids wearing helmets @ skatepark

Protecting our environment: what it means – what it includes:

- Compost
- Transportation choices – Infrastructure
- Reduction programs
- Local energy production
- Climate Action Plan
- Resilience Planning
- Long term plans for maintaining and improving air quality
- Waste goals and strategic plan
- Local food
- Conditional water storage rights – file change case to alternate locations
- New funding for storm water program
- Carbon reduction
- Clean energy
- Reduce air pollution
- No dog poo
- Protect water
- Water storage solutions
- Parks and open space
- Green urban environment
- Protect our water
- Clean water quality and quantity – watch Front Range policies
- Complete reclaimed water system
- Net zero carbon
- Net zero waste
- Building codes net zero
- Climate mitigation – resilience – lead by example
- Looks like: policies from Feds that protect our air quality, water quality, endangered species, land uses, public lands stay in public hands
- Influence – weigh in via resolutions or other processes on Federal Public Land policy changes
- Legislative changes to ban single use plastics
- Many items in other "strategic buckets" might have an environmental component, even if it is a secondary piece rather than a primary element.

Protecting our environment – Start doing:

- Storm water management
 - Funding (education)
- Single use plastics reduction
 - Plans
 - “Facilitation” – work with community
 - Identify Barriers
 - What elements of the phase 2 waste plan do you want to do?
 - Look at CAP -> actionable plans
- Schedule work session on what will get us closest to where we want to be and determine actions
- Advocacy – state, fed
 - Coordinate with county
- Compost program
 - Education, bins, research
 - Mandatory program for restaurants
 - Identify diversion and participation goals
 - Identify barriers
- Schedule work session for deeper conversation, goals, and action items
- Goal – waste prevention and reduction
 - Long range plans and menus of options
- Building benchmarking, standards for energy use
 - (process coming in August)
- Need to understand the “bang for the buck” for these initiatives

Smart customer focused government: what it means – what it includes:

- Communication plans
- Community connectivity
- Identified community desires
- Quick and accurate responses
- Responsiveness
- Advance technology solutions with personal touch
- Healthy workplace
- Efficiency
- Clear and simplified processes (APCHA, permits, business licenses, etc.)
- High functioning applications, both external and internal facing
- Tracked comments – responses
- New forms of community outreach and engagement
- Provide services that are expected and beyond expectations
- Community understands why something is being done – “This is our sacrifice: this is our benefit; we are doing this to...”
- Public service focused
- 21st century offices and meeting space
- Broaden the base of community participants/stakeholders
- Responsiveness

- Construction of city offices
- Cyber-security – all transactions
- Provision of core services
- Fiscally responsible
- Free childcare for city meetings
- Childcare during council meetings and more

Smart customer focused government: Start doing:

Questions:

- How do we get information to citizens?
- How do we improve our processes?
- How do we want to make land use decisions? Processes?
- What are our mitigation requirements?

Initiatives:

- Staff needs a work order system
- Design of council chambers – physical and technological room set
- Healthy workplace for the city (staff addresses this through the budget)

Economic Vitality: what it means – what it includes:

- Local business support
- Collaboration with industry partners – synergy
- Understanding the relationship between the modernization of the airport and visitor spending
- Economic sustainability not focused on growth
- Land use codes that promote the community we want
- Community employee training and development (CMC, ACRA)
- Impact of arts and culture
- Diversity of business and price points
- Special events strategic plan/management
- Diversity of businesses and price points
- Housing and income for seniors?? And physically impaired
- Diverse and usable downtown
- Partnerships – private, government, regional
- Employee workforce housing
- Business mix opportunities
- Children for workforce
- Ability to work be-self sufficient
- Paid family leave
- Living wages new start-ups
- Watching/influencing state laws that affect the economy
- Internet sales tax collection
- VRBO and Air BNB Tax collections

Economic Vitality: Start doing

- Impact of arts and culture contribution
- Move up child care capacity from 2020
 - Work session and preliminary, road map regional partnerships
- Work session on how to support small business

Fiscal Health: what it means – what it includes:

- Internet sales tax collection
- VRBO and Air BNB tax collections
- Reduce waste
- Don't overspend
- Keep some in reserve
- Don't save too much
- Strong reserves – recession protection
- Best services in most economical way
- Internal function
- City organization
- Resources are allocated to match council/community goals
- Better long range planning for staffing – less (??? Can't read)
- New services for larger goals – regional or countywide – (housing and childcare examples)
- Overall IT/system functionality (oracle, QAlert, permit software)
- Different audiences

Fiscal Health: Start doing

None

Safe, Livable (Lived in) Community of Choice: what it means - what it includes

- Personal
- Know your neighbor
- Cultivate inclusion of our Hispanic community
- Everyone feels welcome and part of the community
- Attract the next generation of locals
- Childcare schools
- Infant care
- Choices:
 - Housing
 - Jobs
 - Transportation
 - Schools
- Housing
- Employee/workforce housing

- Renewed housing social contract
- Housing: BG11, Lumber yard, AHP, Water Place II, future opportunities
- Natural disaster and climate change
- Community connectivity
- Parks
- Trails
- Walkable Core
- Transit
- Mental Health
- Lift 1 Park/ Dolenisik (spelling?) gardens/master plans
- Acknowledge the transitions of community! (time to adapt to change)
- Valley Health Alliance – healthcare
- Natural disaster and climate change plan
- Transit
- Land use codes that promote what we want
- Strong historic preservation program
- Seniors, children, non-transient community – human relationships
- Health and happiness as a priority
- Small cells – 5g
- Control # of vehicles in town
- Align annexation policy and future land use mapping with water service (and other infrastructure) areas

Safe, Lived-in Community: Start Doing

- Housing
 - Council philosophies + appetites?
 - UGB?
 - Density? – Environment vs AACP
 - “Right sizing” conflicting values
 - New social contract
- Priority: Work session (longer) for a discussion on these (sooner), set targets toolkit
 - Participatory process
- Transitioning of the community and housing
- Feedback on Affordable Housing framework proposal
- Community conversation about who we are (Tracy) ☺

Community Engagement: what it means – what it includes

- Transplant and inclusive community discussion
- Respect/ citizen accountability
- Commitment to civic education
- Mining community expertise
- Galena plaza enrichment
- Discussions about growth and change
- Listen well and truly

- Care for one another
- Community events (smaller local promoting)
- Fun! X2
- Address things that need to be addressed!
- How to get more involvement and a wider reach
- Think valley wide
- There is a community engagement component to nearly all of the “strategic buckets” (crosses over all areas)
- 100% voter participation
- Hearing the majority – don’t let minority drown out conversation
- Engage other partners
- Improve relationship with Pitkin, R.F. Valley, school district, river district, CMC
- Commitment to Civic Education
- Communication systems
- Shared mission/vision
- Shared vision
- Participatory planning
- City-wide strategic communications assessment and plan
- Strategic plan for parks and recreation
- Develop and implement an engagement continuum: Inform – inquire -- collaborate

Community Engagement: Start Doing

- Goal? 100% voter participation?
- Bring material/info back to council (Skipsey)
- Work to get a complete count on the census
- Question: How do we better connect with Hispanic/Latino community?
- Have the Communication Director come back with ideas

Attachment G: Retreat Evaluation

What worked well?

- Facilitator
- Space
- Lunch
- Starting with frame works easier to edit than originate
- Amount of dedicated time
- Staff knows council better

Possible changes for the future:

- Less time on team building – more on goals + strategic area focus areas
- More protein for breakfast
- More breaks-walking
- Post it notes- not sure it was necessary
- More structure to process of changing and narrow things
- Members of public to ask their perspective (presentation)

Ground Rules

- listening (active, ^{full attention} understanding)
- Candor - unguarded
- concise
- ask questions to understand
- respect
 - ↳ we all come from diff. places.
- appreciation for each other & process
- don't let things go unsaid
- open mind
- Humor - appropriate

Expectations of each other

- Civility - no personal attacks
 - * - acknowledge & not tolerated
 - One not being attacked will raise the issue (be each other's wing "man")
- how we conduct - tone & words
- hard on the issue, not hard on the person
- be conscientious of it
- try to clarify what someone meant, not attack them for it
- don't let discomfort fester -
 - discuss sooner rather than later

Why give back \Rightarrow forward
Build on past Better
history passion Community
experience, talents stable
safeguarding safe service
work on issues, caring nurturing
open maintain values engaged
positive proactive "proponent"
future protect environment
democracy problem solving
day-to-day improvements projects done
Create Scalable models local + global
hearts Calling

- don't carry ^{one issue} grudges over to the next.
 - take a pause between what someone says & how you react
- be frank about buy-in/lack of in issues ^{yes, why not yet + here's what it would take to get to yes}
 - we work together on what issues we work on
 - include all in what issues are being worked on
 - leave a work session w/ clear direction, as articulated by staff - major
- no shaming if someone takes a different view - limit emotional response
- ground rules for retreat

- Support each other in role on the council
- Be a resource to each other
 - ~~Share info/articles w/ each other~~
- recognize shared decisions - Successes are shared
- respectful of staff & what they are doing
- *
 - do your homework - ask questions in advance
 - don't play "gotcha"
 - questions @ mtgs
 - give a "heads up" on questions in mtgs.
 - letters from citizens

- trust
 - representing Aspen @ other mtgs.
 - trust that reps are accurately representing city positions & communicating back to the council
- practice "radical honesty" -
- devils advocate? / expert testimony
 - to parking lot -
- never will have perfect info.

- ask staff to develop a proposal to handle citizen correspondence
- protocol on how to take an issue/project thru...
 - larger discussion - more complex
 - different issues require diff processes
 - capacity ^{staff} _{public} prioritization (Skippy)
- align goals
- focus on city ^{citizen} issues
 - avoid self-serving silos
 - work together w/ team spirit
 - timely responses/methods ^{acknowledge ASAP}
 - Ann - texts
 - Torre - texts
 - Wood - text/email
 - Rachel - phone
 - Skippy - phone, email, text
 - different methods (45 mins)
 - diff. reasons
 - or preserve texts

Day 2

Board Reports/Info Gathering -

- Status quo
- Use work sessions for larger info gathering discussions in alignment when materials come out
- Packet timing
 - propose an amendment to council rules to move meetings to Tuesday.
 - consider starting work sessions early? (manage time effectively)

- "Devil's Advocate"

- Commit to honest questioning to promote good dialogue + best decisions

- incorporate more "pro/con" in staff reports

- Social Media

- OK for personal posting (not using anyone else's words)
- staff bring back plan/policy for council discussion/action
- speaking
 - speak for self, but respect the council decision

Council expects of Staff:

- don't make assumptions about my questions
 - add context around the question - please ask
- time - in person / phone
 - OK to go to top leadership team
 - Be respectful of staff time
 - give heads up on topic
- responsiveness (council + public)
 - acknowledge within 24 hrs
 - if urgent, let me know
 - let Sara know if not responsive
- respond to citizen letters - got it + will respond, copy council on response
- honesty + your opinion

accurate, honest, + full answers

- offer potential strategies
- tell me what you need from me
- honor your time off + family
- Kindness + rapport
- working for the city, not just the council - public servants
- items that reach the council should be fully vetted - or pull them
 - staff trained + supported in "presenting" role
 - give staff heads up on info missing in packet prior to meeting
 - give staff feedback + debrief

follow-thru - follow up on projects, correspondence, etc.

heads up - no surprises

- Understand our time constraints
- printing some materials
- try to avoid last minute additions to the packets
- be balanced + willing to say no + express consequences of changing priorities
- candor
- fail forward - accept mistakes
 - innovate
- break up long paragraphs! :)

Staff expects of Council:

- Candid Communication
- ask for clarification, don't rush to judgement, slow down
- Strategic vision + community outcomes that are desired
 - don't get caught up in minutiae
- questions in advance - focus on decision points
- available - contact me w/questions
- No surprises!!
 - don't get too far down the road w/o the staff leader
- as priorities change, let us know so we can help staff understand

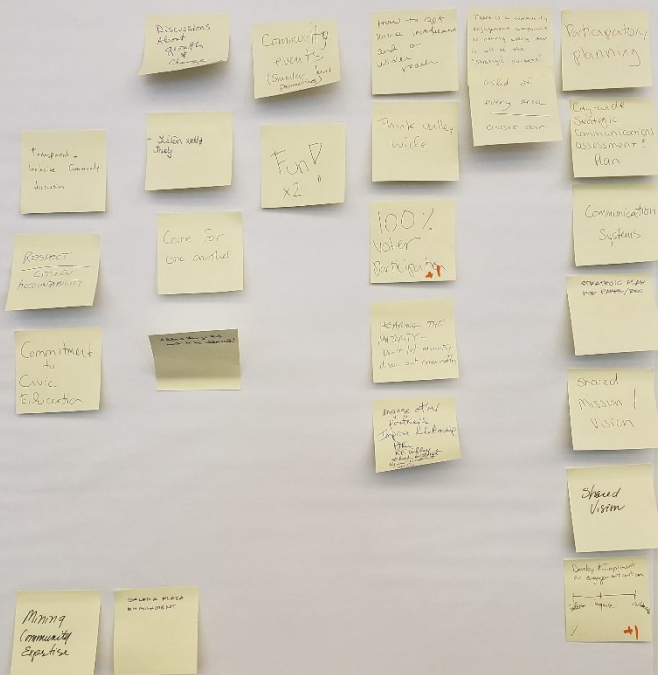
respect the staff's experience + passion to do the job well + help you accomplish your goals

- get as much ^{education} info from you as to your ideas - become educated from multiple stakeholders
- Read the packets! let us know if we need to make adjustments
- acknowledge + recognize staff expertise + passion
- provide the resources for what you ask us to do
- regular check ins about overall city work program
 - look at regular dept updates
- think thru goals, perf. reviews - proactive dialogue w/ new manager - feedback methods

Clear direction

- explain why
- give us feedback on the proposed framework
 - 5 buckets - vet w/ public
 - must do, should do, could do, pause
- missing ongoing everyday routine stuff

Community Engagement



[illegible]

Smart-Customer Focused Government

- Communication Plans
- Community Connectivity
- Identical Community Drives
- 21st Century Official Meeting Space
- Anonymous Feedback Solicited and Personalized
- Proactive and Reactive Responses
- Procedures
- Efficiency
- Transparency
- High-Functioning organizations don't experience real customer facing
- Healthier Workplace
- Public Service focused
- Finally Responsible
- Free Childcare for City Meetings
- Still more doing real things + more
- Broaden the base of Community participants stakeholders
- Constitution of City Offices
- Cyber-Security with transparency
- Constitute leaders that are expected to be good representatives
- Constitute individuals that are expected to be good representatives

Smart Govt

- How do we get info to citizens - process improvement
- Staff needs a work order system
- How do you want to make land-use decisions? Processes?
- mitigation requirements
- design of council chambers - physical + technological room set
- Healthy workplace for the city (staff address thru budget)

[illegible]

Safe, Lived-In Community

- Housing

- Council philosophies + appetites?
- UGB?
- Density? - Environment vs AACP
- "Right sizing" - Conflicting Values
- new Social Contract

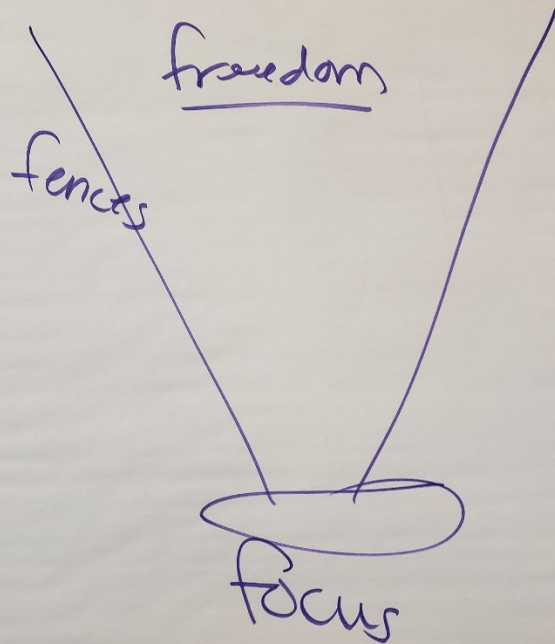
→ Priority: Work Session (longer) for a discussion on these (sooner), set targets toolkit

- participatory process-

- transitioning of the community + housing

→ feedback on A.H. framework proposal

→ Community conversation about who we are (tray):



GOALS

Small clean-up list:

- Kids wearing helmets @ skate park

Strategic Focus Areas

- add Protect our environment

+	△
- facilitator	- less time on team bldg - more on goals + strategic area focus areas
- space	- more protection for breakfast
- lunch	- more breaks - walking
- starting w/ frame works - easier to edit than originate	- post it notes - not sure it was necessary
- amount of dedicated time	- more structure to process of changing + narrowing things
- few staff - effective	- members of public to ask their perspective (presentation)
- staff knows council better	

DRAFT



CITY OF **ASPEN**

2020 PROPOSED BUDGET

Pete Strecker

32

OCTOBER 7, 2019

1

2020 Proposed Budget - Overview

2020 Proposal Is 12.9% Less Than Prior Year's Adopted Budget

	2019 Orig. Budget	2020 Request	\$ Change	% Change
Revenues	\$161,796,677	\$151,650,005	(\$10,097,332)	(6.2%)
Base Operating: On-Going	\$73,543,665	\$74,897,440	\$1,350,775	1.8%
Base Operating: One-Time	\$3,045,700	N/A	(\$3,045,700)	N/A
New Supplementals	N/A	\$1,979,440	\$1,979,440	N/A
Total Operating	\$76,589,365	\$76,873,880	\$284,515	0.4%
Capital Outlay	\$36,363,750	\$20,213,750	(\$16,150,000)	(44.4%)
Debt Service	\$7,464,880	\$7,814,750	\$349,870	4.7%
Net Appropriations	\$120,417,995	\$104,902,380	(\$15,515,615)	(12.9%)
Transfers	\$30,318,290	\$34,501,270	\$4,182,980	13.8%
Total Appropriations	\$150,736,285	\$139,403,650	(\$11,332,635)	(7.5%)
Ending Fund Balance	\$139,674,183	\$125,593,172	(\$14,081,011)	(10.1%)

Schedule

Budget Worksessions	Scheduled Topics / Funds
Monday, October 7	Overview, General Fund & Asset Management Plan Fund
Monday, October 14	Parks and Open Space, Golf, Housing Development
Tuesday, October 15	Grants, Wheeler Opera House, Employee Benefits, Employee Housing, Information Technology
Monday, October 21	Kids First, Parking, Transportation, Truscott, Marolt, Stormwater
Monday, October 28	Water, Electric, Tourism Promotion, Public Education, REMP
Tuesday, October 29	APCHA, Smuggler, Truscott II, Aspen Country Inn

Adoption Meetings	Scheduled Topics
Monday, November 12	1 st Reading of Fee Ordinance & Budget Resolutions
Monday, November 26	2 nd Reading of Fee Ordinance (desired adoption by 12/1), Mill Levy (if possible)
Monday, December 10	<u>Back-Up Date</u> Mill Levy Resolution (mandatory certification by Dec 15)



