

AGENDA

CITY COUNCIL WORK SESSION

October 11, 2021

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



WEBEX MEETING INSTRUCTIONS

WEBEX MEETING INSTRUCTIONS

TO JOIN ONLINE:

Go to www.webex.com and click on "Join a Meeting"

Enter Meeting Number: 2555 835 1927

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Call: 1-408-418-9388

Enter Meeting Number: 2555 835 1927

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I. WORK SESSION

- I.A. 2022 Recommended Budget Review
Police; Special Events; Recreation; Red Brick; General Fund



2022 BUDGET DEVELOPMENT

Police (000 &001 Funds)

Bill Linn & Linda Consuegra

OCTOBER 11, 2021₁

What We Do: Public/Community Safety

- ~\$6 million base budget
- 39 staff
 - 28 Peace Officers
 - 6 Community Response Officers
 - 5 Support Staff
- ~17,000 Annual Calls for Service
- Crimes Against Persons Declined in Last 2 Years
 - 18% in 2020
 - ~ 26% Year-to-Date



What We Do: Improve Quality/Safety

- Emergency Response
- Community Outreach
- Mental Health



What We Do: Community Focus



POLICE – Community Partnerships

 Aspen School District

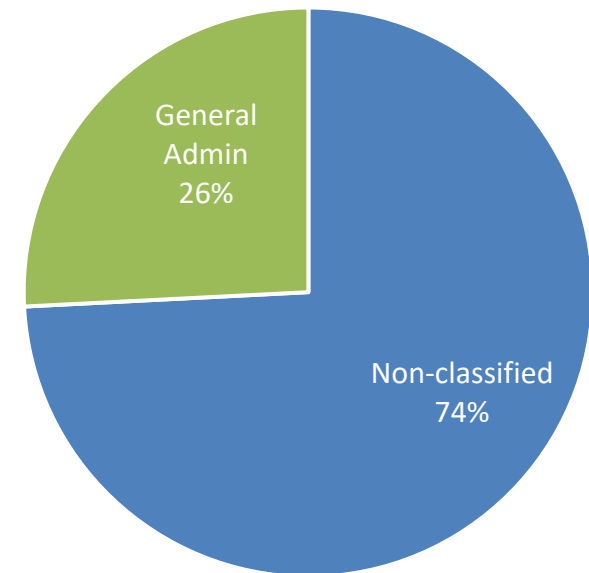


*recovery*resources
create a new story



Revenues

	2022 Request	2023 Projection	2024 Projection	2025 Projection	2026 Projection
00000 - Non-Classified	\$169,810	\$173,100	\$176,450	\$179,880	\$183,370
10010 - General Administrative	\$59,060	\$59,060	\$59,060	\$0	\$0
Total Revenues	\$228,870	\$232,160	\$235,510	\$179,880	\$183,370



2022 Proposed Fee Changes

- Accident Reports – in Person: From \$5 to \$10 (100% Change)
- Certified VIN Inspections: From \$25 to \$30 (20% Change)



