



CITY OF **ASPEN**

2024 Proposed Budget



PROPOSED OPERATING & CAPITAL BUDGET



CITY OF ASPEN

TABLE OF CONTENTS

- 1** BUDGET TRANSMITTAL LETTER & OVERVIEW
- 2** BUDGET REVIEW CALENDAR
- 3** SUPPLEMENTAL REQUESTS
- 4** FULL-TIME EQUIVALENTS (STAFFING)
- 5** CAPITAL SUMMARY
- 6** PROPOSED FEE CHANGES
- 7** FINANCIAL & INVESTMENT POLICIES
- 8** CITY OF ASPEN FUND LONG-RANGE PLANS AND CAPITAL PLANS
- 9** COMPONENT UNIT FUNDS LONG-RANGE PLANS AND CAPITAL PLANS
- 10**



September 25, 2023

Dear City Council,

In June 2023, Aspen City Council adopted six goals to direct priorities for 2023-2025, and to guide the actions of Council and City Administration in budgeting and programming initiatives. These six goals center around mobility, affordable housing, community building and health, customer-focused government, protecting our environment, and prioritization of infrastructure and maintenance for aging facilities. The 2024 annual budget proposal has been crafted with Council's goals in mind, as well as consideration of national, state, and local economic outlooks for the upcoming year. We continue to face challenges that impact our tourist-based economy, such as high inflation and labor shortages which can dampen economic activity. These challenges, coupled with an intensification of existing hurdles such as limited affordable housing, childcare and adverse climate impacts have made the upcoming economic environment less predictable. Therefore, I am forecasting conservative revenue growth of 2.3%, following the robust post-Covid revenue rebound experienced in 2021 and 2022.

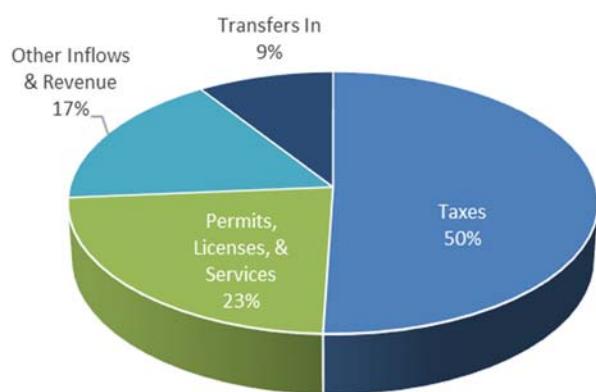
The City is steadfast in its commitment in providing residents and visitors exceptional levels of services. This proposed 2024 budget, with net requested appropriations of \$154,141,211 is my recommendation to support the world class experiences that residents and visitors alike seek as they live and visit our community, and I look forward to discussing this with you further in the coming month.

	2023 Orig. Budget	2024 Budget	\$ Change	% Change
Revenues	\$186,656,267	\$191,032,576	\$4,376,309	2.3%
On-Going Ops Budget (Base)	\$90,769,020	\$99,109,411	\$8,340,391	9.2%
One-Time/New Supplementals	\$3,505,510	\$2,983,200	(\$522,310)	(14.9%)
Total Operating	\$94,274,530	\$102,092,611	\$7,818,081	8.3%
Capital Outlay	\$40,412,340	\$45,638,230	\$5,225,890	12.9%
Debt Service	\$6,465,590	\$6,410,370	(\$55,220)	(0.9%)
Net Appropriations	\$141,152,460	\$154,141,211	\$12,988,751	9.2%
Transfers	\$30,900,450	\$31,309,050	\$408,600	1.3%
Total Appropriations	\$172,052,910	\$185,450,261	\$13,397,351	7.8%
Ending Fund Balance	\$222,316,887	\$254,534,328	\$32,217,441	14.5%

Budget highlights supporting Council goals include \$14.25 million for implementation of phase zero of the Lumberryard affordable housing project, bringing the community closer to the development of 277 additional affordable housing units. The budget prioritizes and supports maintaining City assets through multiple capital projects including \$3.8 million for the preservation of the historic Powerhouse building, \$3.6 million for water treatment facility improvements, \$2.6 million for electrical grid circuit replacement, \$1.5 million for stormwater / sewer improvements to name a few larger ticket items. There are also investments into environmental stewardship, with greater investment in electrification of the City's fleet, \$450,000 in capital energy efficiency improvements at the Animal Shelter in a joint project with Pitkin County, supplemental requests for additional staff support in Climate Action and furthering the Building IQ program with another \$300,000 engagement with CORE, to name a few. My budget proposal begins funding significant mobility improvements with an initial \$300,000 for improved parking management in the core business district, \$776,000 for various pedestrian connectivity and ADA improvements, and a \$640,000 investment in replacement of rolling capital for transportation. Finally, this budget proposal nods to Council's community building and health goal in recommending another \$920,000 to further develop the long-term plan for a remodeled Armory building that is reflective of community desires.

It is important to note the recent high-inflation / cost-escalation environment and region-wide labor shortages have influenced how and what the City anticipates it can complete in the coming year, after experiencing these challenges in 2022 and 2023. We continue to review operating costs and capital plans to make sure that we are focused on core services and projects. It has also meant that some more discretionary projects have moved out to future years to prioritize life safety or high impact projects in the near term.

The City has been very conservative over the past several years in the automatic budget increases we applied to departmental base budgets for goods and services. This year the budget for each department includes a 2.5% increase for goods and services, but in many cases, this was simply not enough to meet the increased costs necessary to operate facilities. In those cases, the proposed budget includes increased supplemental funding where no other options were available for cost cutting or reallocation of existing authority.



Revenues

Taxes make up roughly half of the City's overall revenue receipts. The majority of these sources have voter approval that mandate specific application of the collected funds, including: transportation, stormwater, affordable housing, childcare, education, and parks and open space. The two taxing sources with broad allowance are limited to the City's general purpose property tax and the City's share of the Pitkin County 2.0% sales tax – these tax revenues are generally applied to costs

centers that do not have revenue generation, such as administrative overhead departments, policing functions, streets management, and asset / engineering functions beyond development review services, and towards maintenance of city buildings and infrastructure.

Sales, Lodging, and STR Taxes

Given the level of uncertainty around a “soft landing” with the Feds maintaining higher interest rates today in its effort to cool the economy, the geo-political risks tied to the Ukrainian – Russian war, and the potential political showdown happening at the national level in our own country, projections around tax receipts for 2024 are challenging. With that, the City continues to take a conservative stance on forecasting tax collections next year. Thus, early projections for the City’s 2.4% sales tax for 2024 anticipate this revenue source growing at a modest 1.8% over projected 2023 collections, that are currently forecast to be essentially flat to 2022.

The City’s 2.0% lodging tax, dedicated to transportation and tourism promotion, is also budgeted conservatively, with 1.0% growth over 2023 forecasted receipts. With nightly room rates holding near all-time highs, the local lodging price point is believed to be highly prohibitive to the drive-up tourism market which might be needed for this winter’s success (as the Australian market struggles to afford the currency exchange rate and high prices demanded in the US market). It is important to note that this industry also reflects one of the anchor sectors of the local economy; and thus, also drives some of the muted growth in the sales tax projections noted above.

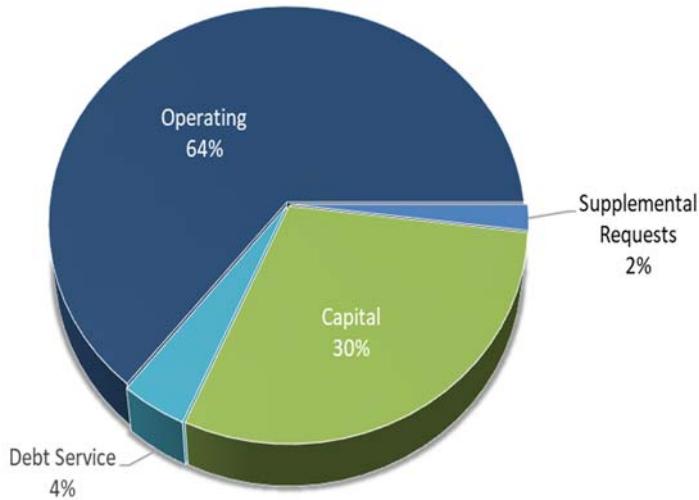
Finally, the newly adopted short-term rental excise tax was approved by voters in November 2022, with collections beginning this past May. Initial estimates of \$4.1 million for a partial collection year (2023) and \$7.9 million for 2024 are anticipated, to be utilized under voter direction for affordable housing, the environment, and capital maintenance and repair.

Mill Levy

The City has two separate mill levies: a general-purpose levy set by a maximum of 5.410 mills, and a dedicated Stormwater mill levy subject to a maximum 0.650 mills. The general-purpose mill levy remains subject to TABOR revenue limitations; and as such, the mill levy is set to generate revenue equal to the prior year’s collections plus changes for inflation and new construction. Preliminary assessment values by the County have not been received as of the publication of this document so the 2024 budget is currently set to equal the original 2024 forecast in our long-range plan. With this, Council will be briefed once preliminary estimates become available from the County Assessor and staff will look for direction on how to proceed with modeling these sources.

Real Estate Transfer Tax (RETTs)

The City assesses two real estate transfer taxes for the benefit of the Arts and Culture Fund and the Housing Development Fund. Real estate transactions spiked in 2021, then retreated slightly in 2022 and are more pronounced in 2023 as years with large transaction activity tend to cannibalize today’s markets. In the current 2023 market, sales volume is down considerably, but has been propped up partially by one-time large sales. With that, both 2023 and 2024 planning years have assumed these sources to be down about 25% from 2022 collections.

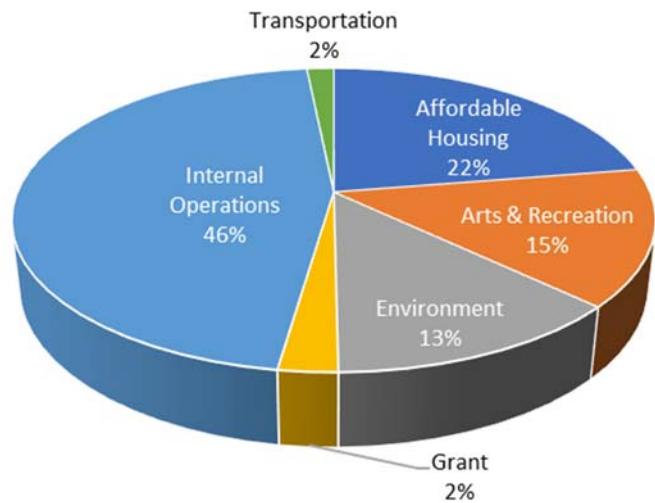


Operating Expenditures

The proposed 2024 operating budget of \$102,092,611 reflects an 8.3% increase over the originally adopted 2023 budget. The base funding (resources to support existing service levels) makes up 64% of the total budget request. This provides for a 2.5% price escalation for goods and services; increased wages and benefits for current staffing levels; and incorporates recently approved Council action items like the Ridgway hydroelectric power purchase (\$800K), "Downtowner" funding (\$100K) and cost escalation on existing agreements like RFTA and CIRSA (\$600K).

The proposed budget includes new "supplemental" requests, or decision items, for the Council to also consider. These isolated requests reflect areas where cost escalation exceeded inflationary targets and/or are areas where program expansion or increased staffing are sought to address customer service levels or expanded regulation. Because these requests often add to existing service levels, these requests are itemized out from the rest of the budget, for specific Council approval. In total, the proposed budget includes \$2,983,200 in supplemental requests (a 2% increase to the overall budget), of which \$1.6 million are on-going in nature. Details on each request can be found in the Supplemental section of this document.

2024 Supplemental Requests



Focus Area	Authority	Short Title
Affordable Housing	\$669,800	Affordable Housing Strategic Planning Implementation APCHA Housing Subsidy Affordable Housing Buy Down Forest Service Housing Partnership
Arts, Recreation, and Open Space	\$432,900	Recreation Utilities Cost Increase Golf Course Superintendent (net zero FTE change) Wildlife Coordinator (1.0 FTE) Natural Resources Manager (1.0 FTE) Trail Maintenance Tree Inventory Management

Focus Area	Authority	Short Title
		Administrative Coordinator (1.0 FTE)
Environment	\$381,380	Sustainability Analyst (1.0 FTE) Building IQ
Grants	\$75,000	Grants Program: HHS Capacity Building Services
Internal Operations	\$1,372,470	2024 One-Time PTO Cashout Deputy Public Works Director (1.0 FTE) Comprehensive Accessibility and Equity Roadmap Prof. Translation Services & Ongoing Multilingual Support Strategy Management Enterprise Software Certified Public Manager Training Program Administrative Specialist (1.0 FTE) Capital Asset Manager (1.0 FTE) City of Aspen Employee Appreciation Events City Hall Operating Budget Increase STR Program Support Specialist (1.0 FTE) Software Hosting Increase Police Officer I (1.0 FTE) IT Cyber Security Administrator (1.0 FTE) Mobile Device Management
Transportation	\$48,000	Rubey Park Property Management
Total Supplements	\$2,983,200	10.0 FTE

Capital Expenditures

The 2024 proposed budget continues our focus on the development, completion, and maintenance of affordable housing for the community and workforce with over \$16.6 million in appropriations, with lifetime project values still TBD as the Lumberyard project moves forward. Other notable items include over \$13 million in appropriations towards City infrastructure preservation and improvements to buildings, electrical and water utilities, stormwater, plus numerous parks, transit and safety related projects. Projects with a lifetime budget greater than \$250,000 have major project slides that include task level budgets and project highlights. All capital projects and capital maintenance have detailed descriptions available in the five-year capital plan.

Fund	Capital Project	2024 Appropriation	Lifetime Budget
Affordable Housing	Lumber Yard Housing Development - Phase 0	\$14,250,000	\$14,250,000
Asset Mgmt Plan	Old Powerhouse Preservation Project	\$3,845,000	\$4,445,000
Water Utility	Water Treatment Facility Improvements	\$3,600,000	\$15,392,000
Parks & Open Space	Parks Site Interior	\$3,100,000	\$3,500,000
Electric Utility	Paepcke Park to City Market Circuit Replacement	\$2,550,000	\$2,550,000
Employee Housing	Main Street Cabin Housing	\$2,409,750	\$2,724,750
Asset Mgmt Plan	Fleet – 2024	\$1,144,000	\$1,144,000

Fund	Capital Project	2024 Appropriation	Lifetime Budget
Asset Mgmt Plan	Armory Remodel & Reuse Long-Term Plan	\$920,000	\$1,020,000
Asset Mgmt Plan	Red Brick Storm Improvements on Hallam Street	\$760,000	\$760,000
Stormwater	Garmisch Street Pipe Repair and Replacement	\$700,000	\$2,261,557
Asset Mgmt Plan	Concrete and ADA Pedestrian Improvements – 2024	\$656,000	\$656,000
Housing	Building Envelope Improvements & Water Proofing	\$640,000	\$800,000
Transportation	Shuttle Replacement - 2024	\$552,000	\$552,000
Asset Mgmt Plan	Animal Shelter - Energy Efficiency Upgrades	\$450,000	\$500,000
Asset Mgmt Plan	HWY 82 Efficiency Planning	\$400,000	\$400,000
Parks & Open Space	AIG Cooling Tower replacement	\$375,000	\$375,000
Asset Mgmt Plan	Hyman Improvements	\$350,000	\$350,000
Parks & Open Space	Maroon Creek Road Trail - Construction	\$315,000	\$4,565,000
Parking	Downtown Core Parking Improvements	\$300,000	\$1,900,000
Wheeler	Theatre Sound System Replacement	\$290,000	\$500,000
Parks	AABC to Brush Creek P&R Trail Connection Contrib.	\$250,000	\$4,250,000
	Remaining Projects less than \$250,000	\$5,129,220	\$14,383,030
	Capital Maintenance	\$2,652,260	\$27,035,830
Total Capital		\$45,638,230	\$104,314,167

Summary

The proposed budget is one centered in our values as an organization, that of service, partnership, stewardship, and innovation. These values further overlay the central focus provided by Council goals to set the expectations for delivering the core services sought by the community. I look forward to working with the Council over the coming month as we make decisions about how this proposed spending plan meets the needs for Aspen to thrive.

Sincerely,

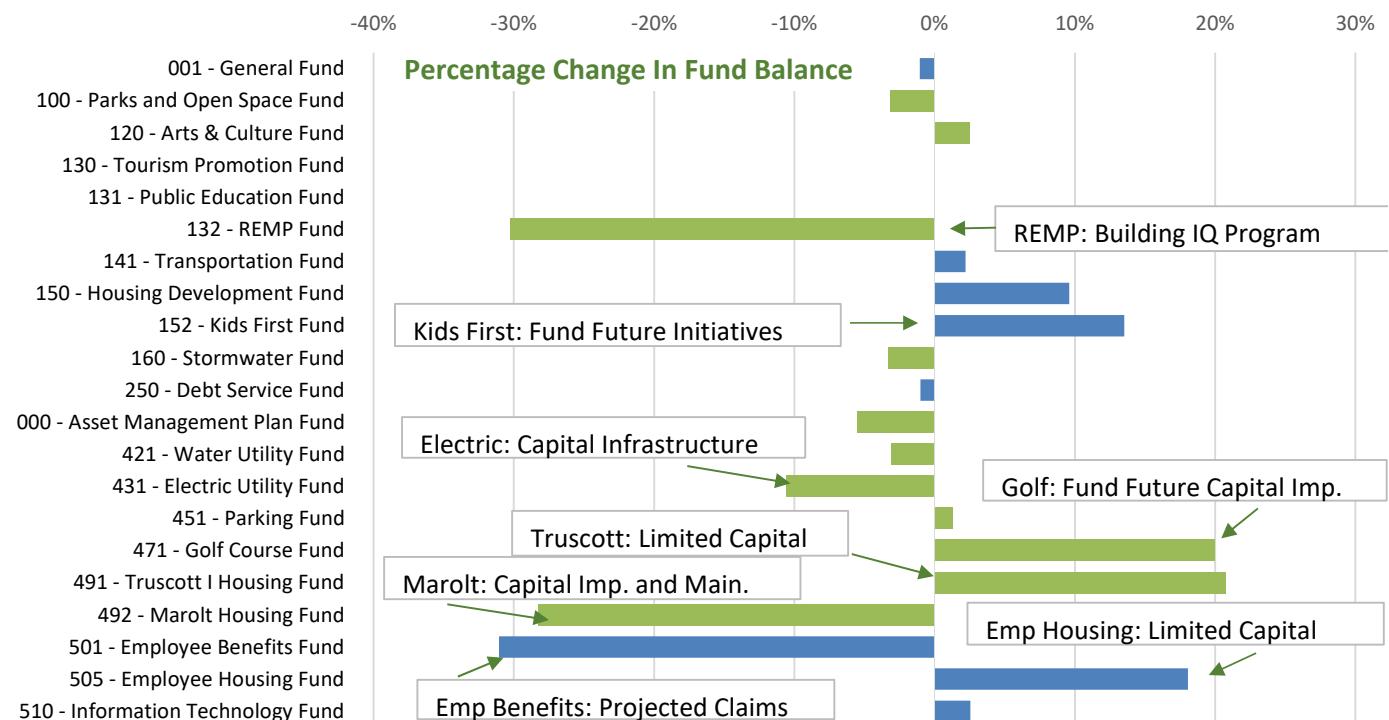


Sara Ott
Aspen City Manager



2024 Appropriation by Fund

Fund Name	Opening Balance	Revenues	Expenditures	Ending Balance	\$ Change in Fund Balance	% Change in Fund Balance
001 - General Fund	\$35,675,570	\$47,116,370	\$47,495,555	\$35,296,385	(\$379,185)	(1.1%)
100 - Parks and Open Space Fund	\$10,820,547	\$21,013,300	\$21,360,274	\$10,473,573	(\$346,974)	(3.2%)
120 - Arts & Culture Fund	\$46,454,854	\$9,422,740	\$8,241,541	\$47,636,053	\$1,181,199	2.5%
130 - Tourism Promotion Fund	\$287,921	\$4,557,828	\$4,545,750	\$299,999	\$12,078	0.0%
131 - Public Education Fund	\$0	\$4,485,360	\$4,485,360	\$0	\$0	0.0%
132 - REMP Fund	\$2,112,782	\$876,400	\$1,516,900	\$1,472,282	(\$640,500)	(30.3%)
141 - Transportation Fund	\$22,385,260	\$6,542,250	\$6,050,166	\$22,877,344	\$492,084	2.2%
150 - Housing Development Fund	\$63,375,936	\$23,109,000	\$17,027,598	\$69,457,338	\$6,081,402	9.6%
152 - Kids First Fund	\$7,264,928	\$4,532,200	\$3,549,582	\$8,247,546	\$982,618	13.5%
160 - Stormwater Fund	\$2,484,944	\$1,843,800	\$1,926,735	\$2,402,009	(\$82,935)	(3.3%)
250 - Debt Service Fund	\$305,865	\$6,052,870	\$6,055,970	\$302,765	(\$3,100)	(1.0%)
000 - Asset Management Plan Fund	\$26,705,817	\$8,631,656	\$10,100,370	\$25,237,103	(\$1,468,714)	(5.5%)
421 - Water Utility Fund	\$8,894,030	\$12,454,020	\$12,731,044	\$8,617,006	(\$277,024)	(3.1%)
431 - Electric Utility Fund	\$5,605,303	\$14,024,300	\$14,619,558	\$5,010,045	(\$595,258)	(10.6%)
451 - Parking Fund	\$5,063,015	\$4,923,500	\$4,856,239	\$5,130,276	\$67,261	1.3%
471 - Golf Course Fund	\$1,441,054	\$3,323,372	\$3,035,153	\$1,729,273	\$288,219	20.0%
491 - Truscott I Housing Fund	\$888,369	\$1,521,850	\$1,337,406	\$1,072,813	\$184,444	20.8%
492 - Marolt Housing Fund	\$1,763,608	\$1,697,460	\$2,195,586	\$1,265,482	(\$498,126)	(28.2%)
501 - Employee Benefits Fund	\$1,392,490	\$7,492,900	\$7,925,400	\$959,990	(\$432,500)	(31.1%)
505 - Employee Housing Fund	\$5,569,386	\$4,156,800	\$3,151,220	\$6,574,966	\$1,005,580	18.1%
510 - Information Technology Fund	\$460,334	\$3,254,600	\$3,242,854	\$472,080	\$11,746	2.6%
Total Gross Appropriations	\$248,952,013	\$191,032,576	\$185,450,261	\$254,534,328	\$5,582,315	2.2%
Transfers		(\$31,309,050)	(\$31,309,050)			
Total Net Appropriations		\$159,723,526	\$154,141,211			





2022 - 2024 Appropriations by Fund & Type

Fund Name	Revenues			Expenditures		
	2022	2023	2024	2022	2023	2024
001 - General Fund	\$40,579,371	\$44,289,750	\$47,116,370	\$40,811,724	\$44,228,400	\$47,495,555
Subtotal General Gov't Funds	\$40,579,371	\$44,289,750	\$47,116,370	\$40,811,724	\$44,228,400	\$47,495,555
100 - Parks and Open Space Fund	\$15,805,550	\$19,392,960	\$21,013,300	\$14,835,390	\$24,461,710	\$21,360,274
120 - Arts & Culture Fund	\$5,442,490	\$6,383,940	\$9,422,740	\$5,915,930	\$12,124,940	\$8,241,541
130 - Tourism Promotion Fund	\$3,083,500	\$4,095,250	\$4,557,828	\$3,083,500	\$3,995,250	\$4,545,750
131 - Public Education Fund	\$3,439,700	\$4,317,120	\$4,485,360	\$3,439,700	\$4,317,120	\$4,485,360
132 - REMP Fund	\$828,000	\$800,000	\$876,400	\$1,370,900	\$1,480,600	\$1,516,900
141 - Transportation Fund	\$5,541,500	\$6,012,850	\$6,542,250	\$4,228,790	\$5,127,230	\$6,050,166
150 - Housing Development Fund	\$25,174,880	\$33,710,060	\$23,109,000	\$33,292,260	\$5,498,090	\$17,027,598
152 - Kids First Fund	\$2,654,760	\$4,165,150	\$4,532,200	\$2,538,760	\$4,076,290	\$3,549,582
160 - Stormwater Fund	\$1,629,523	\$3,613,410	\$1,843,800	\$964,500	\$4,489,600	\$1,926,735
Subtotal Special Revenue Funds	\$63,599,903	\$82,490,740	\$76,382,878	\$69,669,730	\$65,570,830	\$68,703,904
250 - Debt Service Fund	\$6,147,025	\$6,225,867	\$6,052,870	\$6,143,025	\$6,050,120	\$6,055,970
Subtotal Debt Service Fund	\$6,147,025	\$6,225,867	\$6,052,870	\$6,143,025	\$6,050,120	\$6,055,970
000 - Asset Management Plan Fund	\$4,107,264	\$5,856,600	\$8,631,656	\$6,471,745	\$8,503,410	\$10,100,370
Subtotal Capital Fund	\$4,107,264	\$5,856,600	\$8,631,656	\$6,471,745	\$8,503,410	\$10,100,370
421 - Water Utility Fund	\$11,110,500	\$12,127,120	\$12,454,020	\$12,537,233	\$12,830,280	\$12,731,044
431 - Electric Utility Fund	\$10,943,900	\$11,422,640	\$14,024,300	\$12,313,295	\$12,768,150	\$14,619,558
451 - Parking Fund	\$4,146,270	\$4,302,770	\$4,923,500	\$5,077,870	\$4,527,220	\$4,856,239
471 - Golf Course Fund	\$2,553,700	\$3,023,200	\$3,323,372	\$2,879,220	\$3,229,090	\$3,035,153
491 - Truscott I Housing Fund	\$1,456,210	\$1,462,210	\$1,521,850	\$1,243,320	\$1,585,800	\$1,337,406
492 - Marolt Housing Fund	\$1,302,000	\$1,609,560	\$1,697,460	\$1,458,180	\$1,840,590	\$2,195,586
Subtotal Enterprise Funds	\$31,512,580	\$33,947,500	\$37,944,502	\$35,509,118	\$36,781,130	\$38,774,987
501 - Employee Benefits Fund	\$6,060,200	\$6,731,400	\$7,492,900	\$6,170,800	\$6,377,930	\$7,925,400
505 - Employee Housing Fund	\$2,943,850	\$3,844,200	\$4,156,800	\$1,546,640	\$1,255,630	\$3,151,220
510 - Information Technology Func	\$2,312,800	\$3,270,210	\$3,254,600	\$2,179,920	\$3,285,460	\$3,242,854
Subtotal Internal Service Funds	\$11,316,850	\$13,845,810	\$14,904,300	\$9,897,360	\$10,919,020	\$14,319,474
Total All Funds	\$157,262,993	\$186,656,267	\$191,032,576	\$168,502,701	\$172,052,910	\$185,450,261
Transfers	\$26,096,840	\$30,900,450	\$31,309,050	\$26,096,840	\$30,900,450	\$31,309,050
Total Net Appropriations	\$131,166,154	\$155,755,817	\$159,723,526	\$142,405,862	\$141,152,460	\$154,141,211

2022 - 2024 Net Appropriations

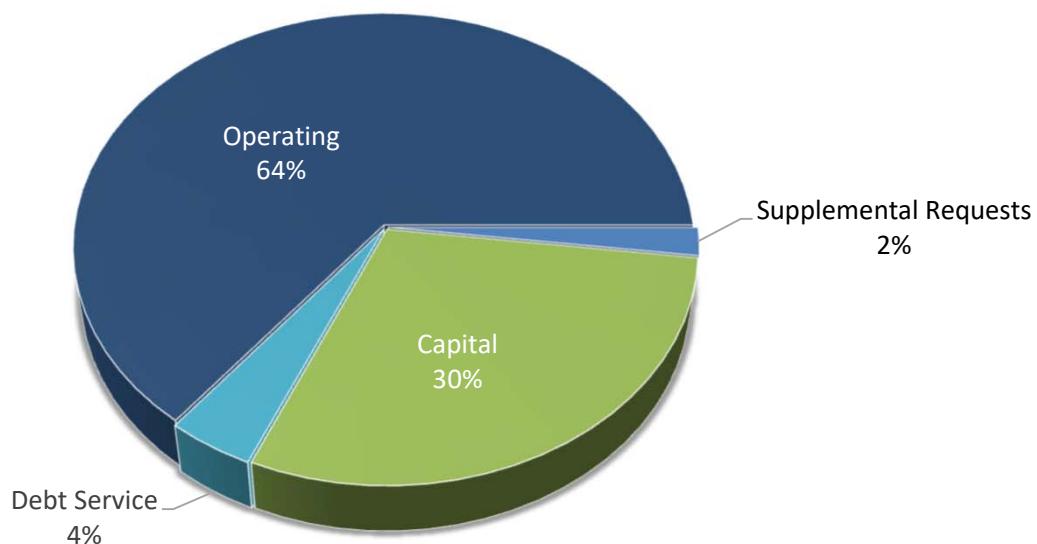




2024 Net Appropriations By Fund

Fund Name	Operating	Supplemental Requests	Capital	Debt Service	Net Appropriations
001 - General Fund	\$39,881,738	\$1,251,487	\$0	\$0	\$41,133,225
100 - Parks and Open Space Fund	\$8,417,544	\$304,160	\$6,275,450	\$0	\$14,997,154
120 - Arts & Culture Fund	\$6,245,971	\$102,870	\$745,000	\$0	\$7,093,841
130 - Tourism Promotion Fund	\$4,545,750	\$0	\$0	\$0	\$4,545,750
131 - Public Education Fund	\$4,485,360	\$0	\$0	\$0	\$4,485,360
132 - REMP Fund	\$850,000	\$300,000	\$0	\$0	\$1,150,000
141 - Transportation Fund	\$4,528,876	\$55,100	\$748,600	\$0	\$5,332,576
150 - Housing Development Fund	\$1,175,598	\$598,450	\$14,250,000	\$0	\$16,024,048
152 - Kids First Fund	\$3,058,942	\$0	\$0	\$0	\$3,058,942
160 - Stormwater Fund	\$762,145	\$1,770	\$700,000	\$0	\$1,463,915
250 - Debt Service Fund	\$0	\$0	\$0	\$6,055,970	\$6,055,970
000 - Asset Management Plan Fund	\$108,770	\$0	\$9,676,600	\$0	\$9,785,370
421 - Water Utility Fund	\$5,651,889	\$33,255	\$4,394,300	\$0	\$10,079,444
431 - Electric Utility Fund	\$9,369,523	\$33,335	\$3,244,500	\$354,400	\$13,001,758
451 - Parking Fund	\$2,428,169	\$13,170	\$730,200	\$0	\$3,171,539
471 - Golf Course Fund	\$2,395,160	\$54,793	\$226,600	\$0	\$2,676,553
491 - Truscott I Housing Fund	\$750,286	\$650	\$189,470	\$0	\$940,406
492 - Marolt Housing Fund	\$618,966	\$620	\$798,000	\$0	\$1,417,586
501 - Employee Benefits Fund	\$1,787,400	\$0	\$0	\$0	\$1,787,400
505 - Employee Housing Fund	\$198,470	\$75,000	\$2,877,750	\$0	\$3,151,220
510 - Information Technology Fund	\$1,848,854	\$158,540	\$781,760	\$0	\$2,789,154
Total Net Appropriations	\$99,109,411	\$2,983,200	\$45,638,230	\$6,410,370	\$154,141,211

2024 Net Appropriations by Type





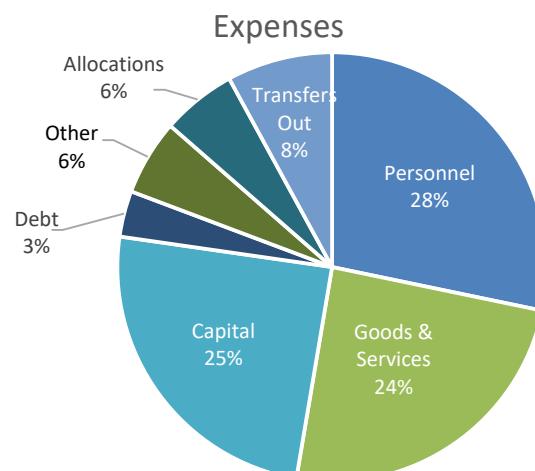
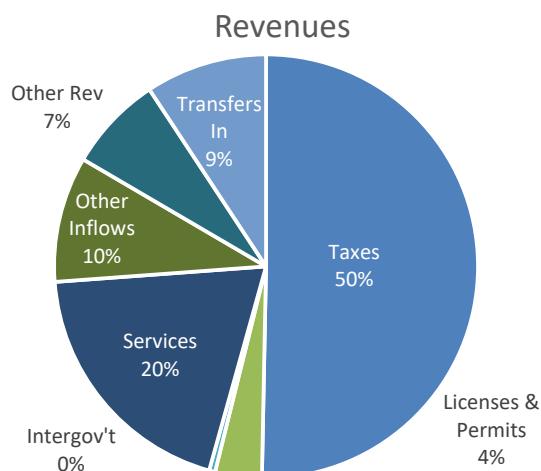
2022 - 2024 Revenue and Expenditure by Category

Revenue by Category

	2022	2023	2024
41100 - General Property Taxes	\$9,766,079	\$10,262,730	\$10,734,100
41210 - County Sales Tax	\$14,166,000	\$17,458,000	\$17,913,000
41220 - City Sales Tax	\$20,063,400	\$25,194,400	\$26,135,200
41240 - Lodging Tax	\$4,110,000	\$5,327,000	\$6,460,000
41260 - Public Education Sales Tax	\$3,439,700	\$4,317,120	\$4,485,360
41280 - City Tobacco Tax	\$429,100	\$350,000	\$305,000
41800 - Other Taxes	\$1,626,900	\$1,687,470	\$1,772,000
41300 - Selective Sales and Use Taxes	\$1,200,000	\$1,200,000	\$1,000,000
41400 - Total Real Estate Transfer Tax	\$12,000,000	\$15,000,000	\$19,400,000
41500 - City excise tax	\$0	\$0	\$7,900,000
41000 - General Revenue (Taxes)	\$66,801,179	\$80,796,720	\$96,104,660
42000 - Licenses and Permits	\$7,228,300	\$7,309,430	\$6,819,630
43000 - Intergovernmental Revenues	\$926,630	\$2,731,850	\$860,190
44000 - Charges for Services	\$44,858,060	\$54,205,070	\$37,256,042
45000 - Other Inflows	\$13,281,000	\$14,984,720	\$18,336,626
46000 - Other Revenue Sources	\$8,469,885	\$7,753,627	\$13,931,278
64010 - General Transfers In	\$15,697,940	\$18,874,850	\$17,724,150
Total Gross Revenue	\$157,262,993	\$186,656,267	\$191,032,576

Expenditure by Category

	2022	2023	2024
51000 - Personnel Services	\$42,865,084	\$47,256,890	\$52,406,947
52000 - Purchased Professional And Technical Services	\$7,182,070	\$8,828,770	\$9,632,077
53000 - Purchased-Property Services	\$2,889,880	\$3,266,570	\$3,137,877
54000 - Other Purchased Services	\$15,571,810	\$16,336,790	\$19,773,178
55000 - Supplies	\$3,491,570	\$3,748,360	\$3,836,111
56000 - Utilities	\$7,346,000	\$7,720,710	\$8,892,912
57000 - Property	\$53,108,255	\$40,412,340	\$45,638,230
58000 - Debt	\$6,564,870	\$6,465,590	\$6,410,370
59000 - Other Outflows	\$8,408,323	\$12,786,440	\$10,551,509
61100 - Allocations	\$7,331,800	\$9,373,400	\$10,432,200
65010 - General Transfers Out	\$13,743,040	\$15,857,050	\$14,738,850
Total Gross Expenditures	\$168,502,701	\$172,052,910	\$185,450,261



SERVING OUR COMMUNITY

MISSION

To engage with positive civil dialogue, provide the highest quality innovative and efficient municipal services, steward the natural environment, and support a healthy and sustainable community for the benefit of future generations with respect for the work of our predecessors.

VALUES



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

Partnership: Our impact is greater together.

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

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

STRATEGIC FOCUS AREAS



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.

CITY COUNCIL GOALS



Community Building and Health

Strengthen the quality of life and well-being of residents and promote commercial vitality of locally focused businesses.



Prioritize Infrastructure and Maintenance for Aging Facilities

To continue to provide efficient and reliable water, stormwater, and electrical services; safe roads and bridges; and ADA-accessible pedestrian improvements for the community, the city commits to prioritizing and advancing infrastructure projects.



Mobility

Improve and expand our efficient, multi-modal, and integrated transportation system to reduce vehicle miles traveled (VMT) and air pollution.



Affordable Housing

To create a sustainable and thriving affordable housing community, the Council will assess, plan, partner, and allocate resources for development and upkeep, ensuring high quality and affordability.



Protect Our Environment

Take meaningful action by reducing Aspen's greenhouse gas emissions to scientifically proven levels that limit global temperature change, while also supporting community resilience against climate change and natural disasters.



Customer-Focused Government

To provide essential services, the city of Aspen prioritizes maintaining strong relationships with residents, businesses, and visitors, striving for continuous improvement in customer service and processes.

Calendar for 2024 Budget Review and Adoption

Council Review Meetings	Scheduled Topics / Funds
Monday, October 2	Finance; Mayor and Council; Clerk; Manager's Office; Human Resources; Attorney; Asset; Information Technology; Employee Housing and Benefits
Tuesday, October 3	Streets; Engineering; Stormwater; Parking and Transportation
Monday, October 9	Recreation; Events; ComDev (with EH); Police; GF Wrap-Up and REMP
Monday, October 16	Housing Development; Water and Electric
Tuesday, October 17	Kids First; Wheeler; Red Brick Arts; Parks; Golf; Tourism Promotion; Public Education and Debt Service
Monday, October 30	Truscott; Marolt; APCHA; Smuggler; Truscott II; Aspen Country Inn and Aspen Mini Storage

Adoption Meetings	Scheduled Topics
Tuesday, November 14	1 st Reading of Fee Ordinance & Budget Resolutions
Tuesday, November 28	2 nd Reading of Fee Ordinance (desired adoption by Dec 1), Mill Levy Resolution (mandatory certification by Dec 15)*

* If figures are not available in time for a November 29 mill levy adoption, anticipate adoption by the last regular meeting on Tuesday, December 12.



2024 Supplemental Requests

	FTE	On-going	One-time
001 - General Fund	5.70	867,827	499,100
112 - Mayor and Council	0.00	55,000	75,000
Grants Program: HHS Capacity Building Services			75,000
City of Aspen Employee Appreciation Events		55,000	
114 - Managers Office	1.00	88,000	408,850
All City Funds, 2024 One-Time PTO Cashout			227,200
Deputy Public Works Director (Termed)	1.00		106,650
Comprehensive Accessibility and Equity Roadmap			75,000
Professional Translation Services & Ongoing Multilingual Support		28,000	
Strategy Management Enterprise Software		60,000	
115 - Human Resources	0.00	16,500	-
Certified Public Manager Program		16,500	
117 - Finance	1.00	60,000	-
Administrative Specialist	1.00	60,000	
119 - Asset Management	1.00	295,550	2,850
Capital Asset Manager	1.00	185,550	2,850
City Hall Ops Budget Increase		110,000	
122 - Planning	1.00	111,170	2,600
STR Program Support Specialist	1.00	111,170	2,600
123 - Building	0.00	42,500	-
Software Hosting Increase		42,500	
221 - Police	1.00	130,540	7,200
Police Officer I	1.00	130,540	7,200
325 - Climate Action	1.00	78,780	2,600
Sustainability Analyst	1.00	78,780	2,600
542 - Recreation	-0.30	(10,213)	-
Recreation Utilities Operating Cost Increase		35,000	
Golf Course Superintendent	-0.30	(45,213)	



2024 Supplemental Requests

	FTE	On-going	One-time
100 - Parks and Open Space Fund	2.00	291,350	7,200
Wildlife Coordinator	1.00	114,580	4,100
Natural Resources Manager	1.00	132,270	3,100
Trail Maintenance (temp/seasonal)		28,000	
Tree Inventory Management		16,500	
120 - Arts and Culture Fund	1.00	96,750	2,600
552 - Red Brick Arts	1.00	96,750	2,600
Administrative Coordinator	1.00	96,750	2,600
132 - REMP Fund	0.00	-	300,000
Building IQ			300,000
141 - Transportation Fund	0.00	48,000	-
Rubey Park Property Management		48,000	
150 - Housing Development Fund	0.00	98,450	500,000
Affordable Housing Strategic Planning Implementation		32,000	50,000
APCHA Housing Subsidy		66,450	
Affordable Housing Buy Down			450,000
471 - Golf Fund	0.30	45,213	-
Golf Course Superintendent	0.30	45,213	
505 - Employee Housing Fund	0.00	-	75,000
Forest Service Housing Partnership			75,000
510 - Information Technology Fund	1.00	151,710	-
IT Cyber Security Administrator	1.00	137,310	
Mobile Device Management		14,400	
Grand Total	10.00	1,599,300	1,383,900



2024 Supplemental Requests

001 General Fund - 112 Mayor & Council – Grants Program: Health and Human Services (HHS) Capacity Building Services \$75,000 (One-Time)

What is the Financial Ask?

- Total new expenditure authority requested: \$75,000 (one-time).
- This request is to provide capacity building consulting services to a small cohort of HHS non-profit organizations through the Aspen Grants Program.

Description of The Current Status / Problem / Opportunity (The Why):

The City of Aspen has long supported community Health and Human Services (HHS) non-profits through a primary discretionary grant. The support provided by the primary HHS program-based grant is of vital importance to the day-to-day operations of local HHS non-profits, but does little to support long-term needs of these organizations such as: capacity building through strategic and fiscal planning, coalition building, and operational improvements in conjunction with their Executive Directors and Boards. The short-term challenges faced by area HHS organizations such as staffing, budget, and resource availability preclude many organizations from doing capacity building work to have the greatest long-term community impact possible. Furthermore, the reality of fundraising requires many organizations with similar missions to operate independently instead of collaboratively—when working together would have a greater community impact at a reduced overall cost.

Aspen's HHS organizations have communicated a need for dedicated support to help them be the best community partners they can be. In 2022, Council directed staff to pilot a capacity building grant through the FY23 budget by authorizing a one-time investment of \$75,000 toward these efforts. That funding allowed staff to hire an external consultant with niche expertise in HHS capacity building, Human Service Innovations, LLC (HSI). In 2023, HHS organizations applied to participate in the program and work directly with HSI, which starting this month, is currently assessing each organization in depth, will make recommendations for internal changes and improvements, promote long-term sustainability, and will increase organizational capacity through strategic and operations planning to find new ways to collaborate with similar organizations. By the end of 2023, 3 HHS organizations, including the Executive Director and Board Chair, will go through coaching sessions and workshops in one team-based cohort, resulting in robust strategic and operational action plans, process improvements, performance measurement, and potential structural changes all with a focus on long-term sustainability and impact.

Description of The Proposed Solution (The What):

- Capacity building consulting services provided directly to HHS non-profit organizations through an application process in partnership with Human Service Innovation, LLC in 2024.
- A cohort of three or four HHS non-profit organizations, including the Executive Director and Board Chair, will go through coaching sessions and workshops in 2024 over a six-month period, resulting in robust strategic and operational action plans, process improvements, performance measurement, and potential structural changes all with a focus on long-term sustainability and impact.
- This is a second consecutive one-time request until staff can better gauge the impact and outcome of the pilot currently underway in 2023. After the pilot program is complete in December 2023, staff will assess its results along with the non-profit organizations through an objective survey.



2024 Supplemental Requests

Impacts If Not Approved / Alternatives:

- If not approved, the Strategy & Innovation Office (SIO) will continue operational support to HHS organizations through our primary HHS grant and not pursue or continue capacity building services in 2024.
- The risks to not approving this request is that HHS non-profits in our community could continue to struggle in this area of expressed need.



2024 Supplemental Requests

001 General Fund - 112 Mayor & Council – Employee Appreciation Funding \$55,000 (Ongoing)

What is the Financial Ask?

The City of Aspen holds employee appreciation events throughout the year to thank staff for their hard work on behalf of the City Council and community. This request for an additional \$55,000 within the Council budget would fund such events, such as a winter ski movie and lunch, pancake breakfast, employee picnic, and holiday/winter event.

Description of The Current Status / Problem / Opportunity (The Why):

Historically, the cost of these events has been paid for through savings across a number of budgets (Special Events, the City Manager's Office and Council), however, staff is facing increased usage of funds for Council initiatives, operational costs and less vacancy savings to draw from. This request is for an annual allocation to pay for employee appreciation events that contribute to employee satisfaction and retention.

Description of The Proposed Solution (The What):

These events, some of which had been suspended during the COVID-19 pandemic, represent tradition, opportunities to recognize employees, and gatherings where people throughout the organization can connect. City staff requests an increase in the 'events support' budget authority in the Mayor and Council budget.

Impacts If Not Approved / Alternatives:

If this request is not approved, staff will continue to fund events as there is savings to do so.



2024 Supplemental Requests

001 General Fund - 114 Manager's Office – PTO Cash Out \$227,200 (One-Time)

What is the Financial Ask?

One-time cash out of accrued PTO balances above policy thresholds. Based on current balances and hourly earnings, the estimated financial impact across all City funds, including component unit 600 funds, is a one-time expense of \$233,780. All City funds share is **\$227,200**. (a like ask is also included in the City's component unit funds for APCHA staff of \$6,580).

Description of The Current Status / Problem / Opportunity (The Why):

Pursuant to Section 6.2 of the Employee Policy Manual, employees are eligible to carry over up to 408 hours (patrol officers up to 544 hours) of paid time-off (PTO) that they have accrued and unused in their leave banks at year end. Any hours over this threshold are converted at the end of each year into a separate leave bank for extended sick leave (ESL), at a three-to-one conversion rate.

When an employee separates from the City, the City pays out an employee's earned and unused PTO leave in his/her bank, up to a maximum of 328 hours (464 hours for patrol officers). As the carry over balances are higher than the payout allowances, this variance creates some challenging situations and emotions when an employee separates from employment with the City and does not receive a portion of his/her earned PTO paid out. There are also challenges with the transition of knowledge in those final weeks of service as an employee tries to use his/her PTO balance to bring it down closer to the allowable cash out threshold, in part due to the large balances that are allowed to be carried over annually.

Description of The Proposed Solution (The What):

To bring a consistent cap of hours eligible for carryover from one year to the next relative to the maximum hours compensated upon separation from City employment, staff is recommending cashing out accrued balances over the 328 hours (408 hours for patrol officers due to this staff working all holidays) and to align future carryover allowances to these reduced maximums going forward. Based on current balances and hourly earnings, the estimated financial impact across all City funds is a one-time expense of \$227,200, and \$6,580 for the City's component unit funds. As part of this action, the City is also proposing to adjust the top tier administrative roles within the Police Dept. (Chief and two Assistant Chiefs) to a consistent cap with the rest of the organization (the 328 hours) and to align the cap for other patrol staff down to 464 hours. The end result of this action will then also reduce the liability booked on the City's annual financials by roughly \$50K.



2024 Supplemental Requests

Fund	Sum of Amount
001	165,090
100	5,610
120	3,520
141	7,100
160	1,770
421	6,590
431	6,670
451	13,170
471	9,580
491	650
492	620
510	6,830
620	6,510
622	70
Grand Total	233,780



2024 Supplemental Requests

001 General Fund - 114 Manager's Office – Deputy Public Works Director \$106,650 (1.0 FTE) Term

What is the Financial Request?

The one-time appropriations increase of \$106,650, which includes salary, benefits and supplies. The span of control for the Public Works Director has expanded in recent years to include the following departments: Capital Asset, Engineering (which includes Parking, Transportation, GIS, and Stormwater), Water, Electric, Streets and Fleet, and Housing Development. The administrative, management, and strategic planning duties of this position have grown so that the services of a Deputy Public Works Director are now required. This one-time request is an extension of the request from the 2023 budget, and helps preparation for the day that the current Public Works Director retires.

Why Is This Position or Payroll Adjustment Needed?

Position Summary: Assists the Public Works Director in overseeing the departments listed above, including but not limited to: oversee engineering functions, oversee capital asset management, oversee maintenance of the city's streets and right of ways, develop and build new affordable housing, in a manner that is consistent with the organization's values and mission statement.

- Exercise oversight over some or all of the departments that currently answer to the Public Works Director.
- Direct capital project development and implementation, including: needs analysis, outreach, design, regulatory compliance, financing, consensus, elected official direction, and construction.
- Assist in planning and preparation for the annual and long-range budget process, including review and approval of all budget requests and presentations.
- Oversee department's preparation for and presentation to City Manager and Mayor and Council, including requests for approval of funding, contracts, studies, and designs.

Assist the Public Works Director with other duties as assigned.

What Are the Impacts If Not Approved?

The Deputy Public Works Director position is currently filled. Without this position, the city would not have the benefit of succession planning as currently envisioned.



2024 Supplemental Requests

001 General Fund - 114 Manager's Office – Comprehensive Accessibility and Equity Roadmap \$75,000 (One-Time)

What is the Financial Ask?

The City of Aspen Manager's Office is requesting a total new expenditure authority of \$75,000 for the fiscal year in support of a Comprehensive Accessibility and Equity Roadmap.

- Funds will be used to implement consultant (hired in Q3 of 2023) recommendations to further align city operations and policies with accessibility and equity best practices.
- These actions are expected to improve organizational recruitment, employee retention, and overall productivity.

Description of The Current Status / Problem / Opportunity (The Why):

In an effort to recruit and retain a strong workforce, while gaining a better understanding of our community and ensuring a high level of customer service to all, the city is currently undergoing a consultant-led holistic audit of organizational culture, programs and policies related to its accessibility and equity practices. An expected outcome from this audit are action items, prioritized by impact and feasibility, that will meaningfully improve these metrics. Further, by aligning organizational operations and policies with accessibility and equity best practices, the city will embody our values while partaking in proven methodologies to improve organizational and community outcomes.

Description of The Proposed Solution (The What):

Funds will be used to implement consultant-led improvement recommendations based on the current audit. Expected use of funds include: Policy review and updates, translation of materials, targeted training for staff, partnership endeavors and communications such as the Aspen Music Festival welcoming of students and the city's communication materials.

Impacts If Not Approved / Alternatives:

City staff will attempt to implement consultant recommendations that do not require additional funding, though without approval of this funding request, the City of Aspen will not have the funds necessary to align City operations with accessibility and equity best practices. This may result in a reduced ability to recruit and retain employees, the continuation of sub-optimal internal and external policies, and reduced progress on Council's goals of Community Building & Health and Customer-focused Government.



2024 Supplemental Requests

001 General Fund - 114 Communications – Professional Translation Services & Multilingual Support \$28,000 (Ongoing)

What is the Financial Ask?

We are requesting a budget allocation of \$28,000 to support multilingual services and translation efforts in the City of Aspen Communications Department. This budget will cover the costs associated with professional translation services, including certified translations, as well as the utilization of translation software for non-certified documents. The requested funds will ensure effective communication and engagement with our diverse community, fostering inclusivity and meaningful access to services and information as outlined in the Council's goal.

Total new expenditure authority requested: **\$28,000**

No anticipated new revenues or grants are associated with this request.

No transfers or sharing of costs are expected.

Description of The Current Status / Problem / Opportunity (The Why):

Our City Council has made it a primary goal to ensure all community members have meaningful access to services and information, emphasizing the importance of accessible and multi-lingual communications. However, the current state of our communication framework significantly hinders our ability to achieve this objective due to a notable deficiency in multilingual support. This gap in our communication strategy has measurable and substantive consequences that this supplemental request aims to address.

- Our workload metrics show a growing need for multilingual services. The increasing diversity within our community translates to a rising number of non-English speaking residents. As such, a sizeable portion of the population cannot fully comprehend our mono-lingual communications, indicating a clear disparity in service provision.
- We've observed extended wait times and response times for services requiring translation or interpretation. Non-English-speaking residents often have to wait longer to receive crucial information, and the responses they get are sometimes delayed due to the lack of readily available multilingual resources.
- The absence of a multilingual communication platform has led to cost escalations. Contracting translation services on an ad hoc basis has proven to be more costly than having an integrated multilingual platform. Without a comprehensive solution, we expect these costs to continue escalating as the demand for multilingual services grows.
- The urgency to establish effective multilingual communication stems from new mandate requirements and the need to safeguard the well-being of all residents. The City Council's goal of inclusivity mandates that all residents, regardless of their language proficiency, should have access to vital city services and information. This is not only a matter of inclusivity but also one of life safety, as critical safety announcements and guidelines need to reach all residents in a language they understand.

Description of The Proposed Solution (The What):



2024 Supplemental Requests

With the requested \$28,000, we propose to procure professional translation services and invest in multilingual support software to address the communication gap. Our plan involves:

- Procuring professional translation services for official documents, public service announcements, and critical information. This ensures our diverse community receives accurate and comprehensible information.
- Investing in an advanced translation software for daily communications and non-critical documents. This software will aid in speedy translation of routine communication, reducing the wait time for non-English-speaking residents.
- Training our staff on utilizing the translation software and integrating it into our communication processes.

This is not a one-time solution. As our community grows and diversifies, the need for multilingual support will increase. Hence, this ask is an ongoing requirement to ensure consistent and effective communication with all Aspen residents.

Impacts If Not Approved / Alternatives:

- If this request is not approved, the City of Aspen will continue to face challenges in communicating effectively with all its residents. This could lead to increased response times, potential misunderstandings, and general dissatisfaction among non-English-speaking residents.
- If we need to reprioritize, we may have to limit our translation services to only critical communications, such as safety announcements. However, this means that much of our everyday communication, including routine announcements, newsletters, and updates, will remain inaccessible to a significant portion of our community.
- Alternative solutions, such as relying solely on ad-hoc translation services or volunteer translators, present challenges in terms of reliability, speed, and quality. The lack of dedicated funds for multilingual support will also strain the Communications Department's budget and resources, affecting its overall functioning.

Not approving this request will jeopardize our efforts towards inclusivity, negatively impact our non-English-speaking residents, and potentially breach the Council's mandate on providing equal access to services and information. Therefore, we strongly urge for the approval of this request.



2024 Supplemental Requests

001 General Fund - 114 Strategy & Innovation – Strategy Management Enterprise Software \$60,000 (Ongoing)

What is the Financial Ask?

- Total new expenditure authority requested: \$60,000 (ongoing).
- This request is to expand licensing for a strategy management software to the entire organization.

Description of The Current Status / Problem / Opportunity (The Why):

Led by the Strategy & Innovation Office (SIO), the City has implemented an innovative, ambitious, and organization-wide planning program rooted in best practices, known as the North Star Program. This program includes: Departmental operations planning (Compass Plans), Quarterly Strategy Reviews facilitated by SIO between department leadership and the City Manager in order to gauge progress and prioritize work. Departmental peer cohort groups were developed to increase collaboration of leadership. Ultimately, the North Star Program is in place to work together to better align our organization to the City Mission, City Values, Council Goals, and Strategic Focus Areas of the City. Compass Plans are continuously developed on a quarterly basis in consultation with the Strategy & Innovation Office. Every Compass Plan includes departmental goal setting, project and milestone development, prioritization of work, and in time, the program may also capture: City-wide strategic planning efforts and a performance measurement data reporting system based on outcomes and impact.

Last year, SIO managed the North Star Program in Microsoft Excel, which presented multiple barriers to success. Versioning control, formatting, project management, and reporting in Excel are all incredibly challenging when managing organizational planning across all City departments. Essentially, SIO was using dozens of spreadsheets to manage the work. This approach wasted copious amounts of time and effort of SIO staff and created a frustrating experience for departments. Additionally, this approach caused inefficient day-to-day management and no program reporting capabilities, leading to an extensive number of hours of analysis from staff.

This year, SIO pursued one system of record, similar to how the organization approaches budgeting, in order to view work across departments in one centralized tool. After demos and discussions within the SIO, we decided to pilot Asana, a leading strategy and project management software that met our requirements. The International Data Corporation, a large independent research firm, conducted a study of Asana's impact on organizations as it relates to internal collaboration, workflows, productivity, and project delivery. Those results were published in 2021 and the data findings determined a 437% return on investment (ROI) after 3 years.

After a trial period with departments using Asana, we have achieved an organized system that we can continue to scale and improve. All departments are now using Asana to manage their Compass with their teams and as a result, our licensing needs have rapidly increased. Last year, SIO was approved to tap central savings to meet the demand quickly; however, we need to provide stability to departments through an ongoing and sustainable software system by expanding to an enterprise solution. To mitigate against annual cost increases, SIO entered into a multi-year agreement with Asana.



2024 Supplemental Requests

In the last several months, Asana has made Quarterly Strategy Reviews and peer cohort meetings between departments more effective by allowing staff to collaborate on, share, and input information inside the platform in real time. All departments are now approaching strategic projects in the same way, which has strengthened communication, collaboration, and prioritization. SIO has greater insight into departments and into high-impact, cross-departmental, and customer-facing processes to uncover opportunities to improve efficiency and effectiveness. For all the reasons listed above, SIO requests ongoing funding since Asana is fully integrated with our staff and operations.

Please note: Council Goals could also be managed in this tool and connected to departmental Compass Plans in the future.

Benefits of a strategy management platform:

- An increase in communication, collaboration, and reporting functionality.
- A single system of record for standardization enables the City Manager's Office the ability to have deeper insight into goals, performance measures, and projects, while tracking progress over time.
- To enable greater organization and prioritization of City-wide projects.
- The functionality to show relationships and alignment of departmental efforts as they relate to cross-functional projects, City Values, goals, performance measures, Strategic Focus Areas, Council Goals, etc.
- The ability to identify high-impact processes that touch multiple departments and the community in order to address and improve them in consultation with SIO.
- The ability to track the latest updates on goals, priority projects, and milestones in one place.
- The functionality to develop performance measurement and reporting inside a system to focus the organization on outcomes and impact.
- This platform will assist the organization in telling its story both internally and externally, minimizing departmental silos.

Description of The Proposed Solution (The What):

The Strategy & Innovation Office requests funding authority for a centralized strategy management platform to manage its consulting work with City departments. Both SIO and departments have benefitted from a single system of record for effective management of the North Star Program, giving SIO the ability to better gauge progress toward our goals and community outcomes. SIO has already configured the system internally in an effort to reduce costs. With this funding, each department will be granted multiple licenses. SIO will work closely with City departments to train staff in the tool to further maximize Asana's functionality and capabilities.

Impacts If Not Approved / Alternatives:

The Strategy & Innovation Office would revert to using a manual approach that is administratively burdensome and inefficient for both the City Manager's Office and City departments, not following best practices in strategy management. Without a single system of record, buy-in to the North Star Program will suffer due to inefficiencies placed on departments. SIO will lose the opportunity to analyze important insights that a strategy management system would provide, especially in the early stages of this new program. We also risk moving backwards on strategic alignment efforts meant to connect staff activities directly to the City Manager and City Council's direction.



2024 Supplemental Requests

001 General Fund - 115 Human Resources – Certified Public Manager Program \$16,500 (Ongoing)

What is the Financial Ask?

The Human Resources Department is requesting a supplemental increase to the Citywide training budget of \$16,500 to support enrollment for up to 10 city staff in the CU Denver Certified Public Manager Program.

Description of The Current Status / Problem / Opportunity (The Why):

The City Human Resources Department currently supports the citywide training budget. As part of the City's Learning and Development Program, HR is tasked with providing training options to city staff that create a culture of growth in technical, leadership, management and teamwork. In 2021 and 2022 the City took part in the Colorado Certified Public Manager Program (CPM) through CU Boulder allowing 26 staff to earn a national certification in Public Management which affords staff the opportunity to grow their management skills within their governmental roles. This was done as part of a cohort of public sector leaders in the Roaring Fork Valley. The program spans 12 months, concluding with a capstone project to complete certification. Previously the staff members attendance was funded through their home department, however in supporting the citywide Learning and Development Program, HR will now absorb the cost. Cost per student is \$3300 and HR anticipates enrollment of 10 students for the 2024 class and beyond. HR will support \$16,500 of the estimated \$33,000 cost with each department supplementing the remainder for their student.

HR would take on the facilitation of the program for city staff including coordination of facilitators, student selection and all program logistics. Utilization of skills obtained in this program is in direct alignment with the citywide values of Service, Innovation, Partnership and Stewardship, enhancing collaboration between departments as well.

Description of The Proposed Solution (The What):

- An on-going increase to the HR citywide training budget of \$16,500
- Increased budget would allow enrollment for 10 city staff in the CPM program in 2024.
- Staff enrollment and future certification in the CPM program would bring completion total to 36 Certified Public Managers in our organization.

Impacts If Not Approved / Alternatives:

Without the additional funding to the Citywide training budget, HR would not be able to support the facilitation of the Colorado CPM program without sacrificing budget for other external trainings. The alternative would be that each individual department supporting staff participation in the CPM program would need to absorb the cost.



2024 Supplemental Requests

001 General Fund - 117 Finance – Administrative Assistant \$60,000 (1.0 FTE) Permanent

What is the Financial Request?

With the continued effort to operate as a high performing organization, aligning work at the right level remains a focus and preserving time for staff to do the technical and innovative tasks they were hired to do. With this, Finance is requesting a dedicated administrative support staff member to assist with the significant amount of administrative work currently absorbed by the sixteen staff across all levels of the Department. With a team of 16 professional individuals, the need for a dedicated administrative support member is genuine. A full-time administrative member could assist with the above noted areas that are being absorbed by management, plus assist with other areas such as:

- Walk-in customer support (currently being supported by the Cashier and Tax Technician)
- Cross department support to help with staffing the City Manager's Office window and in supporting light accounting needs for Strategy and Innovation and Communication departments
- Take on the records retention program for the department (previously done by the Payroll Specialist and currently monitored by the Director)
- Manage the annual low-income senior property tax rebate program (currently done by the Director)

This will also ensure Finance strives for the highest level of customer-focused government possible, in alignment with recently adopted Council goal language.

- The on-going need for a full-time position is \$84,450. To reduce the budgetary impact of this additional role, the department can eliminate (\$24,450) in temporary labor authority already included in the base budget, resulting in a net requested increase of \$60,000. All other one-time costs for computer and office supply needs can be absorbed.

Why Is This Position or Payroll Adjustment Needed?

Workload at the department has expanded over time, with additional complexity being inserted by changing financial reporting requirements, added programs and businesses across the organization, and the management of a robust financial system. Appropriately, these technical areas have required more dedicated staff time to ensure the City's financials are trustworthy, accurate and timely. But this has also lead to a struggle in addressing lower level tasks that have been absorbed by the team. For example:

- The department Director is picking up administrative of the internal and external website pages and scheduling meetings and room reservations;
- The Controller is initiating new card ordering, responding to card limit changes, card cancellations and fraud cases on purchasing cards;

The Accounting Manager is handling the intake and review of food tax refund applications (over four months) and is performing being required to fill in for the accounts payable role when the position is vacant or extended leave occurs.

What Are the Impacts If Not Approved?

- As an alternative to the full request, the Department could reduce the scope of duties proposed for the administrative role and could continue on with funding a part-time administrative support member at roughly the budget already included in its temporary labor budget. This alternative could have some challenges, most notably finding a hire that is interested in only part-time work and without health insurance or retirement benefits. It would also require



2024 Supplemental Requests

some of the duties noted above to continue with the professional staff members, resulting in a misalignment of work with the team members.



2024 Supplemental Requests

001 General Fund - 119 Asset – Capital Asset Manager \$188,400 (1.0 FTE) Permanent

What is the Financial Request?

- Fully loaded costs for this position will be \$188,400, including \$2,850 in one-time costs.

Why Is This Position or Payroll Adjustment Needed?

A reinstatement of the Capital Asset Manager Position is being requested by the Asset Department. This position had previously been included in the Capital Asset organizational structure however it was re-apportioned in 2022 as the department was focused on filling other positional needs at that time. This position would be a full time FTE and will focus on supporting long term capital planning, budget development and provide operational support for all phases of capital project execution not only for the Asset AMP fund projects but across the entire organization. These tasks are currently being completed by senior Asset department staff however they are not currently captured within this job or other job descriptions in the department. This new position will focus on our strategies & values with strong emphasis on identifying opportunities across the organization, planning and staff and resource management. In addition, it will free up our current project managers time to focus on capital project planning and execution and give the Asset Department additional capacity to provide vertical construction expertise across the organization and supporting other departments who do not have these skills within their staff.