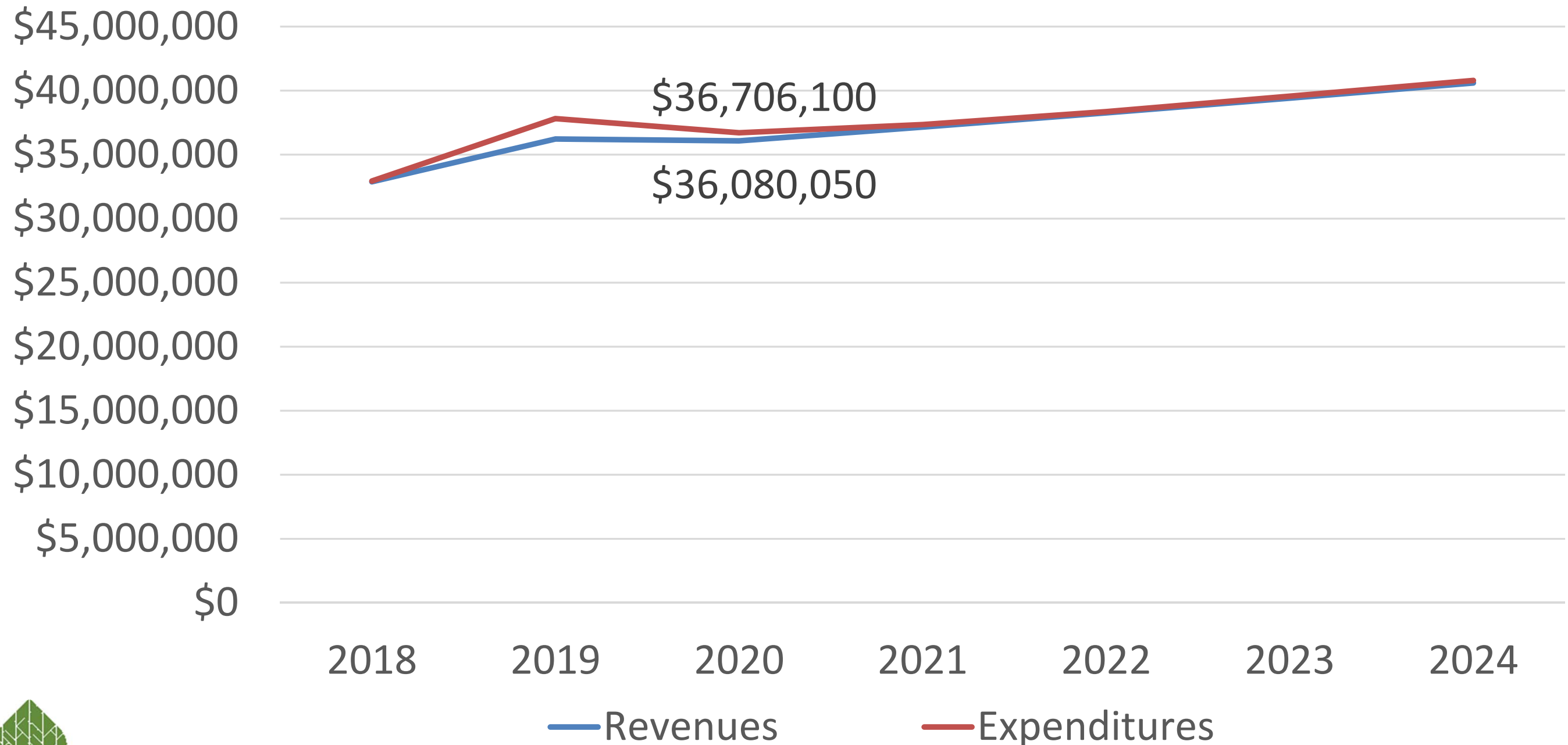
2020 PROPOSED BUDGET

General Fund (001) / AMP (000) Overviews

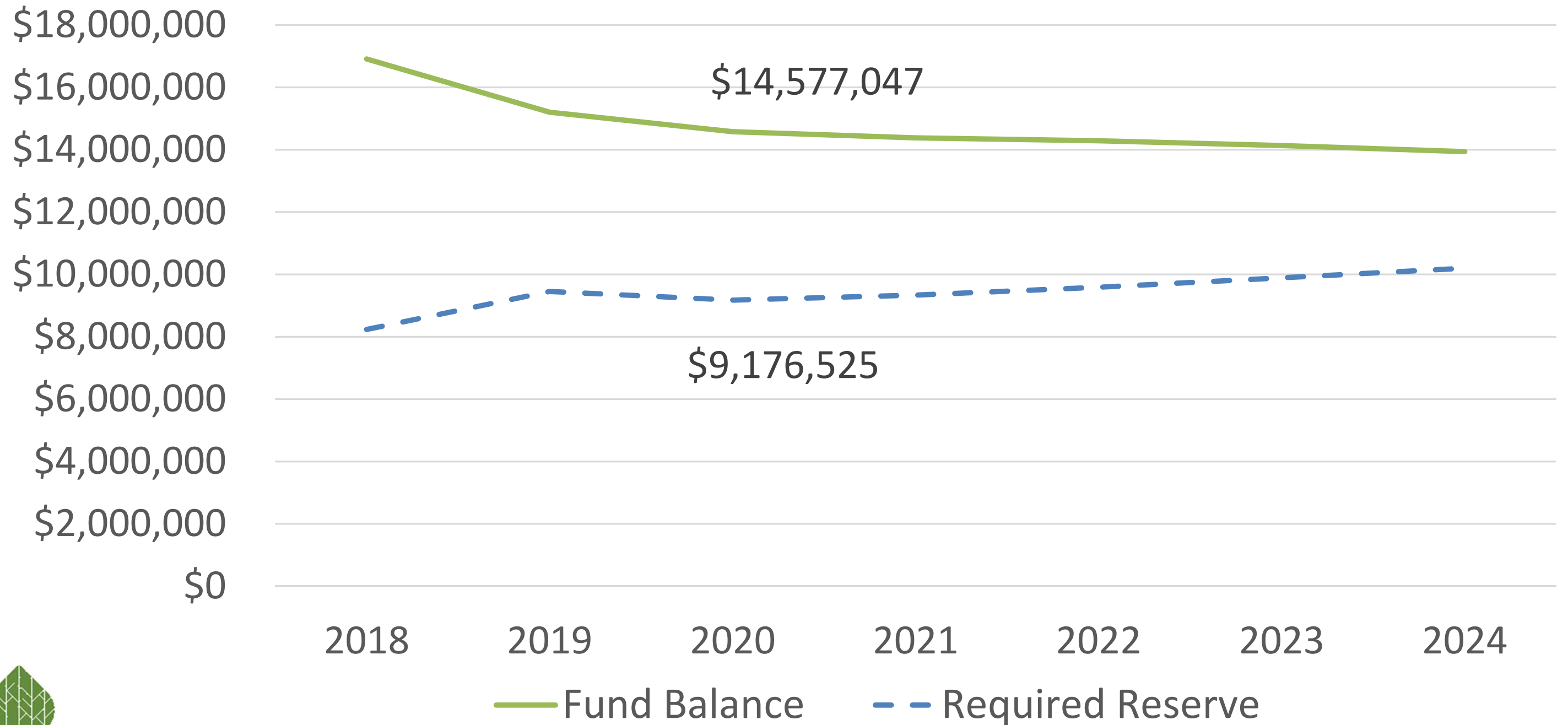
Pete Strecker

OCTOBER 7, 2019

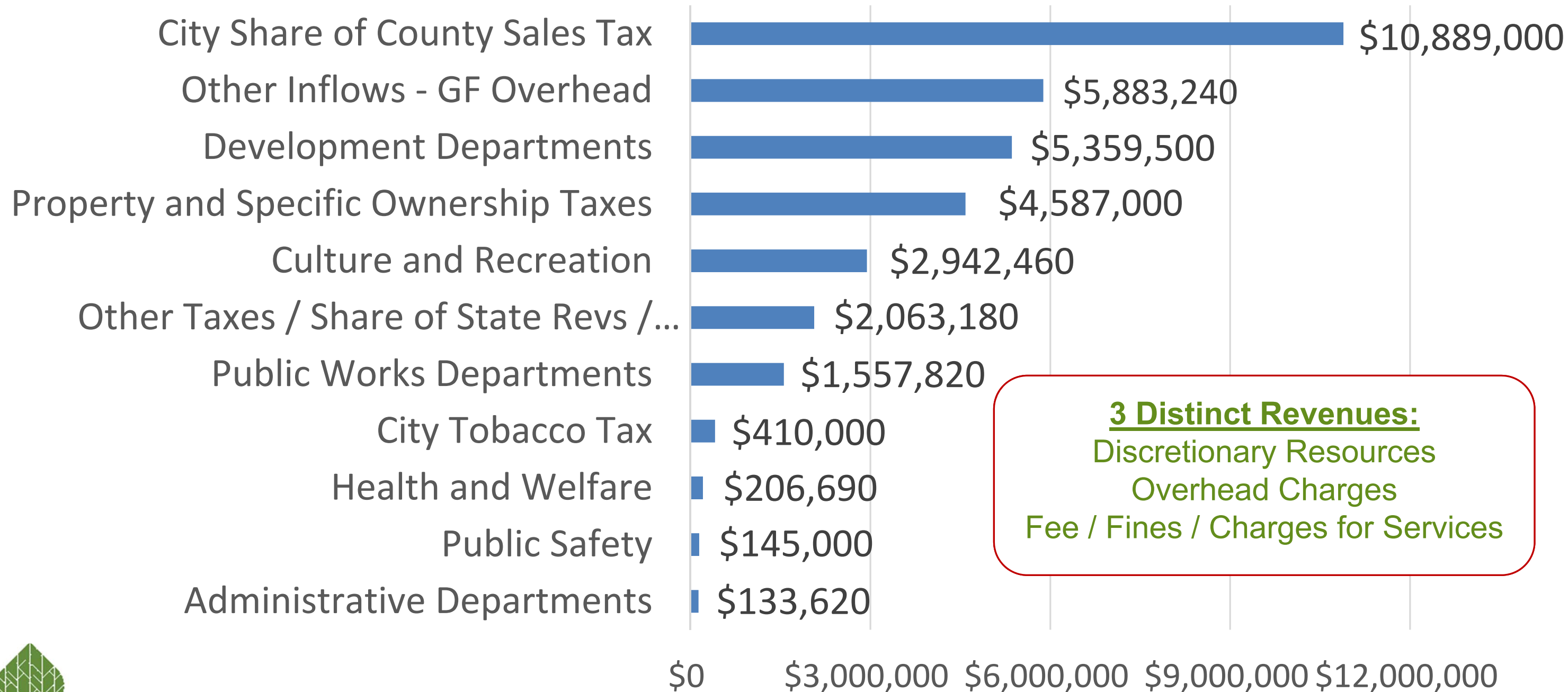
Revenues & Expenditures – Gen. Fund



Fund Balance - General Fund

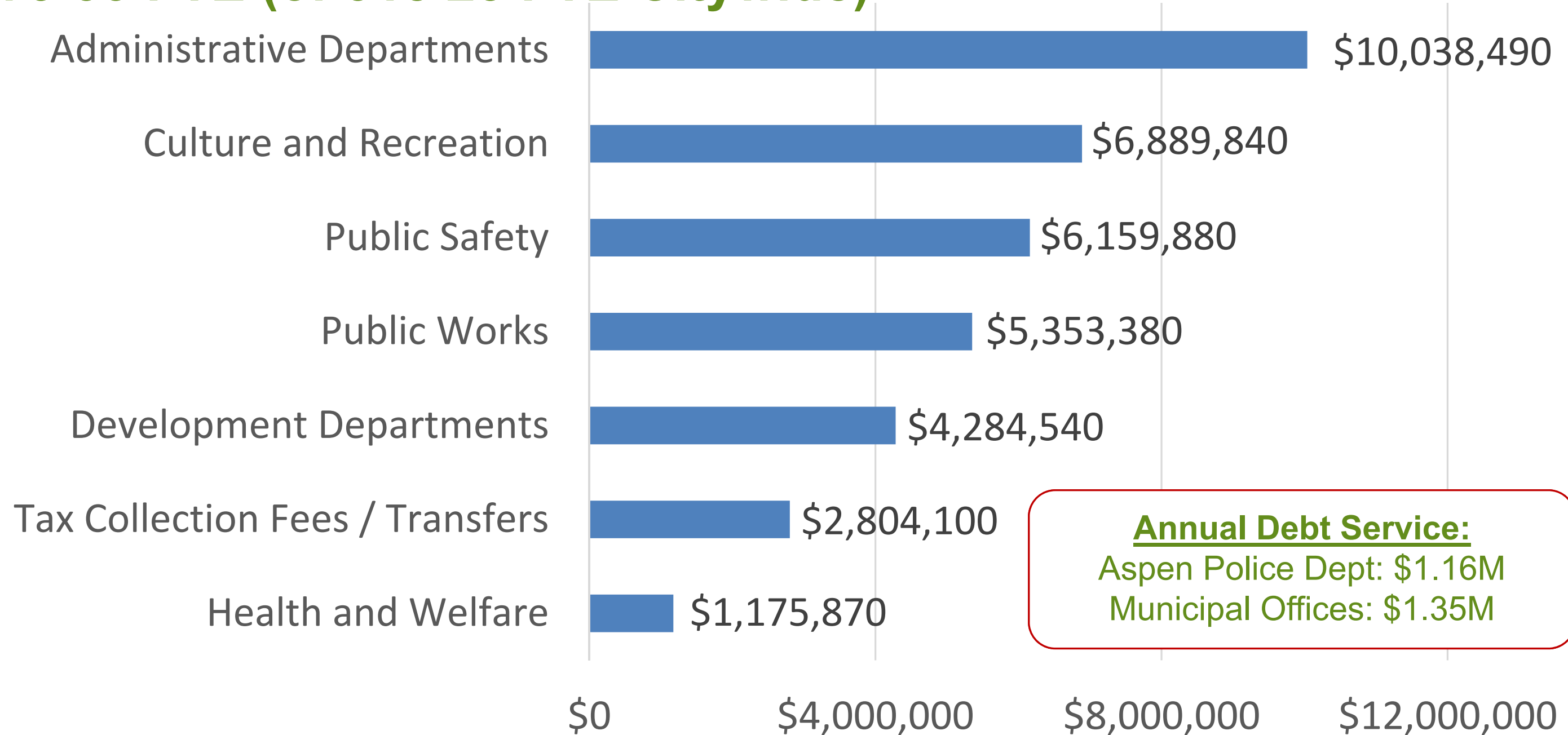


Revenue Sources – General Fund

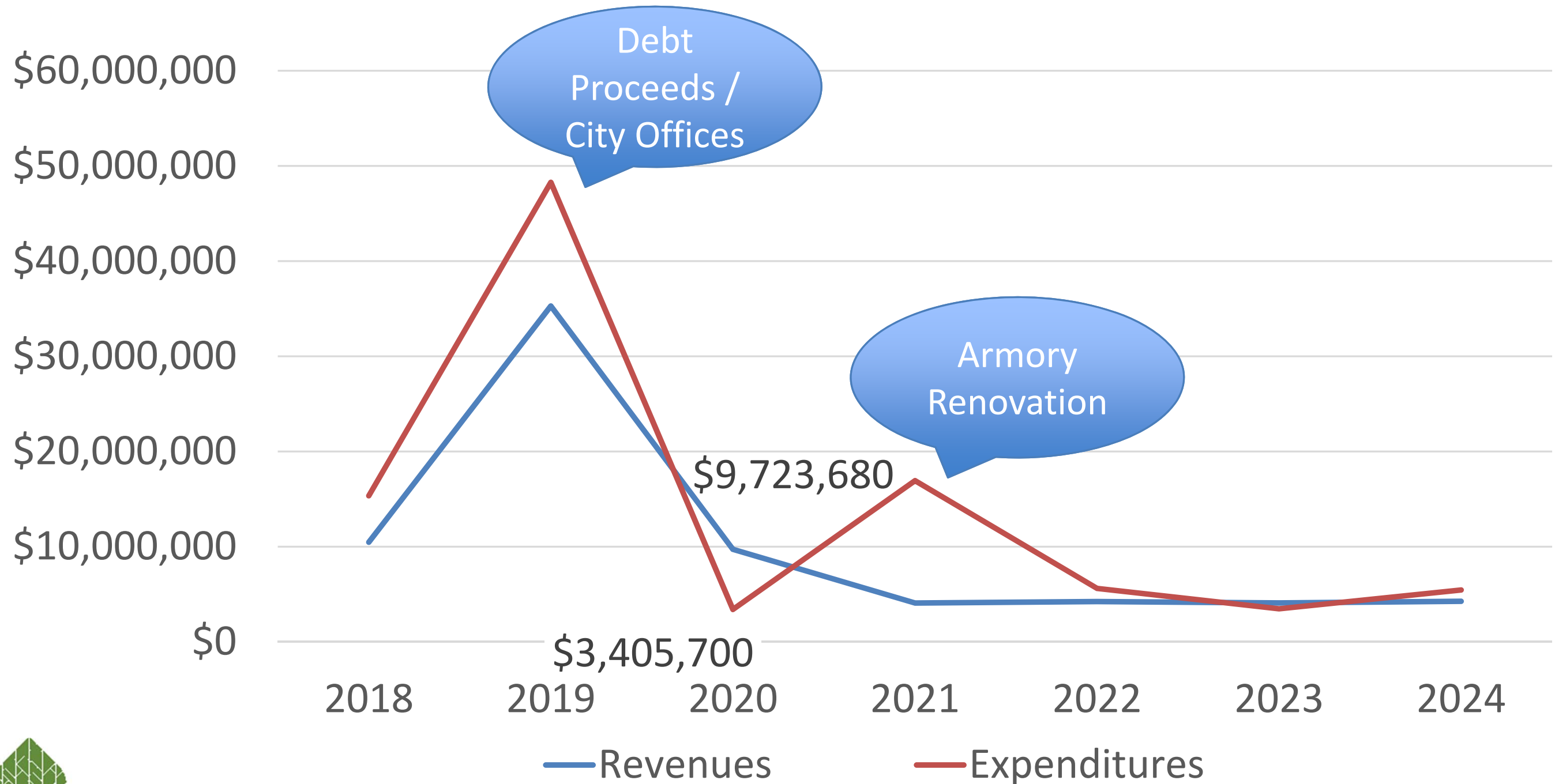


Expenditure by Program – General Fund

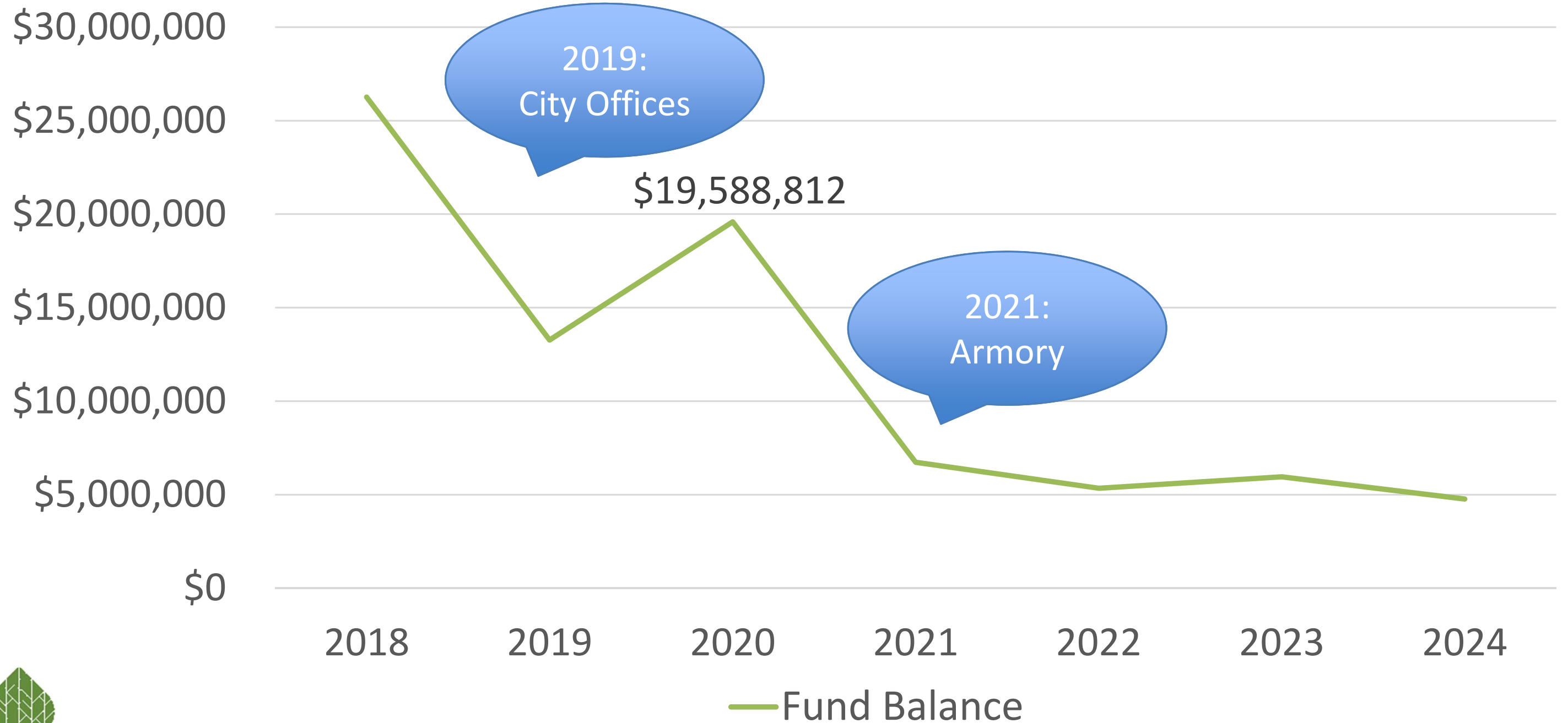
- **179.33 FTE (of 318.23 FTE Citywide)**



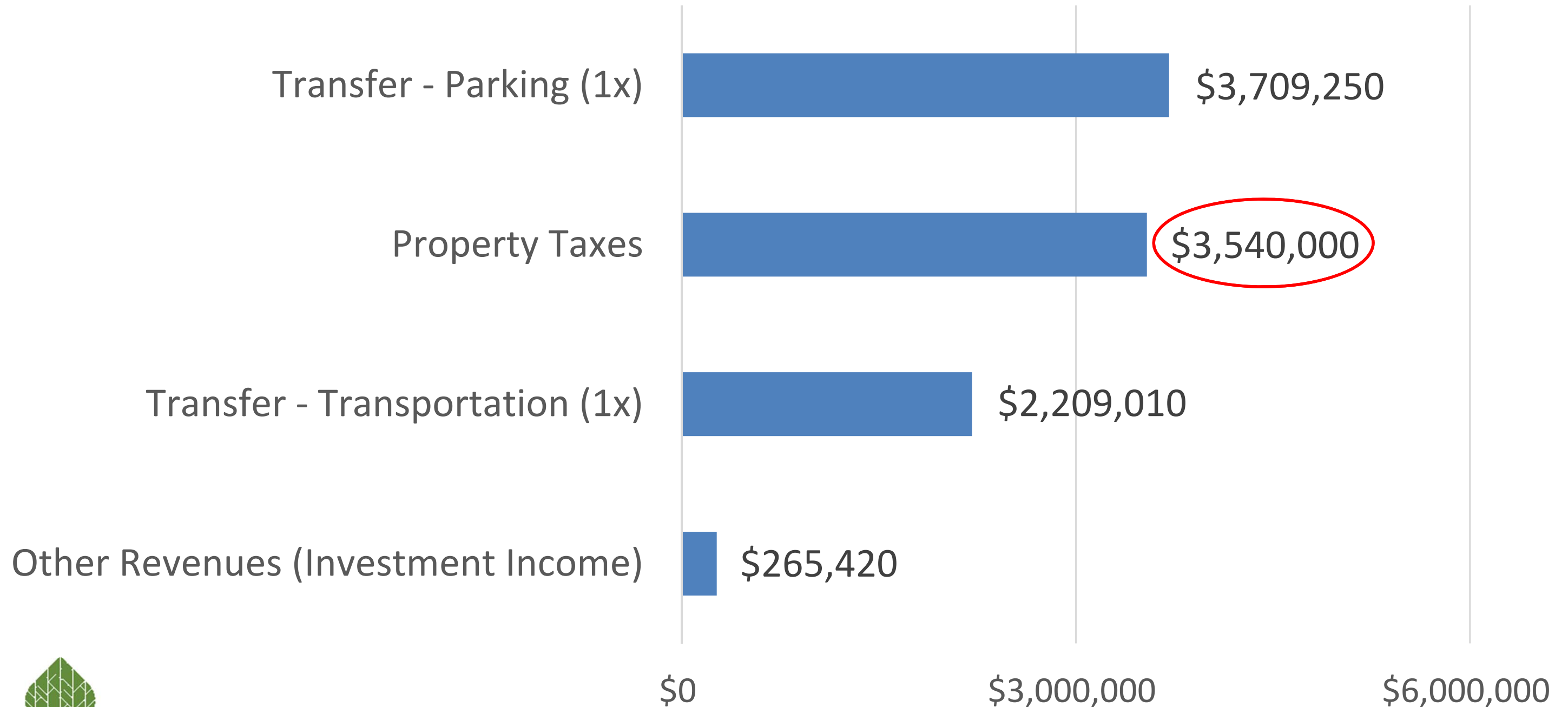
Revenues & Expenditures – AMP



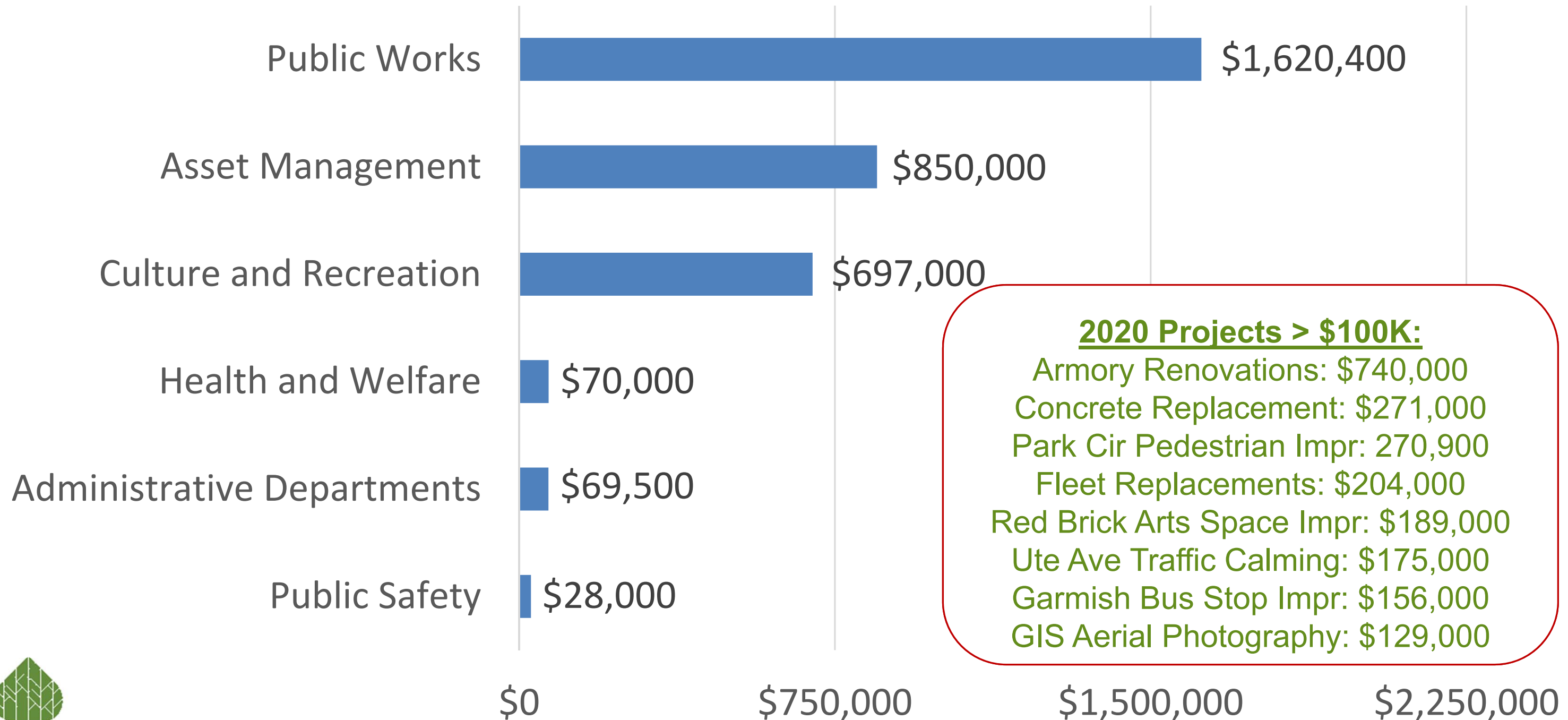
Fund Balance – AMP



Revenue Sources – AMP



Expenditure by Program – AMP



Let's Do a Deeper Dive by Department...