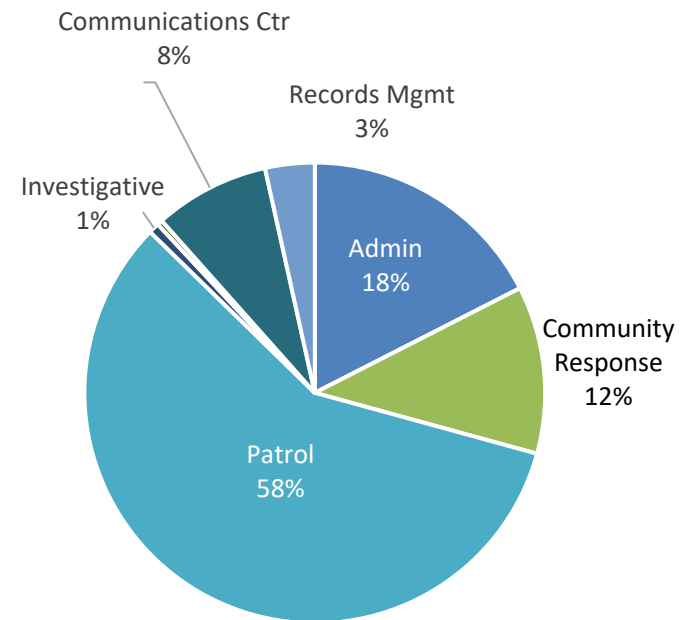
Expenditures

40.0 FTE

	2022 Request	2023 Projection	2024 Projection	2025 Projection	2026 Projection
Administrative	\$1,069,900	\$1,106,890	\$1,145,470	\$1,185,710	\$1,227,700
Community Response Services	\$719,690	\$748,790	\$779,310	\$811,320	\$844,910
Patrol Services	\$3,552,370	\$3,686,940	\$3,830,700	\$3,981,150	\$4,138,650
Investigative Services	\$45,500	\$47,230	\$49,040	\$50,930	\$52,910
School Safety	\$23,010	\$23,870	\$24,760	\$25,690	\$26,650
Communication Center	\$494,670	\$504,560	\$514,650	\$524,940	\$535,440
Records Management	\$212,810	\$221,770	\$231,180	\$241,060	\$251,450
Operating	\$6,117,950	\$6,340,050	\$6,575,110	\$6,820,800	\$7,077,710
Overhead Allocations	\$599,000	\$632,190	\$627,530	\$669,340	\$689,730
Total Uses	\$6,716,950	\$6,972,240	\$7,202,640	\$7,490,140	\$7,767,440
Surplus/(Subsidy)	(\$6,488,080)	(\$6,740,080)	(\$6,967,130)	(\$7,310,260)	(\$7,584,070)
As a Percent of Uses	97%	97%	97%	98%	98%



Operating Budget



2022 Work Plan Highlights

Assessing Community Expectations

Collect Community Feedback

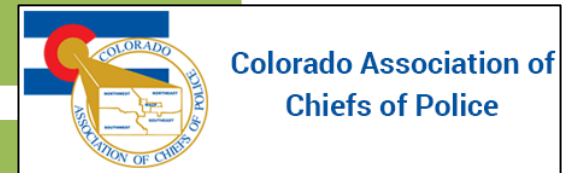
Have Recommendations Ready By the End of 2022

Aspen Community Gets the Service They Would Like



2022 Work Plan Highlights

Colorado Association of Chiefs of Police (CACAP) Accreditation:
Validate Department Meets Best Policing Practices



Assign Staff to Oversee Project

Apply for Accreditation Review in 2023

Improve Operations, Augment Service Delivery,
Strengthen Community Relationship

2022 Work Plan Highlights

Evaluate Dispatch & E911 Systems

Obtain Consultant Report on Best Practices

Develop Vision & Strategy by End of 2022

Building Dispatch That the Community Can Count On



2022 Supplemental Requests

Police Officer I - \$96,120 (1.0 FTE)

Initial Step to Align Staffing Study Recommendations That Allows Us To:

- Provide Greater Focus on Proactive Community Policing
- Respond to Patrol Requests from the Community for:
 - Presence in the Downtown Core
 - Traffic Safety
 - Bike Patrol
 - More Donuts & Coffee with the Cops
- Address Need for Increased 24-hour Supervision



Tab 3 Supplemental Requests, Pages 14

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2022 Capital Projects

51452 Automated Ticketing System – \$60,000

50451 Police Weapon Replacement –\$32,000

51454 Radar Trailer - \$18,000



Summary

Questions



Work Plan:

- 1) Community Feedback
- 2) CACP Accreditation
- 3) E911 & Dispatch Planning



Supplementals: \$96,120, 1.0 FTE



Capital: \$110,000



2022 BUDGET DEVELOPMENT

Department Events

Nancy Lesley

OCTOBER 11, 2021

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What We Do Events



What We Do Permits

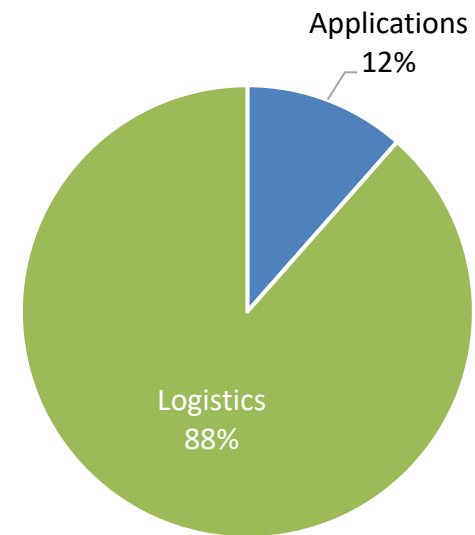


What We Do Marketing



Revenues

	2022	2023	2024	2025	2026
	Request	Projection	Projection	Projection	Projection
Event Application Processing	\$6,500	\$6,630	\$6,760	\$6,900	\$7,040
Event Logistics	\$50,000	\$51,000	\$52,020	\$53,060	\$54,120
Total Revenues	\$56,500	\$57,630	\$58,780	\$59,960	\$61,160