Currently for 2023 there are lifetime capital project budgets of \$120+ million classified as either Asset Management & Housing (includes 58M for Burlingame Phase 3 and 20M for “housing development opportunities”) and the department often is engaged in management of vertical construction for other funds/departments including Kids First, Wheeler, Red Brick, Parks, IT etc. The city’s capital spend is projected to increase with an increased focus on shoring up our aging infrastructure and Assets. Additionally, this trend is exacerbated by other departments within the city reinvesting in aging assets without traditional departmental staff expertise to directly support these projects. Revitalizing this once held position within the Asset Management Department will quickly return values to the organization by providing high level strategic value-based decisions across the organization.

What Are the Impacts If Not Approved?

The Asset department annually has a significant value of capital projects to manage. Not approving this position continues to have the long-term planning, budgeting, planning to workload to be spread across multiple staff who often are managing their own capital projects and waylaid by “putting out fires” vs. having their primary focus be on those big picture/forward thinking actions giving a better outcome for the organization. It will also limit the capacity of the Asset department to assist cross departmentally and provide organizational construction expertise outside of our typical operating environment (examples of recent and upcoming support needs include IT mechanical projects, parks vertical construction projects, Kids First and Red Brick Arts facilities needs etc.) as this position will free up additional capacity of our existing project managers who often spend time and resources with the tasks that will be carried out by this additional personnel.

Can this be outsourced? What are the cost benefits/disadvantages to doing so?



2024 Supplemental Requests

001 General Fund - 119 Asset – City Hall Operating Budget Increase \$110,000 (Ongoing)

What is the Financial Ask?

2024 On-Going Supplemental to increase the City Hall operating budget by \$110,000 annually.

Description of The Current Status / Problem / Opportunity (The Why):

Staff computed the 2023 on-going operating budget with tight margins for the new City Hall building based on actual expenses incurred from the beginning of occupancy in Fall 2021 through Fall of 2022. In Q4 of 2022 it was brought to the Asset Departments attention by CoA Utilities that there would be a significant increase in the buildings electrical demand charges. The Electrical demand charges for 12 months not previously incurred totaled approximately \$70,000. The updated demand charges are now being billed monthly causing a significant over-run on the electrical utilities budget line item.

In-addition, with the warranty period expiring on the new building, staff determined it in the best interest of the City to follow the same approach as the Aspen Police Department and enter into a service agreement with a mechanical contractor to complete the annual required maintenance and servicing of the buildings sophisticated mechanical systems. This contract is for an additional \$35,000 annually.

For reference, after 2022, the City Hall operating budget overran by \$5,000 without the now added Demand Charges and maintenance contract.

Description of The Proposed Solution (The What):

Increase the operating budget of City Hall by \$110,000 annually. \$75,000 for the Demand Charges and \$35,000 for an HVAC maintenance contract.

Currently, the light occupancy of the Armory Building in 2023; the operating budget savings is projected to be able to cover the City Hall operating budget overrun. The ability to cover this overrun in the future with Council direction to better utilize the Armory and redevelopment on the horizon means that at some point the additional operating cost for City Hall need to be fully realized and accounted for.

Impacts If Not Approved / Alternatives:

If not approved the Asset Fund may overrun its budget and the City Hall Program will overrun its budget by over \$100K annually.



2024 Supplemental Requests

001 General Fund - 122 Planning – STR Program Support Specialist \$113,770 (1.0 FTE) Permanent

What is the Financial Request?

The total fully loaded cost of this FTE would be **\$123,770**, including \$2,800 in one time costs.

Why Is This Position or Payroll Adjustment Needed?

Summary: Since the new short-term rental (STR) program was created in 2022, the demands for regulatory, administrative, and customer support services for the STR industry in Aspen have increased significantly. Administration of the program requires dedicated FTEs. For the last year, the program has been staffed solely by the Commercial Core and Lodging Program Manager.

In addition to managing the STR program, the CCLP Manager is expected to spend half their time focused on the downtown services component of the job. This dual role constrains the time available to provide timely service and program management to the STR program. Weekly time tracking data provided by the CCLP Manager indicates that during the busy STR permitting season, November through February, the CCLP Manager spent an average of 38 hours per week on permitting, STR customer service, and administrative and internal work. That is four months out of the year – including the holiday season – where, at current staffing levels, there is no capacity to support the downtown services program. The proposed new position is designed to address that shortfall.

Balancing limited time also constrains the CCLP Manager's ability to support policy and best practices research, program data analysis, and engage in pro-active STR education and enforcement. Adding an additional staff member will increase capacity for the CCLP Manager to engage in the full spectrum of their required duties for the STR and downtown programs and better serve customers and the community.

Need: As described in the position summary below, the Support Specialist will support the administration of the STR permitting and compliance program. This is a customer service-focused position. Duties include permit system management, customer support, data management, education, outreach, compliance, enforcement, and inter-departmental coordination.

The STR program is a permanent, long-term program in response to the creation of a new set of regulations in the Municipal Code. It is a high-touch, external-facing, service intensive program administration of which requires technical expertise and soft skills. It supports an economically significant component of the local lodging industry. It has several thousand private sector customers, in addition to the high degree of inter-departmental coordination required to administer the program. An additional FTE will support the CCLP Manager in meeting core service expectations and add capacity to the team to better support internal and external customers and the community interacting with the STR program. Termed or part-time staff will not offer customers, the community, or the CCLP Manager the expertise and time resources needed to provide core services and assist the CCLP Manager in fulfilling the full scope of their duties.

City Council discussed the potential staffing requirements of the STR program, including the requested position, in work sessions (4/11/22, 5/2/22, 8/16/22, 9/19/22) and regular meetings (5/24/22, 6/28/22). The fee study conducted in 2022 to determine the appropriate rate for STR permits



2024 Supplemental Requests

considered staffing costs in the fee model. This study was presented to Council prior to adoption of the fee. Projected annual permit fee revenue will cover the additional FTE cost.

The Lodging and Commercial Core Support Specialist will report to the CCLP Manager, who reports to the ComDev Director, and fit within the existing organizational structure of the Planning Division of Community Development.

Position Summary:

Provides technical and administrative support to the Short-term Rental (STR), Downtown Services, and Outreach and Compliance Programs for City of Aspen Community Development, Environmental Health, and Sustainability Departments consistent with the organization's values and mission statement.

Primarily responsible for the daily operation of the STR permitting and compliance tracking systems and provision of frontline customer service for the STR Program. Supports compliance and enforcement in collaboration with the Outreach and Compliance Specialist and Lodging and Commercial Core Program Manager. Provides data management and organizational support for the STR and Outreach and Compliance programs. This is high public contact work requiring an advanced level of customer service.

What Are the Impacts If Not Approved?

Risk: Without adding staff capacity to STR program administration, current staff's ability to provide core services to both the STR and downtown services programs will continue to be constrained. Due to the seasonal and cyclical nature of both programs, the CCLP Manager is required to dedicate the majority of their time to specific program elements during significant portions of the year (1). This prevents them from meeting internal core service expectations during those times for both programs. Additionally, there are important elements to both programs, including outreach and engagement, data analysis and policy development, and pro-active education and enforcement, which current staffing levels cannot support.

If not approved, the CCLP Manager will continue to be the sole staff member supporting the STR and downtown services programs. This would continue to constrain both programs ability to respond to increased service demand from Council, the City Manager's office, customer, and the public, particular at high service demand times. The CCLP Manager would continue to be forced to prioritize limited time and triage time demands to those items most directly related to core services and essential program needs. During high-volume program times, the other program will be de-prioritized. Internal and external response times would depend on the capacity of a single staff member. When the CCLP Manager is unavailable, program responsibilities would continue to fall to the Community Development Director.

(1) Reference supplemental spreadsheet Time Tracking for STR Program.



2024 Supplemental Requests

001 General Fund - 123 Building - Software Hosting Increase \$42,500 (Ongoing)

What is the Financial Ask?

Community Development requests supplemental funding to account for annual software service increases from five current suppliers for FY2024 hosting fees.

- Total new expenditure authority requested is **\$42,500**.

Description of The Current Status / Problem / Opportunity (The Why):

The Community Development software hosting budget is allocated to five suppliers, each with anticipated cost increases for services in FY2024. These costs are viewed as inflationary, responding to increased costs for labor, goods, and services, across the economy, impacting our vendors' cost models and translating to increased rates for their services. Comprehensive services from these suppliers include platform hosting, cloud subscriptions fees, annual maintenance, service and support, enhancements, user license renewals, backup and recovery plans, IT products and services, etc.

- Avocette Technologies is the platform vendor for our permitting system, Salesforce.
- Clariti Cloud is the Salesforce managed project/digital experience provider.
- Carahsoft Technology Corporation is an integration solution for Salesforce.
- CADD Microsystems contracts Bluebeam, our plan review software.
- The Predictive Index provides hiring and recruiting software and assessment tools, as well as workshops and consulting to optimize talent acquisition and training.

Description of The Proposed Solution (The What):

These are quoted or anticipated increases for FY2024:

- Avocette Technologies hourly rate will increase from \$140/hour to \$150/hour, and AnnMarie is calculating \$20,000 for additional support services.
- Clariti Cloud will see a 7% fee increase.
- AnnMarie is adding an improved backup solution provided by Carahsoft Technology Corporation for \$8,000 to supplement current services. This will be shared with APCHA.
- CADD Microsystems will see a 7% fee increase.
- The Predictive Index will see a 10% fee increase.

Impacts If Not Approved / Alternatives:

These are expected inflationary increases from our software hosting suppliers. Funding is essential for continued excellence in both customer and product services provided by Community Development and our sister development review agencies. Continued support, maintenance, access to latest enhancements and upgrades from our suppliers is critical to all ComDev operations and City-wide development review services.

Staff at all levels of the organization have established strong, stable working relationships with these software suppliers, investing hours of energy in the integration of our services. Staff believes the City gets quality, reliable, trusted service through these business partnerships. Severing these existing contractual relationships would create significant barriers to the effective delivery of services, the timely completion of develop reviews, having economic impacts on the development industry, an important regional economic sector.



2024 Supplemental Requests

001 General Fund - 221 Police – Police Officer I \$137,740 (1.0 FTE) Permanent

What is the Financial Request?

Police Officer I Position -This is a request for a Police Officer I position, with fully loaded costs of \$137,740, including training, equipment, and uniforms.

Why Is This Position or Payroll Adjustment Needed?

This police officer position will help the department complete regular police officer tasks, and meet community needs by helping the department to meet minimum staffing standards. The police department needed 55 shifts covered by staff not scheduled to work (either by overtime, or by moving people to patrol from other assigned roles). This was simply just to meet *minimum* standards. This position will report to the patrol sergeants and will not require any reorganization.

What Are the Impacts If Not Approved?

If this position is not approved:

- Per experts on police employment, insufficient staffing is the primary cause of police officer burnout.
- If this position is not approved, we will need to continue covering basic policing services by pulling officers from specialty positions (detectives, human service officers) to cover normal police shifts.
- Our community expectations are that police officers should be present and available in the community, on foot patrol, on bike patrol, and doing traffic enforcement. These expectations are hard to accomplish while meeting minimum staffing levels with staff whose primary assignment is elsewhere.
- There is no option to outsource this work.



2024 Supplemental Requests

001 General Fund - 325 Climate Action – Sustainability Analyst \$81,380 (1.0 FTE) Permanent

What is the Financial Request?

The total estimated, fully loaded costs of this FTE would be **\$101,380.00**. Since this proposed position would take an already existing intern position (currently non-benefitted, funded at 29 hours/week) and turn it into a full-time position (40 hours/week), staff proposes moving (\$20,000) from temporary labor to cover 20% of the cost of this position; the total net new funding request would be **\$81,380.00**, including \$2,600 in one-time costs.

Why Is This Position or Payroll Adjustment Needed?

Executive Summary: In work session in June 2023, City Council directed the Climate Action staff propose resource needs in the 2024 budget to accelerate the implementation of the Aspen Sustainability Action Plan (ASAP). A majority of Council desired for the ASAP to be implemented faster, in recognition of the global climate crisis and their shared desire for the City to remain a leader in municipal climate action. Additionally, to accomplish the City's ambitious, science-based greenhouse gas reduction goals, the Climate Action Team needs additional capacity and support for its programs, especially the Building IQ program.

For the last several years, the Climate Action team has filled workload demands with a small team that includes high-performing, part-time interns, but with A) the increase in workload anticipated in 2024 and beyond with Building IQ, fleet electrification, climate resilience, code collaboration and alignment across various departments, and increased urgency to reduce emissions by 2030, and B) the desire to right-size and right-scope the team to ensure continuity and equity, staff believes this is the right time to turn an intern position into a full-time position, incrementally expanding the scope of the team without adding an additional staff member.

Position need: Currently the Climate Team does not have the capacity to address the full needs of the built environment (the City's largest source of GHG emissions) in a manner needed to achieve the City's greenhouse gas reduction goals as directed by Council. This position would provide analysis and program support for the entire Climate Action team, with a large portion of the role's workload dedicated to the built environment and the Building IQ program. Currently, one full-time Program Administrator and a part-time intern are managing the programs and workload related to the built environment, including Building IQ. Staff expects this workload to increase as Building IQ continues to roll-out and expand, community electrification further develops, and the need for cross-departmental and regional collaboration on building efficiency and electrification grows. The Sustainability Analyst would:

- Enhance support for building owners, Building IQ participants, and general Building IQ program administration
- Expand capacity for the team to focus on currently unaddressed topics and policy directives like embodied carbon, and exploring the expansion of Building IQ to include residential properties and water
- Allow the Sustainability Programs Administrator to focus more on strategy, big-picture program development, and wholistic collaboration for topics like electrification, building codes, and embodied carbon.



2024 Supplemental Requests

Position scope / duties to be performed: The minimum qualifications for this role are a four-year degree and two years of experience in a related field. This position scope and duties would include:

- Delivering general project and program support and analysis for the Environmental Health and Sustainability department
- Providing key program support for the Building IQ program, including supporting Building IQ participants with questions about benchmarking, the Building IQ policy, compliance, connection to resources and education, and serving as a liaison between Utilities and the Building IQ participant
- Conducting research of best practices and emerging technologies
- Conducting data analysis and providing recommended action for currently under addressed Climate topics such as resilience, embodied carbon, residential Building IQ, a water building performance standard, and more

As the Climate Team is proposing to turn a currently budgeted part-time intern position into a full-time position (from 29 hours to 40 hours), staff is confident that there is more than enough work to justify the need for a full-time position.

Measurable impacts to operations: If this position were approved, the measurable impacts to operations include improved customer service, especially for Building IQ participants, and expanded capacity and scope for the Climate Team, potentially accelerating greenhouse gas emissions reductions. There are no legal or public health and safety measures that require this position, and this position would not require a change in reporting structure or reorganization of the Environmental Health and Sustainability Department.

What Are the Impacts If Not Approved?

Risk: The risk to the organization if this position is not approved is the Climate Team does not have the capacity to dedicate enough time to work on items necessary to meet the City's established climate goals. Current staffing levels do not offer the capacity needed to accelerate ASAP implementation per Council directive. Furthermore, the customer service quality and response time for Building IQ participants will likely be lower than what the Climate team currently delivers as the program expands. Finally, a portion of the Climate Action Team's workload is being carried by intern and part-time positions, which puts continuity at risk and, should those part-time positions be vacant for extended periods in the future due to workforce shortage, a risk of dropping projects and interdepartmental initiatives.

Trade-offs: The Climate Team will not be able to provide as much cross-departmental support, a key role of the climate Action department, and we will be less equipped to reach the climate goals that Council has established.

Measurable Impacts: For Building IQ, having a full-time analyst to support the program would provide enhanced customer service and bolster outcomes of building performance. Furthermore, this would allow the Sustainability Administrators to be more focused on strategy, relationship building, and other key items such as electrification, cross-departmental collaboration, embodied carbon, and other items. If the position is not approved, the work would continue to be done by an intern and administrator at a reduced capacity that is not likely to meet Council's goals and mandates.



2024 Supplemental Requests

Outsourcing Opportunities:

The City contracts with the Community Office for Resource Efficiency for Building IQ support to the community. CORE is not able to do a portion of the City's responsibilities for the Building IQ program, including policy design and research, strategy, policy implementation (e.g. compliance and communication), or work as an internal liaison with the Utilities department to answer questions regarding utility bills and benchmarking. The City could consider hiring an outside firm to support some of the analysis and policy work, but it would be difficult for a consultant to do this work comprehensively as it is not a one-off siloed project, but an area that requires cross-departmental collaboration.



2024 Supplemental Requests

001 General Fund - 542 Recreation – Recreation Utilities Operating Cost Increase \$35,000 (Ongoing)

What is the Financial Ask?

Recreation is requesting an ongoing supplemental increase of **\$35,000** in our base operating budget to account for increased facility utility costs. The increasing cost of these utilities is expected to go over our current budget. These services are essential to our operations and fluctuate beyond our control.

Increase of base operational budget:

- ARC - Water: \$13,000
- ARC – Natural Gas: \$22,000

Description of The Current Status / Problem / Opportunity (The Why):

This increase is needed to support facility utilities that have increased over the last few years due to inflation of our daily infrastructure operations. Over the last couple years these costs have been absorbed by our current budget from savings in part time labor that was not fully used due to limited facility hours and staff. However, with operations back to a normal level the current budget is at a point that it will not be able to absorb the increase in utilities.

Description of The Proposed Solution (The What):

The department has taken a deep dive into our operational budget and decreased budgets in many areas to minimize the dollar amount of this request. We are requesting \$35,000 as an ongoing allocation to align our budget authority with projected actual costs.

Impacts If Not Approved / Alternatives:

If not approved, Recreation staff will need to move funds from other lines to cover these utility coverages and it will affect operations in other ways.



2024 Supplemental Requests

001 General Fund - 542 Recreation – Savings from FTE Authority Transfer to Golf Fund \$45,213 (-0.3 FTE) Permanent

What is the Financial Request?

The Golf Fund is requesting additional 0.3 FTE authority for a year-round full-time Golf Course Superintendent. A 0.7 FTE currently exists in the Golf Fund (currently split 70%/30% with Recreation), staff is requesting the 0.3 FTE authority to be transferred from the Recreation Department, resulting in a full 1.0 FTE Golf Superintendent for the Golf Department.

The increased expense to the Golf Fund for the 0.3 FTE totals **\$45,213**. This request has a net-zero impact on the City since budget authority will shift out of the General Fund and into the Golf Fund.



2024 Supplemental Requests

100 Parks & Open Space Fund – Wildlife Coordinator \$118,680 (1.0 FTE) Permanent

What is the Financial Request?

The Parks and Open Space department is requesting the creation of a new position to lead and coordinate the interdepartmental wildlife program for the City of Aspen. The request is to create a year-round lead employee to oversee field work, communication, and coordination related to a range of wildlife topics within the City.

Total cost for this request is **\$118,680**, including \$4,100 in one-time costs.

Why Is This Position or Payroll Adjustment Needed?

Currently, the functions of interdepartmental coordination of the wildlife program fall primarily within the Police Department (PD), with other responsibilities shared across Parks and Open Space and Environmental Health. This method stems from the evolution of early bear related incidents primarily focused on trash container violations or public safety management. Throughout the years, the complexity of managing wildlife within the Aspen community has grown, and significant staff resources are committed from the PD to manage the current program.

Given this increasing complexity of managing bear/human interactions, as well as other factors such as new populations of moose and the possibility of wolf reintroduction into the area, staff propose to shift the coordination functions out of the Police Department, and into the Parks and Open Space Department.

By shifting the coordination functions out of the PD, critical staff time will be freed up for other community duties, but more importantly, increasing the available resources to work on wildlife topics will greatly benefit the community. It is anticipated that certain public safety related wildlife incidents will continue to be managed by Community Resource Officers or Police Officers, while container compliance, education, and other tasks will increasingly be managed by the proposed position with assistance from Parks and Open Space Rangers.

A year-round position is the preferred approach due to the summer season for bears extending into the early winter each year, as well as the heavy workload needed in the late winter and spring to prepare for communication strategies and outreach programs for the following summer season.

Much of the current wildlife and human interactions occur in the downtown core, and in order to successfully manage these interactions, partnerships, education and outreach need to occur with businesses, trash haulers, property managers, and residents. The proposed wildlife coordinator position will bring the necessary focus and resources to ensure that the City's efforts towards wildlife topics are successful.

What Are the Impacts If Not Approved?

If the position is not approved, staff will likely continue to approach the coordination and management of the program as a shared duty amongst the stakeholder team. Because this approach does not provide dedicated and focused efforts, the City may risk not meeting community expectations for education, oversight and management.



2024 Supplemental Requests

100 Parks & Open Space Fund – Natural Resource Manager \$135,370 (1.0 FTE) Permanent

What is the Financial Request?

The Parks and Open Space department is requesting the creation of a new position to lead and coordinate natural resource programs within the Parks and Open Space department.

The expense for this position would come out of the 100 Fund (Parks) and the 572 Cost Center. Total cost for this request **\$135,370**, including \$3,100 in one-time costs.

Why Is This Position or Payroll Adjustment Needed?

Over the last several years, initiatives under the open space wing of the Parks and Open Space department have grown. The latest Council Goal for Protecting our Environment includes “expanding our commitment to wildlife conservation, wildfire mitigation, open space stewardship, river health, and preservation of the urban forest.” The inclusion of this goal by Council confirms the trajectory that has evolved over the last five years, and the proposed position will position the City to adequately respond to the goal.

Over the last 5 years, there have been incremental increases in wildfire related work, more time committed to crafting open space management plans, as well as growing complexity associated with management of the urban forest and adjacent forested lands. The current Open Space and Natural Resource Manager for the City has 6 direct reports, each with their own distinct program of work. This structure exceeds best practices, especially when considering the diversity of each program.

In order to further expand our commitment to these initiatives, a restructuring is needed that will create an improved structure, as well as provide increases in available bandwidth to commit to natural resource related work.

With the proposed movement of wildlife coordination to the Parks and Open Space Department, the span of control for the current department structure would be excessive. By adding this proposed position, the programs for Forestry, Wildlife Coordination, Invasive Vegetation, Plans Review, and Wildfire would all be nested under a new manager.

This increased capacity in the department is critical to the success of these programs and would ensure that the necessary resources to oversee these programs are provided.

What Are the Impacts If Not Approved?

- Customer service and support of the plans review and forestry program could be affected due to limits to staff time and the balance of priorities.
- Increased risk of staff burnout, and unsustainable management structures for the current Open Space and Natural Resource manager.
- Minimum levels of support for partnerships such as the Roaring Fork Wildfire Collaborative.
- Extended timelines for the creation of open space management plans.



2024 Supplemental Requests

100 Parks & Open Space Fund – Trails Maintenance Temp Labor \$28,000 (0.0 FTE) Temporary

What is the Financial Request?

Following an analysis of labor needs for the Trails program, staff are requesting on-going funding to hire one (1) additional temp/seasonal employee. Based on anticipated hourly rates, the total cost is **\$28,000** for this temp seasonal position.

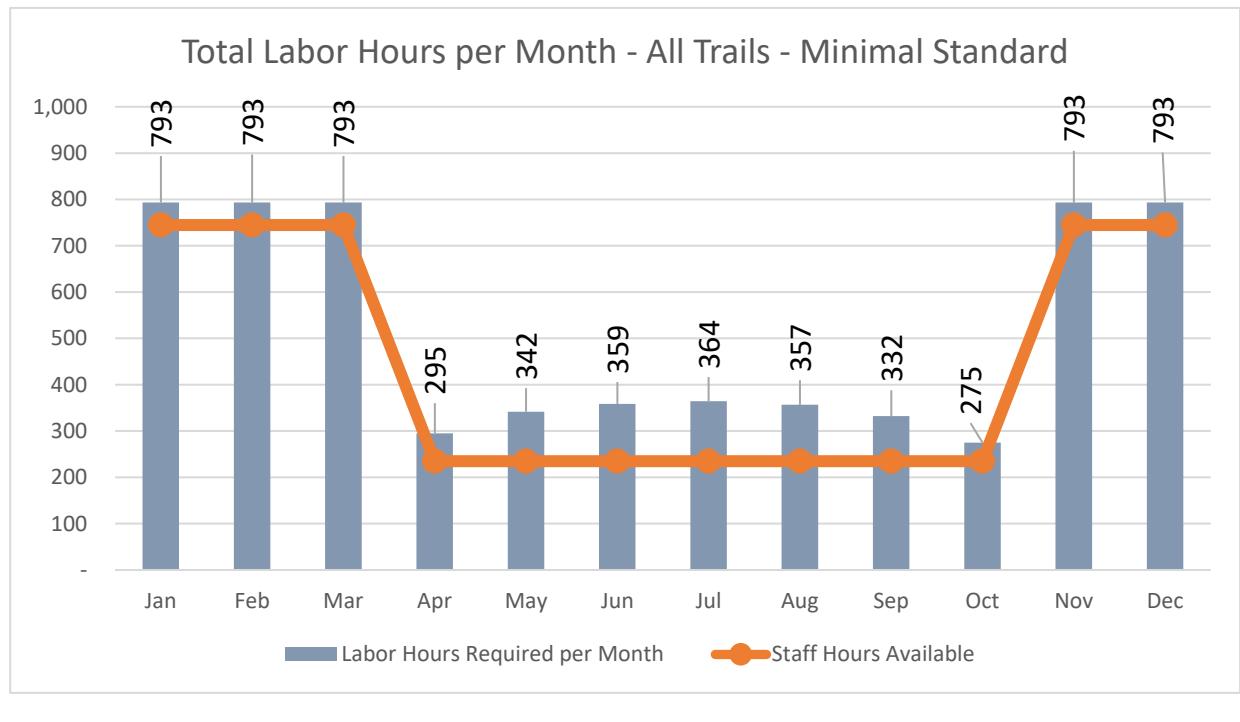
Why Is This Position or Payroll Adjustment Needed?

Over the last six months, staff from the Trails Maintenance team as well as the Business Services Financial Analyst have collaborated on a comprehensive study of the Trails maintenance and labor needs.

The assessment found that the Minimal Standard for maintenance within the portfolio of public trails requires roughly 6,291 labor hours annually. Staff also identified that to meet the highest service levels (referred to as the Aspen Standard), approximately 8,832 labor hours are needed.

Demands on staff time vary depending on the season, with winter hours requiring more labor hours to keep up with snow removal and maintain the trails commuter transportation network that connects our community. Current full-time labor is sufficient to cover trail maintenance workloads during winter months.

In the summer, the available staff for trails decreases since most Parks FTE's have a different summer job for other programs within the department. While the Trails program has two (2) FTE's for maintenance in the summer, the addition of a seasonal employee will allow for minimum maintenance thresholds to be met.





2024 Supplemental Requests

What Are the Impacts If Not Approved?

The analysis shows that if additional seasonal labor funding is not added to the Trails Program, that a variety of maintenance tasks will be deferred. Examples of deferred maintenance include noxious weed mitigation, tree and sight-line pruning, bridge maintenance, sign maintenance, litter control reductions, and other non-safety related tasks. While these tasks could be deferred or delayed in the short-term, long-term accumulation of deferred maintenance is a concern.



2024 Supplemental Requests

100 Parks & Open Space Fund – Tree Inventory \$16,500 (Ongoing)

What is the Financial Ask?

The request is to add **\$16,500** as an ongoing increase to the Tree Program. This amount will replace what was previously funded through a periodic Capital Project.

Description of The Current Status / Problem / Opportunity (The Why):

The Forestry program for the City of Aspen is requesting to shift to an annual approach for conducting the tree inventory of the City's urban forest. Traditionally, this has been a periodic capital project that occurred every 5-7 years. By shifting this to an annually performed inventory for a portion of the urban forest, staff hope to have more current information for each maintenance zone and use that survey to schedule and plan for the following year's maintenance plan.

Also, the traditional approach to conducting the inventory required the contracted forester conducting the inventory to reside in Aspen for much of the summer. By breaking up the inventory into more manageable size zones, staff hope to keep the inventory more current, and reduce the costs and complexities of having a contractor spend much of the summer in Aspen conducting the comprehensive inventory.

Description of The Proposed Solution (The What):

- Increase funds for the Tree Program by \$16,500 annually
- Inventory a portion of the urban forest annually
- Utilize the previous year's inventory to inform management actions more accurately
- Utilize existing internal account coding within the Tree Program to track these expenses separately from annual tree pruning services



2024 Supplemental Requests

120 Arts and Culture Fund - Red Brick Arts – Administrative Coordinator
\$99,350 (1.0 FTE) Permanent

What is the Financial Request?

The Red Brick Center for the Arts is requesting a 1.0 fulltime employee (FTE) for a new Administrative Coordinator position. Total request is **\$99,350**, including \$2,600 in one-time costs.

Why Is This Position or Payroll Adjustment Needed?

Red Brick Center for the Arts and the Business Services Department have been sharing an administrative technician to perform administrative and guest service responsibilities. This employee splits time between the Parks and Red Brick Arts offices, alternating days between the two locations. The Red Brick is requesting funding for a dedicated fulltime employee for the Red Brick Arts department. This request is being prompted for two reasons. The first is the shared position model between the two offices is challenging for employees and has caused frequent turnover in the position. Over the course of 4 years, the departments have had 4 different employees in the position. The second and most critical reason is the shared position is not meeting the needs of the Red Brick Center for the Arts administrative and facility operations. Of important note, after the hiring and training the new employee, Red Brick Arts will reduce the amount of budget allocations towards the shared administrative service model; and therefore, the net impact of this new FTE will be minimized.

Challenge: Current shared FTE model with Parks Department is not adequately covering the workload and causes frequent turnover in the position.

The Red Brick is an active community center providing a variety of different uses including 8 nonprofit offices, 12 artist's studios, 2 community rooms available for public use, a gallery, art classroom, and a large front lawn that is recognized as a public park. The variety of uses creates a wide range of people and roles the Red Brick serves. Additionally, the Red Brick is an older building, requiring ongoing maintenance and capital needs. The multitude of uses and people served along with the demands of the building justifies a fulltime employee and would create consistency and efficiencies to current business operations.

Need: Red Brick is a highly active community art center with aging facility demands. Below are data points.

20 tenants including 8 nonprofit organizations and 12 artists

Average of 100 plus people a day using the facility

275 registrations for adult art classes in 2022

275 registrations for youth art classes and camps in 2022

970 hours of dance studio use in 2022

845 hours of conference room use in 2022

50 artists exhibited in 2022

9 community events held in 2022



2024 Supplemental Requests

45 documented maintenance requests in 2022

1 major capital project in 2022 and 2 major capital projects in 2023

1 beautiful lawn enjoyed by the public

The proposed position is for an Administrative Coordinator who would perform the following role and duties: customer service, administration of facility operations and management, and administration of the Red Brick's committees including the Gallery Committee and Tenant Selection Committee. Additionally, this position would oversee developing new initiatives like a Volunteer Committee and responsibilities with other special projects and events as they arise. The Red Brick office is frequented throughout the day by visitors to the gallery, tenants, community room users, and arts programming participants. This position would offer consistent guest service to the many users and improved response time to inquiries and requests. Most of the workload would be performing property management responsibilities, including but not limited to financial duties such as invoicing tenants and room renters, payables, weekly deposits, vendor contacts, and administrating yearly lease agreements. This position would also manage outside vendors hired to provide custodial, security, trash removal, and other operational services. Additionally, this position would ensure the orderliness and functionality of the grounds and building, and that health and safety measures are being adhered to by tenants and artists such as artists material use and disposal. Next this position would manage the rentals of the dance studio and conference room including scheduling, rental agreements, revenue collection, and equipment upkeep. These rooms are a wonderful community asset and benefit and are in use every business day of the week. Lastly, this position would provide administrative needs for the Red Brick's community serving committees such as scheduling meetings, communication, meeting minutes, and other tasks as assigned, and develop new initiatives including a volunteer program and a green initiative to make sure operations are environmentally responsible.

Of particular consideration, this position will oversee the successful implementation of maintenance and capital projects. This specific role will entail working closely with Business Services Department and outside vendors to plan and coordinate work at a time that decreases impact on tenants and the other programming and facility uses. The Red Brick has two significant multi-year capital projects which will require an increased need for planning, coordination, and communication with tenants and users to ensure quality facility management. All of these related responsibilities would be best performed by a single employee who could see through the aspects of project coordination and communication between the contractor and tenants and other building users.

The position will report to the Director of the Red Brick Center for the Arts Department and will not require a change in reporting or reorganization of the departmental structure. The Red Brick is an active hub, and the Red Brick office is at the center of it being the touch point and oversight for all operations, maintenance, community programming and uses. Additionally, this position would be instrumental in creating a welcoming atmosphere and culture of collaboration and support for the arts.



2024 Supplemental Requests

Opportunity: A dedicated fulltime position for the Red Brick will allow for consistency of oversight of the facility administration and operations; improved customer experience for guests, tenants, and patrons; and create maintenance and capital efficiencies with strong coordination and communication between involved City departments, vendors, tenants, and programming. This would improve the organization's work to offer smart customer focused government and work to protect one of the City's facility assets.

Position Summary: Supports the administrative and operational functions of the Red Brick Center for the Arts, including day to day financial and contract processing, maintenance and capital project coordination and communication, and other administrative and special functions, consistent with the organization's values and mission statement.

Minimum Requirements: High School Diploma or GED equivalent, and college level course work in bookkeeping or business management.

What Are the Impacts If Not Approved?

The proposed outline of responsibilities would be best performed by a City staff person who is trained on the financial platforms and processes and City policies on safety, health, and environmental standards. Additionally, this employee will need to foster strong working relationships with departments across the organization that also contribute to the functioning of the Red Brick facility and park. If the position is not approved, we will continue with the shared position model between Business Services and Red Brick Arts. The shared position has proved to not be an ideal scenario and does not adequately cover the administrative and facility operations workload, guest service needs, and opportunities for improvement.



2024 Supplemental Requests

132 REMP Fund – Building IQ \$300,000 (One-Time)

What is the Financial Ask?

This request is for **\$300,000** in one-time appropriations for 2024. Future advancement of the Building IQ program will be assessed concurrently with future budget cycles and additional funding may be requested at those times, if and when appropriate.

Description of The Current Status / Problem / Opportunity (The Why):

The Building IQ program was approved by Council in April 2022, with the implementation of the program proposed for a phased approach. As planned, the scope of the Building IQ program will be expanded in 2024 to include more commercial buildings, which will require additional resources and time to support building owners in benchmarking. In addition, 2024 will be the year in which building performance standards are created and finalized by the BPS Stakeholder Committee, for which staff anticipates needing additional support, data, and resources from a third-party vendor to complete.

Description of The Proposed Solution (The What):

Staff is requesting a one-time supplemental for 2024 for \$300,000 in REMP funds to continue supporting and enhancing the Building IQ program through a 3rd party vendor. Staff is requesting this additional funding to hire a third party to support building benchmarking, provide resources and personalized support to property owners, assist city staff in analyzing community-wide data, creating and sharing case studies, conducting analysis and outreach to workforce, and providing general program support.

CORE has been identified as best vendor for this effort, due to its extensive knowledge and expertise in greenhouse gas reduction and successful partnerships with the City over many years. Staff is proposing to contract with CORE for the advancement of the Building IQ program, in addition to the annual granting and rebate programs, CORE's foundational services, also supported by the City of Aspen.

Impacts If Not Approved / Alternatives:

The Building IQ program will take a major step back in customer service and support, as CORE is able to provide one-on-one help to property owners to benchmark their building, provide customized reports, and answer building-specific questions that City staff does not have the current human resources or technical expertise to provide. In addition, staff would need to analyze what components of the program would need to be altered or taken away if no additional funding support is provided through a third-party vendor.



2024 Supplemental Requests

141 Transportation Fund – Rubey Park Property Management \$48,000 (Ongoing)

What is the Financial Ask?

The Transportation Department seeks ongoing funding for third-party property management services to be utilized at the Rubey Park Transit Center. A bid process will be required, but the estimated cost of this ask for 2024 is **\$48,000**.

The Rubey Park Transit Center was redeveloped in 2015. The building is owned by the City of Aspen and occupied by the Roaring Fork Transportation Authority (RFTA). Use of and responsibilities related to the facility are governed by an Intergovernmental Agreement between the City and RFTA.

The City of Aspen is responsible for the long-term maintenance and capital repairs related to the facility. Dedicated property management staff are needed to manage the building due to its large number of visitors and frequent needs to service. Currently, this staffing does not exist and the building is managed by Transportation staff who are not building professionals and have numerous other duties.

Description of The Proposed Solution (The What):

In 2023, Transportation tested the use of a professional property manager (PM) on site and would like to continue this model in 2024. The PM will walk through the site multiple times each week, keep track of and arrange needed preventative or emergency maintenance and coordinate with appropriate vendors as needed.

If approved, these funds will be used to retain a professional property management firm to provide:

- Weekend and after hours on call service for property emergencies such as leaks, floods, major damage and similar.
- Regular property walk-throughs with an eye on preventative maintenance and long-term capital needs.
- Selection of and management of vendors for preventative maintenance and emergency repairs.

Examples of value provided by the current PM vendor in 2023 include:

- Noticed and proactively inspected and repaired roof leaks.
- Identified and replaced aging infrastructure in the public restrooms and janitorial closet.
- Met vendors on site to deal with snowmelt/boilers issues
- Monitored and removed grocery carts and other left-behind items
- Coordinated/Performed emergency removal of ice build up for staging of buses for major events (X Games)
- On call for events, NYE, X Games, Palm Tree Music Festival, July 4th, JAS Labor Day Festival
- Responded to several fire alarms, boiler alarms
- Coordinated several repairs needed due to vandalism
- Oversaw 11 after hours emergency repairs



2024 Supplemental Requests

Impacts If Not Approved / Alternatives:

If not approved, Transportation staff will do its best to manage building issues as they arise. The building will be made a priority, but it is important to note that Transportation staff are not building management or repair professionals. Although staff can identify major issues that are obvious, they lack the knowledge to identify possible impending problems and must rely on vendors for direction.



2024 Supplemental Requests

150 Housing Development Fund – Affordable Housing Strategic Plan \$82,000 (Ongoing)

What is the Financial Ask?
<ul style="list-style-type: none">• A total of \$82,000 for implementation of the 2022-2026 Affordable Housing Strategic Plan• This includes \$50,000 in one-time and \$32,000 in ongoing expenditures
Description of The Current Status / Problem / Opportunity (The Why):
<p>Currently there is no budget for implementation of the Affordable Housing Strategic Plan and there is work that needs to be done that is most appropriately paid for out of the City's 150 housing fund.</p>
Description of The Proposed Solution (The What):
<ul style="list-style-type: none">• Rental Rate Study for City-owned affordable housing rental units: \$75,000 (one-time) Currently the City of Aspen only increases rental rates at the city-owned rental properties of Truscott, Marolt and Aspen Country Inn (ACI) by the APCHA-informed Consumer Price Index rates. Other recent studies looking at rental rates for <i>all</i> APCHA rental properties indicate that the current practice of rental rate increases may have created a situation where the rent for some units may be overpriced and underpriced for others. The result of the study will be a specific recommendation to City Council for rent rate increases or decreases for Truscott, Marolt and ACI, as well as a recommended methodology for future rental rate increases. -\$75,000 Rental Rate Study for City-owned affordable housing rental units at Truscott, Marolt and Aspen Country Inn.• Affordable Housing Strategic Plan (AHSP) Implementation/Council Affordable Housing Goal: \$12,000 (ongoing request) In 2023/2024 staff will work with City Council, and, at the direction of the City Council, with the community, to update the 2022-2026 Affordable Housing Strategic Plan, utilizing the resources of the City's in-house cross departmental housing team, to incorporate new policy direction from the new City Council, adjust programs to include new programs and adjust other programs. -\$5,000 Affordable Housing Strategic Plan Update: Community Outreach -\$5,000 Affordable Housing Strategic Plan Update: Design & Printing -\$2,000 Affordable Housing Strategic Plan Update: Materials & Support Supplies for the cross-departmental AHSP Implementation Team meetings• West Mountain Regional Housing Coalition: \$20,000 total (ongoing request)



2024 Supplemental Requests

-\$20,000 for 2024 annual membership dues. Currently \$10,000. Anticipating an increase, however that has not yet been determined. 2024 dues may be \$15,000, however it is unlikely we will know until later in the summer of 2023.

Impacts If Not Approved / Alternatives:

- Staff will still make progress on the Affordable Housing Strategic Plan if this request is not funded.
- The City can still change rents on City-owned affordable housing rentals, however it will be done with less information .
- The West Mountain Regional Housing Coalition will continue if the City of Aspen does not maintain its membership, although the Coalition will not be as strong as the valley-wide organization.



2024 Supplemental Requests

150 Housing Development Fund – APCHA Operating Subsidy \$66,450 (One-Time)

Description of The Current Status / Problem / Opportunity (The Why):

The Aspen Pitkin Housing Authority annually requires a subsidy from the City of Aspen and Pitkin County to cover costs over and above those generated by fees. The subsidy level is set to maintain a 12.5% targeted fund balance in any given year, and fluctuates each year based on expected revenues, projects, and changes to costs. This represents the City of Aspen's share of the APCHA Outreach Coordinator supplemental FTE request, **\$66,450**.

Description of The Proposed Solution (The What):

Each entity contributes 50% of the total annual subsidy. The City's contribution is made from the Housing Development Fund. Without City and County subsidization, the APCHA budget would need to be adjusted to fit within projected revenues – this would limit the efforts of the APCHA program and could impact areas of compliance, sales, and property management. As such, it is recommended to increase the City's subsidy amount by the requested amount and maintain the targeted reserve.

Financial Impact:

Total one-time appropriations increase of \$66,450.



2024 Supplemental Requests

150 Housing Development Fund – Affordable Housing Buy Down Program \$450,000 (One-Time)

What is the Financial Ask?

The City of Aspen is a founding member of the West Mountain Regional Housing Coalition (“WMRHC”), which is a newly formed regional nonprofit that supports the availability and accessibility of affordable community housing within Pitkin, Eagle, and Garfield Counties. This request is for \$450,000 to fund a pilot buy-down program to create additional opportunities for development neutral affordable housing in our region.

Description of The Current Status / Problem / Opportunity (The Why):

The West Mountain Regional Housing Coalition has developed program details for a buy down program. The Pilot Program would, in essence, buy down a market-rate home to an attainable price for an interested buyer, thus creating more deed restricted inventory in perpetuity for our future workforce. The organization is seeking municipal and other funder support for the pilot program. This program would support the City Council Goal of increasing affordable housing and pursuing additional development neutral strategies.

- This pilot program will be available to buyers that have identified a home for purchase but need a subsidy to be able to afford the unit. Staff is recommending that this funding would be provided to the nonprofit with a restriction that only workers in Aspen be eligible and that there be an annual reporting component regarding the program. Potential purchasers would also need to meet the AMI limits of the program to qualify.
- In exchange for the deed restriction, the program will provide up to \$200,000 for the purchase of free-market (not deed-restricted) property at the time of purchase, not to exceed 20% of the total purchase price.
- Restrictions:
 - Work 1,400 hours in Aspen
 - Primary residence
 - No other residential property
 - At or under 120% AMI, if in Garfield County, or 160% AMI if in Pitkin County

Employment requirements will be consistent with those of regional housing authorities currently operating in the region. Employees must show at least 75% of these hours are worked for a business that has a brick-and-mortar location in Pitkin, West Eagle, or Garfield Counties.

Description of The Proposed Solution (The What):

Thousands of affordable housing units are needed in the upper Roaring Fork Valley, according to the 2019 Greater Roaring Fork Regional Housing study, a problem that has been exacerbated since the beginning of the COVID-19 pandemic. This program will help to preserve middle income housing through converting free market homes into deed restricted units in perpetuity.

In 2022, the City of Aspen adopted the [Affordable Housing Strategic Plan](#) that sets forth a goal of 500 affordable housing units by 2026, half of which are anticipated to be achieved through development neutral strategies, such as buy down programs.



2024 Supplemental Requests

Impacts If Not Approved / Alternatives:

- If this request is not funded, the city will continue to pursue other affordable housing partnerships to meet the Council goal of creating additional attainable housing through development neutral strategies.



2024 Supplemental Requests

471 Golf Course Fund – Golf Course Superintendent \$45,213 (0.3 FTE) Permanent

What is the Financial Request?

The Golf Fund is requesting additional 0.3 FTE authority for a year-round full-time Golf Course Superintendent. A 0.7 FTE currently exists in the Golf Fund (currently split 70%/30% with Recreation), staff is requesting the 0.3 FTE authority to be transferred from the Recreation Department, resulting in a full 1.0 FTE Golf Superintendent for the Golf Department.

The increased expense to the Golf Fund for the 0.3 FTE totals **\$45,213**. This request has a net-zero impact on the City since budget authority will shift out of the General Fund and into the Golf Fund.

Why Is This Position or Payroll Adjustment Needed?

Background:

Recent changes in staff at the Aspen Golf Club have highlighted the need to reinstate a year-round Golf Course Superintendent. The former Director of Golf held the title of Director of Golf/ Superintendent, uniquely fulfilling the responsibilities of what historically was two separate positions prior to 2008. To manage this unique staff setup, the former Director of Golf/ Superintendent relied heavily on the Assistant Superintendent/Operations Manager during the wintertime to perform many of the Superintendent responsibilities.

Prior to 2008, the golf department employed a year-round, full-time Director of Golf/ Superintendent and a year-round, full-time Assistant Superintendent. As a result of the 2008 recession, the Assistant Superintendent's job duties changed to meet organizational and budgetary needs, and he began working at the Aspen Recreation Center during the winter months as the Ice Facilities Manager. Despite this shift in job duties, the Assistant Superintendent still assisted the Director of Golf as much as possible. This split position is no longer working to meet the needs of golf or recreation facilities. Golf operations are now exceeding pre-2008 recession and pre-COVID levels, requiring the current Assistant Superintendent/Operations Manager to spend more and more time at Golf and less time overseeing Ice operations.

Golf Industry Standard:

The industry standard is for the Director of Golf and/or Golf Manager, Golf Course Superintendent, and the Head Golf Professional to be three separate positions. Each position is equally important but has very different responsibilities.

The Head Professional is responsible for overseeing all customer service aspects of the golf course, including tee time management, pro shop management, retail sales and purchasing, golf cart fleet management, golf lesson management, tournament operations, and men's and women's golf league management.

The Superintendent is responsible for ensuring the golf course's 150 acres are in pristine playing condition. To do this, the Superintendent oversees the implementation of proper agronomical caretaking methods to make sure the golf course stays healthy and protected all year long. Maintaining the golf course includes tasks such as: irrigation and ditch management, irrigation software programming, chemical applications and purchasing, mowing operations, and golf maintenance fleet management.



2024 Supplemental Requests

The Golf Manager directly oversees the Head Professional and the Superintendent. In addition to having a general understanding of the Head Professional and Superintendent's responsibilities, the Golf Manager oversees the Golf Fund Budget and all leases at Aspen Golf Club facilities year-round.

The Aspen Golf Club is currently working on a new organizational structure of positions and responsibilities. Within this plan the Superintendent will work full-time for the golf department and be funded 100% from the Golf Fund. A Class A Golf Course Superintendent is a vital position that must be year-round since they hold such important responsibilities for providing a functioning golf course.

In a traditional golf course setup, the Golf Course Superintendent position is a year-round job, which actively oversees course maintenance during the season and manages preparation for the upcoming season in the winter months. This winter preparation work includes, but is not limited to, renewing golf course certifications, capital project planning work, building and parking lot management for winter users, chemical and course supplies purchasing, and staff recruitment planning.

This position requires:

- A minimum of an associate degree in Agronomy.
- Current Class A or B certification with the GCSAA.
- A minimum requirement of 7 years of experience in the field.
- Extensive experience in irrigation and Rainbird systems.
- Multiple certificates for chemical applications and purchasing including:
 - Colorado "Qualified Supervisor" or "Certified Operator" License
 - Turfgrass Edaphology and Cultural Systems
 - "Turf and Ornamental" Certification

Currently, the Aspen Golf Club is the only local golf operation in the Roaring Fork Valley that doesn't employ a year-round golf course Superintendent. Courses that do employ a year-round Superintendent include: Maroon Creek Club, Snowmass Club, Roaring Fork Club, River Valley Ranch, Aspen Glen, and Iron Bridge.

Current Golf Course Need:

During the operational golf season, March-October, the Aspen requires a Superintendent on the grounds.. In the remaining winter months, the Superintendent has numerous duties including, capital project planning, fleet management, chemical management and ordering, staff recruitment and professional development, continuing education and recertifications for pesticide proper storage and management (procurement, receiving, and disposal), and assists the Golf Manager with any needs related to the buildings at the golf/Nordic Clubhouse, restaurant, golf cart storage building, and golf maintenance facility.

The current, 70%/30% split position model with the Recreation Department, is unsustainable and has created challenges to both the Golf and Recreation Departments. A full time, golf course superintendent would provide us the staff bandwidth to address the numerous golf course related needs throughout the winter months.



2024 Supplemental Requests

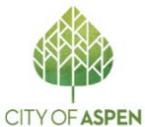
Our proposed organizational structure, with a year-round Golf Manager and a year-round Golf Course Superintendent, will allow the golf department to improve in many ways. With the newly recommended structure, proper and equal attention will be given to both the golf maintenance and retail operations at the Aspen Golf Club and improve overall operations.

Benefits of Adding a Year-Round Superintendent:

- **Golf Course Chemical Management and Licensing:** To properly manage and oversee all chemical needs of the golf course, the golf superintendent is required to ensure that these items are properly managed, secured, and inventoried during the winter and for preparation for the next golf season. Along with the proper chemical management needs, the superintendent also needs to maintain both a Qualified Supervisor and a Turf and Ornamental license and certification to safely operate a golf course. These regulations for chemicals are mandatory per *the guidelines of the Colorado Department of Agriculture (CDA) from the State level and the Environmental Protection Agency (EPA) from the Federal level*. A full-time, year-round superintendent will have the available time needed to be able to address these golf course chemical needs. As an additional benefit, the golf course superintendents' certifications would provide additional support to the Parks Department's overall chemical and turf management.
- **Golf Course Specific Capital Project Management:** A fulltime golf course Superintendent would provide assistance with golf course specific capital projects, master planning, and contracting. The winter months would also be the time when the Golf Manager and Superintendent work with the golf course architect on future "Master Planning". This would be projects such as: cart paths, green & tee box adjustments and renovations, bunker projects, streams and water features.
- **Fleet Management and Planning:** Currently with the split position, the Interim Superintendent is not able to fully dedicate sufficient time to research potential golf fleet purchases since his primary responsibilities are at the ice facilities in the winter. The Interim Superintendent is best positioned to inform purchasing decisions, since he has the most intimate knowledge of what is needed for fleet operations. This knowledge and recommendation to the Golf Manager is imperative to the purchasing and requisitioning of fleet equipment for the next season.

The Superintendent should also assist with and oversee all mower reel sharpening and adjustments with the golf course mechanic. This is a standard in the industry and something that was formerly performed by the golf course Assistant Superintendent and Mechanic. This now is solely the Mechanic's responsibility and takes much longer to perform.

- Most fleet research and purchasing is done in the winter months. The Superintendent's input in these decisions is critical to enable us to forecast future spending and develop a proper long range fleet plan (10 years into the future) to ensure proper stewardship of the City's funding. We aim to maintain a healthy fleet to ensure staff safety and improve course maintenance operations efficiency.
- **Implementation of staff development, recruitment, and succession during the winter months:** The wintertime would better allow the Superintendent to assess staff performance from the prior season and create a training plan for the next season. It's the Superintendent's



2024 Supplemental Requests

responsibility to evaluate prior season's performance and make a recommendation to the Golf Manager on suggested merit increases and potential new duties. Currently, there isn't a formalized staff training/development plan for the Aspen Golf Club. If the Superintendent comes on year-round, they'll have the opportunity to create a formal training plan that can be implemented year-over-year and tweaked based on current needs. This would allow the opportunity of the transfer of knowledge to other staff members in the plans of a future succession plan.

- **Irrigation Software Analysis and Upgrading:** The winter months are a critical time to allow the Superintendent to research water consumption patterns from the previous season. This allows them to make educated decisions on ways to improve water efficiency. With this, the Superintendent is also able to research software upgrades and possible changes. Proper software management and programming is imperative to ensure the city is preserving our resources to the best of our ability. The Aspen Golf Club was one of the first golf courses in the state of Colorado that accomplished the Audubon Certification. Water consumption is a major part of this program.
- **Other Winter Duties at the Aspen Golf Club:**
 - Assist Golf Manager with Compass planning and preparation.
 - Daily clubhouse maintenance, inspections, and facility management.
 - Provide backup for on-call services to the golf facility and clubhouse.
 - Coordinate and oversee all snow removal at the clubhouse to ensure protection of facility.
 - Parking management during the winter to ensure proper oversight for Nordic and Restaurant operations to ensure adequate available parking per leases.
 - Monthly ordering, receiving, and invoicing all clubhouse cleaning and toiletry supplies.
 - Receiving and storing all incoming packages for golf and tennis. (Approximately \$300,000 in product)
 - Monitor the golf course and turf to minimize impacts of winter Nordic operations, winter biking, general public, and winter weather impacts.
 - Assist with the fee structures, strategies, pass sale, and policies for the upcoming golf season.
 - Proper chemical management, purchasing, and storage.
 - Facilities safety equipment certification renewals/inspections (AED & Fire extinguishers)

The transfer of 0.3 FTE authority from the General Fund (001) to the Golf Fund (471) and reallocating an existing employee's time, the Aspen Golf Course will see substantial benefits that directly impact the quality of its operations.

What Are the Impacts If Not Approved?

If this position is not approved, the golf department is then left in a challenging position to complete all the necessary tasks that are needed throughout the winter months. These include making sure all the requirements for golf course chemical management are adequately met, ensuring the golf course is in good condition and ready for the course opening each spring, staff recruitment and training is completed, and golf course specific capital and maintenance projects are properly permitted and planned each year. The Superintendent position is imperative for many reasons, but the primary reasons we need a year-round certified golf course Superintendent tie into all our City Values,



2024 Supplemental Requests

Partnership with other departments and users of the golf course. Service to our community and facility. Innovation on finding new ways to enhance and protect our environment. Stewardship of the golf course conditions to the levels our community deserves and trusts us to.

The Golf Course Superintendent is an extremely technical position that has many different responsibilities that require specific training that can't be outsourced to someone that doesn't know the facility and the organization. This position also trains others and assists the Golf Manager and Golf Mechanic with their tasks in preparing for the next season as well as ensuring the course safely survives the winter without serious and expensive damage to the turf.

The question is, what does a Superintendent do in the winter? The answer is, take care of and monitor one of the City's largest assets and prepare for the next season. Mountain golf courses require constant monitoring during the winter for things such as: snow mold, ice buildup, vole damage, ensuring elk, deer, moose stay off the greens, Nordic trail coordination to ensure course protection. These are the responsibilities of a Superintendent just on the grounds and not what they have to do off the course.

We need a year-round Golf Course Superintendent to:

1. Protect and monitor the facility year-round.
2. Train and recruit a good team for the future of the organization.
3. Assist the Golf Manager in ensuring a safe and quality golf course for years to come.



2024 Supplemental Requests

505 Employee Housing Fund – Forest Service Housing Partnership \$75,000 (One-Time)

What is the Financial Ask?

- **\$75,000** for design services, public outreach and technical drawings to support the partnership project for the Forest Service administrative site.

Description of The Current Status / Problem / Opportunity (The Why):

For a number of years there has been funding in the capital budget within the 505 fund for the planning and entitlements for the development of the Forest Service property located at 7th Street and Hallam. This project is a collaborative effort with a number of anchor institutions, and the city of Aspen would be paying for a pro rata share of pre-development costs to bring this project to fruition. This supplemental request is to move these dollars from capital to operating in the 2024 budget.

Description of The Proposed Solution (The What):

The City of Aspen, along with Roaring Fork Transportation Authority, Colorado Mountain College, Pitkin County, Aspen Valley Hospital, and Aspen School District are collaborating with our White River National Forest staff to develop a schematic plan for new facilities, including workforce housing, to meet needs for the Forest Service and government service providers in the Roaring Fork Valley. The city is participating in this effort to bring more housing for public and critical institutions in the community. The city's prorated share of the predevelopment costs would be based on the number of employee housing units allotted to the city. A final number of housing units for the site has not been identified.

Impacts If Not Approved / Alternatives:

- If this is not approved, the money would remain in the capital budget.



2024 Supplemental Requests

510 IT Fund – IT Cyber Security Administrator \$137,310 (1.0 FTE) Permanent

What is the Financial Request?

The total cost for this position is **\$137,310**

Why Is This Position or Payroll Adjustment Needed?

The current Cybersecurity Administrator's position is termed at the end of 2023. This position was originally approved for someone to learn the job working under the previous Cybersecurity Administrator who is now the IT Director. During the transition of leadership and the reorganization of IT full-time positions there wasn't an open position and budget authority specifically in place for this role. Managing cybersecurity is critical to keeping the City's network and users safe from cyber-attacks. A successful cyber-attack can bring the City network down leaving City staff unable to provide adequate services to its citizens. Because a full-time cybersecurity position is needed to manage all the cyber defenses the City has in place, we are requesting this position be made permanent. This is one of the Top 5 Recommendations outlined in the 2023 Cybersecurity Audit Report by Prometheus Global, the City's outside cybersecurity consultant.

Performs a variety of technical and administrative duties to support the implementation, administration, and operation of networked computer systems consistent with the organization's values and mission statement. Works with user groups and project teams to identify cyber security enhancements, optimizations, and integrations.

Must be proficient in the following areas: Microsoft applications, and a basic understanding of computers and online computer-based technology applications, which includes accessing web-based platforms. Knowledge of computer and network systems and software including SaaS applications, databases, system integration middleware, and cybersecurity.

What Are the Impacts If Not Approved?

- If the position is not approved it leaves full-time cybersecurity work to be split between several other non-cyber positions in IT.
- This would increase the workload on others not qualified in this area.
- All other IT support functions would experience some delays for customers.
- This would leave the City more vulnerable to exploits and on-going attacks.
- A successful cyber-attack can bring the City network down leaving City staff unable to provide adequate services to its citizens for weeks to months.
- Although cybersecurity could be outsourced, this is not recommended. We do not outsource any other IT functions; a managed provider would not know our network structure and would not be able to work directly one-on-one with individual customers (departments) as an on-site employee can.



2024 Supplemental Requests

510 IT Fund – Mobile Device Management \$14,400 (Ongoing)

What is the Financial Ask?

- **\$14,400** (Approximately 400 devices, \$3.00 per device/month)
- This will be added to the cost allocation for a department's issued phones and tablets

Description of The Current Status / Problem / Opportunity (The Why):

Aspen City government has issued a majority of its staff Apple iPhones and/or iPads. This allows staff to have a mobile communications tool to integrate business email, text, data, voice, and specialized mobile apps. In 2021 the IT department was tasked with managing the purchase, distribution, and configuration of the phones and tablets for all departments except Police. These mobile devices have City data on them and can integrate into the City's secure data network, leaving our internal network susceptible to any malware that could have been unintentionally installed. Although Apple devices are more inherently secure than Android devices, the IT department currently has little capability to manage City data that is on them, keep them secure against mobile threats, and force them to be up to date with patching. Also, the proprietary nature of Apple's closed operating system doesn't allow the IT department to unlock and repurpose phones that have unknown pin codes, rendering them unusable. To get the full useful life from a mobile device and keep them secure, governments and businesses centrally manage them with a specialized Mobile Device Management service (MDM).

Description of The Proposed Solution (The What):

The IT department has reviewed several MDM services and decided on IBM's MaaS360 Essentials, with a discounted offering directly through Verizon, the City's mobile device partner.

- We recently began our implementation using approved funding from Central Savings.
- Our Verizon sales engineer is assisting us with initial service setup and configuration.
- When the system is fully configured IT Support Staff will take over management of the MaaS360 cloud service and device accounts.
- All new mobile devices and reissued devices will start with MaaS360 management.
- Devices currently in use by City staff must be factory wiped and added to MDM.
- This will require approximately 200 manhours of IT Support Staff time as well a short downtime period for each employee's device.
- MaaS360 installation is expected to be completed by Q4 2023.
- This is an ongoing funding request so IT can continue to keep City issued mobile devices secure.

Impacts If Not Approved / Alternatives:

There are no alternatives to centrally managing Apple devices. If a specialized MDM service is not approved the most IT can do for central management is what is being done today – force users to have pin code that locks the device.