CITY OF ASPEN

2020 PROPOSED BUDGET

Administrative Departments

Pete Strecker

OCTOBER 7, 2019

What We Do: Administrative Support



- **Mayor and Council**
 - Grants
- **Clerk's Office**
 - Records Management
 - Elections
 - Municipal Court
- **City Manager's Office**
 - Communications
 - Process Improvement
- **Finance**
 - Accounting, Payroll, Budget, Procurement, Audit
- **Attorney's Office**

Strategic Alignment



Community
Engagement



Safe & Lived-in
Community of Choice



Protect our
Environment



Smart, customer
Focused Government



Fiscal Health &
Economic Vitality

On the Horizon

Manager's Office:

- Community Engagement Plan
- Organizational Structure Changes

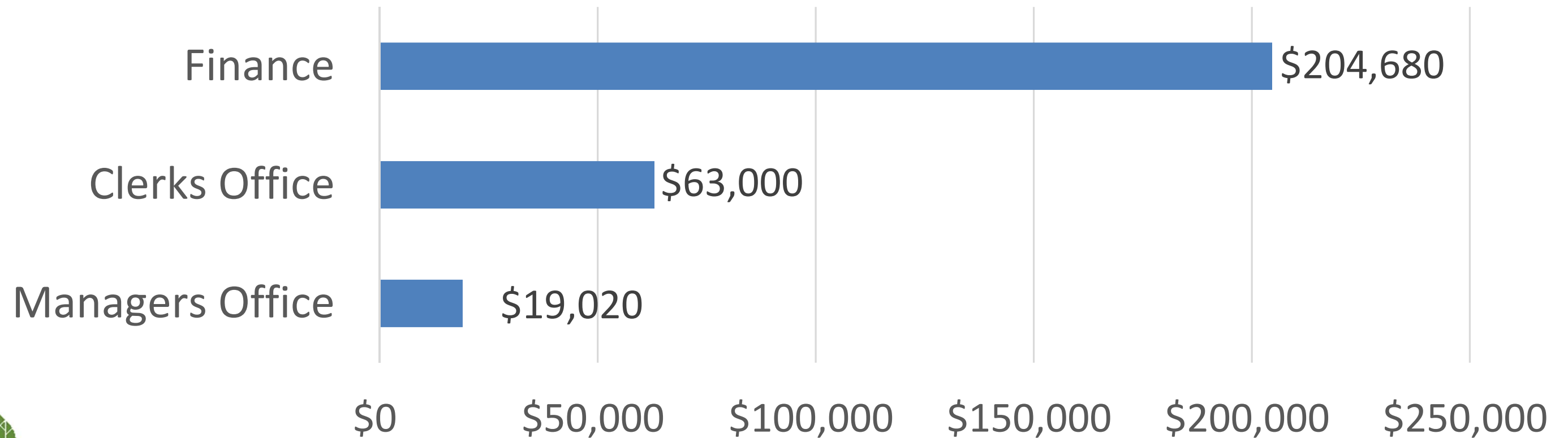
Finance:

- Short-Term Lodging Rental Compliance
- Rate Study
- Assess Changing Landscape Around Taxes

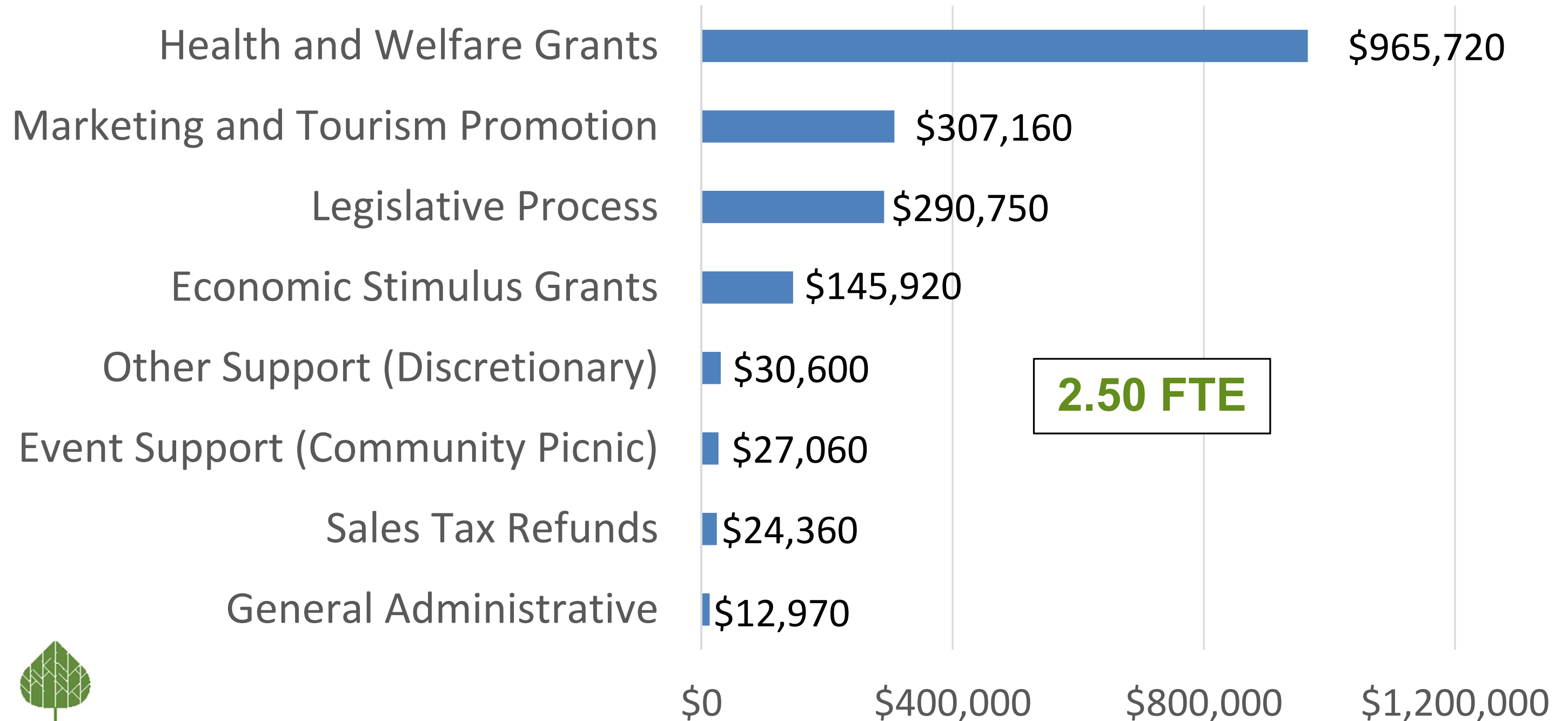
Revenue Sources

Not Typically Revenue Generators

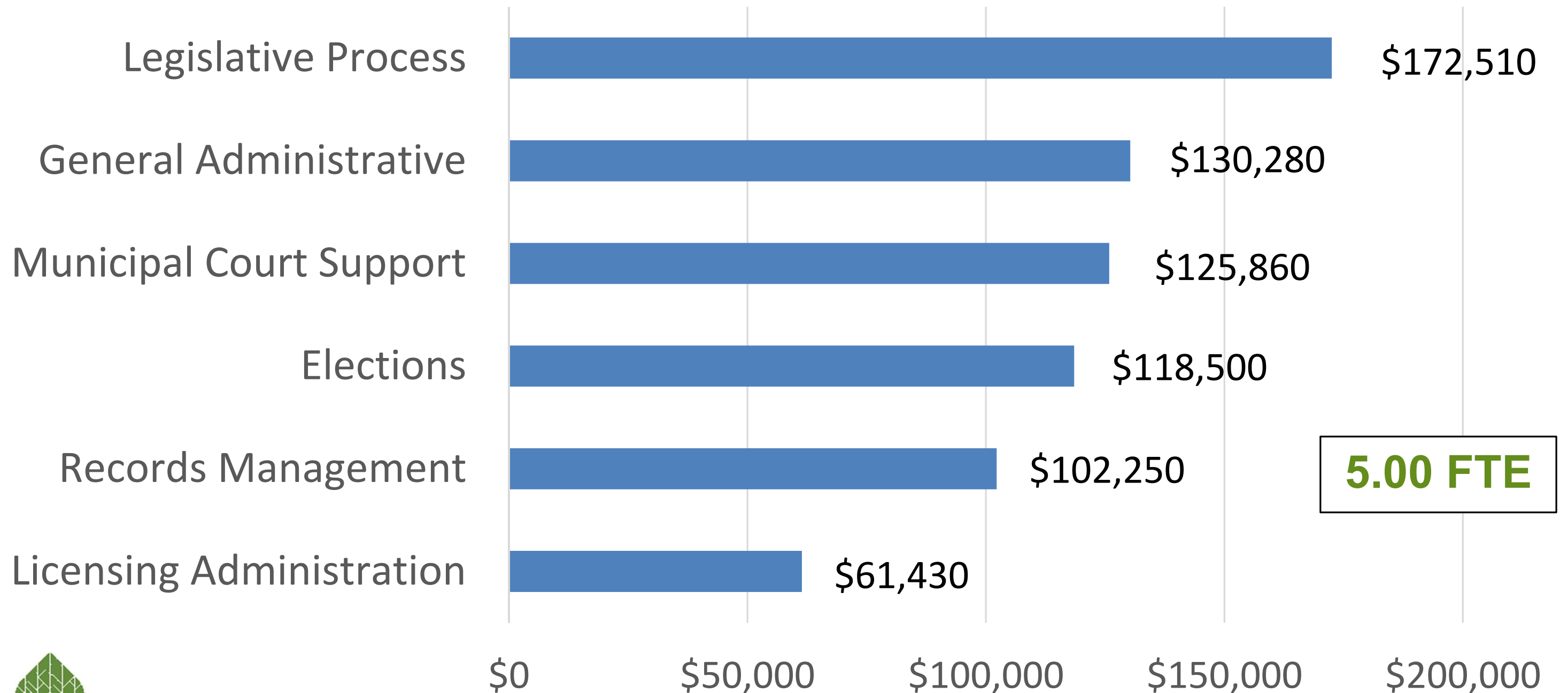
- Financial services to non-City entities
- Municipal Court, Licensing for Liquor and Marijuana, Event Permits
- Main Street Banners



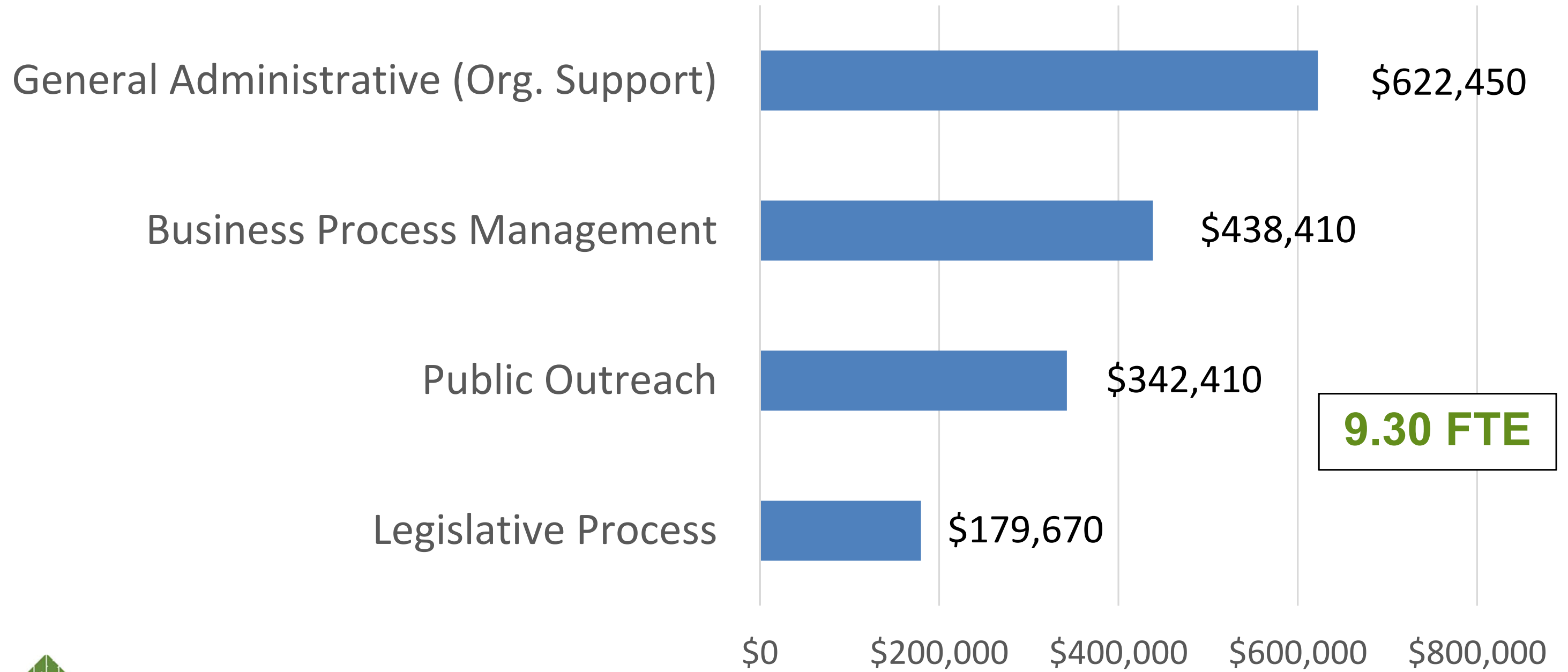
Expenditure by Program - Council



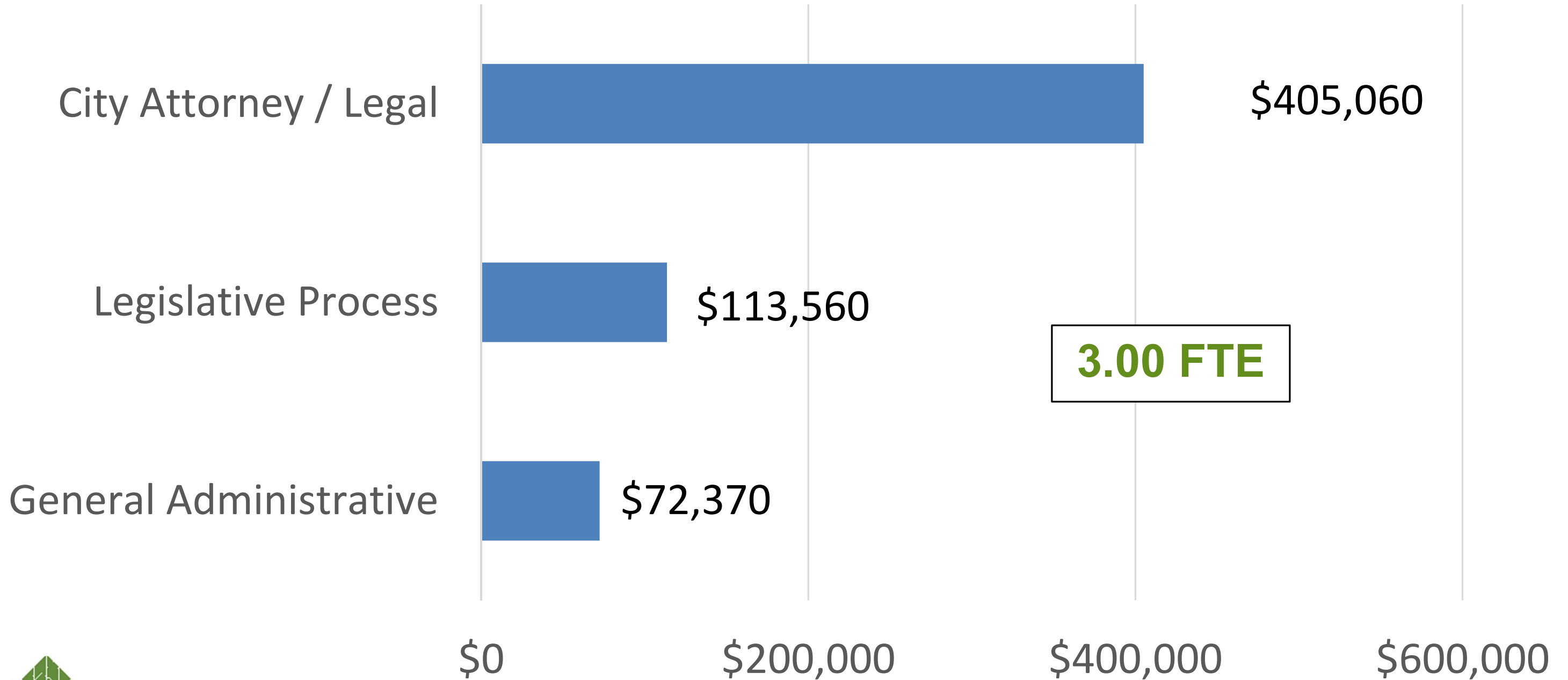
Expenditure by Program - Clerk



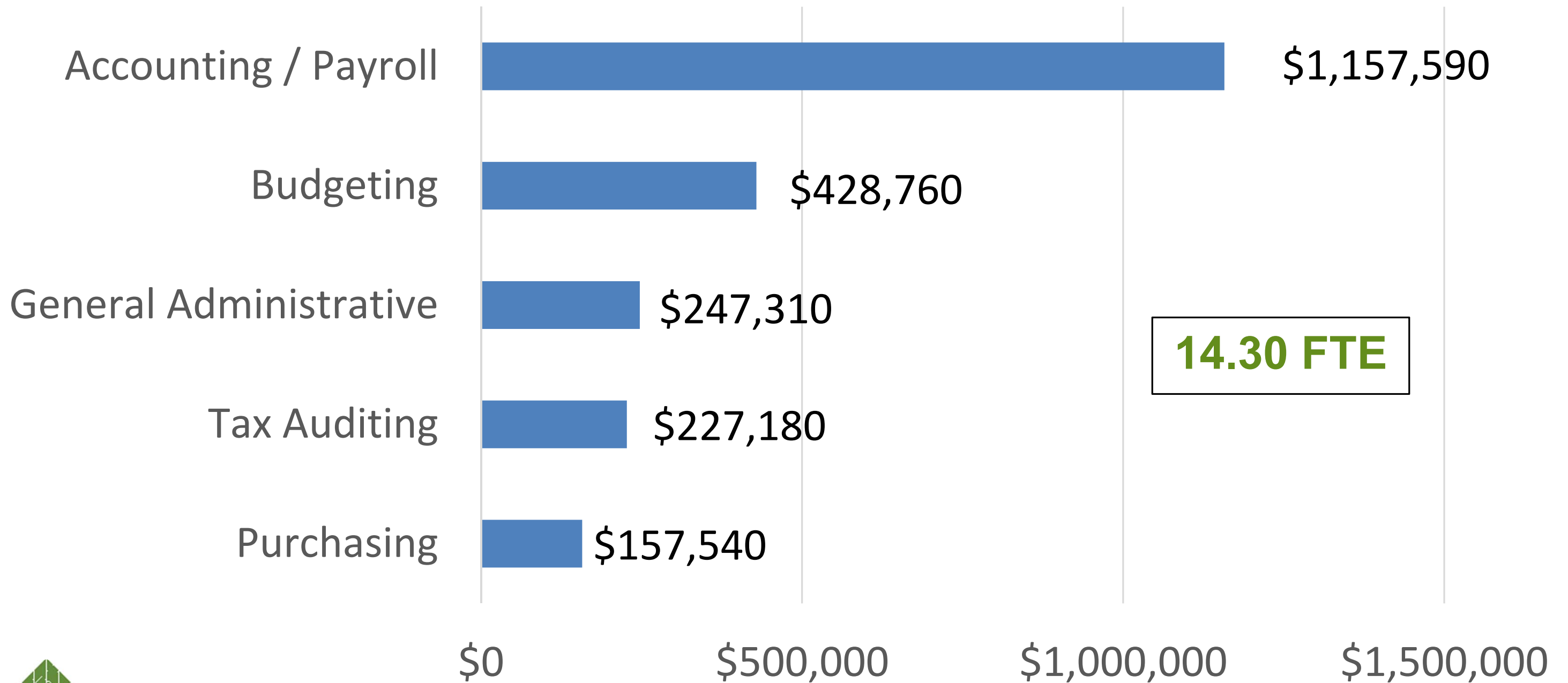
Expenditure by Program - Manager



Expenditure by Program - Attorney



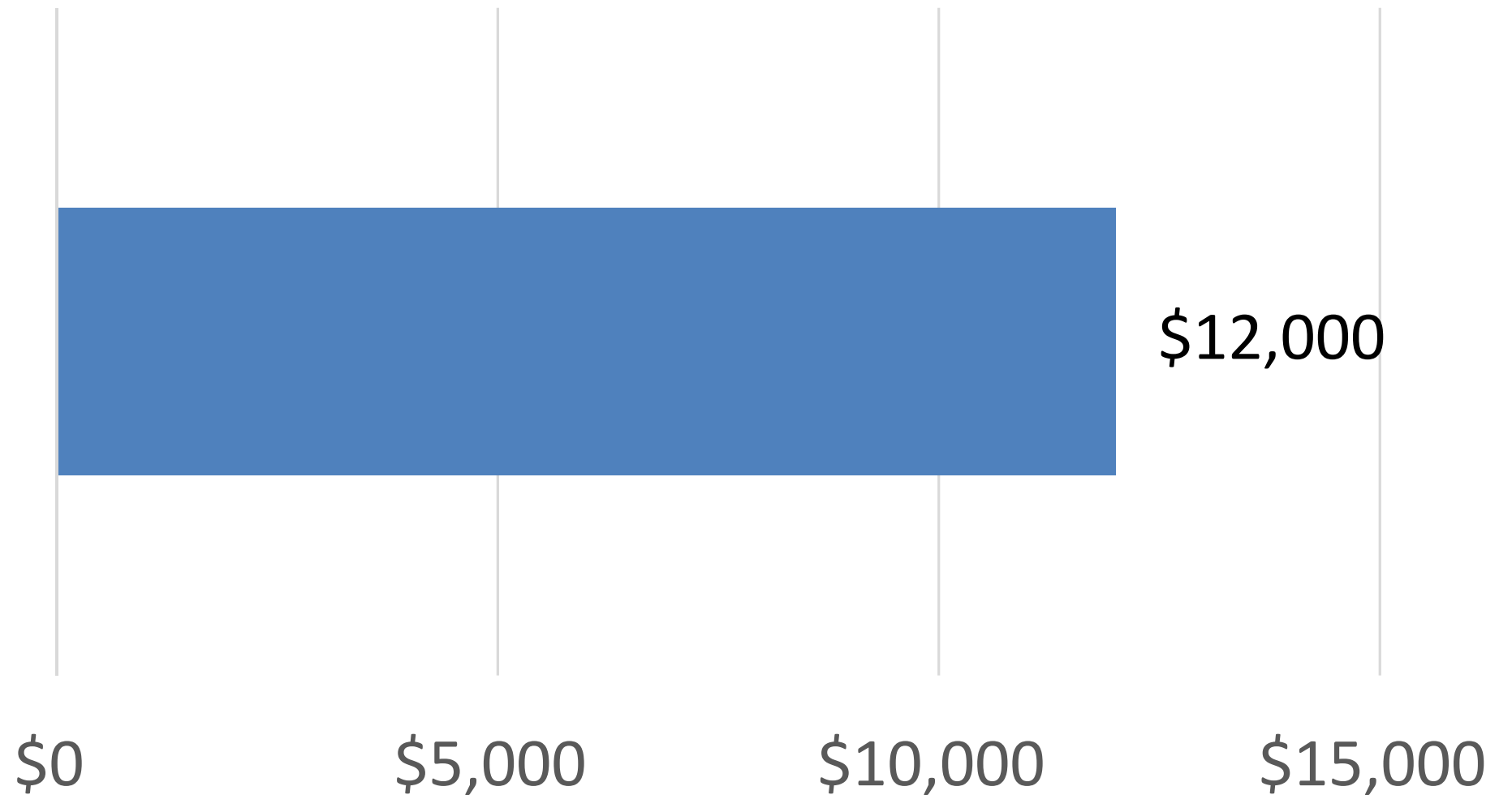
Expenditure by Program - Finance



2020 Capital Projects

- Minimal Capital Needs for Admin. Departments
 - All GF departments capital is included in the **AMP Fund**

Clerk - 2nd Floor Copier



Supplemental Requests

Recommended:

- Attorney – Municipal Court Special Prosecutor: \$15,000 (On-Going)
 - Clerk – Court Appointed Attorney: \$10,000 (On-Going)
-

Not Recommended:

- Finance – Fee Analysis: \$100,000 (One-Time)
- Finance – Business License/ Tax Software: \$38,070 (On-Going)
- Manager – Communications Officer (1.0 FTE): \$86,530 (On-Going)
- Manager – Communications intern (0.5 FTE): \$25,850 (On-Going)
- Manager – Complaints System: \$17,400 (On-Going)
- Manager – Council Meeting Streaming: \$5,200 (On-Going)

Questions?