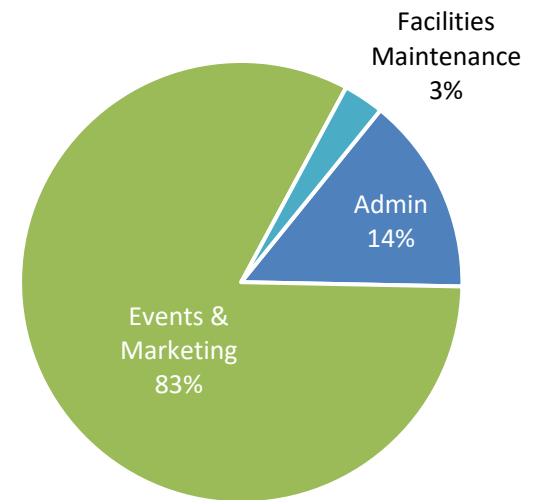


Expenditures

4.43 FTE

	2022 Request	2023 Projection	2024 Projection	2025 Projection	2026 Projection
Administrative	\$138,880	\$143,700	\$148,740	\$153,990	\$159,460
Events & Marketing	\$791,640	\$816,400	\$842,160	\$868,970	\$896,890
Facilities Maintenance	\$28,430	\$29,010	\$29,590	\$30,180	\$30,780
Operating	\$958,950	\$989,110	\$1,020,490	\$1,053,140	\$1,087,130
Overhead Allocations	\$63,100	\$66,470	\$66,300	\$70,360	\$72,460
Total Uses	\$1,022,050	\$1,055,580	\$1,086,790	\$1,123,500	\$1,159,590
Surplus/(Subsidy)	(\$965,550)	(\$997,950)	(\$1,028,010)	(\$1,063,540)	(\$1,098,430)
As a Percent of Uses	94%	95%	95%	95%	95%

Operating Budget



2022 Work Plan

Event Impact Research

- Event Fatigue?
- When to Say “Yes” & When to Say “No”
- This Process Will Be Continuous
- No New Resources



CITY OF ASPEN

Community Calendar

- Comprehensive Community Calendar
- One Resource for Community & Visitors
- Updated weekly
- No New Resources

Event Permits & Park Reservations

- Special Event Application Platform
- Customer Service Focus
- Research Complete by April 2022

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Summary Special Events

Questions



Work Plan:

- 1) Event Impact Research
- 2) Comprehensive Community Calendar
- 3) Event Permits & Park Reservation System



Supplementals: \$0



Capital: \$0



2022 BUDGET DEVELOPMENT

Department (001 Fund)

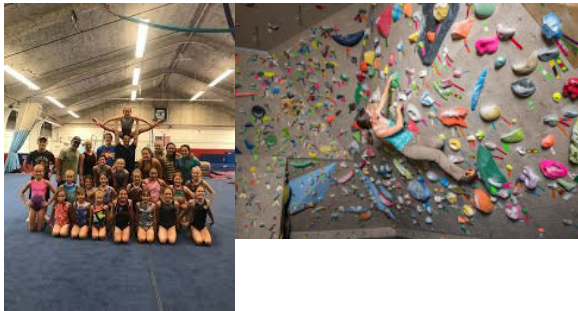
Cory Vander Veen

OCTOBER 11, 2021

Recreation - What We Do

Service: We serve with a spirit of excellence, humility, integrity, respect

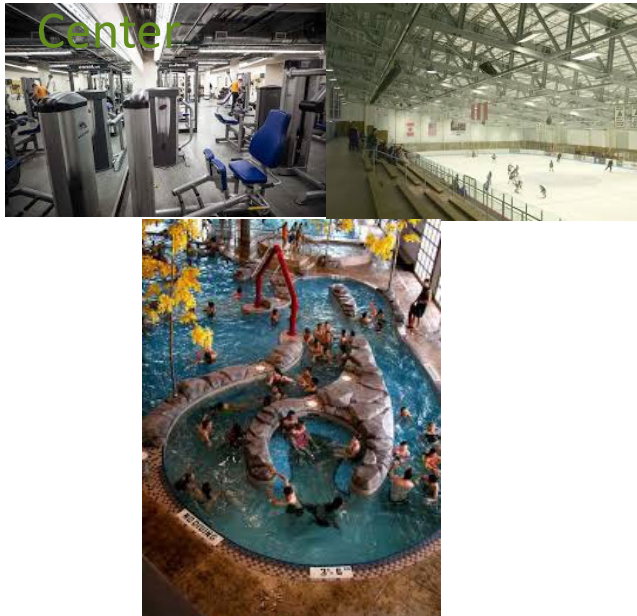
Red Brick Recreation



Currently 5 Days/Wk
– Reduced Hours
(Normally 250
Days/Yr 55 hours per
week)



ARC Aspen Recreation Center



Currently 6 Days/Wk - Reduced
Hours (Normally 360 Days/Yr 96
Hours/Wk)

Aspen Ice Garden



Event Center 4
Months in Summer –
8 Months as Ice Rink
(60 Hours/Wk)