2024 FTE SUMMARY

Departments / Funds

Departments / Funds	2023 Budget	2024 Base	2024 Supplements	2024 Proposed
112 - Mayor and Council	2.50	2.50		2.50
113 - Clerks Office	5.00	5.00		5.00
114 - Managers Office	16.15	15.75		15.75
115 - Human Resources	5.00	5.00		5.00
116 - Attorney	4.00	4.00		4.00
117 - Finance	15.70	15.30	1.00	16.30
119 - Asset Management	9.88	9.38	1.50	10.88
122 - Planning	16.00	16.00	1.00	17.00
123 - Building	15.50	15.50		15.50
221 - Police	40.00	40.00	1.00	41.00
321 - Streets	12.05	12.05		12.05
325 - Climate Action	3.00	3.00	1.00	4.00
327 - Engineering	11.84	11.84		11.84
431 - Environmental Health	6.30	6.30		6.30
532 - Events	4.45	4.45		4.45
542 - Recreation	28.50	28.25	(0.30)	27.95
572 - Parks and Open Space	2.00	2.00		2.00
001 - General Fund Total	197.87	196.32	5.20	201.52
100 - Parks and Open Space Fund Total	45.55	45.50	2.00	47.50
120 - Arts & Culture Fund	19.60	19.70	1.00	20.70
141 - Transportation Fund Total	5.95	5.95		5.95
150 - Housing Development Fund Total	2.00	2.00		2.00
152 - Kids First Fund Total	9.00	9.00		9.00
160 - Stormwater Fund Total	4.50	4.50		4.50
421 - Water Utility Fund Total	25.89	25.79	0.25	26.04
431 - Electric Utility Fund Total	13.30	13.20	0.25	13.45
451 - Parking Fund Total	13.95	13.95		13.95
471 - Golf Course Fund Total	6.20	6.40	0.30	6.70
491 - Truscott I Housing Fund Total	1.30	1.30		1.30
492 - Marolt Housing Fund Total	1.21	1.21		1.21
510 - Information Technology Fund Total	9.00	8.00	1.00	9.00
Total - City of Aspen FTE	355.31	352.81	10.00	362.81
442 - APCHA Housing Total	11.29	11.29	1.00	12.29
443 - Independent Housing Entities Total	2.03	2.03		2.03
620 - Housing Administration Fund Total	13.32	13.32	1.00	14.32
622 - Smuggler Housing Fund Total	0.17	0.17		0.17
Total - Housing / Component Unit FTE	13.49	13.49	1.00	14.49
Grand Total FTE	368.80	366.30	11.00	377.30



2024 POSITION DETAIL

Positions / Departments / Funds

	2023 Base	2023 Budget	2024 Base	2024 Supplements	2024 Budget
P1051.01 Council Member	0.50	0.50	0.50		0.50
P1051.02 Council Member	0.50	0.50	0.50		0.50
P1051.03 Council Member	0.50	0.50	0.50		0.50
P1051.04 Council Member	0.50	0.50	0.50		0.50
P1186.01 Mayor	0.50	0.50	0.50		0.50
112 - Mayor and Council	2.50	2.50	2.50	0.00	2.50
P1048.01 Deputy City Clerk	1.00	1.00	1.00		1.00
P1050.01 City Clerk	1.00	1.00	1.00		1.00
P1152.01 Judge	0.50	0.50	0.50		0.50
P1261.01 Records Manager	1.00	1.00	1.00		1.00
P1286.01 Municipal Court Clerk	1.00	1.00	1.00		1.00
P1513.04 Administrative Specialist - Clerks	0.50	0.50	0.50		0.50
113 - Clerks Office	5.00	5.00	5.00	0.00	5.00
P1025.01 Administrative Services Director	1.00	1.00	1.00		1.00
P1026.01 Assistant City Manager	1.00	1.00	1.00		1.00
P1035.01 Senior Project Manager	1.00	1.00	1.00		1.00
P1054.01 City Manager	1.00	1.00	1.00		1.00
P1492.02 Deputy Director of SIO	1.00	1.00	1.00		1.00
P1259.01 Public Works Director	0.05	0.05	0.05		0.05
P1425.01 Communications Director	1.00	1.00	1.00		1.00
P1444.01 Communications Coordinator	1.00	1.00	1.00		1.00
P1444.02 Communications Coordinator	0.00	1.00	1.00		1.00
P1444.03 Communications Coordinator	1.00	1.00	1.00		1.00
P1473.01 Executive Assistant	1.00	1.00	1.00		1.00
P1480.01 Business Analyst III	1.00	1.00	1.00		1.00
P1480.02 Business Analyst III	1.00	1.00	1.00		1.00
P1492.01 Strategy and Innovation Director	1.00	1.00	1.00		1.00



2024 POSITION DETAIL

CITY OF ASPEN

Positions / Departments / Funds	2023 Base	2023 Budget	2024 Base	2024 Supplements	2024 Budget
P1502.01 Grants Coordinator	0.70	0.70	0.70		0.70
P1530.01 Digital Communications Coordinator	0.00	1.00	1.00		1.00
P1548.01 CRM Administrator - SIO	0.00	1.00	1.00		1.00
P1513.20 Administrative Specialist - Termed	0.00	0.40	0.00		0.00
114 - Managers Office	12.75	16.15	15.75	0.00	15.75
P1136.01 Human Resources Director	1.00	1.00	1.00		1.00
P1398.01 Deputy Director of Human Resources	1.00	1.00	1.00		1.00
P1498.02 Senior HR Business Partner	1.00	1.00	1.00		1.00
P1499.01 Benefits and Compensation Analyst	1.00	1.00	1.00		1.00
P1500.01 HR Business Partner - Administrative/HRIS	1.00	1.00	1.00		1.00
115 - Human Resources	5.00	5.00	5.00	0.00	5.00
P1024.01 Assistant City Attorney	1.00	1.00	1.00		1.00
P1024.02 Assistant City Attorney		1.00	1.00		1.00
P1049.01 City Attorney	1.00	1.00	1.00		1.00
P1287.01 Senior Paralegal	1.00	1.00	1.00		1.00
116 - Attorney	3.00	4.00	4.00	0.00	4.00
P1003.01 Accountant	1.00	1.00	1.00		1.00
P1004.01 Controller	1.00	1.00	1.00		1.00
P1005.01 Accounting Technician II	1.00	1.00	1.00		1.00
P1040.02 Budget Officer	1.00	1.00	1.00		1.00
P1046.01 Accounting Technician - Cashier	0.60	0.60	0.30		0.30
P1101.01 Finance Director	1.00	1.00	1.00		1.00
P1277.01 Sales Tax Technician	1.00	1.00	1.00		1.00
P1305.01 Sales Tax Auditor	1.00	1.00	1.00		1.00
P1426.01 Senior Accountant	1.00	1.00	1.00		1.00
P1432.01 Senior Budget Officer	1.00	1.00	1.00		1.00



2024 POSITION DETAIL

CITY OF ASPEN

Positions / Departments / Funds	2023 Base	2023 Budget	2024 Base	2024 Supplements	2024 Budget
P1439.01 Budget Manager	1.00	1.00	1.00		1.00
P1472.01 Procurement Officer	1.00	1.00	1.00		1.00
P1478.01 Accounting Manager	1.00	1.00	1.00		1.00
P1501.02 Payroll Specialist	1.00	1.00	1.00		1.00
P1506.01 Revenue Manager	1.00	1.00	1.00		1.00
P1526.01 Procurement Specialist	1.00	1.00	1.00		1.00
Supplemental Request: P1513.20 Administrative Specialist		0.10	0.00	1.00	1.00
117 - Finance	15.60	15.70	15.30	1.00	16.30
P1182.01 Building Services Manager	1.00	1.00	1.00		1.00
P1253.01 Project Manager I	1.00	1.00	1.00		1.00
P1255.03 Project Manager II, Asset	1.00	1.00	1.00		1.00
P1259.01 Public Works Director	0.38	0.38	0.38		0.38
P1289.04 Senior Project Manager	1.00	1.00	1.00		1.00
P1391.01 Capital Asset Director	1.00	1.00	1.00		1.00
P1474.01 Development Manager	1.00	1.00	1.00		1.00
P1495.01 Maintenance Technician III	1.00	1.00	1.00		1.00
P1495.02 Maintenance Technician III	1.00	1.00	1.00		1.00
P1513.03 Administrative Specialist - Asset	1.00	1.00	1.00		1.00
Supplemental Request: P1533.01 Deputy Public Works Director (Termed)		0.50	0.00	0.50	0.50
Supplemental Request: Capital Asset Manager		0.00	0.00	1.00	1.00
119 - Asset Management	9.38	9.88	9.38	1.50	10.88
P1064.01 Community Development Director	0.50	0.50	0.50		0.50
P1199.01 Community Development Operations Manager	0.50	0.50	0.50		0.50
P1222.01 Planner I	1.00	1.00	1.00		1.00
P1222.02 Planner I	1.00	1.00	1.00		1.00
P1242.01 Principal Planner	1.00	1.00	1.00		1.00
P1288.01 Senior Planner	1.00	1.00	1.00		1.00



2024 POSITION DETAIL

CITY OF ASPEN

Positions / Departments / Funds	2023 Base	2023 Budget	2024 Base	2024 Supplements	2024 Budget
P1353.01 Zoning Enforcement Officer	1.00	1.00	1.00		1.00
P1353.02 Zoning Enforcement Officer	1.00	1.00	1.00		1.00
P1353.03 Zoning Enforcement Officer	1.00	1.00	1.00		1.00
P1375.01 Principal Planner - Historic Preservation	1.00	1.00	1.00		1.00
P1381.01 Zoning Administrator	1.00	1.00	1.00		1.00
P1412.01 Planner II	1.00	1.00	1.00		1.00
P1412.03 Planner II	1.00	1.00	1.00		1.00
P1477.01 Planning Director	1.00	1.00	1.00		1.00
P1513.01 Administrative Specialist - Community Development	1.00	1.00	1.00		1.00
P1518.01 Lodging & Commercial Core Program Manager	1.00	1.00	1.00		1.00
P1523.01 Deputy Director of Community Development	0.50	0.50	0.50		0.50
P1538.01 Code Outreach and Compliance Specialist		0.50	0.50		0.50
Supplemental Request: STR Support Specialist		0.00	0.00	1.00	1.00
122 - Planning	15.50	16.00	16.00	1.00	17.00
P1047.01 Chief Building Official	1.00	1.00	1.00		1.00
P1064.01 Community Development Director	0.50	0.50	0.50		0.50
P1089.01 Electrical and Combo Inspector	1.00	1.00	1.00		1.00
P1089.02 Electrical and Combo Inspector	1.00	1.00	1.00		1.00
P1199.01 Community Development Operations Manager	0.50	0.50	0.50		0.50
P1226.01 Plans Examination Manager	1.00	1.00	1.00		1.00
P1427.01 Business Support Specialist	1.00	1.00	1.00		1.00
P1437.01 Deputy Chief Building Official	1.00	1.00	1.00		1.00
P1440.02 Plans Examiner/Inspector III	1.00	1.00	1.00		1.00
P1440.03 Plans Examiner/Inspector III	1.00	1.00	1.00		1.00
P1440.04 Plans Examiner/Inspector III	1.00	1.00	1.00		1.00
P1441.01 Plans Examiner & Building Inspector I	1.00	1.00	1.00		1.00
P1441.02 Plans Examiner & Building Inspector I	1.00	1.00	1.00		1.00
P1459.01 Plans Examiner/Inspector II	1.00	1.00	1.00		1.00



2024 POSITION DETAIL

CITY OF ASPEN

Positions / Departments / Funds	2023 Base	2023 Budget	2024 Base	2024 Supplements	2024 Budget
P1505.01 Building Support Specialist	1.00	1.00	1.00		1.00
P1513.18 Administrative Specialist - Community Development	1.00	1.00	1.00		1.00
P1523.01 Deputy Director of Community Development	0.50	0.50	0.50		0.50
123 - Building	15.50	15.50	15.50	0.00	15.50
P1007.01 Police Officer III - Human Services Officer	1.00	1.00	1.00		1.00
P1015.01 Assistant Police Chief - Operations	1.00	1.00	1.00		1.00
P1032.01 Assistant Police Chief - Administration	1.00	1.00	1.00		1.00
P1068.02 Community Response Officer I	1.00	1.00	1.00		1.00
P1068.03 Community Response Officer I	1.00	1.00	1.00		1.00
P1069.02 Community Response Officer II	1.00	1.00	1.00		1.00
P1069.03 Community Response Officer II	1.00	1.00	1.00		1.00
P1069.04 Community Response Officer II	1.00	1.00	1.00		1.00
P1232.01 Police Chief	1.00	1.00	1.00		1.00
P1233.01 Police Officer I	1.00	1.00	1.00		1.00
P1233.03 Police Officer I	1.00	1.00	1.00		1.00
P1233.05 Police Officer I	1.00	1.00	1.00		1.00
P1235.04 Police Officer II	1.00	1.00	1.00		1.00
P1235.02 Police Officer II	1.00	1.00	1.00		1.00
P1235.05 Police Officer II	1.00	1.00	1.00		1.00
P1236.01 Police Officer III	1.00	1.00	1.00		1.00
P1236.02 Police Officer III - Youth Services Officer	1.00	1.00	1.00		1.00
P1236.03 Police Officer III	1.00	1.00	1.00		1.00
P1236.05 Police Officer III	1.00	1.00	1.00		1.00
P1236.08 Police Officer III	1.00	1.00	1.00		1.00
P1236.10 Police Officer III	1.00	1.00	1.00		1.00
P1236.11 Police Officer III	1.00	1.00	1.00		1.00
P1238.01 Police Officer IV - Assistant Sergeant	1.00	1.00	1.00		1.00
P1238.02 Police Officer IV - Assistant Sergeant	1.00	1.00	1.00		1.00



2024 POSITION DETAIL

CITY OF ASPEN

Positions / Departments / Funds	2023 Base	2023 Budget	2024 Base	2024 Supplements	2024 Budget
P1238.03 Police Officer IV - Assistant Sergeant	1.00	1.00	1.00		1.00
P1239.01 Police Officer IV - Detective	1.00	1.00	1.00		1.00
P1239.02 Police Officer IV - Detective	1.00	1.00	1.00		1.00
P1240.02 Police Officer Trainee	1.00	1.00	1.00		1.00
P1240.03 Police Officer Trainee (Overhire / Not Budgeted)	0.00	0.00	0.00		0.00
P1240.04 Police Officer Trainee (Overhire / Not Budgeted)	0.00	0.00	0.00		0.00
P1258.01 Public Safety Records Specialist	1.00	1.00	1.00		1.00
P1258.02 Public Safety Records Specialist	1.00	1.00	1.00		1.00
P1291.01 Sergeant	1.00	1.00	1.00		1.00
P1291.02 Sergeant	1.00	1.00	1.00		1.00
P1291.03 Sergeant	1.00	1.00	1.00		1.00
P1291.04 Sergeant	1.00	1.00	1.00		1.00
P1291.06 Sergeant	1.00	1.00	1.00		1.00
P1414.01 Community Response Supervisor	1.00	1.00	1.00		1.00
P1490.01 Police Administrative Supervisor	1.00	1.00	1.00		1.00
P1512.01 Police Administrative Specialist Officer	1.00	1.00	1.00		1.00
P1513.14 Administrative Specialist - Police	1.00	1.00	1.00		1.00
P1491.01 Police Officer II - Human Services Officer	1.00	1.00	1.00		1.00
Supplemental Request: Police Officer I	0.00	0.00	0.00	1.00	1.00
221 - Police	40.00	40.00	40.00	1.00	41.00
P1034.01 Assistant Streets Superintendent	1.00	1.00	1.00		1.00
P1122.03 Heavy Equipment Operator II	1.00	1.00	1.00		1.00
P1122.04 Heavy Equipment Operator II	1.00	1.00	1.00		1.00
P1122.06 Heavy Equipment Operator II	1.00	1.00	1.00		1.00
P1122.08 Heavy Equipment Operator II	1.00	1.00	1.00		1.00
P1187.02 Mechanic I	1.00	1.00	1.00		1.00
P1187.04 Mechanic II	1.00	1.00	1.00		1.00
P1190.01 Mechanic II	1.00	1.00	1.00		1.00



2024 POSITION DETAIL

CITY OF ASPEN

Positions / Departments / Funds	2023 Base	2023 Budget	2024 Base	2024 Supplements	2024 Budget
P1259.01 Public Works Director	0.05	0.05	0.05		0.05
P1300.01 Streets Superintendent	1.00	1.00	1.00		1.00
P1541.01 Heavy Equipment Operator III	1.00	1.00	1.00		1.00
P1541.02 Heavy Equipment Operator III	1.00	1.00	1.00		1.00
P1541.03 Heavy Equipment Operator III	1.00	1.00	1.00		1.00
321 - Streets	12.05	12.05	12.05	0.00	12.05
P1058.01 Sustainability Manager	1.00	1.00	1.00		1.00
P1422.01 Sustainability Programs Administrator	1.00	1.00	1.00		1.00
P1422.02 Sustainability Programs Administrator	1.00	1.00	1.00		1.00
Supplemental Request: Sustainability Analyst	0.00	0.00	0.00	1.00	1.00
325 - Climate Action	3.00	3.00	3.00	1.00	4.00
P1052.01 City Engineer	0.70	0.70	0.70		0.70
P1055.01 Project Manager I, Engineering	0.50	0.50	0.50		0.50
P1055.02 Project Manager I, Engineering	0.50	0.50	0.50		0.50
P1113.01 GIS Programs Manager	1.00	1.00	1.00		1.00
P1229.01 Plans Review Technician	0.50	0.50	0.50		0.50
P1259.01 Public Works Director	0.24	0.24	0.24		0.24
P1289.03 Senior Project Manager	0.75	0.75	0.75		0.75
P1368.02 GIS Analyst		0.30	0.30		0.30
P1434.01 Project Manager II, Engineering	0.50	0.50	0.50		0.50
P1434.02 Project Manager II, Engineering	1.00	1.00	1.00		1.00
P1434.03 Project Manager II, Engineering	0.50	0.50	0.50		0.50
P1445.01 Engineering Plans and Construction Supervisor	0.35	0.35	0.35		0.35
P1464.01 Project Manager III, Engineering	1.00	1.00	1.00		1.00
P1488.01 Construction Mitigation Officer II	0.75	0.75	0.75		0.75
P1513.05 Administrative Specialist - Engineering	1.00	1.00	1.00		1.00
P1514.01 Engineering Manager	1.00	1.00	1.00		1.00



2024 POSITION DETAIL

CITY OF ASPEN

Positions / Departments / Funds	2023 Base	2023 Budget	2024 Base	2024 Supplements	2024 Budget
P1515.01 Deputy City Engineer	0.25	0.25	0.25		0.25
P1535.01 Senior GIS Developer	1.00	1.00	1.00		1.00
327 - Engineering	11.54	11.84	11.84	0.00	11.84
P1093.01 Environmental Health and Sustainability Director	1.00	1.00	1.00		1.00
P1284.01 Environmental Health Administrator	1.00	1.00	1.00		1.00
P1284.03 Environmental Health Administrator	1.00	1.00	1.00		1.00
P1485.01 Environmental Health Specialist I	1.00	1.00	1.00		1.00
P1485.02 Environmental Health Specialist I	1.00	1.00	1.00		1.00
P1513.06 Administrative Specialist - Environmental Health	0.80	0.80	0.80		0.80
P1538.01 Code Outreach and Compliance Specialist		0.50	0.50		0.50
431 - Environmental Health	5.80	6.30	6.30	0.00	6.30
P1104.01 Financial Analyst - Parks & Recreation	0.05	0.05	0.05		0.05
P1194.01 Business Manager - Parks	0.10	0.10	0.10		0.10
P1276.01 Marketing Coordinator	1.00	1.00	1.00		1.00
P1292.01 Special Events and Marketing Director	1.00	1.00	1.00		1.00
P1295.01 Special Events Permit Coordinator	1.00	1.00	1.00		1.00
P1304.01 Business Technology Manager	0.05	0.05	0.05		0.05
P1361.01 IT Support Technician	0.05	0.05	0.05		0.05
P1430.01 Recreation Facilities and Business Services Director	0.05	0.05	0.05		0.05
P1509.01 Special Events Assistant Manager	1.00	1.00	1.00		1.00
P1513.11 Administrative Specialist - Parks	0.05	0.05	0.05		0.05
P1513.13 Administrative Specialist - Parks	0.10	0.10	0.10		0.10
532 - Events	4.45	4.45	4.45	0.00	4.45
P1027.01 Building Services Manager	0.65	0.65	0.65		0.65
P1030.01 Recreation Operations Manager	0.30	0.30	0.30	(0.30)	0.00
P1030.03 Recreation Operations Manager	1.00	1.00	1.00		1.00



2024 POSITION DETAIL

CITY OF ASPEN

Positions / Departments / Funds	2023 Base	2023 Budget	2024 Base	2024 Supplements	2024 Budget
P1097.01 Facilities Maintenance Mechanic	0.65	0.65	0.65		0.65
P1097.02 Facilities Maintenance Mechanic	0.55	0.55	0.55		0.55
P1098.01 Facilities Maintenance Mechanic	0.65	0.65	0.65		0.65
P1099.01 Facilities Manager	0.65	0.65	0.65		0.65
P1104.01 Financial Analyst - Parks & Recreation	0.20	0.20	0.20		0.20
P1121.01 Head Golf Professional	0.20	0.20	0.20		0.20
P1146.01 Ice/Irrigation Technician	0.75	0.75	0.50		0.50
P1169.02 Maintenance Technician I	0.00	1.00	1.00		1.00
P1178.01 Maintenance Technician II	0.70	0.70	0.70		0.70
P1194.01 Business Manager - Parks	0.30	0.30	0.30		0.30
P1263.01 Recreation Manager	1.00	1.00	1.00		1.00
P1265.01 Recreation Operations Manager	1.00	1.00	1.00		1.00
P1266.01 Recreation Programmer	1.00	1.00	1.00		1.00
P1271.02 Recreation Specialist	1.00	1.00	1.00		1.00
P1271.03 Recreation Specialist	1.00	1.00	1.00		1.00
P1301.01 Recreation Supervisor	1.00	1.00	1.00		1.00
P1301.02 Recreation Supervisor	1.00	1.00	1.00		1.00
P1301.03 Recreation Supervisor	1.00	1.00	1.00		1.00
P1301.04 Recreation Supervisor	1.00	1.00	1.00		1.00
P1302.01 Recreation Supervisor	1.00	1.00	1.00		1.00
P1304.01 Business Technology Manager	0.35	0.35	0.35		0.35
P1361.01 IT Support Technician	0.40	0.40	0.40		0.40
P1390.01 Recreation Coordinator	1.00	1.00	1.00		1.00
P1394.01 Maintenance Technician II	0.65	0.65	0.65		0.65
P1396.01 Recreation Coordinator	1.00	1.00	1.00		1.00
P1396.03 Recreation Coordinator	1.00	1.00	1.00		1.00
P1430.01 Recreation Facilities and Business Services Director	0.30	0.30	0.30		0.30
P1448.01 Ice Technician I	1.00	1.00	1.00		1.00
P1448.03 Ice Technician I	0.50	0.50	0.50		0.50



2024 POSITION DETAIL

CITY OF ASPEN

Positions / Departments / Funds	2023 Base	2023 Budget	2024 Base	2024 Supplements	2024 Budget
P1452.01 Lead Ice Technician	1.00	1.00	1.00		1.00
P1468.01 Ice Technician	1.00	1.00	1.00		1.00
P1503.01 Recreation Specialist	1.00	1.00	1.00		1.00
P1503.02 Recreation Specialist	1.00	1.00	1.00		1.00
P1513.11 Administrative Specialist - Parks	0.35	0.35	0.35		0.35
P1513.13 Administrative Specialist - Parks	0.35	0.35	0.35		0.35
542 - Recreation	27.50	28.50	28.25	(0.30)	27.95
P1165.01 Maintenance Operator	0.25	0.25	0.25		0.25
P1210.06 Parks Field Supervisor	0.50	0.50	0.50		0.50
P1213.02 Parks Maintenance Operator	0.25	0.25	0.25		0.25
P1213.05 Parks Maintenance Operator	0.25	0.25	0.25		0.25
P1376.02 Maintenance Supervisor	0.25	0.25	0.25		0.25
P1376.03 Maintenance Supervisor	0.25	0.25	0.25		0.25
P1456.01 Maintenance Supervisor	0.25	0.25	0.25		0.25
572 - Parks and Open Space	2.00	2.00	2.00	0.00	2.00
001 - General Fund Total	190.57	197.87	196.32	5.20	201.52
P1027.01 Building Services Manager	0.20	0.20	0.20		0.20
P1053.01 City Forester	1.00	1.00	1.00		1.00
P1071.01 Construction Field Superintendent	1.00	1.00	1.00		1.00
P1071.02 Construction Field Superintendent	1.00	1.00	1.00		1.00
P1097.01 Facilities Maintenance Mechanic	0.20	0.20	0.20		0.20
P1097.02 Facilities Maintenance Mechanic	0.25	0.25	0.25		0.25
P1098.01 Facilities Maintenance Mechanic	0.20	0.20	0.20		0.20
P1099.01 Facilities Manager	0.20	0.20	0.20		0.20
P1104.01 Financial Analyst - Parks & Recreation	0.35	0.35	0.35		0.35
P1122.09 Heavy Equipment Operator II	1.00	1.00	1.00		1.00



2024 POSITION DETAIL

Positions / Departments / Funds

Positions / Departments / Funds	2023 Base	2023 Budget	2024 Base	2024 Supplements	2024 Budget
P1157.01 Landscape Architect and Construction Manager	1.00	1.00	1.00		1.00
P1158.01 Landscape Architect	1.00	1.00	1.00		1.00
P1158.02 Landscape Architect	0.00	1.00	1.00		1.00
P1165.01 Maintenance Operator	0.75	0.75	0.75		0.75
P1165.03 Maintenance Operator	1.00	1.00	1.00		1.00
P1178.01 Maintenance Technician II	0.20	0.20	0.20		0.20
P1187.03 Mechanic I	1.00	1.00	1.00		1.00
P1194.01 Business Manager - Parks	0.40	0.40	0.40		0.40
P1197.01 Open Space and Natural Resource Manager	1.00	1.00	1.00		1.00
P1198.01 Ranger	1.00	1.00	1.00		1.00
P1209.01 Parks and Open Space Director	1.00	1.00	1.00		1.00
P1210.01 Parks Field Supervisor	1.00	1.00	1.00		1.00
P1210.02 Parks Field Supervisor	1.00	1.00	1.00		1.00
P1210.04 Parks Field Supervisor	1.00	1.00	1.00		1.00
P1210.05 Parks Field Supervisor (Nordic)	1.00	1.00	1.00		1.00
P1210.06 Parks Field Supervisor	0.50	0.50	0.50		0.50
P1210.07 Parks Field Supervisor	1.00	1.00	1.00		1.00
P1213.01 Parks Maintenance Operator		1.00	1.00		1.00
P1213.02 Parks Maintenance Operator	0.75	0.75	0.75		0.75
P1213.03 Parks Maintenance Operator		1.00	1.00		1.00
P1213.04 Parks Maintenance Operator		1.00	1.00		1.00
P1213.05 Parks Maintenance Operator	0.75	0.75	0.75		0.75
P1213.07 Parks Maintenance Operator		1.00	1.00		1.00
P1213.08 Parks Maintenance Operator		1.00	1.00		1.00
P1213.09 Parks Maintenance Operator		1.00	1.00		1.00
P1214.01 Parks Operations Manager	1.00	1.00	1.00		1.00
P1216.01 Parks and Recreation Director	1.00	1.00	1.00		1.00
P1220.05 Permit Coordinator	1.00	1.00	1.00		1.00
P1253.02 Project Manager I - Parks/Business Services	0.00	1.00	1.00		1.00



2024 POSITION DETAIL

CITY OF ASPEN

Positions / Departments / Funds	2023 Base	2023 Budget	2024 Base	2024 Supplements	2024 Budget
P1304.01 Business Technology Manager	0.20	0.20	0.20		0.20
P1315.01 Maintenance Supervisor	1.00	1.00	1.00		1.00
P1361.01 IT Support Technician	0.15	0.15	0.15		0.15
P1376.01 Maintenance Supervisor	1.00	1.00	1.00		1.00
P1376.02 Maintenance Supervisor	0.75	0.75	0.75		0.75
P1376.03 Maintenance Supervisor	0.75	0.75	0.75		0.75
P1376.04 Maintenance Supervisor	1.00	1.00	1.00		1.00
P1376.05 Maintenance Supervisor	1.00	1.00	1.00		1.00
P1385.01 Ranch Manager	1.00	1.00	1.00		1.00
P1394.01 Maintenance Technician II	0.15	0.15	0.15		0.15
P1421.01 Irrigation Specialist	1.00	1.00	1.00		1.00
P1430.01 Recreation Facilities and Business Services Director	0.35	0.35	0.35		0.35
P1456.01 Maintenance Supervisor	0.75	0.75	0.75		0.75
P1469.01 Trails Manager	1.00	1.00	1.00		1.00
P1494.01 Senior Ranger	1.00	1.00	1.00		1.00
P1513.11 Administrative Specialist - Parks	0.35	0.35	0.30		0.30
P1513.12 Administrative Specialist - Parks	0.10	1.00	1.00		1.00
P1513.13 Administrative Specialist - Parks	0.35	0.35	0.35		0.35
P1517.01 Parks Specialist (Raw Water & Ditches)	1.00	1.00	1.00		1.00
Supplemental Request: Wildlife Coordinator	0.00	0.00	0.00	1.00	1.00
Supplemental Request: Natural Resources Manager	0.00	0.00	0.00	1.00	1.00
100 - Parks and Open Space Fund Total	36.65	45.55	45.50	2.00	47.50
P1027.02 Building Services Manager - Wheeler	1.00	1.00	1.00		1.00
P1111.01 Front of House Supervisor	1.00	1.00	1.00		1.00
P1179.01 Maintenance Technician II	1.00	1.00	1.00		1.00
P1194.03 Business Manager - Wheeler	1.00	1.00	1.00		1.00
P1246.01 Programs Administrator	1.00	1.00	1.00		1.00
P1345.01 Wheeler Executive Director	1.00	1.00	1.00		1.00



2024 POSITION DETAIL

CITY OF ASPEN

Positions / Departments / Funds	2023 Base	2023 Budget	2024 Base	2024 Supplements	2024 Budget
P1347.01 Wheeler Production Manager	1.00	1.00	1.00		1.00
P1348.01 Wheeler Ticket Coordinator	1.00	1.00	1.00		1.00
P1350.01 Wheeler Ticketing Supervisor	1.00	1.00	1.00		1.00
P1373.01 Wheeler Assistant Production Manager	1.00	1.00	1.00		1.00
P1382.01 Wheeler Rentals Coordinator	1.00	1.00	1.00		1.00
P1451.01 Front of House Coordinator	1.00	1.00	1.00		1.00
P1463.01 Wheeler Theater Technician	1.00	1.00	1.00		1.00
P1497.01 Wheeler Marketing Manager	1.00	1.00	1.00		1.00
P1502.01 Grants Coordinator	0.30	0.30	0.30		0.30
P1513.19 Administrative Specialist - Wheeler	1.00	1.00	1.00		1.00
P1531.01 Patron Services Specialist	0.00	1.00	1.00		1.00
513 - Wheeler Opera House	15.30	16.30	16.30	0.00	16.30
P1027.01 Building Services Manager	0.10	0.10	0.10		0.10
P1097.01 Facilities Maintenance Mechanic	0.10	0.10	0.10		0.10
P1097.02 Facilities Maintenance Mechanic	0.10	0.10	0.10		0.10
P1098.01 Facilities Maintenance Mechanic	0.05	0.05	0.05		0.05
P1099.01 Facilities Manager	0.10	0.10	0.10		0.10
P1104.01 Financial Analyst - Parks & Recreation	0.10	0.10	0.10		0.10
P1178.01 Maintenance Technician II	0.05	0.05	0.05		0.05
P1194.01 Business Manager - Parks	0.05	0.05	0.10		0.10
P1304.01 Business Technology Manager	0.10	0.10	0.10		0.10
P1361.01 IT Support Technician	0.10	0.10	0.10		0.10
P1379.01 Executive Director Red Brick Center	1.00	1.00	1.00		1.00
P1394.01 Maintenance Technician II	0.15	0.15	0.15		0.15
P1430.01 Recreation Facilities and Business Services Director	0.15	0.15	0.15		0.15
P1513.11 Administrative Specialist - Parks	0.05	0.05	0.10		0.10
P1513.13 Administrative Specialist - Parks	0.10	0.10	0.10		0.10
P1519.01 Arts Programming Coordinator	1.00	1.00	1.00		1.00



2024 POSITION DETAIL

Positions / Departments / Funds	2023 Base	2023 Budget	2024 Base	2024 Supplements	2024 Budget
Supplemental Request: Administrative Coordinator	0.00	0.00	0.00	1.00	1.00
552 -Red Brick	3.30	3.30	3.40	1.00	4.40
120 - Arts & Culture Fund	18.60	19.60	19.70	1.00	20.70
P1043.01 Transportation Coordinator	1.00	1.00	1.00		1.00
P1043.02 Transportation Coordinator	1.00	1.00	1.00		1.00
P1043.03 Transportation Coordinator	1.00	1.00	1.00		1.00
P1052.01 City Engineer	0.10	0.10	0.10		0.10
P1289.03 Senior Project Manager	0.25	0.25	0.25		0.25
P1322.01 Mobility Administrator	1.00	1.00	1.00		1.00
P1368.02 GIS Analyst		0.35	0.35		0.35
P1515.01 Deputy City Engineer	0.25	0.25	0.25		0.25
P1516.01 Mobility Division Manager	1.00	1.00	1.00		1.00
141 - Transportation Fund Total	5.60	5.95	5.95	0.00	5.95
P1475.01 Senior Project Manager -Affordable Housing	1.00	1.00	1.00		1.00
P1510.01 Housing Policy Analyst	1.00	1.00	1.00		1.00
150 - Housing Development Fund Total	2.00	2.00	2.00	0.00	2.00
P1085.01 Early Childhood Teacher	1.00	1.00	1.00		1.00
P1155.01 Kids First Quality Improvement Administrator	1.00	1.00	1.00		1.00
P1549.01 Kids First Coordinator	1.00	1.00	1.00		1.00
P1495.03 Maintenance Technician III	1.00	1.00	1.00		1.00
P1513.02 Administrative Specialist - Kids First	0.80	1.00	1.00		1.00
P1525.01 Kids First Co-manager (Programming)	1.00	1.00	1.00		1.00
P1525.02 Kids First Co-manager (Operations)	1.00	1.00	1.00		1.00
P1458.01 Intern - Early Childhood Teacher	1.00	1.00	1.00		1.00
P1458.02 Early Childhood Education Intern		1.00	1.00		1.00
152 - Kids First Fund Total	7.80	9.00	9.00	0.00	9.00



2024 POSITION DETAIL

CITY OF ASPEN

Positions / Departments / Funds	2023 Base	2023 Budget	2024 Base	2024 Supplements	2024 Budget
P1052.01 City Engineer	0.10	0.10	0.10		0.10
P1055.01 Project Manager I, Engineering	0.25	0.25	0.25		0.25
P1055.02 Project Manager I, Engineering	0.25	0.25	0.25		0.25
P1122.01 Heavy Equipment Operator II	1.00	1.00	1.00		1.00
P1165.04 Maintenance Operator	1.00	1.00	1.00		1.00
P1299.01 Stormwater Manager	1.00	1.00	1.00		1.00
P1434.01 Project Manager II, Engineering	0.25	0.25	0.25		0.25
P1434.03 Project Manager II, Engineering	0.25	0.25	0.25		0.25
P1445.01 Engineering Plans and Construction Supervisor	0.40	0.40	0.40		0.40
160 - Stormwater Fund Total	4.50	4.50	4.50	0.00	4.50
P1013.01 Plans Review Technician	1.00	1.00	1.00		1.00
P1046.01 Accounting Technician - Cashier	0.20	0.20	0.35		0.35
P1055.01 Project Manager I, Engineering	0.25	0.25	0.25		0.25
P1055.02 Project Manager I, Engineering	0.25	0.25	0.25		0.25
P1088.01 Electric Superintendent	0.10	0.10	0.10		0.10
P1112.01 GIS Analyst	0.55	0.55	0.55		0.55
P1137.01 Hydroelectric Operation Specialist	0.40	0.40	0.40		0.40
P1180.01 Maintenance Technician II	0.55	0.55	0.55		0.55
P1229.01 Plans Review Technician	0.50	0.50	0.50		0.50
P1248.01 Metering Services Supervisor	0.60	0.60	0.60		0.60
P1259.01 Public Works Director	0.19	0.19	0.19		0.19
P1289.02 Senior Project Manager	0.75	0.75	0.75		0.75
P1325.01 Utilities Director	0.60	0.60	0.60		0.60
P1522.01 Utilities Billing Administrator	0.50	0.50	0.50		0.50
P1327.02 Utilities Billing Technician	0.50	0.50	0.50		0.50
P1330.01 Water Services Technician	0.70	0.70	0.70		0.70
P1330.02 Water Services Technician	0.70	0.70	0.70		0.70



2024 POSITION DETAIL

CITY OF ASPEN

Positions / Departments / Funds	2023 Base	2023 Budget	2024 Base	2024 Supplements	2024 Budget
P1333.01 Water Distribution Operator II	1.00	1.00	1.00		1.00
P1333.02 Water Distribution Operator II	1.00	1.00	1.00		1.00
P1334.01 Water Distribution Operator IV, Lead	1.00	1.00	1.00		1.00
P1335.01 Water Distribution Supervisor	1.00	1.00	1.00		1.00
P1337.01 Water Resource/Hydroelectric Supervisor	0.50	0.50	0.50		0.50
P1338.01 Water Treatment Plant Operator D	1.00	1.00	1.00		1.00
P1338.02 Water Treatment Plant Operator A	1.00	1.00	1.00		1.00
P1338.03 Water Treatment Plant Operator A	1.00	1.00	1.00		1.00
P1341.01 Water Treatment Supervisor	1.00	1.00	1.00		1.00
P1384.03 Management Analyst II	0.60	0.60	0.60		0.60
P1405.01 Instrumentation Control Technician	1.00	1.00	1.00		1.00
P1434.01 Project Manager II, Engineering	0.25	0.25	0.25		0.25
P1434.03 Project Manager II, Engineering	0.25	0.25	0.25		0.25
P1445.01 Engineering Plans and Construction Supervisor	0.25	0.25	0.25		0.25
P1447.01 Utilities Resource Manager	0.50	0.50	0.50		0.50
P1449.01 Pump Station Operations Specialist	1.00	1.00	1.00		1.00
P1457.01 Project Manager III - Utilities	0.50	0.50	0.50		0.50
P1257.01 - Project Manager I - Utilities	1.00	1.00	1.00		1.00
P1461.01 Utilities Billing Supervisor	0.50	0.50	0.50		0.50
P1488.01 Construction Mitigation Officer II	0.25	0.25	0.25		0.25
P1489.01 Utilities Business Services Manager	0.60	0.60	0.60		0.60
P1513.15 Administrative Specialist - Water	0.50	0.50	0.50		0.50
P1513.16 Administrative Specialist - Water	0.95	0.95	0.95		0.95
P1543.01 Utilities Field Operations Manager	0.65	0.65	0.65		0.65
Supplemental Request: P1533.01 Deputy Public Works Director (Termed)	0.25	0.00	0.25	0.25	0.25
421 - Water Utility Fund Total	25.64	25.89	25.79	0.25	26.04
P1046.01 Accounting Technician - Cashier	0.20	0.20	0.35		0.35
P1088.01 Electric Superintendent	0.90	0.90	0.90		0.90



2024 POSITION DETAIL

CITY OF ASPEN

Positions / Departments / Funds	2023 Base	2023 Budget	2024 Base	2024 Supplements	2024 Budget
P1112.01 GIS Analyst	0.45	0.45	0.45		0.45
P1137.01 Hydroelectric Operation Specialist	0.60	0.60	0.60		0.60
P1160.01 Lead Line Technician	1.00	1.00	1.00		1.00
P1160.02 Lead Line Technician	1.00	1.00	1.00		1.00
P1180.01 Maintenance Technician II	0.45	0.45	0.45		0.45
P1248.01 Metering Services Supervisor	0.40	0.40	0.40		0.40
P1259.01 Public Works Director	0.10	0.10	0.10		0.10
P1289.02 Senior Project Manager	0.25	0.25	0.25		0.25
P1325.01 Utilities Director	0.40	0.40	0.40		0.40
P1522.01 Utilities Billing Administrator	0.50	0.50	0.50		0.50
P1327.02 Utilities Billing Technician	0.50	0.50	0.50		0.50
P1330.01 Water Services Technician	0.30	0.30	0.30		0.30
P1330.02 Water Services Technician	0.30	0.30	0.30		0.30
P1337.01 Water Resource/Hydroelectric Supervisor	0.50	0.50	0.50		0.50
P1384.03 Management Analyst II	0.40	0.40	0.40		0.40
P1429.01 Electric Line Technician	1.00	1.00	1.00		1.00
P1443.01 Apprentice Line Technician II	1.00	1.00	1.00		1.00
P1447.01 Utilities Resource Manager	0.50	0.50	0.50		0.50
P1457.01 Project Manager III - Utilities	0.50	0.50	0.50		0.50
P1461.01 Utilities Billing Supervisor	0.50	0.50	0.50		0.50
P1489.01 Utilities Business Services Manager	0.40	0.40	0.40		0.40
P1513.15 Administrative Specialist - Water	0.50	0.50	0.50		0.50
P1513.16 Administrative Specialist - Water	0.05	0.05	0.05		0.05
P1543.01 Utilities Field Operations Manager	0.35	0.35	0.35		0.35
Supplemental Request: P1533.01 Deputy Public Works Director (Termed)	0.25	0.00	0.25	0.25	0.25
431 - Electric Utility Fund Total	13.05	13.30	13.20	0.25	13.45
P1052.01 City Engineer	0.10	0.10	0.10		0.10
P1205.01 Parking Operations Manager	1.00	1.00	1.00		1.00



2024 POSITION DETAIL

CITY OF ASPEN

Positions / Departments / Funds	2023 Base	2023 Budget	2024 Base	2024 Supplements	2024 Budget
P1247.01 Parking Programs Manager	1.00	1.00	1.00		1.00
P1368.02 GIS Analyst		0.35	0.35		0.35
P1453.03 Parking Services Ambassador I	1.00	1.00	1.00		1.00
P1453.04 Parking Services Ambassador I	1.00	1.00	1.00		1.00
P1454.01 Parking Services Ambassador II	1.00	1.00	1.00		1.00
P1454.02 Parking Services Ambassador II	1.00	1.00	1.00		1.00
P1454.04 Parking Services Ambassador II	1.00	1.00	1.00		1.00
P1455.01 Parking Services Ambassador III	1.00	1.00	1.00		1.00
P1455.02 Parking Services Ambassador III	1.00	1.00	1.00		1.00
P1455.03 Parking Services Ambassador III	1.00	1.00	1.00		1.00
P1455.04 Parking Services Ambassador III	1.00	1.00	1.00		1.00
P1513.09 Administrative Specialist - Parking	1.00	1.00	1.00		1.00
P1513.10 Administrative Specialist - Parking	1.00	1.00	1.00		1.00
P1515.01 Deputy City Engineer	0.50	0.50	0.50		0.50
451 - Parking Fund Total	13.60	13.95	13.95	0.00	13.95
P1027.01 Building Services Manager	0.05	0.05	0.05		0.05
P1030.01 Recreation Operations Manager / Golf Course Superintendent	0.70	0.70	0.70	0.30	1.00
P1097.01 Facilities Maintenance Mechanic	0.05	0.05	0.05		0.05
P1097.02 Facilities Maintenance Mechanic	0.10	0.10	0.10		0.10
P1098.01 Facilities Maintenance Mechanic	0.10	0.10	0.10		0.10
P1099.01 Facilities Manager	0.05	0.05	0.05		0.05
P1104.01 Financial Analyst - Parks & Recreation	0.30	0.30	0.30		0.30
P1114.01 Golf Manager	1.00	1.00	1.00		1.00
P1121.01 Head Golf Professional	0.80	0.80	0.80		0.80
P1146.01 Ice/Irrigation Technician	0.25	0.25	0.50		0.50
P1178.01 Maintenance Technician II	0.05	0.05	0.05		0.05
P1189.01 Mechanic II	1.00	1.00	1.00		1.00
P1194.01 Business Manager - Parks	0.15	0.15	0.10		0.10



2024 POSITION DETAIL

CITY OF ASPEN

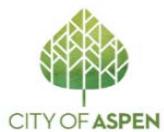
Positions / Departments / Funds	2023 Base	2023 Budget	2024 Base	2024 Supplements	2024 Budget
P1304.01 Business Technology Manager	0.30	0.30	0.30		0.30
P1361.01 IT Support Technician	0.30	0.30	0.30		0.30
P1394.01 Maintenance Technician II	0.05	0.05	0.05		0.05
P1430.01 Recreation Facilities and Business Services Director	0.15	0.15	0.15		0.15
P1448.03 Ice Technician	0.50	0.50	0.50		0.50
P1513.11 Administrative Specialist - Parks	0.20	0.20	0.20		0.20
P1513.13 Administrative Specialist - Parks	0.10	0.10	0.10		0.10
471 - Golf Course Fund Total	6.20	6.20	6.40	0.30	6.70
P1033.01 Assistant Property Manager	0.05	0.05	0.05		0.05
P1128.01 Housing Maintenance Supervisor	0.31	0.31	0.31		0.31
P1171.01 Maintenance Technician I	0.31	0.31	0.31		0.31
P1181.01 Maintenance Technician II	0.31	0.31	0.31		0.31
P1181.02 Maintenance Technician II	0.31	0.31	0.31		0.31
P1290.01 Senior Property Manager	0.01	0.01	0.01		0.01
491 - Truscott I Housing Fund Total	1.30	1.30	1.30	0.00	1.30
P1033.01 Assistant Property Manager	0.04	0.04	0.04		0.04
P1128.01 Housing Maintenance Supervisor	0.29	0.29	0.29		0.29
P1171.01 Maintenance Technician I	0.29	0.29	0.29		0.29
P1181.01 Maintenance Technician II	0.29	0.29	0.29		0.29
P1181.02 Maintenance Technician II	0.29	0.29	0.29		0.29
P1290.01 Senior Property Manager	0.01	0.01	0.01		0.01
492 - Marolt Housing Fund Total	1.21	1.21	1.21	0.00	1.21
P1140.01 Information Technology Director	1.00	1.00	1.00		1.00
P1150.04 IT Applications Manager	1.00	1.00	1.00		1.00
P1150.03 Senior IT Network Administrator	1.00	1.00	1.00		1.00
P1151.01 IT Support Supervisor	1.00	1.00	1.00		1.00



2024 POSITION DETAIL

CITY OF ASPEN

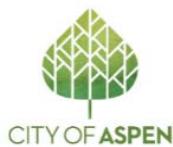
Positions / Departments / Funds	2023 Base	2023 Budget	2024 Base	2024 Supplements	2024 Budget
P1361.02 IT Support Technician	1.00	1.00	1.00		1.00
P1420.01 ERP Application Analyst	1.00	1.00	1.00		1.00
P1521.01 IT & Audio Visual Support Technician		1.00	1.00		1.00
P1528.01 Deputy Director of IT	1.00	1.00	1.00		1.00
Supplemental Request: P1540.01 Cybersecurity Administrator		1.00	0.00	1.00	1.00
510 - Information Technology Fund Total	7.00	9.00	8.00	1.00	9.00
Total - City of Aspen FTE	333.71	355.31	352.81	10.00	362.81
P1033.01 Assistant Property Manager	0.79	0.79	0.79		0.79
P1078.01 Deputy Director of Housing, Operations and Property Management	1.00	1.00	1.00		1.00
P1127.01 APCHA Executive Director	1.00	1.00	1.00		1.00
P1129.01 Housing Qualifications Specialist	1.00	1.00	1.00		1.00
P1130.01 Housing Sales Manager	1.00	1.00	1.00		1.00
P1290.01 Senior Property Manager	0.50	0.50	0.50		0.50
P1545.01 Housing Qualification and Budget Analyst	1.00	1.00	1.00		1.00
P1411.01 Compliance Analyst		1.00	1.00		1.00
P1417.01 Business Analyst II	1.00	1.00	1.00		1.00
P1487.01 Deputy Director of Housing, Compliance	1.00	1.00	1.00		1.00
P1513.07 Administrative Specialist - Housing	1.00	1.00	1.00		1.00
P1513.08 Administrative Specialist - Housing	1.00	1.00	1.00		1.00
Supplemental Request: Outreach Coordinator	0.00	0.00	0.00	1.00	1.00
442 - APCHA Housing Total	10.29	11.29	11.29	1.00	12.29
P1033.01 Assistant Property Manager	0.08	0.08	0.08		0.08
P1128.01 Housing Maintenance Supervisor	0.37	0.37	0.37		0.37
P1171.01 Maintenance Technician I	0.37	0.37	0.37		0.37



2024 POSITION DETAIL

CITY OF ASPEN

Positions / Departments / Funds	2023 Base	2023 Budget	2024 Base	2024 Supplements	2024 Budget
P1181.01 Maintenance Technician II	0.37	0.37	0.37		0.37
P1181.02 Maintenance Technician II	0.37	0.37	0.37		0.37
P1290.01 Senior Property Manager	0.47	0.47	0.47		0.47
443 - Independent Housing Entities Total	2.03	2.03	2.03	0.00	2.03
620 - Housing Administration Fund Total	12.32	13.32	13.32	1.00	14.32
P1033.01 Assistant Property Manager	0.04	0.04	0.04		0.04
P1128.01 Housing Maintenance Supervisor	0.03	0.03	0.03		0.03
P1171.01 Maintenance Technician I	0.03	0.03	0.03		0.03
P1181.01 Maintenance Technician II	0.03	0.03	0.03		0.03
P1181.02 Maintenance Technician II	0.03	0.03	0.03		0.03
P1290.01 Senior Property Manager	0.01	0.01	0.01		0.01
622 - Smuggler Housing Fund Total	0.17	0.17	0.17	0.00	0.17
Total - Housing / Component Unit FTE	12.49	13.49	13.49	1.00	14.49
Grand Total FTE	346.20	368.80	366.30	11.00	377.30



Capital Appropriation Summary

	2024	2025	2026	2027	2028
000 - Asset Management Plan Fund	9,069,200	11,769,600	4,753,800	3,523,300	5,346,000
100 - Parks and Open Space Fund	5,651,000	3,637,860	9,957,220	9,462,000	4,497,300
120 - Arts and Culture Fund	695,000	810,000	625,000	2,364,000	875,000
141 - Transportation Fund	640,000	1,107,500	26,000	50,000	31,000
150 - Housing Development Fund	14,250,000	-	125,540,701	-	-
152 - Kids First Fund	-	197,100	10,000	190,000	-
160 - Stormwater Fund	700,000	1,100,000	1,100,000	800,000	300,000
421 - Water Utility Fund	4,276,000	6,409,000	5,533,500	2,954,000	5,945,000
431 - Electric Utility Fund	3,170,000	2,742,000	2,535,000	2,885,000	2,935,000
451 - Parking Fund	543,000	864,000	828,000	57,000	-
471 - Golf Course Fund	170,200	603,000	314,500	1,277,000	318,500
491 - Truscott I Housing Fund	93,220	300,000	300,000	300,000	300,000
492 - Marolt Housing Fund	694,500	350,000	-	40,000	40,000
505 - Employee Housing Fund	2,519,750	-	-	-	-
510 - Information Technology Fund	514,100	361,600	105,000	105,100	89,000
Grand Total Capital Projects	\$42,985,970	\$30,251,660	\$151,628,721	\$24,007,400	\$15,330,800

	2024	2025	2026	2027	2028
000 - Asset Management Plan Fund	607,400	560,400	637,400	661,800	598,500
100 - Parks and Open Space Fund	624,450	1,831,620	710,420	682,600	464,910
120 - Arts and Culture Fund	50,000	170,500	119,400	135,480	46,300
141 - Transportation Fund	108,600	115,400	120,800	124,300	187,200
152 - Kids First Fund	-	2,500	8,700	2,100	-
421 - Water Utility Fund	118,300	192,800	125,500	135,000	61,200
431 - Electric Utility Fund	74,500	144,360	101,350	117,230	79,100
451 - Parking Fund	187,200	176,400	179,100	104,000	104,400
471 - Golf Course Fund	56,400	40,300	65,900	40,700	66,400
491 - Truscott I Housing Fund	96,250	100,500	234,200	67,500	36,600
492 - Marolt Housing Fund	103,500	116,800	108,700	106,900	108,000
505 - Employee Housing Fund	358,000	381,000	406,000	432,000	460,000
510 - Information Technology Fund	267,660	249,450	519,160	186,900	341,100
Grand Total Capital Maintenance	\$2,652,260	\$4,082,030	\$3,336,630	\$2,796,510	\$2,553,710



Capital Budget Summary

Capital Projects

		2024 Appropriations	Lifetime Budget
000 - Asset Management Plan Fund		\$9,069,200	\$12,609,000
113 - Clerks Office		\$7,000	\$7,000
50436 Color Printer - Clerk		\$7,000	\$7,000
119 - Asset Management		\$5,215,000	\$5,965,000
51420 Old Powerhouse Preservation Project		\$3,845,000	\$4,445,000
51685 Armory Remodel & Reuse Long-Term Plan		\$920,000	\$1,020,000
51249 Animal Shelter - Energy Efficiency Upgrades		\$450,000	\$500,000
123 - Building		\$10,000	\$10,000
50463 Multi-Function Machine - Community Development		\$10,000	\$10,000
321 - Streets		\$1,144,000	\$1,144,000
51687 Fleet - 2024		\$1,144,000	\$1,144,000
327 - Engineering		\$2,600,000	\$5,389,800
51639 Red Brick Storm Improvements on Hallam Street		\$760,000	\$760,000
51689 Concrete and ADA Pedestrian Improvements - 2024		\$656,000	\$656,000
51688 HWY 82 Efficiency Planning		\$400,000	\$400,000
51640 Hyman Improvements		\$350,000	\$350,000
51690 GIS Aerial Photography - 2024		\$129,000	\$129,000
51460 4th Street Intersection Improvements		\$120,000	\$120,000
51258 CDOT Joint Project on Concrete Mill and Main Street		\$100,000	\$1,450,000
50915 Cemetery Lane Multimodal Intersection Improvements		\$30,000	\$300,000
51691 Pavement Preservation		\$30,000	\$929,800
50497 Gibson Pedestrian Connectivity Design and Construction		\$25,000	\$295,000
431 - Environmental Health		\$25,200	\$25,200
51646 Visibility Monitoring in Aspen		\$25,200	\$25,200
542 - Recreation		\$68,000	\$68,000
50410 LIA Netting		\$38,000	\$38,000
50369 AIG Netting replacement		\$30,000	\$30,000
100 - Parks and Open Space Fund		\$5,651,000	\$18,124,090
50329 Parks Site Interior		\$3,100,000	\$3,500,000
51464 AIG Cooling Tower replacement		\$375,000	\$375,000
50964 Maroon Creek Road Trail - Construction		\$315,000	\$4,565,000
51480 AABC to Brush Creek P&R Trail Connection Contribution		\$250,000	\$4,250,000
51694 Wagner Park Brick Sidewalk		\$245,000	\$245,000
51692 Strategic Plan		\$230,000	\$230,000
51707 Fleet - Parks - 2024		\$201,000	\$201,000
51697 Pedestrian Mall Safety Implementation		\$150,000	\$1,650,000
51566 Cozy Point Boarding Facility Renovation		\$150,000	\$1,150,000
51351 Snowmaking System for the Nordic Trail System		\$150,000	\$150,000
51693 Castle Creek Underpass Retaining Wall		\$105,000	\$105,000
51208 Sliding Bi-parting Doors ARC		\$80,000	\$80,000
50986 Irrigation Efficiency Improvements		\$75,000	\$290,000
51481 Cozy Point Tractor and Implements		\$50,000	\$525,000



Capital Budget Summary

Capital Projects

		2024 Appropriations	Lifetime Budget
50414 Electrical - ARC - Panel and Wiring Maintenance		\$50,000	\$433,090
51701 Pressure Relief Valves for ARC & Ice Garden - 2024		\$40,000	\$40,000
51703 ARC - Aquatics Garage Door Replacements - 2024		\$30,000	\$30,000
51704 Conference Room, Office for Athletic Manager & Coordinator - 2024		\$30,000	\$280,000
51702 Dehumidification Wheel - AIG - 2024		\$25,000	\$25,000
120 - Arts and Culture Fund		\$695,000	\$930,000
513 - Wheeler Opera House		\$590,000	\$800,000
51519 Theatre Sound System Replacement		\$290,000	\$500,000
51711 Captioning System and Accessibility Upgrades		\$100,000	\$100,000
51712 Bar Lobby Furniture Upgrades		\$100,000	\$100,000
51710 Front of House Carpeting Replacement		\$65,000	\$65,000
51709 Tenant Space Capital Improvements		\$20,000	\$20,000
51708 Theatre Lighting Dimmer Rack Upgrades		\$15,000	\$15,000
552 - Red Brick Arts		\$105,000	\$130,000
51715 North Entrance Interior - Red Brick Arts		\$50,000	\$50,000
51716 Classroom Interior - Red Brick Arts		\$30,000	\$30,000
51717 Plumbing - Red Brick Arts		\$25,000	\$50,000
141 - Transportation Fund		\$640,000	\$640,000
51579 Shuttle Replacement - 2024		\$552,000	\$552,000
51718 Fleet Transportation - 2024		\$88,000	\$88,000
150 - Housing Development Fund		\$14,250,000	\$14,250,000
51641 Lumber Yard Housing Development - Phase 0		\$14,250,000	\$14,250,000
160 - Stormwater Fund		\$700,000	\$2,261,557
51581 Garmisch Street Pipe Repair and Replacement		\$700,000	\$2,261,557
421 - Water Utility Fund		\$4,276,000	\$16,068,000
51757 Water Treatment Facility Improvements		\$3,600,000	\$15,392,000
51720 Distribution Replacement - 2024		\$165,000	\$165,000
51721 Fleet - Water - 2024		\$156,000	\$156,000
51585 Upper Aspen Grove Pump Station Improvements		\$125,000	\$125,000
51722 Meter Replacement Program - 2024		\$75,000	\$75,000
51723 Flowmeters at Zone Breaks - 2024		\$75,000	\$75,000
51724 Pre-Project Engineering Services - 2024		\$50,000	\$50,000
51725 Fire Hydrant Replacement - 2024		\$30,000	\$30,000
431 - Electric Utility Fund		\$3,170,000	\$5,490,000
51595 Paepcke Park to City Market Circuit Replacement - Construction		\$2,550,000	\$2,550,000
51726 Koch to City Market Electric Replacement		\$200,000	\$2,520,000
51728 Electric System Replacement - 2024		\$200,000	\$200,000
51729 Fleet - Electric - 2024		\$180,000	\$180,000
51727 Electric Meter Inventory - 2024		\$40,000	\$40,000



Capital Budget Summary

Capital Projects

	2024 Appropriations	Lifetime Budget
451 - Parking Fund	\$543,000	\$2,143,000
51731 Downtown Core Parking Improvements	\$300,000	\$1,900,000
51733 License Plate Recognition - 2024	\$110,000	\$110,000
51732 Fleet - Parking - 2024	\$93,000	\$93,000
51730 Parking Department Dedicated EV Charger	\$40,000	\$40,000
471 - Golf Course Fund	\$170,200	\$170,200
51736 Fleet - Golf - 2024	\$125,200	\$125,200
51735 Golf Business Plan	\$45,000	\$45,000
491 - Truscott I Housing Fund	\$93,220	\$327,540
50663 Interior Unit HVAC - Bld 100 Units	\$40,000	\$120,000
51737 Truscott Exterior Lighting Replacement	\$25,000	\$25,000
50647 Truscott Ph 1 Hot Water Storage Tank Replacement	\$22,420	\$165,140
51636 Mechanical 100 Building Office & Clubhouse	\$5,800	\$17,400
492 - Marolt Housing Fund	\$694,500	\$854,500
51661 Building Envelope Improvements and Water Proofing	\$640,000	\$800,000
51739 Replace Window & Door Blinds (100 Units)	\$54,500	\$54,500
505 - Employee Housing Fund	\$2,519,750	\$2,834,750
51529 Main Street Cabin Housing	\$2,409,750	\$2,724,750
51740 City Housing Property Condition Assessment	\$75,000	\$75,000
51741 1101 East Cooper Window Replacement	\$35,000	\$35,000
510 - Information Technology Fund	\$514,100	\$575,700
51743 Fiber Conduit - Paepcke Park to City Market	\$160,000	\$160,000
51750 Fiber Optic Improvements - 2024	\$160,000	\$160,000
51742 IT Firewall Refresh - 2024	\$89,100	\$89,100
51748 Microwave Data Link	\$40,000	\$40,000
51745 Vulnerability Management	\$30,000	\$30,000
51747 CommVault Backup Upgrade	\$25,000	\$86,600
51746 Intranet CitySource Rebuild	\$10,000	\$10,000
Grand Total Capital Projects	\$42,985,970	\$77,278,337



Capital Maintenance Summary

Capital Maintenance	2024	
	Appropriations	Lifetime Budget
000 - Asset Management Plan Fund	\$607,400	\$6,458,300
119 - Asset Management	\$184,000	\$2,946,000
40002 Facility Maintenance	\$136,000	\$2,103,000
40003 Animal Shelter Maintenance	\$28,000	\$493,000
40001 Core City Network - AMP	\$20,000	\$350,000
221 - Police	\$19,600	\$58,400
40115 Maintenance Fees for Variable Message Signs (VMS)	\$19,600	\$58,400
321 - Streets	\$218,600	\$1,155,800
40006 Building Interior Maintenance - Streets Facilities	\$161,600	\$484,800
40111 Streets Facility Maintenance	\$57,000	\$671,000
327 - Engineering	\$171,200	\$2,100,100
40009 Traffic Signal Maintenance	\$84,000	\$924,000
40007 Bridge Maintenance	\$52,500	\$710,500
40101 Emergency Repairs	\$34,700	\$465,600
542 - Recreation	\$14,000	\$198,000
40013 Clay Tennis equipment Court Roller/ ball machine/ stringer/ benches	\$14,000	\$198,000
100 - Parks and Open Space Fund	\$624,450	\$5,168,740
572 - Parks and Open Space	\$386,700	\$2,499,430
40041 Marolt Open Space Maintenance	\$75,000	\$225,000
40025 Cozy Point Ranch - Exterior Building Maintenance	\$50,000	\$300,000
40128 Cemetery Lane Street Trees	\$35,000	\$35,000
40038 Maroon Creek Bridge West Repair	\$35,000	\$335,000
40029 Clay Tennis Courts Maintenance	\$31,700	\$398,500
40042 Cozy Point Interior Facility Maintenance	\$30,000	\$300,000
40127 Nordic Website Accessibility Update	\$30,000	\$30,000
40033 Trail Striping	\$29,000	\$378,000
40026 Perennial Floral	\$25,000	\$102,000
40011 AIG & LIA Compressor Overhauls	\$21,000	\$208,000
40012 Pool Chemical Room	\$15,000	\$78,000
40092 Juniper Hill Road Maintenance	\$10,000	\$109,930
592 - Business Services	\$237,750	\$2,669,310
40108 ARC Facility Maintenance	\$72,000	\$810,000
40010 Upgrades to Technology	\$46,350	\$532,910
40110 Red Brick Facility Maintenance	\$42,000	\$465,000
40112 Golf Campus and Facility Maintenance - Business Services	\$32,000	\$375,300
40109 AIG Facility Maintenance	\$23,000	\$275,000
40118 Network Assessment & PCI Compliance	\$12,000	\$87,000
40119 Parks Campus Maintenance	\$10,400	\$124,100



Capital Maintenance Summary

Capital Maintenance	2024 Appropriations	Lifetime Budget
120 - Arts and Culture Fund	\$50,000	\$440,000
513 - Wheeler Opera House	\$50,000	\$440,000
40046 Site - Wheeler Opera House	\$20,000	\$220,000
40048 Wheeler Opera House Exterior	\$10,000	\$50,000
40047 HVAC Maintenance/Upgrades	\$10,000	\$120,000
40043 Elevator System Maintenance	\$10,000	\$50,000
141 - Transportation Fund	\$108,600	\$1,429,300
40049 Rubey Park Maintenance	\$86,600	\$1,171,300
40050 Bus Stop Improvement Plan	\$22,000	\$258,000
421 - Water Utility Fund	\$118,300	\$868,300
40060 Information Technology Plan	\$62,500	\$666,000
40058 Water Leak Detection	\$50,000	\$150,000
40120 Highlands Tank Rehabilitation Maintenance	\$5,800	\$52,300
431 - Electric Utility Fund	\$74,500	\$831,050
40060 Information Technology Plan	\$62,500	\$673,200
40059 Work Equipment	\$12,000	\$157,850
451 - Parking Fund	\$187,200	\$1,218,700
40065 Parking Garage Caulking	\$100,000	\$210,000
40113 Parking Garage Facility Maintenance	\$55,200	\$658,000
40132 Downtown Core Parking Striping	\$32,000	\$350,700
471 - Golf Course Fund	\$56,400	\$590,250
40121 Tee Box Replacements	\$20,000	\$120,000
40100 Golf and Nordic Clubhouse	\$15,600	\$201,850
40068 Golf Course Annual Improvements	\$10,400	\$134,200
40070 Ditch Maintenance	\$10,400	\$134,200
491 - Truscott I Housing Fund	\$96,250	\$528,450
40122 Truscott Phase I Facility Maintenance - Interior	\$15,800	\$70,400
40076 Truscott Concrete Repairs and Replacement	\$15,000	\$15,000
40133 Clean the Exterior of All Windows	\$13,750	\$13,750
40114 Truscott Phase I Facility Maintenance	\$10,800	\$127,400
40095 Replace Carpet Flooring and Paint - Bld 100 Apartments	\$10,000	\$114,000
40093 Interior Unit Light Fixtures and Outlets - Bld 100 Units	\$10,000	\$110,000
40134 Rekey all Unit Doors in Phase A	\$8,900	\$8,900
40079 Truscott 100 Siding Repairs	\$7,000	\$14,000
40094 Interior Unit Plumbing and Fixtures - Bld 100 Units	\$5,000	\$55,000



Capital Maintenance Summary

Capital Maintenance

2024
Appropriations Lifetime Budget

492 - Marolt Housing Fund		\$103,500	\$1,100,800
40083 Marolt - Exterior Painting		\$27,000	\$312,000
40084 Marolt - Carpet & Vinyl Replacement		\$25,000	\$275,000
40085 Marolt - Furniture & Fixture Replacement		\$20,000	\$255,500
40099 Marolt - Purchase New Furniture		\$10,000	\$60,000
40124 Marolt Facility Maintenance - Interior		\$10,000	\$71,400
40086 Marolt - Window Replacement		\$5,000	\$55,000
40087 Marolt - Appliance Replacement		\$4,500	\$49,500
40088 Marolt - Boiler and Plumbing Repairs		\$2,000	\$22,400
505 - Employee Housing Fund		\$358,000	\$5,150,000
40071 Properties Repair and Renovations		\$358,000	\$5,150,000
510 - Information Technology Fund		\$267,660	\$3,251,940
40073 Network Services		\$211,360	\$2,498,340
40072 Cybersecurity Outyears - Implementation		\$26,300	\$358,400
40138 Core City Network - Citywide		\$20,000	\$285,200
40091 Fiber Optic Maintenance		\$10,000	\$110,000
Grand Total Capital Projects		\$2,652,260	\$27,035,830

Fleet Replacement Schedule

Fund-Dept-Vehicle #	Year	Current Vehicle	Replace	Miles/Hrs	Est. Trade	Est. Cost	2024 Budget
General Fund - Departments							
Building and Planning							
212105		2011 ford escape	7/yr80000	93,073		\$40,000	\$40,000
		Building and Planning Total			\$0	\$40,000	\$40,000
Police							
310108		2015 F150	7/yr80000	49,492		\$83,000	\$83,000
312134		2016 ford explorer	7/yr80000	70,620		\$83,000	\$83,000
312135		2016 ford explorer	7/yr80000	69,151		\$83,000	\$83,000
312136		2016 ford explorer	7/yr80000	74,106		\$83,000	\$83,000
		Police Total			\$0	\$332,000	\$332,000
Streets - Vehicles							
410109		2012 F250	7/yr80000	83,206		\$50,000	\$50,000
Streets - Equipment							
411717		2017 tymco 600 sweeper	5yr	2,357	\$100,000	\$400,000	\$300,000
411605		2018 kodiak blower	10yr	352	\$50,000	\$300,000	\$250,000
		Streets Total			\$150,000	\$750,000	\$600,000
Recreation							
712017		2014 chevy express	7/yr80000	20,241		\$45,000	\$45,000
7xxxxx		2024 Toyota Sienna - New	7/yr80000			\$45,000	\$45,000
722101		2011 GMC Acadia	7/yr80000	100,667		\$40,000	\$40,000
		Recreation Total			\$0	\$130,000	\$130,000
Asset Mgt							
912001		2016 Ford Transit van	7/yr80000	22,645		\$42,000	\$42,000
		Asset Mgt Total			\$0	\$42,000	\$42,000
General Fund Equipment And Vehicles Total					\$150,000	\$1,294,000	\$1,144,000
Transportation Fund							
<i>Car to Go</i>							
340102		2012 chev 1500 hybrid	7/yr80000	50,147		\$54,000	\$54,000
340714		2014 Ford Fusion	7/yr80000	10,764		\$34,000	\$34,000
		Transportation Fund Total			\$0	\$88,000	\$88,000
Parking Fund - Vehicles							
326010		2019 GO4D	5yr	843	\$3,500	\$50,000	\$46,500
326011		2019 GO4D	5yr	999	\$3,500	\$50,000	\$46,500
		Parking Fund Total			\$7,000	\$100,000	\$93,000
Water Fund - Vehicles							
430108		2008 ford ranger	7/yr80000	73,457		\$40,000	\$40,000
430115		2006 Chevrolet Silverado	7/yr80000	121,527		\$36,000	\$36,000
432102		2004 Ford Explorer	7/yr80000	43,931		\$35,000	\$35,000
432103		2007 Highlander	7/yr80000	158,355		\$45,000	\$45,000
		Water Fund Total			\$0	\$156,000	\$156,000

Fleet Replacement Schedule

Fund-Dept-Vehicle #	Year	Current Vehicle	Replace	Miles/Hrs	Est. Trade	2024	2024	2024
						Est. Cost	Budget	
Electric Fund - Equipment								
450302	2006	chevy bucket trk	10yr	7,423		\$180,000	\$180,000	
Electric Fund Total						\$0	\$180,000	\$180,000
Parks Fund - Vehicles								
550121	2002	F250	7/yr80000	72,887		\$59,000	\$59,000	
552002	2005	chev express van	7/yr80000	34,200		\$47,000	\$47,000	
Parks Fund - Equipment								
551159	2018	CAT 246D Skid steer	yearly	179		\$8,000	\$8,000	
551160	2018	CAT 246D Skid steer	yearly	174		\$8,000	\$8,000	
552506	2002	toro 3020	8yr	658	\$1,500	\$25,000	\$23,500	
552543	2017	gravely	8yr	1,348	\$2,000	\$26,000	\$24,000	
552533	2014	toro workman HDX	8yr	552	\$500	\$32,000	\$31,500	
Parks Fund Total						\$4,000	\$205,000	\$201,000
Golf Fund - Equipment								
732522	1996	toro workman	8yr	2,690		\$44,200	\$44,200	
	2019	Jac Eclypse 322	8yr	500		\$81,000	\$81,000	
Golf Fund Total						\$0	\$125,200	\$125,200
Grand Total						\$161,000	\$2,148,200	\$1,987,200

*In 2024 vehicles are sold at auction, due to higher resale than trade in. Some equipment and heavy machinery are shown net of trade in.