CITY OF **ASPEN**

2020 PROPOSED BUDGET

Human Resources

Courtney DeVito and Alissa Farrell

OCTOBER 07, 2019

What We Do: Internal Customer Service



Total Rewards:
Benefits and
Compensation



Recruitment



Risk and
Safety

What We Do: Internal Customer Service



Internal City
Housing



Employee
Relations



Compliance with
Local, State and
Federal Regulations

Strategic Alignment



Community
Engagement



Matching employee culture
with community needs



Smart, customer
Focused Government



Exceptional and efficient
employees = positive
outcomes for the community

On the Horizon

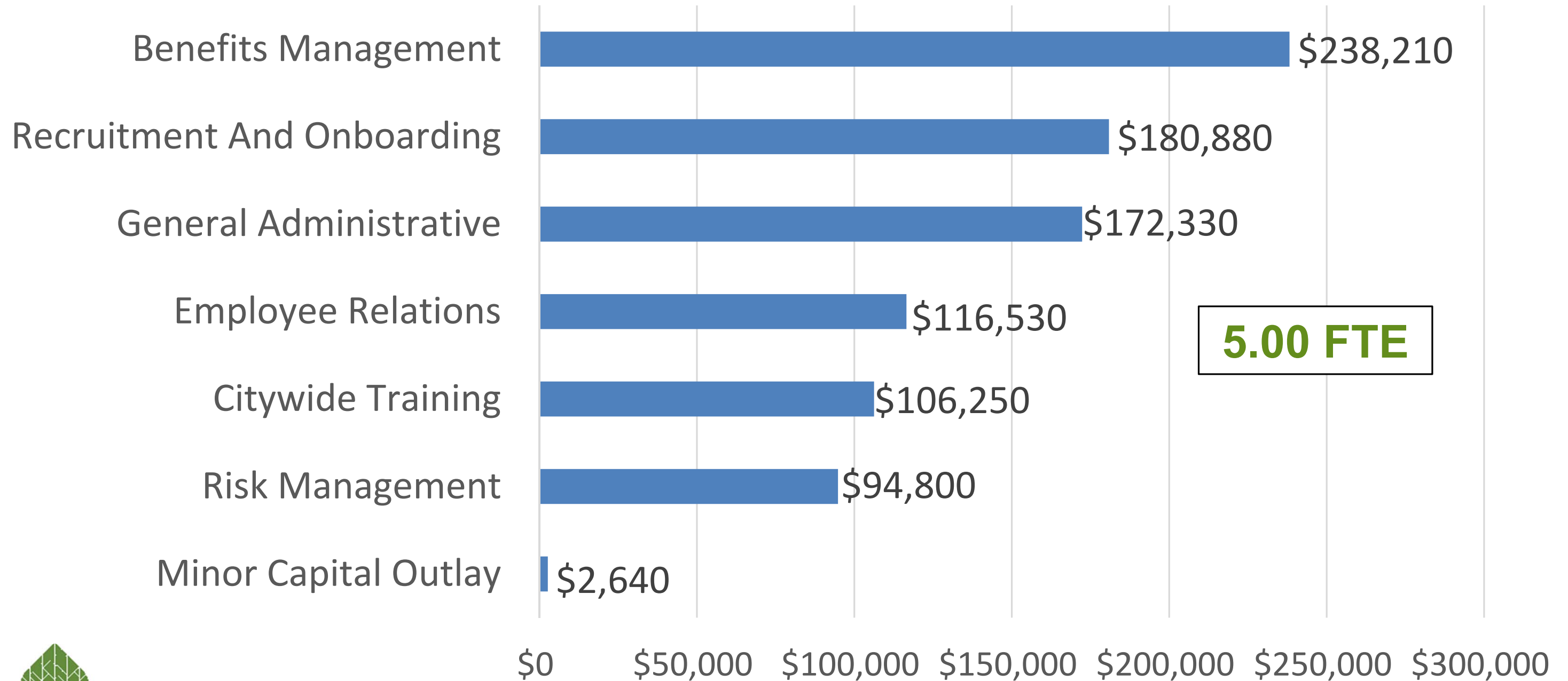


TARGETED RECRUITMENT

EMPLOYEE ENGAGEMENT/
ORGANIZATIONAL DEVELOPMENT

COMPENSATION AND
CLASSIFICATION STUDY

Expenditure by Program – HR



Supplemental Requests - HR

Recommended:

- Employee Engagement Platform: \$12,000 (On-Going)
-

Not Recommended:

- Compensation Consultant: \$69,000 (On-Going)
- Recruiter (0.50 FTE): \$46,125 (On-Going)
- Retirement Consultant: \$39,000 (On-Going)
- Employee Housing Admin Assistant (0.5 FTE): \$22,725 (On-Going)

Questions?



CITY OF **ASPEN**

2020 PROPOSED BUDGET

Asset Management

Jeff Pendarvis

OCTOBER 07, 2019

What We Do: Maintenance of Assets

- City Hall (Armory)
- City-Owned Employee Housing Units
- Aspen Police Department
- Old Powerhouse
- Rio Grande Plaza & Building
- Animal Shelter
- Mill Street Annex
- Wheeler Opera House
- Recreation Facilities



What We Do: Develop New Assets



Strategic Alignment



**Safe & Lived-in
Community of Choice**



**Community
Engagement**



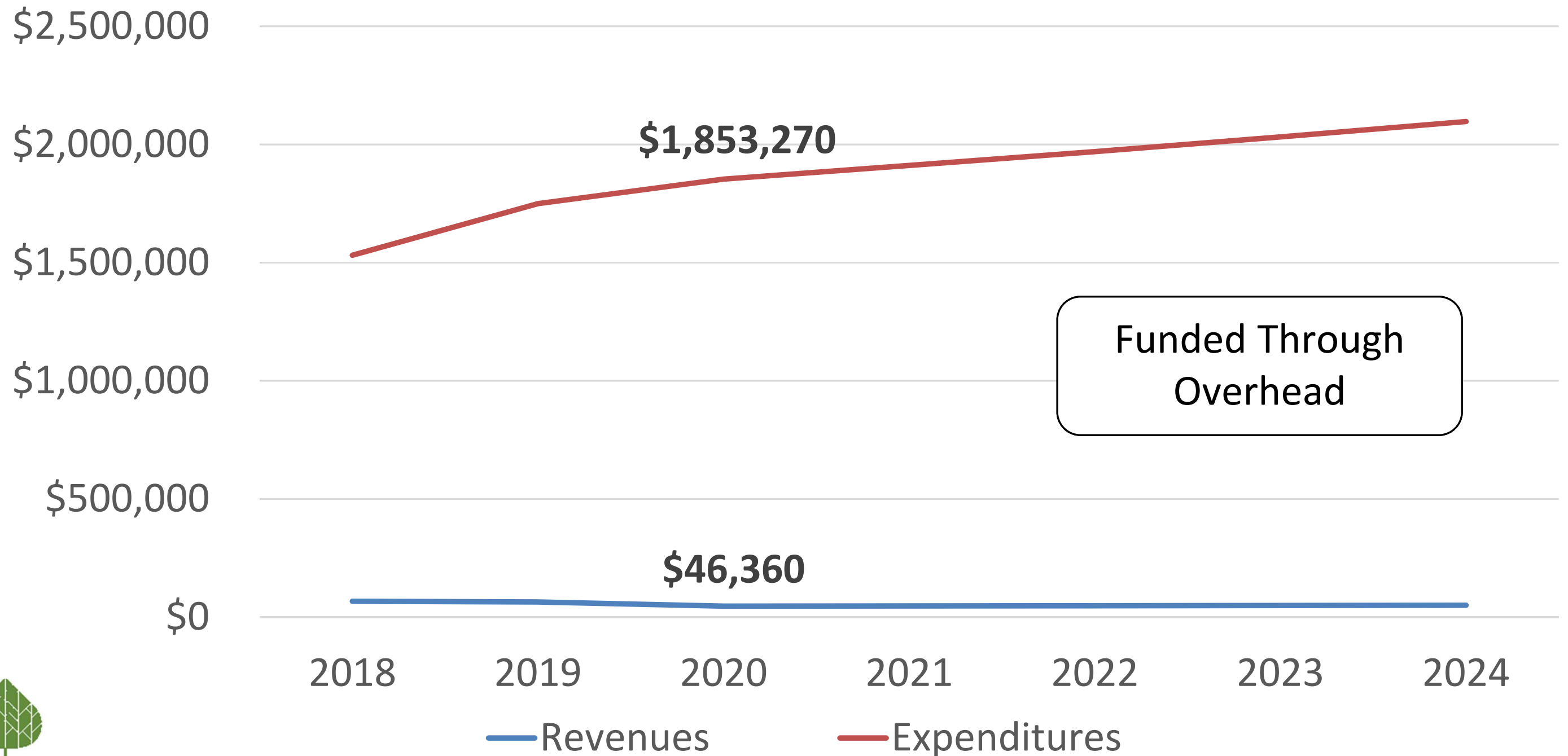
**Protect our
Environment**

- Maintain community facilities
- Customer Focused
- Energy Efficiency

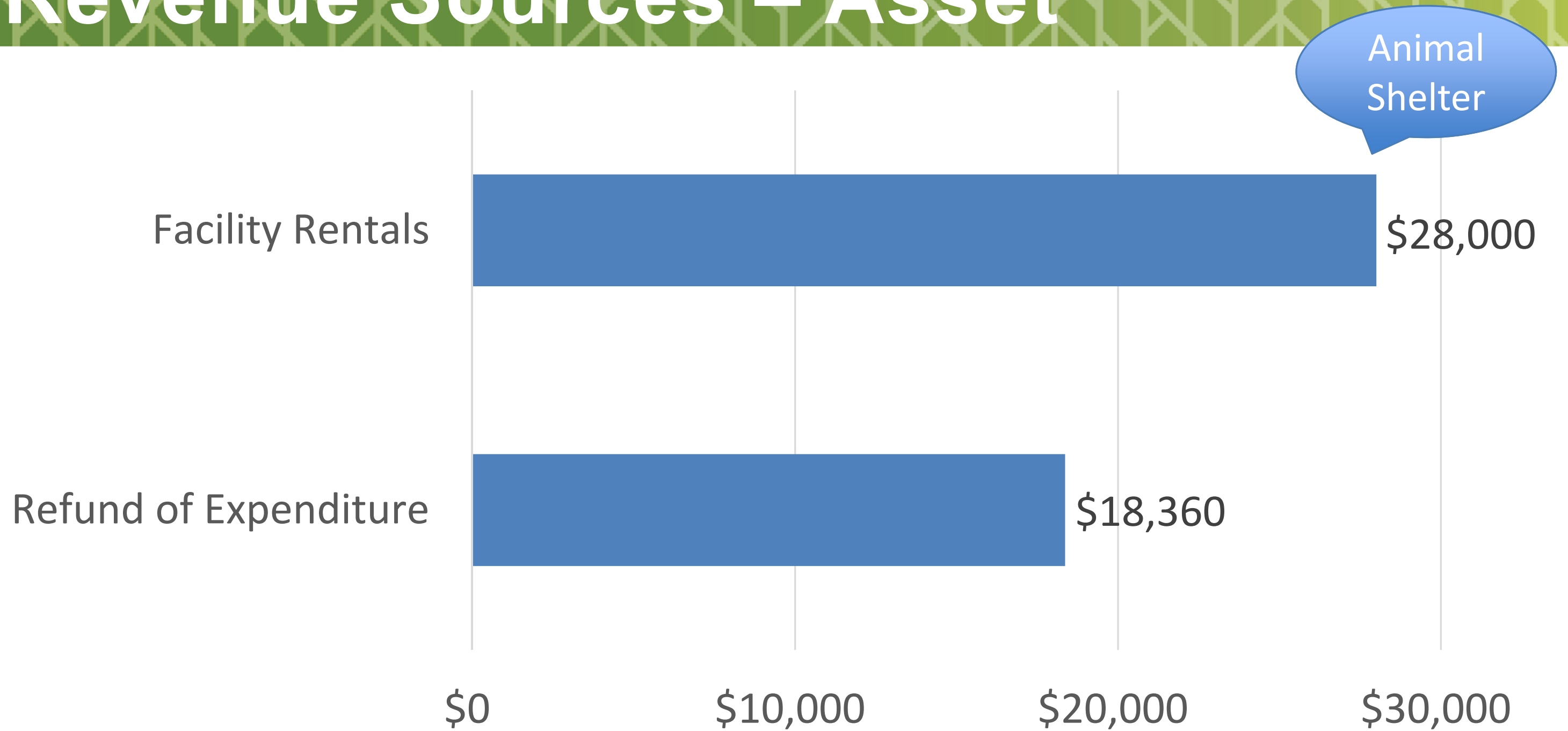
On the Horizon

- City Hall @ Galena Plaza
- Armory Renovation
- Wheeler Renovation
- Pedestrian Mall design effort
- Old Power House Renovation

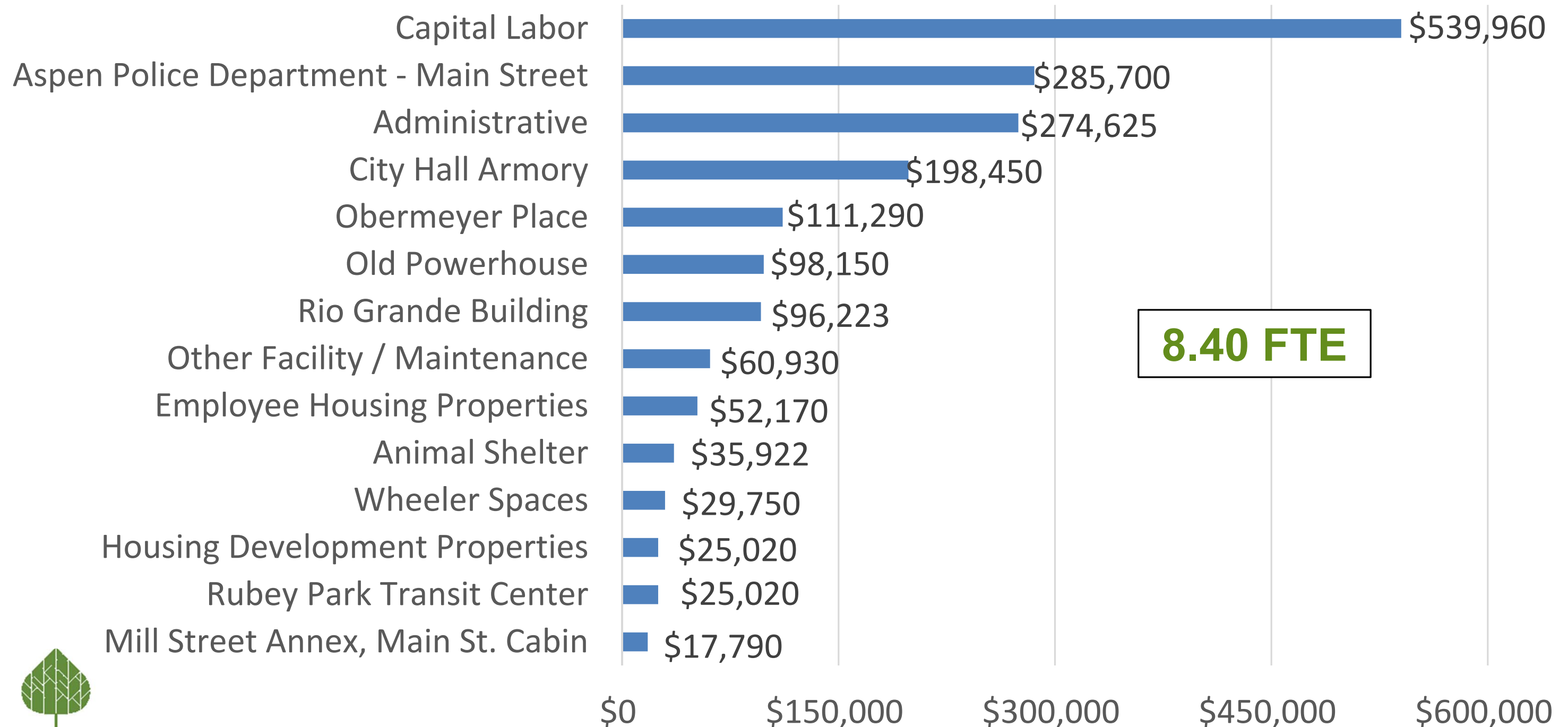
Revenues & Expenditures – Asset



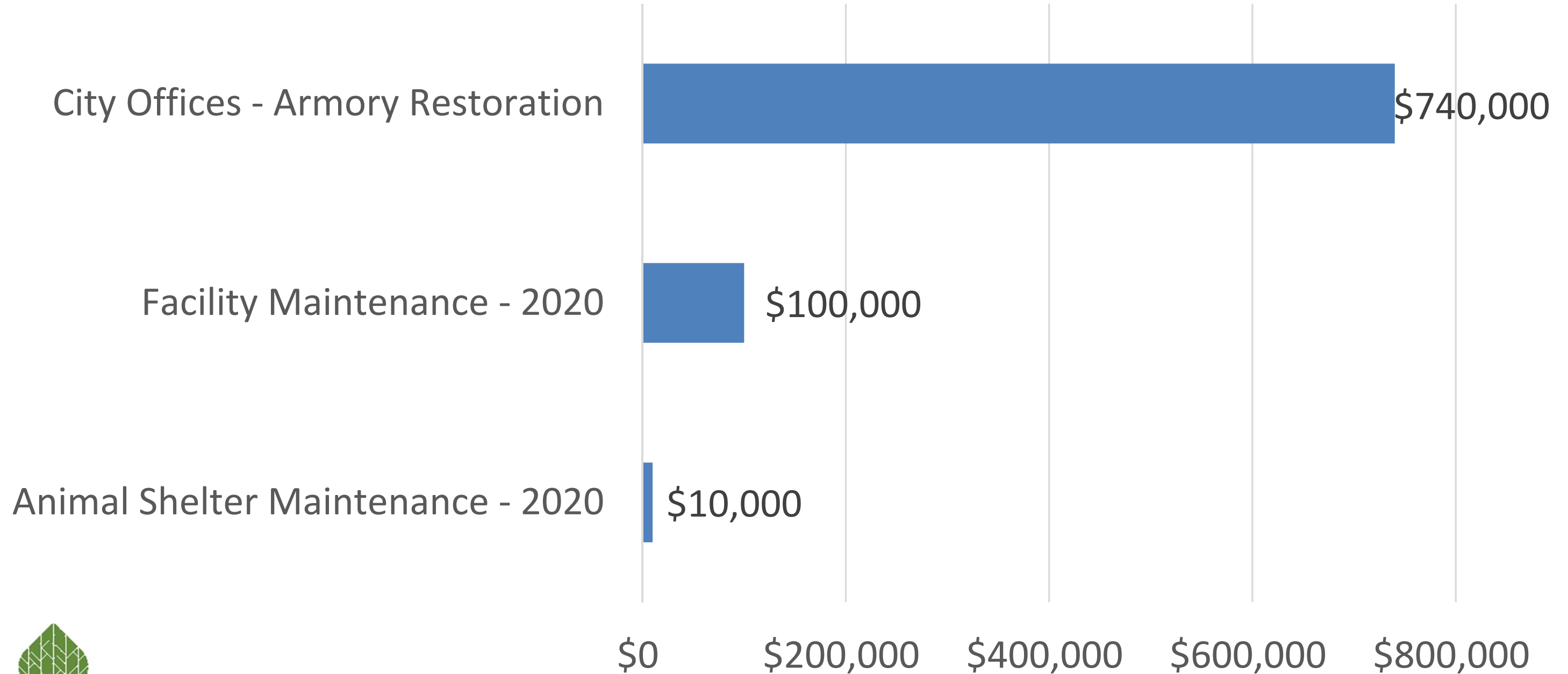
Revenue Sources – Asset



Expenditure by Program - Asset



2020 Capital Projects - Asset



Supplemental Requests - Asset

Recommended:

- City Hall – Cleaning, Trash, Utilities: \$25,000 (On-Going)
- APD – Inspections & Other Purchase Services: \$20,000 (On-Going)

Questions?