Recreation – Partners

Partnership: Our impact is greater together



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



- Junior Hockey
- Aspen Skating Club
- USPTA Tennis
- Revolutions Skating
- Mother Puckers
- Aspen Curling
- ARC Advisory Committee
- Aspen Youth Center
- School District Resources Center



Recreation On-Going COVID Impact

Innovation: Pursuing creative outcomes, grounded in Aspen's distinctive challenges and opportunities

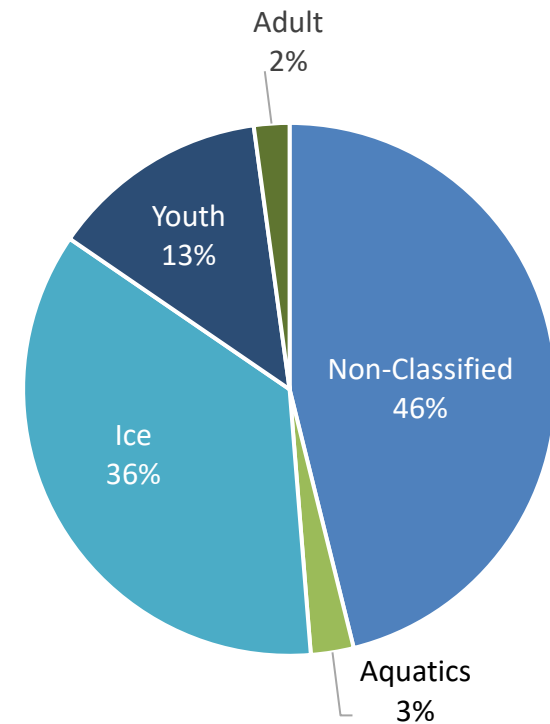
- Restrictions: Reduction of Events & Programs
- Staff Shortages: Reduced Facility Hours & Capacities
- Increased Seasonal Wages
- Reduced Revenues: Increased Need for Subsidy
- Increased Demand: Summer Camps, Swim Lessons, Tennis, Swim Team



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Revenues

	2022 Request	2023 Projection	2024 Projection	2025 Projection	2026 Projection
Recreation Non-Classified	\$921,600	\$1,275,600	\$1,450,100	\$1,561,200	\$1,623,500
Aquatics Programming	\$51,740	\$65,600	\$68,700	\$71,500	\$74,400
Ice Programming	\$716,000	\$729,600	\$785,100	\$816,900	\$849,300
Youth Programming	\$265,400	\$271,630	\$285,060	\$296,290	\$308,020
Adult Programming	\$43,000	\$60,600	\$64,200	\$66,700	\$69,400
Total Revenues	\$1,997,740	\$2,403,030	\$2,653,160	\$2,812,590	\$2,924,620



Recreation – Fees

Three Main Fee Adjustment Areas:

- Facility Reservation
- Memberships
- Programs

City of Aspen Recreation Division		
Core Program Area	Classification	Benefit Level
Adult Fitness	Value Added	Individual
Youth Enrichment	Value Added	Individual
Afterschool/Day & Summer Camps	Important	Merit
Aquatic - Learn to Swim	Core	Public
Aquatic - Open Swim	Value Added	Individual
Aquatic - Swim teams	Important	Merit
Aquatic - Adult	Value Added	Individual
Aquatic - Rentals	Value Added	Individual
Adult Sports	Value Added	Individual
Youth Sports	Important	Merit
Merchandise Sales	Value Added	Individual
Ice Programs/Lessons	Core	Public
Ice Pro Shop	Value Added	Individual
Ice Tournaments - Youth	Important	Merit
Ice Tournaments - Adult	Value Added	Individual
Ice Public Skate	Core	Individual
Ice Junior Hockey	Important	Merit
Ice Skating Club	Important	Merit
Ice Figure Skating	Important	Individual
Ice Drop-in Hockey - Adult	Value Added	Individual
Ice Drop-in Hockey - Youth	Important	Individual
Ice Leagues	Important	Individual
Ice Rentals	Value Added	Individual

CRITERIA TO CONSIDER	CORE PUBLIC SERVICES	IMPORTANT PUBLIC SERVICES	VALUE ADDED SERVICES
Public interest or developmental importance as well as mandated by law and is mission aligned	High Public Expectation	High Public Expectation	High Individual and Interest Group Expectation
Financial sustainability	Free, Nominal or Fee Tailored to Public Needs — Requires Public Funding	Fees Cover Some Direct Costs — Requires a Balance of Public Funding and a Cost Recovery Target	Fees Cover Most Direct and Indirect Costs — Some Public Funding as Appropriate
Benefits - i.e. health, safety, and protection of a valuable asset.	Substantial Public Benefit (negative consequence if not provided)	Public and Individual Benefit	Primarily Individual Benefit
Competition in the market	Limited or No Alternative Providers	Alternative Providers Unable to Meet Demand or Need	Alternative Providers Readily Available
Access	Open Access by All	Open Access / Limited Access to Specific Users	Limited Access to Specific Users