Fee Ordinance Changes Summary

Sec. 2.12.010. Aspen Municipal Golf Course

	2023	2023	2024	2024	YOY Variance	YOY Variance
	Early Season	Regular Season	Early Season	Regular Season	Early Season	Regular Season
Greens Fees / Passes						
Platinum	\$3,000.00	\$3,100.00	\$3,250	\$3,250	8.33%	4.84%
Gold	\$1,625.00	\$1,675.00	\$1,600	\$1,600	-1.54%	-4.48%
Silver	\$1,025.00	\$1,050.00	\$1,050	\$1,050	2.44%	0.00%
Punch Pass	\$825.00	\$825.00	\$850	\$850	3.03%	3.03%
Twilight	\$685.00	\$700.00	\$700	\$700	2.19%	0.00%
College Pass	\$475.00	\$475.00	\$500	\$500	5.26%	5.26%
Senior Greens Fee – 9 Hole	\$43.00	\$43.00	N/A	\$43	N/A	0.00%
Senior Greens Fee – Primary Resident (Must Show ID)	\$79.00	\$79.00	N/A	\$79	N/A	0.00%
Military Rate (Must Show Proper ID)	N/A	\$91.00	N/A	\$95	N/A	4.40%
Green Fee – Max Rate	N/A	\$200.00	N/A	\$225	N/A	12.50%
Green Fee – Junior	N/A	\$52.00	N/A	\$55	N/A	5.77%
Green Fee – Guest of Member	N/A	\$91.00	N/A	\$95	N/A	4.40%
Tournament/Group Booking Rate (per person)	N/A	\$300.00	N/A	\$325	N/A	8.33%
Cart and Club Rentals						
Golf Cart – 18 Holes	N/A	\$26.00	N/A	\$26.25	N/A	0.96%
Golf Cart – Members: 18 Holes	N/A	\$24.00	N/A	\$24.25	N/A	1.04%
Golf Cart – 9 Holes	N/A	\$21.00	N/A	\$21.25	N/A	1.19%
Golf Cart – Members: 9 Holes	N/A	\$19.00	N/A	\$19.25	N/A	1.32%
Unlimited Golf Cart Pass	N/A	\$780.00	N/A	\$800	N/A	2.56%
Pull Cart – 18 Holes	N/A	\$20.00	N/A	\$20.25	N/A	1.25%
Pull Cart – Members: 18 Holes	N/A	\$18.00	N/A	\$18.25	N/A	1.39%
Pull Cart – 9 Holes	N/A	\$15.00	N/A	\$15.25	N/A	1.67%
Pull Cart – Members: 9 Holes	N/A	\$13.00	N/A	\$13.25	N/A	1.92%
Rental Clubs – 18 Holes	N/A	\$70.00	N/A	\$75	N/A	7.14%
Rental Clubs – 9 Holes	N/A	\$50.00	N/A	\$55	N/A	10.00%
Lockers and Range						
Locker for Season	N/A	\$425.00	N/A	\$430	N/A	1.18%
Range Large Bucket	N/A	\$14.00	N/A	\$14.25	N/A	1.79%
Range Large Bucket – Members	N/A	\$12.00	N/A	\$12.25	N/A	2.08%
Range Small Bucket	N/A	\$12.00	N/A	\$12.25	N/A	2.08%
Range Small Bucket – Members	N/A	\$10.00	N/A	\$10.25	N/A	2.50%
Range Punch Pass	N/A	\$222.00	N/A	delete	N/A	DELETE
Unlimited Range Pass	N/A	\$999.00	N/A	\$375	N/A	-62.46%

Fee Ordinance Changes Summary

Sec. 2.12.014 Recreation Department Fun Pass

	2023	2023	2024	2024	YOY Variance	YOY Variance
	Online Fee	In-Person Fee	Online Fee	In-Person Fee	Online Fee	In-Person Fee
Daily Admission						
Youth - Resident	N/A	\$11.00	N/A	\$12.00	N/A	9.09%
Youth - Guest (All Inclusive)*	N/A	\$26.00	N/A	\$27.00	N/A	3.85%
Adult - Resident	N/A	\$13.00	N/A	\$14.00	N/A	7.69%
Adult - Guest (All Inclusive)*	N/A	\$28.00	N/A	\$29.00	N/A	3.57%
Senior	N/A	\$11.00	N/A	\$12.00	N/A	9.09%
Guest 10 Visit Card (All Inclusive)*	\$230.00	\$250.00	\$240.00	\$260.00	4.35%	4.00%
Monthly Pass						
Youth / Senior - Resident	\$65.00	\$75.00	\$68.00	\$78.00	4.62%	4.00%
Adult - Resident	\$118.00	\$130.00	\$123.00	\$135.00	4.24%	3.85%
Family - Resident	\$225.00	\$248.00	\$234.00	\$258.00	4.00%	4.03%
Each Additional	\$25.00	\$27.00	\$26.00	\$28.00	4.00%	3.70%
20 Visit Card						
Youth / Senior Resident	\$175.00	\$205.00	\$182.00	\$213.00	4.00%	3.90%
Adult Resident	\$230.00	\$247.00	\$239.00	\$257.00	3.91%	4.05%
3 Month Pass						
Youth / Senior Resident	\$160.00	\$170.00	\$166.00	\$177.00	3.75%	4.12%
Adult Resident	\$285.00	\$302.00	\$296.00	\$314.00	3.86%	3.97%
Family Resident	\$445.00	\$481.00	\$463.00	\$500.00	4.04%	3.95%
Each Additional	\$41.00	\$45.00	\$43.00	\$47.00	4.88%	4.44%
6 Month Pass						
Youth / Senior Resident	\$310.00	\$335.00	\$322.00	\$348.00	3.87%	3.88%
Adult Resident	\$400.00	\$410.00	\$416.00	\$426.00	4.00%	3.90%
Family Resident	\$850.00	\$860.00	\$884.00	\$895.00	4.00%	4.07%
Each Additional	\$78.00	\$84.00	\$81.00	\$87.00	3.85%	3.57%
Annual Pass						
Youth / Senior Resident	\$520.00	\$560.00	\$541.00	\$582.00	4.04%	3.93%
Adult Resident	\$645.00	\$720.00	\$671.00	\$749.00	4.03%	4.03%
Family Resident	\$1,380.00	\$1,410.00	\$1,435.00	\$1,466.00	3.99%	3.97%
Each Additional	\$145.00	\$160.00	\$150.00	\$166.00	3.45%	3.75%

Sec. 2.12.020. Aspen Ice Garden and Lewis Ice Arena

	2023	2023	2024	2024	YOY Variance	YOY Variance
	Online Fee	In-Person Fee	Online Fee	In-Person Fee	Online Fee	In-Person Fee
Rent Entire Facility						
Aspen Ice Garden - per day	N/A	\$5,600.00	N/A	\$5,824.00	N/A	4.00%
Lewis Ice Arena - per day	N/A	\$5,600.00	N/A	\$5,824.00	N/A	4.00%
Rent Private - Ice						
Aspen Ice Garden - per hour	N/A	\$360.00	N/A	\$374.00	N/A	3.89%
Lewis Ice Arena - per hour	N/A	\$360.00	N/A	\$374.00	N/A	3.89%

Fee Ordinance Changes Summary

	2023	2023	2024	2024	YOY Variance	YOY Variance
Rent Non-Profit						
Aspen Ice Garden - per hour	N/A	\$265.00	N/A	\$276.00	N/A	4.15%
Lewis Ice Arena - per hour	N/A	\$265.00	N/A	\$276.00	N/A	4.15%
Other Fees						
Skate Sharpening	N/A	\$13.00	N/A	\$13.00	N/A	0.00%
Pick-up Hockey / Pick-up Freestyle	N/A	\$17.00	N/A	\$18.00	N/A	5.88%
Pick-up Hockey, 10 Punch Pass	\$135.00	\$145.00	\$140.00	\$150.00	3.70%	3.45%
Freestyle 20 Punch Pass	\$270.00	\$290.00	\$280.00	\$300.00	3.70%	3.45%
Skating Classes	N/A	N/A	delete	delete	N/A	N/A

Sec. 2.12.030. James E. Moore Pool

	2023	2023	2024	2024	YOY Variance	YOY Variance
	Online Fee	In-Person Fee	Online Fee	In-Person Fee	Online Fee	In-Person Fee
Youth Swim Lessons						
Youth Lessons - per session	\$43.00	\$45.00	\$44.00	\$46.00	2.33%	2.22%
Private Lessons - per 1/2 hour	\$60.00	\$60.00	\$62.00	\$62.00	3.33%	3.33%
Kayak Roll Session without Membership	N/A	\$16.00	N/A	\$17.00	N/A	6.25%
Water Polo Drop In without Membership	N/A	\$16.00	N/A	\$17.00	N/A	6.25%
Rentals						
Entire Aquatic Facility – For Profit	N/A	\$360.00	N/A	\$375.00	N/A	4.17%
Entire Aquatic Facility – Non Profit	N/A	\$270.00	N/A	\$281.00	N/A	4.07%
Single Lane Rental in Lap Pool	N/A	\$24.00	N/A	\$25.00	N/A	4.17%

Sec. 2.12.040. Miscellaneous Leisure and Recreation Fees

	2023	2023	2024	2024	YOY Variance	YOY Variance
	Online Fee	In-Person Fee	Online Fee	In-Person Fee	Online Fee	In-Person Fee
Adult Programs						
Men's Recreation Basketball	\$825.00	\$870.00	\$858.00	\$858.00	4.00%	-1.38%
Adult Soccer - per team	\$550.00	\$550.00	\$572.00	\$572.00	4.00%	4.00%
Adult Softball – Men's League - per team	\$1,100.00	\$1,100.00	\$1,144.00	\$1,144.00	4.00%	4.00%
Adult Softball – Coed League - per team	\$930.00	\$930.00	\$967.00	\$967.00	3.98%	3.98%
Adult Flag Football - per team	\$550.00	\$550.00	\$572.00	\$572.00	4.00%	4.00%
Ariel, Circus, Silks & Trapeze – Drop In	N/A	\$25.00	delete	delete	N/A	N/A
Ariel, Circus, Silks & Trapeze – Monthly	N/A	\$65.00	delete	delete	N/A	N/A
Tennis (These fees are a guidance to set yearly fee agreements with the tennis operator)						
Tennis Clinics – Adult	N/A	\$45.00	\$48.00	\$48.00	N/A	6.67%
Tennis Clinics – 10 Punch Pass - Adult	\$280.00	\$325.00	\$325.00	\$325.00	16.07%	0.00%
Tennis Lessons - Private - per hour	\$125.00	\$125.00	\$130.00	\$130.00	4.00%	4.00%
Tennis Court Rental Fees (Per Court)	\$32.00	\$32.00	\$33.00	\$33.00	3.13%	3.13%
Tennis Ball Machine Rental	\$21.00	\$21.00	\$22.00	\$22.00	4.76%	4.76%
Tennis One Month Membership - Individual	\$75.00	\$90.00	\$90.00	\$90.00	20.00%	0.00%
Tennis One Month Membership - Couple	\$100.00	\$115.00	\$115.00	\$115.00	15.00%	0.00%
Tennis One Month Membership - Family	\$130.00	\$150.00	\$150.00	\$150.00	15.38%	0.00%

Fee Ordinance Changes Summary

	2023 Online Fee	2023 In-Person Fee	2024 Online Fee	2024 In-Person Fee	YOY Variance	YOY Variance
Youth Programs						
Youth Baseball	\$144.00	\$150.00	\$150.00	\$150.00	4.17%	0.00%
T-Ball	\$77.00	\$83.00	\$83.00	\$83.00	7.79%	0.00%
Girls Softball	\$144.00	\$150.00	\$150.00	\$150.00	4.17%	0.00%
Day Camp - Daily Rate	\$47.00	\$51.00	\$51.00	\$51.00	8.51%	0.00%
Martial Arts – Monthly	N/A	\$51.00	\$51.00	\$51.00	N/A	0.00%
Youth Biking	\$65.00	\$70.00	\$70.00	\$70.00	7.69%	0.00%
Specialty Camps - per week	\$325.00	\$350.00	\$350.00	\$350.00	7.69%	0.00%
Youth Intramurals						
Soccer - per 5 week season	\$106.00	\$112.00	\$112.00	\$112.00	5.66%	0.00%
Soccer – Kindergarten - per 5 week season	\$60.00	\$70.00	\$70.00	\$70.00	16.67%	0.00%
Basketball - per 12 week season	\$160.00	\$170.00	\$170.00	\$170.00	6.25%	0.00%
Basketball – Kindergarten - per 5 week season	\$60.00	\$70.00	\$70.00	\$70.00	16.67%	0.00%
Flag Football - per 5 week season	\$106.00	\$112.00	\$112.00	\$112.00	5.66%	0.00%
Climbing Wall						
Youth Beginner Rock Rats - per month	\$75.00	\$80.00	\$80.00	\$80.00	6.67%	0.00%
Youth Boulder Rats - per month	\$90.00	\$104.00	\$104.00	\$104.00	15.56%	0.00%
Youth Intermediate / Advanced Climbing - per mo	\$101.00	\$105.00	\$105.00	\$105.00	3.96%	0.00%
Junior Rats - (Ages 5-7) - per month	\$60.00	\$70.00	\$70.00	\$70.00	16.67%	0.00%
Junior AROCK - per day (Ages 5-7)	\$65.00	\$70.00	\$70.00	\$70.00	7.69%	0.00%
Youth AROCK - per day (Ages 8-18)	\$120.00	\$130.00	\$130.00	\$130.00	8.33%	0.00%
Other Fees						
Pickleball Clinic	\$160.00	\$160.00	\$165.00	\$165.00	3.13%	3.13%
Pickleball Summer/Winter Pass	\$175.00	\$175.00	\$180.00	\$180.00	2.86%	2.86%
Personal Training Session – 1 hour	\$110.00	\$110.00	\$115.00	\$115.00	4.55%	4.55%
Shower – Drop In	\$13.00	\$13.00	\$14.00	\$14.00	7.69%	7.69%
Hockey League – Winter	\$342.00	\$342.00	\$356.00	\$356.00	4.09%	4.09%
Hockey Mountain High Tournament – Reg.	\$1,040.00	\$1,040.00	\$1,080.00	\$1,080.00	3.85%	3.85%

Sec. 2.12.043. Red Brick Center for the Arts Fees

	2023	2024	YOY Variance
Program Fees			
Adult Class - up to 2 hrs*	\$57	\$59	3.51%
Adult Class - 2 hrs to 4 hrs*	\$94	\$97	3.19%
Adult Class - full day rate*	\$187	\$192	2.67%
Youth – Art Camp (1 week)	\$302	\$350	15.89%
Youth Art Class - up to 2 hrs*	\$40	\$41	2.50%
Youth Art Class - 2 hrs to 4 hrs*	\$80	\$83	3.75%
Youth Art Class - full day rate*	\$120	\$124	3.33%

Fee Ordinance Changes Summary

	2023	2024	YOY Variance
Private Adult Art Class - for an individual, up to 2 hours	\$300	\$310	3.33%
Private Adult Art Class - for a group of 2 - 4 people, up to 2 hours	\$400	\$415	3.75%
Private Adult Art Class - for a group over 5 people, up to 2 hours, per person	\$80	\$83	3.75%
Private Youth Art Class - for a group up to 8 children, up to 2 hours	\$300	\$310	3.33%
Private Youth Art Class - for a group of 9 children or more, up to 2 hours	\$400	\$415	3.75%
<i>*Rate for different classes may vary based on supply costs.</i>			
Facility Fees			
Tenant Rent (per sq. foot)	\$2.04	\$2.12	3.92%
Parking Permit	\$113	\$116	2.65%
Room Rental (per hour)	\$27	\$28	3.70%

Sec. 2.12.045. Wheeler Opera House

	2023	2023	2024	2024	YOY Variance	YOY Variance
	For-Profit	Non-Profit	For-Profit	Non-Profit	For-Profit	Non-Profit
Equipment / Instrument Rental						
9' Concert Grand Steinway Day Rate approval required	\$225	\$255	\$255	\$255	13.33%	0.00%

Sec. 2.12.050. Aspen Police Department fees

	2023	2024	YOY Variance
Arrest History / Background Checks			
Criminal History Report Per Name Search (5 names per person)	\$25	\$25	0.00%
Extensive Records Search Per Hour	\$25	\$35	40.00%
Communications Logging / Hour	\$15	\$35	133.33%
Case Report/Accident Photos / CD	\$20	\$20	0.00%
Records Research / Additional Hour	\$25	\$35	40.00%
Body Worn Camera (BWC) Video Per Case	\$25	\$25	0.00%
BWC Records Research / Additional Hour	\$25	\$35	40.00%
Aspen Police Department			
Central Alarm License Fee	\$314	DELETE	N/A

Sec. 2.12.051. Engineering Department fees

	2023	2024	Variance
Map and Plan Printing			
Per copy cost	\$5.00	delete	N/A

Fee Ordinance Changes Summary

That Section 2.12.053 of the Municipal Code of the City of Aspen, Colorado, which section sets forth user fees for the Geographic Information System Department, is hereby amended to read as follows:

Sec. 2.12.053. Geographic Information System (GIS) Department fees

	2023	2024	Variance
GIS Fees			
Preprinted Map Small (11" x 17" or smaller)	\$14	delete	N/A
Preprinted Map Large on Photo Paper (greater than 11" x 17")	\$100	delete	N/A
Large Format Plotting (greater than 11" x 17")	\$30	delete	N/A
Custom Mapping and Analysis or Misc. Services (per hour, min. 1 hr)	\$325	delete	N/A

~~(Ord. No. 47 2002, §5; Ord. No. 63 2003, §3; Ord. No. 48, 2006, §11; Ord. No. 52 2007; Ord. No. 27 2009§10; Ord. No. 29 2010§10; Ord. No. 33 2011; Ord. No. 29 2012; Ord. No. 48 2013; Ord. No. 36 2014; Ord. No. 43 2015; Ord. No. 36 2016; Ord. No. 30 2017; Ord. No. 40 2018; Ord. No. 32 2019; Ord. No 20 2020; Ord. No 22 2021)~~

Sec. 2.12.060. Parking fees

	2023	2024	Variance
Rio Grande Plaza Parking			
Business Pass (Unlimited Monthly Access)	\$150.00	Delete	N/A
Unlimited Use Monthly Pass With Reserved Space	\$250.00	Delete	N/A
Residential Permit Parking			
Electric Vehicle Charging - Level 3 Charger / Up to \$0.45 per kWh	\$0.45	\$0.45	0.00%

Sec. 2.12.080. Parks Department fees

	2023	2024	Variance
Parks Use and Special Event Fees			
Application Fee			
Administration Fee			
One-Time Park Rental	N/A	\$22.00	N/A
Reoccurring Park Rental	N/A	\$90.00	N/A
Special Event Permit	N/A	\$180.00	N/A
For Profit	\$145.00	delete	N/A
Non Profit	\$56.00	delete	N/A
Park Rental Fee			
Base Rate (hourly)	N/A	\$32.00	N/A
Athletic Field Prep (per athletic season)	N/A	\$100.00	N/A
Add-On Fee: Additional Requested Athletic Paint or Prep Fee (per day)	N/A	\$45.00	N/A
Add-On Fee: Commercial Fee (per day)	N/A	\$25.00	N/A
Special Event Fee (per day)			
Daily Rate (per park, per day)	N/A	\$768.00	N/A
Skate Park Commercial Fee (per day)			
Commercial Rafting Put-in Fee (per season)	N/A	\$300.00	N/A

Fee Ordinance Changes Summary

		2023	2024	Variance
<u>Event Fees - Non Profit</u>				
Under 50 People		\$56.00	delete	N/A
50-100 People		\$224.00	delete	N/A
101-200 People		\$337.00	delete	N/A
201-500 People		\$561.00	delete	N/A
Over 500 People		\$1,683.00	delete	N/A
<u>Event Fees - For Profit</u>				
Under 50 People		\$197.00	delete	N/A
50-100 People		\$449.00	delete	N/A
101-200 People		\$673.00	delete	N/A
201-500 People		\$3,927.00	delete	N/A
Over 500 People		\$5,610.00	delete	N/A
<u>Exclusive Use of Park</u>		\$8,415.00	delete	N/A
<u>Athletic Camps</u>				
Local (per hour)		\$29.00	delete	N/A
Non Local (per hour)		\$45.00	delete	N/A
Athletic Tournaments/Event		\$842.00	delete	N/A
<u>Sports Classes / Day Care</u>				
Local (per hour)		\$29.00	delete	N/A
Non Local (per hour)		\$45.00	delete	N/A
<u>Paragliding Fees</u>				
Landing Zone Fee (Per Year)		N/A	\$50.00	N/A
<u>Flags and Banners</u>				

See. 2.12.150. Community Broadband

	2023	2023	2024	2024	YOY Variance	YOY Variance
	Monthly Recurring Charge	Non-Recurring Charge	Monthly Recurring Charge	Non-Recurring Charge	Monthly Recurring Charge	Non-Recurring Charge
High-Speed Dedicated Internet Access (DIA)*						
100 Mpbs/100 Mpbs Upload/Download	\$350.00	\$250.00	\$368.00	\$250.00	5.14%	0.00%
200 Mpbs/200 Mpbs Upload/Download	\$500.00	\$250.00	\$525.00	\$250.00	5.00%	0.00%
500 Mpbs/500 Mpbs Upload/Download	\$750.00	\$250.00	\$788.00	\$250.00	5.07%	0.00%
1 Gbps/1 Gbps Upload/Download	\$1,500.00	\$250.00	\$1,575.00	\$250.00	5.00%	0.00%

*1. Assumes fiber pair available to location
2. Internet service includes 1 dynamic IP address
3. Higher bandwidth and different services may be available on a customized basis
4. Flexibility at discretion of Aspen City Manager



Financial and Investment Policies

Effective January 1, 2023

Table of Contents

FINANCIAL POLICIES.....	3
INTRODUCTION	3
FINANCIAL GOALS	3
FINANCIAL REPORTING AND AUDITING	<u>443</u>
BUDGET POLICIES.....	4
BUDGET OVERVIEW.....	4
BUDGET PHILOSOPHY.....	<u>54</u>
BALANCED BUDGET.....	5
BUDGET ADOPTION	6
AMENDMENTS AFTER ADOPTION	7
ADMINISTRATION OF BUDGET	8
INDEPENDENT AUDIT.....	8
ASSETS.....	8
EXPENDITURE POLICIES	10
EXPENDIURE OVERVIEW	10
PAYMENTS AND OBLIGATIONS PROHIBITED.....	10
DEBT MANAGEMENT POLICY.....	10
INTERFUND ADVANCES (INTERFUND LOANS)	13
FUND BALANCES AND OPERATING RESERVES	<u>1413</u>
CARRYFORWARD SAVINGS	15
REVENUE POLICIES.....	16
INVESTMENT POLICIES.....	<u>171717</u>



FINANCIAL POLICIES

INTRODUCTION

The City of Aspen (“City”) is a Colorado home rule municipality operating under its City Charter (“Charter”). The City functions under the direction of a City Manager (“Manager”) who is appointed by a Mayor and four-member City Council (“Council”). The State Constitution and the City Charter provide the basic legal requirements and timelines for policies, while Council approves goals, ordinances and resolutions that provide more specific direction that responds to the needs of the City.

The City of Aspen Staff (“Staff”) has an important responsibility to carefully account for public funds, to manage municipal finances wisely and to plan and provide for the adequate funding of services desired by the public and as required by laws, rules or regulations, including the provision and maintenance of public facilities and improvements. The financial goals and policies set forth in this document are intended to establish guidelines for the continued financial strength and stability of the City.

FINANCIAL GOALS

Financial goals are broad, timeless statements of the financial management the City seeks to maintain. A fiscal policy that is adopted, adhered to and regularly reviewed is recognized as the cornerstone of sound financial management. The financial goals for the City of Aspen are:

- To promote cooperation and coordination within the City in the delivery of services.
- To provide full value for each tax dollar by delivering quality services efficiently and on a cost-effective basis.
- To preserve quality of life by providing and maintaining adequate financial resources and capital assets necessary to sustain the desired level of municipal services and meet long-term needs.
- To respond to changes in the economy, the priorities of governmental and non-governmental organizations and other changes that may affect financial well-being.
- To minimize financial risk in providing services and maintain a strong credit rating in the financial community.
- To annually prepare a budget, submit it to Council for approval and publicly issue a budget document.
- To identify costs and funding sources before recommending approval of capital and operating budgets.
- To view the budget as a dynamic rather than static plan requiring periodic adjustments as circumstances change.

FINANCIAL AND INVESTMENT POLICIES

FINANCIAL REPORTING AND AUDITING

The City will establish and maintain a high standard of accounting practices. Accounting standards will conform to Generally Accepted Accounting Principles ("GAAP") as outlined by the Governmental Accounting Standards Board ("GASB"). Accounting standards will reflect Best Practices recommended by the Government Finance Officers Association ("GFOA").

After each fiscal year, a comprehensive annual financial report will be prepared for the City and a certified public accounting firm will conduct an audit of the City's records. The comprehensive annual financial report will include an independent audit opinion regarding presentation of the financial statements, taken as a whole, in conformity with accounting principles generally accepted in the United States. This report shall be made available to Council, staff, bond-rating agencies and the general public. The accounting firm will also issue a communication to City Council regarding the important observations arising from the audit.

The City will complete periodic reports as needed and requested by the City Manager and Council, which may include monthly revenue and expenditure reports, quarterly forecast reports, sales tax reports and an annual budget report.

Multi-year capital improvement projects shall be reported on a multi-year basis, comparing original budgets, amendments to the budget and all costs over the life of the project. In the case of housing projects, the original anticipated subsidy and changes to the subsidy over the life of the project shall also be tracked and reported.

BUDGET POLICIES

BUDGET OVERVIEW

The preparation and adoption of the annual budget is an important exercise for the entire organization. Sound financial practice and the desire to maintain a strong credit rating dictate that the budgets be balanced, constantly monitored and responsive to changes. The process encompasses an extended period of planning, review, forecasting and priority setting. The City's annual budget is a comprehensive fiscal plan which spells out how services will be provided and community improvements will be achieved. Upon its adoption by Council, it becomes a controlling mechanism by which to measure the resources received and expenditures made to meet approved objectives.

The annual budget is a plan which provides the Council and City Manager with the financial information necessary for the allocation of resources to accomplish the goals and objectives of the City. The provision of municipal services is accomplished through the budget. The budget, along with the annual appropriation ordinances, provides the basis for the control of expenditures and sets the financial guidelines for the City. The basic legal requirements and budget process are defined by the State Constitution and the City Charter. Council approves the budget objectives.

FINANCIAL AND INVESTMENT POLICIES

BUDGET PHILOSOPHY

The City is committed to developing a sound financial plan. The City provides a wide variety of services to the residents of the community, and it is the responsibility of Council to adopt a budget and manage the available resources to best meet the service needs for the overall good of the community. To achieve this, the City:

- Utilizes conservative growth and revenue forecasts;
- Prepares multi-year plans for operations and capital improvements;
- Establishes budgets for all Funds based on Council approved budget assumptions;
- Appropriates the budget in accordance with the City Charter and State Constitution; and
- Develops a budget that provides service levels which reflect the needs of the community.

The City manages a bottom line budget. Funds and Departments are required to allocate resources and manage operations to achieve their core mission within the funding level provided. Changes in service level requirements mandated by law, directed by Council or influenced by other factors (changes in technology, annexations, reorganizations of Departments, etc.) provide a basis for changes in base level funding. Increases in funding are requested as supplemental or new program appropriation requests. If a Fund or Department experiences a decrease in needs, resources can be reallocated within the City as needed.

BALANCED BUDGET

Fiscal Year

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

Submission of Budget and Budget Message

The City Manager, prior to the beginning of each fiscal year, shall submit to Council the budget for said ensuing fiscal year and an accompanying message.

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

Budget Content

The budget shall provide a complete financial plan of all Funds for the ensuing fiscal year and, except as required by law or the Charter, shall be in such form as the City Manager deems desirable or Council may require. In organizing the budget, the City Manager shall utilize the most feasible combination of expenditure classification by Fund, Department, Program and Object. It shall begin with a clear general summary of its contents and shall be so arranged as to show comparative figures for actual and estimated revenue and expenditures of the preceding fiscal year. It shall indicate in separate sections:

FINANCIAL AND INVESTMENT POLICIES

- Anticipated revenues classified as amounts to be received from taxes and fees and miscellaneous revenues;
- Proposed expenditures for current operations during the ensuing fiscal year, detailed by Departments and Funds in terms of their respective programs and the method of financing such expenditures;
- Required expenditures for debt service, judgments and statutory expenditures;
- Proposed capital expenditures during the ensuing fiscal year, detailed by Departments and Funds when practicable and the proposed method of financing each such capital expenditure;
- Anticipated beginning and ending balances or deficit for the ensuing fiscal year for all Funds.

The total of proposed expenditures and provision for contingencies shall not exceed the total of estimated revenue and use of fund balance consistent with provisions of this Financial Policy unless necessitated by emergency situations.

Long Range Plans

Staff will develop Long Range Plans (“LRP’s”) which forecast the fiscal condition of every major City Fund over a ten-year horizon. These plans are to be used to analyze the ~~long term~~long-term financial impact of changes in revenue streams, funding levels, programmed services and capital improvements during the current fiscal year. Years two through ten are for planning purposes only; years one through five will be submitted as part of the budget proposal to City Council for their review.

LRP’s are used as financial models throughout the year to assess financial impacts as policy issues arise and are relied upon for estimating the fiscal impact of budgetary changes.

Asset Management Plan

An Asset Management Plan (“AMP”) will be developed for a period of ten (10) years. The AMP will be reviewed and updated annually. Years two through ten are for planning purposes only; years one through five will be submitted as part of the budget proposal to City Council for their review.

The City’s AMP includes the purchase, renovation or upgrade of new and existing municipal facilities, properties and equipment. The AMP is funded from multiple sources depending on the type of project and the use of the asset.

To be considered in the AMP, a project must have an estimated cost of at least \$10,000. Certain assets below that cost may be included for informational and planning purposes at Council’s discretion. Staff will identify the estimated costs and potential funding sources for each capital project prior to inclusion in the AMP. The operating costs to maintain capital projects shall be considered prior to undertaking the capital projects. The impacts of capital assets are budgeted for in the operating budgets.

BUDGET ADOPTION

Budget Hearing

The City of Aspen’s budget is adopted at a public hearing by resolution. The public hearing will be held at least fifteen (15) days prior to the County’s deadline of December 15th for the certification of the tax levy. Public notice is published seven (7) days prior to the hearing. See Section 9.6 of the Charter.

FINANCIAL AND INVESTMENT POLICIES

Council Amendments

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

Council Adoption

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

Property Tax Levy

The City of Aspen's mill levy is adopted at a public hearing by resolution. The property tax mill levy establishes the amount of property tax that will be collected in the ensuing year. The City's general property tax (not including the Stormwater Fund mill levy) is the only revenue source subject to the Tax Payers Bill of Rights "TABOR." In 1992, the voters of Colorado amended Article X, Sec. 20 of the Colorado Constitution to the effect that any revenue increase resulting in the increase of governmental revenues at a rate faster than the combined rate of inflation and growth in property would be refunded to taxpayers. Voters may authorize City retention of revenues in excess of TABOR limits by ballot.

Public notice of the mill levy hearing is published at least seven (7) days prior to the hearing. The County's deadline for the certification of the tax levy is December 15th. See Section 9.9 of the Charter.

Public Records

Copies of the budget and the included capital program as adopted shall be public records and made available to the public in the municipal building and on the City's website at www.aspen.gov.

AMENDMENTS AFTER ADOPTION

Supplemental Appropriations

If during the fiscal year the City Manager certifies that there is funding available for appropriation, the Council by ordinance may make supplemental appropriations for the year. If additional appropriations are requested of council prior to a supplemental ordinance, Council may approve the expenditure and authorize spending prior to the ordinance. The Clerk's Department will provide to the Finance Department the memo presented to Council with the affirmative action by council with decision summary and stated dollar amount.

Emergency Appropriations

To meet a public emergency affecting life, health, property or the public peace, Council may make emergency appropriations. Such appropriations may be made by emergency ordinance in accordance with provisions of Section 4.11 of the Charter.

Reduction of Appropriations

If at any time during the fiscal year it appears probable to the City Manager that the funds available will be insufficient to meet the amount appropriated, the Manager shall report to Council indicating the estimated amount of the deficit, any remedial action taken by him and his recommendation as to any other steps to be taken. The Council shall then take such further action as it deems necessary to prevent or minimize any deficit and for that purpose it may by ordinance reduce one or more appropriations.

FINANCIAL AND INVESTMENT POLICIES

Transfer of Appropriations

Any time during the fiscal year the City Manager may transfer part or all of any unencumbered appropriation balance among programs within a Department or Fund. Transferring appropriation balance between Funds requires Council approval. The City Manager may give authority to Staff to authorize the transfer of unencumbered appropriations between line items within a Department or Fund. Unencumbered appropriations may be transferred from all line items without approval from the Finance Director except payroll. In order to transfer unencumbered appropriations dedicated to payroll, approval must be obtained from the Finance Director.

Capital project appropriations may not be moved from one project to another. Any appropriation balance within a project may not be used for any other purpose unless the City Manager gives authority to Staff to change the scope of the project or to move that budget authority to another expenditure account.

Limitation

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

ADMINISTRATION OF BUDGET

As required by Section 9.13 (c) of the Charter, a monthly budget report will be created to provide a snapshot of the City's budgetary and investment status for the current year. This report is intended as a policy-level document for overall review of the City's fiscal condition and how that condition relates to major budget issues. This report will be submitted to Council for review. In addition, it is intended for the use of City Staff with budget management responsibilities. This report will show the status of the revenue and expenditure compared to the current year's budget authority.

INDEPENDENT AUDIT

An independent audit shall be made of all City accounts at least annually and more frequently if deemed necessary by Council. Such audit shall be made by certified public accountants, experienced in municipal accounting, selected by City Council. Copies of such audit shall be made available for public inspection at the municipal building and on the City's website at www.aspenpitkin.com.

ASSETS

Capital Assets and Capitalization Threshold

The City qualifies a capital asset as having a cost of \$5,000 or more, a useful life of one year or more and a use in operations and not for resale.

A capital asset is to be reported and depreciated in government-wide financial statements. In the government-wide financial statements, assets that are not capitalized are expended in the year of acquisition.

FINANCIAL AND INVESTMENT POLICIES

Infrastructure assets are long-lived capital assets that normally can be preserved for a greater number of years than most capital assets and are normally stationary in nature. Examples include roads, bridges, tunnels, drainage systems, water and sewer systems and dams. Infrastructure assets do not include buildings, drives, parking lots or any other examples given above that are incidental to property or access to the property.

The capitalization threshold is based on the cost of a single asset. Assets that do not meet the capitalization threshold will be recorded as expenditures.

Capital assets that meet the minimum capitalization threshold will be recorded at historical cost. The cost of a capital asset includes capitalized interest in accordance with GAAP and ancillary charges necessary to place the asset into its intended location and condition for use.

Classes of Assets

The City establishes the following major categories of capital assets:

- Land and Land Rights (including Water Rights)
- Land Improvements (Improvements other than Buildings)
- Buildings and Building Improvements
- Construction in Progress
- Vehicles
- Machinery and Equipment (Including Office Equipment)
- Infrastructure (Roads, Bridges, Trails, Drainage, Water, Sewer, Dams and Lighting Systems)

Capital Asset Costs

The City establishes the following as capital asset costs:

- Ancillary charges necessary to place the asset into its intended location and condition of use
- Ancillary charges include costs that are directly attributable to asset acquisition:
 - Freight and transportation charges
 - Installation costs
 - Site preparation costs
 - Professional fees (attorney, architect, surveyor, engineering and tap)
- Direct charges of staff time

Depreciation

In order to be depreciated, an asset must be classified as a capital asset. Capital Assets (excluding land) are depreciated using the straight-line method over the following estimated useful lives:

Buildings	25 – 50 years
Infrastructure and Improvements other than Buildings	10 – 65 years
Machinery and Equipment	3 – 49 years

FINANCIAL AND INVESTMENT POLICIES

Asset Inventory

The City shall inventory all capital assets. An inventory of all assets is maintained in a database by the Finance Department. The inventory record will identify the responsible Department or Fund, in addition to description, year of acquisition, method of acquisition, funding source, cost or estimated cost, and estimated useful life. The City shall assess the condition of all major capital assets. This information will be used to plan for the ongoing financial commitments required for major repairs or replacement to be funded.

Operation and Maintenance

Capital assets shall be maintained in working condition and properly safeguarded. These assets will be maintained at a level that protects capital investment and minimizes future maintenance and replacement costs. Budgets should provide sufficient funding for operations, maintenance, replacement and enhancements of capital assets.

A high priority will be placed on maintenance where deferral results in greater costs to restore or replace. Maintenance of existing capital assets should be given priority over acquisition of new assets unless the available funding cannot be used for maintenance of existing capital assets. The City will avoid deferral of scheduled capital maintenance to achieve a balanced budget.

EXPENDITURE POLICIES

EXPENDITURE OVERVIEW

Expenditures are a rough measure of a local government's service output. While many expenditures can be easily controlled, emergencies, unfunded mandates and unanticipated service demands may strain the City's ability to maintain a balanced budget. The City is committed to ensure the proper control of expenditures and provide for a quick and effective response to adverse financial situations.

PAYMENTS AND OBLIGATIONS PROHIBITED

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

DEBT MANAGEMENT POLICY

Debt is an effective way to finance capital improvements or to even out short-term revenue flows.

FINANCIAL AND INVESTMENT POLICIES

Properly managed debt preserves the City's credit rating, provides flexibility in current and future operating budgets and provides the City with long-term assets that maintain or improve quality of life.

Limitation of Indebtedness

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

Forms of Borrowing

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

Short-Term Notes

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

General Obligation Bonds

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

Revenue Bonds

The City may borrow money, issue bonds or otherwise extend its credit for purchasing, constructing, condemning, otherwise acquiring, extending or improving a water, electric, gas or sewer system or other public utility or income-producing project provided that the bonds or other obligations shall be made payable from the net revenues derived from the operation of such system, utility or project and providing further that any two (2) or more of such systems, utilities and projects may be combined, operated and maintained as joint municipal systems, utilities or projects in which case such bonds or other obligations shall be made payable out of the net revenue derived from the operation of such joint systems, utilities or projects. Such bonds shall not be considered a debt or general obligation of the City for the purposes of determining any debt limitation thereof.

The City shall, in addition, have the authority to issue revenue bonds payable from the revenue or income of the system, utility or project to be constructed or installed with the proceeds of the bond issue, or

FINANCIAL AND INVESTMENT POLICIES

payable in whole or in part from the proceeds received by the City from the imposition of a sales or use tax by the State of Colorado or any agency thereof.

No bond shall be issued until the question of their issuance shall, at a general election, be submitted to a vote of the electors and approved by a majority of those voting on the question.

Refunding Bonds

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

Special or Local Improvement District Bonds

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

- Order of Council, subject, however, to protest by the owners of a majority of all property benefited and constituting the basis of assessment as the Council may determine.
- A petition by the owners of more than fifty (50) percent of the area of the proposed district provided that such majority shall include not less than fifty (50) percent of the landowners residing in the territory.

In either event, a public hearing shall be held at which all interested parties may appear and be heard. Right to protest and notice of public hearing shall be given as provided by Council by ordinance. Such improvements shall confer special benefits to the real property within said district and general benefits to the City. The Council shall have the power by ordinance to prescribe the method of making such improvements, of assessing the cost thereof and of issuing bonds for cost of constructing or installing such improvements including the costs incidental thereto. Bonds shall be authorized for issuance after approval by the registered electors in the district at a regularly scheduled election.

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

In consideration of general benefits conferred on the City from the construction or installation of improvements in improvement districts, the Council may levy annual taxes on all taxable property within the City at a rate not exceeding four (4) mils in any one year, to be disbursed as determined by the Council for the purpose of paying for such benefits, for the payment of any assessment levied against the City in connection with bonds issued for improvement districts or for the purpose of advancing monies to maintain current payments of interest and equal annual payments of the principal amount of bonds issued for any improvement district hereinafter created. The proceeds of such taxes shall be

FINANCIAL AND INVESTMENT POLICIES

placed in a special fund and shall be disbursed only for the purposes specified herein, provided that in lieu of such tax levies, the Council may annually transfer to such special fund any available monies of the City, but in no event shall the amount transferred in any one year exceed the amount which would result from a tax levied in such year as herein limited.

Long Term Installment Contracts, Rentals and Leaseholds

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

INTERFUND ADVANCES (INTERFUND LOANS)

General Accounting Auditing and Financial Reporting (GAAFR) regulations denote that interfund advances, because they occur purely within a single governmental entity, do not regard the asset as an investment nor the liability as debt. This distinction qualifies these transactions as independent and unrelated to the traditional indebtedness and investment policies otherwise established in these financial policies. Therefore, with this clarification, interfund advances shall be a permissible mechanism for short-term “borrowing” between City funds, with the following parameters unless otherwise specified by City Council:

- An **internal borrowing rate** shall be established and benchmarked to the treasury yield (for the applicable term) at the time of the initial loan arrangement. This will be a fixed rate for the duration of the advance.
- A **term** will be established at the commencement of an interfund advance. The term shall be set such that the borrowing fund can manage the annual debt service payments in tandem with meeting the financial reserve target as outlined in the City’s financial policies. The maximum term shall not exceed 10 years. There shall also be no pre-payment penalty for early repayment of the advance.
- The **principal amount** of the loan shall be established such that the existing 10-year operational and capital plan for the lending fund is not adversely affected. The principal amount will be shown as an expense (as a transfer out and ultimately a reduction to fund balance) in the lending fund and will appear as a revenue (transfer in) for the fund receiving the advance.

FINANCIAL AND INVESTMENT POLICIES

FUND BALANCES AND OPERATING RESERVES

Adequate reserve levels are a necessary component of the City's overall financial management strategy and a key indicator of the City's financial health. A fund balance policy is necessary to ensure that City programs and current service levels are protected from changes in revenue growth or expenditure requirements. The GFOA recommends the establishment of a formal policy on the level of fund balance that should be maintained in the General Fund and encourages the adoption of similar policies for other types of Governmental Funds.

It is the policy of the City to maintain a reserve in the General Fund of no less than twenty-five (25) percent of annual appropriated expenditures, including reoccurring transfers, at year end as identified in the LRP.

The General Fund reserve may be drawn upon on recommendation of Staff with Council approval to compensate for an expected shortfall. A minimum reserve of five (5) percent of annual appropriated expenditures must remain at all times. Staff's recommendation to draw upon this reserve must include a replenishment schedule to begin within twelve months of the draw and result in full replenishment of the reserve requirement within thirty-six months of the draw.

It is the policy of the City to maintain a reserve in the [Wheeler Opera House](#)[Arts and Culture](#) Fund of no less than [twenty-five-one-hundred](#) ([25100](#)) percent of annual appropriated expenditures, including reoccurring transfers, at year end as identified in the LRP.

The [Wheeler Opera House](#)[Arts and Culture](#) Fund reserve may be drawn upon on recommendation of Staff with Council approval to compensate for an expected shortfall. A minimum reserve of five (5) percent of annual appropriated expenditures must remain at all times. Staff's recommendation to draw upon this reserve must include a replenishment schedule to begin within twelve months of the draw and result in full replenishment of the reserve requirement within thirty-six months of the draw.

It is the policy of the City to maintain a reserve in the Water Utility Fund and the Electric Utility Fund of no less than twenty-five (25) percent of annual appropriated expenditures, including reoccurring transfers, at year end as identified in the LRP.

Water Utility Fund and Electric Utility Fund reserves may be drawn upon on recommendation of Staff with Council approval to compensate for an expected shortfall. A minimum reserve of five (5) percent of annual appropriated expenditures must remain at all times. Staff's recommendation to draw upon these reserves must include a replenishment schedule to begin within twelve months of the draw and result in full replenishment of the reserve requirement within thirty-six months of the draw.

It is the policy of the City to maintain a reserve in all other City Funds except for certain funds listed below of no less than twelve and a half (12.5) percent of annual appropriated expenditures, including reoccurring transfers but excluding large capital expenditures, at year end as identified in the LRP. The funds that are not part of this policy include: Asset Management Plan Fund, Housing Development Fund, Employee Housing Fund, City Tourism Promotion Fund, Aspen Public Education Fund, Debt Service Fund, Employee Health Insurance Fund and Information Technology Fund. These funds are excluded from the policy because they are capital project funds, Internal Service Funds or have a policy of having a zero fund balance.

FINANCIAL AND INVESTMENT POLICIES

The reserve may be drawn upon on recommendation of Staff with Council approval to compensate for an expected shortfall. A minimum reserve of five (5) percent of annual appropriated expenditures must remain at all times. Staff's recommendation to draw upon this reserve must include a replenishment schedule to begin within twelve months of the draw and result in full replenishment of the reserve requirement within thirty-six months of the draw.

GASB Statement No. 54 established fund balance classifications for governmental funds. The Statement requires the adoption of policies surrounding those fund balance classifications.

In the fund financial statements, governmental funds report fund balance classifications including nonspendable resources, restricted amounts, committed amounts and assigned amounts. Only the General Fund reports unassigned amounts that have not been restricted, committed, or assigned to specific purposes within the General Fund. However, it may be necessary for other governmental funds to report negative fund balance as unassigned. The City Council must take formal action through resolution or ordinance to establish, modify or rescind committed fund balance amounts. The City Council has the authority to establish, modify or rescind assigned fund balance to a specific department or project within a fund.

Fund balance classifications with the highest level of constraint are spent first; such that restricted fund balance is spent before unrestricted fund balance when an expenditure is incurred for which both restricted and unrestricted balances are available. Likewise, committed and assigned fund balances are spent before unassigned fund balance when an expenditure is incurred for which any such unrestricted fund balances are available.

CARRYFORWARD SAVINGS

The purpose of allowing carryforward savings is to provide an additional incentive for frugality by operating departments. Unlike traditional governments, which have a "use it or lose it" approach to annual operating budgets, Aspen's policy encourages departments to create savings in their annual operating budgets. Savings in annual operating budgets are distributed as follows:

50% of the savings are carried forward into the appropriate department's savings account.

10% is allocated to a Central Savings account.

40% is returned to the appropriate fund balance.

Carryforward Savings represent 50% of the previous year's operating budget savings from individual Departments or Funds. Departments and Funds are allocated these amounts as a reward to finding efficiencies in their operations that allow them to meet their operating goals while spending less than their appropriations. Prior year savings that are not expended are maintained in full and appropriated every year unless directed otherwise by the City Manager. These appropriations can be spent on items related to the Department's or Fund's mission but may not be used for ongoing expenditures. In addition, if a particular expenditure was denied as part of the budget process, departmental savings may not be used for this purpose without City Manager approval. If the expenditure is to exceed \$10,000, the City Manager must authorize the expenditure. Departments and Funds can accrue these savings to a maximum of 15% of their operating budgets, [up to \\$150,000](#).

Departments are expected to use their carryforward savings to fund small expenses needed to meet City

FINANCIAL AND INVESTMENT POLICIES

Council's and citizen requests as is consistent with our "just say yes" management philosophy. In conjunction with the City's Outcome Measure program, the creation and use of operating savings is designed to emulate the incentives found in management of American small businesses. Department managers are expected to understand and measure their success in meeting customer expectations, and, through the carryforward savings program, have enough management flexibility to reasonably meet those expectations.

Central Carryforward Savings represents 10% of the previous year's operating budget savings from all Departments and Funds. These appropriations are allocated to the City Manager's office for addressing issues with city-wide implications or to address unusual but necessary departmental expenses. [Central Carryforward Savings shall not exceed \\$450,000 in any fiscal year.](#)

REVENUE POLICIES

The City maintains a balanced and diversified revenue structure to protect the City from fluctuations in any one source due to changes in local economic conditions, which may have an adverse impact. In order to maintain a stable level of services, the City shall use a conservative, objective and analytical approach when preparing revenue estimates. The process includes an analysis of probable economic changes and their impacts on revenues, historical collection rates and trends in revenue shortfalls.

To ensure the City's revenues are balanced and capable of supporting the desired levels of services, the City has adopted the following revenue policy statements:

- Revenue forecasts shall be conservative, using generally accepted forecasting techniques and appropriate data.
- Each year, major revenues will be projected for at least the next ten (10) years.
- The City will establish and maintain revenue sources that are diversified. Highly variable revenue sources shall be earmarked for uses that are flexible in timing and/or discretionary in need.
- Each year and whenever appropriate, existing revenues will be re-examined and possible new sources of revenues will be explored to ensure that the City is balancing its revenue potential.
- Each year and whenever appropriate, intergovernmental revenues will be reviewed to determine their short and long-term stability, to minimize the impact of any adverse changes. Intergovernmental revenues shall be used as legally prescribed or otherwise set forth by policy.
- One-time revenues shall be used only for one-time expenditures and will not be used to authorize on-going expenditures or programs.
- The City will carefully and routinely monitor any amounts due. An aggressive policy of collection will be followed for all receivables, including taxes and fees. The City will fairly and uniformly administer the provisions of all tax and fee ordinances among citizens and businesses. This includes businesses located outside the City limits, but making regular deliveries into the City, home occupations, seasonal vendors and individual owners of short-term rental accommodations.
- Each year and whenever appropriate, the City will review its schedule of fees and related administrative procedures. The amount of a fee shall not exceed the overall cost of providing the facility, infrastructure or service for which the fee is imposed. In calculating that cost, direct or indirect costs may be included. That includes costs that are directly related to the provision of the service and support costs that are more general in nature but provide support for the

FINANCIAL AND INVESTMENT POLICIES

provision of service. The City reviews all fees for licenses, permits, fines and other miscellaneous charges as part of the annual budgetary process.

For programs where the City subsidizes operations, the revenues will be sufficient for the minimum stated recovery rate and/or dollar amount of subsidy. The recovery rate is defined as revenue as a percent of expenditures. The dollar subsidy is defined as expenditures less revenue.

INVESTMENT POLICIES

I. Purpose

The purpose of this investment policy is to provide a guideline by which the funds that are not otherwise needed to meet the cash flow demands of the City of Aspen (the City) can best be invested. The objective of the investment portfolio is to earn the highest return for the City within the risk guidelines designed to provide maximum security, while maintaining sufficient liquidity to meet fluctuations in the City's cash flow needs.

II. Scope

This investment policy applies to all financial assets of the City as identified in the City's Comprehensive Annual Financial Report and all funds managed for the benefit of the Aspen Pitkin County Housing Authority (APCHA).

Investment income will be allocated to the various funds of the City and APCHA based upon their respective participation and in accordance with generally accepted accounting principles. Interest will be allocated on a monthly basis.

III. Standards of Care

- Prudence:** Investments shall be made with judgment and care – under circumstances then prevailing – which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment. ~~The standard of prudence to be used is Standard IV A.1 of the Standards of Practice Handbook of the Association for Investment Management and Research (Appendix A).~~ The Finance Director or his designee must exercise diligence and thoroughness in making investment recommendations or in taking investment actions; have a reasonable and adequate basis, supported by appropriate research and investigation, for such recommendations or actions; make reasonable and diligent efforts to avoid any material misrepresentation in any research report or investment recommendation; and maintain appropriate records to support the reasonableness of such recommendations or actions. The investment officer shall be relieved of personal responsibility for an individual security's credit risk or market price changes if he/she has acted in accordance with written procedures and the investment policy.
- Ethics and Conflicts of Interest:** ~~The standard governing Ethics and Conflicts of Interest shall be Standard III(C) of the Standards of Practice Handbook of the Association for Investment Management and Research (Appendix B).~~ The Finance Director, investment officer, or other must disclose to the City all matters, including beneficial ownership of securities or other investments that reasonably could be expected to interfere with their duty to the City or ability to make unbiased and objective recommendations. The receipt of gifts, gratuities, and travel expenses is governed by the guidelines of

FINANCIAL AND INVESTMENT POLICIES

the Ethics Policy as adopted by the Aspen City Council on what they or other City Staff may accept from securities dealer firms.

3. **Assignment of Responsibilities:** Article VI, Section 6.8 of the Charter of the City of Aspen grants authority and ultimate responsibility for the investment management activities of the City to the Finance Director. The Finance Director may delegate any of the investment functions to another officer of the City (Investment Officer). The Finance Director shall establish written policy procedures for the operation of the investment program consistent with this policy. The procedures should include reference to; safekeeping, repurchase agreements, wire transfer agreements, banking service contracts and collateral/depository agreements. Such procedures shall include explicit delegation of authority to persons responsible for investment transactions. No person may engage in an investment transaction except as provided under the terms of this policy and the procedures established by the Finance Director. The Finance Director will establish the day-to-day operating procedures for conducting the City's investment activities. He or she will be responsible for understanding the risks of the Investment Portfolio and establish the risk measurement and management process. In addition, he or she is responsible for making certain that a system of checks and balances is in place between the purchase/sale decision-making process and the settlement/reconcilement functions. In order to facilitate the evaluation of the investment activities, the Finance Director may employ outside vendors to make periodic appraisals of the City's investment program or to suggest specific investment alternatives. The Finance Director or his/her designee is authorized to execute security transactions for the City's Investment Portfolio within the limitations established by this policy. Should unexpected market conditions arise, the Finance Director or his designee may approve a transaction, which would not be in accordance with the Investment Policy but is necessary to protect the safety and liquidity of the City's investment portfolio, and is guided by Section III.1 of this policy. Such transactions must be reported to the City Council at their next meeting. All securities transactions will be made in accordance with the City's overall interest rate risk profile and policy. Liquidity needs/constraints will also be taken into account when investment decisions are made.

IV. Objectives

1. **Safety** of principal is the foremost objective of the investment program. Investments of the City shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall investment portfolio. To attain this objective, the City will diversify its investments by investing funds among a variety of securities and security types offering independent returns and financial institutions.
2. **Liquidity** The City's investment portfolio will remain sufficiently liquid to enable the City to meet all operating requirements which may be reasonably anticipated. A prudent reserve shall be maintained to meet unanticipated cash requirements.
3. **Return on Investments** The City's investment portfolio shall be designed with the objective of attaining a benchmark rate of return throughout budgetary and economic cycles, commensurate with the City's investment risk constraints and the cash flow characteristics of the portfolio.
4. **Environmentally Conscious** The City's investment of public funds shall be such that they are consistent with City values, including environmental stewardship. As such, the City will adopt the environmental scoring metric from E.S.G. (Environmental, Social and Governance) scores provided by the City's financial advisor, to help guide decision making in this area. For new investment opportunities, the City shall not invest in corporate offerings that have an environmental score below the midpoint of the

FINANCIAL AND INVESTMENT POLICIES

scoring scale.

V. Safekeeping and Custody

1. **Authorized Financial Dealers and Institutions** The Finance Director or designee will maintain a list of authorized securities firms that have been approved for investment purposes. This list will include the established limits on unsettled trades, safekeeping arrangements, repurchase agreements, securities lending and borrowing, total credit risk with dealer, and any other transaction with default risk. This list of authorized securities dealers and their established limits will be reviewed annually, by Finance Staff. The Finance Director or designee will be responsible for obtaining sufficient knowledge about securities firms and personnel. Files will be maintained for all firms with which the City transacts investment business. These files will include:
 - a) Financial data, annual reports and credit reports.
 - b) Background data of the dealer's sales representative(s) with whom business will be conducted.
 - c) Any information available from State or Federal regulators or securities industry self-regulatory organizations concerning any formal enforcement actions against the dealer, its affiliates, or associated personnel.
 - d) Public deposit shall not be made except in a qualified public depository established by Colorado law.

The City may utilize the services of an external investment advisor and may rely on the advisor's list of broker/dealers. The advisor's list of broker dealers shall be provided to the City on an annual basis or when updated.

2. **Internal Controls** The Finance Director or designee is responsible for establishing and maintaining an internal control structure designed to ensure that the assets of the City are protected from loss, theft or misuse. The internal control structure shall be designed to provide reasonable assurance that these objectives are met. The concept of reasonable assurance recognizes that (1) the cost of a control should not exceed the benefits likely to be derived and (2) the valuation of costs and benefits requires estimates and judgments by management.

Accordingly, the Finance Director or designee shall establish a process for an annual independent review by an external auditor to assure compliance with policies and procedures. The internal controls shall address the following points:

- a) Control of collusion
- b) Separation of transaction authority from accounting and recordkeeping
- c) Custodial safekeeping
- d) Clear delegation of authority to subordinate staff members
- e) Written confirmation of transactions for investments and wire transfers
- f) Development of a wire transfer agreement with the lead bank and third-party custodian

3. **Delivery vs. Payment** All trades where applicable will be executed by delivery vs. payment (DVP) to ensure that securities are deposited in an eligible financial institution prior to the release of funds. Securities will be held by a third-party custodian as evidenced by safekeeping receipts.

VI. Performance Standards

1. **Benchmark** The City's investment strategy is active. Given this strategy, the basis used by the Finance Director to determine whether market yields are being achieved shall be to identify a

FINANCIAL AND INVESTMENT POLICIES

comparable benchmark to the investment portfolio. Examples of benchmark rate return are the 90 day US Treasury Bill, 6 month US Treasury Bill, the 1-3 Year Treasury Index, and the average Federal Funds Rate.

2. **Reporting** Consistent with the City Charter, the Finance Director will provide monthly investment reports, to the City Manager and City Council, which provide a clear picture of the status of the current investment portfolio. The report should include comments on the fixed income markets and economic conditions, discussions regarding percentages of investments by categories, possible changes in portfolio structure and strategy going forward.

VII. Statutory Investment Guidelines (Statute: Section 24-75-601, C.R.S.)

1. **Custody of Investment Securities** Unless otherwise stated, all investments must be held in the City's name, or in the custody of a third party on behalf of the City, or in a custodial account with an eligible public depository or securities firm on behalf of the City.
2. **Maximum Maturity** The maximum maturity date for all securities shall be no more than five years from the date of settlement unless otherwise authorized by the City Council, with exceptions noted under limitations included in Section VII, 4 of this policy.
3. **Coupon Rate Fixed at Settlement** Public funds shall not be invested in any security on which the coupon rate is not fixed from settlement until maturity, other than shares in qualified money market mutual funds, unless the coupon rate is established by reference to specified rate indices, such as the U.S. dollar London interbank offer rate ("LIBOR") of one year or less, or the rate for a U.S. Treasury security with a maturity of one year or less, or the rate of a municipal bond index, or to the cost of funds index, or the prime rate. (Section 24-75-601.1(1.3), C.R.S.)
4. **Legal Investments of Public Funds (Statute: Section 24-75-601.1, C.R.S.)**
 - a) U.S. Treasury Securities
 - b) Federal Farm Credit Bank (FFCB)
 - c) Federal Land Bank (FLB)
 - d) Federal Home Loan Bank (FHLB)
 - e) Federal Home Loan Mortgage Corporation (FHLMC)
 - f) Federal National Mortgage Association (FNMA)
 - g) Export-Import Bank (Ex-Im Bank)
 - h) Tennessee Valley Authority (TVA)
 - i) Government National Mortgage Association (GNMA)
 - j) World Bank (IBRD)
 - k) Obligations of any other entity that is created by or authorized by legislation enacted by the US congress and that is subject to control by the federal government that is at least as extensive as that which governs an entity or organization listed above.
 - l) General obligation and revenue obligations of any state, District of Columbia, U.S. Territory, or any of their subdivisions. (This includes the State of Colorado and its related entities and Colorado Local Governments and their related entities.) Securities issued by Colorado based entities must be rated at or above "A-" or the equivalent from at least two nationally recognized statistical rating organizations (NRSROs) at the time of purchase; all other allowable securities issued by non-Colorado based entities must be rated at or above "AA-" or the equivalent by at least two NRSROs at time of purchase.