CITY OF **ASPEN**

2020 PROPOSED BUDGET

Community Development

Jen Phelan

OCTOBER 07, 2019

What We Do: Guide Land Use and Development

Community Development

Planning Related Services



Building-Related Services



Planning Services

Current Planning

- Review proposed development including:
 - Commercial & Residential
 - Historic & Non-Historic



Long-Range Planning

- Ensure future development is consistent with community values



Building Services

Review & issuance of building permits for code compliance



- **1,233 issued in 2018**
- **Valuation = \$229 million**

Inspection services



**3,087
inspections
in 2018**

Issue Certificates of Occupancy



Update building code



Strategic Alignment



Safe & Lived-in Community of Choice

- Land Use policies shape urban form
- Building codes ensure structures are safe



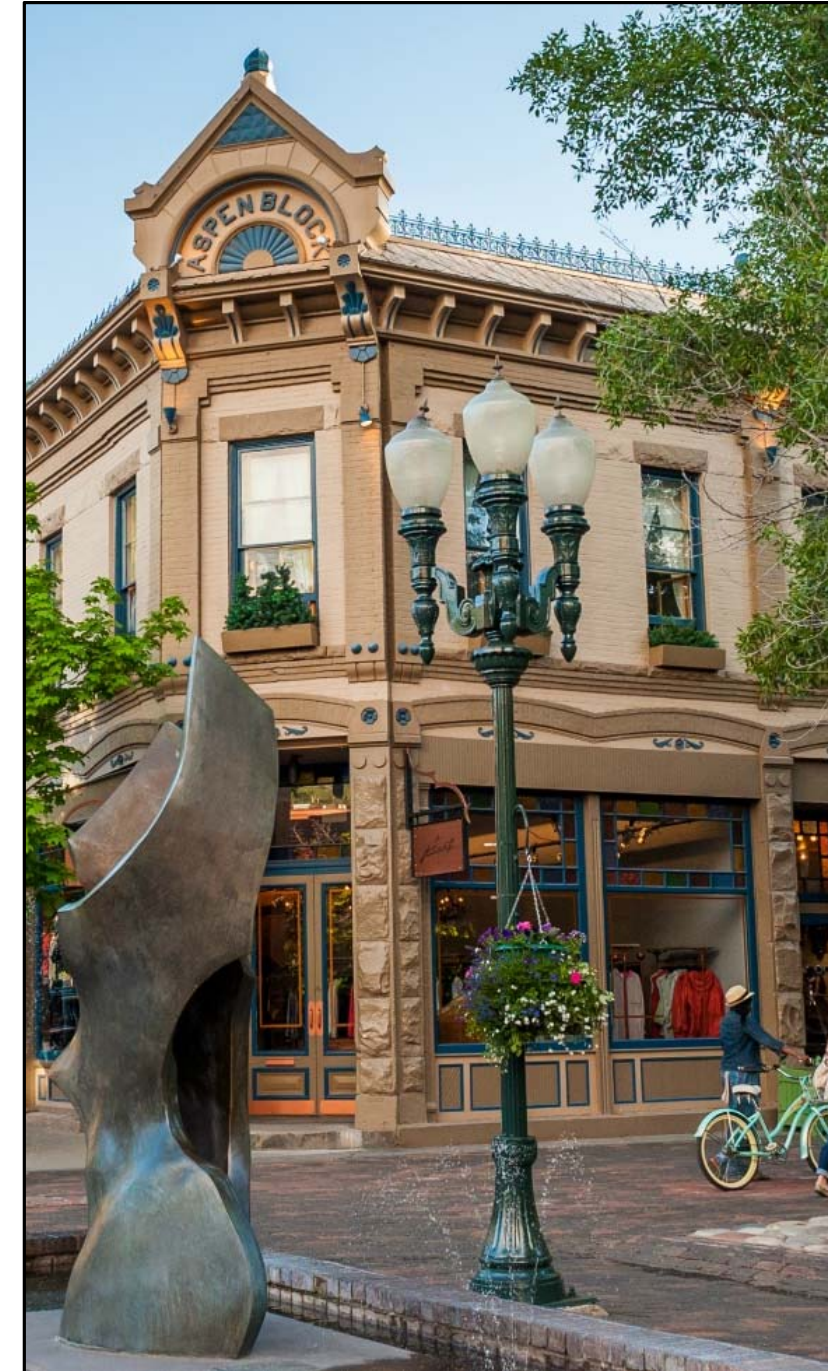
Community Engagement

- Public outreach to guide future development and identify community values
- Daily meetings with community: public hearings, site visits POD/BOD



Protect Our Environment

- Policy development of building and energy efficiency standards

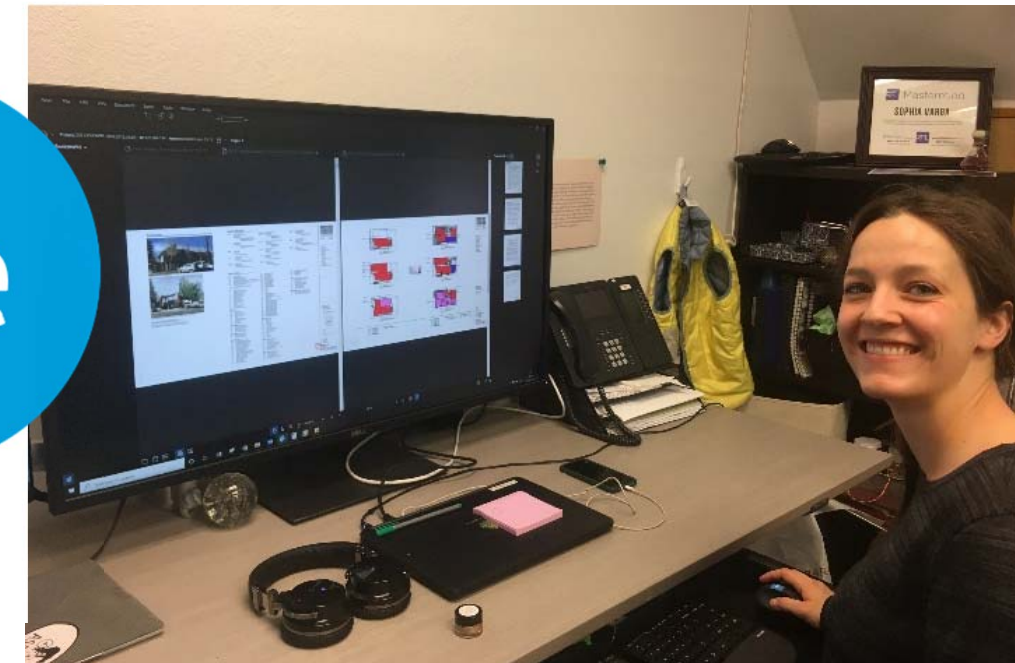


On the Horizon

Affordable housing coordination & updates to mitigation rates



Continued refinement of new electronic permitting system, including processing of land use applications



On the Horizon

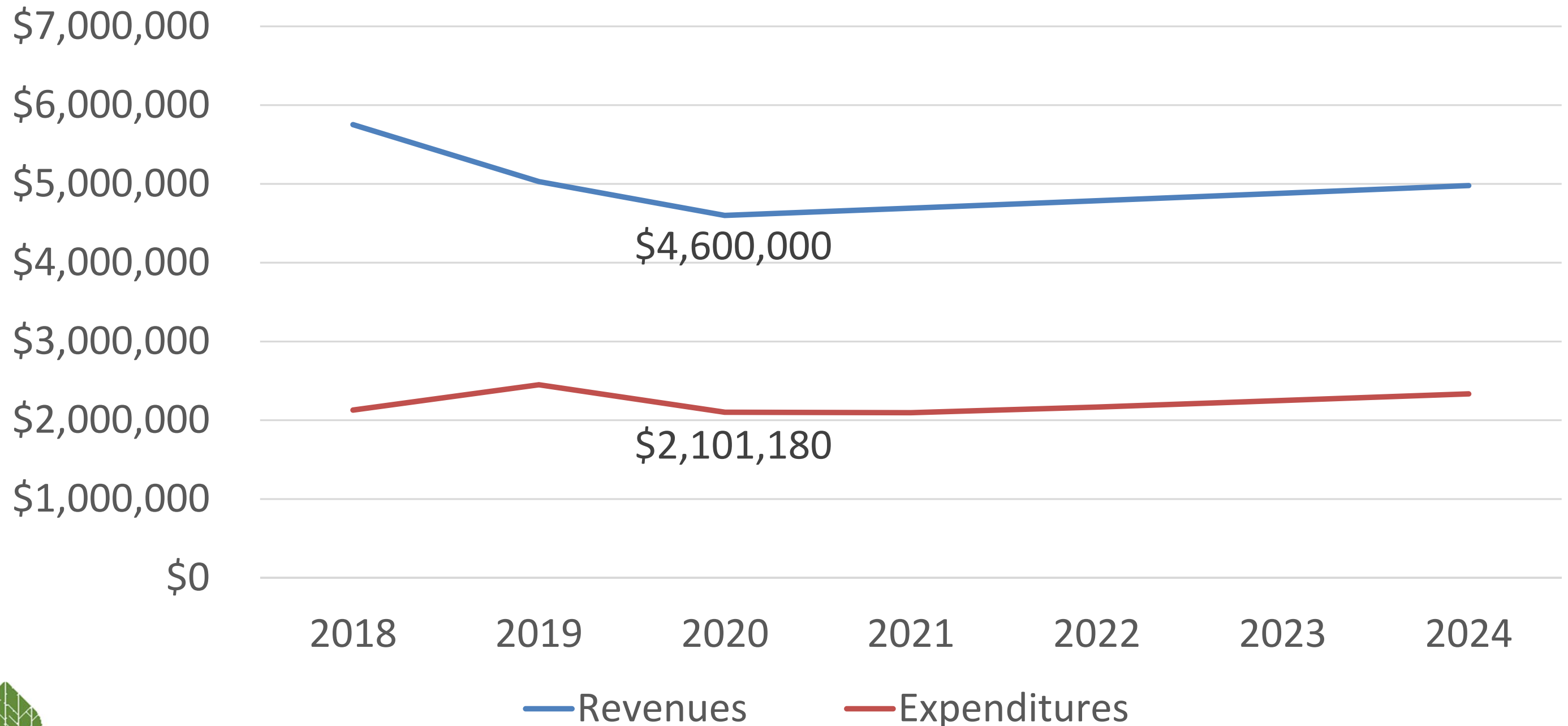
Census 2020



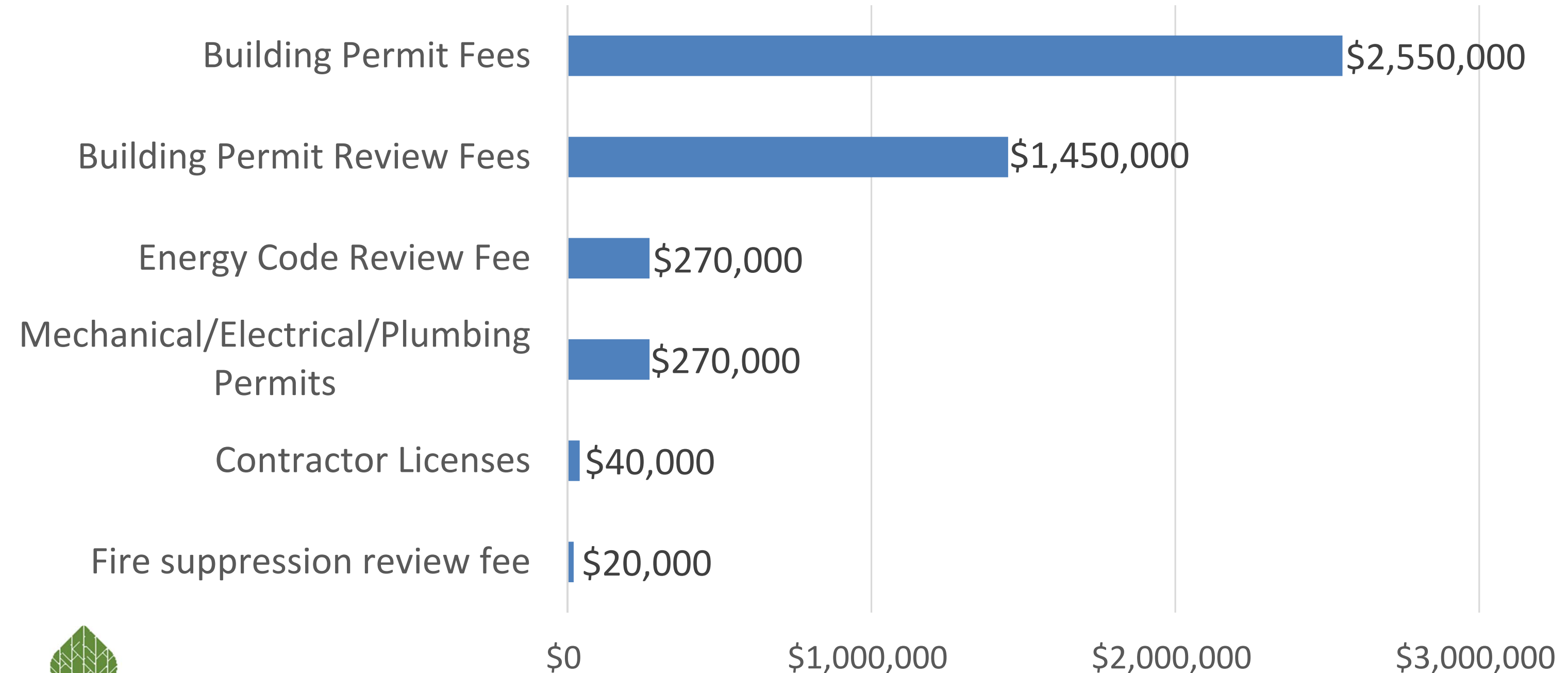
Outdoor Lighting



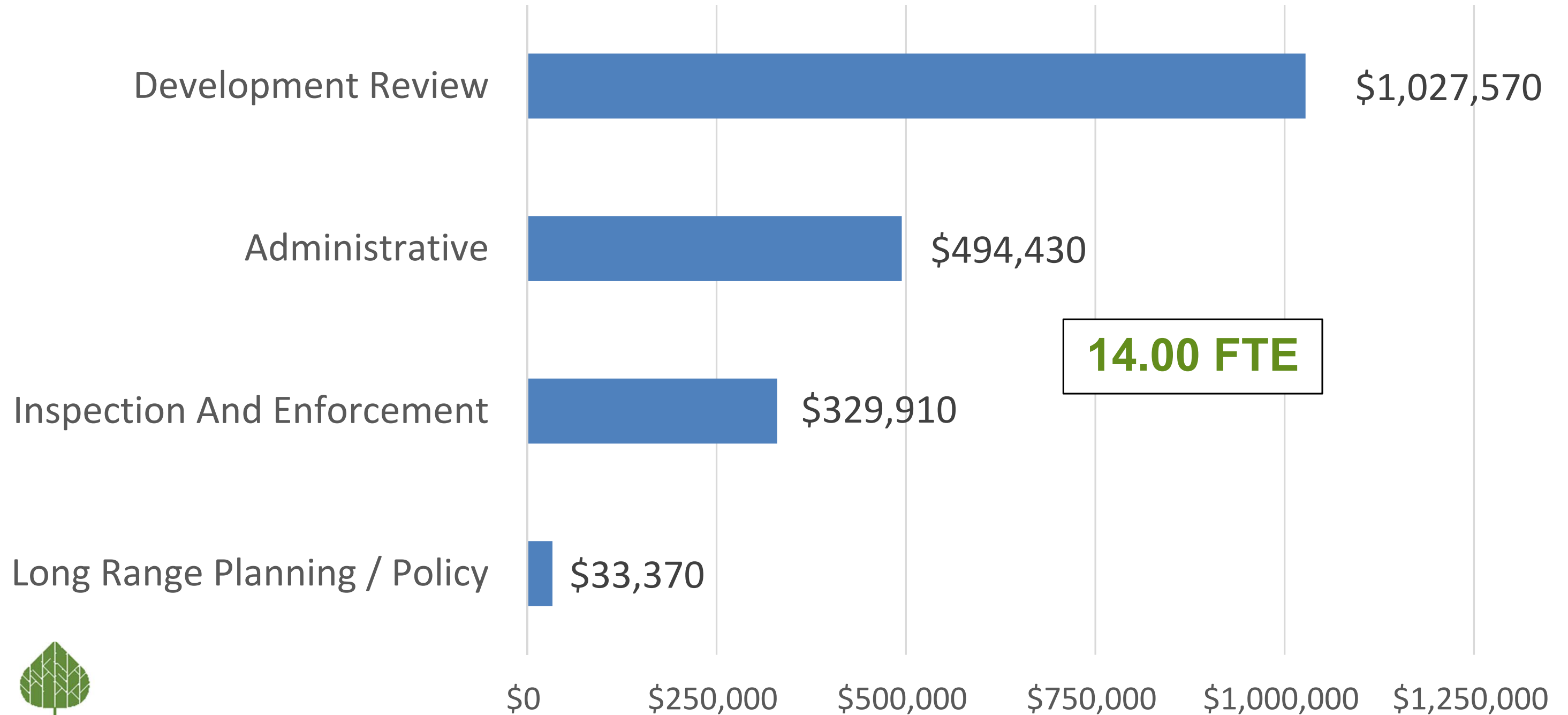
Revenues & Expenditures - Building



Revenue Sources - Building



Expenditure by Program - Building

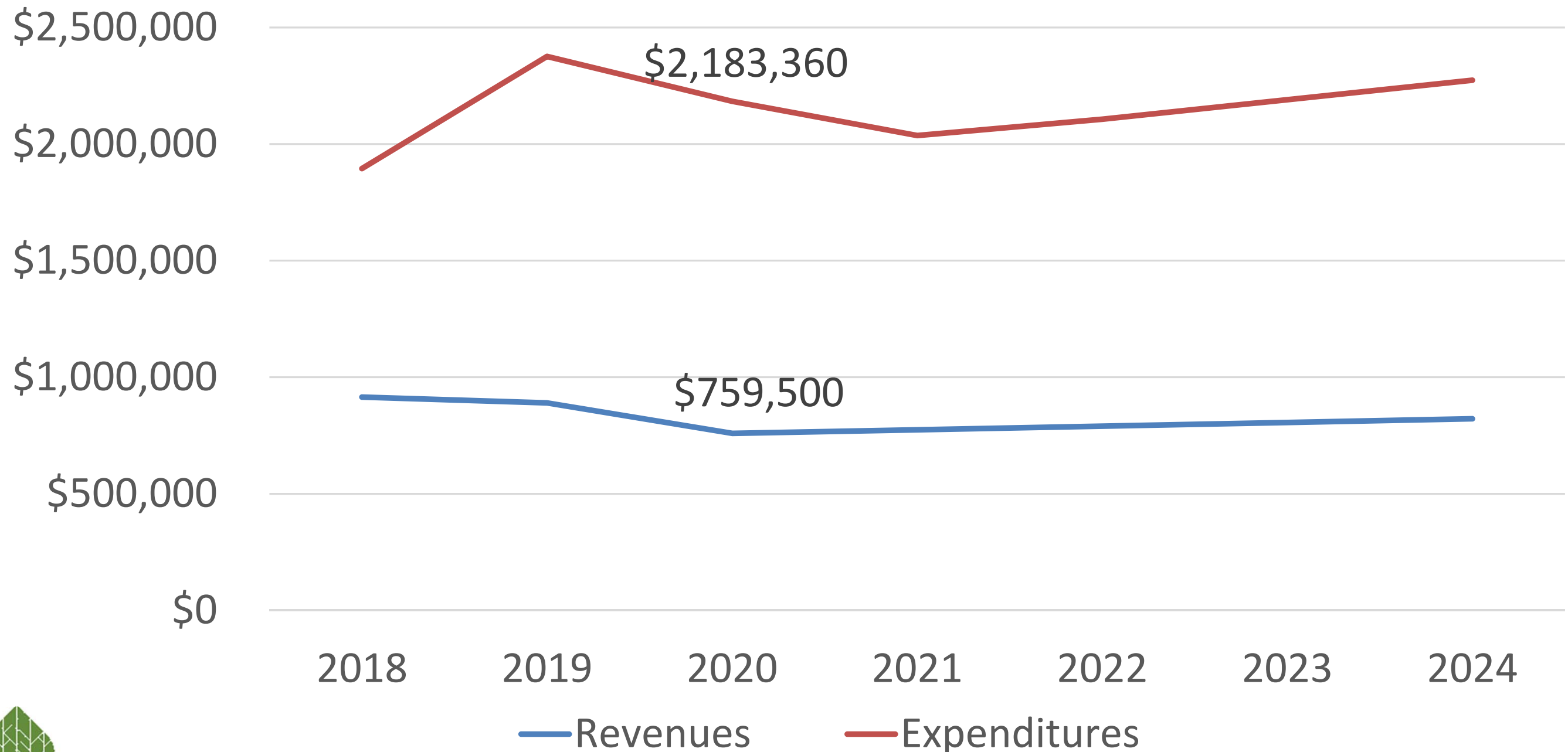


Supplemental Requests - Building

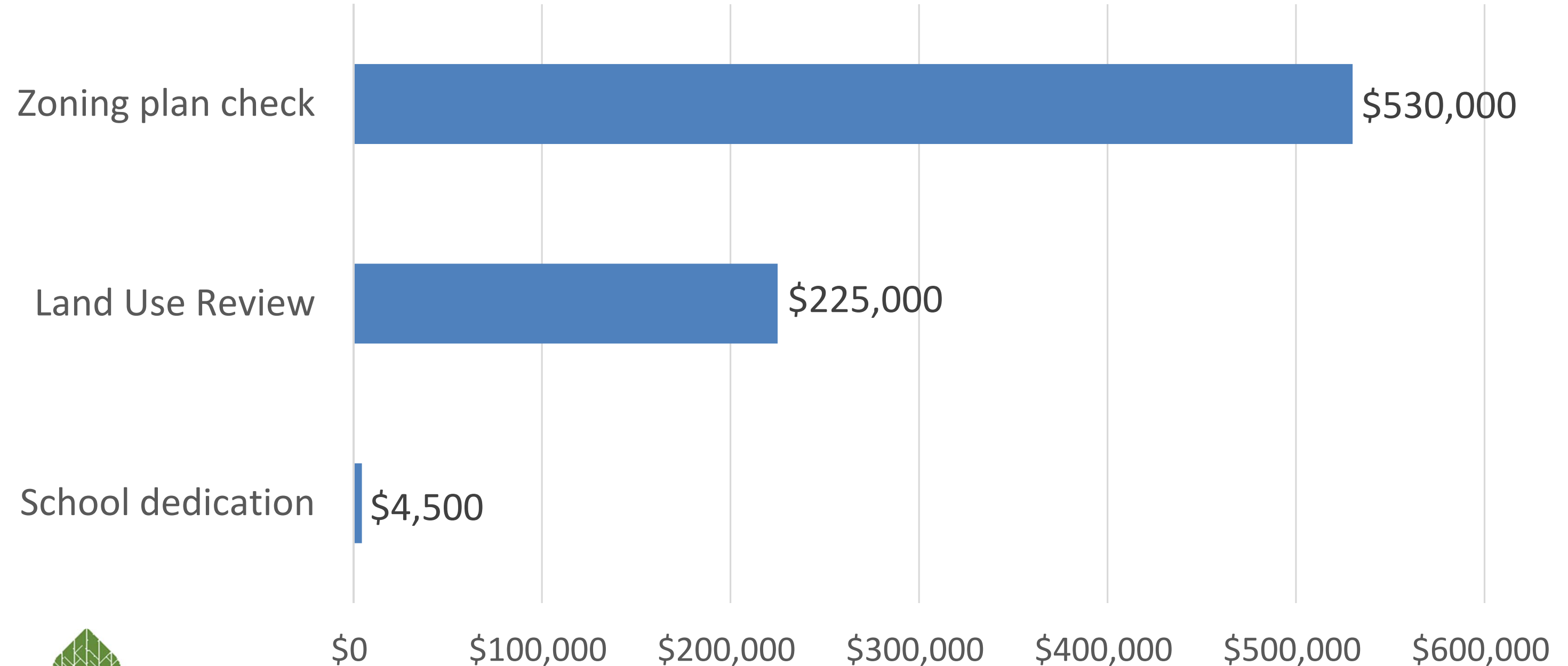
Recommended:

- Permit System Support Costs: \$75,000 (One-Time)

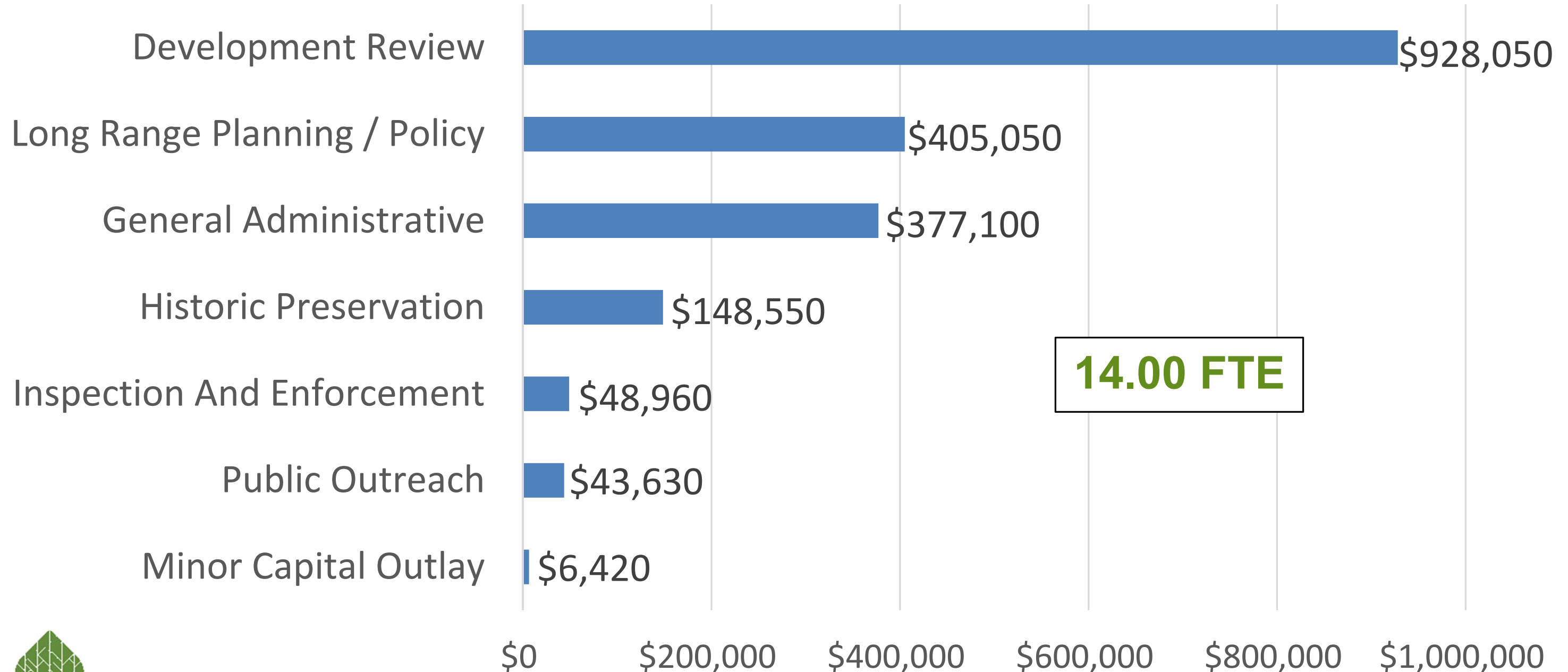
Revenues & Expenditures - Planning



Revenue Sources - Planning



Expenditure by Program - Planning



Supplemental Requests - Planning

Recommended:

- Small Lodge Program: \$91,000 (One-Time)
- Affordable Housing Technical Assistance: \$50,000 (One-Time)
- Outdoor Lighting Regulations: \$50,000 (One-Time)
- Census Costs: \$25,000 (One-Time)

Questions?