Strategy:

- Increases Up to 10%
- Keep Memberships Affordable for Locals

Tab 6 Fee Ordinance Changes, Pages 2 - 4

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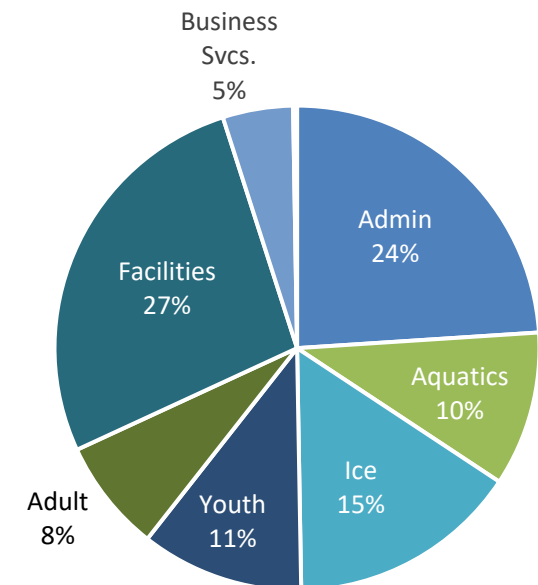


Expenditures

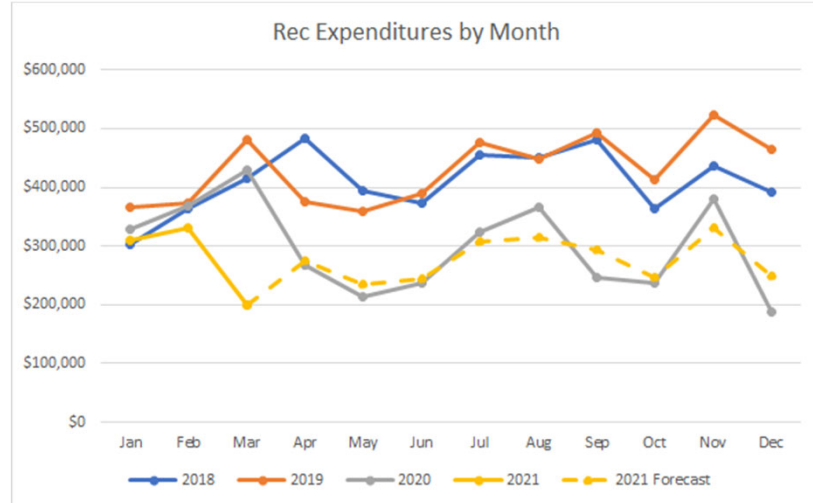
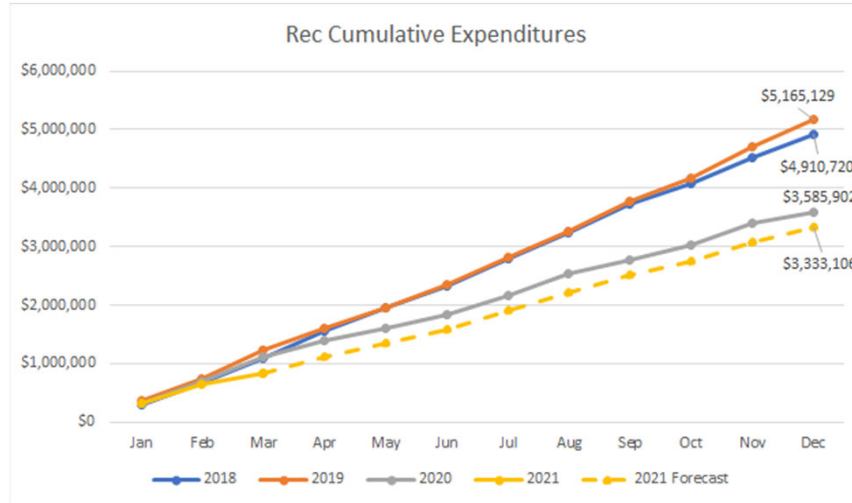
24.5 FTE