FINANCIAL AND INVESTMENT POLICIES

- m) Bankers Acceptance issued by a state or national bank. Security must be rated at least "A1, P1, or F1" or the equivalent from at least two NRSROs at the time of purchase.
- n) Commercial Paper rated at least "A1, P1, or F1" or the equivalent from at least two NRSROs at time of purchase.
- o) Any obligation, certificate of participation, or lease-purchase of the City of Aspen.
- p) Any interest in any local government investment pool pursuant to Section 24-75-701, et seq., C.R.S.
- q) Repurchase Agreements collateralized by securities listed in a) through j) above which must be marketable. Title or perfected security interest in securities must be transferred to the City or custodian. Securities must be actually delivered versus payment to the City's custodian or a third-party custodian or third-party trustee for safekeeping. Collateral securities must be collateralized at no less than 102% and marked to market no less than weekly. These investments may have a maturity in excess of five years. The period from the date of settlement to maturity shall not exceed five years unless a longer period is approved by City Council. A master repurchase agreement must be signed with the bank or dealer.
- r) Money Market Fund registered as an investment company under the "Investment Company Act of 1940", as amended. Fund investment policies include seeking to maintain a constant share price. No sales or load fee can be added to the purchase or redemption price. The fund operates in accordance with rule 2a-7 of the federal "Investment Company Act of 1940," as amended, or any successor regulation under that act regulating money market funds. The fund has assets of \$1 billion or more, or has the highest credit rating from at least one NRSRO.
- s) U.S. dollar-denominated corporate or bank security issued by a corporation or bank organized and operated within the United States. The note must mature within three years from the date of settlement and must be rated at least "AA- or Aa3" or the equivalent by at least two NRSROs at the time of purchase. The book value of corporate and bank securities shall at no time exceed 30 percent of the book value of the City's investment portfolio, and not more than 5 percent of the book value of the City's investment portfolio may be held in the debt of a single corporation or bank. As described in this section, bank security includes negotiable certificates of deposit issued by banks organized and chartered within the US; such deposits are not subject to the protections of the "Public Deposit Protection Act" and are not insured by the Federal Deposit Insurance Corporation.
- t) A securities lending agreement in which the City lends securities in exchange for securities authorized for investment herein. Any necessary transfer documents must be transferred to the City and securities must be received by the City or a custodian acting on behalf of the City in a simultaneous settlement. Such collateral shall be in the form of cash or securities that are authorized investments for the City. Collateral must be no less than 102% of the value of the securities lent and collateral shall be marked to market to less frequently than weekly. The counter-party must meet the conditions specified herein for issuers of corporate and bank security. The securities lending agreement must be approved and designated by written resolution duly adopted by a majority vote of the City Council, which resolution shall be recorded in its minutes.

Combined exposure to bankers acceptances, commercial paper and corporate and bank securities shall not exceed 50 percent of the City's portfolio and no more than 5 percent combined exposure may be held in any one issuer. Compliance with diversification limits shall be evaluated as of the time of purchase.

FINANCIAL AND INVESTMENT POLICIES

The required ratings for bankers acceptances, commercial paper and corporate and bank securities apply to the security being purchased; if the security is not rated then the ratings may be applied to the issuer, provided the security contains no provisions subordinating it from being a senior debt origination of the issuer.

Securities that have been downgraded to levels below the minimum ratings required for purchase may be held or sold at the Finance Director's discretion.

Subordinated debt shall not be purchased.

5. Other Allowable Investment Opportunities (Section 24-75-601.1(3) & Ord. 25, Series 2018) In order to obtain financing for the acquisition, rehabilitation and equipping of affordable ~~housing~~ projects benefitting people who live and work in the City and Pitkin County, the Council wishes to authorize the investment of City funds in bonds issued by the Colorado Housing and Finance Authority (CHFA), provided these investments satisfy the requirements of part 6 of article 75 of Title 24, C.R.S.

- VIII.** **Collateralization** will be required ~~on purchases of certificates of deposit and for~~ repurchase (and reverse) agreements. In order to anticipate market changes and provide a level of security for all funds, the collateralization level will be 102% of par value of principal and accrued interest. Collateral will be held by an independent third party with whom the City has a current custodial agreement. A clearly marked evidence of ownership must be supplied to the City and retained.
- IX.** **Liquidity** is the ability to generate cash at a reasonable cost to meet both expected and unexpected demand for funds from both the City and its vendors without disrupting routine operations or raising adverse questions from funds providers. Maintaining adequate liquidity is essential when conducting normal municipal activity and when providing for potential emergency situations.

The City's liquidity position is measured by its capacity to generate funds. Adequate capacity is demonstrated by the ability to raise sufficient levels of cash promptly and at a reasonable cost. This can be accomplished through disposing of liquid assets, increasing short-term borrowing, issuing additional liabilities, decreasing holdings of non-liquid assets, increasing longer-term liabilities, or raising taxes. The goal is to maintain an adequate level of liquidity without impairing the long-term efficient use of the City's assets.

- 1. Measurement** Since no single ratio can define adequate liquidity, the Finance Department will study several ratios to construct the most accurate picture of the state of the City's liquidity position. It is the City's intention to balance the need for liquidity with the need for interest income. The following are measures to assess trends in liquidity:

In order to plan for and manage seasonal liquidity needs, liquidity measures will be monitored monthly. The Finance Director or designee will look at cash flows going forward and prepare best/worst case scenarios for funds necessary to meet the City's obligations.

On a daily basis, the Finance Director or designee will review local and national economic factors that may affect the City's liquidity or funding needs. This review will include changes to the local

FINANCIAL AND INVESTMENT POLICIES

economy, interest rate environment, local employment projections, and projected population changes.

2. **Administration** The liquidity ratios are to be monitored at least monthly (if not weekly or daily). This will ensure that the City has adequate liquidity at all times and assist the Finance Director or designee in assessing trends which could adversely affect the liquidity of the City.
3. **Sources of Liquidity** The City's primary sources of liquidity are listed below:
 - a) Available Cash Balances.
 - b) Money Market Funds. Excess liquidity will be placed in Money Market Funds in compliance with and monitored under the Investment Policy.
 - c) Maturing securities. The City will ladder its Investment Portfolio to make certain that securities are maturing in accordance with anticipated cash flow needs. The Finance Director or designee will be responsible for establishing a maturity ladder appropriate for the City.
 - d) Investment Portfolio. Securities will be monitored for market value changes to identify viable options to be liquidated for liquidity needs.
 - e) Maximum Maturities. To the extent possible, the City will attempt to match its investments with anticipated cash flow requirements. Unless matched to a specific cash flow, the City will not directly invest in securities maturing more than five years from the date of purchase. However the City may collateralize its repurchase agreements using longer-dated investments not to exceed ten years to maturity.

Reserve funds may be invested in securities exceeding ten years if the maturity of such investments is made to coincide as nearly as practicable with the expected use of the funds.

4. **Liquidity Contingency Plan** In the event that the Finance Director or designee anticipates changes in normal municipal operations, it must respond to potential liquidity problems in a thorough and organized manner. By developing a liquidity contingency plan, the City will be able to deal with a potential or real liquidity problem.

Asset and liability management procedures should be followed to ensure that adequate cash sources are available and that minimal cash outflows occur. Also, any measures taken to manage liquidity should be in accordance with the parameters regarding interest rate risk.

In the event of a liquidity shortfall, the City will generate cash to meet its obligations by undertaking one or all of the following steps (in this order):

- a) Utilize Available Cash Balances. Liquidate money market positions
- b) Utilize funds from maturing investments
- c) Liquidate investments provided their market value is close to book value

The City Manager and City Council must be informed of any liquidity shortfall and provided with the details of the contingency plan.

5. Other Considerations

FINANCIAL AND INVESTMENT POLICIES

The liquidity management of the City must be made in harmony with the City's Interest Rate Risk Management processes. Any liquidity funding decisions made will directly affect the City's interest rate risk profile. The potential liquidity management decisions should be considered when evaluating the interest rate risk profile of the City.

As mentioned above, the City's Investment Portfolio will be laddered to have sufficient maturities to match off against potential maturing liabilities. On an ongoing basis, the Investment Portfolio will be managed within the parameters of both the investment policy and the liquidity management needs of the City.

City of Aspen Financial Policies Compliance

The City of Aspen, in order to "carefully account for public funds, to manage municipal finances wisely and to plan and provide for the adequate funding of services desired by the public" established and maintains Financial Policies. The following statements of compliance indicate the City's adherence to the main policies set forth in the Financial and Investment Policies document, as adopted on November 15, 2022.

As of 9/25/2023	In Compliance	Notes
Financial Policies		
Financial Goals	Yes	
Financial Reporting & Auditing	Yes	<i>The 2022 Comprehensive Annual Financial Report can be found on the City's website: (https://aspen.gov/DocumentCenter/View/10296/City-of-Aspen-2022-Annual-Comprehensive-Financial-Report-PDF)</i>
Budget Policies		
Budget Philosophy	Yes	
Balanced Budget	Yes	
Budget Adoption	Yes	<i>2023 Budget adopted by Resolution 124 (Series 2022) on 11/29/2022: (https://aspen.gov/DocumentCenter/View/9073/2023-Adopted-Budget---Resolution-124-2022-PDF)</i>
Amendment after Adoption	Yes	<i>Changes to the 2023 Budget were made by Spring Ordinance No.7 on May 9, 2023; and Fall Ordinance by November 28, 2023</i>
Administration of Budget	Yes	<i>Monthly Reports can be found on the City's website: https://aspen.gov/1523/2023-Budget-Financial-Reports</i>
Independent Audit	Yes	
Assets	Yes	
Expenditure Policies		
Payments & Obligations Prohibited	Yes	
Debt Management Policy	Yes	<i>The City has General Operating indebtedness of \$0 out of a maximum limit of \$401,780,626 as of 1/1/2023. Total indebtedness as of 12/31/2024 is \$46,525,000.</i>
Interfund Advanced (Interfund Loans)	Yes	
Fund Balances & Operating Reserves	Yes	<i>New reserve policies are proposed for the 120 Arts & Culture Fund for the Wheeler Opera House (page 14 of the financial policies).</i>
Carryforward Savings	Yes	<i>In 2024, carryforward savings are capped at \$150,000 for departments, and \$450,000 for central savings. These caps are formalized in the financial policies document (page 15).</i>
Revenue Policies	Yes	<i>2023 Fees were adopted by Ordinance 19 (Series 2022). 2023 Utilities Fees were adopted by Ordinance 16 (Series 2022). Monthly tax reports can be found on the City's website: https://aspen.gov/1523/2023-Budget-Financial-Reports</i>
Investment Policies	Yes	<i>Investment reports are included as part of the monthly report found on the City's website: https://aspen.gov/1523/2023-Budget-Financial-Reports. The last update to the Investment Policy included a new policy "Environmentally Conscious".</i>

The City is in full compliance with its financial policies and goals, including adopted changes passed by Resolution 126 on November 15, 2022.



CITY OF ASPEN

000 – Asset Management Plan Fund

City of Aspen Budget
000 - Asset Management Plan Fund

As of 09/07/2023

	2022	2023 Adjusted Budget	2023	2024	2024 Supplemental Requests	2024 Request	2025	2026	2027	2028
	Actuals		Forecast	Base Budget			Projection	Projection	Projection	Projection
Opening Balance	\$33,857,980	\$31,488,596	\$31,488,596	\$26,705,817		\$26,705,817	\$25,237,103	\$24,073,073	\$27,746,893	\$32,391,303
Property Tax	\$3,808,066	\$4,356,600	\$4,356,600	\$5,438,280	\$0	\$5,438,280	\$5,655,810	\$5,882,040	\$6,117,320	\$6,362,010
STR Excise Tax 10%	\$0	\$0	\$652,173	\$1,244,250	\$0	\$1,244,250	\$1,306,460	\$1,371,780	\$1,440,370	\$1,512,390
STR Excise Tax 5%	\$0	\$0	\$279,503	\$533,250	\$0	\$533,250	\$559,910	\$587,910	\$617,310	\$648,180
Investment Income	(\$211,038)	\$0	\$1,259,500	\$808,200	\$0	\$808,200	\$504,740	\$481,460	\$554,940	\$647,830
Non-Classified	\$3,597,028	\$4,356,600	\$6,547,776	\$8,023,980	\$0	\$8,023,980	\$8,026,920	\$8,323,190	\$8,729,940	\$9,170,410
Capital Projects	\$733,082	\$90,000	\$240,000	\$275,200	\$0	\$275,200	\$0	\$675,000	\$65,000	\$250,000
Capital Maintenance	\$192,965	\$0	\$83,765	\$82,476	\$0	\$82,476	\$0	\$0	\$0	\$0
Capital Projects Revenues	\$926,047	\$90,000	\$323,765	\$357,676	\$0	\$357,676	\$0	\$675,000	\$65,000	\$250,000
Revenues In	\$4,523,075	\$4,446,600	\$6,871,541	\$8,381,656	\$0	\$8,381,656	\$8,026,920	\$8,998,190	\$8,794,940	\$9,420,410
From the General Fund	\$173,680	\$58,780	\$58,780	\$0	\$0	\$0	\$0	\$0	\$0	\$0
From the Transportation Fund	\$935,330	\$1,000,000	\$1,000,000	\$0	\$0	\$0	\$3,250,000	\$80,000	\$150,000	\$100,000
From the Stormwater Fund	\$469,540	\$400,000	\$400,000	\$100,000	\$0	\$100,000	\$0	\$100,000	\$0	\$550,000
From the REMP Fund	\$0	\$100,000	\$0	\$150,000	\$0	\$150,000	\$0	\$0	\$0	\$0
From the Water Fund	\$77,360	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
From the Electric Fund	\$103,520	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transfers In	\$1,759,430	\$1,558,780	\$1,458,780	\$250,000	\$0	\$250,000	\$3,250,000	\$180,000	\$150,000	\$650,000
Total Revenues	\$6,282,505	\$6,005,380	\$8,330,321	\$8,631,656	\$0	\$8,631,656	\$11,276,920	\$9,178,190	\$8,944,940	\$10,070,410
Property Tax Collection Fees	\$76,218	\$78,010	\$78,010	\$108,770	\$0	\$108,770	\$110,950	\$113,170	\$115,430	\$117,740
Non-Classified/Other Expenditures	\$76,218	\$78,010	\$78,010	\$108,770	\$0	\$108,770	\$110,950	\$113,170	\$115,430	\$117,740
113 - Clerks Office	\$0	\$36,100	\$36,100	\$7,000	\$0	\$7,000	\$0	\$130,000	\$0	\$0
115 - Human Resources	\$0	\$0	\$0	\$0	\$0	\$0	\$14,000	\$0	\$0	\$16,000
117 - Finance	\$4,009	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000	\$0	\$0
119 - Asset Management	\$631,986	\$999,270	\$1,249,270	\$5,215,000	\$0	\$5,215,000	\$0	\$0	\$0	\$0
123 - Building	\$0	\$0	\$0	\$10,000	\$0	\$10,000	\$0	\$0	\$0	\$0
221 - Police	\$31,514	\$156,000	\$156,000	\$0	\$0	\$0	\$437,000	\$15,000	\$0	\$0
321 - Streets	\$657,096	\$2,547,145	\$2,547,145	\$1,144,000	\$0	\$1,144,000	\$1,239,800	\$1,259,300	\$1,031,300	\$347,000
325 - Climate Action	\$87,508	\$222,700	\$222,700	\$0	\$0	\$0	\$85,000	\$0	\$90,000	\$0
327 - Engineering	\$6,315,758	\$6,143,484	\$6,143,484	\$2,600,000	\$0	\$2,600,000	\$9,428,800	\$3,291,500	\$2,307,000	\$4,856,000
431 - Environmental Health	\$0	\$25,000	\$25,000	\$25,200	\$0	\$25,200	\$0	\$0	\$65,000	\$0
542 - Recreation	\$256,589	\$1,356,027	\$1,356,027	\$68,000	\$0	\$68,000	\$565,000	\$48,000	\$30,000	\$127,000
Capital Projects	\$8,023,580	\$11,565,726	\$11,815,726	\$9,069,200	\$0	\$9,069,200	\$11,769,600	\$4,753,800	\$3,523,300	\$5,346,000

City of Aspen Budget
000 - Asset Management Plan Fund

As of 09/07/2023

	2022	2023 Adjusted Budget	2023	2024	2024 Supplemental Requests	2024 Request	2025	2026	2027	2028
	Actuals		Forecast	Base Budget			Projection	Projection	Projection	Projection
119 - Asset Management	\$70,471	\$152,000	\$152,000	\$184,000	\$0	\$184,000	\$191,500	\$287,300	\$238,300	\$256,700
221 - Police	\$0	\$0	\$0	\$19,600	\$0	\$19,600	\$0	\$0	\$0	\$19,400
321 - Streets	\$152,236	\$56,000	\$56,000	\$218,600	\$0	\$218,600	\$108,400	\$59,000	\$221,600	\$114,500
327 - Engineering	\$67,766	\$292,631	\$292,631	\$171,200	\$0	\$171,200	\$175,500	\$275,100	\$184,900	\$189,900
542 - Recreation	\$24,973	\$163,700	\$163,700	\$14,000	\$0	\$14,000	\$85,000	\$16,000	\$17,000	\$18,000
Capital Maintenance	\$679,857	\$1,219,364	\$1,219,364	\$607,400	\$0	\$607,400	\$560,400	\$637,400	\$661,800	\$598,500
To the Parks Fund	\$0	\$0	\$0	\$315,000	\$0	\$315,000	\$0	\$0	\$0	\$0
Transfers Out	\$0	\$0	\$0	\$315,000	\$0	\$315,000	\$0	\$0	\$0	\$0
Total Uses	\$8,779,655	\$12,863,100	\$13,113,100	\$10,100,370	\$0	\$10,100,370	\$12,440,950	\$5,504,370	\$4,300,530	\$6,062,240
GAAP Adjustment to Working Capital	\$127,766									
Ending Fund Balance	\$31,488,596	\$24,630,876	\$26,705,817	\$25,237,103		\$25,237,103	\$24,073,073	\$27,746,893	\$32,391,303	\$36,399,473
<i>Set Aside for Lift 1A Escrow</i>	\$4,360,000	\$4,360,000	\$4,360,000	\$4,360,000		\$4,360,000	\$4,360,000	\$4,360,000	\$4,360,000	\$4,360,000
Adjusted Ending Fund Balance	\$27,128,596	\$20,270,876	\$22,345,817	\$20,877,103		\$20,877,103	\$19,713,073	\$23,386,893	\$28,031,303	\$32,039,473
Change in Fund Balance	(\$2,497,150)	(\$6,857,720)	(\$4,782,779)	(\$1,468,714)	\$0	(\$1,468,714)	(\$1,164,030)	\$3,673,820	\$4,644,410	\$4,008,170

2024 Major Capital Projects

51420 – Old Powerhouse Preservation Project

- Restoration of Building Envelope and Mechanical Systems - End of Life
- Design to Match Departmental Programmatic Needs plus ADA Requirements
- 2023 – Complete Design; 2024 – Construction

Task Level Budget

Design & Engineering	\$420,000
Hard Construction Cost	\$3,675,000
Project Contingencies	\$350,000

Appropriations by Year

Prior Years	\$600,000
2024	\$3,845,000
Out Years	\$0
Lifetime Budget	\$4,445,000



2024 Major Capital Projects

51249 – Animal Shelter – Efficiency Upgrades

- Site Solar, High Efficiency Boilers, Improving Building Envelope
- Updating Fixtures And Finishes That Are At End Of Life
- 2023 – Complete Design & Address Immediate Needs
- Costs Are Shared With Pitkin County Per The IGA;
50% of projects cost will be reimbursed
- CoA REMP funding \$150K of energy upgrades

Task Level Budget

Design & Engineering	\$50,000
Hard Construction Cost	\$450,000

Appropriations by Year

Prior Years	\$50,000
2024	\$450,000
Out Years	\$0
Lifetime Budget	\$500,000



2024 Major Capital Projects

51685 Armory Remodel & Reuse Long-Term Plan

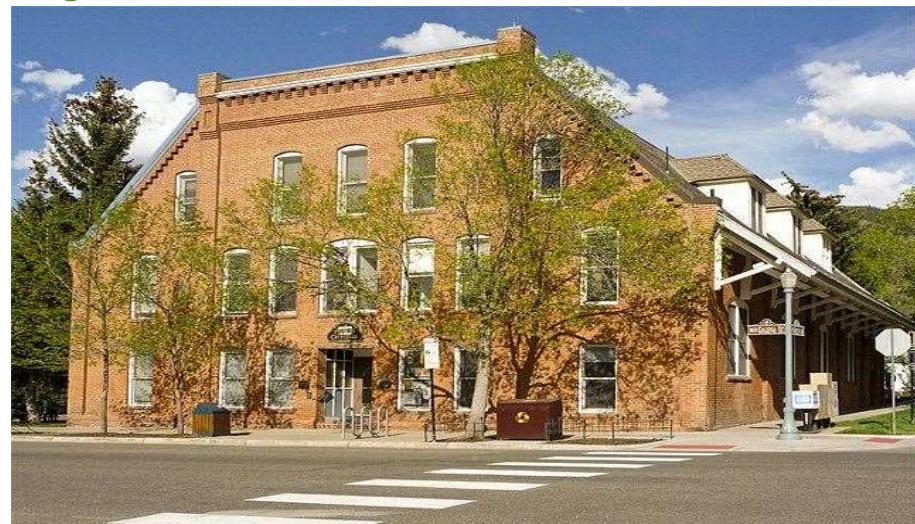
- Develop A Long-Term Plan For The Remodel And Reuse of the Armory Building
- Begin Analyzing Future Programming Requirements Necessary To Meet Community Expectations and Needs
- Develop Potential Funding Options to Remodel And Management of the Facility
- Create Construction Timeline For The Future Project
- 2024 Budget Appropriation for Design Work through SD and Entitlements

Task Level Budget

Design & Engineering	\$1,020,000
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Appropriations by Year

Prior Years	\$100,000
2024	\$920,000
Out Years	TBD
Lifetime Budget	\$1,020,000



2024 Major Capital Projects

51687 Fleet - 2024

- Replacement & Purchase of New Vehicles & Equipment
- Looked At For Reliability & Longevity
 - Community Development Ford Escape (\$40K)
 - Police 4 Hybrid/Electric vehicles (\$332K)
 - Streets Pickup (\$50K) Street Sweeper (\$300K) Snow Blower (\$250K)
 - Recreation Chevy Express Van (\$45K), Toyota Sienna (\$45K), GMC Acadia (\$40K)
 - Asset Small 4 x 4 Truck (\$42K)

Task Level Budget

Acquisitions	\$1,144,000
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Appropriations by Year

Prior Years	\$0
2024	\$1,144,000
Out Years	\$0
Lifetime Budget	\$0



2024 Major Capital Projects

51639 Red Brick Storm Improvements on Hallam Street

- Improved Pedestrian Experience & Safety
- Improved Drainage
- 400 feet of Concrete and Sidewalk Improvements
- South side of Red Brick from Aspen Street to Garmisch

Task Level Budget

Testing & Inspection	\$70,000
Hard Construction Cost	\$600,000
Project Contingencies	\$90,000

Appropriations by Year

Prior Years	\$0
2024	\$760,000
Out Years	\$0
Lifetime Budget	\$760,000



2024 Major Capital Projects

51689 Concrete and ADA Pedestrian Improvements - 2024

- Pedestrian Safety & Connectivity
- Roadway and Drainage Improvements
- Annual Maintenance

Task Level Budget

Design	\$20,000
Testing & Inspection	\$20,000
Hard Construction Cost	\$600,000
Project Contingencies	\$16,000

Appropriations by Year

Prior Years	\$0
2024	\$656,000
Out Years	\$0
Lifetime Budget	\$656,000



2024 Major Capital Projects

51640 – Hyman Improvements

- Improved Drainage
- Roadway Safety
- Increased Infrastructure Lifespan
- Location Garmisch & Aspen Streets
- \$100K Funded From Stormwater

Task Level Budget

Testing & Inspection	\$20,000
Hard Construction Cost	\$310,000
Project Contingencies	\$20,000

Appropriations by Year

Prior Years	\$0
2024	\$350,000
Out Years	\$0
Lifetime Budget	\$350,000



2024 Major Capital Projects

51258 – CDOT Joint Project on Mill and Main

- Concrete Intersection
- Increase Pavement Longevity and Integrity
- Joint Project/Funding With CDOT, \$675K

Task Level Budget

Design	\$100,000
Testing & Inspection	\$100,000
Hard Construction Cost	\$1,200,000
Project Contingencies	\$50,000

Appropriations by Year

Prior Years	\$0
2024	\$100,000
Out Years	\$1,350,000
Lifetime Budget	\$1,450,000



2024 Major Capital Projects

51688 HWY 82 Efficiency Planning

- The project looks to create improvements in outbound congestion
- Preliminary infrastructure components to improve “S” Curves
- Review signal and operation improvements

Task Level Budget

Planning and Design	\$340,000
Project Contingencies	\$60,000

Appropriations by Year

Prior Years	\$0
2024	\$400,000
Out Years	\$0
Lifetime Budget	\$400,000



2024 Major Capital Projects

50915 - Cemetery Lane Multimodal Intersection Improvements

- Pedestrian and Bus Stop Safety
- We-Cycle Expansion
- Intersection Safety & Improvements
- \$80K Transfer from Transportation Department

Task Level Budget

Design	\$30,000
Testing & Inspection	\$10,000
Hard Construction Cost	\$250,000
Project Contingencies	\$10,000

Appropriations by Year

Prior Years	\$0
2024	\$30,000
Out Years	\$270,000
Lifetime Budget	\$300,000



2024 Major Capital Projects

50497 – Gibson Pedestrian Connectivity Design and Construction

- Pedestrian Safety & Connectivity
- Walkable City
- Pedestrian & Bicycle Master Plan
- If land acquisition is required cost will increase

Task Level Budget

Design	\$25,000
Testing & Inspection	\$10,000
Hard Construction Cost	\$250,000
Project Contingencies	\$10,000

Appropriations by Year

Prior Years	\$0
2024	\$25,000
Out Years	\$270,000
Lifetime Budget	\$295,000



2024 Major Capital Projects

51691 Pavement Preservation

- Pavement Condition Assessment 2024
- Strategic Planning to Best Utilize Funds
- Prioritize Maintenance Needs
- Field Construction 2025

Task Level Budget

Design	\$30,000
Hard Construction Cost	\$800,000
Project Contingencies	\$99,800

Appropriations by Year

Prior Years	\$0
2024	\$30,000
Out Years	\$899,800
Lifetime Budget	\$929,800



2024-2033 Capital Budget

000 - Asset Management Plan Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
50436 Color Printer - Clerk		\$0	\$7,000	\$0	\$0	\$0	\$0	\$7,000
Project Description: Purchase color multi function machine; copier, scanner and printer.								
51447 Dominion Election Equipment - Replacement		\$0	\$0	\$0	\$100,000	\$0	\$0	\$100,000
Project Description: Replacement of the election equipment is on a 10 year cycle. Existing election equipment was purchased in 2016 and is scheduled for replacement in 2026.								
50439 Clerk Copier First Floor - Out Years		\$0	\$0	\$0	\$16,000	\$0	\$0	\$33,000
Project Description: Replacement of large multi function machine; copy, scanner and printer.								
50435 Optical Imaging Scanner		\$0	\$0	\$0	\$14,000	\$0	\$0	\$29,000
Project Description: Scanner for document imaging program.								
Subtotal Capital Projects		\$0	\$7,000	\$0	\$130,000	\$0	\$0	\$169,000
113 - Clerks Office		\$0	\$7,000	\$0	\$130,000	\$0	\$0	\$169,000
51630 Multi-Function Machine - Human Resources - Out Years								
Project Description: Replacement of multi function machine; copy, scanner and printer.								
The Clerk's office transferred this machine to Human Resources during the move from the Armory to the New City Hall.		\$0	\$0	\$14,000	\$0	\$0	\$16,000	\$47,000
Subtotal Capital Projects		\$0	\$0	\$14,000	\$0	\$0	\$16,000	\$47,000
115 - Human Resources		\$0	\$0	\$14,000	\$0	\$0	\$16,000	\$47,000
50724 Multi-Function Machine - Finance - Out Years								
Project Description: Replacement of multi function machine; copy, scanner and printer.								
		\$0	\$0	\$0	\$10,000	\$0	\$0	\$21,000

2024-2033 Capital Budget

000 - Asset Management Plan Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
Subtotal Capital Projects	\$0	\$0	\$0	\$10,000	\$0	\$0	\$0	\$21,000
117 - Finance	\$0	\$0	\$0	\$10,000	\$0	\$0	\$0	\$21,000
51420 Old Powerhouse Preservation Project								
Project Description: This project will start the process of renovating the Old Powerhouse building and is needed to preserve the building as many parts of the envelope and mechanical systems are at end of life. The renovation will also honor verified programming requirements for remaining (4) City departments that will not be housed in the New City Hall facility as well as upgrade the building to current code standards and provide ADA access.	\$600,000	\$3,845,000	\$0	\$0	\$0	\$0	\$0	\$4,445,000
City Staff and a project team will start design, scoping and programing of the building in 2022 with land use and permitting to follow. The renovation of the building is planned to begin in 2024 after the Armory tenant finish is completed and ACRA is relocated.								
51249 Animal Shelter - Energy Efficiency Upgrades								
Project Description: 2023 funding will address immediate needs in the animal shelter that cannot wait until 2024 and fund design services for the larger 2024 project. 2024 will look at items such as on site solar, high efficiency boilers, envelope and ventilation improvements, and updating fixtures and finishes that are at end of life.	\$50,000	\$450,000	\$0	\$0	\$0	\$0	\$0	\$500,000
51685 Armory Remodel & Reuse Long-Term Plan								
Project Description: Asset is developing a long-term plan for the remodel and reuse of the Armory. Guided by City Council and public feedback, staff would like to begin analyzing future programming requirements necessary to meet community expectations for a successful space, develop potential funding options to remodel and manage the building, as well as firm up a construction timeline for the project.	\$100,000	\$920,000	\$0	\$0	\$0	\$0	\$0	\$1,020,000
Subtotal Capital Projects	\$750,000	\$5,215,000	\$0	\$0	\$0	\$0	\$0	\$5,965,000

2024-2033 Capital Budget

000 - Asset Management Plan Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
40002 Facility Maintenance		\$126,000	\$136,000	\$147,000	\$159,000	\$171,000	\$184,000	\$2,103,000
Project Description: Typical expenditures include unforeseen repairs to buildings managed by the Capital Asset Department: Armory, Rio Grande, Old Power House, APD and other rental spaces, if required. Repairs most likely involve general building systems such as roofing, MEP, HVAC, Boiler, and sanitary sewer. These repairs often arise unexpectedly throughout the year, therefore, are difficult to budget exact dollar values, yet require available funding to address the issue immediately. Additionally, this may be used for funding small projects in out years which maintain the function of a building and refresh the look and feel of a space.								
40003 Animal Shelter Maintenance		\$26,000	\$28,000	\$32,000	\$36,000	\$40,000	\$44,000	\$493,000
Project Description: Planned work includes replace carpeting in both units and rust inhibitor application to the Animal Shelter. Additionally, customary maintenance is performed to maintain the Animal Shelter. Costs are shared with Pitkin County per the IGA.								
40001 Core City Network - AMP		\$0	\$20,000	\$12,500	\$92,300	\$27,300	\$28,700	\$350,000
Project Description: Replacement of core network switching and routing equipment.								
Subtotal Capital Maintenance		\$152,000	\$184,000	\$191,500	\$287,300	\$238,300	\$256,700	\$2,946,000
119 - Asset Management		\$902,000	\$5,399,000	\$191,500	\$287,300	\$238,300	\$256,700	\$8,911,000
50463 Multi-Function Machine - Community Development		\$0	\$10,000	\$0	\$0	\$0	\$0	\$10,000
Project Description: Replacement of multi-function machine.								
Subtotal Capital Projects		\$0	\$10,000	\$0	\$0	\$0	\$0	\$10,000
123 - Building		\$0	\$10,000	\$0	\$0	\$0	\$0	\$10,000

2024-2033 Capital Budget

000 - Asset Management Plan Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
51451 Replacement Radios		\$0	\$0	\$300,000	\$0	\$0	\$0	\$300,000
Project Description: Plan replacement of handheld radios and in car radios, used by police staff. It is recommended that these radios be upgraded every 7-8 years. The radios that are currently being used were purchased in 2017.								
50447 Electrical Restraint Device - Out Years		\$0	\$0	\$62,000	\$0	\$0	\$0	\$62,000
Project Description: Planned replacement of less-lethal Electrical Restraint Devices (ERDs, commonly known by the brand-name "Taser"). The last Taser replacement was done in 2019, where 28 X26P tasers were purchased. This purchase is one taser for our 29 officer staff and three taser as a backup to have available in case of damage. These tasers were purchased from AXON.								
50448 Radar Trailer - Out Years		\$0	\$0	\$60,000	\$0	\$0	\$0	\$126,000
Project Description: Replacement of radar display trailers. Currently APD has 3 small message display signs. These signs are used by our department through out the city to help with messaging, traffic control and to assist other city departments with projects and messaging related to their projects.								
50449 Police Automated Emergency Defibrillator Replacement - Out Years		\$0	\$0	\$15,000	\$15,000	\$0	\$0	\$30,000
Project Description: Planned replacement of half of police AEDs, which are deployed in all police vehicles. Twelve of our AEDs are many years out of warranty and will be 8 years old at time of replacement. Another three are between 10 and 14 years old. Modern versions, which feature improved technology, include an 8-year warranty.								

2024-2033 Capital Budget

000 - Asset Management Plan Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
51755 Multifunction Printer - Police		\$0	\$0	\$0	\$0	\$0	\$0	\$12,000
Project Description: Replacement of copier / printer / scanner / fax for Police administration. We have our main copier for our front of the house and we also provide 3 other small copy machines for our records department, detective's office and evidence room.								
Subtotal Capital Projects		\$0	\$0	\$437,000	\$15,000	\$0	\$0	\$530,000
40115 Maintenance Fees for Variable Message Signs (VMS)		\$0	\$19,600	\$0	\$0	\$0	\$19,400	\$58,400
Project Description: All of our VMS signs are purchased from All Traffic Solutions Inc. We have 5 total VMS signs that are used to help with traffic measurements, provide immediate messaging to our community for emergencies and special events, and any other needed communication to the community. Each VMS sign has an annual service fee, which allows the equipment programming to stay up to date, as well as access each VMS sign remotely to change messages as needed. In order to save and receive a discount for the annual subscription, we pay for the service every 4 years. The next renewal date will be in August of 2024. The total cost to sign up for another 4 years for the 5 VMS signs will be for: \$19,600.								
Subtotal Capital Maintenance		\$0	\$19,600	\$0	\$0	\$0	\$19,400	\$58,400
221 - Police		\$0	\$19,600	\$437,000	\$15,000	\$0	\$19,400	\$588,400
51687 Fleet - 2024								
Project Description: Replacement and purchase of new vehicles and equipment for the General Fund departments. Vehicles and equipment are always being looked at for reliability and longevity to remain in the fleet to provide a safe and useful life. Vehicles life range is 7 years/80,000 miles. Heavy Equipment are reviewed based on years, hours in use and maintenance costs.		\$0	\$1,144,000	\$0	\$0	\$0	\$0	\$1,144,000
2024 includes replacement of: 1 Ford Escape (Com Dev), 3 Ford Explorer Patrol Cars and 2 Ford F150 Patrol Vehicles (Police), 1 Tymco Street Sweeper, 1 Ford F250, 1 Snow Blower Attachment for the Loader (Streets), 1 12 Passenger Chevy Express Van (Recreation), 1 Ford Transit Van (Asset)								

2024-2033 Capital Budget

000 - Asset Management Plan Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
50454 Fleet - Out Years		\$0	\$0	\$1,239,800	\$1,259,300	\$1,011,300	\$347,000	\$7,172,500
Project Description: Replacement and purchase of new vehicles and equipment for the General Fund departments. Vehicles and equipment are always being looked at for reliability and longevity to remain in the fleet to provide a safe and useful life. Vehicles life range is 7 years/80,000 miles. Heavy Equipment are reviewed based on years, hours in use and maintenance costs.								
50461 Street Department Paint Gun - Out Years		\$0	\$0	\$0	\$0	\$20,000	\$0	\$20,000
Project Description: Replacement of the paint gun used to paint crosswalks, speed humps, and other areas throughout Aspen.								
	Subtotal Capital Projects	\$0	\$1,144,000	\$1,239,800	\$1,259,300	\$1,031,300	\$347,000	\$8,336,500
40006 Building Interior Maintenance - Streets Facilities		\$0	\$161,600	\$0	\$0	\$161,600	\$0	\$484,800
Project Description: Building Maintenance Fund for Plumbing, Electrical, Mechanical and Interior - Streets Facilities								
40111 Streets Facility Maintenance		\$56,000	\$57,000	\$58,000	\$59,000	\$60,000	\$61,000	\$671,000
Project Description: Capital maintenance of the Streets facility including concrete replacement, repairing bricks, replacing windows, repainting exterior of shop buildings. As well as interior replacement of office furniture, carpet and repainting.								
40005 Building Exterior Maintenance - Streets		\$0	\$0	\$50,400	\$0	\$0	\$53,500	\$160,700
Project Description: Building Improvements Exterior and Site - Streets Facilities. This work includes, but is not limited to repair/replace broke and damaged bricks in cold storage building and repair/replace overhead doors in buildings at the Street Department.								

2024-2033 Capital Budget

000 - Asset Management Plan Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
Subtotal Capital Maintenance		\$56,000	\$218,600	\$108,400	\$59,000	\$221,600	\$114,500	\$1,316,500
321 - Streets		\$56,000	\$1,362,600	\$1,348,200	\$1,318,300	\$1,252,900	\$461,500	\$9,653,000
50853 EV Charging Stations - Out Years		\$0	\$0	\$85,000	\$0	\$90,000	\$0	\$485,000
Project Description: Purchase and installation of new EV charging stations.								
Subtotal Capital Projects		\$0	\$0	\$85,000	\$0	\$90,000	\$0	\$485,000
325 - Conservation Efficiency Renewables		\$0	\$0	\$85,000	\$0	\$90,000	\$0	\$485,000
51578 Entrance to Aspen								
Project Description: The budget would be allocated to proceed in Council's direction to review the FEIS or ROD and pursue a schematic design for the portion of the Record of the Decision that includes the Preferred Alternative section beginning at the roundabout and utilizing the straight connection to Main Street through Moore Open Space. The initial review will include four traffic lanes (two are bus lanes temporarily) and review of Light Rail Transit options as directed by the ROD. This includes a new bridge across Castle Creek and the cut and cover option beneath Moore Open Space.								
\$8.5M is the current estimate for construction drawings. The current budget is \$2.9M to fund production of schematic level plans, which is the starting point for estimating and collaboration. Budget sharing can begin after the schematic plan development. Once the schematic plans are complete they will be used to pursued funding at the state and federal level.		\$2,000,000	\$0	\$6,500,000	\$0	\$0	\$0	\$8,500,000
The project goal is establish documents that can be utilized to collaborate on cost sharing for federal and state money and establish a full project cost estimate.								

2024-2033 Capital Budget

000 - Asset Management Plan Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
51639 Red Brick Storm Improvements on Hallam Street		\$0	\$760,000	\$0	\$0	\$0	\$0	\$760,000
Project Description: Install pedestrian and traffic calming features to increase safety near public facility. Stormwater infrastructure would be modified to alleviate drainage issues that prevent safe loading/unloading for building. The project would look at creating slope to alleviate drainage issues. The project reviews the north curb line starting approximately at the entrance to the Red Brick to the corner of Garmisch Street. In order to achieve proper drainage, the curb line may need to be modified which will require additional roadway work and possible tree root air spading. In order to minimize impacts to the trees, storm sewer may be required and connected to the existing storm sewer on Garmisch Street.								
51689 Concrete and ADA Pedestrian Improvements - 2024		\$0	\$656,000	\$0	\$0	\$0	\$0	\$656,000
Project Description: Replacement of curbs, ramps and gutters typically precedes the street paving schedule. The replacement plan is developed a year in advance after reviewing the streets resurfacing plan, and will replace approximately 4,000 linear feet or 4% of total curbs and gutters in the city, as well as damaged sidewalks and cross pans. Approximately 40% of the roadway asphalt replacement will require replacement of curbs and gutters prior to work starting. The fund will replace concrete ADA ramps and sidewalks to meet current standards for accessibility based on a yearly assessment.								
51640 Hyman Improvements		\$0	\$350,000	\$0	\$0	\$0	\$0	\$350,000
Project Description: The project includes roadway and drainage improvements on Hyman Ave between Aspen and Garmisch. The drainage and roadway issues include the lack of positive drainage along the curb and gutter. The street profile is too flat to carry the drainage needed. Additionally, heaving has occurred on the concrete making the issue even worse. The project will fix the grading along the street along with installing a new inlet and subsurface storm water conveyance.								
\$100K cash transfer from Stormwater in 2024.								

2024-2033 Capital Budget

000 - Asset Management Plan Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
51690 GIS Aerial Photography - 2024		\$0	\$129,000	\$0	\$0	\$0	\$0	\$129,000
Project Description: The City is committed to updating its Geographic Information System (GIS) by obtaining new aerial photography and LiDAR every 4 years. The last aerial flyover of the Aspen Metro Area was in 2020. Updated aerial photography and LiDAR data is crucial in maintaining an accurate and present-day GIS database by integrating changes in the natural and built environment.								
51460 4th Street Intersection Improvements		\$0	\$120,000	\$0	\$0	\$0	\$0	\$120,000
Project Description: The project focuses on improving the pedestrian movement at 4th and Main Street. Visual lines are difficult between vehicle and pedestrian due to trees on the north side and the south side Rapid Flash Beacon Warning Signs needs protection from vehicles after being hit in several consecutive years.								
51258 CDOT Joint Project on Concrete Mill and Main Street		\$0	\$100,000	\$0	\$1,350,000	\$0	\$0	\$1,450,000
Project Description: Replace the asphalt within the intersection with concrete for structural integrity and longevity.								
CDOT and the city have indicated this intersection as a designated intersection that would be best done in concrete for long term benefits. Staff expects to receive \$675K from CDOT for construction. This estimated schedule may shift.								
51688 HWY 82 Efficiency Planning		\$0	\$400,000	\$0	\$0	\$0	\$0	\$400,000
Project Description: A planning effort to examine the efficiency of the Highway 82 corridor throughout town. The Cemetery traffic light, S curves and other areas will be examined and options for improvement will be presented. The goal is to reduce congestion out of Aspen during peak periods.								
Staff will utilize directions that come from the existing Castle Creek Bridge S Curve alignment study and utilize this funding for full design of improvements on HWY 82 to directly reduce the volume of vehicles in the west end.								

2024-2033 Capital Budget

000 - Asset Management Plan Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
51691 Pavement Preservation		\$0	\$30,000	\$899,800	\$0	\$0	\$0	\$929,800
Project Description: The asphalt resurfacing project needs to be performed to preserve the streets structural strength and integrity. An assessment of all street pavements throughout of City will be performed the year prior to the field work. The assessment will assist staff in prioritizing street segments and types of treatments in order to increase the longevity and integrity of the streets. The assessment will inform staff while developing a strategic pavement preservation plan.								
The field work will consist of roto milling the streets existing surface first, this procedure will remove 1 1/2 inches of the existing top layer. HMA (Hot Material Asphalt) will then be applied to replace the milled 1 1/2 inches. This roto milling along with the new HMA replacement ensures the street surface is preserved for out years and provide a smoother street surface for vehicles, pedestrians, and bicycle riders.								
50915 Cemetery Lane Multimodal Intersection Improvements		\$0	\$30,000	\$0	\$270,000	\$0	\$0	\$300,000
Project Description: Bus stop pull out improvements at Snowbunny and Cemetery lane as well as pedestrian safety improvements. We-Cycle pad to be included for expansion of service. Site distances will be examined to increase safety of all users.								
In 2026, an \$80,000 cash transfer is being made to fund the Transportation Fund's portion of this project to include an improved bus pull-off.								
50497 Gibson Pedestrian Connectivity Design and Construction		\$0	\$25,000	\$0	\$270,000	\$0	\$0	\$295,000
Project Description: Installation of sidewalk along Gibson and traffic calming near the intersection of Neale Avenue due to citizen concerns with safety.								

2024-2033 Capital Budget

000 - Asset Management Plan Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
50471 Concrete Replacement and ADA Pedestrian Improvements - Out Years		\$0	\$0	\$682,000	\$709,000	\$737,000	\$766,000	\$7,219,000
51440 Downtown Core Pedestrian Safety		\$700,000	\$0	\$612,000	\$0	\$0	\$0	\$1,312,000

2024-2033 Capital Budget

000 - Asset Management Plan Fund

Project Title and Description	Prior	2024	2025	2026	2027	2028	Lifetime Budget
50479 Summer Road Improvements - Construction		\$105,000	\$0	\$480,000	\$0	\$0	\$585,000
Project Description: This project cost would cover the required survey to improve the stormwater conveyance on the roadway. The design needs to be done by a consultant considering the failing retaining wall in the area. The consultant and staff will need to coordinate with the property owners of the wall to ensure all elements are improved together. The road has a steep gradient and receives stormwater flow from the Little Nell ski slope that during large storm events can overwhelm the roadway. The proximity to condos is a concern to many residents.							
51545 EV Charging Stations - Installations - Out Years		\$0	\$0	\$125,000	\$0	\$125,000	\$625,000
Project Description: Install Electrical Vehicle (EV) Charging stations throughout town per the EV Charging Master Plan. This project includes working closely with EH and Electric Department as outlined in the master plan. This will allow the City to expand the EV Charging network and provide a greater service to the community.							
50477 Ice Garden Drainage Improvements		\$0	\$0	\$80,000	\$0	\$520,000	\$600,000
Project Description: Winter drainage improvements adjacent to the Ice Garden building. A preliminary design and the associated estimate was done internally to improve the ADA access to the building and icing concerns. Includes Level 1 EV Charger on east side of 1st.							

2024-2033 Capital Budget

000 - Asset Management Plan Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
51546 Galena Plaza Paver Surface/Shuttle		\$0	\$0	\$50,000	\$0	\$800,000	\$0	\$850,000
Project Description: Repair the pavers to improve drainage and winter conditions of alley. Include formalization of Galena shuttle stop within the plaza to improve ridership and connectivity from the garage to the core.								
In 2027, a \$150,000 cash transfer is being made to fund the Transportation Fund's portion of this project to include shuttle stop amenities, shelter, mobility options, and route finding.								
50480 Main Street Pedestrian Improvements - Out Years		\$0	\$0	\$0	\$275,000	\$0	\$0	\$275,000
Project Description: Pedestrian and traffic calming safety improvements for Main Street at specific intersections. Main Street is a barrier for pedestrians due to existing conditions and this project aims at improving pedestrian connectivity and safety through the Main Street corridor. The scope of this project only includes the design of the improvements.								
Staff will pursue grant funding for construction, which is estimated at \$2.2M. Construction is contingent on grant funding.								
51264 Gibson and Mill Street Intersection Improvements		\$0	\$0	\$0	\$175,000	\$0	\$1,400,000	\$1,575,000
Project Description: The intersection at Gibson and Mill will need improvements to alleviate traffic interactions at the old Powerhouse. Pedestrian and bike movements also be improved. Storm drains and pipes will need replacement and have showed signs of failure. Water quality will be included in the project.								
Stormwater fund to transfer \$100K to support stormwater scope of design in 2026. Stormwater fund to transfer \$550K to support stormwater scope of construction in 2028.								

2024-2033 Capital Budget

000 - Asset Management Plan Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
50845 No Problem Joe (Neale Ave) Bridge Repairs		\$0	\$0	\$0	\$150,000	\$0	\$1,200,000	\$1,350,000
Project Description: Repair the bridge and drainage. Full scope to be determined as CDOT biannual reports are submitted to understand necessary repairs.								
CDOT is inspecting the bridge and has grant funding in the off-system grants. Staff to pursue \$250,000 through CDOT's off system grant program.								
51267 Wagner and Durant Street Roadway Improvement		\$0	\$0	\$0	\$60,000	\$0	\$340,000	\$400,000
Project Description: The roadway on Durant slopes toward the curb at a 7% slope and needs to be corrected because this location is critical to buses and poses risks to pedestrians. The longitudinal slope is an issue during icing periods. Over the years, the asphalt repairs have built a slope on the roadway. Due to the location behind Shadow Mountain, this location tends to freeze regularly in the winter, and can be dangerous for pedestrians crossing and buses tend to slide regularly. Staff has received a letter of support from the Roaring Fork Transit Authority (RFTA) for this project to help improve grade issues in a location critical to transit operations.								
Staff will begin the design to determine the full limits or extents needed to alleviate the grades after a survey is completed. The desired outcome is to repair the roadway, reducing the slopes to increase the safety for pedestrians and vehicles, including the buses that are parked along Wagner.								
In 2028, an \$100,000 cash transfer is being made to fund the Transportation Fund's portion of this project.								
50490 Large Format Copier OCE Plotwave		\$0	\$0	\$0	\$20,000	\$0	\$0	\$20,000
Project Description: Scanner/Copier								

2024-2033 Capital Budget

000 - Asset Management Plan Fund

Project Title and Description	Prior	2024	2025	2026	2027	2028	Lifetime Budget	
50491 HP Design Jet 1500PS Printer Project Description: Replacement of jet 1500PS printer		\$0	\$0	\$0	\$12,500	\$0	\$0	\$12,500
51439 Midland Avenue Infrastructure Improvements Project Description: The Engineering Department will install a stormwater pipe to convey flows and reduce flooding and icing issues on Midland Avenue. Currently, inadequate infrastructure causes flooding in 3 places on Midland Avenue, which can lead to water infiltration issues in adjacent homes. The new pipe will connect into existing pipe on Hopkins Avenue, and needs the following improvements: separation from raw water system, pipe material upgrades, and outfall improvements to stabilize banks and reduce erosion. To recognize economies of scale and limit disruption in the neighborhood, these improvements and projects will be made simultaneously. Stormwater fund to transfer \$500K to support stormwater scope of construction in 2029.		\$0	\$0	\$0	\$0	\$95,000	\$0	\$1,495,000

2024-2033 Capital Budget

000 - Asset Management Plan Fund

Project Title and Description	Prior	2024	2025	2026	2027	2028	Lifetime Budget
50458 Street Improvement - Out Years		\$0	\$0	\$0	\$0	\$30,000	\$956,000
Project Description: The asphalt resurfacing project needs to be performed to preserve the streets structural strength and integrity. The work will consist of roto milling the streets existing surface first, this procedure will remove 1 1/2 inches of the existing top layer. HMA (Hot Material Asphalt) will then be applied to replace the milled 1 1/2 inches. This roto milling along with the new HMA replacement ensures the street surface is preserved for out years and provide a smoother street surface for vehicles, pedestrians, and bicycle riders. Prior years to include budget for Pavement Assessment to educate staff on prioritization and other pavement preservation management tactics.							
The Asphalt Overlay Project will be performed on sections of streets at location spread out all over the city. These areas are determined by using a program in the Street Department that was developed by the American Public Works Association called Paver. The Paver program is a system of measuring and rating 19 distress types found in asphalt street/roadway surfaces. This information is gathered by rating sections of a street, this data allows staff to determine the proper application to be performed to preserve this street from failing. When the recommended application isn't performed in a timely manner the street fails. When the street fails, it requires a very costly full reconstruction to the street or roadway. A list of the sections of the street that is being resurfaced, and a map showing where the work will be performed is also provided.							
50484 GIS Aerial Photography - Out Years		\$0	\$0	\$0	\$0	\$0	\$129,000
Project Description: The City is committed to updating its Geographic Information System (GIS) by obtaining new aerial photography and LiDAR every 4 years. The last aerial flyover of the Aspen Metro Area was in 2020. Updated aerial photography and LiDAR data is crucial in maintaining an accurate and present-day GIS database by integrating changes in the natural and built environment.							

2024-2033 Capital Budget

000 - Asset Management Plan Fund

Project Title and Description	Prior	2024	2025	2026	2027	2028	Lifetime Budget
50910 Power Plant Road Improvements Project Description: Repair and maintenance of the retaining wall near the Streets department facilities, as well as improving bike and pedestrian access.		\$0	\$0	\$0	\$0	\$0	\$795,000
51549 Maroon Creek Bus Stops Project Description: Replacement of bus shelters on Maroon Creek near roundabout, bus stop alignments, and drainage infrastructure. Realignment of curbing on east side can add functionality for the bus operation. In 2030, a \$50,000 cash transfer is being made to fund the Transportation Fund's portion of this project to include bus shelter replacement.		\$0	\$0	\$0	\$0	\$20,000	\$245,000
50499 Bridge Replacement Project Description: Replacement of Power Plant Road Bridge. The bridge is vital to emergency ingress and egress to the City. Latest bridge report notes: rusting of deck joints and at weld points, steel I-beams experiencing section loss, abutment spalling with exposed and corroded rebar, wingwalls have spalled, delaminated and deteriorating, and weathering guardrails. Replacement strategy to align with most recent CDOT bridge report. CDOT is inspecting the bridge and has grant funding in the off system grants. Staff to pursue \$500,000 through CDOT's off system grant program.		\$0	\$0	\$0	\$0	\$0	\$2,533,000

2024-2033 Capital Budget

000 - Asset Management Plan Fund

Project Title and Description	Prior	2024	2025	2026	2027	2028	Lifetime Budget
51547 Castle Creek/Chapel Bus Stop		\$0	\$0	\$0	\$0	\$0	\$460,000
Project Description: Project proposes to install a permanent bus stop near the intersection of Meadowood Drive and Castle Creek near the Chapel. Possible addition of a stop near the Senior Center as well.							
In 2031, a \$100,000 cash transfer is being made to fund the Transportation Fund's portion of this project to include bus pull-off.							
51548 Red Butte Bus Stop/Turnaround		\$0	\$0	\$0	\$0	\$0	\$350,000
Project Description: End of Cemetery Lane bus route. Bus turns around in street with a 3 point turn. Project to install functional bus turnaround and added amenities to the bus stop.							
In 2030 and 2032, a \$350,000 cash transfer is being made from the Transportation Fund funding 100% of this project. Project management and reporting is being done by the Engineering; therefore, this project is budgeted in the AMP Fund under 327 - Engineering cost center.							
51076 Ute Ave Trail Connection		\$0	\$0	\$0	\$0	\$0	\$140,000
Project Description: Building the connection between Ute Ave and trail.							
\$70,000 contribution upon completion of this project per development agreement with the Aspen Club.							
Subtotal Capital Projects		\$2,805,000	\$2,600,000	\$9,428,800	\$3,291,500	\$2,307,000	\$4,856,000
							\$37,135,300

2024-2033 Capital Budget

000 - Asset Management Plan Fund

Project Title and Description	Prior	2024	2025	2026	2027	2028	Lifetime Budget
40009 Traffic Signal Maintenance Project Description: CDOT IGA document for the City to maintain, repair and program the four traffic signals within the downtown core. CDOT agreement pays for this maintenance. The initial stage will be to design/implement backup systems to the lights, produce a timing study, complete fiber connections to the lights.	\$84,000	\$84,000	\$84,000	\$84,000	\$84,000	\$84,000	\$924,000
40007 Bridge Maintenance Project Description: Regular maintenance of bridges. Maintenance includes concrete repairs at abutments, crack seal on decks, debris removal, and drainage repairs.	\$50,000	\$52,500	\$55,100	\$57,900	\$60,800	\$63,800	\$710,500
40101 Emergency Repairs Project Description: This project covers a majority of emergency repairs encountered, including the most common repairs mentioned: rapid flash beacons and guardrail repairs. Having dedicated funding for these repairs allows us to improve our level of service in responding to the replacement and repair of this infrastructure.	\$30,000	\$34,700	\$36,400	\$38,200	\$40,100	\$42,100	\$465,600
40117 Concrete Joint Maintenance Project Description: The re-sealing of joints on concrete pads. This maintenance will increase the longevity of the existing concrete pads.	\$45,000	\$0	\$0	\$65,000	\$0	\$0	\$300,000
40008 City Survey Monument Maintenance Project Description: Maintain survey monument sites throughout the City.	\$0	\$0	\$0	\$30,000	\$0	\$0	\$30,000
Subtotal Capital Maintenance	\$209,000	\$171,200	\$175,500	\$275,100	\$184,900	\$189,900	\$2,430,100
327 - Engineering	\$3,014,000	\$2,771,200	\$9,604,300	\$3,566,600	\$2,491,900	\$5,045,900	\$39,565,400

2024-2033 Capital Budget

000 - Asset Management Plan Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
51646 Visibility Monitoring in Aspen		\$0	\$25,200	\$0	\$0	\$0	\$0	\$25,200
Project Description: Staff proposes the use of a webcam system to help understand the impacts of pollution measured by our monitors and its impact on visibility. Digital images would supplement the City's air quality monitoring efforts. Images would update every 15 minutes and provide real-time visibility conditions to help people make informed decision during air quality events such as wildfires. For example, if air quality is poor, the visibility of local landmarks along the horizon would be greatly reduced. Current air quality measurements collected by the city include ground level ozone, PM2.5 and PM10 and are displayed at www.AspenAirQuality.com .								
51647 PM2.5 Air Quality Sensor Network		\$0	\$0	\$0	\$0	\$65,000	\$0	\$65,000
Project Description: The City of Aspen (COA) monitors coarse particulate matter (PM10), fine particulate matter (PM2.5) and ground level ozone (O3) to provide real time data to the community. The data is available on the City's webpage, AspenAirQuality.com , and on EPA's AirNow webpage as well as other public websites. Over the past few years staff have seen an increase demand for localized air quality monitoring by the community. People want to know more about pollution levels in their neighborhood to help them make decisions around their health and outdoor activity. While our monitors provide high quality community-based air quality data they do not provide neighborhoods with specific measurements of pollution levels near their home. People with lung and heart conditions, young and elderly are more sensitive to pollution. With low-cost sensors in their neighborhoods, they would have additional information to inform decisions like whether to head out and play, mow the lawn, or go for a run.								
Subtotal Capital Projects		\$0	\$25,200	\$0	\$0	\$65,000	\$0	\$90,200
431 - Environmental Health		\$0	\$25,200	\$0	\$0	\$65,000	\$0	\$90,200
50410 LIA Netting		\$0	\$38,000	\$0	\$0	\$0	\$0	\$38,000
Project Description: Monofilament netting that would surround the playing surface above the protective glass to protect spectators.								

2024-2033 Capital Budget

000 - Asset Management Plan Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
50369 AIG Netting replacement		\$0	\$30,000	\$0	\$0	\$0	\$0	\$30,000
Project Description: Replacement of end netting around rink to protect spectators.								
50405 Ice Resurfacer Replacement		\$0	\$0	\$185,000	\$0	\$0	\$0	\$340,000
Project Description: Replacement of the battery operated Zamboni ice resurfacer (purple Zamboni)								
50408 Fitness and Weight Equipment - Out Years		\$0	\$0	\$175,000	\$0	\$0	\$0	\$175,000
Project Description: Replacement of resistance weight equipment and the remaining cardio fleet.								
50401 Zamboni Battery Replacements - Out Years		\$0	\$0	\$40,000	\$0	\$0	\$15,000	\$55,000
Project Description: Replacement of Zamboni battery. In 2025, this capital project money will be used to replace all three Zamboni batteries and three chargers. In 2025, the purple Zamboni will also be replaced.								
50960 Zamboni Blade Sharpener		\$0	\$0	\$40,000	\$0	\$0	\$0	\$40,000
Project Description: This will be to sharpen Zamboni blades in house rather than shipping them to be sharpened. Each blade costs \$50 to sharpen but it costs \$65 to ship these 75 lbs. blades. The Recreation Department would see an quick payback on this purchase by having a sharpening machine onsite. This would also be a dedicated revenue source to sharpen blades for the Roaring Fork Valley.								

2024-2033 Capital Budget

000 - Asset Management Plan Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
50413 LIA Battery Charger Replacement		\$0	\$0	\$30,000	\$0	\$0	\$0	\$42,000
Project Description: Replacement of the battery charger for the Zamboni battery pack at Lewis Ice Arena.								
50363 AIG Battery Charger replacement		\$0	\$0	\$25,000	\$14,000	\$0	\$0	\$39,000
Project Description: Replacement of the battery charger for the electric Zamboni ice resurfacer at the Aspen Ice Garden.								
51465 Zamboni Battery Replacements		\$0	\$0	\$25,000	\$0	\$0	\$15,000	\$40,000
Project Description: Replacement of Zamboni battery. In 2025, this capital project money will be used to replace all three Zamboni batteries and three chargers. In 2025, the purple Zamboni will also be replaced.								
50378 Replacement of Climbing Wall Pads		\$0	\$0	\$25,000	\$0	\$0	\$0	\$25,000
Project Description: Replacement of climbing wall safety pads								
50411 Pool Vacuums - Out Years		\$0	\$0	\$20,000	\$0	\$0	\$0	\$20,000
Project Description: Replacement of automated vacuum and hand vacuums.								
50380 Gymnastics Mats - Out Years		\$0	\$0	\$0	\$18,000	\$0	\$0	\$37,000
Project Description: Replacement of safety mats for gymnastics program.								
50358 Multi-Function Machine - Aspen Ice Garden		\$0	\$0	\$0	\$16,000	\$0	\$0	\$16,000
Project Description: Replacement of multi-function machine used for the Recreation department.								

2024-2033 Capital Budget

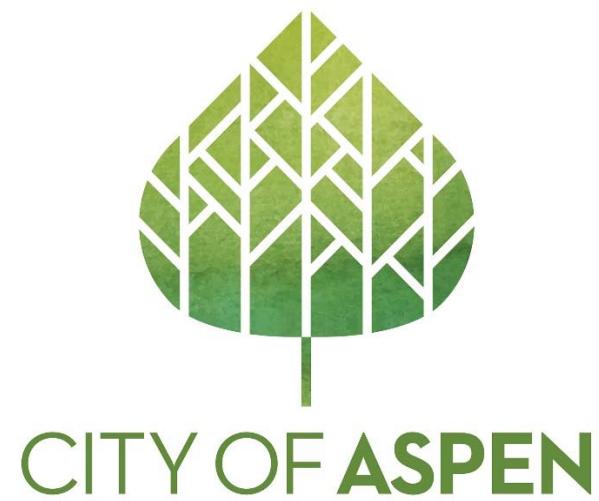
000 - Asset Management Plan Fund

Project Title and Description	Prior	2024	2025	2026	2027	2028	Lifetime Budget	
50400 Hotsy Replacement - ARC		\$0	\$0	\$0	\$0	\$14,000	\$0	\$14,000
Project Description: Replacement of Hotsy Steam Cleaner for facilities								
50418 Multi-Function Machine - ARC - Aquatics		\$0	\$0	\$0	\$0	\$10,000	\$0	\$10,000
Project Description: Replacement of multi-function machine.								
50419 Printer - ARC - Aquatics		\$0	\$0	\$0	\$0	\$6,000	\$0	\$6,000
Project Description: Replacement of a network printer.								
50409 Water Feature Replacement - Out Years		\$0	\$0	\$0	\$0	\$0	\$70,000	\$150,000
Project Description: Replacement of water features in the Moore Pools.								
50382 Red Brick Copier Replacement		\$0	\$0	\$0	\$0	\$0	\$15,000	\$15,000
Project Description: Copier Replacement.								
50723 Media Plotter Replacement - Out Years		\$0	\$0	\$0	\$0	\$0	\$12,000	\$12,000
Project Description: Replacement of existing Media Plotter.								
50389 Pool Water Feature Replacement- - Out Years		\$0	\$0	\$0	\$0	\$0	\$0	\$150,000
Project Description: This is a complete overhaul of all of the pool features. This money will replace: diving board, pool-side climbing tower, steam room & sauna mechanical systems, interactive spray features, and all back of house pumps and valves.								