2020 PROPOSED BUDGET

Police

Richard Pryor & Linda Consuegra

OCTOBER 7, 2019

What We Do: Public/Community Safety



- \$5.5 million base budget
- 37 staff:
 - 27 Peace officers
 - 6 Community Response
 - 4 Support staff



- ~24,000 annual calls for service
- Crimes against people and property are static

What We Do: Improve Quality/Safety



- Emergency Response



- Community Outreach



- Mental Health Support



- Professional Development
- Succession Planning
- Organizational Assessment

Strategic Alignment



Safe & Lived-in Community of Choice

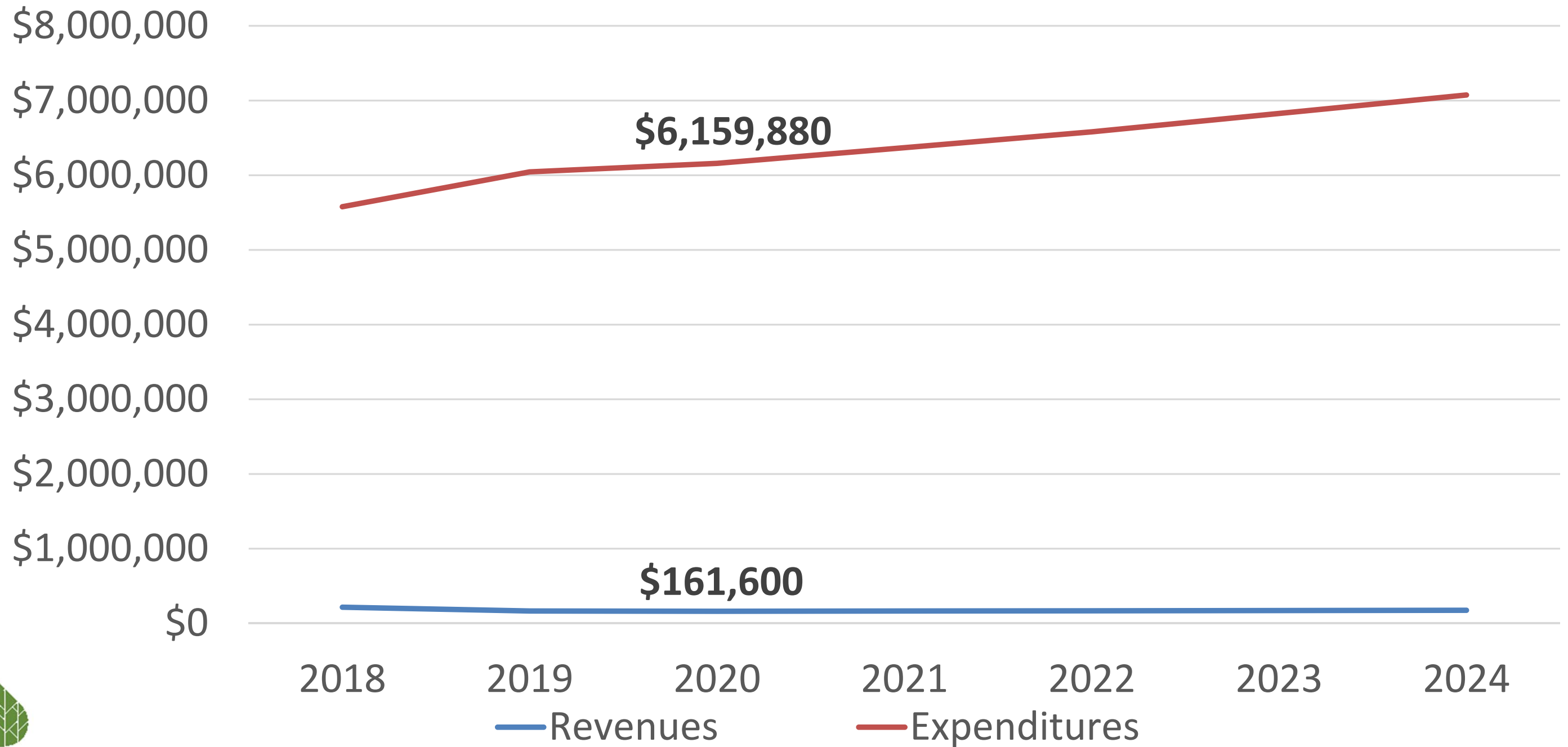
- Increase feeling of safety
- Trust building and transparency
- Effective response to calls

On the Horizon

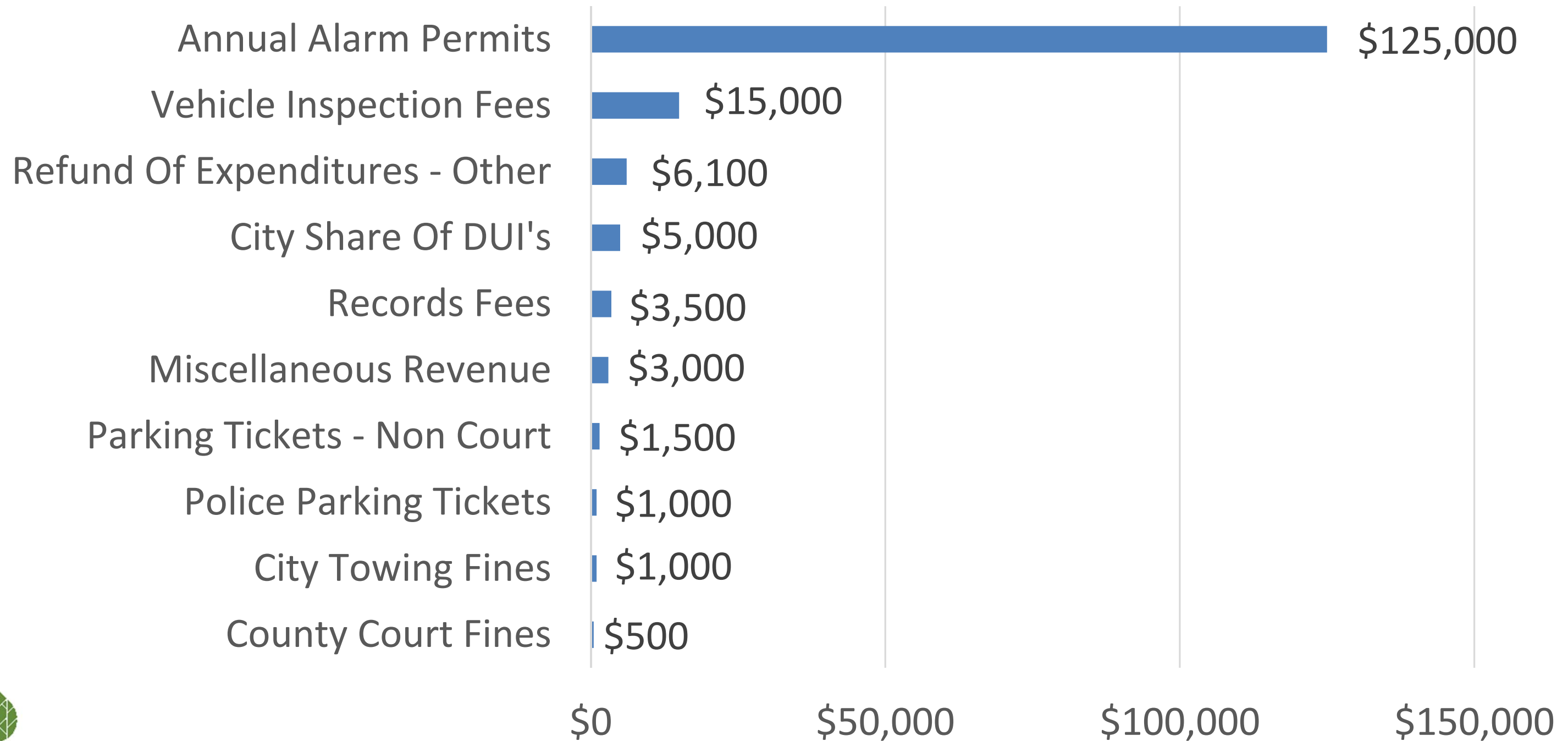
- Organizational Assessment
- Enhancements to bear management



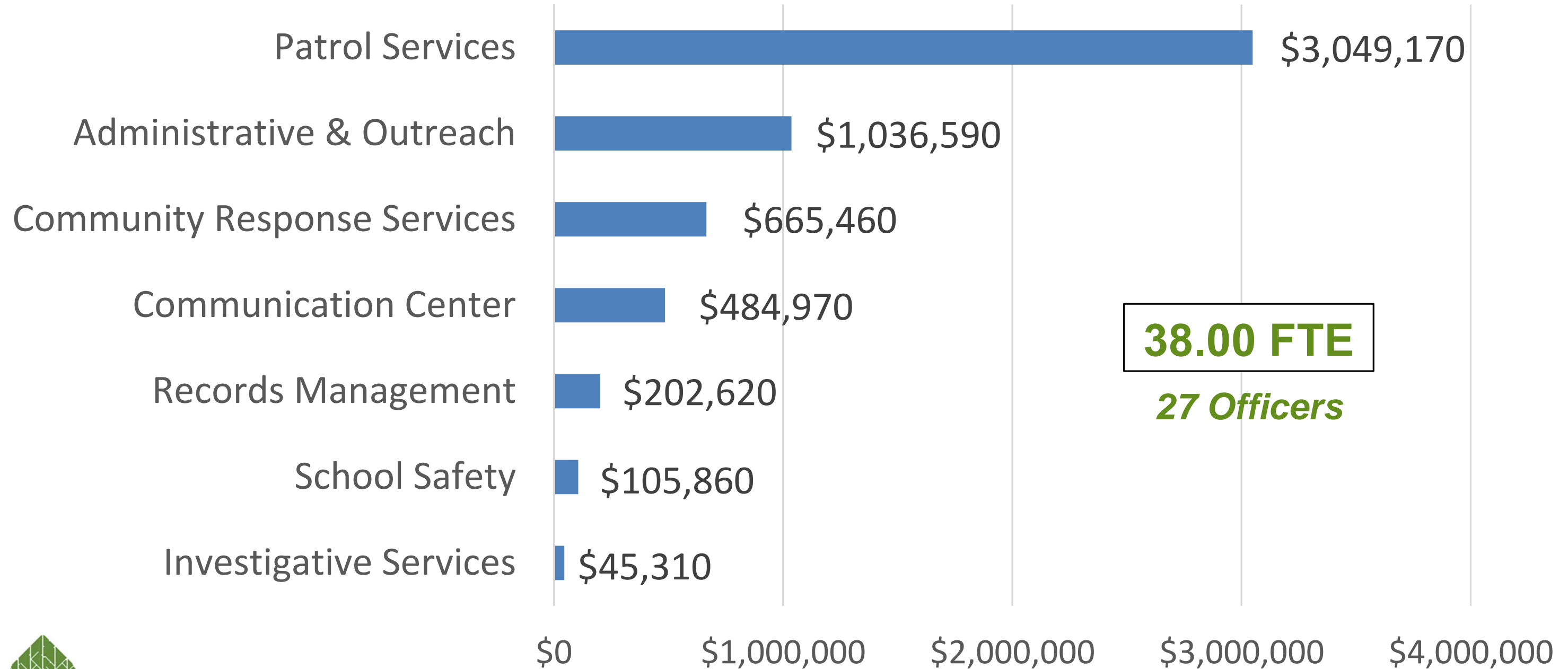
Revenues & Expenditures - Police



Revenue Sources - Police



Expenditure by Program - Police



2020 Capital Projects

Police Weapon Replacement - 2020

\$28,000

\$0

\$10,000

\$20,000

\$30,000

Supplemental Requests

Recommended:

- Records & Evidence Custodian (1.0 FTE): \$81,860 (On-Going)
- Council Meeting Security: \$9,000 (On-Going)

Questions?



CITY OF **ASPEN**

2020 PROPOSED BUDGET

Streets

Jerry Nye

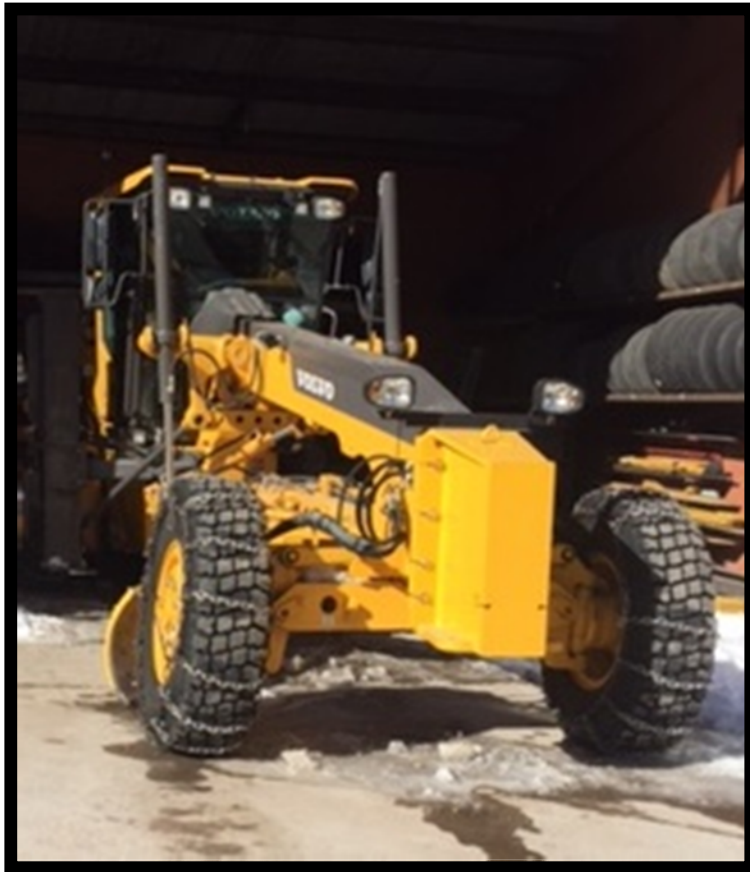
OCTOBER 7, 2019

What We Do - Mission

To keep Aspen streets clean and safe
for all modes of travel

Who We Are

Fleet



Street



What We Do

Year-Round



Strategic Alignment



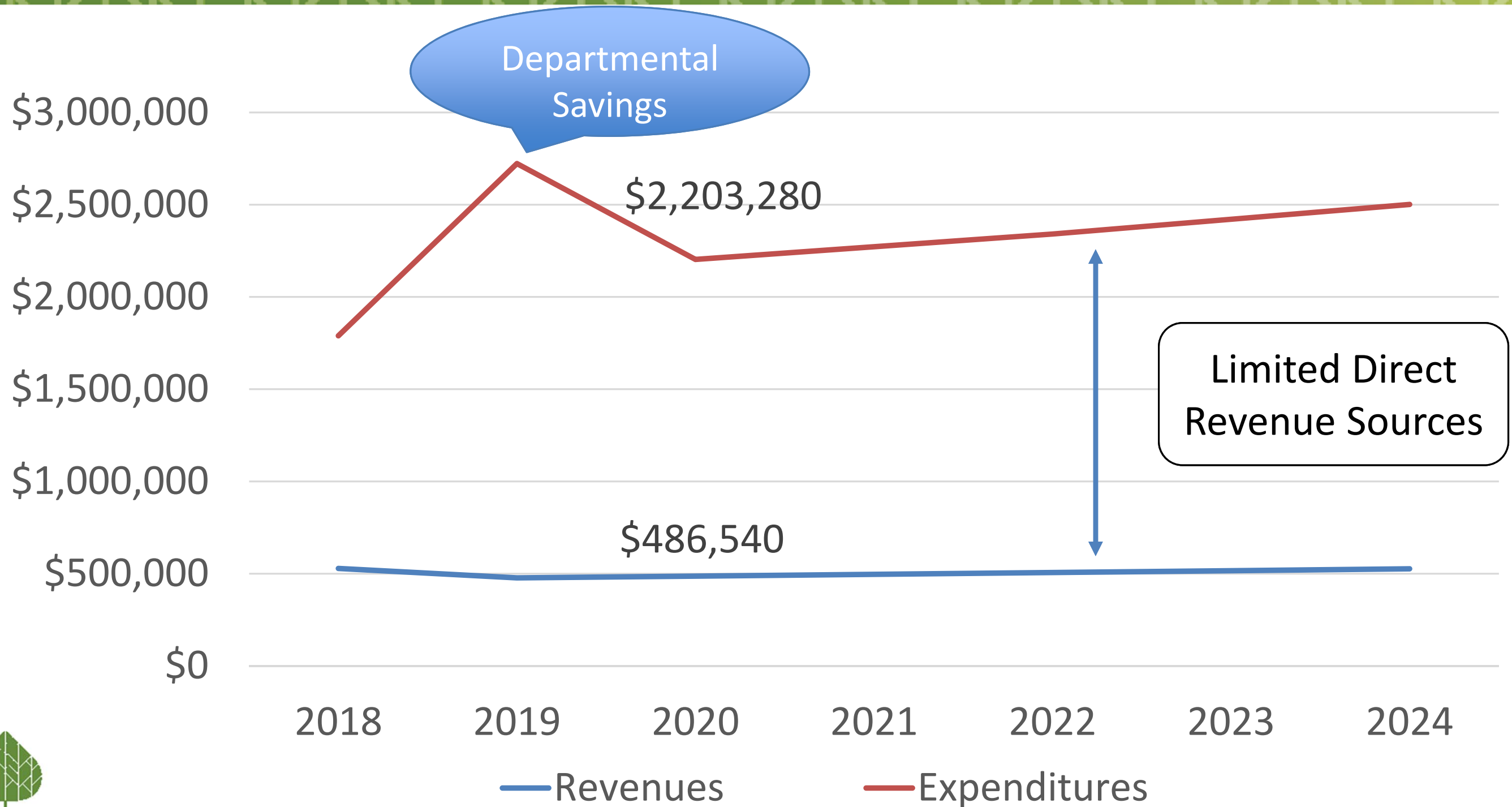
Safe & Lived-in Community of Choice

- Safe and reliable transportation network
- Asset maintenance
- Asset management