	2022 Request	2023 Projection	2024 Projection	2025 Projection	2026 Projection
Administrative	\$1,098,250	\$1,138,510	\$1,180,560	\$1,224,570	\$1,270,610
Aquatics Programming	\$472,860	\$489,840	\$507,530	\$525,940	\$545,120
Ice Programming	\$706,810	\$734,700	\$763,920	\$794,620	\$826,830
Youth Programming	\$497,860	\$516,320	\$535,620	\$555,800	\$576,870
Adult Programming	\$344,650	\$357,120	\$370,150	\$383,700	\$397,830
Facilities Maintenance	\$1,233,840	\$1,270,090	\$1,307,640	\$1,346,560	\$1,386,910
Business Services	\$215,230	\$219,540	\$223,920	\$228,400	\$232,970
Debt Service	\$11,670	\$0	\$0	\$0	\$0
Operating	\$4,581,170	\$4,726,120	\$4,889,340	\$5,059,590	\$5,237,140
Overhead and Transfers Out	\$477,700	\$508,630	\$498,250	\$538,620	\$555,450
Total Uses	\$5,058,870	\$5,234,750	\$5,387,590	\$5,598,210	\$5,792,590
Surplus/(Subsidy)	(\$3,061,130)	(\$2,831,720)	(\$2,734,430)	(\$2,785,620)	(\$2,867,970)
Recovery Rate (Revenue/Expense)	39%	46%	49%	50%	50%
Subsidy (Expenses from CoA funding)	61%	54%	51%	50%	50%

Operating Budget

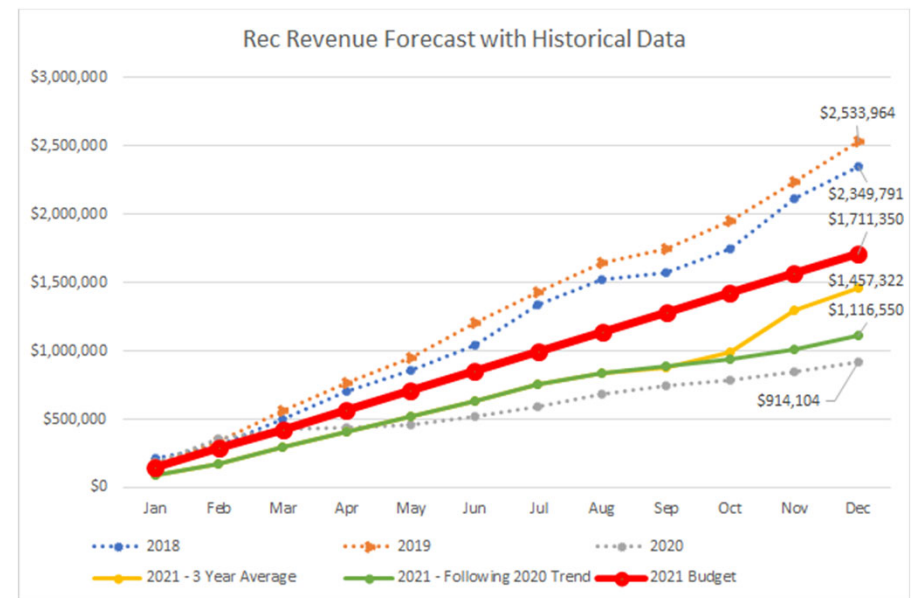
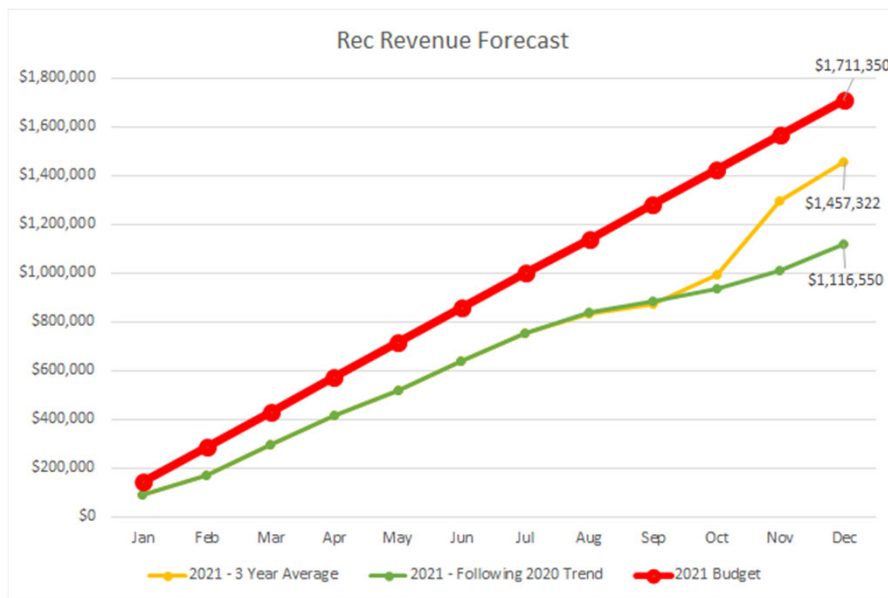


Recreation – 2021 Expenditures



Recreation – 2021 Revenues

Stewardship: Investing in a thriving future for all by balancing social, environmental, and financial responsibilities