2024-2033 Capital Budget

000 - Asset Management Plan Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
50379 Gymnastics Floor Replacement		\$0	\$0	\$0	\$0	\$0	\$0	\$40,000
Project Description: Replace the Red Brick gymnastics flooring. Specifically, this is the spring-loaded floor for gymnastics tumbling and routines.								
	Subtotal Capital Projects	\$0	\$68,000	\$565,000	\$48,000	\$30,000	\$127,000	\$1,294,000
40013 Clay Tennis equipment Court Roller/ ball machine/ stringer/ benches		\$13,000	\$14,000	\$15,000	\$16,000	\$17,000	\$18,000	\$198,000
Project Description: Replacement of tennis facility equipment for operations.								
40015 Interior Replacement - ARC - FF&E Customer and Employee Areas		\$0	\$0	\$70,000	\$0	\$0	\$0	\$143,000
Project Description: ARC interior replacement of furniture, blinds, plants, community spaces and signs.								
	Subtotal Capital Maintenance	\$13,000	\$14,000	\$85,000	\$16,000	\$17,000	\$18,000	\$341,000
542 - Aspen Rec Center		\$13,000	\$82,000	\$650,000	\$64,000	\$47,000	\$145,000	\$1,635,000
Grand Total		\$3,985,000	\$9,676,600	\$12,330,000	\$5,391,200	\$4,185,100	\$5,944,500	\$61,175,000



001 - General Fund

City of Aspen Budget
001 - General Fund

As of 09/07/2023

	2022	2023 Adjusted Budget	2023 Forecast	2024 Base Budget	2024 Supplemental Requests	2024 Request	2025 Projection	2026 Projection	2027 Projection	2028 Projection
	Actuals									
Opening Balance	\$33,717,890	\$35,426,977	\$35,426,977	\$35,675,570		\$35,675,570	\$35,296,385	\$34,003,395	\$33,146,815	\$32,494,235
Real Property	\$4,651,669	\$4,359,600	\$4,359,600	\$3,625,520	\$0	\$3,625,520	\$3,771,540	\$3,922,360	\$4,079,210	\$4,242,340
Personal Property	\$344,601	\$243,360	\$243,360	\$315,000	\$0	\$315,000	\$327,600	\$340,700	\$354,330	\$368,500
County Sales Tax	\$17,622,101	\$17,458,000	\$17,603,000	\$17,913,000	\$0	\$17,913,000	\$18,629,520	\$19,374,700	\$20,149,690	\$20,955,680
City Tobacco Tax	\$353,067	\$350,000	\$350,000	\$305,000	\$0	\$305,000	\$317,200	\$329,890	\$343,090	\$356,810
STR Excise Tax - 5%	\$0	\$0	\$93,168	\$177,750	\$0	\$177,750	\$186,640	\$195,970	\$205,770	\$216,060
STR Excise Tax - 10%	\$0	\$0	\$217,391	\$414,750	\$0	\$414,750	\$435,490	\$457,260	\$480,120	\$504,130
Other Taxes	\$1,877,058	\$1,687,470	\$1,816,320	\$1,772,000	\$0	\$1,772,000	\$1,807,440	\$1,843,590	\$1,880,460	\$1,918,060
State Government Shared Revenues	\$136,588	\$150,000	\$150,000	\$110,000	\$0	\$110,000	\$112,200	\$114,440	\$116,730	\$119,060
Pitkin County Shared Revenue	\$19,168	\$20,000	\$20,000	\$20,000	\$0	\$20,000	\$20,400	\$20,810	\$21,230	\$21,650
Refund of Expenditures	\$5,789,563	\$6,624,600	\$6,624,600	\$7,756,500	\$0	\$7,756,500	\$8,027,800	\$8,308,800	\$8,599,500	\$8,900,400
Investment Income	(\$203,742)	\$0	\$1,417,100	\$1,071,600	\$0	\$1,071,600	\$705,930	\$680,070	\$662,940	\$649,880
Miscellaneous	\$14,904	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Unassigned Revenues	\$30,604,976	\$30,893,030	\$32,894,539	\$33,481,120	\$0	\$33,481,120	\$34,341,760	\$35,588,590	\$36,893,070	\$38,252,570
112 - Mayor and Council	\$286	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
113 - Clerks Office	\$69,257	\$63,500	\$63,500	\$64,800	\$0	\$64,800	\$66,100	\$67,430	\$68,780	\$70,150
114 - Managers Office	\$19,310	\$0	\$18,000	\$18,400	\$0	\$18,400	\$18,770	\$19,150	\$19,530	\$19,920
116 - Attorney	\$1,273	\$0	\$72,200	\$72,000	\$0	\$72,000	\$72,000	\$72,000	\$72,000	\$72,000
117 - Finance	\$207,475	\$263,880	\$243,850	\$339,800	\$0	\$339,800	\$334,330	\$338,950	\$343,670	\$348,480
119 - Asset Management	\$295,076	\$124,260	\$192,040	\$70,200	\$0	\$70,200	\$0	\$0	\$0	\$0
122 - Planning	\$588,292	\$641,000	\$841,000	\$814,520	\$0	\$814,520	\$826,330	\$838,380	\$850,670	\$863,200
123 - Building	\$6,313,562	\$5,690,000	\$6,845,000	\$5,239,800	\$0	\$5,239,800	\$5,344,600	\$5,451,500	\$5,560,530	\$5,671,730
221 - Police	\$347,653	\$280,602	\$325,654	\$284,860	\$0	\$284,860	\$289,060	\$234,270	\$238,630	\$243,080
321 - Streets	\$455,493	\$494,100	\$494,100	\$444,930	\$0	\$444,930	\$453,820	\$462,900	\$472,150	\$481,600
327 - Engineering	\$1,596,456	\$1,741,440	\$1,741,200	\$1,688,040	\$0	\$1,688,040	\$1,721,810	\$1,756,260	\$1,791,390	\$1,827,230
431 - Environmental Health	\$128,686	\$107,510	\$109,310	\$95,000	\$0	\$95,000	\$96,900	\$98,840	\$100,820	\$102,840
532 - Events	\$62,637	\$28,200	\$37,200	\$42,200	\$0	\$42,200	\$43,040	\$43,900	\$44,780	\$45,670
542 - Recreation	\$2,201,965	\$2,128,940	\$2,394,270	\$2,409,720	\$0	\$2,409,720	\$2,457,920	\$2,507,090	\$2,557,170	\$2,608,330
Departmental Collections	\$12,795,873	\$11,563,432	\$13,377,324	\$11,584,270	\$0	\$11,584,270	\$11,724,680	\$11,890,670	\$12,120,120	\$12,354,230
Revenues In	\$43,400,849	\$42,456,462	\$46,271,863	\$45,065,390	\$0	\$45,065,390	\$46,066,440	\$47,479,260	\$49,013,190	\$50,606,800
From the Parks Fund	\$47,230	\$43,390	\$43,390	\$43,300	\$0	\$43,300	\$45,030	\$46,830	\$48,700	\$50,650
From the Wheeler Fund	\$277,410	\$25,300	\$25,300	\$0	\$0	\$0	\$0	\$0	\$0	\$0
From the REMP Fund	\$120,900	\$130,600	\$130,600	\$216,900	\$0	\$216,900	\$171,700	\$177,500	\$183,000	\$189,600
From the Transportation Fund	\$83,450	\$81,340	\$81,340	\$80,090	\$0	\$80,090	\$83,290	\$86,620	\$90,080	\$93,680
From the Affordable Housing Fund	\$5,790	\$1,250	\$1,250	\$1,950	\$0	\$1,950	\$4,730	\$5,620	\$6,580	\$7,600
From the Kids First Fund	\$8,520	\$15,030	\$15,030	\$11,040	\$0	\$11,040	\$8,780	\$8,430	\$8,040	\$7,600
From the Water Fund	\$1,083,220	\$972,200	\$972,200	\$908,700	\$0	\$908,700	\$814,600	\$753,000	\$783,700	\$817,000
From the Electric Fund	\$627,570	\$660,570	\$660,570	\$789,000	\$0	\$789,000	\$825,300	\$875,200	\$910,100	\$947,700
Transfers In	\$2,259,970	\$1,948,450	\$1,948,450	\$2,050,980	\$0	\$2,050,980	\$1,953,430	\$1,953,200	\$2,030,200	\$2,113,830
Total Revenues	\$45,660,819	\$44,404,912	\$48,220,313	\$47,116,370	\$0	\$47,116,370	\$48,019,870	\$49,432,460	\$51,043,390	\$52,720,630

City of Aspen Budget
001 - General Fund

As of 09/07/2023

	2022	2023 Adjusted Budget	2023 Forecast	2024 Base Budget	2024 Supplemental Requests	2024 Request	2025 Projection	2026 Projection	2027 Projection	2028 Projection
	Actuals	Budget								
00000 - Non-Classified	\$650,687	\$95,370	\$95,370	\$72,510	\$0	\$72,510	\$73,960	\$75,440	\$76,950	\$78,490
112 - Mayor and Council	\$2,823,745	\$2,704,980	\$2,704,980	\$2,097,157	\$130,000	\$2,227,157	\$2,007,400	\$2,026,600	\$2,046,480	\$2,067,010
113 - Clerks Office	\$669,314	\$914,650	\$914,650	\$819,522	\$5,000	\$824,522	\$847,790	\$877,250	\$908,020	\$940,200
114 - Managers Office	\$2,438,360	\$3,317,350	\$3,317,350	\$3,154,352	\$188,390	\$3,327,332	\$3,373,740	\$3,500,500	\$3,632,870	\$3,771,080
115 - Human Resources	\$817,986	\$1,158,800	\$1,158,800	\$1,150,105	\$24,100	\$1,174,205	\$1,205,790	\$1,246,600	\$1,289,050	\$1,333,280
116 - Attorney	\$612,345	\$879,360	\$879,360	\$910,651	\$9,910	\$920,561	\$944,350	\$979,470	\$1,016,120	\$1,054,350
117 - Finance	\$2,525,252	\$2,905,530	\$2,905,530	\$2,882,635	\$73,540	\$2,956,175	\$3,049,510	\$3,161,060	\$3,277,610	\$3,399,370
119 - Asset Management	\$2,446,886	\$2,943,810	\$2,943,810	\$2,899,338	\$356,890	\$3,256,228	\$3,292,470	\$3,393,670	\$3,498,750	\$3,607,890
122 - Planning	\$2,463,824	\$2,998,841	\$2,998,841	\$2,384,843	\$118,330	\$2,503,173	\$2,617,460	\$2,720,240	\$2,827,840	\$2,940,470
123 - Building	\$2,129,307	\$2,736,172	\$2,736,172	\$2,665,603	\$44,700	\$2,710,303	\$2,807,780	\$2,911,880	\$3,020,610	\$3,134,270
221 - Police	\$6,547,632	\$7,066,012	\$7,066,012	\$7,733,870	\$213,950	\$7,947,820	\$9,125,690	\$8,849,400	\$9,161,180	\$9,311,750
321 - Streets	\$1,955,164	\$2,456,700	\$2,456,700	\$2,244,130	\$1,360	\$2,245,490	\$2,321,020	\$2,401,160	\$2,484,820	\$2,572,060
325 - Climate Action	\$540,150	\$715,140	\$715,140	\$699,162	\$81,380	\$780,542	\$804,560	\$832,280	\$861,200	\$891,390
327 - Engineering	\$2,140,071	\$2,421,820	\$2,421,820	\$2,362,843	\$5,950	\$2,368,793	\$2,448,970	\$2,538,750	\$2,632,430	\$2,730,270
431 - Environmental Health	\$844,420	\$1,436,010	\$1,436,010	\$1,257,549	\$0	\$1,257,549	\$1,300,520	\$1,345,270	\$1,391,960	\$1,440,650
532 - Events	\$945,418	\$1,166,060	\$1,166,060	\$1,111,656	\$6,020	\$1,117,676	\$1,146,090	\$1,181,870	\$1,219,150	\$1,257,890
542 - Recreation	\$4,555,902	\$5,038,210	\$5,038,210	\$5,026,826	\$6,527	\$5,033,353	\$5,196,900	\$5,385,140	\$5,581,640	\$5,786,910
572 - Parks and Open Space	\$238,644	\$332,510	\$332,510	\$310,227	\$850	\$311,077	\$321,400	\$333,080	\$345,280	\$358,060
592 - Business Services	\$109,370	\$221,400	\$221,400	\$98,760	\$0	\$98,760	\$100,730	\$102,750	\$104,810	\$106,900
Operating	\$36,042,470	\$41,508,725	\$41,508,725	\$39,881,738	\$1,266,897	\$41,133,225	\$42,986,130	\$43,862,410	\$45,376,770	\$46,782,290
IT Overhead	\$1,255,000	\$1,871,800	\$1,871,800	\$1,844,500	\$0	\$1,844,500	\$1,761,690	\$1,816,430	\$1,666,060	\$1,799,600
Overhead Allocations	\$1,255,000	\$1,871,800	\$1,871,800	\$1,844,500	\$0	\$1,844,500	\$1,761,690	\$1,816,430	\$1,666,060	\$1,799,600
To the Debt Service Fund	\$2,667,590	\$2,661,540	\$2,661,540	\$2,662,230	\$0	\$2,662,230	\$2,663,940	\$2,663,500	\$2,660,940	\$2,660,780
To the Employee Housing Fund	\$1,300,900	\$1,620,400	\$1,620,400	\$1,663,700	\$0	\$1,663,700	\$1,705,400	\$1,747,100	\$1,788,600	\$1,830,100
To the Parks Fund	\$184,400	\$188,100	\$188,100	\$191,900	\$0	\$191,900	\$195,700	\$199,600	\$203,600	\$207,700
Other Transfers	\$4,367,261	\$4,591,195	\$4,591,195	\$4,517,830	\$0	\$4,517,830	\$4,565,040	\$4,610,200	\$4,653,140	\$4,698,580
Transfers Out	\$5,622,261	\$6,462,995	\$6,462,995	\$6,362,330	\$0	\$6,362,330	\$6,326,730	\$6,426,630	\$6,319,200	\$6,498,180
Total Uses	\$41,664,731	\$47,971,720	\$47,971,720	\$46,244,068	\$1,266,897	\$47,495,555	\$49,312,860	\$50,289,040	\$51,695,970	\$53,280,470
Targeted Reserve (25% of Uses)	\$10,416,183	\$11,992,930	\$11,992,930	\$11,561,017		\$11,873,889	\$12,328,215	\$12,572,260	\$12,923,993	\$13,320,118
GAAP Adjustment to Working Capital		(\$3,788)								
GAAP Adjustment for Wheeler Fund Loan		(\$2,283,213)								
Ending Fund Balance	\$35,426,977	\$31,860,169	\$35,675,570	\$36,547,872		\$35,296,385	\$34,003,395	\$33,146,815	\$32,494,235	\$31,934,395
Ending Balance as % of Targeted Reserve	340%	266%	74%	316%		297%	276%	264%	251%	240%
Over/(Short) of Targeted Reserve	\$25,010,794	\$19,867,239	\$23,682,640	\$24,986,855		\$23,422,496	\$21,675,180	\$20,574,555	\$19,570,242	\$18,614,277
Change in Fund Balance	\$3,996,088	(\$3,566,808)	\$248,593	\$872,302	(\$1,266,897)	(\$379,185)	(\$1,292,990)	(\$856,580)	(\$652,580)	(\$559,840)

City of Aspen Budget

As of 09/07/2023

001 - General Fund | Administrative and Overhead Departments

	2022	2023	2024	2024	2024	2025	2026	2027	2028
	Actuals	Adjusted Budget	Forecast	Base Budget	Supplemental Requests	Request	Projection	Projection	Projection
General Fund Overhead	\$5,789,563	\$6,624,600	\$6,624,600	\$7,756,500	\$0	\$7,756,500	\$8,027,800	\$8,308,800	\$8,599,500
Unassigned Collections	\$5,789,563	\$6,624,600	\$6,624,600	\$7,756,500	\$0	\$7,756,500	\$8,027,800	\$8,308,800	\$8,599,500
112 - Mayor and Council	\$286	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
113 - Clerks Office	\$69,257	\$63,500	\$63,500	\$64,800	\$0	\$64,800	\$66,100	\$67,430	\$68,780
114 - Managers Office	\$19,310	\$0	\$0	\$18,400	\$0	\$18,400	\$18,770	\$19,150	\$19,530
115 - Human Resources	\$408	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
116 - Attorney	\$1,273	\$0	\$0	\$72,000	\$0	\$72,000	\$72,000	\$72,000	\$72,000
117 - Finance	\$207,475	\$263,880	\$263,880	\$339,800	\$0	\$339,800	\$334,330	\$338,950	\$343,670
119 - Asset Management	\$295,076	\$124,260	\$124,260	\$70,200	\$0	\$70,200	\$0	\$0	\$0
Departmental Collections	\$593,085	\$451,640	\$451,640	\$565,200	\$0	\$565,200	\$491,200	\$497,530	\$503,980
Revenues In	\$6,382,648	\$7,076,240	\$7,076,240	\$8,321,700	\$0	\$8,321,700	\$8,519,000	\$8,806,330	\$9,103,480
From the Parks Fund	\$42,850	\$41,630	\$41,630	\$43,300	\$0	\$43,300	\$45,030	\$46,830	\$48,700
From the Transportation Fund	\$79,280	\$77,010	\$77,010	\$80,090	\$0	\$80,090	\$83,290	\$86,620	\$90,080
From the Affordable Housing Fund	\$5,790	\$1,250	\$1,250	\$1,950	\$0	\$1,950	\$4,730	\$5,620	\$6,580
From the Kids First Fund	\$7,070	\$11,240	\$11,240	\$11,040	\$0	\$11,040	\$8,780	\$8,430	\$8,040
Transfers In	\$134,990	\$131,130	\$131,130	\$136,380	\$0	\$136,380	\$141,830	\$147,500	\$153,400
Total Revenues	\$6,517,638	\$7,207,370	\$7,207,370	\$8,458,080	\$0	\$8,458,080	\$8,660,830	\$8,953,830	\$9,256,880
00000 - Non-Classified	\$650,687	\$95,370	\$95,370	\$72,510	\$0	\$72,510	\$73,960	\$75,440	\$76,950
Non-Classified	\$650,687	\$95,370	\$95,370	\$72,510	\$0	\$72,510	\$73,960	\$75,440	\$76,950
00000 - Non-Classified	\$500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
10000 - Administrative	\$88,810	\$72,290	\$72,290	\$171,804	\$0	\$171,804	\$175,720	\$179,730	\$183,840
11000 - Economic Promotion	\$417,397	\$585,480	\$585,480	\$137,500	\$0	\$137,500	\$137,500	\$137,500	\$137,500
11200 - Legislative Process	\$339,290	\$371,970	\$371,970	\$385,574	\$0	\$385,574	\$397,890	\$410,700	\$424,030
11250 - Council Discretionary	\$64,945	\$61,160	\$61,160	\$61,880	\$55,000	\$116,880	\$119,220	\$121,600	\$124,040
44000 - Health and Welfare Grants	\$1,912,804	\$1,614,080	\$1,614,080	\$1,340,399	\$75,000	\$1,415,399	\$1,177,070	\$1,177,070	\$1,177,070
Mayor and Council	\$2,823,745	\$2,704,980	\$2,704,980	\$2,097,157	\$130,000	\$2,227,157	\$2,007,400	\$2,026,600	\$2,046,480
00000 - Non-Classified	\$0	\$71,500	\$71,500	\$0	\$0	\$0	\$0	\$0	\$0
10000 - Administrative	\$115,948	\$151,600	\$151,600	\$138,248	\$750	\$138,998	\$142,530	\$146,960	\$151,560
11200 - Legislative Process	\$167,792	\$220,250	\$220,250	\$195,478	\$1,250	\$196,728	\$201,970	\$208,730	\$215,800
11300 - Clerical Support	\$385,573	\$471,300	\$471,300	\$485,796	\$3,000	\$488,796	\$503,290	\$521,560	\$540,660
Clerks Office	\$669,314	\$914,650	\$914,650	\$819,522	\$5,000	\$824,522	\$847,790	\$877,250	\$908,020

City of Aspen Budget

As of 09/07/2023

001 - General Fund | Administrative and Overhead Departments

	2022	2023	2024	2024	2024	2025	2026	2027	2028
	Actuals	Adjusted Budget	Forecast	Base Budget	Supplemental Requests	Request	Projection	Projection	Projection
00000 - Non-Classified	\$0	\$435,600	\$435,600	\$0	\$0	\$0	\$0	\$0	\$0
10000 - Administrative	\$1,522,370	\$1,865,930	\$1,865,930	\$1,968,300	\$109,210	\$2,077,510	\$2,081,650	\$2,160,390	\$2,242,600
11200 - Legislative Process	\$201,898	\$203,540	\$203,540	\$220,974	\$2,850	\$223,824	\$229,300	\$237,930	\$246,960
11400 - Business Process Management	\$714,093	\$812,280	\$812,280	\$965,078	\$60,920	\$1,025,998	\$1,062,790	\$1,102,180	\$1,143,310
Managers Office	\$2,438,360	\$3,317,350	\$3,317,350	\$3,154,352	\$172,980	\$3,327,332	\$3,373,740	\$3,500,500	\$3,632,870
00000 - Non-Classified	\$0	\$119,500	\$119,500	\$0	\$0	\$0	\$0	\$0	\$0
10000 - Administrative	\$154,158	\$218,040	\$218,040	\$221,576	\$760	\$222,336	\$229,450	\$237,660	\$246,210
11500 - Employee Benefits And Training	\$663,828	\$821,260	\$821,260	\$928,529	\$23,340	\$951,869	\$976,340	\$1,008,940	\$1,042,840
Human Resources	\$817,986	\$1,158,800	\$1,158,800	\$1,150,105	\$24,100	\$1,174,205	\$1,205,790	\$1,246,600	\$1,289,050
00000 - Non-Classified	\$1,205	\$46,000	\$46,000	\$0	\$0	\$0	\$0	\$0	\$0
10000 - Administrative	\$77,782	\$82,340	\$82,340	\$89,331	\$990	\$90,321	\$92,610	\$96,030	\$99,600
11200 - Legislative Process	\$125,957	\$126,870	\$126,870	\$141,780	\$2,480	\$144,260	\$147,280	\$153,010	\$159,000
11350 - City Attorney / Legal	\$407,401	\$624,150	\$624,150	\$679,540	\$6,440	\$685,980	\$704,460	\$730,430	\$757,520
Attorney's Office	\$612,345	\$879,360	\$879,360	\$910,651	\$9,910	\$920,561	\$944,350	\$979,470	\$1,016,120
00000 - Non-Classified	(\$6,328)	\$150,000	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0
10000 - Administrative	\$226,390	\$265,380	\$265,380	\$292,367	\$64,130	\$356,497	\$364,640	\$377,400	\$390,710
11700 - Financial Services	\$2,305,190	\$2,490,150	\$2,490,150	\$2,590,268	\$9,410	\$2,599,678	\$2,684,870	\$2,783,660	\$2,886,900
Finance	\$2,525,252	\$2,905,530	\$2,905,530	\$2,882,635	\$73,540	\$2,956,175	\$3,049,510	\$3,161,060	\$3,277,610
00000 - Non-Classified	\$0	\$150,000	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0
10000 - Administrative	\$473,817	\$548,180	\$548,180	\$517,949	\$208,610	\$726,559	\$691,170	\$716,920	\$743,840
11900 - Property / Facilities Maintenance	\$1,482,306	\$1,679,430	\$1,679,430	\$1,750,692	\$110,000	\$1,860,692	\$1,907,210	\$1,955,100	\$2,004,440
81100 - Capital Labor	\$490,196	\$566,200	\$566,200	\$630,698	\$38,280	\$668,978	\$694,090	\$721,650	\$750,470
91000 - Debt Service	\$568	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Asset Management	\$2,446,886	\$2,943,810	\$2,943,810	\$2,899,338	\$356,890	\$3,256,228	\$3,292,470	\$3,393,670	\$3,498,750
Operating	\$12,984,575	\$14,919,850	\$14,919,850	\$13,986,269	\$772,420	\$14,758,689	\$14,795,010	\$15,260,590	\$15,745,850
IT Overhead	\$347,000	\$543,300	\$543,300	\$575,200	\$0	\$575,200	\$549,370	\$566,440	\$519,550
Overhead Allocations	\$347,000	\$543,300	\$543,300	\$575,200	\$0	\$575,200	\$549,370	\$566,440	\$519,550
Transfers Out	\$347,000	\$543,300	\$543,300	\$575,200	\$0	\$575,200	\$549,370	\$566,440	\$519,550
Total Uses	\$13,331,575	\$15,463,150	\$15,463,150	\$14,561,469	\$772,420	\$15,333,889	\$15,344,380	\$15,827,030	\$16,265,400
Surplus/(Subsidy)	(\$6,813,937)	(\$8,255,780)	(\$8,255,780)	(\$6,103,389)		(\$6,875,809)	(\$6,683,550)	(\$6,873,200)	(\$7,008,520)
As a Percent of Uses	51%	53%	53%	42%		45%	44%	43%	43%

City of Aspen Budget

As of 09/07/2023

001 - General Fund | Building, Planning, and Engineering

	2022	2023	2023	2024	2024	2024	2025	2026	2027	2028	
	Actuals	Adjusted Budget	Forecast	Base Budget	Supplemental Requests	Request	Projection	Projection	Projection	Projection	
Non-Classified STR Permit Fee Planning	\$588,322	\$641,000	\$841,000	\$590,520	\$0	\$590,520	\$602,330	\$614,380	\$626,670	\$639,200	
	\$0	\$0	\$0	\$224,000	\$0	\$224,000	\$224,000	\$224,000	\$224,000	\$224,000	
	\$588,322	\$641,000	\$841,000	\$814,520	\$0	\$814,520	\$826,330	\$838,380	\$850,670	\$863,200	
Non-Classified Building	\$6,313,562	\$5,690,000	\$6,845,000	\$5,239,800	\$0	\$5,239,800	\$5,344,600	\$5,451,500	\$5,560,530	\$5,671,730	
	\$6,313,562	\$5,690,000	\$6,845,000	\$5,239,800	\$0	\$5,239,800	\$5,344,600	\$5,451,500	\$5,560,530	\$5,671,730	
Non-Classified GIS Services Engineering	\$1,582,456	\$1,729,200	\$1,729,200	\$1,675,560	\$0	\$1,675,560	\$1,709,080	\$1,743,280	\$1,778,150	\$1,813,730	
	\$14,000	\$12,240	\$12,000	\$12,480	\$0	\$12,480	\$12,730	\$12,980	\$13,240	\$13,500	
	\$1,596,456	\$1,741,440	\$1,741,200	\$1,688,040	\$0	\$1,688,040	\$1,721,810	\$1,756,260	\$1,791,390	\$1,827,230	
Departmental Collections	\$8,498,339	\$8,072,440	\$9,427,200	\$7,742,360	\$0	\$7,742,360	\$7,892,740	\$8,046,140	\$8,202,590	\$8,362,160	
Revenues In	\$8,498,339	\$8,072,440	\$9,427,200	\$7,742,360	\$0	\$7,742,360	\$7,892,740	\$8,046,140	\$8,202,590	\$8,362,160	
Total Revenues	\$8,498,339	\$8,072,440	\$9,427,200	\$7,742,360	\$0	\$7,742,360	\$7,892,740	\$8,046,140	\$8,202,590	\$8,362,160	
Planning	\$0	\$118,800	\$118,800	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
	\$538,266	\$515,455	\$515,455	\$539,453	\$24,090	\$563,543	\$583,560	\$605,740	\$628,930	\$653,190	
	\$1,925,558	\$2,364,586	\$2,364,586	\$1,845,389	\$94,240	\$1,939,629	\$2,033,900	\$2,114,500	\$2,198,910	\$2,287,280	
	\$2,463,824	\$2,998,841	\$2,998,841	\$2,384,843	\$118,330	\$2,503,173	\$2,617,460	\$2,720,240	\$2,827,840	\$2,940,470	
	Non-Classified Administrative	\$0	\$150,000	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0	
Building	\$506,448	\$522,970	\$522,970	\$607,280	\$43,380	\$650,660	\$673,640	\$698,550	\$724,560	\$751,750	
	Facilities Maintenance	\$640	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
	Development Services	\$1,622,219	\$2,063,202	\$2,063,202	\$2,058,324	\$1,320	\$2,059,644	\$2,134,140	\$2,213,330	\$2,296,050	\$2,382,520
	\$2,129,307	\$2,736,172	\$2,736,172	\$2,665,603	\$44,700	\$2,710,303	\$2,807,780	\$2,911,880	\$3,020,610	\$3,134,270	
Engineering	Non-Classified Administrative	\$0	\$158,500	\$158,500	\$0	\$0	\$0	\$0	\$0	\$0	
	Facilities Maintenance	\$786,209	\$887,230	\$887,230	\$888,253	\$2,170	\$890,423	\$920,590	\$954,260	\$989,400	\$1,026,080
	Development Services	\$640	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
	GIS Services	\$612,884	\$517,650	\$517,650	\$541,481	\$2,590	\$544,071	\$561,150	\$581,630	\$602,990	\$625,300
	Pedestrian or Bike Infrastructure	\$354,951	\$401,620	\$401,620	\$443,312	\$0	\$443,312	\$459,010	\$475,400	\$492,490	\$510,340
	Capital Labor	\$52,854	\$60,660	\$60,660	\$62,180	\$0	\$62,180	\$63,420	\$64,690	\$65,980	\$67,300
	\$332,532	\$396,160	\$396,160	\$427,617	\$1,190	\$428,807	\$444,800	\$462,770	\$481,570	\$501,250	
	\$2,140,071	\$2,421,820	\$2,421,820	\$2,362,843	\$5,950	\$2,368,793	\$2,448,970	\$2,538,750	\$2,632,430	\$2,730,270	
Operating	\$6,733,201	\$8,156,833	\$8,156,833	\$7,413,289	\$168,980	\$7,582,269	\$7,874,210	\$8,170,870	\$8,480,880	\$8,805,010	

City of Aspen Budget

As of 09/07/2023

001 - General Fund | Building, Planning, and Engineering

	2022	2023 Adjusted Budget	2023	2024	2024 Supplemental Requests	2024 Request	2025	2026	2027	2028
	Actuals	Actuals	Forecast	Base Budget			Projection	Projection	Projection	Projection
IT Overhead - Planning	\$92,100	\$128,700	\$128,700	\$123,900	\$0	\$123,900	\$118,340	\$122,020	\$111,920	\$120,890
IT Overhead - Building	\$81,300	\$127,600	\$127,600	\$121,300	\$0	\$121,300	\$115,850	\$119,450	\$109,560	\$118,340
IT Overhead - Engineering	\$110,800	\$180,200	\$180,200	\$180,900	\$0	\$180,900	\$172,780	\$178,150	\$163,400	\$176,500
Overhead Allocations	\$284,200	\$436,500	\$436,500	\$426,100	\$0	\$426,100	\$406,970	\$419,620	\$384,880	\$415,730
To the Employee Housing Fund	\$137,100	\$188,900	\$188,900	\$191,000	\$0	\$191,000	\$195,800	\$200,500	\$205,300	\$210,100
To the Employee Housing Fund	\$146,900	\$177,000	\$177,000	\$185,000	\$0	\$185,000	\$189,600	\$194,300	\$198,900	\$203,500
To the Employee Housing Fund	\$115,600	\$136,200	\$136,200	\$141,300	\$0	\$141,300	\$144,900	\$148,400	\$151,900	\$155,500
Other Transfers	\$399,600	\$502,100	\$502,100	\$517,300	\$0	\$517,300	\$530,300	\$543,200	\$556,100	\$569,100
Transfers Out	\$683,800	\$938,600	\$938,600	\$943,400	\$0	\$943,400	\$937,270	\$962,820	\$940,980	\$984,830
Total Uses	\$7,417,001	\$9,095,433	\$9,095,433	\$8,356,689	\$168,980	\$8,525,669	\$8,811,480	\$9,133,690	\$9,421,860	\$9,789,840
Surplus/(Subsidy)	\$1,081,338	(\$1,022,993)	\$331,767	(\$614,329)		(\$783,309)	(\$918,740)	(\$1,087,550)	(\$1,219,270)	(\$1,427,680)
As a Percent of Uses	(15%)	11%	(4%)	7%	0%	9%	10%	12%	13%	15%

City of Aspen Budget
001 - General Fund | Police

As of 09/07/2023

	2022	2023 Adjusted Budget	2023 Forecast	2024 Base Budget	2024 Supplemental Requests	2024 Request	2025	2026	2027	2028
	Actuals						Projection	Projection	Projection	Projection
Non-Classified	\$259,869	\$177,900	\$223,750	\$217,800	\$0	\$217,800	\$222,000	\$226,270	\$230,630	\$235,080
General Administrative	\$11,271	\$34,844	\$34,844	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Patrol Services	\$76,513	\$67,858	\$67,060	\$67,060	\$0	\$67,060	\$67,060	\$8,000	\$8,000	\$8,000
Departmental Collections	\$347,653	\$280,602	\$325,654	\$284,860	\$0	\$284,860	\$289,060	\$234,270	\$238,630	\$243,080
Revenues In	\$347,653	\$280,602	\$325,654	\$284,860	\$0	\$284,860	\$289,060	\$234,270	\$238,630	\$243,080
Total Revenues	\$347,653	\$280,602	\$325,654	\$284,860	\$0	\$284,860	\$289,060	\$234,270	\$238,630	\$243,080
Non-Classified	\$0	\$136,100	\$136,100	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-Classified	\$0	\$136,100	\$136,100	\$0	\$0	\$0	\$0	\$0	\$0	\$0
General Administrative	\$1,075,071	\$1,138,664	\$1,138,664	\$1,300,670	\$25,710	\$1,326,380	\$1,345,170	\$1,391,500	\$1,439,700	\$1,489,910
Public Outreach	\$145,891	\$162,220	\$162,220	\$152,677	\$5,160	\$157,837	\$158,320	\$164,200	\$170,330	\$176,710
Minor Capital Outlay	\$30,600	\$82,090	\$82,090	\$31,730	\$0	\$31,730	\$32,360	\$33,010	\$33,670	\$34,340
Administrative	\$1,251,562	\$1,382,974	\$1,382,974	\$1,485,077	\$30,870	\$1,515,947	\$1,535,850	\$1,588,710	\$1,643,700	\$1,700,960
Community Response Services	\$678,197	\$772,620	\$772,620	\$880,965	\$6,090	\$887,055	\$916,410	\$953,510	\$992,370	\$1,033,090
Patrol Services	\$3,431,077	\$3,548,328	\$3,548,328	\$4,136,700	\$172,020	\$4,308,720	\$4,430,650	\$4,601,390	\$4,779,870	\$4,966,480
Investigative Services	\$308,741	\$271,720	\$271,720	\$320,591	\$960	\$321,551	\$333,310	\$346,610	\$360,510	\$375,060
School Safety	\$106,706	\$114,260	\$114,260	\$25,611	\$960	\$26,571	\$26,570	\$27,580	\$28,620	\$29,710
Communication Center	\$597,032	\$633,460	\$633,460	\$649,290	\$0	\$649,290	\$1,637,280	\$1,075,520	\$1,089,030	\$927,810
Records Management	\$174,316	\$206,550	\$206,550	\$235,637	\$3,050	\$238,687	\$245,620	\$256,080	\$267,080	\$278,640
Public Safety	\$5,296,069	\$5,546,938	\$5,546,938	\$6,248,793	\$183,080	\$6,431,873	\$7,589,840	\$7,260,690	\$7,517,480	\$7,610,790
Operating	\$6,547,632	\$7,066,012	\$7,066,012	\$7,733,870	\$213,950	\$7,947,820	\$9,125,690	\$8,849,400	\$9,161,180	\$9,311,750
IT Overhead	\$217,000	\$338,900	\$338,900	\$311,700	\$0	\$311,700	\$297,710	\$306,960	\$281,550	\$304,120
Employee Housing Overhead	\$382,000	\$472,100	\$472,100	\$477,400	\$0	\$477,400	\$489,400	\$501,300	\$513,300	\$525,200
Overhead Allocations	\$599,000	\$811,000	\$811,000	\$789,100	\$0	\$789,100	\$787,110	\$808,260	\$794,850	\$829,320
Total Uses	\$7,146,632	\$7,877,012	\$7,877,012	\$8,522,970	\$213,950	\$8,736,920	\$9,912,800	\$9,657,660	\$9,956,030	\$10,141,070
Surplus/(Subsidy)	(\$6,798,978)	(\$7,596,410)	(\$7,551,358)	(\$8,238,110)		(\$8,452,060)	(\$9,623,740)	(\$9,423,390)	(\$9,717,400)	(\$9,897,990)
As a Percent of Uses	95%	96%	96%	97%		97%	97%	98%	98%	98%

City of Aspen Budget
001 - General Fund | Streets

As of 09/07/2023

	2022	2023 Adjusted Budget	2023	2024	2024 Supplemental Requests	2024	2025	2026	2027	2028
	Actuals		Forecast	Base Budget		Request	Projection	Projection	Projection	Projection
Non-Classified Departmental Collections	\$455,493	\$494,100	\$494,100	\$444,930	\$0	\$444,930	\$453,820	\$462,900	\$472,150	\$481,600
Total Revenues	\$455,493	\$494,100	\$494,100	\$444,930	\$0	\$444,930	\$453,820	\$462,900	\$472,150	\$481,600
General Administrative	\$154,357	\$162,880	\$162,880	\$169,306	\$0	\$169,306	\$174,420	\$179,700	\$185,190	\$190,880
Minor Capital Outlay	\$0	\$42,440	\$42,440	\$4,880	\$0	\$4,880	\$4,980	\$5,080	\$5,180	\$5,280
Administrative	\$154,357	\$205,320	\$205,320	\$174,186	\$0	\$174,186	\$179,400	\$184,780	\$190,370	\$196,160
Maintenance And Repair - Streets	\$317,299	\$374,880	\$374,880	\$389,886	\$0	\$389,886	\$404,220	\$419,180	\$434,840	\$451,180
Signage	\$149,802	\$172,410	\$172,410	\$170,122	\$210	\$170,332	\$176,540	\$183,270	\$190,300	\$197,650
Snow and Ice Removal	\$632,725	\$786,870	\$786,870	\$773,104	\$370	\$773,474	\$798,510	\$824,940	\$852,500	\$881,220
Striping	\$112,522	\$114,940	\$114,940	\$116,115	\$130	\$116,245	\$120,500	\$125,090	\$129,890	\$134,900
Streets Management	\$1,212,347	\$1,449,100	\$1,449,100	\$1,449,227	\$710	\$1,449,937	\$1,499,770	\$1,552,480	\$1,607,530	\$1,664,950
Acquisition and Resale	\$80,210	\$59,510	\$59,510	\$71,348	\$0	\$71,348	\$74,240	\$77,280	\$80,460	\$83,790
Maintenance and Repair - Fleet	\$378,654	\$393,620	\$393,620	\$413,424	\$130	\$413,554	\$427,850	\$442,930	\$458,700	\$475,190
Fleet Management	\$458,864	\$453,130	\$453,130	\$484,771	\$130	\$484,901	\$502,090	\$520,210	\$539,160	\$558,980
Capital Labor	\$11,586	\$11,860	\$11,860	\$9,721	\$0	\$9,721	\$10,120	\$10,540	\$10,970	\$11,420
Capital Labor	\$11,586	\$11,860	\$11,860	\$9,721	\$0	\$9,721	\$10,120	\$10,540	\$10,970	\$11,420
Streets Department Campus	\$77,943	\$142,280	\$142,280	\$79,140	\$0	\$79,140	\$80,720	\$82,330	\$83,980	\$85,650
Facilities Maintenance	\$77,943	\$142,280	\$142,280	\$79,140	\$0	\$79,140	\$80,720	\$82,330	\$83,980	\$85,650
Other Expenditures	\$40,066	\$45,010	\$45,010	\$47,085	\$520	\$47,605	\$48,920	\$50,820	\$52,810	\$54,900
Operating	\$1,955,164	\$2,456,700	\$2,456,700	\$2,244,130	\$1,360	\$2,245,490	\$2,321,020	\$2,401,160	\$2,484,820	\$2,572,060
IT Overhead	\$65,900	\$100,400	\$100,400	\$75,200	\$0	\$75,200	\$71,820	\$74,050	\$67,920	\$73,360
Employee Housing Overhead	\$114,600	\$142,200	\$142,200	\$143,800	\$0	\$143,800	\$147,400	\$151,000	\$154,600	\$158,100
Overhead Allocations	\$180,500	\$242,600	\$242,600	\$219,000	\$0	\$219,000	\$219,220	\$225,050	\$222,520	\$231,460
Total Uses	\$2,135,664	\$2,699,300	\$2,699,300	\$2,463,130	\$1,360	\$2,464,490	\$2,540,240	\$2,626,210	\$2,707,340	\$2,803,520
Surplus/(Subsidy)	(\$1,680,171)	(\$2,205,200)	(\$2,205,200)	(\$2,018,200)		(\$2,019,560)	(\$2,086,420)	(\$2,163,310)	(\$2,235,190)	(\$2,321,920)
As a Percent of Uses	79%	82%	82%	82%		82%	82%	82%	83%	83%

City of Aspen Budget
001 - General Fund | Environmental Health

As of 09/07/2023

	2022	2023	2023	2024	2024	2024	2025	2026	2027	2028
	Actuals	Adjusted Budget	Forecast	Base Budget	Supplemental Requests	Request	Projection	Projection	Projection	Projection
Non-Classified	\$172	\$2,000	\$2,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
General Administrative	\$20	\$500	\$500	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Consumer Protection Programs	\$54,270	\$49,700	\$49,700	\$50,000	\$0	\$50,000	\$51,000	\$52,020	\$53,060	\$54,120
Water and Air Quality Monitoring	\$3,793	\$10,310	\$10,310	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Recycling and Special Waste Hauling	\$3,575	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Single Use Bag Program	\$66,856	\$45,000	\$45,000	\$45,000	\$0	\$45,000	\$45,900	\$46,820	\$47,760	\$48,720
Departmental Collections	\$128,686	\$107,510	\$107,510	\$95,000	\$0	\$95,000	\$96,900	\$98,840	\$100,820	\$102,840
Revenues In	\$128,686	\$107,510	\$107,510	\$95,000	\$0	\$95,000	\$96,900	\$98,840	\$100,820	\$102,840
Total Revenues	\$128,686	\$107,510	\$107,510	\$95,000	\$0	\$95,000	\$96,900	\$98,840	\$100,820	\$102,840
Non-Classified	\$0	\$143,600	\$143,600	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-Classified	\$0	\$143,600	\$143,600	\$0	\$0	\$0	\$0	\$0	\$0	\$0
General Administrative	\$160,669	\$176,980	\$176,980	\$180,683	\$0	\$180,683	\$187,420	\$194,450	\$201,790	\$209,460
Minor Capital Outlay	\$2,125	\$12,150	\$12,150	\$3,280	\$0	\$3,280	\$3,350	\$3,420	\$3,490	\$3,560
Administrative	\$162,794	\$189,130	\$189,130	\$183,963	\$0	\$183,963	\$190,770	\$197,870	\$205,280	\$213,020
Consumer Protection Programs	\$137,244	\$132,950	\$132,950	\$188,410	\$0	\$188,410	\$195,950	\$203,840	\$212,120	\$220,780
Water and Air Quality Monitoring	\$119,317	\$140,060	\$140,060	\$127,398	\$0	\$127,398	\$131,630	\$136,030	\$140,610	\$145,380
Other Public Health Programs	\$98,893	\$134,810	\$134,810	\$145,878	\$0	\$145,878	\$151,690	\$157,770	\$164,130	\$170,790
Education and Outreach	\$36,854	\$33,000	\$33,000	\$44,932	\$0	\$44,932	\$46,590	\$48,320	\$50,140	\$52,040
Recycling and Special Waste Hauling	\$201,775	\$557,070	\$557,070	\$449,527	\$0	\$449,527	\$462,780	\$476,540	\$490,840	\$505,700
Single Use Bag Program	\$87,542	\$105,390	\$105,390	\$117,440	\$0	\$117,440	\$121,110	\$124,900	\$128,840	\$132,940
Environmental Health	\$681,626	\$1,103,280	\$1,103,280	\$1,073,585	\$0	\$1,073,585	\$1,109,750	\$1,147,400	\$1,186,680	\$1,227,630
Operating	\$844,420	\$1,436,010	\$1,436,010	\$1,257,549	\$0	\$1,257,549	\$1,300,520	\$1,345,270	\$1,391,960	\$1,440,650
IT Overhead	\$67,500	\$65,200	\$65,200	\$61,100	\$0	\$61,100	\$58,360	\$60,170	\$55,190	\$59,610
Employee Housing Overhead	\$47,000	\$68,500	\$68,500	\$75,200	\$0	\$75,200	\$77,100	\$79,000	\$80,800	\$82,700
Overhead Allocations	\$114,500	\$133,700	\$133,700	\$136,300	\$0	\$136,300	\$135,460	\$139,170	\$135,990	\$142,310
Total Uses	\$958,920	\$1,569,710	\$1,569,710	\$1,393,849	\$0	\$1,393,849	\$1,435,980	\$1,484,440	\$1,527,950	\$1,582,960
Surplus/(Subsidy)	(\$830,234)	(\$1,462,200)	(\$1,462,200)	(\$1,298,849)		(\$1,298,849)	(\$1,339,080)	(\$1,385,600)	(\$1,427,130)	(\$1,480,120)
As a Percent of Uses	87%	93%	93%	93%		93%	93%	93%	93%	94%

City of Aspen Budget
001 - General Fund | Climate Action

As of 09/07/2023

	2022	2023 Adjusted Budget	2023 Forecast	2024 Base Budget	2024 Supplemental Requests	2024 Request	2025 Projection	2026 Projection	2027 Projection	2028 Projection
From the REMP Fund	\$120,900	\$130,600	\$130,600	\$216,900	\$0	\$216,900	\$171,700	\$177,500	\$183,000	\$189,600
From the Water Fund	\$151,200	\$163,300	\$163,300	\$208,700	\$0	\$208,700	\$214,600	\$221,900	\$228,700	\$236,900
From the Electric Fund	\$181,400	\$195,900	\$195,900	\$250,400	\$0	\$250,400	\$257,500	\$266,200	\$274,500	\$284,300
Transfers In	\$453,500	\$489,800	\$489,800	\$676,000	\$0	\$676,000	\$643,800	\$665,600	\$686,200	\$710,800
Total Revenues	\$453,500	\$489,800	\$489,800	\$676,000	\$0	\$676,000	\$643,800	\$665,600	\$686,200	\$710,800
Non-Classified	\$0	\$83,500	\$83,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0
General Administrative	\$6,503	\$8,100	\$8,100	\$7,730	\$0	\$7,730	\$7,910	\$8,090	\$8,280	\$8,470
Climate Action and Resiliency	\$533,647	\$623,540	\$623,540	\$691,432	\$81,380	\$772,812	\$796,650	\$824,190	\$852,920	\$882,920
All Programs	\$540,150	\$715,140	\$715,140	\$699,162	\$81,380	\$780,542	\$804,560	\$832,280	\$861,200	\$891,390
Operating	\$540,150	\$715,140	\$715,140	\$699,162	\$81,380	\$780,542	\$804,560	\$832,280	\$861,200	\$891,390
IT Overhead	\$7,700	\$27,700	\$27,700	\$26,100	\$0	\$26,100	\$24,930	\$25,700	\$23,570	\$25,460
Employee Housing Overhead	\$29,400	\$35,400	\$35,400	\$35,800	\$0	\$35,800	\$36,700	\$37,600	\$38,500	\$39,400
Overhead Allocations	\$37,100	\$63,100	\$63,100	\$61,900	\$0	\$61,900	\$61,630	\$63,300	\$62,070	\$64,860
Total Uses	\$577,250	\$778,240	\$778,240	\$761,062	\$81,380	\$842,442	\$866,190	\$895,580	\$923,270	\$956,250
Surplus/(Subsidy)	(\$123,750)	(\$288,440)	(\$288,440)	(\$85,062)		(\$166,442)	(\$222,390)	(\$229,980)	(\$237,070)	(\$245,450)
As a Percent of Uses	21%	37%	37%	11%		20%	26%	26%	26%	26%

City of Aspen Budget
001 - General Fund | Events

As of 09/07/2023

	2022	2023 Adjusted Budget	2023 Forecast	2024 Base Budget	2024 Supplemental Requests	2024 Request	2025 Projection	2026 Projection	2027 Projection	2028 Projection
Event Application Processing	\$7,812	\$7,200	\$7,200	\$7,200	\$0	\$7,200	\$7,340	\$7,490	\$7,640	\$7,790
Event Logistics	\$54,117	\$21,000	\$21,000	\$35,000	\$0	\$35,000	\$35,700	\$36,410	\$37,140	\$37,880
Departmental Collections	\$61,929	\$28,200	\$28,200	\$42,200	\$0	\$42,200	\$43,040	\$43,900	\$44,780	\$45,670
Total Revenues	\$61,929	\$28,200	\$28,200	\$42,200	\$0	\$42,200	\$43,040	\$43,900	\$44,780	\$45,670
Non-Classified	\$0	\$99,600	\$99,600	\$0	\$0	\$0	\$0	\$0	\$0	\$0
General Administrative	\$123,661	\$135,610	\$135,610	\$132,042	\$1,580	\$133,622	\$136,770	\$141,710	\$146,880	\$152,270
Minor Capital Outlay	\$1,877	\$2,790	\$2,790	\$1,640	\$0	\$1,640	\$1,670	\$1,700	\$1,730	\$1,760
Event Support	\$0	\$38,460	\$38,460	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Administrative	\$125,538	\$176,860	\$176,860	\$133,682	\$1,580	\$135,262	\$138,440	\$143,410	\$148,610	\$154,030
Event Application Processing	\$111,874	\$186,960	\$186,960	\$170,948	\$1,480	\$172,428	\$177,510	\$184,390	\$191,600	\$199,150
Event Logistics	\$477,708	\$400,110	\$400,110	\$516,894	\$1,480	\$518,374	\$531,010	\$545,610	\$560,730	\$576,370
Marketing Efforts	\$216,536	\$272,960	\$272,960	\$259,832	\$1,480	\$261,312	\$268,230	\$276,960	\$286,090	\$295,580
Events and Marketing	\$806,117	\$860,030	\$860,030	\$947,674	\$4,440	\$952,114	\$976,750	\$1,006,960	\$1,038,420	\$1,071,100
Main Street Cabin	\$13,762	\$29,570	\$29,570	\$30,300	\$0	\$30,300	\$30,900	\$31,500	\$32,120	\$32,760
Facilities Maintenance	\$13,762	\$29,570	\$29,570	\$30,300	\$0	\$30,300	\$30,900	\$31,500	\$32,120	\$32,760
Operating	\$945,418	\$1,166,060	\$1,166,060	\$1,111,656	\$6,020	\$1,117,676	\$1,146,090	\$1,181,870	\$1,219,150	\$1,257,890
IT Overhead	\$19,800	\$33,800	\$33,800	\$31,900	\$0	\$31,900	\$30,470	\$31,420	\$28,820	\$31,130
Employee Housing Overhead	\$43,300	\$53,100	\$53,100	\$53,100	\$0	\$53,100	\$54,400	\$55,800	\$57,100	\$58,400
Overhead Allocations	\$63,100	\$86,900	\$86,900	\$85,000	\$0	\$85,000	\$84,870	\$87,220	\$85,920	\$89,530
Total Uses	\$1,008,518	\$1,252,960	\$1,252,960	\$1,196,656	\$6,020	\$1,202,676	\$1,230,960	\$1,269,090	\$1,305,070	\$1,347,420
Surplus/(Subsidy)	(\$946,589)	(\$1,224,760)	(\$1,224,760)	(\$1,154,456)		(\$1,160,476)	(\$1,187,920)	(\$1,225,190)	(\$1,260,290)	(\$1,301,750)
As a Percent of Uses	94%	98%	98%	96%		96%	97%	97%	97%	97%

001 - General Fund | Parks & Open Space (Downtown)

	2022	2023 Adjusted Budget	2023 Forecast	2024 Base Budget	2024 Supplemental Requests	2024 Request	2025 Projection	2026 Projection	2027 Projection	2028 Projection
	Actuals	Adjusted Budget	Forecast	Base Budget	Requests	Request	Projection	Projection	Projection	Projection
Public Outreach	\$36,814	\$124,430	\$124,430	\$86,540	\$0	\$86,540	\$88,270	\$90,040	\$91,840	\$93,680
Administrative	\$36,814	\$124,430	\$124,430	\$86,540	\$0	\$86,540	\$88,270	\$90,040	\$91,840	\$93,680
Downtown Beautification and Safety	\$201,830	\$208,080	\$208,080	\$223,687	\$0	\$223,687	\$233,130	\$243,040	\$253,440	\$264,380
Operating	\$238,644	\$332,510	\$332,510	\$310,227	\$0	\$310,227	\$321,400	\$333,080	\$345,280	\$358,060
Employee Housing Overhead	\$19,600	\$23,600	\$23,600	\$23,900	\$0	\$23,900	\$24,500	\$25,100	\$25,700	\$26,300
Overhead Allocations	\$19,600	\$23,600	\$23,600	\$23,900	\$0	\$23,900	\$24,500	\$25,100	\$25,700	\$26,300
Total Uses	\$258,244	\$356,110	\$356,110	\$334,127	\$0	\$334,127	\$345,900	\$358,180	\$370,980	\$384,360

City of Aspen Budget
001 - General Fund | Recreation

As of 09/07/2023

	2022	2023 Adjusted Budget	2023 Forecast	2024 Base Budget	2024 Supplemental Requests	2024 Request	2025	2026	2027	2028
	Actuals						Projection	Projection	Projection	Projection
Recreation Non-Classified	\$1,005,331	\$950,040	\$1,100,500	\$1,109,500	\$0	\$1,109,500	\$1,131,690	\$1,154,320	\$1,177,380	\$1,200,940
Business Services Non-Classified	\$2,731	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Unassigned Collections	\$1,008,062	\$950,040	\$1,100,500	\$1,109,500	\$0	\$1,109,500	\$1,131,690	\$1,154,320	\$1,177,380	\$1,200,940
Aquatics Programming	\$89,018	\$78,970	\$91,400	\$97,840	\$0	\$97,840	\$99,800	\$101,800	\$103,830	\$105,910
Ice Programming	\$753,144	\$748,410	\$841,470	\$822,880	\$0	\$822,880	\$839,340	\$856,130	\$873,240	\$890,700
Youth Programming	\$307,441	\$308,880	\$313,500	\$334,500	\$0	\$334,500	\$341,190	\$348,020	\$354,970	\$362,070
Adult Programming	\$47,031	\$42,640	\$47,400	\$45,000	\$0	\$45,000	\$45,900	\$46,820	\$47,750	\$48,710
Business Services	\$2,731	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Departmental Collections	\$1,199,365	\$1,178,900	\$1,293,770	\$1,300,220	\$0	\$1,300,220	\$1,326,230	\$1,352,770	\$1,379,790	\$1,407,390
Revenues In	\$2,207,427	\$2,128,940	\$2,394,270	\$2,409,720	\$0	\$2,409,720	\$2,457,920	\$2,507,090	\$2,557,170	\$2,608,330
Total Revenues	\$2,207,427	\$2,128,940	\$2,394,270	\$2,409,720	\$0	\$2,409,720	\$2,457,920	\$2,507,090	\$2,557,170	\$2,608,330
Recreation Non-Classified	\$563	\$121,220	\$121,220	\$0	\$0	\$0	\$0	\$0	\$0	\$0
00000 - Non-Classified	\$563	\$121,220	\$121,220	\$0	\$0	\$0	\$0	\$0	\$0	\$0
General Administrative	\$773,432	\$1,017,550	\$1,017,550	\$953,983	(\$32,343)	\$921,640	\$942,700	\$978,130	\$1,015,160	\$1,053,870
Public Outreach	\$5,815	\$6,800	\$6,800	\$6,800	\$0	\$6,800	\$6,940	\$7,080	\$7,220	\$7,360
Minor Capital Outlay	\$16,642	\$46,230	\$46,230	\$8,870	\$0	\$8,870	\$9,050	\$9,230	\$9,410	\$9,600
Guest Services	\$359,461	\$329,640	\$329,640	\$356,619	\$0	\$356,619	\$370,810	\$385,680	\$401,260	\$417,580
Administrative	\$1,155,350	\$1,400,220	\$1,400,220	\$1,326,272	(\$32,343)	\$1,293,929	\$1,329,500	\$1,380,120	\$1,433,050	\$1,488,410
Aquatics - Private Lessons	\$39,733	\$45,190	\$45,190	\$54,229	\$0	\$54,229	\$56,280	\$58,420	\$60,640	\$62,950
Aquatics - Group Lessons	\$32,339	\$41,200	\$41,200	\$45,449	\$0	\$45,449	\$47,120	\$48,860	\$50,660	\$52,540
Aquatics - Contracts	\$6,596	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Aquatics - Open Swim	\$212,362	\$200,590	\$200,590	\$219,934	\$0	\$219,934	\$227,630	\$235,600	\$243,850	\$252,390
Aquatics - General Ops	\$201,570	\$183,660	\$183,660	\$297,390	\$0	\$297,390	\$308,990	\$321,170	\$333,950	\$347,370
Aquatics Programming	\$492,600	\$470,640	\$470,640	\$617,002	\$0	\$617,002	\$640,020	\$664,050	\$689,100	\$715,250
Ice - Leagues	\$130,123	\$184,070	\$184,070	\$199,905	\$0	\$199,905	\$207,910	\$216,300	\$225,080	\$234,280
Ice - Contract: Tournaments	\$18,279	\$17,970	\$17,970	\$21,237	\$0	\$21,237	\$22,140	\$23,090	\$24,080	\$25,120
Ice - Contract: Summer Camps	\$64,760	\$58,690	\$58,690	\$57,967	\$0	\$57,967	\$59,600	\$61,300	\$63,050	\$64,860
Ice - Contract: Clubs	\$14,241	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ice - Open Skating	\$116	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ice - General Operations	\$577,993	\$487,810	\$487,810	\$510,566	\$0	\$510,566	\$531,550	\$553,580	\$576,700	\$600,980
Ice Programming	\$805,511	\$748,540	\$748,540	\$789,675	\$0	\$789,675	\$821,200	\$854,270	\$888,910	\$925,240
Youth - Day Camps	\$279,614	\$317,910	\$317,910	\$271,035	\$0	\$271,035	\$281,600	\$292,650	\$304,210	\$316,330
Youth - Martial Arts	\$11,992	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Youth - Baseball	\$26,949	\$42,210	\$42,210	\$31,114	\$0	\$31,114	\$32,200	\$33,320	\$34,500	\$35,710
Youth - Basketball	\$32,604	\$45,490	\$45,490	\$47,400	\$0	\$47,400	\$49,110	\$50,900	\$52,770	\$54,720
Youth - Soccer	\$22,443	\$33,800	\$33,800	\$35,971	\$0	\$35,971	\$37,390	\$38,880	\$40,440	\$42,070
Youth - Gymnastics	\$3,339	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

City of Aspen Budget

001 - General Fund | Recreation

As of 09/07/2023

	2022	2023 Adjusted Budget	2023	2024	2024 Supplemental Requests	2024 Request	2025	2026	2027	2028
	Actuals	Forecast	Base Budget			Projection	Projection	Projection	Projection	Projection
Youth - Climbing	\$73,878	\$75,010	\$75,010	\$90,457	\$0	\$90,457	\$94,150	\$98,040	\$102,120	\$106,400
Youth - Tennis	\$7,244	\$6,080	\$6,080	\$4,100	\$0	\$4,100	\$4,180	\$4,260	\$4,350	\$4,440
Youth - Sailing	\$4,670	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Youth - Wrestling	\$4,724	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Youth - Biking	\$10,121	\$10,920	\$10,920	\$11,462	\$0	\$11,462	\$11,930	\$12,420	\$12,930	\$13,470
Youth - Field Hockey	\$13,196	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Youth - Climbing Tower	\$11,693	\$24,160	\$24,160	\$29,002	\$0	\$29,002	\$30,060	\$31,160	\$32,300	\$33,480
Youth - Other Programs	\$12,506	\$12,890	\$12,890	\$13,480	\$0	\$13,480	\$13,990	\$14,530	\$15,090	\$15,680
Youth Programming	\$514,973	\$568,470	\$568,470	\$534,021	\$0	\$534,021	\$554,610	\$576,160	\$598,710	\$622,300
Adult - Softball	\$51,884	\$62,710	\$62,710	\$63,788	\$0	\$63,788	\$66,290	\$68,890	\$71,620	\$74,490
Adult - Basketball	\$14,016	\$19,180	\$19,180	\$20,643	\$0	\$20,643	\$21,510	\$22,430	\$23,390	\$24,410
Adult - Soccer	\$14,533	\$19,180	\$19,180	\$34,285	\$0	\$34,285	\$35,760	\$37,310	\$38,940	\$40,660
Adult - Climbing	\$32,141	\$37,640	\$37,640	\$39,734	\$0	\$39,734	\$41,310	\$42,960	\$44,690	\$46,500
Adult - Tennis	\$10,387	\$4,580	\$4,580	\$2,560	\$0	\$2,560	\$2,610	\$2,660	\$2,710	\$2,760
Adult - Fitness	\$131,572	\$139,310	\$139,310	\$134,911	\$0	\$134,911	\$139,810	\$144,910	\$150,200	\$155,720
Adult - Pickleball	\$569	\$10,000	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Adult - Other Programs	\$1,238	\$15,770	\$15,770	\$5,150	\$0	\$5,150	\$5,290	\$5,430	\$5,570	\$5,720
Adult Programming	\$256,340	\$308,370	\$308,370	\$301,070	\$0	\$301,070	\$312,580	\$324,590	\$337,120	\$350,260
Aspen Recreation Center - General	\$891,413	\$909,360	\$909,360	\$926,405	\$37,090	\$963,495	\$988,780	\$1,017,150	\$1,046,560	\$1,077,050
Aspen Recreation Center - Moore Pool	\$6,209	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Aspen Recreation Center - Lewis Ice	\$8,073	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Aspen Ice Garden	\$225,909	\$268,510	\$268,510	\$296,004	\$890	\$296,894	\$305,180	\$314,730	\$324,650	\$334,960
Red Brick Building	\$187,296	\$242,880	\$242,880	\$236,378	\$890	\$237,268	\$245,030	\$254,070	\$263,540	\$273,440
Property / Facilities Maintenance	\$1,318,901	\$1,420,750	\$1,420,750	\$1,458,786	\$38,870	\$1,497,656	\$1,538,990	\$1,585,950	\$1,634,750	\$1,685,450
10000 - Administrative	\$4,249	\$5,250	\$5,250	\$5,370	\$0	\$5,370	\$5,480	\$5,590	\$5,700	\$5,810
11900 - Property / Facilities Maintenance	\$105,121	\$216,150	\$216,150	\$93,390	\$0	\$93,390	\$95,250	\$97,160	\$99,110	\$101,090
Business Services Programs	\$109,370	\$221,400	\$221,400	\$98,760	\$0	\$98,760	\$100,730	\$102,750	\$104,810	\$106,900
91005 - 2010 Lease Purchase - McKinstry	\$11,664	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debt Service	\$11,664	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operating	\$4,665,272	\$5,259,610	\$5,259,610	\$5,125,586	\$6,527	\$5,132,113	\$5,297,630	\$5,487,890	\$5,686,450	\$5,893,810
IT Overhead	\$237,500	\$326,000	\$326,000	\$337,200	\$0	\$337,200	\$322,060	\$332,070	\$304,580	\$329,000
Employee Housing Overhead	\$240,200	\$323,400	\$323,400	\$337,200	\$0	\$337,200	\$345,600	\$354,100	\$362,500	\$370,900
Overhead and Transfers Out	\$477,700	\$678,180	\$678,180	\$674,400	\$0	\$674,400	\$667,660	\$686,170	\$667,080	\$699,900
Total Uses	\$5,142,972	\$5,937,790	\$5,937,790	\$5,799,986	\$6,527	\$5,806,513	\$5,965,290	\$6,174,060	\$6,353,530	\$6,593,710
Surplus/(Subsidy)	(\$2,935,545)	(\$3,808,850)	(\$3,543,520)	(\$3,390,266)		(\$3,396,793)	(\$3,507,370)	(\$3,666,970)	(\$3,796,360)	(\$3,985,380)
Recovery Rate (Expense covered by Revenue)	43%	36%	40%	42%		42%	41%	41%	40%	40%
Subsidy (Expense covered by CoA funding)	57%	64%	60%	58%		58%	59%	59%	60%	60%