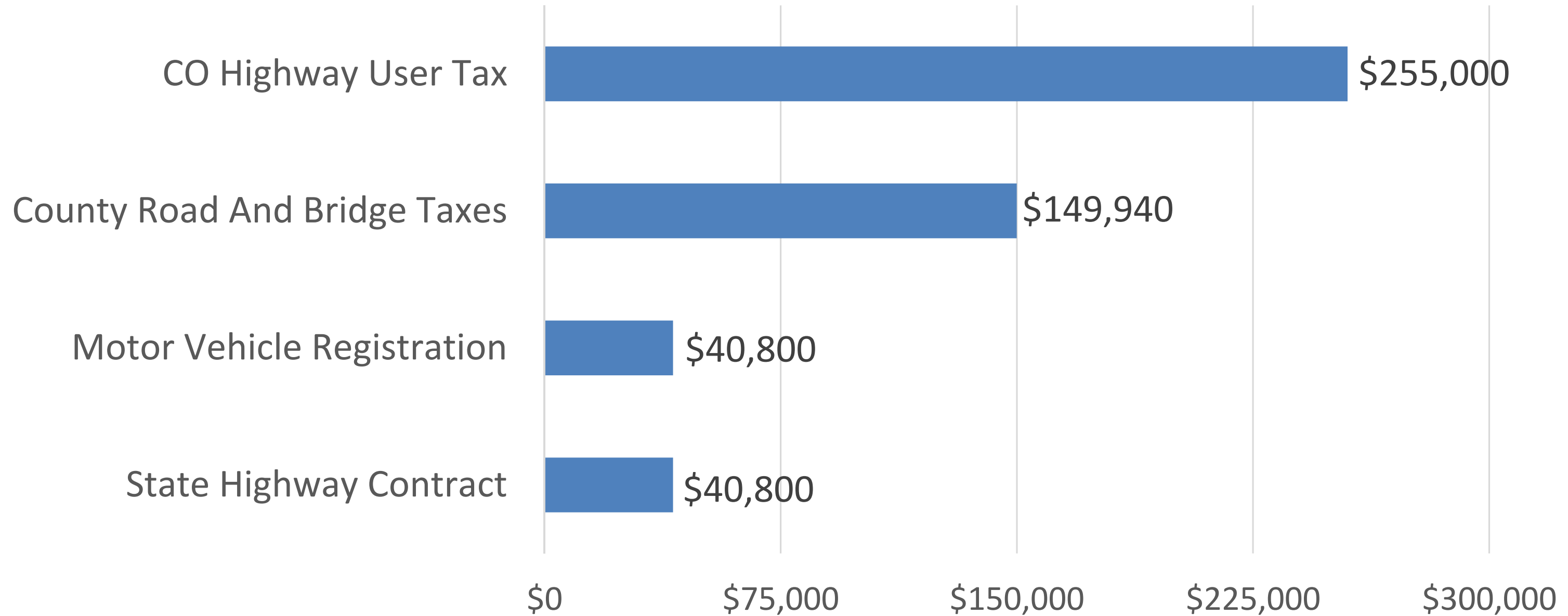
On the Horizon

- City Streets resurfacing (2020)
- Fleet assessment and electrification

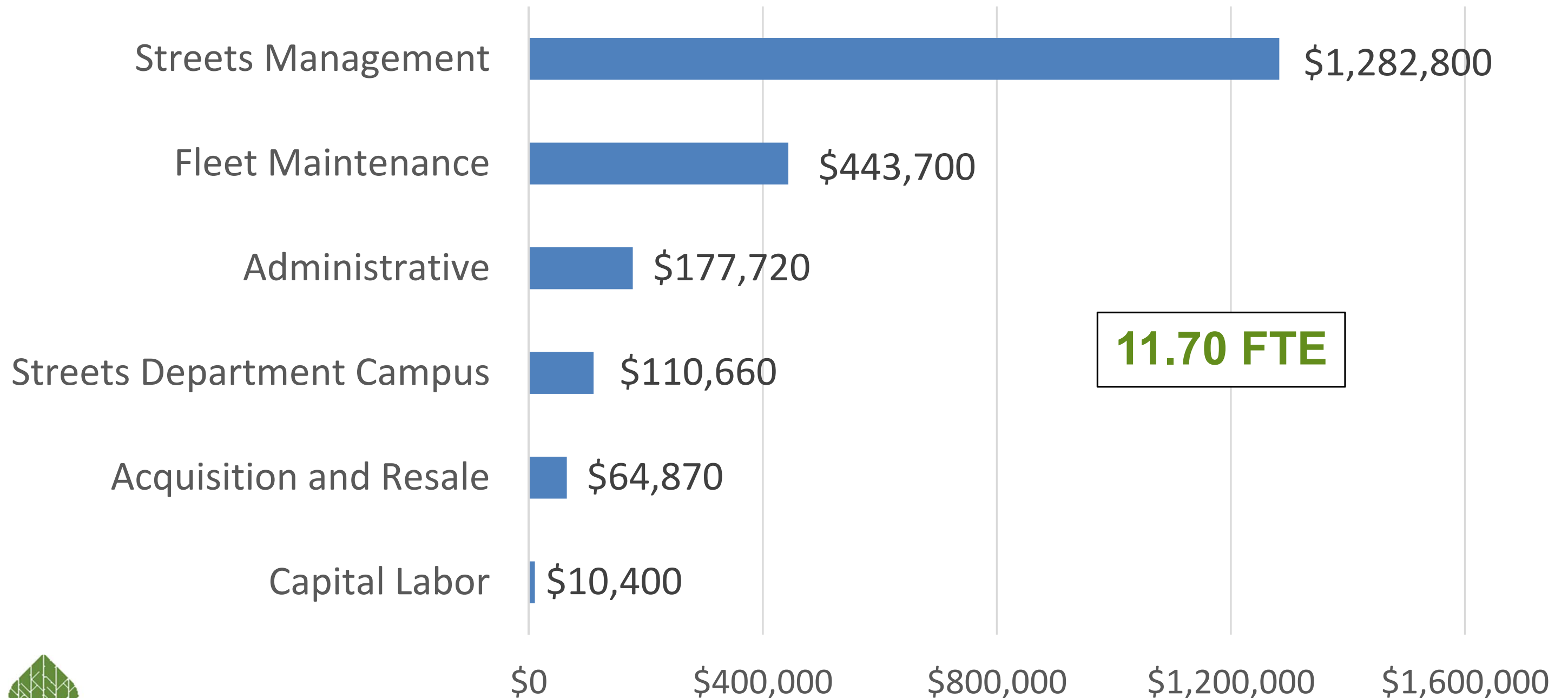
Revenues & Expenditures - Streets



Revenue Sources – Streets

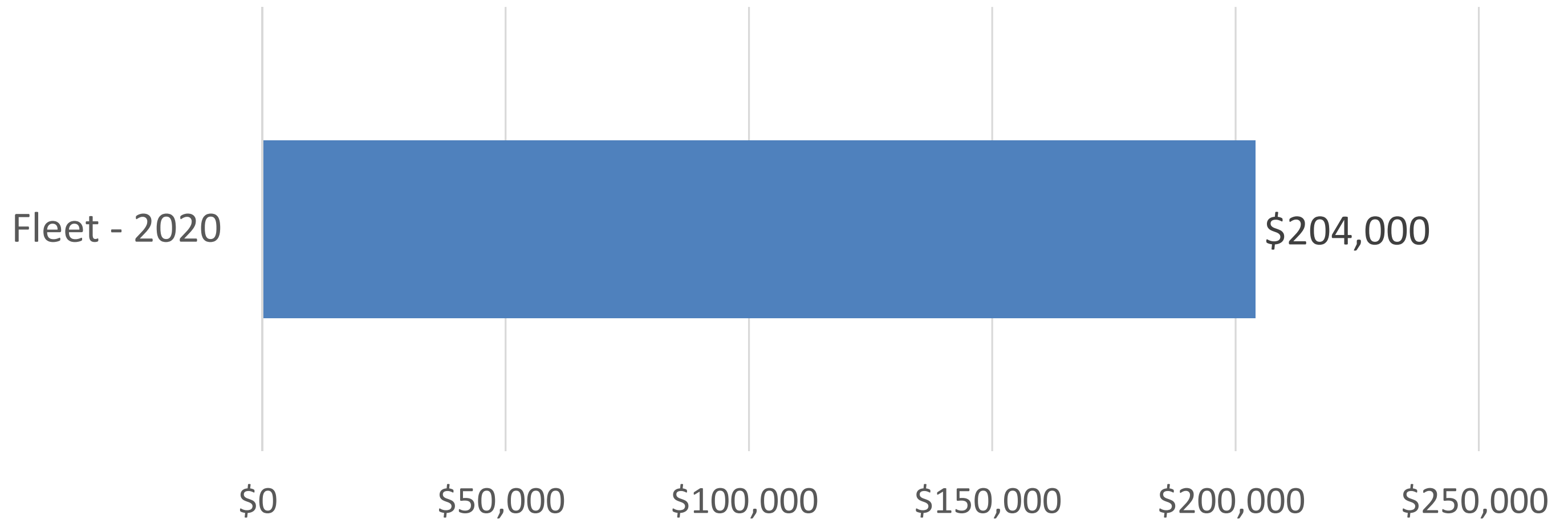


Expenditure by Program - Streets



2020 Capital Projects – Streets (AMP)

- Streets: Prinoth BR350 (\$140K) & Subaru CrossTrek (\$34K)
- Asset: Used Highlander (\$30K)



Questions?



CITY OF **ASPEN**

2020 PROPOSED BUDGET

Engineering

Trish Aragon, P.E.

115

OCTOBER 07, 2019

What We Do



Safety of
Travelling
Public

Construction
Mitigation



OUTREACH

Technical
Support
Services

Environment
& Water
Quality



Strategic Alignment



Safe & Lived-In
Community of choice



Smart, Customer
Focused
Government



Protect our
Environment

On the Horizon

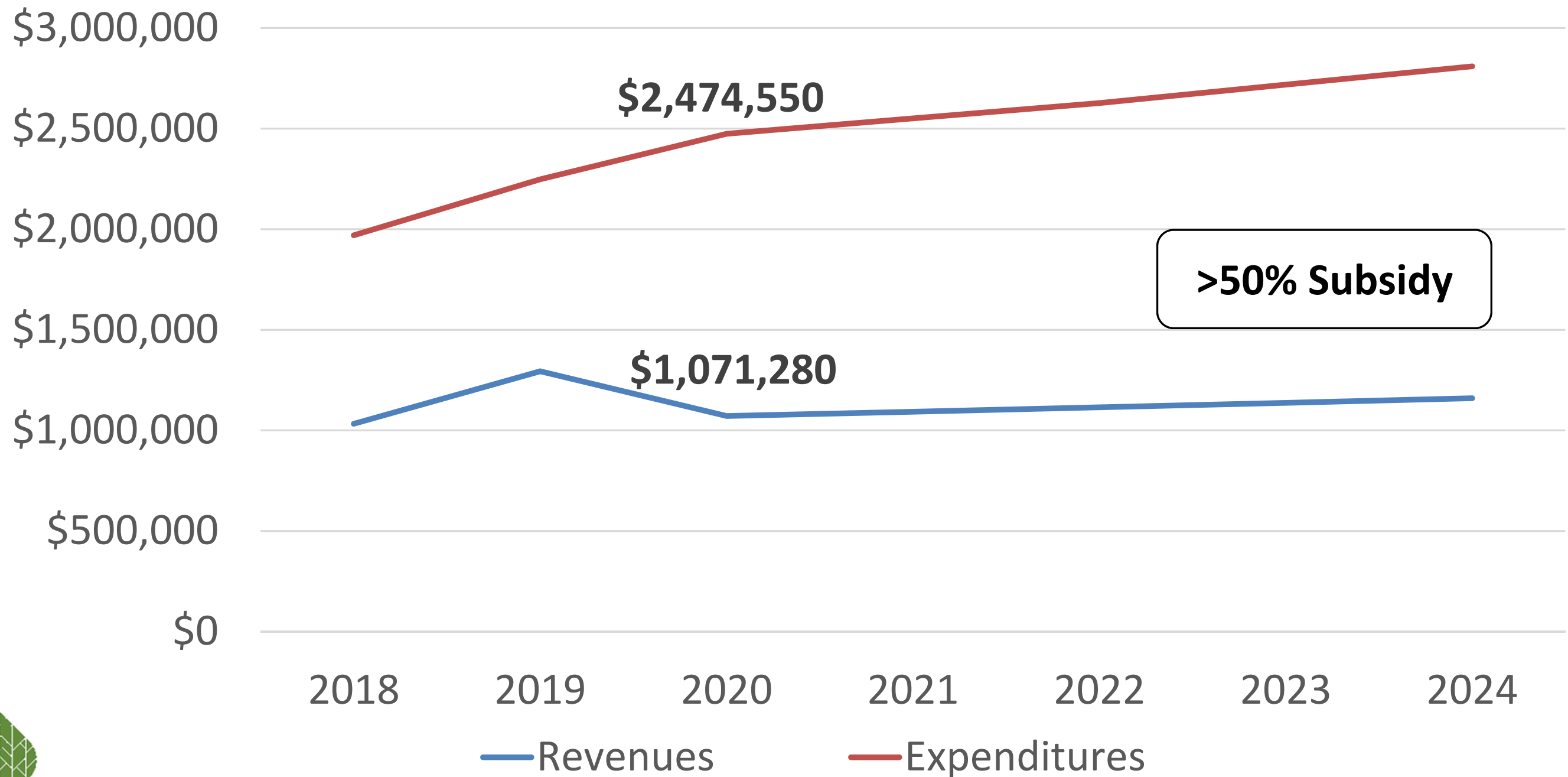


- Pedestrian and Bike Safety
 - Traffic Signal Maintenance
 - Top 12 Pedestrian Connections – Hallam Ped Bikeway
- Road Safety (Castle/Maroon Flow Study)

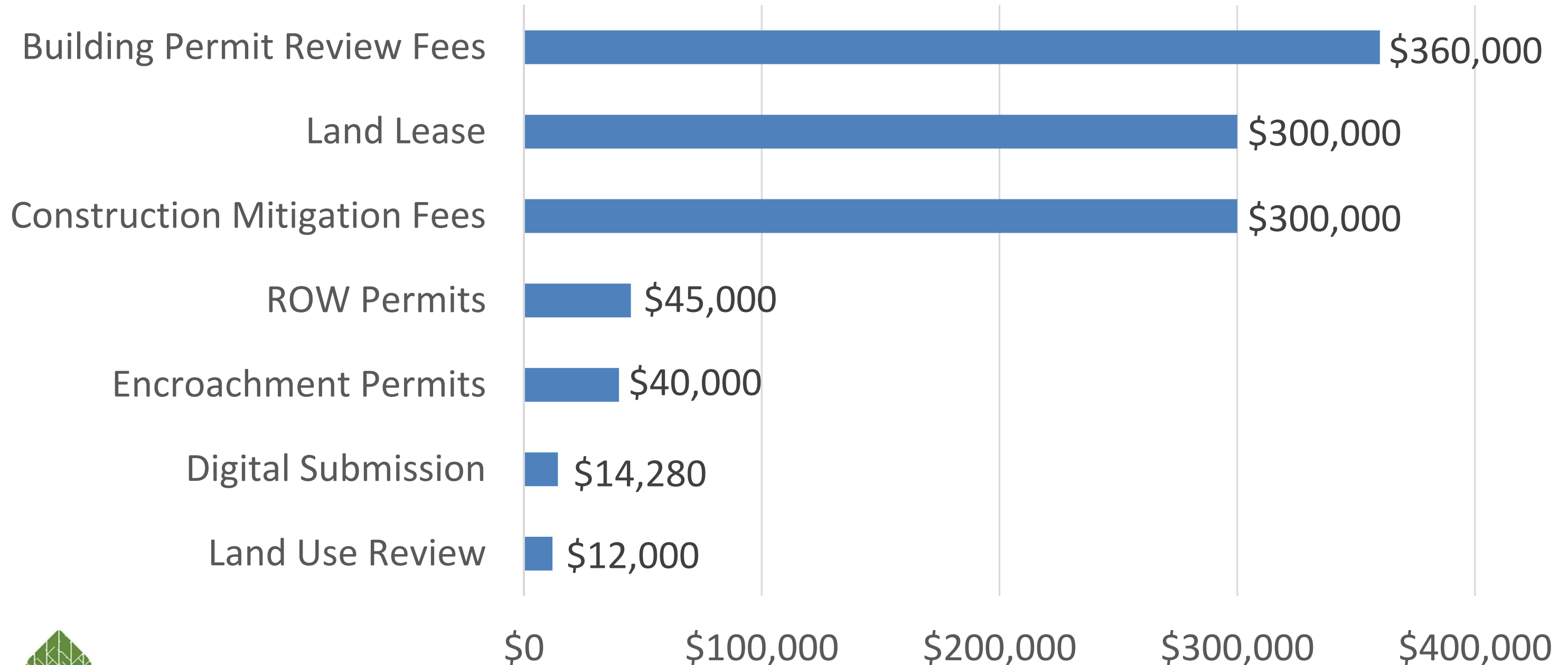


- 3D planning
- In-house Capabilities – in 18/19 saved city ~\$500K

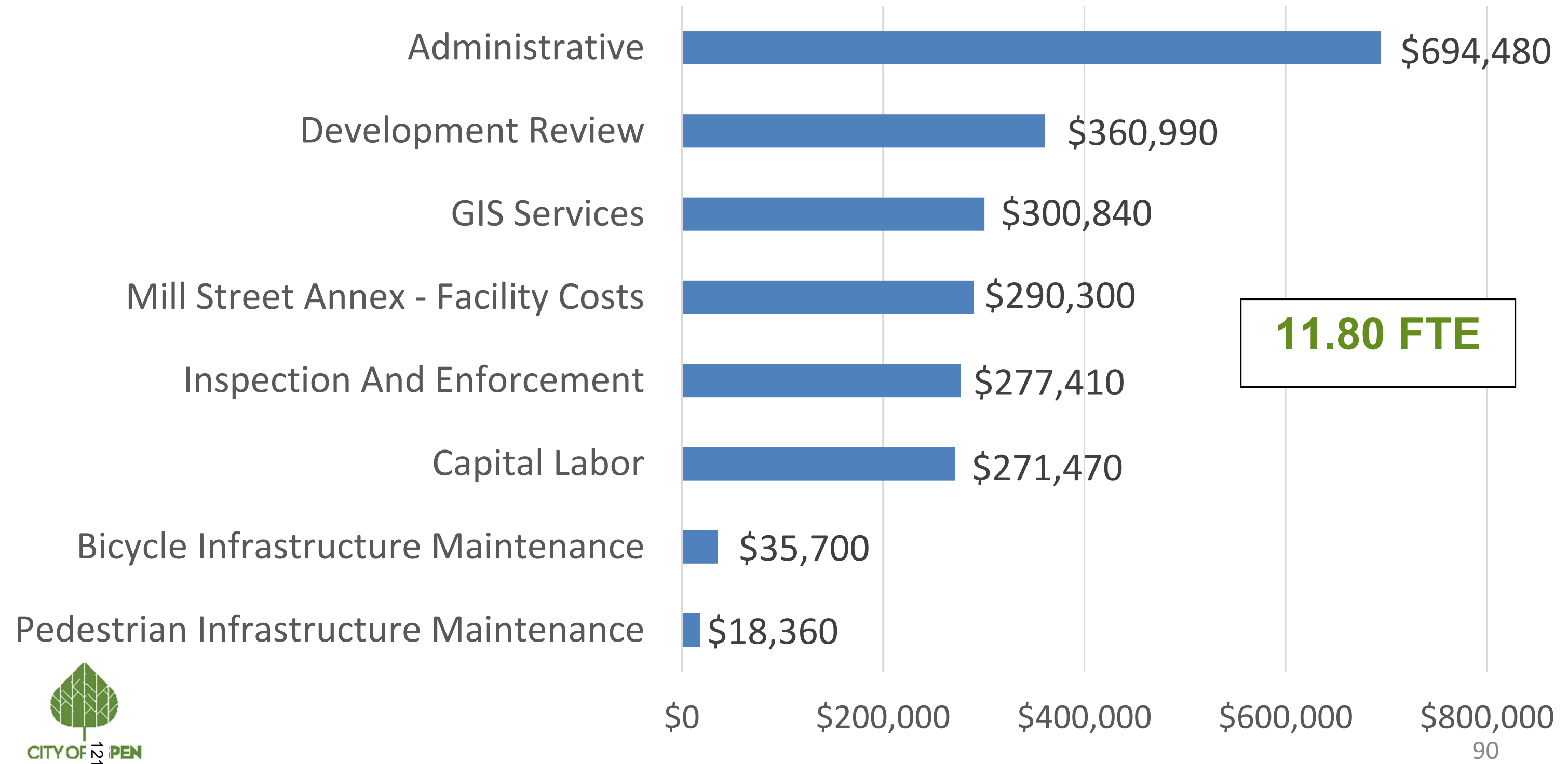
Revenues & Expenditures



Revenue Sources - Engineering

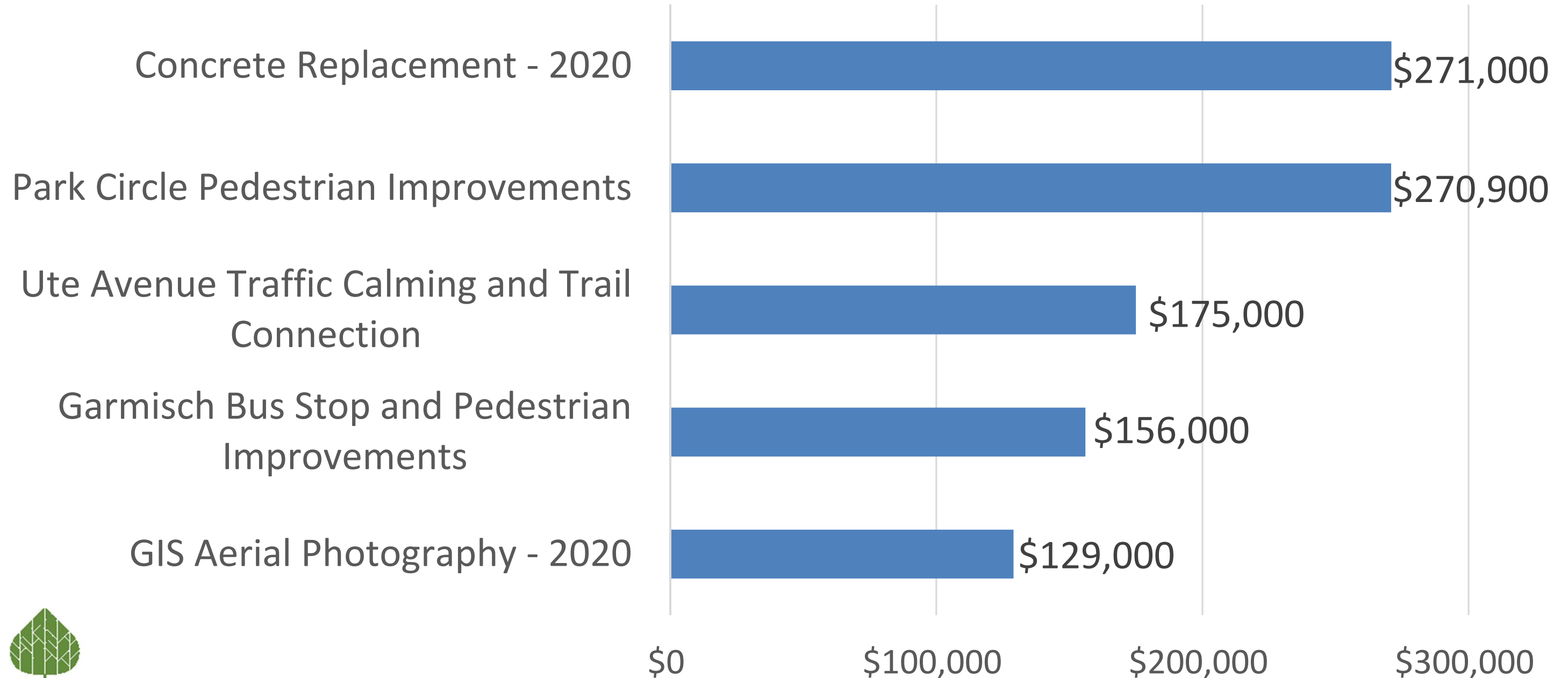


Expenditure by Program - Engineering



2020 Capital Projects

- Largest 5 projects planned for 2020



Supplemental Requests

Recommended:

- ESRI Agreement: \$25,000 (On-Going)
-

Not Recommended:

- GIS Project Assistant: \$51,540 (One-Time)

Questions?



CITY OF **ASPEN**

2020 PROPOSED BUDGET

Environmental Health and Sustainability

C₁₂₅ Oliver

OCTOBER 7, 2019

What We Do: Protecting Health & Env.