2022 Work Plan Highlights

Road Back to Subsidy

Evaluate Expenses & Revenues to Get Back to Subsidy Expectations

Achieve 50% Subsidy by 2024

Increase Fees & Evaluate 3 Main Revenue Areas:
Programs, Memberships, Facility Uses

2022 Work Plan Highlights

Pickleball Facility Design & Construction

Addresses Conditions of Iselin Tennis/Pickleball Courts & Facilities Upgrades

Design & Outreach End of 2021 by City Staff – Construction 2022

Partner with Local Tennis & Pickleball Users for Best User Experience



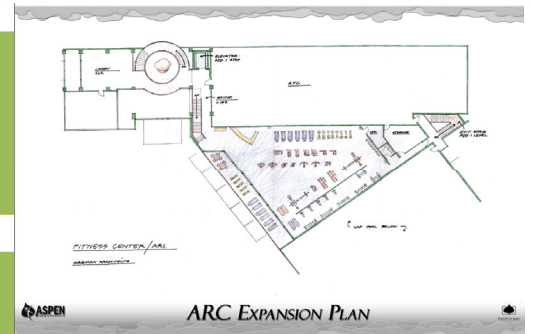
2022 Work Plan Highlights

Facility Master Plan & Implementation

Guide Future Planning for Rec Facilities & Programming – Can Support Sales Tax Reauthorization Preparations

First Quarter of 2022

In-depth Analysis of Rec Facilities & Programs Including Feasibility of Additions to ARC and Ice Garden



2022 Capital Projects

50961 Lewis Ice Arena Roof Repair

- Lewis Ice Arena Roof Has Year-round Leaks – Creates a Safety Issue for Skaters & Reduces Time Available
- Add Secondary Roof On Top of Existing Roof – Reduce Closures & Lower Cost to Maintain
- 2022: Planning & Engineering / 2023 Complete New Roof

Task Level Budget	
Design & Engineering	\$50,000
Hard Construction Cost Total	\$650,000
Project Contingencies	\$50,000

Appropriations by Year	
Prior Years	\$0
2022	\$750,000
Out Years	\$0
Lifetime Budget	\$750,000



Tab 8, 000 Fund, Page 18

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2022 Capital Projects

HVAC System For Red Brick Gym

- HVAC Filtration System in the Peak of Gym Ceiling
- Provides Substantial Savings to Heat & Cool Gym
- Filtered Air Throughout Gym and Climbing Space
- 2022: Planning & Engineering / 2023 Install



Task Level Budget

Design & Engineering	\$20,000
Plan & Permit Fees	\$5,000
Hard Construction Cost Total	\$150,000

Appropriations by Year

Prior Years	\$
2022	\$25,000
Out Years	\$150,000
Lifetime Budget	\$175,000

Tab 8, 000 Fund, Page 19

Recreation – Capital



Fitness & Weight Equipment Replacement

\$80,000



Aspen Recreation Center Plumbing Repairs

\$87,270

Summary

Questions



Work Plan:

- 1) Road Back to Subsidy
- 2) Pickleball Facility Design & Construction
- 3) Facility Master Plan & Implementation



Supplementals: \$0



Capital: \$399,270



2022 BUDGET DEVELOPMENT

Red Brick Center for the Art (001 Fund)

Sarah Roy

OCTOBER 11, 2021

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What We Do: *Create Together*