CITY OF ASPEN

100 - Parks and Open Space Fund

City of Aspen Budget
100 - Parks and Open Space Fund

As of 09/07/2023

	2022	2023 Adjusted Budget	2023 Forecast	2024 Base Budget	2024 Supplemental Requests	2024 Request	2025	2026	2027	2028
	Actuals						Projection	Projection	Projection	Projection
Opening Balance	\$12,695,850	\$18,954,790	\$18,954,790	\$10,820,547		\$10,820,547	\$10,473,573	\$10,559,363	\$8,236,593	\$6,853,293
City Sales Tax	\$18,199,899	\$17,994,100	\$18,344,900	\$18,668,000	\$0	\$18,668,000	\$19,414,720	\$20,191,310	\$20,998,960	\$21,838,920
Investment Income	(\$66,282)	\$0	\$758,200	\$324,600	\$0	\$324,600	\$209,470	\$211,190	\$164,730	\$137,070
Non-Tax Related	\$271,389	\$152,530	\$178,500	\$183,200	\$0	\$183,200	\$186,860	\$190,590	\$194,410	\$198,300
Non-Classified	\$18,405,006	\$18,146,630	\$19,281,600	\$19,175,800	\$0	\$19,175,800	\$19,811,050	\$20,593,090	\$21,358,100	\$22,174,290
57220 - Tree Program	\$489,455	\$402,900	\$400,000	\$410,000	\$0	\$410,000	\$418,200	\$426,560	\$435,090	\$443,790
Forestry and Natural Areas	\$489,455	\$402,900	\$400,000	\$410,000	\$0	\$410,000	\$418,200	\$426,560	\$435,090	\$443,790
57320 - Nordic Maintenance	\$297,749	\$393,030	\$313,000	\$405,000	\$0	\$405,000	\$413,100	\$421,360	\$429,790	\$438,390
Trails Management	\$297,749	\$393,030	\$313,000	\$405,000	\$0	\$405,000	\$413,100	\$421,360	\$429,790	\$438,390
57410 - Parks Maintenance	\$450,371	\$110,700	\$188,600	\$164,000	\$0	\$164,000	\$167,280	\$170,630	\$174,040	\$177,520
57420 - Cozy Point	\$1,100	\$1,600	\$1,600	\$1,600	\$0	\$1,600	\$1,630	\$1,660	\$1,690	\$1,720
Parks Management	\$451,471	\$112,300	\$190,200	\$165,600	\$0	\$165,600	\$168,910	\$172,290	\$175,730	\$179,240
81200 - Capital Projects	\$0	\$0	\$0	\$350,000	\$0	\$350,000	\$0	\$0	\$0	\$0
Capital Projects	\$0	\$0	\$0	\$350,000	\$0	\$350,000	\$0	\$0	\$0	\$0
Revenues In	\$19,643,681	\$19,054,860	\$20,184,800	\$20,506,400	\$0	\$20,506,400	\$20,811,260	\$21,613,300	\$22,398,710	\$23,235,710
From the AMP Fund	\$0	\$0	\$0	\$315,000	\$0	\$315,000	\$0	\$0	\$0	\$0
From the General Fund	\$184,400	\$188,100	\$188,100	\$191,900	\$0	\$191,900	\$195,700	\$199,600	\$203,600	\$207,700
From the Stormwater Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000	\$325,000
From the Water Fund	\$150,000	\$150,000	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
From the Golf Fund	\$2,401	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transfers In	\$336,801	\$338,100	\$338,100	\$506,900	\$0	\$506,900	\$195,700	\$199,600	\$228,600	\$532,700
Total Revenues	\$19,980,481	\$19,392,960	\$20,522,900	\$21,013,300	\$0	\$21,013,300	\$21,006,960	\$21,812,900	\$22,627,310	\$23,768,410
00000 - Non-Classified	\$100	\$150,000	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Miscellaneous	\$95,506	\$95,730	\$95,730	\$107,473	\$0	\$107,473	\$112,040	\$116,830	\$121,860	\$127,170
Other Expenditures	\$95,606	\$245,730	\$245,730	\$107,473	\$0	\$107,473	\$112,040	\$116,830	\$121,860	\$127,170
10010 - General Administrative	\$913,420	\$1,092,580	\$1,092,580	\$1,207,334	\$670	\$1,208,004	\$1,253,440	\$1,301,640	\$1,352,030	\$1,404,740
10040 - Sales Tax Refunds	\$87,175	\$100,400	\$100,400	\$131,300	\$0	\$131,300	\$133,930	\$136,610	\$139,340	\$142,130
10050 - Minor Capital Outlay	\$20,037	\$11,300	\$11,300	\$11,490	\$0	\$11,490	\$11,720	\$11,960	\$12,200	\$12,450
10070 - Business Services	\$214,710	\$260,150	\$260,150	\$268,370	\$0	\$268,370	\$273,750	\$279,220	\$284,810	\$290,480
Administrative	\$1,235,342	\$1,464,430	\$1,464,430	\$1,618,494	\$670	\$1,619,164	\$1,672,840	\$1,729,430	\$1,788,380	\$1,849,800
57110 - Clean Team / Snow Removal	\$198,585	\$282,170	\$282,170	\$294,496	\$430	\$294,926	\$306,790	\$319,730	\$333,300	\$347,540
Downtown Beautification	\$198,585	\$282,170	\$282,170	\$294,496	\$430	\$294,926	\$306,790	\$319,730	\$333,300	\$347,540
11929 - Parks Department Campus	\$212,943	\$236,290	\$236,290	\$256,374	\$1,200	\$257,574	\$265,280	\$274,560	\$284,240	\$294,380
11999 - Other Facility / Maintenance	\$31,937	\$75,610	\$75,610	\$75,910	\$0	\$75,910	\$77,400	\$78,950	\$80,520	\$82,120
Facilities Maintenance	\$244,880	\$311,900	\$311,900	\$332,284	\$1,200	\$333,484	\$342,680	\$353,510	\$364,760	\$376,500

City of Aspen Budget
100 - Parks and Open Space Fund

As of 09/07/2023

	2022	2023 Adjusted Budget	2023 Forecast	2024 Base Budget	2024 Supplemental Requests	2024 Request	2025	2026	2027	2028
	Actuals	Budget					Projection	Projection	Projection	Projection
57210 - Open Space Management	\$375,879	\$489,490	\$489,490	\$536,383	\$254,050	\$790,433	\$812,630	\$843,330	\$875,410	\$908,940
57220 - Tree Program	\$374,993	\$431,700	\$431,700	\$464,734	\$16,500	\$481,234	\$497,300	\$514,040	\$531,480	\$549,680
Forestry and Natural Areas	\$750,872	\$921,190	\$921,190	\$1,001,117	\$270,550	\$1,271,667	\$1,309,930	\$1,357,370	\$1,406,890	\$1,458,620
57310 - Trails Maintenance	\$545,582	\$602,800	\$602,800	\$642,621	\$28,760	\$671,381	\$696,810	\$724,210	\$752,930	\$783,020
57320 - Nordic Maintenance	\$313,181	\$412,880	\$412,880	\$404,121	\$0	\$404,121	\$419,290	\$435,170	\$451,780	\$469,190
Trails Management	\$858,763	\$1,015,680	\$1,015,680	\$1,046,743	\$28,760	\$1,075,503	\$1,116,100	\$1,159,380	\$1,204,710	\$1,252,210
57410 - Parks Maintenance	\$2,259,221	\$2,646,990	\$2,646,990	\$2,765,620	\$1,410	\$2,767,030	\$2,857,390	\$2,952,940	\$3,052,540	\$3,156,360
57420 - Cozy Point	\$164,938	\$167,100	\$167,100	\$173,187	\$0	\$173,187	\$178,450	\$183,900	\$189,570	\$195,460
Parks Management	\$2,424,160	\$2,814,090	\$2,814,090	\$2,938,807	\$1,410	\$2,940,217	\$3,035,840	\$3,136,840	\$3,242,110	\$3,351,820
59020 - Parks Grants	\$36,041	\$233,660	\$233,660	\$34,500	\$0	\$34,500	\$34,500	\$34,500	\$34,500	\$34,500
Grants	\$36,041	\$233,660	\$233,660	\$34,500	\$0	\$34,500	\$34,500	\$34,500	\$34,500	\$34,500
Operating	\$5,844,251	\$7,288,850	\$7,288,850	\$7,373,914	\$303,020	\$7,676,934	\$7,930,720	\$8,207,590	\$8,496,510	\$8,798,160
81100 - Capital Labor	\$749,901	\$919,120	\$919,120	\$1,043,630	\$1,140	\$1,044,770	\$1,085,700	\$1,129,720	\$1,175,800	\$1,224,060
81200 - Capital Projects	\$1,724,607	\$13,886,163	\$13,886,163	\$5,651,000	\$0	\$5,651,000	\$3,637,860	\$9,957,220	\$9,462,000	\$4,497,300
81300 - Capital Maintenance	\$124,699	\$684,400	\$684,400	\$624,450	\$0	\$624,450	\$1,831,620	\$710,420	\$682,600	\$464,910
Capital	\$2,599,207	\$15,489,683	\$15,489,683	\$7,319,080	\$1,140	\$7,320,220	\$6,555,180	\$11,797,360	\$11,320,400	\$6,186,270
General Fund Overhead	\$1,104,400	\$1,432,600	\$1,432,600	\$1,839,900	\$0	\$1,839,900	\$1,904,300	\$1,971,000	\$2,040,000	\$2,111,400
IT Overhead	\$188,400	\$305,000	\$305,000	\$347,100	\$0	\$347,100	\$331,520	\$341,820	\$313,530	\$338,660
Overhead Allocations	\$1,292,800	\$1,737,600	\$1,737,600	\$2,187,000	\$0	\$2,187,000	\$2,235,820	\$2,312,820	\$2,353,530	\$2,450,060
To the General Fund	\$47,230	\$43,390	\$43,390	\$43,300	\$0	\$43,300	\$45,030	\$46,830	\$48,700	\$50,650
To the Debt Service Fund	\$3,240,050	\$3,237,720	\$3,237,720	\$3,238,120	\$0	\$3,238,120	\$3,239,120	\$834,970	\$834,570	\$838,570
To the Golf Fund	\$375,800	\$344,700	\$344,700	\$351,600	\$0	\$351,600	\$358,600	\$365,800	\$373,100	\$380,600
To the Employee Housing Fund	\$322,200	\$515,200	\$515,200	\$543,100	\$0	\$543,100	\$556,700	\$570,300	\$583,800	\$597,400
Other Transfers	\$3,985,280	\$4,141,010	\$4,141,010	\$4,176,120	\$0	\$4,176,120	\$4,199,450	\$1,817,900	\$1,840,170	\$1,867,220
Transfers Out	\$5,278,080	\$5,878,610	\$5,878,610	\$6,363,120	\$0	\$6,363,120	\$6,435,270	\$4,130,720	\$4,193,700	\$4,317,280
Total Uses	\$13,721,537	\$28,657,143	\$28,657,143	\$21,056,114	\$304,160	\$21,360,274	\$20,921,170	\$24,135,670	\$24,010,610	\$19,301,710
Targeted Reserve (12.5% of Uses)	\$1,715,192	\$3,582,143	\$3,582,143	\$2,632,014		\$2,670,034	\$2,615,146	\$3,016,959	\$3,001,326	\$2,412,714
GAAP Adjustment to Working Capital		(\$4)								
Ending Fund Balance	\$18,954,790	\$9,690,607	\$10,820,547	\$10,777,733		\$10,473,573	\$10,559,363	\$8,236,593	\$6,853,293	\$11,319,993
Ending Balance as % of Targeted Reserve	1,105%	271%		409%		392%	404%	273%	228%	469%
Over/(Short) of Targeted Reserve	\$17,239,598	\$6,108,464	\$7,238,404	\$8,145,719		\$7,803,539	\$7,944,217	\$5,219,635	\$3,851,967	\$8,907,280
Change in Fund Balance	\$6,258,944	(\$9,264,183)	(\$8,134,243)	(\$42,814)	\$304,160	(\$346,974)	\$85,790	(\$2,322,770)	(\$1,383,300)	\$4,466,700

2024 Major Capital Projects

51697 Pedestrian Mall Safety Implementation

- Installation of features to improve vehicle and pedestrian safety
- Beginning to address ADA improvements in small areas
- Ongoing design and outreach in 2024
- Estimated project construction costs will be updated with final design and scope.

Task Level Budget

Design & Engineering	\$150,000
Hard Construction Cost	\$1,500,000

Appropriations by Year

Prior Years	\$0
2024	\$150,000
Out Years	\$1,500,000
Lifetime Budget	\$1,650,000



2024 Major Capital Projects

Cozy Point Summary

- **51482 Replacement of Existing Ranch Worker Housing (including water/wastewater critical improvements)**
- No 2024 Funding



- **51566 Boarding Facility Renovation**
- \$150,000 in 2024



- **51476 Riding Arena**
- No 2024 funding



- **Other ongoing area projects:**
 - Farm Collaborative Learning Center
 - Wildlife crossing
 - Tractor implements



2024 Major Capital Projects

51566 Cozy Point Boarding Facility Renovation

- Replacement of boarding facility utilizing modest prefab structure approach
- Health and safety focused

Task Level Budget

Plan Review/Permit	\$50,000
Design/Engineering	\$100,000
Hard Construction Cost	\$900,000
Contingency	\$100,000

Appropriations by Year

Prior Years	\$0
2024	\$150,000
Out Years	\$1,000,000
Lifetime Budget	\$1,150,000



2024 Major Capital Projects

51481 Cozy Point Tractor and Implements

- Ongoing Replacement Of Implements and Tractors
- One Tractor Replacement In 2025

Task Level Budget

Acquisition	\$525,000
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Appropriations by Year

Prior Years	\$75,000
2024	\$50,000
Out Years	\$400,000
Lifetime Budget	\$525,000



2024 Major Capital Projects

51480 AABC to Brush Creek P&R Trail Connection Contribution

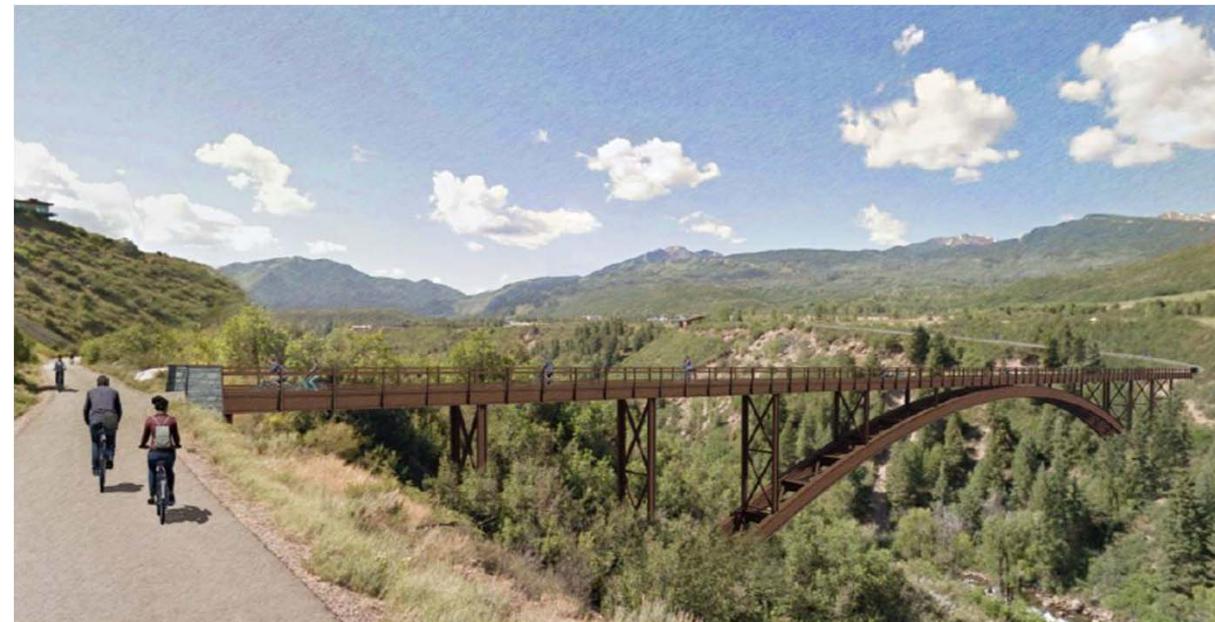
- Anticipating further engineering and design for Rio Grande Trail to Brush Creek Park & Ride
- 2023 Ongoing outreach and feasibility
- Fall 2023 discussions will provide 'Go/No-go'
- Partnership with Pitkin County OS&T

Task Level Budget

Design and Engineering	\$250,000
Hard Construction Cost Total	\$4,000,000

Appropriations by Year

Prior Years	\$0
2024	\$250,000
Out Years	\$4,000,000
Lifetime Budget	\$4,250,000



2024 Major Capital Projects

50986 Irrigation Efficiency Improvements

- New Controllers, Software, And Flow Sensors
- Four-year Process To Replace All Controllers

Task Level Budget

Hard Construction Cost Total	\$290,000
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Appropriations by Year

Prior Years	\$215,000
2024	\$75,000
Out Years	\$0
Lifetime Budget	\$290,000



2024 Major Capital Projects

50329 Parks Site Interior

- Office Space Remodel
- Address Capacity And Non-conforming Spaces
- Design ongoing in 2023, Construction late 2024

Task Level Budget

Design & Engineering	\$300,000
Plan / Permit Fees	\$100,000
Hard Construction Cost	\$2,589,000
Project Contingencies	\$511,000

Appropriations by Year

Prior Years	\$400,000
2024	\$3,100,000
Out Years	\$0
Lifetime Budget	\$3,500,000



2024 Major Capital Projects

50964 Maroon Creek Road Trail

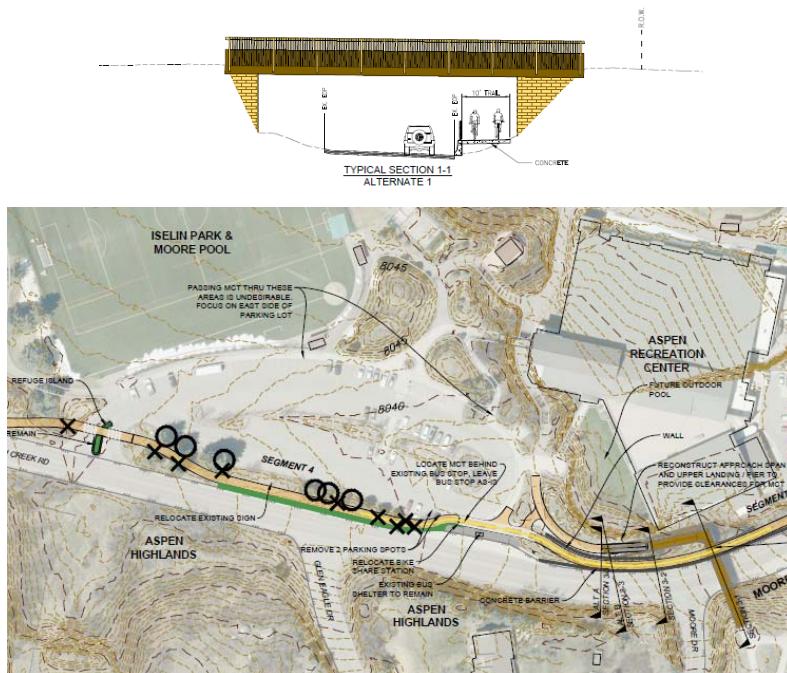
- Hard-surface, Year-round Trail Between The Roundabout and The ARC.
- Improved Route Around Community Campus, Safety Improvements
- Scope In 2024 Includes Traffic Safety Improvements and Erosion Alleviation

Task Level Budget

Design & Engineering	\$250,000
Testing & Inspection	\$50,000
Plan / Permit Fees	\$50,000
Hard Construction Cost	\$3,915,000
Project Contingencies	\$300,000

Appropriations by Year

Prior Years	\$4,250,000
2024	\$315,000
Out Years	\$0
Lifetime Budget	\$4,565,000



2024 Major Capital Projects

51464 AIG Cooling Tower replacement

- Essential repair to keep the ice garden functional
- Modernization of 24 year-old refrigeration system
- Summer 2024 implementation avoids impacts during winter programming and leagues

Task Level Budget

Hard Construction Cost	\$,000
Project Contingencies	\$75,000

Appropriations by Year

Prior Years	\$0
2024	\$375,000
Out Years	\$0
Lifetime Budget	\$375,000



2024 Major Capital Projects

50414 Electrical - ARC - Panel and Wiring Maintenance

- Essential replacement of main power distribution system for the Aspen Recreation Center-- Components are nearing the end-of-life cycle
- 2025-2026 Phased Implementation
 - Will forecast electrical vehicle charging needs in '24
- Completion Date: 2026 (lengthy equipment lead times)

Task Level Budget	
Acquisitions	\$383,090
Project Contingencies	\$50,000

Appropriations by Year	
Prior Years	\$0
2024	\$50,000
Out Years	\$383,090
Lifetime Budget	\$433,090



2024 Major Capital Projects

51704 Conference Room, Office for Athletic Manager & Coordinator - 2024

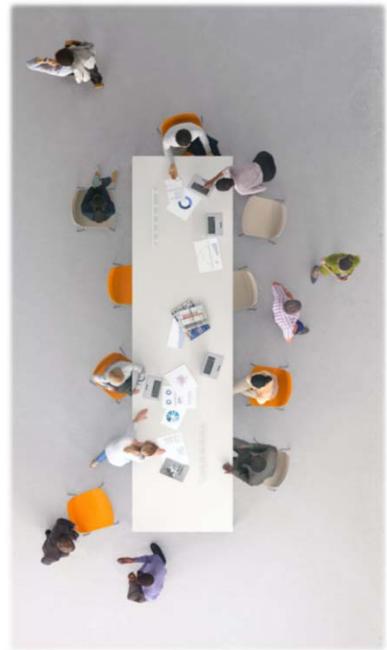
- Creates 4 New Staff Offices & Conference Room at the ARC
- Utilizes Lewis Ice Arena interior volume creating more usable space
- 2024 Design, 2025 Implementation & Completion

Task Level Budget

Design & Engineering	\$25,000
Plan / Permit Fees	\$5,000
Hard Construction Cost	\$250,000

Appropriations by Year

Prior Years	\$0
2024	\$30,000
Out Years	\$250,000
Lifetime Budget	\$280,000



2024-2033 Capital Budget

100 - Parks and Open Space Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
50329 Parks Site Interior								
Project Description: The second phase of this project will relocate a leech field and improve the horse paddock area with new fencing and installed footing. This phase of the project will be completed in a hybrid approach with portions of the work being contracted, while parks construction teams work on other parts, and due to staffing limitations in 2021 and 2022, is now planned for 2023. These improvements will make significant gains for the equine health and safety, as well as improvements to the conditions for ranch users.	\$400,000	\$3,100,000	\$0	\$0	\$0	\$0	\$3,500,000	
51693 Castle Creek Underpass Retaining Wall								
Project Description: This project will rehabilitate a failing section of retaining wall under the Castle Creek bridge that is integral to the pedestrian trail. The current wall has shown signs of failure over the last several years and an engineer was retained in 2023 to provide design and engineering services for repair. The recommended rehabilitation will provide the lowest cost solution to solve the problem.	\$0	\$105,000	\$0	\$0	\$0	\$0	\$105,000	
51464 AIG Cooling Tower replacement								
Project Description: This critical project includes modernization of the refrigeration plant/brine system and will specifically include heat exchanger replacements, replacement of 4 brine pumps, replacement of brine filtration units and brine pipe / valve infrastructure to retain the ability to create ice at the ice rink.	\$0	\$375,000	\$0	\$0	\$0	\$0	\$375,000	
50964 Maroon Creek Road Trail - Construction								
Project Description: The development of a hard-surface, year-round trail connection between the Roundabout and the ARC is currently planned for 2024 construction. The Open Space and Trails board recognizes and has prioritized a new connection to the Maroon Creek Valley and the ARC, since the existing route follows a disconnected route including sidewalks, roads, and trails. Due to recent discussions with the school district that may restrict access across the campus, an acceleration of the timeline is needed to ensure that a seamless connection is available to the ARC and greater Maroon Creek Valley. There are also important benefits for the trail users in providing a clear and direct route from the roundabout to the ARC, as well as reducing the number of road crossings.	\$4,250,000	\$315,000	\$0	\$0	\$0	\$0	\$4,565,000	
A \$315,000 cash transfer in 2024 is being made to fund the AMP fund's portion of this project. Scope also includes improvements to intersection to help alleviate erosion and improve traffic safety, impacting Moore Drive and the school zone.								

2024-2033 Capital Budget

100 - Parks and Open Space Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
51480 AABC to Brush Creek P&R Trail Connection Contribution		\$0	\$250,000	\$0	\$0	\$4,000,000	\$0	\$4,250,000
Project Description: Implementation of an improved bicycle and pedestrian transit connection between the Brush Creek Park and Ride and the ABC Trail. While this project is included in the long-term plan, there is still significant study and community engagement to assess the feasibility and community support for the project, which is ongoing in 2023. If outcomes of the community engagement in 2023 show support, the project would move to engineering design in 2024. If there is not support from the community or elected officials in the City and the County, this project will be canceled. The current estimates of this project exceed the currently budgeted contribution within the Parks and Open Space fund, and assume partnership funding from the County Open Space and Trails program, or other grant opportunities.								
51694 Wagner Park Brick Sidewalk		\$0	\$245,000	\$0	\$0	\$0	\$0	\$245,000
Project Description: This project anticipates replacing the failing bricks on the north side of Wagner Park following utility primary power work in the area. The bricks have increasingly deteriorated over the last five years, and the timing of this project is mutually beneficial for the parks and utility projects.								
51692 Strategic Plan		\$0	\$230,000	\$0	\$0	\$0	\$0	\$230,000
Project Description: A long range guiding document for Parks and Open Space Department that will provide clear alignment with the community for future park and open space priorities.								
51707 Fleet - Parks - 2024		\$0	\$201,000	\$0	\$0	\$0	\$0	\$201,000
Project Description: Replacement of vehicles and equipment for the Parks and Open Space Department. The Fleet budget is developed with attention to maximum useful life in mind, while also recognizing that older vehicles tend to require more maintenance, which is limited by the department only having one mechanic on staff. Vehicles and equipment are replaced at defined intervals which range generally from 5 to 15 years depending on the type of vehicle, use, and other factors.								
The 2024 vehicle replacements include: a 4 Door Colorado Diesel/Hybrid or F150 Lightning, a Chevy express van hybrid, two CAT 246D Skid steers, a toro 3020, an electric UTV, and a toro workman HDX.								

2024-2033 Capital Budget

100 - Parks and Open Space Fund

Project Title and Description	Prior	2024	2025	2026	2027	2028	Lifetime Budget
51697 Pedestrian Mall Safety Implementation Project Description: Improvements are being planned to improve safety for pedestrians in key areas of the mall. While the design and outreach components are ongoing, this project anticipates that certain improvements will be constructed in 2026.	\$0	\$150,000	\$0	\$1,500,000	\$0	\$0	\$1,650,000
51566 Cozy Point Boarding Facility Renovation Project Description: This project will address the deteriorating boarding facility at Cozy Point Ranch and improve the facility including important safety improvements within the building.	\$0	\$150,000	\$0	\$1,000,000	\$0	\$0	\$1,150,000
51351 Snowmaking System for the Nordic Trail System Project Description: Engineering and installation of a snowmaking system for the Nordic trail system. The first phase of the project in 2024 will be a robust feasibility study of two sites for snowmaking, which may lead to additional phases and seeking partnerships with Nordic skiing stakeholders.	\$0	\$150,000	\$0	\$0	\$0	\$0	\$150,000
51208 Sliding Bi-parting Doors ARC Project Description: Full replacement of the sliding bi-parting doors at the Aspen Recreation Center.	\$0	\$80,000	\$0	\$0	\$0	\$0	\$80,000
50986 Irrigation Efficiency Improvements Project Description: Ongoing project to implement irrigation efficiency improvements throughout parks and city spaces. The Parks and Open Space Department has initiated a shift to a new central control hardware and software system. This will allow for better efficiency and improved data for analysis and tracking. The replacement of these systems will be performed by in house staff with some contracted services to supplement staff time.	\$215,000	\$75,000	\$0	\$0	\$0	\$0	\$290,000
50414 Electrical - ARC - Panel and Wiring Maintenance Project Description: Electrical work: replace components within the main switch gear and motor control center. Address main electrical transformer with current signs of limited capacity. Implement upgrades to proactively prevent loss of facility power, including procurement of switchgear components with a current 14-month lead time. Work will begin in 2024 and is scheduled to be complete by summer 2026 following complete assessments and procurements.	\$0	\$50,000	\$142,860	\$240,230	\$0	\$0	\$433,090

2024-2033 Capital Budget

100 - Parks and Open Space Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
51481 Cozy Point Tractor and Implements		\$75,000	\$50,000	\$100,000	\$50,000	\$50,000	\$50,000	\$525,000
Project Description: This project will incrementally replace aging farm and ranch equipment that the City owns at Cozy Point Ranch. Staff are finalizing a ranch fleet replacement schedule, and these placeholder amounts will be updated to reflect equipment costs and prioritization.								
51701 Pressure Relief Valves for ARC & Ice Garden - 2024		\$0	\$40,000	\$0	\$0	\$0	\$0	\$40,000
Project Description: Replacement of the ammonia high pressure relief valves for ARC & Ice Garden								
51704 Conference Room, Office for Athletic Manager & Coordinator - 2024		\$0	\$30,000	\$250,000	\$0	\$0	\$0	\$280,000
Project Description: In 2024, design and solicitation for construction of the office and conference room project will occur. The new interior space design will 'mirror' the size and layout of the Aspen Junior Hockey offices and turn the old guest services space into offices. The project will improve staff work efficiency and allow for improved guest and customer service.								
51703 ARC - Aquatics Garage Door Replacements - 2024		\$0	\$30,000	\$0	\$0	\$0	\$0	\$30,000
Project Description: Replacement of all aquatics garage doors.								
51702 Dehumidification Wheel - AIG - 2024		\$0	\$25,000	\$0	\$0	\$0	\$0	\$25,000
Project Description: Replace desiccant wheel on Ice Garden De-humidifier.								
51342 Willoughby Park Lift One Corridor		\$0	\$0	\$0	\$1,500,000	\$1,500,000	\$0	\$3,000,000
Project Description: Development of the Lift One Park as part of the Lift One ski corridor project. The City Parks and Open Space Department is responsible for some of the surface finishes around the lift area, the plaza, and public space along Dean Street.								

2024-2033 Capital Budget

100 - Parks and Open Space Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
51698 Truscott Trail		\$0	\$0	\$0	\$0	\$1,500,000	\$0	\$1,500,000
Project Description: The EOTC initiated a project to design a multi-use trail connection from Buttermilk to the Truscott underpass in 2022. The project design and planning is ongoing, and this project anticipates a significant funding allocation to complete the trail following design.								
51570 Recycle Center Asphalt Overlay		\$0	\$0	\$575,000	\$0	\$0	\$0	\$575,000
Project Description: Routine maintenance and overlay of the asphalt at the Rio Grande Recycle Center, Aspen Golf Club, ARC Parking lot. This project aims to align with other City projects such as the Truscott Parking Lot (APCHA), and other streets related asphalt work.								
51476 Cozy Point Roof Replacement		\$75,000	\$0	\$0	\$500,000	\$0	\$0	\$575,000
Project Description: Open Space staff retained an architect and engineer in 2022 to review this structure for potential roof and siding improvements. Structural assessments show that the structure is not sufficiently strong for additional loading and insulation, so a structural replacement is needed. This project will coincide with improvements to the boarding facility.								
50999 Truscott Underpass Concrete and Snowmelt		\$75,000	\$0	\$500,000	\$0	\$0	\$0	\$575,000
Project Description: This project addresses several deficiencies of the Truscott and AABC trail intersections, and will replace a failed snow melt system that services the shady underpass, as well as slight improvements on the south side of the underpass to improve solar gain and reduce icing issues. Finally, there is a significant amount of spalled concrete in this corridor that will be replaced during the overarching project work.								
50283 Fleet - Parks - Out Years		\$0	\$0	\$356,000	\$370,000	\$322,000	\$553,300	\$3,443,300
Project Description: Replacement of vehicles and equipment for the Parks and Open Space Department. The Fleet budget is developed with attention to maximum useful life in mind, while also recognizing that older vehicles tend to require more maintenance, which is limited by the department only having one mechanic on staff. Vehicles and equipment are replaced at defined intervals which range generally from 5 to 15 years depending on the type of vehicle, use, and other factors.								

2024-2033 Capital Budget

100 - Parks and Open Space Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
51532 Jail Trail Stormwater and Surface Replacement		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Project Description: This project anticipates that minor improvements along the trail corridor may be added to the County-funded stormwater improvement project.								
51699 ARC Training Pool Replaster		\$0	\$0	\$300,000	\$0	\$0	\$0	\$300,000
Project Description: Remove and replace compromised 20+ year old plaster surfaces and PVC drain components (white goods).								
51337 Replaster Lap Pool and Hot Tub at the ARC		\$0	\$0	\$215,000	\$0	\$0	\$0	\$215,000
Project Description: Replaster lap pool and hot tub at the Aspen Recreation Center: during COVID while the facility was closed, we took advantage of plastering the family pool. This request is to replaster the lap pool and hot tub. Pool plastering is a type of finishing compound used to coat the inside of a cement pool to create a watertight seal and a pleasing texture for swimmers' feet. Over time this replaster degrades and cause ruff surface for users, which causes injuries to users.								
51471 Koch Volleyball Renovation		\$0	\$0	\$200,000	\$0	\$0	\$0	\$200,000
Project Description: This project will replace the current sand with more appropriate sand for volleyball to improve playability as well as reduce dust and compaction issues.								
50403 Mondo Flooring ARC		\$0	\$0	\$180,000	\$0	\$0	\$0	\$180,000
Project Description: Replacement of Mondo/rubber flooring in lobby, around the rink, and in locker rooms and restrooms.								
50957 Sounds System in ARC		\$0	\$0	\$150,000	\$0	\$0	\$0	\$150,000
Project Description: This is to replace the sound system in ARC that will include aquatics, ice arena, locker rooms, youth center, and common spaces. This will also be utilized for emergencies within the building, employing an "All Call" announcement system. Ease of use will be greatly enhanced. This system will replace the existing distributed sound system with a modern distributed sound system capable of using a variety of inputs.								

2024-2033 Capital Budget

100 - Parks and Open Space Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
50374 Mondo Flooring - (AIG)		\$0	\$0	\$140,000	\$0	\$0	\$0	\$140,000
Project Description: Replacement of Mondo/rubber flooring in lobby, around the rink, and in locker rooms and restrooms.								
50350 Dolinsek Gardens Development		\$804,000	\$0	\$100,000	\$0	\$0	\$0	\$904,000
Project Description: The Dolinsek Park parcel is currently undeveloped, and this project covers the aspects of planning, design, and construction for a new park. The Dolinsek Park will be a fantastic addition to the City's parks portfolio, and will highlight existing gardens, large trees, and new design in the neighborhood. Later, the Dolinsek Park will interface with the Lift One ski corridor and allow for skiing over a portion of the property to reach the bottom terminal of a new Lift One. There are multiple phases associated with this area due to the adjacent Lift One project. This project will demo the old house (2021), and establish the public park space during the summer of 2022, with most improvements happening in the areas of the parcel that will not be impacted by the ski corridor. Staff anticipates that there will be a third wave of work occurring around the time of the Lift One corridor construction and has placed a small amount of funding in 2024 to address any of the areas that will be adjacent to the construction and within the ski corridor. Upon final design completion, staff will utilize National Recreation and Parks Association metrics to define the maintenance tasks and costs for the park and will likely include those with a minor supplemental budget request during the 2023 budget presentation.								
51558 ARC - Aquatics Locker Replacement		\$0	\$0	\$100,000	\$0	\$0	\$0	\$100,000
Project Description: Replacement of aquatics area locker room: women's, men's, hallway locker and gender-neutral bathrooms.								
51700 ARC Pool Drains Remove & Replace		\$0	\$0	\$100,000	\$0	\$0	\$0	\$100,000
Project Description: Comprehensive replacement of perimeter training pool drains and compaction of substrate. Replacement of associated stamped concrete pool deck.								
50361 Interior - Aspen Ice Garden		\$0	\$0	\$60,000	\$0	\$0	\$0	\$112,000
Project Description: Interior work: replace vinyl tile and flooring, repaint walls and ceilings, refinish doors and trim and other patch and repair work.								

2024-2033 Capital Budget

100 - Parks and Open Space Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
51179 Recycling Cans for Commercial Core		\$10,000	\$0	\$40,000	\$40,000	\$0	\$40,000	\$130,000
Project Description: The Parks and Open Space department uses a refurbishment strategy for aging trash and recycling cans, and will overhaul, and repaint cans before purchasing and replacing with new cans. Not only does this reduce waste, but it also reduces the replacement cost and extends the lifespan of these assets. The City maintains over 235 public trash cans throughout the community. This project is for the purchase and install new recycling cans throughout town in high public use areas and anticipates some shifts to compost collection in out years.								
51560 ARC - Hockey Bathroom Stalls in All Locker Rooms		\$0	\$0	\$40,000	\$0	\$0	\$0	\$40,000
Project Description: Replacement of all Hockey Bathroom Stalls in All Locker Rooms								
51563 LIA - Window Upgrade		\$0	\$0	\$40,000	\$0	\$0	\$0	\$40,000
Project Description: Replace frosted blocks and install windows.								
50944 Control System Replacement		\$0	\$0	\$20,000	\$150,000	\$600,000	\$0	\$770,000
Project Description: Replacement of the master facility controls system in the ARC. The entire ARC is controlled with a brain. This brain connects every actuator, balemo valve, temperature setting, in floor heat sensor, HVAC systems, heat exchangers, pool temperatures, ammonia detectors and so many more. Because this system is no longer serviced and is out of date the maintenance team manages this system. Staff are using used parts, but this will not last forever. The industry for large buildings have converted to web based building integrated systems rather than internal building systems. This is the future and it will take a lot to convert this building to new technologies. This will have substantial yearly operating expense if this is not kept inhouse for the maintenance team to manage. Because it will be very cloud based and web driven it will take a lot of IT bandwidth.								
50967 Nordic Snowmobile - Out Years		\$0	\$0	\$20,000	\$0	\$0	\$24,000	\$72,000
Project Description: Routine replacement snowmobiles or utility vehicles used for setting track on the Nordic trail system.								

2024-2033 Capital Budget

100 - Parks and Open Space Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
50402 Reverse Osmosis System Replacement - LIA								
Project Description: Replacement of reverse osmosis water supply at Aspen Ice Garden.	\$0	\$0	\$9,000	\$0	\$0	\$0		\$9,000
51482 Cozy Point Civil Site Improvements								
Project Description: Improvements include closure of the access road from Highway 82 upon completion of the Farm Collaborative Construction, as well as infrastructure and improvements related to housing for ranch workers on site.	\$250,000	\$0	\$0	\$3,000,000	\$0	\$0		\$3,250,000
50348 Iselin Field Replacement								
Project Description: Take out old artificial turf along with the sand and rubber infill and with replace with new turf and fill.	\$0	\$0	\$0	\$700,000	\$0	\$0		\$700,000
51655 Galena Plaza and Pedestrian Corridor								
Project Description: This project anticipates a final phase of construction of the new Galena Plaza. Final designs are yet to be set, and staff anticipate a work session with City Council sometime closer to the project start date.	\$0	\$0	\$0	\$150,000	\$0	\$1,200,000		\$1,350,000
50364 AIG Chiller Replacement								
Project Description: The evaporative components (plate frame chillers) were refurbished by in-house Facilities staff in 2021. The evaporative components will be due for another refurbishment and/or replacement in 2026.	\$0	\$0	\$0	\$150,000	\$0	\$0		\$150,000
50404 Fire/Life Safety - ARC - Fire suppression								
Project Description: Fire/Life Safety work: replace riser, piping and sprinkler heads in the fire sprinkler system.	\$0	\$0	\$0	\$137,990	\$0	\$0		\$137,990
51469 Francis Whitaker Park Improvements								
Project Description: Design changes are needed for Francis Whitaker including possible inclusion of a sidewalk on the Hopkins St side, as well as improvements to the design that encourage greater usability of the park space.	\$0	\$0	\$0	\$100,000	\$0	\$750,000		\$850,000

2024-2033 Capital Budget

100 - Parks and Open Space Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
51537 Marolt Bridge Parapet Repair		\$0	\$0	\$0	\$100,000	\$0	\$400,000	\$500,000
Project Description: Repairs to the coating of the parapet wall on the Marolt Bridge. The project would be relatively complex due to the need to protect Castle Creek from debris during demolition.								
51559 ARC - Aquatics Garage Door Replacements		\$0	\$0	\$0	\$90,000	\$0	\$0	\$90,000
Project Description: Replacement of all aquatics garage doors.								
50397 Boiler Vessel Replacement		\$0	\$0	\$0	\$85,000	\$0	\$0	\$85,000
Project Description: Replacement of Condensing boiler vessel.								
50371 Spectator Infrared heater system replacement		\$0	\$0	\$0	\$50,000	\$0	\$0	\$50,000
Project Description: The replacement of a gas infrared spectator heating system along the patron side of the rink.								
50398 Air to Air Crossflow Heat Exchanger Replacement		\$0	\$0	\$0	\$30,000	\$0	\$0	\$30,000
Project Description: Remove and replace thin aluminum cross-flow heat exchangers with corrosion resistant ones. Due to the corrosive nature of the pool environment, the cross-flow heat exchanges will need to be replaced with phenolic coated exchangers.								
50424 Lewis Ice Arena - Snowmelt Pit Coil - Out Years		\$0	\$0	\$0	\$14,000	\$0	\$0	\$14,000
Project Description: Replacement of existing Lewis Ice Arena snowmelt coil at the end of the coil's useful life.								

2024-2033 Capital Budget

100 - Parks and Open Space Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
51470 Parks Campus Entry and Lower Parks Redevelopment		\$0	\$0	\$0	\$0	\$300,000	\$0	\$6,300,000
Project Description: The lower shop area of the Parks Campus was not redeveloped around 2000 when the remainder of the campus was built. This project aims to study and improve access to the campus from Cemetery Lane, and also to improve functionality of the campus and may include housing for parks seasonal and permanent workers, or the broader City.								
51705 AIG Renovation		\$0	\$0	\$0	\$0	\$250,000	\$0	\$8,250,000
Project Description: AIG Renovation will be determined by the Recreational Facility Master Plan being conducted in 2022-23.								
50373 Site - Aspen Ice Garden		\$0	\$0	\$0	\$0	\$200,000	\$225,000	\$425,000
Project Description: Site work: re-grade site, maintain and replace hardscape and site specialties, snowmelt system, street drainage, options for sliding snow from roof and site lighting. This includes sewer in the street, ADA entrance, and sound mitigation.								
50995 Waite, Snyder, Willa Playground Replacements		\$0	\$0	\$0	\$0	\$200,000	\$0	\$200,000
Project Description: Replacement of the playground equipment at Waite Robinson Park, Snyder Park, and Willa Park. Staff anticipate that contracting for the procurement and installation of these three parks in a single project will provide significant efficiencies in staff time, community engagement, and overall financial savings.								
51695 Interpretive Sign Replacement		\$0	\$0	\$0	\$0	\$200,000	\$0	\$200,000
Project Description: A variety of interpretive signs around the City's parks, trails and open spaces exist. Many of these signs exceed 20 years in age, and are disrepair, or the content needs updated. This project anticipates working with an interpretive designer, and will include the replacement of all existing interpretive signs.								

2024-2033 Capital Budget

100 - Parks and Open Space Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
51696 Wagner Park Bathroom Interpretive Signs		\$0	\$0	\$0	\$0	\$100,000	\$0	\$100,000
Project Description: The historical signs surrounding the Wagner Park bathroom were developed in collaboration with the Aspen Historical Society when the restrooms were built in the early 2000's. These signs are failing in several locations, and this project anticipates partnering with AHS on updated content and replacement signs.								
50958 Sound System in AIG		\$0	\$0	\$0	\$0	\$60,000	\$0	\$60,000
Project Description: This will be to replace sound system in the building and to all locker rooms . This will also be utilized for emergencies within the building.								
50395 Ozone Generator - ARC		\$0	\$0	\$0	\$0	\$55,000	\$0	\$120,000
Project Description: Replacement of the ozone generating system.								
51062 Anderson Park Improvements and Historic Structures Restoration		\$0	\$0	\$0	\$0	\$50,000	\$650,000	\$700,000
Project Description: Planning, design and construction associated with path and driveway alignment improvements and associated landscaping around Anderson Park and adjacent property. Restoration of historic structures per 2008 site report recommendation. As well as Stormwater conveyance and water quality improvements at the outfall from Hwy 82 into Roaring Fork River as part of a larger park improvement in Anderson Park.								
An \$350,000 cash transfer is being made in 2027-2028 from the Stormwater Fund (160) to fund Stormwater's portion of the project's cost.								
50365 Brine Pump - Out Years		\$0	\$0	\$0	\$0	\$50,000	\$0	\$50,000
Project Description: The brine pump is the key piece of equipment pushing the cold brine through the slab in order to make ice.								
50375 Water Heater Replacement - Out Years		\$0	\$0	\$0	\$0	\$25,000	\$0	\$25,000
Project Description: Replacement of Water Heater								

2024-2033 Capital Budget

100 - Parks and Open Space Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
51706 ARC Renovations		\$0	\$0	\$0	\$0	\$0	\$300,000	\$11,300,000
Project Description: ARC Renovations will be determined by the Recreational Facility Master Plan being conducted in 2022-23.								
51472 Rio Grande/John Denver Plaza		\$0	\$0	\$0	\$0	\$0	\$150,000	\$1,650,000
Project Description: Redesign and development of an improved access corridor to John Denver Sanctuary and Rio Grande Park, aiming to connect the Galena St corridor through Galena Plaza and into the Rio Grande park complex.								
50985 Brush / Cougar Creek Restoration		\$0	\$0	\$0	\$0	\$0	\$125,000	\$400,000
Project Description: Project includes design and implementation of an extensive riparian restoration of both Brush and Cougar Creeks, through those sections that are located on Cozy Point Ranch.								
51561 ARC - Interior Doors		\$0	\$0	\$0	\$0	\$0	\$30,000	\$30,000
Project Description: Replacement of all ARC interior doors.								
51473 Burlingame Park Three		\$0	\$0	\$0	\$0	\$0	\$0	\$350,000
Project Description: This project recognizes that the potential future childcare facility will likely require changes to the Burlingame loop trail. There may be a need to reroute the trail crossing to the south side of Harmony Park, and this project will allow for creative connections to the Burlingame loop trail.								
51562 ARC - Restaurant Upgrade		\$0	\$0	\$0	\$0	\$0	\$0	\$200,000
Project Description: Upgrading vent hood, grill, electrical systems in ARC restaurant. This effort will be coordinated with the ARC Expansion and may include changing locations within the building.								
50427 LIA Board Replacement		\$0	\$0	\$0	\$0	\$0	\$0	\$122,000
Project Description: New hockey boards for Lewis Ice Arena.								

2024-2033 Capital Budget

100 - Parks and Open Space Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
51209 Pressure Relief Valves for ARC & Ice Garden		\$0	\$0	\$0	\$0	\$0	\$0	\$30,000
Project Description: Replacement of the ammonia high pressure relief valves for ARC & Ice Garden								
50362 Dehumidification Wheel - AIG		\$0	\$0	\$0	\$0	\$0	\$0	\$30,000
Project Description: Replace desiccant wheel on Ice Garden De-humidifier.								
50428 Dehumidification Wheel - Out Years		\$0	\$0	\$0	\$0	\$0	\$0	\$30,000
Project Description: Replacement of Dehumidification Wheel at Lewis Ice Arena								
51477 Cemetery Lane Underpass		\$0	\$0	\$0	\$0	\$0	\$0	\$3,800,000
Project Description: A trail underpass to connect the ABC and Cemetery Lane trails with the Castle Creek Bridge and Hallam Bike pedway into town.								
An \$875,000 cash transfer is being made in 2032 from the Asset Management Fund (000) to fund Engineering's portion of the project's construction cost.								
50431 Dehumidification Unit - ARC		\$0	\$0	\$0	\$0	\$0	\$0	\$95,000
Project Description: Replacement of the dehumidification system unit, which removes humidity from the ice rink.								
51000 Yellowbrick Playground Replacement		\$0	\$0	\$0	\$0	\$0	\$0	\$375,000
Project Description: Scheduled playground replacement of the Yellow Brick playground.								
51474 Parks and Trails Wayfinding		\$0	\$0	\$0	\$0	\$0	\$0	\$450,000
Project Description: A comprehensive design and update to the wayfinding system within the Aspen Parks and Trails system.								
50430 Pool Slide - Out Years		\$0	\$0	\$0	\$0	\$0	\$0	\$150,000
Project Description: Replacement of the pool water slide.								

2024-2033 Capital Budget

100 - Parks and Open Space Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
51479 Pedestrian Mall Improvements		\$0	\$0	\$0	\$0	\$0	\$0	\$6,000,000
Project Description: This project is anticipated to fund the surface improvements of the pedestrian mall following utility work, as well as other parks-related infrastructure improvements to the pedestrian mall redevelopment. This project placeholder accounts for a rough anticipated cost, however final amounts and elements that will be funded by the Parks Fund will be finalized in future years.								
50367 Desiccant Dehumidifier Replacement - AIG		\$0	\$0	\$0	\$0	\$0	\$0	\$65,000
Project Description: Replacement of Desiccant Dehumidification system								
Subtotal - Capital Projects	\$6,154,000	\$5,651,000	\$3,637,860	\$9,957,220	\$9,462,000	\$4,497,300	\$79,968,380	
40041 Marolt Open Space Maintenance								
Project Description: Implementation of various improvements at Marolt Open Space as directed by the Marolt Management Plan. Planned improvements include restoration of fences, trail reroutes, and signage.	\$75,000	\$75,000	\$75,000	\$0	\$0	\$0	\$0	\$225,000
40108 ARC Facility Maintenance								
Project Description: ARC Facility Capital Maintenance is completed by the Facilities Maintenance Team, an in-house rapid response group that handles real-time modifications and repairs to major capital infrastructure as necessary to avoid interruption of services to the public. Major Capital Infrastructure includes such things as large boiler systems, building automation and control systems, sewage lift stations, water demineralization systems, machinery, heavy equipment and ammonia refrigeration plants. These funds are used to purchase major components, materials, supplies and tools as needed for small projects that address the root cause of break-downs in order to reduce the likelihood or frequency of such failures in the future. Such projects are smaller in nature, but in the aggregate are very significant to successful facility operations.	\$0	\$72,000	\$74,000	\$76,000	\$78,000	\$80,000	\$810,000	
40025 Cozy Point Ranch - Exterior Building Maintenance								
Project Description: Exterior stain and paint for annual maintenance of the structures of Cozy Point.	\$0	\$50,000	\$0	\$55,000	\$0	\$60,000	\$300,000	

2024-2033 Capital Budget

100 - Parks and Open Space Fund

Project Title and Description	Prior	2024	2025	2026	2027	2028	Lifetime Budget	
40010 Upgrades to Technology		\$0	\$46,350	\$47,740	\$50,120	\$51,600	\$52,500	\$532,910
Project Description: Technology upgrades to assist with infrastructure to keep pace with user demands and software upgrades.								
40110 Red Brick Facility Maintenance		\$0	\$42,000	\$43,000	\$44,000	\$45,000	\$46,000	\$465,000
Project Description: Red Brick Facility Capital Maintenance is completed by the Facilities Maintenance Team, an in-house rapid response group that handles real-time modifications and repairs to major capital infrastructure as necessary to avoid interruption of services to the public. At the Red Brick, major Capital Infrastructure includes such things as large boiler systems, building automation and control systems, sewage drain lines, water demineralization systems, machinery, mechanical HVAC systems and lighting systems. These funds are used to purchase major components, materials, supplies and tools as needed for small projects that address the root cause of breakdowns in order to reduce the likelihood or frequency of such failures in the future. Such projects are smaller in nature, but in the aggregate are very significant to successful facility operations.								
40038 Maroon Creek Bridge West Repair		\$0	\$35,000	\$300,000	\$0	\$0	\$0	\$335,000
Project Description: Concrete repairs to the western trail approach to Maroon Creek Bridge due to failing concrete.								
40128 Cemetery Lane Street Trees		\$0	\$35,000	\$0	\$0	\$0	\$0	\$35,000
Project Description: This project aims to complete street tree rehabilitation along Cemetery Lane following initial efforts in 2022. Many trees along the corridor have been damaged over the years by cars, snow plowing, bears, and disease. This second phase will complete the full scope of work and ensure that the landscape is consistent and inline with the intent of the original design.								

2024-2033 Capital Budget

100 - Parks and Open Space Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
40112 Golf Campus and Facility Maintenance - Business Services		\$0	\$32,000	\$33,000	\$34,000	\$35,000	\$36,400	\$375,300
Project Description: Golf Facility Capital Maintenance is completed by the Facilities Maintenance Team, an in-house rapid response group that handles real-time modifications and repairs to major capital infrastructure as necessary to avoid interruption of services to the public. Major Capital Infrastructure includes such things as large boiler systems, building automation and control systems, restaurant equipment, sewage drain lines, and water demineralization systems. These funds are used to purchase major components, materials, supplies and tools as needed for small projects that address the root cause of break-downs in order to reduce the likelihood or frequency of such failures in the future. Such projects are smaller in nature, but in the aggregate are very significant to operations.								
40029 Clay Tennis Courts Maintenance		\$30,700	\$31,700	\$32,700	\$33,700	\$34,800	\$35,900	\$398,500
Project Description: Seasonal preparation for operations and winterizing of clay tennis courts. Including period overhauls, irrigation, fence work and other maintenance.								
40042 Cozy Point Interior Facility Maintenance		\$40,000	\$30,000	\$50,000	\$30,000	\$60,000	\$30,000	\$300,000
Project Description: This project anticipates the need for incremental improvements and maintenance needs to the interior of various buildings at Cozy Point Ranch. These projects are anticipated to include improvements to appliances, lighting, doors, air handling, walls and flooring.								
40127 Nordic Website Accessibility Update		\$0	\$30,000	\$0	\$0	\$0	\$0	\$30,000
Project Description: This project will address requirements for accessibility to the Aspen Snowmass Nordic website.								
40033 Trail Striping		\$29,000	\$29,000	\$31,000	\$31,000	\$33,000	\$33,000	\$378,000
Project Description: Contracted services for the annual paint striping and stenciling of the paved trails network.								

2024-2033 Capital Budget

100 - Parks and Open Space Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
40026 Perennial Floral	\$0	\$25,000	\$0	\$0	\$25,000	\$0	\$102,000	
Project Description: Improvements and additional planting for perennial garden maintenance and upkeep, including John Denver Sanctuary, Rubey Park, Hallam Corridor, and the Roundabout.								
40109 AIG Facility Maintenance	\$0	\$23,000	\$24,000	\$25,000	\$26,000	\$27,000	\$275,000	
Project Description: AIG Facility Capital Maintenance is completed by the Facilities Maintenance Team, an in-house rapid response group that handles real-time modifications and repairs to major capital infrastructure as necessary to avoid interruption of services to the public. Major Capital Infrastructure includes such things as large boiler systems, building automation and control systems, sewage lift stations, water demineralization systems, machinery, heavy equipment and ammonia refrigeration plants. These funds are used to purchase major components, materials, supplies and tools as needed for small projects that address the root cause of break-downs in order to reduce the likelihood or frequency of such failures in the future. Such projects are smaller in nature, but in the aggregate are very significant to successful facility operations.								
40011 AIG & LIA Compressor Overhauls	\$21,000	\$16,000	\$22,000	\$17,000	\$23,000	\$208,000		
Project Description: Major and minor overhauls of the two compressors at the ice facilities. Part of regular maintenance.								
40012 Pool Chemical Room	\$0	\$15,000	\$0	\$0	\$18,000	\$0	\$78,000	
Project Description: Replacement of chemical pumps, tanks, delivery lines, and sensors to the sanitation system of the pools.								

2024-2033 Capital Budget

100 - Parks and Open Space Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
40118 Network Assessment & PCI Compliance		\$0	\$12,000	\$12,000	\$14,000	\$14,000	\$15,000	\$87,000
Project Description: This capital maintenance project is designed to secure the RecNet (APR) network, virtually and physically. In addition, this project will allow us to make needed changes to standardize our credit card security and ensure we are Payment Card Industry (PCI) Compliant. PCI Compliance is mandated by the PCI Security Standard Council, and substantial financial penalties are levied for non-compliance and data breaches. Ensuring we are PCI compliant protects our reputation and builds confidence with our business partners and customers. PCI Compliance is essential to prevent fraud through enhanced security measures and keeps our card holder information and transactions secure. The end result is that we will protect our customers and the City will pay lower annual credit card fees.								
These capital project funds will be used to pay for an initial assessment, which will provide a guiding plan for ongoing work. In the out years, these funds will pay for the ongoing work required to maintain network security and PCI compliance.								
40119 Parks Campus Maintenance		\$0	\$10,400	\$10,800	\$11,200	\$11,600	\$12,100	\$124,100
Project Description: Expenses related to the infrastructure and systems at the parks campus.								
40092 Juniper Hill Road Maintenance		\$0	\$10,000	\$10,200	\$10,400	\$10,600	\$10,810	\$109,930
Project Description: Anticipated capital maintenance funding to maintain the lowest portions of Juniper Hill Road that exist on Cozy Point Open Space, and are utilized to access Cozy Point Ranch.								
40036 ARC Parking Lot Overlay		\$0	\$0	\$350,000	\$0	\$0	\$0	\$350,000
Project Description: An asphalt overlay of the ARC parking lot based on the expected lifespan of an asphalt parking lot. This project will overlay the asphalt, and repair potholes, cracks and other issues.								
40037 Golf Parking Lot Overlay		\$0	\$0	\$350,000	\$0	\$0	\$0	\$350,000
Project Description: An asphalt overlay of the Golf parking lot based on the expected lifespan of an asphalt parking lot. This project will overlay the asphalt, and repair potholes, cracks and other issues.								

2024-2033 Capital Budget

100 - Parks and Open Space Fund

Project Title and Description	Prior	Annual Budget						Lifetime Budget
		2024	2025	2026	2027	2028		
40031 Trail Surface Improvements		\$175,000	\$0	\$175,000	\$0	\$175,000	\$0	\$1,150,000
Project Description: The annual maintenance and improvements to the existing hard surface trail system, including concrete and asphalt surfaces.								
40035 Glory Hole Park Improvements		\$0	\$0	\$100,000	\$0	\$0	\$0	\$100,000
Project Description: Limited Improvements to Glory Hole Park and Wheeler Ditch to improve the flow of water through the park, and to reduce sediment impacts from stormwater events to the pedestrian mall and water reaching John Denver Sanctuary.								
40016 Structure - ARC - Lewis Ice Arena Foundation Repair		\$0	\$0	\$59,680	\$0	\$0	\$0	\$59,680
Project Description: This is for structural foundation work on the ball field side to protect against snow and water that falls from the roof.								
40017 Interior Renovations		\$0	\$0	\$35,000	\$0	\$0	\$0	\$85,000
Project Description: Interior replacement of carpet, painting, lighting, restroom/shower fixtures, etc.								
40030 Core City Network - Parks		\$4,135	\$0	\$2,500	\$9,000	\$0	\$3,200	\$33,535
Project Description: Replacement of core network switching and routing equipment.								
40019 Roofing - Aspen Ice Garden		\$0	\$0	\$0	\$125,000	\$0	\$0	\$125,000
Project Description: Roof work: replace roofing and flashings, soffit, and snow fence.								
40034 Parks and Trails Fence Replacement		\$150,000	\$0	\$0	\$75,000	\$0	\$0	\$375,000
Project Description: Contracted services to replace aging fencing infrastructure throughout the parks and trails network.								