Public
Health

Natural and
Built
Environments

- Air Quality- Indoor & Outdoor
- Waste Reduction/Diversion
- Consumer Protection
- Climate Action

Environmental
Health & Climate
Action



Strategic Alignment



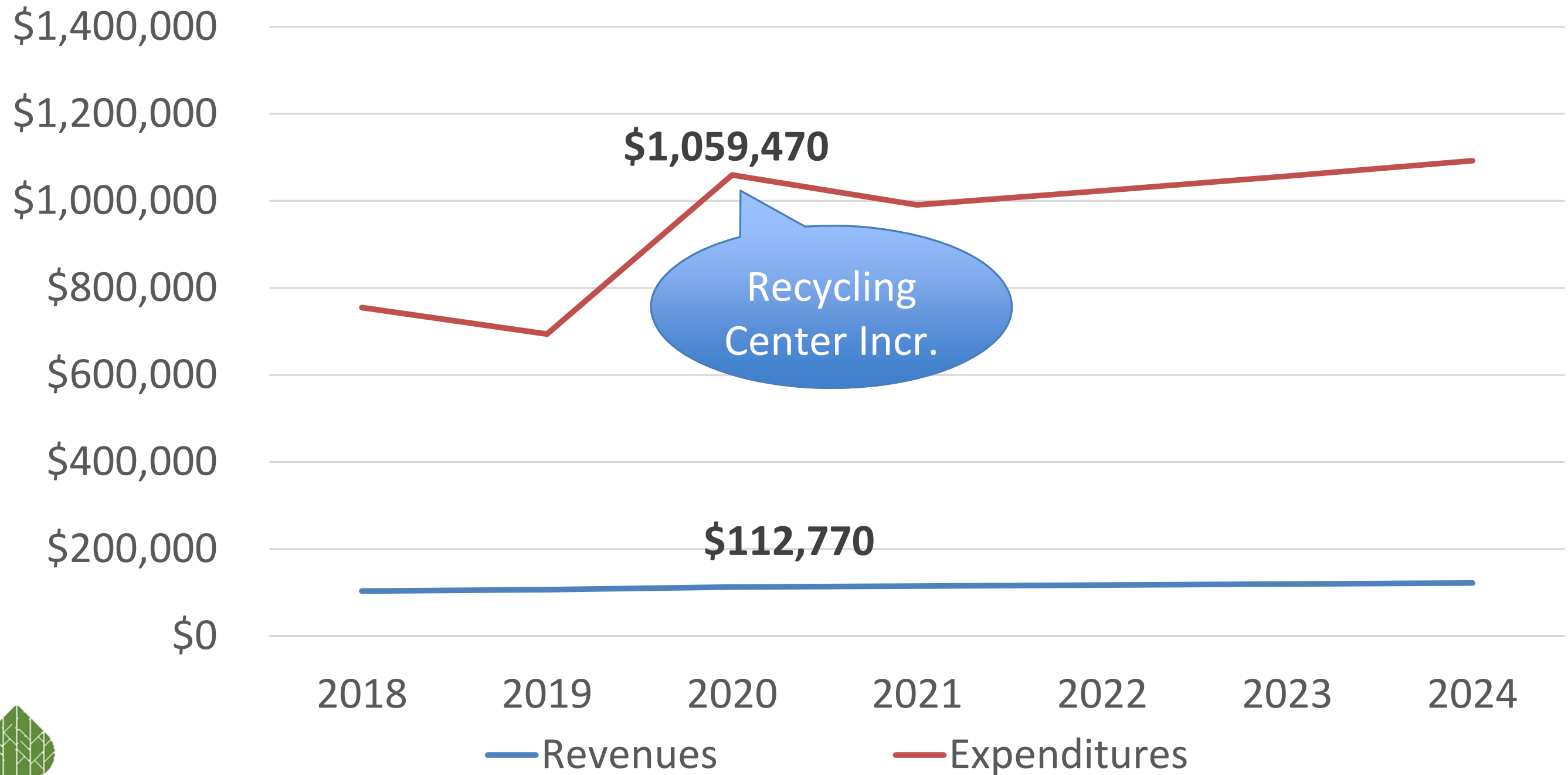
Protect our Environment

- Protecting the Natural Environment
- Keeping the indoor and outdoor environments safe and sustainable
- Protecting Public Health

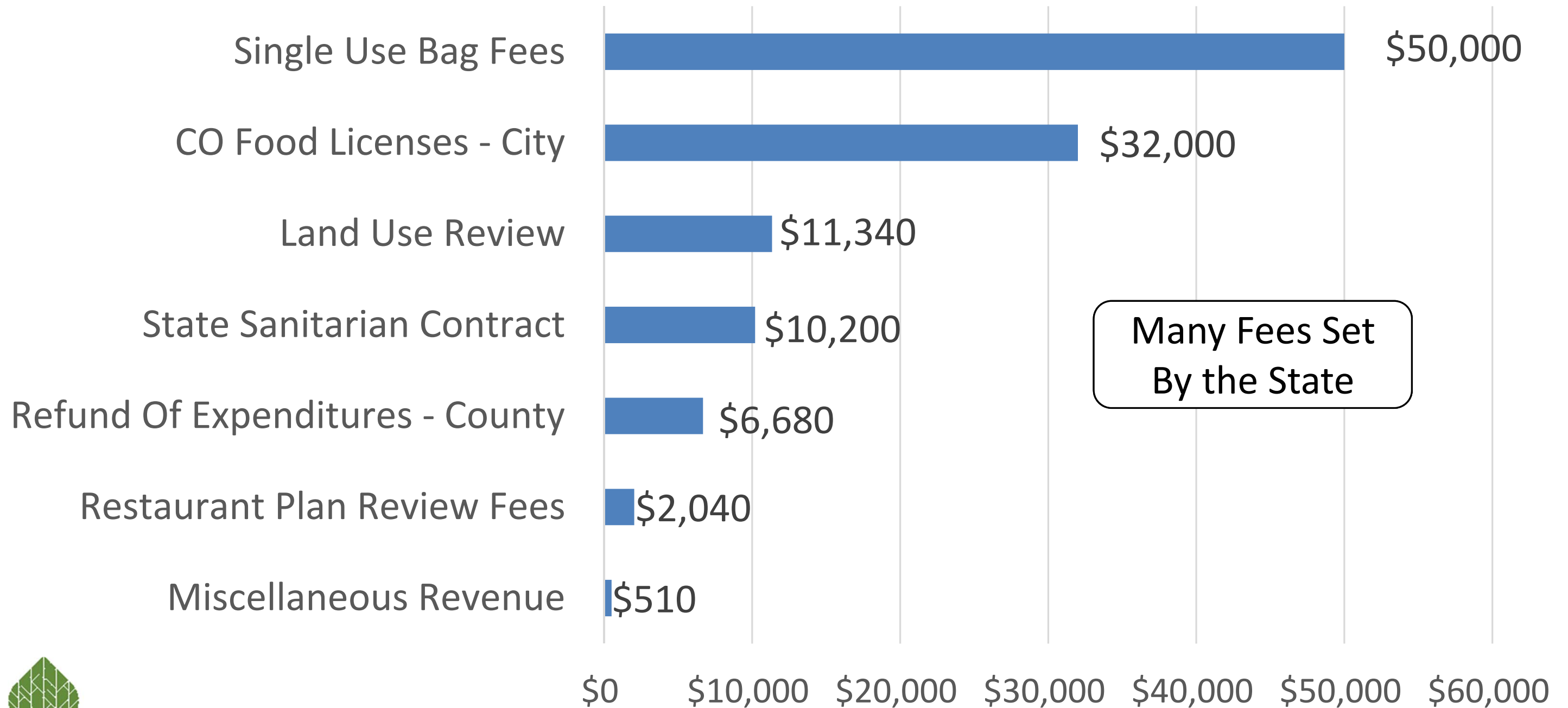
On the Horizon – Env. Health

- Outdoor Air Regulations- Beyond the EPA in 2024
- Waste Diversion and Reduction Goals

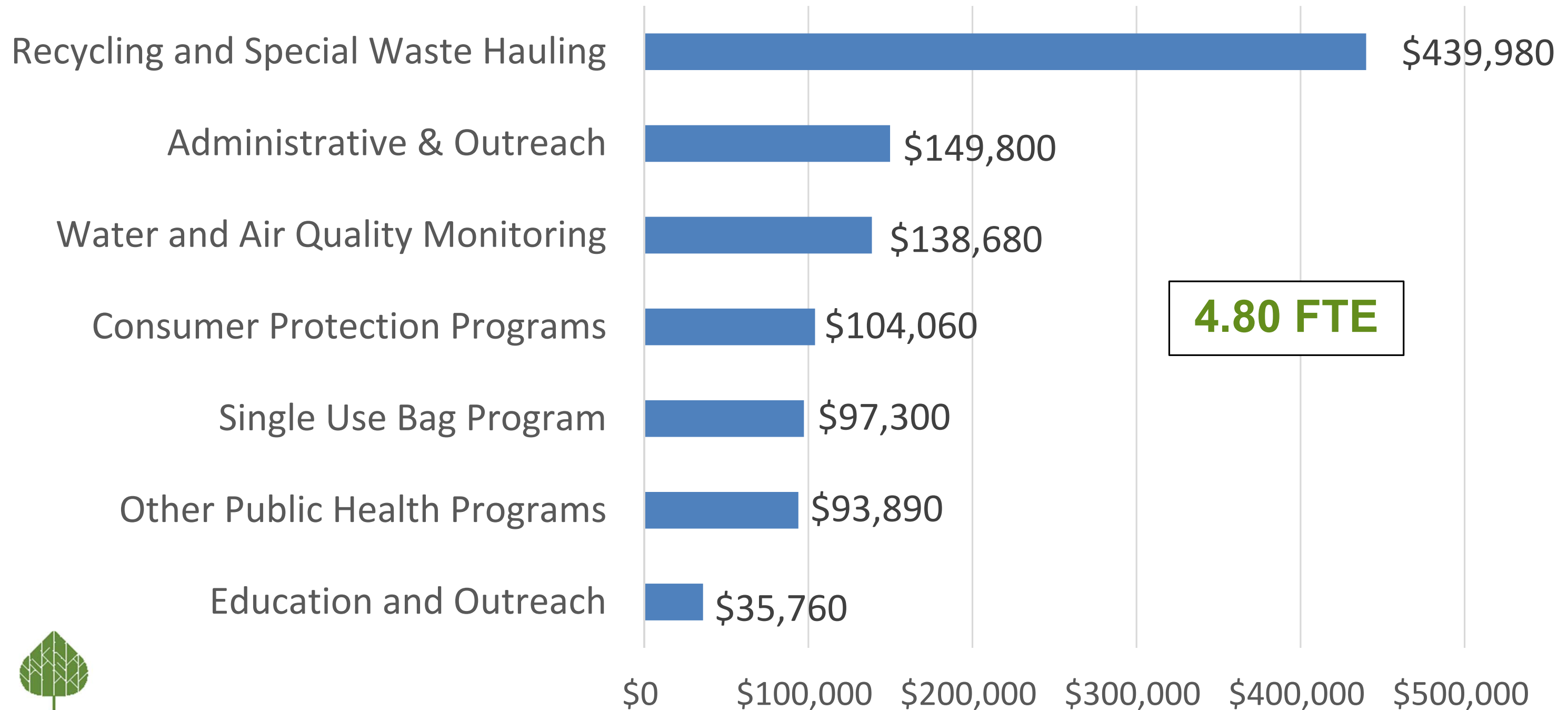
Revenues & Expenditures - Env Health



Revenue Sources – Env Health



Expenditure by Program – Env Health

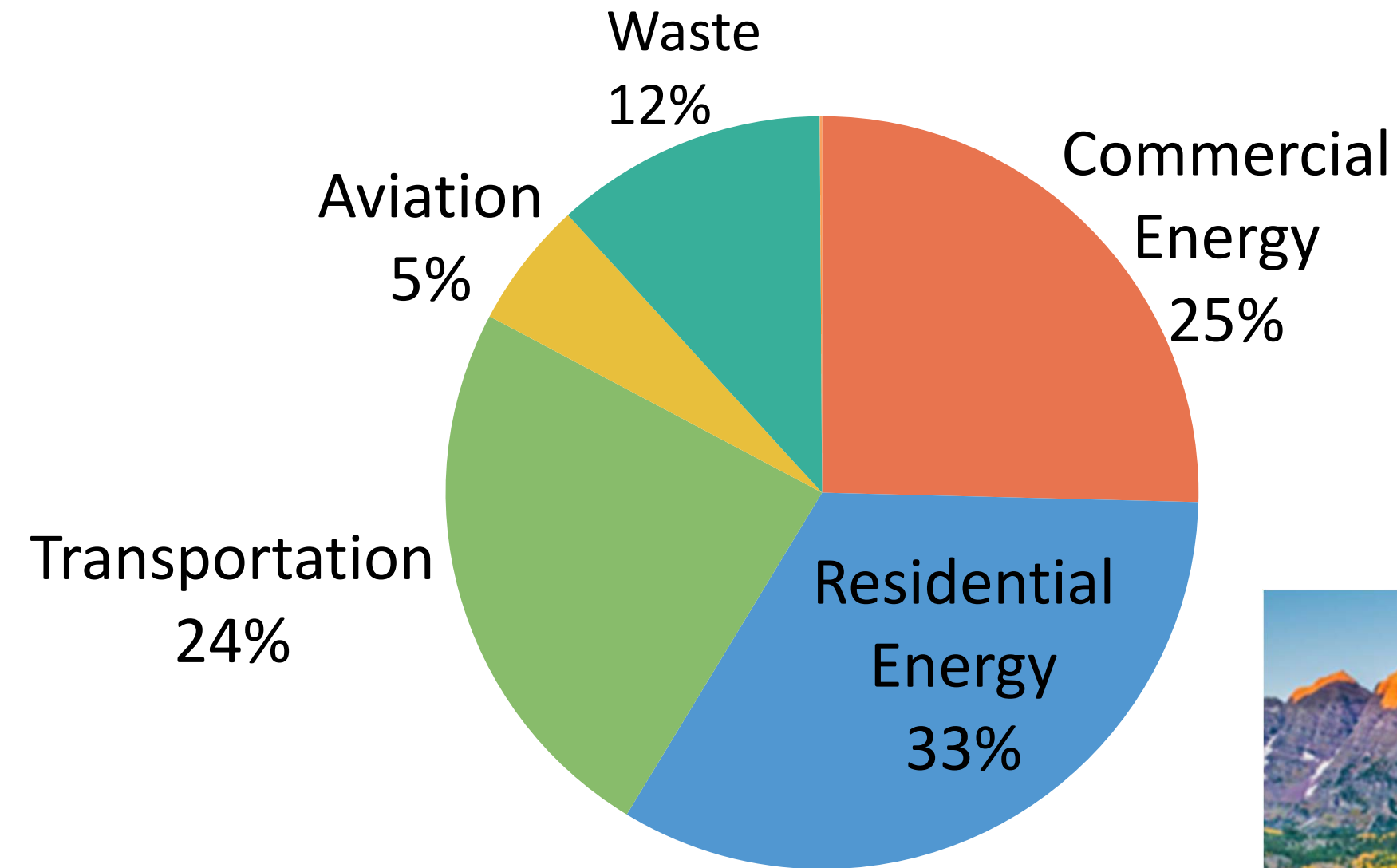


Supplemental Requests – Env Health

Recommended:

- Rio Grande Recycling Center: \$350,000 (\$250K On-Going)

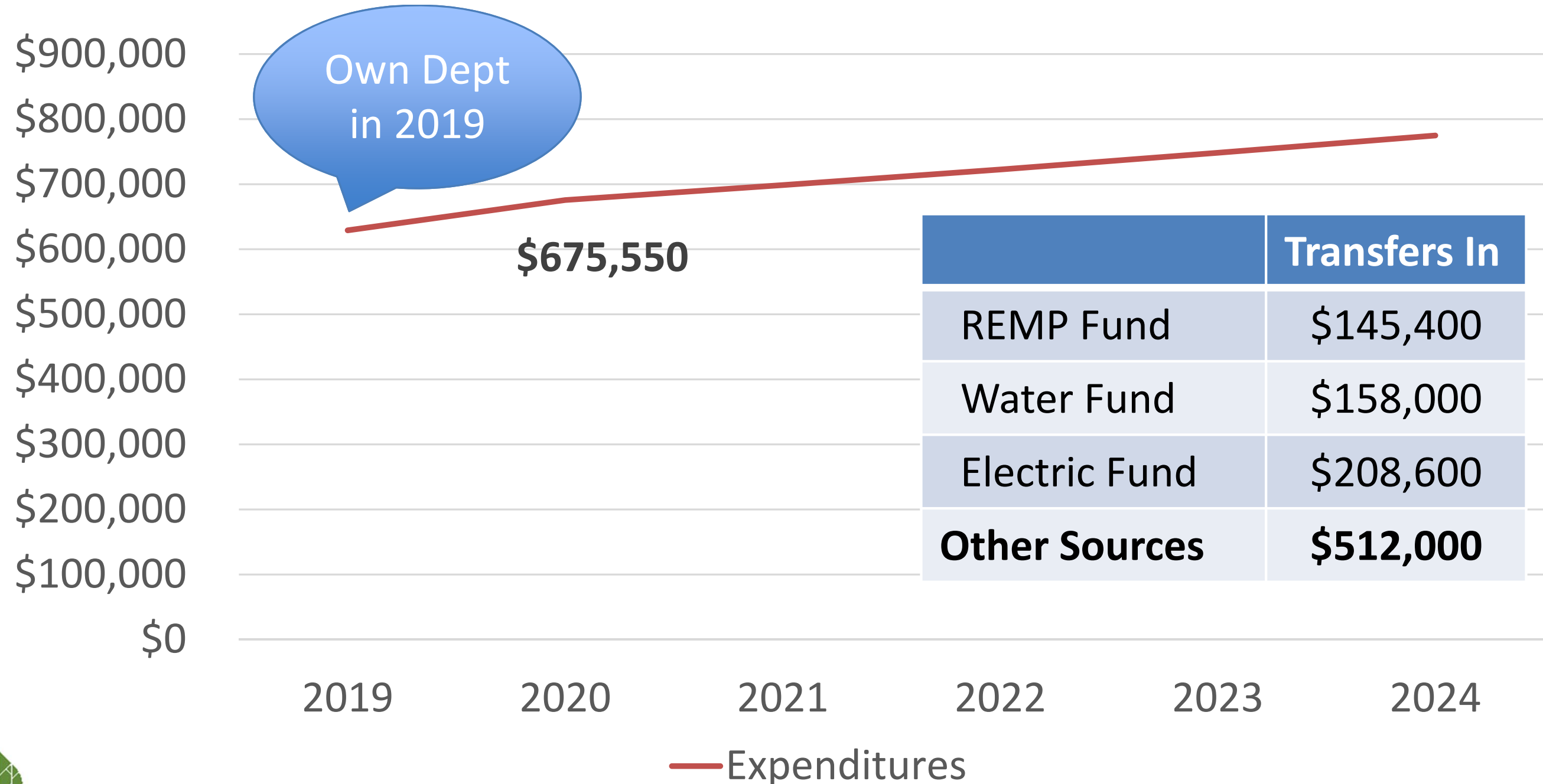
What We Do: Climate Action



On the Horizon – Climate Action

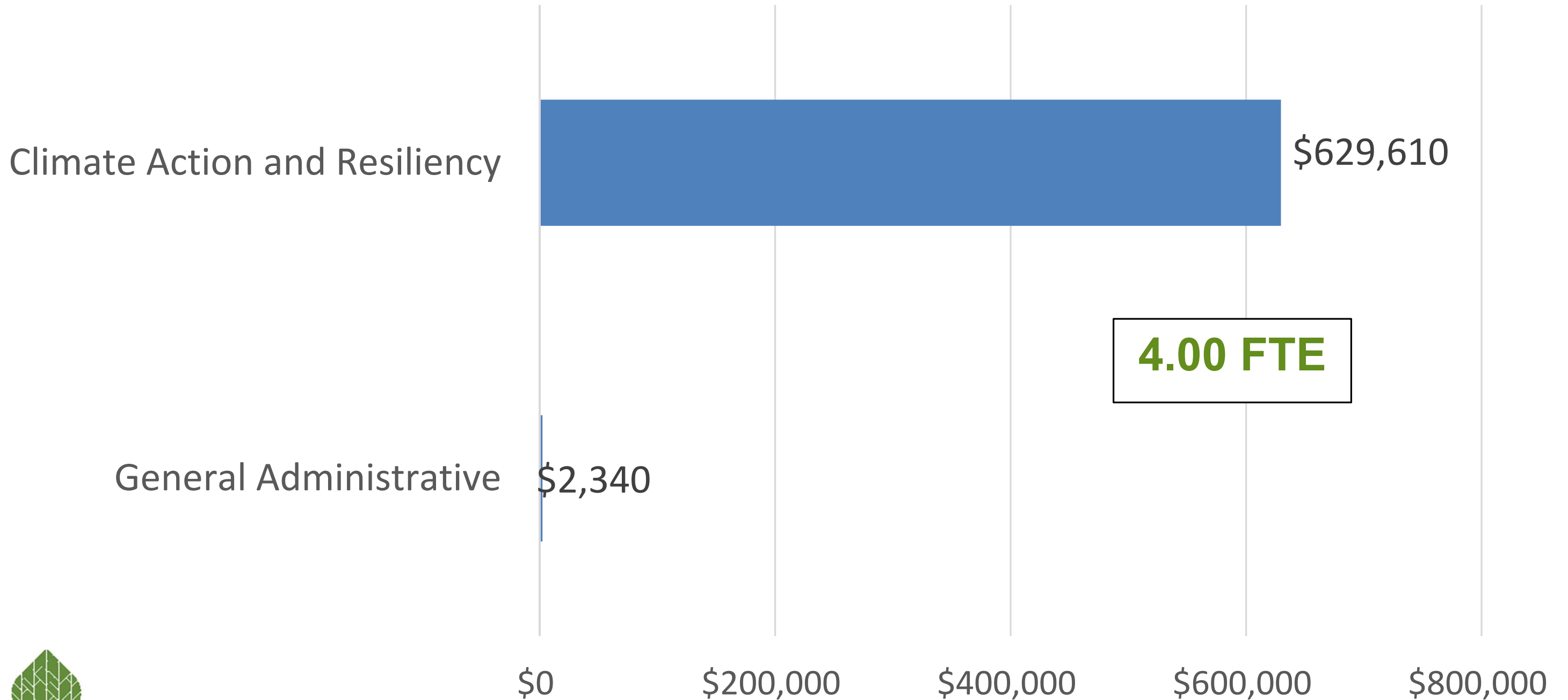
- 2020 = 1st Climate Milestone – Targeting 30% Reduction
- 2021 New Climate Action Plan
- Regional High-Impact Focus

Revenues & Expenditures – Climate

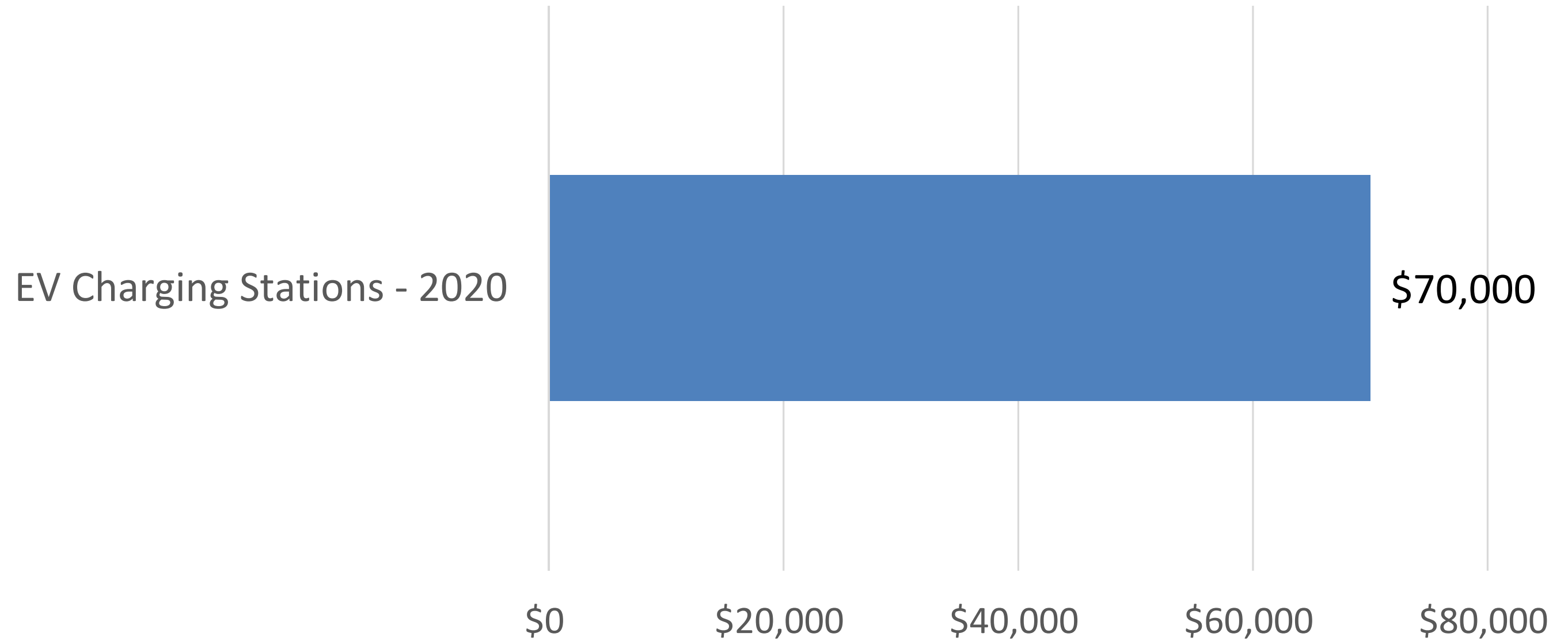


	Transfers In
REMP Fund	\$145,400
Water Fund	\$158,000
Electric Fund	\$208,600
Other Sources	\$512,000

Expenditure by Program - Climate



2020 Capital Projects - Climate



Supplemental Requests - Climate

Not Recommended:

- EV Lease: \$17,000 (On-Going)

Questions?