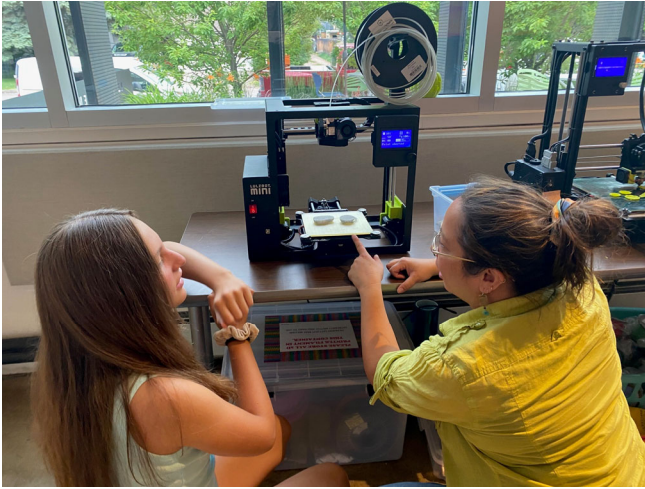
Historic Building & Public Park

Below Market Rent for 12 Working Artists and 8 Nonprofits

Affordable Conference Room & Dance Studio Rentals



What We Do: *Create Together*



Youth & Adult Arts Education



What We Do: *Create Together*

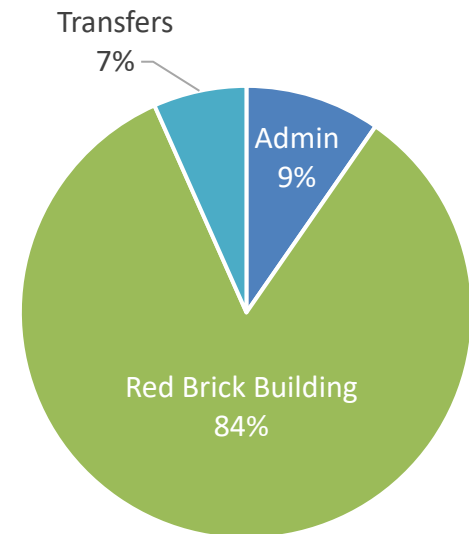


Art Exhibitions & Community Events
Build Community Partnerships

Revenues

	2022 Request	2023 Projection	2024 Projection	2025 Projection	2026 Projection
10010 - General Administrative	\$43,500	\$45,240	\$47,050	\$48,930	\$50,890
11925 - Red Brick Building	\$377,000	\$384,540	\$392,240	\$400,090	\$408,100
Transfers In	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Total Revenues	\$450,500	\$459,780	\$469,290	\$479,020	\$488,990

Wheeler Grants



2022 Proposed Fee Changes



New Art Program Fees Allow Flexibility For New Classes



2% - 4% Increase in Facility Fees

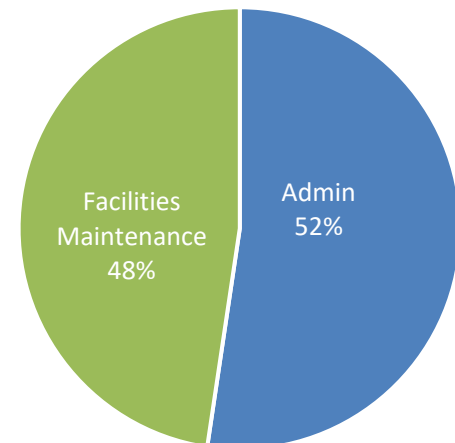
Not Increased in 2020

Expenditures

2.58 FTE

	2022 Request	2023 Projection	2024 Projection	2025 Projection	2026 Projection
Administrative	\$280,280	\$290,070	\$300,240	\$310,870	\$321,960
Facilities					
Maintenance	\$255,000	\$262,820	\$270,970	\$279,410	\$288,220
Operating	\$535,280	\$552,890	\$571,210	\$590,280	\$610,180
Overhead					
Allocations	\$33,600	\$35,240	\$35,410	\$37,280	\$38,420
Total Uses	\$568,880	\$588,130	\$606,620	\$627,560	\$648,600
Surplus/(Subsidy)	(\$118,380)	(\$128,350)	(\$137,330)	(\$148,540)	(\$159,610)
As a Percent of Uses	21%	22%	23%	24%	25%

Operating Budget



2022 Work Plan Highlights

WORK

Cultivate Red Brick Community & Tenant Relations

RESOURCES

Maximize Existing Resources

IMPLEMENT

On-going Core Services

OUTCOME

Center Full of Vitality That Citizens Utilize & Celebrate; Maintain Community Asset

2022 Work Plan Highlights

WORK

Youth & Adult Arts Education

RESOURCES

Align Existing Resources with Community Needs

IMPLEMENT

On-going Core Services

OUTCOME

Place to Learn Through the Arts & Connect with Others

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2022 Work Plan Highlights

WORK

Community Partnerships

RESOURCES

Maximize Existing Resources

IMPLEMENT

On-going Core Service

OUTCOME

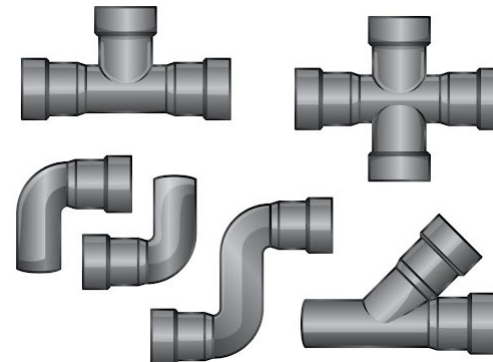
Maximize Outreach & Impact in the Community

2022 Capital Projects

40021 – Sewer Maintenance

- Several Sanitary Sewer Issues at the Facility
- Repairs in Several Phases – Most Pressing Repairs in 2022

Task Level Budget	
Hard Construction Cost Total	\$165,000
Appropriations by Year	
Prior Years	\$0
2022	\$165,000
Out Years	\$0
Lifetime Budget	\$165,000



Summary





2022 BUDGET DEVELOPMENT

General Fund Wrap-up

Pete Strecker, Finance Director

OCTOBER 11, 2021

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