2024-2033 Capital Budget

100 - Parks and Open Space Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
40018 Pool - ARC		\$0	\$0	\$0	\$65,000	\$0	\$0	\$65,000
Project Description: Pool work: refinish and restore pool deck, walls, anchors, doors, drainage systems.								
40027 Moore/Rotary Infield Maintenance		\$0	\$0	\$0	\$0	\$48,000	\$0	\$48,000
Project Description: Remove old infield material and replace with new materials.								
Subtotal - Capital Maintenance		\$503,835	\$624,450	\$1,831,620	\$710,420	\$682,600	\$464,910	\$7,909,955
Grand Total		\$6,657,835	\$6,275,450	\$5,469,480	\$10,667,640	\$10,144,600	\$4,962,210	\$87,878,335



120 – Arts and Culture Fund

**City of Aspen Budget
120 - Arts and Culture Fund**

As of 09/07/2023

	2022	2023 Adjusted Budget	2023	2024	2024 Supplemental Requests	2024 Request	2025	2026	2027	2028
	Actuals		Forecast	Base Budget			Projection	Projection	Projection	Projection
Opening Balance	\$41,799,070	\$50,396,972	\$50,396,972	\$46,454,854	\$0	\$46,454,854	\$47,636,053	\$48,270,803	\$49,323,763	\$48,843,403
Real Estate Transfer Tax - Sunset	\$8,807,528	\$5,000,000	\$6,600,000	\$6,600,000	\$0	\$6,600,000	\$6,930,000	\$7,276,500	\$7,640,330	\$8,022,350
Investment Income	(\$219,891)	\$0	\$2,015,900	\$1,393,600	\$0	\$1,393,600	\$952,720	\$965,420	\$986,480	\$976,870
Other Revenues	\$33,970	\$1,000	\$1,000	\$1,000	\$0	\$1,000	\$1,020	\$1,040	\$1,060	\$1,080
Non-Classified	\$8,621,606	\$5,001,000	\$8,616,900	\$7,994,600	\$0	\$7,994,600	\$7,883,740	\$8,242,960	\$8,627,870	\$9,000,300
Presented Events	\$247,693	\$504,350	\$716,420	\$455,800	\$0	\$455,800	\$464,920	\$474,220	\$483,700	\$493,370
Rental Events	\$112,926	\$90,150	\$132,490	\$133,960	\$0	\$133,960	\$136,640	\$139,370	\$142,150	\$145,000
Box Office	\$146,222	\$132,050	\$125,620	\$171,060	\$0	\$171,060	\$174,480	\$177,960	\$181,530	\$185,170
Wheeler Revenues	\$506,841	\$726,550	\$974,530	\$760,820	\$0	\$760,820	\$776,040	\$791,550	\$807,380	\$823,540
Wheeler - Rental Spaces	\$204,945	\$217,070	\$217,330	\$226,470	\$0	\$226,470	\$231,000	\$235,620	\$240,330	\$245,130
Wheeler Rental Spaces	\$204,945	\$217,070	\$217,330	\$226,470	\$0	\$226,470	\$231,000	\$235,620	\$240,330	\$245,130
Wheeler Revenues	\$711,785	\$943,620	\$1,191,860	\$987,290	\$0	\$987,290	\$1,007,040	\$1,027,170	\$1,047,710	\$1,068,670
Administration Revenues	\$336	\$49,500	\$47,500	\$41,000	\$0	\$41,000	\$41,820	\$42,660	\$43,510	\$44,380
Rental Revenues	\$0	\$389,820	\$392,320	\$399,850	\$0	\$399,850	\$407,850	\$416,000	\$424,320	\$432,820
Red Brick Center of the Arts	\$336	\$439,320	\$439,820	\$440,850	\$0	\$440,850	\$449,670	\$458,660	\$467,830	\$477,200
Revenues In	\$9,333,727	\$6,383,940	\$10,248,580	\$9,422,740	\$0	\$9,422,740	\$9,340,450	\$9,728,790	\$10,143,410	\$10,546,170
From the General Fund	\$20,691	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
From the Water Fund	\$30,569	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transfers In	\$51,260	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$9,384,987	\$6,383,940	\$10,248,580	\$9,422,740	\$0	\$9,422,740	\$9,340,450	\$9,728,790	\$10,143,410	\$10,546,170
General Administrative	\$428,520	\$398,260	\$398,260	\$429,619	\$0	\$429,619	\$444,970	\$460,990	\$477,720	\$495,190
Public Outreach	\$74,023	\$545,470	\$545,470	\$460,450	\$0	\$460,450	\$469,670	\$479,070	\$488,630	\$498,410
Minor Capital Outlay	\$13,869	\$16,230	\$16,230	\$9,970	\$0	\$9,970	\$10,170	\$10,370	\$10,580	\$10,790
Wheeler Administration	\$516,412	\$959,960	\$959,960	\$900,039	\$0	\$900,039	\$924,810	\$950,430	\$976,930	\$1,004,390
Presented Events	\$749,019	\$1,561,750	\$1,561,750	\$1,819,031	\$250	\$1,819,281	\$1,870,690	\$1,924,210	\$1,979,650	\$2,037,100
Rental Events	\$373,152	\$433,570	\$433,570	\$617,924	\$500	\$618,424	\$643,060	\$669,390	\$696,980	\$725,910
Box Office	\$166,747	\$201,290	\$201,290	\$320,809	\$500	\$321,309	\$332,290	\$344,280	\$356,830	\$369,960
Indirect Production Costs	\$325,581	\$331,870	\$331,870	\$77,445	\$1,260	\$78,705	\$79,190	\$80,970	\$82,810	\$84,660
Wheeler Productions	\$1,614,499	\$2,528,480	\$2,528,480	\$2,835,209	\$2,510	\$2,837,719	\$2,925,230	\$3,018,850	\$3,116,270	\$3,217,630
Wheeler - Theatre Spaces	\$376,678	\$485,130	\$485,130	\$530,096	\$0	\$530,096	\$545,960	\$562,400	\$579,470	\$597,200
Wheeler - Rental Spaces	\$10,225	\$25,810	\$25,810	\$20,500	\$0	\$20,500	\$20,910	\$21,320	\$21,740	\$22,160
Wheeler Facilities Maintenance	\$386,904	\$510,940	\$510,940	\$550,596	\$0	\$550,596	\$566,870	\$583,720	\$601,210	\$619,360
General Administrative	\$1,875	\$473,490	\$473,490	\$420,264	\$30,070	\$450,334	\$516,870	\$535,200	\$554,340	\$574,310
Minor Capital Outlay	\$0	\$1,640	\$1,640	\$650	\$0	\$650	\$660	\$670	\$680	\$690
Red Brick Administration	\$1,875	\$475,130	\$475,130	\$420,914	\$30,070	\$450,984	\$517,530	\$535,870	\$555,020	\$575,000
Red Brick Building	\$782	\$285,430	\$285,430	\$298,713	\$70,290	\$369,003	\$378,630	\$391,350	\$404,600	\$418,410
Red Brick Facilities Maintenance	\$782	\$285,430	\$285,430	\$298,713	\$70,290	\$369,003	\$378,630	\$391,350	\$404,600	\$418,410

City of Aspen Budget
120 - Arts and Culture Fund

As of 09/07/2023

	2022	2023 Adjusted Budget	2023	2024	2024 Supplemental Requests	2024 Request	2025	2026	2027	2028
	Actuals		Forecast	Base Budget			Projection	Projection	Projection	Projection
Arts Grants	\$620,271	\$1,236,310	\$1,236,310	\$1,240,500	\$0	\$1,240,500	\$1,241,800	\$1,243,180	\$1,244,620	\$1,246,130
Grants	\$620,271	\$1,236,310	\$1,236,310	\$1,240,500	\$0	\$1,240,500	\$1,241,800	\$1,243,180	\$1,244,620	\$1,246,130
Operating	\$3,140,744	\$6,210,050	\$6,210,050	\$6,245,971	\$102,870	\$6,348,841	\$6,554,870	\$6,723,400	\$6,898,650	\$7,080,920
Capital Projects	\$543,298	\$4,381,332	\$4,381,332	\$590,000	\$0	\$590,000	\$785,000	\$625,000	\$2,364,000	\$625,000
Capital Maintenance	\$0	\$28,800	\$28,800	\$50,000	\$0	\$50,000	\$22,500	\$62,400	\$135,480	\$46,300
Wheeler Capital	\$543,298	\$4,410,132	\$4,410,132	\$640,000	\$0	\$640,000	\$807,500	\$687,400	\$2,499,480	\$671,300
Capital Projects	\$0	\$2,482,467	\$2,482,467	\$105,000	\$0	\$105,000	\$25,000	\$0	\$0	\$250,000
Capital Maintenance	\$0	\$23,549	\$23,549	\$0	\$0	\$0	\$148,000	\$57,000	\$0	\$0
Red Brick Capital	\$0	\$2,506,016	\$2,506,016	\$105,000	\$0	\$105,000	\$173,000	\$57,000	\$0	\$250,000
General Fund Overhead	\$418,100	\$438,730	\$438,730	\$625,600	\$0	\$625,600	\$662,340	\$694,760	\$739,920	\$723,290
IT Overhead	\$138,300	\$182,000	\$182,000	\$164,700	\$0	\$164,700	\$157,310	\$162,200	\$148,770	\$160,700
Wheeler Overhead Allocations	\$556,400	\$620,730	\$620,730	\$790,300	\$0	\$790,300	\$819,650	\$856,960	\$888,690	\$883,990
General Fund Overhead	\$0	\$170,670	\$170,670	\$98,200	\$0	\$98,200	\$86,760	\$80,540	\$62,480	\$107,210
IT Overhead	\$0	\$25,900	\$25,900	\$24,000	\$0	\$24,000	\$22,920	\$23,630	\$21,670	\$23,410
Red Brick Overhead Allocations	\$0	\$196,570	\$196,570	\$122,200	\$0	\$122,200	\$109,680	\$104,170	\$84,150	\$130,620
To the General Fund	\$250,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
To the Employee Housing Fund	\$124,700	\$180,600	\$180,600	\$194,600	\$0	\$194,600	\$199,400	\$204,300	\$209,200	\$214,000
Other Wheeler Transfers	\$374,700	\$180,600	\$180,600	\$194,600	\$0	\$194,600	\$199,400	\$204,300	\$209,200	\$214,000
To the Employee Housing Fund	\$0	\$41,300	\$41,300	\$40,600	\$0	\$40,600	\$41,600	\$42,600	\$43,600	\$44,600
Other Red Brick Transfers	\$0	\$41,300	\$41,300	\$40,600	\$0	\$40,600	\$41,600	\$42,600	\$43,600	\$44,600
To the General Fund	\$27,410	\$25,300	\$25,300	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Non-Classified Transfers	\$27,410	\$25,300	\$25,300	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transfers Out	\$958,510	\$1,064,500	\$1,064,500	\$1,147,700	\$0	\$1,147,700	\$1,170,330	\$1,208,030	\$1,225,640	\$1,273,210
Total Uses	\$4,642,552	\$14,190,698	\$14,190,698	\$8,138,671	\$102,870	\$8,241,541	\$8,705,700	\$8,675,830	\$10,623,770	\$9,275,430
Targeted Reserve (100% of Uses)	\$1,160,638	\$3,547,675	\$3,547,675	\$8,138,671		\$8,241,541	\$8,705,700	\$8,675,830	\$10,623,770	\$9,275,430
GAAP Adjustment to Working Capital										
GAAP For GF COVID Loan	\$2,283,213									
GAAP For Water Loan	\$1,572,254									
GAAP Adjustment to Working Capital	\$3,855,467	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ending Fund Balance	\$50,396,972	\$42,590,214	\$46,454,854	\$47,738,923	(\$102,870)	\$47,636,053	\$48,270,803	\$49,323,763	\$48,843,403	\$50,114,143
Historical Wheeler Dedicated Balance	\$49,216,618	\$40,799,396	\$43,039,236	\$39,510,382		\$39,507,872	\$35,225,192	\$30,917,162	\$24,660,632	\$20,096,582
Wheeler, Arts & Culture - Expanded Use	\$1,180,354	\$1,790,818	\$3,415,618	\$8,228,541		\$8,128,181	\$13,045,611	\$18,406,601	\$24,182,771	\$30,017,561
Ending Balance as % of Targeted Reserve	4,342%	1,201%	1,309%	587%		578%	554%	569%	460%	540%
Over/(Short) of Targeted Reserve	\$49,236,334	\$39,042,539	\$42,907,179	\$39,600,253		\$39,394,513	\$39,565,103	\$40,647,933	\$38,219,633	\$40,838,713
Change in Fund Balance	\$4,742,435	(\$7,806,758)	(\$3,942,118)	\$1,284,069	(\$102,870)	\$1,181,199	\$634,750	\$1,052,960	(\$480,360)	\$1,270,740

2024 Major Capital Projects

51519 Theatre Sound System Replacement

- Replacement Of Amplifiers, Onstage Monitors, Main and Sub House Speakers
- Promotes Best Sound Experience and Provides Greater Programming Capability
- Reduces Physical and Electrical Footprints
- 2024: Anticipated Completion Date

Task Level Budget

Acquisitions	\$500,000
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Appropriations by Year

Prior Years	\$210,000
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2024	\$290,000
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Out Years	\$0
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Lifetime Budget	\$500,000
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2024-2033 Capital Budget

120 - Arts and Culture Fund

513 - Wheeler Opera House

Project Title and Description	Prior	2024	2025	2026	2027	2028	Lifetime Budget
51519 Theatre Sound System Replacement		\$210,000	\$290,000	\$0	\$0	\$0	\$500,000
Project Description: Replacing all components of theatre sound system will promote the best sound experience for our performers and audiences while reducing the equipment's physical and electrical footprints.							
This project represents a full replacement of the speaker and monitor system in the theatre: amplifiers, onstage performer monitors, and main and sub house speakers. An assessment of the existing system indicates it may be the system installed during the 1984 reopening of the Wheeler. This equipment is already ten years past useful life, and current technology, sound requirements, energy usage and even the size of components has changed drastically over 30+ years.							
51711 Captioning System and Accessibility Upgrades		\$0	\$100,000	\$0	\$0	\$0	\$100,000
Project Description: Accessibility upgrades to the theatre and back of house will improve the experience for our patron, performers, volunteers, and staff and demonstrate our continued commitment to creating an inclusive performance space in the community.							
This project will fund accessibility improvements to the theatre and back of house spaces and will likely include the replacement of moveable seats in theater, the purchase and installation of a captioning system, a seating reconfiguration for improved accessibility, as well as a back of house accessibility assessment and associated implementation.							
Future accessibility upgrades will be proposed as their own projects, so we are not including out-year funding at this time.							
51712 Bar Lobby Furniture Upgrades		\$0	\$100,000	\$0	\$0	\$0	\$100,000
Project Description: This project will address feedback received about the patron experience in the bar lobby. The existing furniture occupies a large footprint without maximizing seating capacity. The current waste-stations are confusing to use, leading to contamination in the recycle and compost streams. This project aims to replace the existing furniture, including chairs, tables, and waste stations to increase seating, improve egress, and encourage best practices for waste disposal.							

2024-2033 Capital Budget

120 - Arts and Culture Fund

513 - Wheeler Opera House

Project Title and Description	Prior	2024	2025	2026	2027	2028	Lifetime Budget
51710 Front of House Carpeting Replacement							
<p>Project Description: Maintaining functional and beautiful public spaces ensures the Wheeler Opera House consistently provides top-quality experiences for our community. This project addresses regular wear and tear to carpet by funding the scheduled replacement of carpeting in the heavily trafficked public spaces.</p> <p>Currently, the Wheeler has both synthetic carpeting and natural fiber carpeting installed. Both materials have benefits and drawbacks: synthetic material is easier to maintain, is mold and mildew resistant, and is more affordable, but requires more frequent replacement, whereas natural fiber is more durable, has the potential to reduce static buildup, requires less frequent replacement, but is more expensive. The decision on which material to install was based primarily on how the spaces are used (by location). Overall the performance of the carpet by location has been as anticipated, and the use of both synthetic carpeting and natural fiber carpeting will continue.</p> <p>Schedule replacement is dependent upon location, this project funds replacement of carpeting in the grand staircase, bar lobby, and theatre. Out Year Funding can be located in project 50527 Interior Improvements.</p>	\$0	\$65,000	\$0	\$0	\$0	\$0	\$65,000
51709 Tenant Space Capital Improvements							
<p>Project Description: This project provides funding for improvements and equipment that may be needed in the tenant space based on the outcomes of the current leaseholder's renewal application review.</p> <p>The lease for the current tenant, Valley Fine Art, is set to expire in 2023.</p>	\$0	\$20,000	\$0	\$0	\$0	\$0	\$20,000
51708 Theatre Lighting Dimmer Rack Upgrades							
<p>Project Description: As stewards of a historic performing arts space, replacement of theatrical equipment, whether for anticipated maintenance or due to unexpected damage, ensures we consistently provide top-quality technology for reliable operations. This project replaces the existing lighting dimmer rack's dimming modules with relay modules, likely ThruPower modules or other emerging technologies.</p>	\$0	\$15,000	\$0	\$0	\$0	\$0	\$15,000

2024-2033 Capital Budget

120 - Arts and Culture Fund

513 - Wheeler Opera House

Project Title and Description	Prior	2024	2025	2026	2027	2028	Lifetime Budget
51713 Building Improvements - Out Years		\$0	\$0	\$500,000	\$500,000	\$500,000	\$4,500,000
Project Description: As stewards of a historic performing arts space, replacement of building systems and equipment, whether for anticipated maintenance or due to unexpected damage, ensures uninterrupted operations of the building. This placeholder project funds replacements, upgrades, and improvements to the systems and equipment responsible for proper building function and operations, including but not limited to the purchase of electric boilers, site and sidewalk improvements.							
51035 Vault Bar Lobby Theatrical Improvements - Out Years		\$0	\$0	\$225,000	\$0	\$0	\$225,000
Project Description: In addition to a 500-seat mainstage space, the Wheeler is home to a smaller auxiliary performance space in the Vault Bar lobby. Increasingly, the Wheeler and community organizations are utilizing this smaller stage for intimate events, summer programs, and more. Expansion of the theatrical systems in place will allow staff and performers to offer events in the space without compromising on artistry or patron experience.							
This placeholder project funds improvements to the Vault Lobby theatrical system, including but not limited to: sound system and microphones, projector and screen, stage decking, soft goods, additional stage furniture, and more.							
51037 Production Improvements - Out Years		\$0	\$0	\$40,000	\$25,000	\$200,000	\$25,000
Project Description: As stewards of a historic performing arts space, replacement of theatrical equipment, whether for anticipated maintenance or due to unexpected damage, ensures we consistently provide top-quality technology for reliable operations. This placeholder project provides funding for such improvements and allows us to maintain a reputation of exceptional experiences for performers and patrons alike.							
As of an internal 2023 assessment of theatrical equipment, the following projects are likely to be funded through this project in the upcoming years : Complete replacement of all theatrical masking curtains for consistency, complete sound monitor system replacement and expansion, upgrade to our current microphone inventory for better sound replication, upgrade current video switching components and projection infrastructure, and upgrade essential communication systems throughout the Wheeler.							

2024-2033 Capital Budget

120 - Arts and Culture Fund

513 - Wheeler Opera House

Project Title and Description	Prior	2024	2025	2026	2027	2028	Lifetime Budget	
51034 Restaurant Improvements - Out Years		\$0	\$0	\$20,000	\$50,000	\$50,000	\$0	\$300,000
Project Description: Thorough and timely maintenance to the leased restaurant space is vital to the success of that business, which contributes to the vibrance of the community. This project funds regular maintenance and repair to equipment and systems in place in that space.								
As defined in the lease agreement, the City/Landlord is responsible for utility hookups, ANSI complaint ADA lift, fire suppression system, kitchen exhaust system, grease trap system, HVAC system, awnings, etc. This placeholder project funds any repair and maintenance needed to these items.								
The lease of the current tenant, Aspen Public House, is set to expire in 2029.								
51234 Administrative Equipment Purchases - Out Years		\$0	\$0	\$0	\$50,000	\$14,000	\$0	\$64,000
Project Description: This placeholder project provides funding for improvements necessary to administrative equipment and workspaces due to regular usage, unexpected damage, and to address safety, ergonomics, accessibility, and improvements to technology.								
Equipment purchases will include the replacement of 3 Wheeler printers; including at least one secure, high-volume color multifunction Xerox printer (estimated between \$6,000 - \$12,000) and two Xerox desktop printers (estimated \$1000 each). Workspace improvements may include minor office remodels and furniture purchases.								
51714 Wheeler Roof Replacement		\$0	\$0	\$0	\$0	\$1,500,000	\$0	\$1,500,000
Project Description: The Wheeler Opera House membrane roof is nearing its end of life. This placeholder project funds the removal and replacement of all membrane roofing and tapered insulation; the standing seam portion of the roof does not need replacing at this time.								

2024-2033 Capital Budget

120 - Arts and Culture Fund

513 - Wheeler Opera House

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
50527 Interior - Wheeler Opera House Public Spaces		\$0	\$0	\$0	\$0	\$100,000	\$80,000	\$430,000
Project Description: Maintaining functional and beautiful interior spaces ensures the Wheeler Opera House consistently provides top-quality experiences for all venue users. This placeholder project provides funding for improvements necessary to public and back of house spaces due to regular usage, unexpected damage, and to address safety, ergonomics, and accessibility, including but not limited to replacement of carpeting, furniture, and minor remodels to public and back of house spaces.								
50532 Faux Ceiling Painting - Out Years		\$0	\$0	\$0	\$0	\$0	\$20,000	\$20,000
Project Description: Preserving the history and beauty of the theatre interior facade is achieved through regular maintenance and repair and at times requires specialized, skilled craftworkers. This placeholder project funds an array of work needed to maintain the interior facade, including but not limited to plaster and painting touch ups, woodworking, faux finishing, etc.								
This project was last completed in 2018, repair and maintenance is anticipated in 2025.								
50523 Electrical - Wheeler Opera House		\$0	\$0	\$0	\$0	\$0	\$0	\$4,000,000
Project Description: This placeholder project includes an assessment of the Wheeler's electrical transformer load, needs, and condition. Timing and funding amounts dependent on input from Asset; it would be a Capital Asset project.								
51039 Auditorium Seating Replacement - Out Years		\$0	\$0	\$0	\$0	\$0	\$0	\$935,810
Project Description: Promoting both safety and comfort in the theatre is vital to the Wheeler's enduring success and reputation as an immaculately maintained historic theatre. This placeholder project funds the replacement of seating in the theatre to address wear and tear and provide opportunities for safety and accessibility assessments.								
This work is performed on a 15 year schedule and was last completed in 2018. The out year funding will be budgeted during the 2028 Capital Planning.								
Subtotal - Capital Projects		\$210,000	\$590,000	\$785,000	\$625,000	\$2,364,000	\$625,000	\$13,439,810

2024-2033 Capital Budget

120 - Arts and Culture Fund

513 - Wheeler Opera House

Project Title and Description	Prior	2024	2025	2026	2027	2028	Lifetime Budget
40046 Site - Wheeler Opera House		\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$220,000
Project Description: This capital maintenance placeholder is meant to allocate funds for unanticipated replacements and additions necessary to maintain the safety and public enjoyment of a complex hundred + year old building.							
40043 Elevator System Maintenance		\$0	\$10,000	\$0	\$10,000	\$0	\$50,000
Project Description: Maintenance of elevator components to ensure state compliance.							
40048 Wheeler Opera House Exterior		\$0	\$10,000	\$0	\$10,000	\$0	\$50,000
Project Description: After the masonry project is completed the façade will need regular inspections to ensure it is well maintained.							
40047 HVAC Maintenance/Upgrades		\$0	\$10,000	\$0	\$0	\$105,000	\$120,000
Project Description: Maintenance and upgrades for the entire HVAC system to ensure the system meets state and life safety regulations.							
40045 Core City Network - Wheeler		\$8,800	\$0	\$2,500	\$22,400	\$0	\$71,200
Project Description: Replacement of core network switching, routing equipment and wireless access points.							
40044 Plumbing - Wheeler Opera House		\$0	\$0	\$0	\$0	\$10,480	\$10,480
Project Description: Maintenance of plumbing due to normal wear and tear.							
Subtotal - Capital Maintenance		\$28,800	\$50,000	\$22,500	\$62,400	\$135,480	\$46,300
Grand Total		\$238,800	\$640,000	\$807,500	\$687,400	\$2,499,480	\$671,300
							\$13,961,490

2024-2033 Capital Budget

120 - Arts and Culture Fund

552 - Red Brick Arts

Project Title and Description	Prior	2024	2025	2026	2027	2028	Lifetime Budget
		\$0	\$50,000	\$0	\$0	\$0	
51715 North Entrance Interior - Red Brick Arts Project Description: This project will replace flooring, ceiling and wall finish materials in the common area shared by Grassroots TV, Aspen Public Radio, and Recreation staff. Lighting fixture upgrades will be included to improve energy efficiency and overall lighting levels for access safety.		\$0	\$50,000	\$0	\$0	\$0	\$50,000
51716 Classroom Interior - Red Brick Arts Project Description: This project will be to replace the original wood floor. Due to the age and past use patterns of the floor, it can no longer be adequately maintained using standard refinishing practices. During recent flooring refinish of the central gallery space, the art classroom floor was evaluated and a need for replacement vs. refinish was identified.		\$0	\$30,000	\$0	\$0	\$0	\$30,000
51717 Plumbing - Red Brick Arts Project Description: Current plumbing infrastructure within the building is irregular and difficult to maintain due to an inconsistency of materials. This project will renovate and repair the most problematic plumbing infrastructure within the building's crawlspace, ensuring the new infrastructure meets current building code requirements.		\$0	\$25,000	\$25,000	\$0	\$0	\$50,000
51564 Red Brick Master Plan Project Description: A Master Plan will be developed for the entire Red Brick facility assessing wholistically the different uses between the arts and gym side and look to achieve efficiency, improved functionality, and higher community benefit.		\$0	\$0	\$0	\$0	\$250,000	\$250,000
Subtotal - Capital Projects		\$0	\$105,000	\$25,000	\$0	\$250,000	\$380,000

2024-2033 Capital Budget

120 - Arts and Culture Fund

552 - Red Brick Arts

Project Title and Description	Prior	2024	2025	2026	2027	2028	Lifetime Budget
40022 Window and Door Maintenance		\$0	\$0	\$100,000	\$0	\$0	\$376,000
Project Description: Ongoing capital maintenance of windows and doors for the Red Brick facility							
40023 HVAC Maintenance		\$0	\$0	\$48,000	\$57,000	\$0	\$105,000
Project Description: Anticipated HVAC Maintenance includes work on control systems, as well as consideration for future efficiency improvements such as mini-split heat pumps or other technology.							
Subtotal - Capital Maintenance		\$0	\$0	\$148,000	\$57,000	\$0	\$481,000
Grand Total		\$0	\$105,000	\$173,000	\$57,000	\$0	\$861,000



CITY OF ASPEN

130 - Tourism Promotion Fund

**City of Aspen Budget
130 - Tourism Promotion Fund**

As of 09/07/2023

	2022 Actuals	2023 Adjusted Budget	2023 Forecast	2024 Base Budget	2024 Supplemental Requests	2024 Request	2025 Projection	2026 Projection	2027 Projection	2028 Projection
Opening Balance	\$431,880	\$187,921	\$187,921	\$287,922		\$287,922	\$300,000	\$300,000	\$300,000	\$300,000
Lodging Tax	\$4,383,353	\$3,995,250	\$4,500,750	\$4,545,750	\$0	\$4,545,750	\$4,727,580	\$4,916,680	\$5,113,350	\$5,317,880
Private Contribution - Reserves	\$0	\$100,000	\$100,000	\$12,078	\$0	\$12,078	\$0	\$0	\$0	\$0
Investment Income	(\$9,704)	\$0	\$0	\$0	\$0	\$0	\$6,000	\$6,000	\$6,000	\$6,000
Marketing and Tourism Promotion	\$4,373,648	\$4,095,250	\$4,600,750	\$4,557,828	\$0	\$4,557,828	\$4,733,580	\$4,922,680	\$5,119,350	\$5,323,880
Revenues In	\$4,373,648	\$4,095,250	\$4,600,750	\$4,557,828	\$0	\$4,557,828	\$4,733,580	\$4,922,680	\$5,119,350	\$5,323,880
Total Revenues	\$4,373,648	\$4,095,250	\$4,600,750	\$4,557,828	\$0	\$4,557,828	\$4,733,580	\$4,922,680	\$5,119,350	\$5,323,880
Marketing and Tourism Promotion	\$4,617,605	\$3,995,250	\$4,500,750	\$4,545,750	\$0	\$4,545,750	\$4,733,580	\$4,922,680	\$5,119,350	\$5,323,880
Operating	\$4,617,605	\$3,995,250	\$4,500,750	\$4,545,750	\$0	\$4,545,750	\$4,733,580	\$4,922,680	\$5,119,350	\$5,323,880
Total Uses	\$4,617,605	\$3,995,250	\$4,500,750	\$4,545,750	\$0	\$4,545,750	\$4,733,580	\$4,922,680	\$5,119,350	\$5,323,880
GAAP Adjustment to Working Capital	(\$2)									
Ending Fund Balance	\$187,921	\$287,921	\$287,922	\$300,000		\$300,000	\$300,000	\$300,000	\$300,000	\$300,000
Change in Fund Balance	(\$243,957)	\$100,000	\$100,000	\$12,078	\$0	\$12,078	\$0	\$0	\$0	\$0



CITY OF ASPEN

131 - Public Education Fund

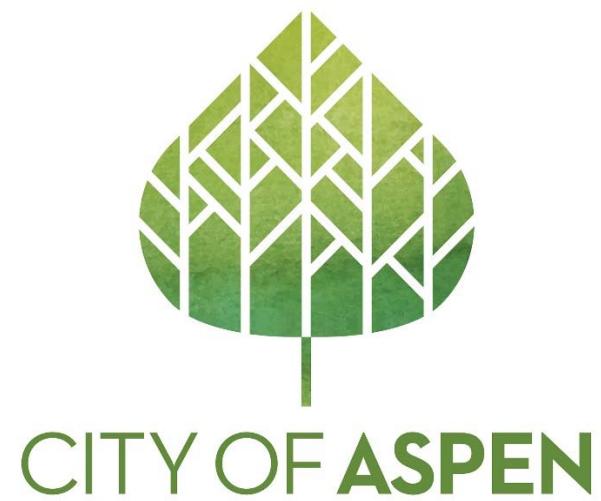
**City of Aspen Budget
131 - Public Education Fund**

As of 09/07/2023

	2022	2023 Adjusted Budget	2023 Forecast	2024 Base Budget	2024 Supplemental Requests	2024 Request	2025 Projection	2026 Projection	2027 Projection	2028 Projection
	Actuals									
Opening Balance	\$2,370	\$2,198	\$2,197.67	\$0	\$0	\$0	\$0	\$0	\$0	\$0
0.3% Sales Tax - Sunset	\$3,644,119	\$4,317,120	\$3,673,100	\$4,485,360	\$0	\$4,485,360	\$4,664,770	\$4,851,360	\$5,045,410	\$5,247,230
Other Revenues	\$19,900	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Public Education Funds	\$3,664,018	\$4,317,120	\$3,673,100	\$4,485,360	\$0	\$4,485,360	\$4,664,770	\$4,851,360	\$5,045,410	\$5,247,230
Revenues In	\$3,664,018	\$4,317,120	\$3,673,100	\$4,485,360	\$0	\$4,485,360	\$4,664,770	\$4,851,360	\$5,045,410	\$5,247,230
Total Revenues	\$3,664,018	\$4,317,120	\$3,673,100	\$4,485,360	\$0	\$4,485,360	\$4,664,770	\$4,851,360	\$5,045,410	\$5,247,230
61000 - Public Education Funds (Administration)	\$73,284	\$85,220	\$73,460	\$89,710	\$0	\$89,710	\$93,300	\$97,030	\$100,910	\$104,940
61000 - Public Education Funds (Disbursements)	\$3,590,905	\$4,231,900	\$3,601,838	\$4,395,650	\$0	\$4,395,650	\$4,571,470	\$4,754,330	\$4,944,500	\$5,142,290
Public Education Funds	\$3,664,189	\$4,317,120	\$3,675,298	\$4,485,360	\$0	\$4,485,360	\$4,664,770	\$4,851,360	\$5,045,410	\$5,247,230
Operating	\$3,664,189	\$4,317,120	\$3,675,298	\$4,485,360	\$0	\$4,485,360	\$4,664,770	\$4,851,360	\$5,045,410	\$5,247,230
Total Uses	\$3,664,189	\$4,317,120	\$3,675,298	\$4,485,360	\$0	\$4,485,360	\$4,664,770	\$4,851,360	\$5,045,410	\$5,247,230
GAAP Adjustment to Working Capital	(\$2)									
Ending Fund Balance	\$2,198	\$2,198	\$0	\$0		\$0	\$0	\$0	\$0	\$0
Change in Fund Balance	(\$170)	\$0	(\$2,198)	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Footnotes

- 1) In 0.3% Sales Tax - Sunset revenues, the amounts greyed out beginning fiscal year 2026 indicate future revenue assumptions based voters renewing the tax supporting education.
- 2) Revenue and expenditure budgets (2023 through 2028) are increased by 20% of projections, to ensure adequate authority to transfer all funds received without further spending authority requests.
- 3) The Forecast is shown at the projections for collections and distribution.

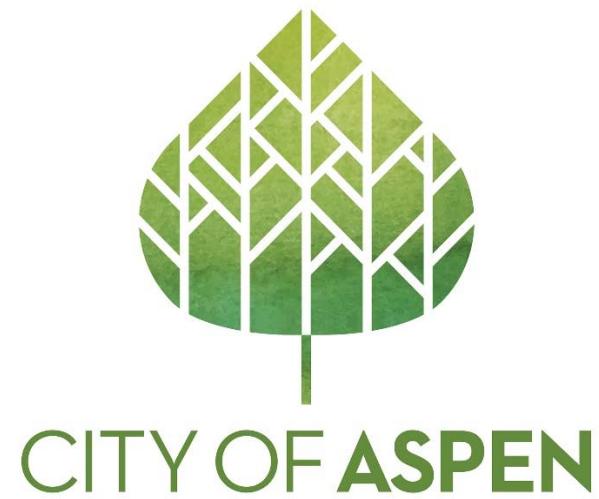


132 - REMP Fund

**City of Aspen Budget
132 - REMP Fund**

As of 09/07/2023

	2022	2023 Adjusted Budget	2023 Forecast	2024 Base Budget	2024 Supplemental Requests	2024 Request	2025 Projection	2026 Projection	2027 Projection	2028 Projection
	Actuals									
Opening Balance	\$3,413,780	\$2,493,682	\$2,493,682	\$2,112,782		\$2,112,782	\$1,472,282	\$1,412,352	\$412,072	\$403,262
REMP Fee	\$475,674	\$800,000	\$900,000	\$816,000	\$0	\$816,000	\$832,320	\$848,970	\$865,950	\$883,270
Investment Income	(\$24,874)	\$0	\$99,700	\$60,400	\$0	\$60,400	\$29,450	\$28,250	\$8,240	\$8,070
Revenues In	\$450,800	\$800,000	\$999,700	\$876,400	\$0	\$876,400	\$861,770	\$877,220	\$874,190	\$891,340
Total Revenues	\$450,800	\$800,000	\$999,700	\$876,400	\$0	\$876,400	\$861,770	\$877,220	\$874,190	\$891,340
Building IQ Program	\$0	\$400,000	\$400,000	\$0	\$300,000	\$300,000	\$0	\$0	\$0	\$0
Other Expenditures	\$0	\$400,000	\$400,000	\$0	\$300,000	\$300,000	\$0	\$0	\$0	\$0
Agency Distributions	\$1,250,000	\$850,000	\$850,000	\$850,000	\$0	\$850,000	\$750,000	\$700,000	\$700,000	\$700,000
Operating	\$1,250,000	\$1,250,000	\$1,250,000	\$850,000	\$300,000	\$1,150,000	\$750,000	\$700,000	\$700,000	\$700,000
To the AMP Fund	\$0	\$100,000	\$0	\$150,000	\$0	\$150,000	\$0	\$0	\$0	\$0
To the Housing Development Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000,000	\$0	\$0
To the General Fund	\$120,900	\$130,600	\$130,600	\$216,900	\$0	\$216,900	\$171,700	\$177,500	\$183,000	\$189,600
Transfers Out	\$120,900	\$230,600	\$130,600	\$366,900	\$0	\$366,900	\$171,700	\$1,177,500	\$183,000	\$189,600
Total Uses	\$1,370,900	\$1,480,600	\$1,380,600	\$1,216,900	\$300,000	\$1,516,900	\$921,700	\$1,877,500	\$883,000	\$889,600
GAAP Adjustment to Working Capital	\$2									
Ending Fund Balance	\$2,493,682	\$1,813,082	\$2,112,782	\$1,772,282		\$1,472,282	\$1,412,352	\$412,072	\$403,262	\$405,002
Change in Fund Balance	(\$920,100)	(\$680,600)	(\$380,900)	(\$340,500)	(\$300,000)	(\$640,500)	(\$59,930)	(\$1,000,280)	(\$8,810)	\$1,740



141 - Transportation Fund

**City of Aspen Budget
141 - Transportation Fund**

As of 09/07/2023

	2022	2023 Adjusted Budget	2023 Forecast	2024 Base Budget	2024 Supplemental Requests	2024 Request	2025 Projection	2026 Projection	2027 Projection	2028 Projection
Opening Balance	\$18,431,010	\$21,304,512	\$21,304,512	\$22,385,260		\$22,385,260	\$22,877,344	\$19,497,444	\$20,208,754	\$20,856,554
City Sales Tax	\$1,820,006	\$1,800,100	\$1,834,500	\$1,866,800	\$0	\$1,866,800	\$1,941,470	\$2,019,130	\$2,099,900	\$2,183,900
Lodging Tax	\$1,461,115	\$1,331,750	\$1,500,250	\$1,515,250	\$0	\$1,515,250	\$1,575,860	\$1,638,890	\$1,704,450	\$1,772,630
Use Tax	<u>\$1,952,137</u>	<u>\$1,200,000</u>	<u>\$1,200,000</u>	<u>\$1,000,000</u>	<u>\$0</u>	<u>\$1,000,000</u>	<u>\$1,000,000</u>	<u>\$1,000,000</u>	<u>\$1,000,000</u>	<u>\$1,000,000</u>
Tax Related	\$5,233,258	\$4,331,850	\$4,534,750	\$4,382,050	\$0	\$4,382,050	\$4,517,330	\$4,658,020	\$4,804,350	\$4,956,530
Investment Income	(\$120,857)	\$0	\$852,200	\$671,600	\$0	\$671,600	\$457,550	\$389,950	\$404,180	\$417,130
Other Revenues	\$145,739	\$10,400	\$208,810	\$10,000	\$0	\$10,000	\$10,200	\$10,400	\$10,610	\$10,820
Non-Classified	\$5,258,140	\$4,342,250	\$5,595,760	\$5,063,650	\$0	\$5,063,650	\$4,985,080	\$5,058,370	\$5,219,140	\$5,384,480
Rubey Park Transit Center	\$22,998	\$45,900	\$50,000	\$50,000	\$0	\$50,000	\$51,000	\$52,020	\$53,060	\$54,120
Property / Facilities Maintenance	\$22,998	\$45,900	\$50,000	\$50,000	\$0	\$50,000	\$51,000	\$52,020	\$53,060	\$54,120
Mass Transit	\$724,407	\$229,700	\$302,210	\$323,400	\$0	\$323,400	\$329,870	\$336,470	\$343,200	\$350,060
Mass Transit	\$724,407	\$229,700	\$302,210	\$323,400	\$0	\$323,400	\$329,870	\$336,470	\$343,200	\$350,060
Alternative Transit	\$44,366	\$40,000	\$40,000	\$45,000	\$0	\$45,000	\$45,900	\$46,820	\$47,760	\$48,720
Alternative Transit	\$44,366	\$40,000	\$40,000	\$45,000	\$0	\$45,000	\$45,900	\$46,820	\$47,760	\$48,720
Transportation Demand Management	\$0	\$5,000	\$5,000	\$5,000	\$0	\$5,000	\$5,100	\$5,200	\$5,300	\$5,410
Transportation Demand Management	\$0	\$5,000	\$5,000	\$5,000	\$0	\$5,000	\$5,100	\$5,200	\$5,300	\$5,410
Capital Projects	\$50,000	\$0	\$0	\$55,200	\$0	\$55,200	\$100,000	\$0	\$0	\$0
Other Sources for Capital Projects	\$50,000	\$0	\$0	\$55,200	\$0	\$55,200	\$100,000	\$0	\$0	\$0
Revenues In	\$6,099,911	\$4,662,850	\$5,992,970	\$5,542,250	\$0	\$5,542,250	\$5,516,950	\$5,498,880	\$5,668,460	\$5,842,790
From the Parking Fund	\$1,350,000	\$1,350,000	\$1,350,000	\$1,000,000	\$0	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
Transfers In	\$1,350,000	\$1,350,000	\$1,350,000	\$1,000,000	\$0	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
Total Revenues	\$7,449,911	\$6,012,850	\$7,342,970	\$6,542,250	\$0	\$6,542,250	\$6,516,950	\$6,498,880	\$6,668,460	\$6,842,790
Non-Classified	\$0	\$75,800	\$75,800	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-Classified	\$0	\$75,800	\$75,800	\$0	\$0	\$0	\$0	\$0	\$0	\$0
General Administrative	\$203,302	\$286,220	\$286,220	\$313,169	\$3,350	\$316,519	\$324,940	\$337,230	\$350,070	\$363,500
Sales Tax Refunds	\$8,699	\$10,000	\$10,000	\$13,100	\$0	\$13,100	\$13,360	\$13,630	\$13,900	\$14,180
Minor Capital Outlay	\$5,776	\$3,000	\$3,000	\$2,060	\$0	\$2,060	\$2,100	\$2,140	\$2,180	\$2,220
GIS Services	\$0	\$34,920	\$34,920	\$36,904	\$0	\$36,904	\$38,470	\$40,120	\$41,860	\$43,680
Administrative	\$434,375	\$504,783	\$504,783	\$365,233	\$3,350	\$368,583	\$378,870	\$393,120	\$408,010	\$423,580
Main Street Cabin	\$15,874	\$33,050	\$33,050	\$33,580	\$0	\$33,580	\$34,230	\$34,900	\$35,580	\$36,280
Rubey Park Transit Center	\$278,720	\$327,920	\$327,920	\$338,086	\$48,940	\$387,026	\$395,200	\$404,590	\$414,220	\$424,150
Yellow Brick Building	\$3,600	\$3,600	\$3,600	\$3,690	\$0	\$3,690	\$3,760	\$3,840	\$3,920	\$4,000
Facilities Maintenance	\$298,194	\$364,570	\$364,570	\$375,356	\$48,940	\$424,296	\$433,190	\$443,330	\$453,720	\$464,430

**City of Aspen Budget
141 - Transportation Fund**

As of 09/07/2023

	2022	2023 Adjusted Budget	2023 Forecast	2024 Base Budget	2024 Supplemental Requests	2024 Request	2025 Projection	2026 Projection	2027 Projection	2028 Projection
	Actuals									
In-Town Service	\$482,426	\$1,167,480	\$1,520,180	\$2,050,794	\$1,250	\$2,052,044	\$2,095,310	\$2,140,900	\$2,187,610	\$2,235,470
Highlands Service	\$491,632	\$229,700	\$302,210	\$323,400	\$0	\$323,400	\$329,870	\$336,470	\$343,200	\$350,060
Bus Stop Maintenance	\$51,180	\$73,780	\$73,780	\$75,332	\$310	\$75,642	\$77,380	\$79,510	\$81,710	\$83,990
Mass Transit	\$1,025,237	\$1,470,960	\$1,896,170	\$2,449,526	\$1,560	\$2,451,086	\$2,502,560	\$2,556,880	\$2,612,520	\$2,669,520
Car-To-Go Program	\$129,638	\$141,890	\$141,890	\$151,286	\$0	\$151,286	\$156,190	\$161,330	\$166,690	\$172,260
WE-Cycle Program	\$161,902	\$223,920	\$223,920	\$185,291	\$310	\$185,601	\$189,320	\$193,450	\$197,690	\$202,030
Late Night Taxi Program	\$20,949	\$29,650	\$29,650	\$33,742	\$0	\$33,742	\$34,780	\$35,860	\$36,980	\$38,150
Mobility Service	\$612,427	\$636,220	\$636,220	\$750,591	\$940	\$751,531	\$766,650	\$783,090	\$799,920	\$817,130
Alternative Transit	\$924,916	\$1,031,680	\$1,031,680	\$1,120,909	\$1,250	\$1,122,159	\$1,146,940	\$1,173,730	\$1,201,280	\$1,229,570
Transportation Demand Management	\$155,516	\$433,290	\$433,290	\$171,893	\$0	\$171,893	\$175,860	\$179,920	\$184,100	\$188,370
Transportation Demand	\$155,516	\$433,290	\$433,290	\$171,893	\$0	\$171,893	\$175,860	\$179,920	\$184,100	\$188,370
Operating	\$2,838,238	\$3,881,083	\$4,306,293	\$4,482,917	\$55,100	\$4,538,017	\$4,637,420	\$4,746,980	\$4,859,630	\$4,975,470
81100 - Capital Labor	\$178	\$41,870	\$41,870	\$45,959	\$0	\$45,959	\$47,770	\$49,660	\$51,630	\$53,700
Capital Projects	\$334,912	\$281,419	\$281,419	\$640,000	\$0	\$640,000	\$1,107,500	\$26,000	\$50,000	\$31,000
Capital Maintenance	\$0	\$105,100	\$105,100	\$108,600	\$0	\$108,600	\$115,400	\$120,800	\$124,300	\$187,200
Capital	\$335,090	\$428,389	\$428,389	\$794,559	\$0	\$794,559	\$1,270,670	\$196,460	\$225,930	\$271,900
General Fund Overhead	\$299,200	\$341,100	\$341,100	\$521,200	\$0	\$521,200	\$539,400	\$558,300	\$577,800	\$598,000
IT Overhead	\$33,000	\$39,000	\$39,000	\$45,300	\$0	\$45,300	\$43,270	\$44,610	\$40,920	\$44,200
Overhead Allocations	\$332,200	\$380,100	\$380,100	\$566,500	\$0	\$566,500	\$582,670	\$602,910	\$618,720	\$642,200
To the AMP Fund	\$935,330	\$1,000,000	\$1,000,000	\$0	\$0	\$0	\$3,250,000	\$80,000	\$150,000	\$100,000
To the General Fund	\$83,450	\$81,340	\$81,340	\$80,090	\$0	\$80,090	\$83,290	\$86,620	\$90,080	\$93,680
To the Employee Housing Fund	\$44,500	\$66,100	\$66,100	\$71,000	\$0	\$71,000	\$72,800	\$74,600	\$76,300	\$78,100
Other Transfers	\$1,063,280	\$1,147,440	\$1,147,440	\$151,090	\$0	\$151,090	\$3,406,090	\$241,220	\$316,380	\$271,780
Transfers Out	\$1,395,480	\$1,527,540	\$1,527,540	\$717,590	\$0	\$717,590	\$3,988,760	\$844,130	\$935,100	\$913,980
Total Uses	\$4,568,808	\$5,837,012	\$6,262,222	\$5,995,066	\$55,100	\$6,050,166	\$9,896,850	\$5,787,570	\$6,020,660	\$6,161,350
Targeted Reserve (12.5% of Uses)	\$571,101	\$729,627	\$782,778	\$749,383		\$756,271	\$1,237,106	\$723,446	\$752,583	\$770,169
GAAP Adjustment to Working Capital	(\$7,601)									
Ending Fund Balance	\$21,304,512	\$21,480,350	\$22,385,260	\$22,932,444		\$22,877,344	\$19,497,444	\$20,208,754	\$20,856,554	\$21,537,994
Ending Balance as % of Targeted Reserve	3,730%	2,944%	2,860%	3,060%		3,025%	1,576%	2,793%	2,771%	2,797%
Over/(Short) of Targeted Reserve	\$20,733,411	\$20,750,723	\$21,602,482	\$22,183,061		\$22,121,073	\$18,260,338	\$19,485,308	\$20,103,971	\$20,767,825
Change in Fund Balance	\$2,881,103	\$175,838	\$1,080,748	\$547,184	(\$55,100)	\$492,084	(\$3,379,900)	\$711,310	\$647,800	\$681,440

2024 Major Capital Projects

51579 Shuttle Replacement

- 4 Gas Shuttle Replacements for In City Services
- Delay from Order to Delivery is Substantial: 2023 Pursue Grants, 2024 Place Order, 2025 Delivery
- RFTA study will review zero emission vehicles in 2024
- City will not purchase until RFTA's study is finalized to be aligned with RFTA

Task Level Budget

Acquisitions	\$480,000
Project Contingencies	\$72,000

Appropriations by Year

Prior Years	\$0
2024	\$552,000
Out Years	\$0
Lifetime Budget	\$552,000



2024-2033 Capital Budget

141 - Transportation Fund

Project Title and Description	Prior	2024	2025	2026	2027	2028	Lifetime Budget
51579 Shuttle Replacement - 2024							
Project Description: Purchase of replacement 15-passenger shuttle vehicles for operation of City of Aspen transit routes. Typically offset by grant funding. Staff is investigating electric shuttle options based on Council goals. If Council is supportive of this direction, this will increase the price per shuttle, currently shown as gas.							
Due to supply chain manufacturing timelines the delay from order to delivery is substantial and have to advance the authority in order to place the order. Expectation is grants will be pursued in 2023, order will be placed in 2024 and delivery will be in 2025.	\$0	\$552,000	\$0	\$0	\$0	\$0	\$552,000
RFTA is reviewing electric vehicles, shuttles, and buses throughout 2024. The City will not purchase until this study is finalized to be aligned with RFTA.							
2024 includes replacement of four 15-passenger shuttles.							
51718 Fleet Transportation - 2024							
Project Description: Replacement of Car To Go car share vehicles for use by members of the program. These replacements have been delayed due to reduction in vehicle usage during the pandemic.							
Vehicles are evaluated for reliability and longevity to remain in the fleet to provide a safe and useful life.	\$0	\$88,000	\$0	\$0	\$0	\$0	\$88,000
2024 includes replacement of 1 Chevy 1500 Hybrid and 1 Ford Fusion.							
50537 Bus Replacement - Out Years							
Project Description: Purchase of 9 replacement buses for use on the local City of Aspen transit system routes. The current assumption is the purchase will replace 9 diesel buses with 9 electric buses. The purchase of these replacement buses are partially offset by grant funding from State or Federal sources.	\$0	\$0	\$1,000,000	\$0	\$0	\$0	\$9,000,000

2024-2033 Capital Budget

141 - Transportation Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
50539 Fleet - Transportation - Out Years		\$0	\$0	\$107,500	\$26,000	\$50,000	\$31,000	\$409,500
Project Description: Replacement of Car To Go car share vehicles for use by members of the program and a Toyota Rav 4, departmental staff vehicle.								
Vehicles and are evaluated for reliability and longevity to remain in the fleet to provide a safe and useful life.								
50541 Shuttle Replacement - Out Years		\$0	\$0	\$0	\$0	\$0	\$0	\$776,250
Project Description: Purchase of replacement 15-passenger shuttle vehicles for operation of City of Aspen transit routes. Typically offset by grant funding. These replacements have been delayed due to reduction in vehicle usage during the pandemic.								
Subtotal - Capital Projects		\$0	\$640,000	\$1,107,500	\$26,000	\$50,000	\$31,000	\$10,825,750
40049 Rubey Park Maintenance								
Project Description: Annual maintenance and repair of the Rubey Park Transit facility.		\$82,500	\$86,600	\$90,900	\$95,400	\$100,200	\$105,200	\$1,171,300
40050 Bus Stop Improvement Plan								
Project Description: Annual repairs and improvements to city bus stops.		\$18,000	\$22,000	\$22,000	\$22,000	\$22,000	\$22,000	\$258,000
40051 Core City Network - Transportation								
Project Description: Replacement of core network switching and routing equipment.		\$4,600	\$0	\$2,500	\$3,400	\$2,100	\$0	\$20,600
40129 Rubey Park Facility Assessment								
Project Description: This project is to conduct a facility assessment for Rubey Park to allow a long term facility capital replacement plan to be created. This plan will address features like the green roof need for heavy maintenance. As well as all facility equipment including the boiler systems, mechanical systems and miscellaneous items like plumbing.		\$0	\$0	\$0	\$0	\$0	\$60,000	\$60,000
Subtotal - Capital Maintenance		\$105,100	\$108,600	\$115,400	\$120,800	\$124,300	\$187,200	\$1,509,900
Grand Total		\$105,100	\$748,600	\$1,222,900	\$146,800	\$174,300	\$218,200	\$12,335,650



CITY OF ASPEN

150 - Housing Development Fund

**City of Aspen Budget
150 - Housing Development Fund**

As of 09/11/2023

	2022	2023	2023 Adjusted Budget	2023	2024	2024	2024 Supplemental Requests	2024	2025	2026	2027	2028
	Actuals	Forecast		Base Budget	Request	Projection		Projection	Projection	Projection	Projection	Projection
Opening Balance	\$52,685,240	\$53,987,425	\$53,987,425	\$63,375,936			\$63,375,936	\$69,457,338	\$90,353,038	\$55,176,167	\$73,623,747	
41400 - Total Real Estate Transfer Tax	\$17,109,813	\$10,000,000	\$12,800,000	\$12,800,000	\$0	\$12,800,000	\$13,440,000	\$14,112,000	\$14,817,600	\$15,558,480		
41222 - Sales Tax	\$2,456,984	\$1,350,050	\$1,375,875	\$1,400,100	\$0	\$1,400,100	\$1,456,100	\$1,514,340	\$1,574,910	\$1,637,910		
41510 - STR Excise Tax - 5%	\$0	\$0	\$869,564	\$1,659,000	\$0	\$1,659,000	\$1,741,950	\$1,829,050	\$1,920,500	\$2,016,530		
41511 - STR Excise Tax - 10%	\$0	\$0	\$2,028,984	\$3,871,000	\$0	\$3,871,000	\$4,064,550	\$4,267,780	\$4,481,170	\$4,705,230		
Investment Income	(\$401,709)	\$0	\$2,159,500	\$1,913,900	\$0	\$1,913,900	\$1,389,150	\$1,807,060	\$1,103,520	\$1,472,470		
Other Non-classified	\$1,903,524	\$276,010	\$504,600	\$300,000	\$0	\$300,000	\$306,000	\$312,120	\$318,360	\$324,730		
Non-Classified	\$21,068,612	\$11,626,060	\$19,738,523	\$21,944,000	\$0	\$21,944,000	\$22,397,750	\$23,842,350	\$24,216,060	\$25,715,350		
Property / Facilities Maintenance	\$371,023	\$1,134,000	\$1,074,000	\$165,000	\$0	\$165,000		\$0	\$0	\$0	\$0	
Burlingame P3 - Sale of Units	\$0	\$23,578,317	\$25,195,700	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
LumberYard - State & Federal Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,200,000	\$0	\$0	\$0
LumberYard - Mortgage Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000,000	\$0	\$0
New Debt Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$70,000,000	\$0	\$0	\$0
Other Sources for Capital Projects	\$0	\$23,578,317	\$25,195,700	\$0	\$0	\$0		\$0	\$71,200,000	\$0	\$0	
Other Revenues	\$918,607	\$0	\$0	\$0	\$0	\$0		\$0	\$0	\$0	\$0	
Revenues In	\$22,358,241	\$36,338,377	\$46,008,223	\$22,109,000	\$0	\$22,109,000	\$22,397,750	\$95,042,350	\$24,216,060	\$25,715,350		
From the REMP Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000,000	\$0	\$0	\$0
From the Truscott Housing Fund	\$200,000	\$250,000	\$250,000	\$300,000	\$0	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	
From the Marolt Housing Fund	\$700,000	\$700,000	\$700,000	\$700,000	\$0	\$700,000	\$650,000	\$650,000	\$650,000	\$650,000	\$650,000	
Transfers In	\$900,000	\$950,000	\$950,000	\$1,000,000	\$0	\$1,000,000	\$950,000	\$1,950,000	\$950,000	\$950,000		
Total Revenues	\$23,258,241	\$37,288,377	\$46,958,223	\$23,109,000	\$0	\$23,109,000	\$23,347,750	\$96,992,350	\$25,166,060	\$26,665,350		
00000 - Non-Classified	\$38,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-Classified	\$38,000	\$0	\$0	\$0	\$0	\$0		\$0	\$0	\$0	\$0	\$0
10010 - General Administrative	\$640,442	\$795,990	\$990,990	\$944,648	\$66,450	\$1,011,098	\$1,141,490	\$1,225,320	\$1,270,560	\$1,329,240		
10020 - Long Range Planning	\$0	\$0	\$5,000	\$0	\$532,000	\$532,000	\$32,640	\$33,290	\$33,960	\$34,630		
10040 - Sales Tax Refunds	\$11,752	\$13,500	\$13,500	\$17,700	\$0	\$17,700	\$18,050	\$18,410	\$18,780	\$19,160		
10050 - Minor Capital Outlay	\$0	\$800	\$800	\$420	\$0	\$420	\$430	\$440	\$450	\$460		
Administrative	\$652,194	\$810,290	\$1,010,290	\$962,768	\$598,450	\$1,561,218	\$1,192,610	\$1,277,460	\$1,323,750	\$1,383,490		

**City of Aspen Budget
150 - Housing Development Fund**

As of 09/11/2023

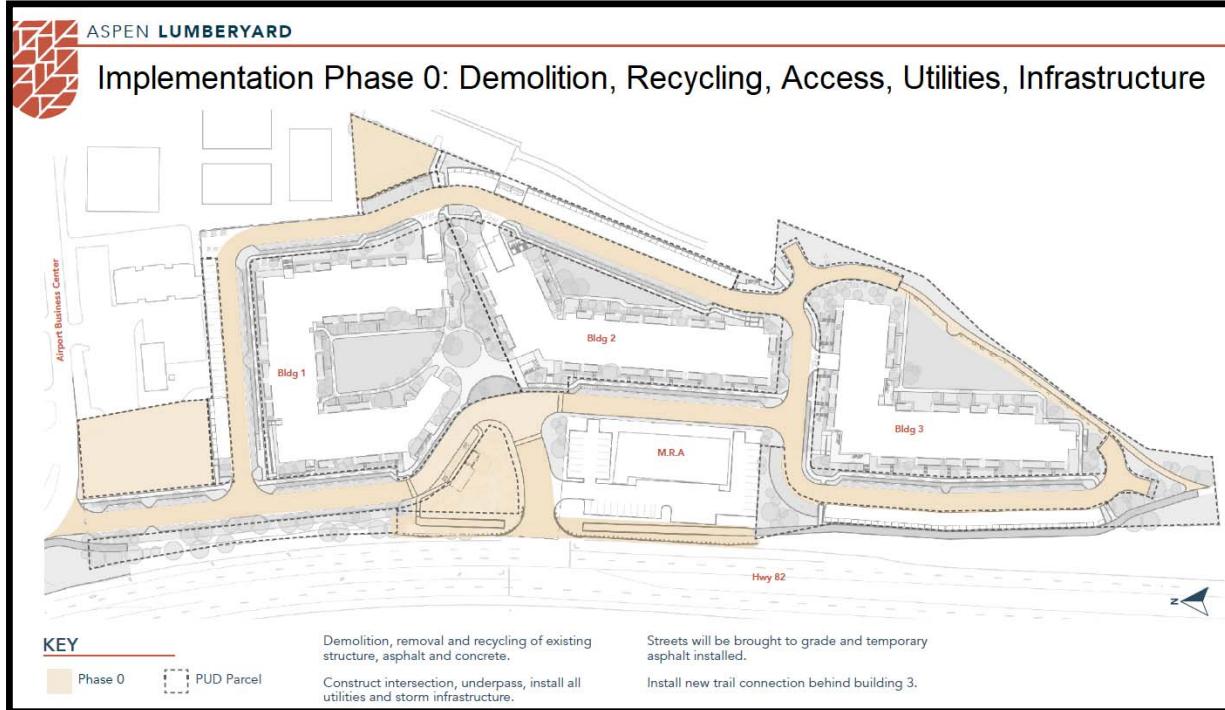
	2022	2023 Adjusted Budget	2023 Forecast	2024 Base Budget	2024 Supplemental Requests	2024 Request	2025 Projection	2026 Projection	2027 Projection	2028 Projection
	Actuals									
11932 - Housing Development Properties	\$17,457	\$72,680	\$72,680	\$74,480	\$0	\$74,480	\$75,970	\$77,480	\$79,040	\$80,610
11999 - Other Facility / Maintenance	\$12,090	\$2,014,360	\$2,014,360	\$14,720	\$0	\$14,720	\$15,010	\$15,310	\$15,620	\$15,930
Property / Facilities Maintenance	\$29,547	\$2,087,040	\$2,087,040	\$89,200	\$0	\$89,200	\$90,980	\$92,790	\$94,660	\$96,540
Operating	\$719,740	\$2,897,330	\$3,097,330	\$1,051,968	\$598,450	\$1,650,418	\$1,283,590	\$1,370,250	\$1,418,410	\$1,480,030
81100 - Capital Labor	\$109,548	\$117,000	\$117,000	\$123,629	\$0	\$123,629	\$128,440	\$133,460	\$138,700	\$144,170
51289 BG P3 - Construction Buildings 8-15	\$18,882,795	\$11,158,934	\$11,158,934	\$0	\$0	\$0	\$0	\$0	\$0	\$0
51225 Lumber Yard Housing Development	\$1,238,112	\$2,207,298	\$2,207,298	\$0	\$0	\$0	\$0	\$0	\$0	\$0
51641 Lumber Yard Housing - Phase 0	\$0	\$0	\$0	\$14,250,000	\$0	\$14,250,000	\$0	\$0	\$0	\$0
51642 Lumber Yard Housing - Phase 1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$125,540,701	\$0	\$0
51298 Forest Service Farm Bill	\$12,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
51418 Future Development Opportunities	\$0	\$20,000,000	\$20,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital	\$20,241,530	\$33,483,232	\$33,483,232	\$14,373,629	\$0	\$14,373,629	\$128,440	\$125,674,161	\$138,700	\$144,170
General Fund Overhead	\$987,700	\$950,500	\$950,500	\$964,200	\$0	\$964,200	\$997,900	\$1,032,800	\$1,068,900	\$1,106,300
IT Overhead	\$1,300	\$13,800	\$13,800	\$13,500	\$0	\$13,500	\$12,890	\$13,290	\$12,190	\$13,170
Overhead Allocations	\$989,000	\$964,300	\$964,300	\$977,700	\$0	\$977,700	\$1,010,790	\$1,046,090	\$1,081,090	\$1,119,470
To the General Fund	\$5,790	\$1,250	\$1,250	\$1,950	\$0	\$1,950	\$4,730	\$5,620	\$6,580	\$7,600
To the Employee Housing Fund	\$0	\$23,600	\$23,600	\$23,900	\$0	\$23,900	\$24,500	\$25,100	\$25,700	\$26,300
New Debt Service (4% Interest / 30 Year)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,048,000	\$4,048,000	\$4,048,000
To the Debt Service Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Transfers	\$5,790	\$24,850	\$24,850	\$25,850	\$0	\$25,850	\$29,230	\$4,078,720	\$4,080,280	\$4,081,900
Transfers Out	\$994,790	\$989,150	\$989,150	\$1,003,550	\$0	\$1,003,550	\$1,040,020	\$5,124,810	\$5,161,370	\$5,201,370
Total Uses	\$21,956,061	\$37,369,712	\$37,569,712	\$16,429,148	\$598,450	\$17,027,598	\$2,452,050	\$132,169,221	\$6,718,480	\$6,825,570
GAAP Adjustment to Working Capital	\$4									
Ending Fund Balance	\$53,987,425	\$53,906,090	\$63,375,936	\$70,055,788		\$69,457,338	\$90,353,038	\$55,176,167	\$73,623,747	\$93,463,527
Change in Fund Balance	\$1,302,181	(\$81,335)	\$9,388,511	\$6,679,852	(\$598,450)	\$6,081,402	\$20,895,700	(\$35,176,871)	\$18,447,580	\$19,839,780
Debt Service as a % of RETT								29%	27%	26%

Assumption in this financial plan is the voters approve extention of the RETT and Sales Tax, to at least December 31, 2053, to allow issuance of 30 year bonds. Currently, both taxes expire December 31, 2039.

2024 Major Capital Projects

Lumber Yard Housing Development

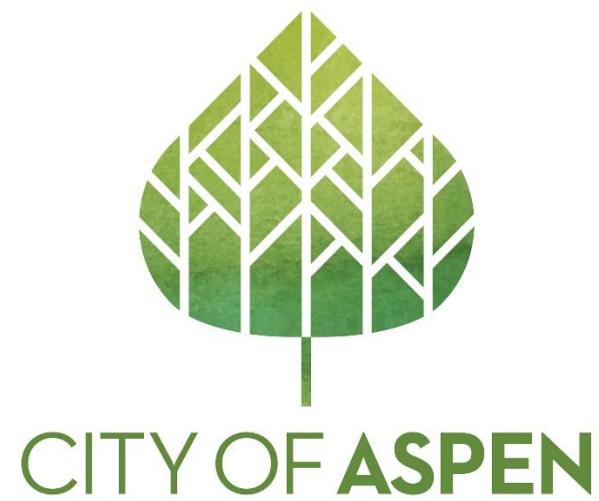
- Entitlements Approved, 277-304 Units on 11.3-Acre City-Owned Property
- 2024 Budget for 51641 – Phase 0, Demolition, Recycling, Access, Utilities, Infrastructure
- 2024 Budget Request: **\$14,250,000**



2024-2033 Capital Budget

150 - Housing Development Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
51641 Lumber Yard Housing Development - Phase 0		\$0	\$14,250,000	\$0	\$0	\$0	\$0	\$14,250,000
Project Description: Phase 0 Demolition, Access and Infrastructure: Demo and recycling of existing structures and materials. Construction of site grading, utilities, public infrastructure, roadways.								
51642 Lumber Yard Housing Development - Phase 1		\$0	\$0	\$0	\$0	\$0	\$0	\$125,540,701
Project Description: Construction of building 1 and associated amenities, 103 rental units.								
Subtotal - Capital Projects		\$0	\$14,250,000	\$0	\$125,540,701	\$0	\$0	\$139,790,701
Subtotal - Capital Maintenance		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grand Total		\$0	\$14,250,000	\$0	\$125,540,701	\$0	\$0	\$139,790,701



152 - Kids First Fund

**City of Aspen Budget
152 - Kids First Fund**

As of 09/07/2023

	2022	2023 Adjusted Budget	2023	2024	2024 Supplemental Requests	2024 Request	2025	2026	2027	2028
	Actuals		Forecast	Base Budget			Projection	Projection	Projection	Projection
Opening Balance	\$7,468,750	\$8,049,249	\$8,049,249	\$7,264,928		\$7,264,928	\$8,247,546	\$9,118,466	\$10,325,816	\$11,532,006
Sales Tax	\$3,002,972	\$4,050,150	\$4,127,625	\$4,200,300	\$0	\$4,200,300	\$4,368,310	\$4,543,040	\$4,724,760	\$4,913,750
Investment Income	(\$46,061)	\$0	\$322,000	\$217,900	\$0	\$217,900	\$164,950	\$182,370	\$206,520	\$230,640
Other Revenues	\$16,861	\$1,000	\$1,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-Classified	\$2,973,772	\$4,051,150	\$4,450,625	\$4,418,200	\$0	\$4,418,200	\$4,533,260	\$4,725,410	\$4,931,280	\$5,144,390
Quality Improvement Support	\$58,326	\$50,000	\$50,000	\$50,000	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Reimbursable Support	\$29,053	\$30,000	\$30,000	\$30,000	\$0	\$30,000	\$30,600	\$31,210	\$31,830	\$32,470
Grants/Reimbursable Support	\$87,379	\$80,000	\$80,000	\$80,000	\$0	\$80,000	\$80,600	\$81,210	\$81,830	\$82,470
Yellow Brick Building	\$155,886	\$34,000	\$34,000	\$34,000	\$0	\$34,000	\$34,680	\$35,370	\$36,080	\$36,800
Facilities Rent	\$155,886	\$34,000	\$34,000	\$34,000	\$0	\$34,000	\$34,680	\$35,370	\$36,080	\$36,800
Revenues In	\$3,217,037	\$4,165,150	\$4,564,625	\$4,532,200	\$0	\$4,532,200	\$4,648,540	\$4,841,990	\$5,049,190	\$5,263,660
Capital Refund of Expenditures	\$11,600	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital	\$11,600	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$3,228,637	\$4,165,150	\$4,564,625	\$4,532,200	\$0	\$4,532,200	\$4,648,540	\$4,841,990	\$5,049,190	\$5,263,660
Non-Classified	\$0	\$104,600	\$104,600	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-Classified	\$0	\$104,600	\$104,600	\$0	\$0	\$0	\$0	\$0	\$0	\$0
General Administrative	\$343,322	\$247,476	\$247,476	\$197,874	\$0	\$197,874	\$204,870	\$212,170	\$219,770	\$227,710
Public Outreach	\$51,310	\$27,300	\$27,300	\$17,980	\$0	\$17,980	\$18,340	\$18,710	\$19,090	\$19,470
Sales Tax Refunds	\$14,399	\$16,600	\$16,600	\$21,700	\$0	\$21,700	\$22,130	\$22,570	\$23,020	\$23,480
Minor Capital Outlay	\$165	\$18,520	\$18,520	\$5,300	\$0	\$5,300	\$5,400	\$5,500	\$5,610	\$5,720
Administrative	\$409,196	\$309,896	\$309,896	\$242,854	\$0	\$242,854	\$250,740	\$258,950	\$267,490	\$276,380
Financial Aid	\$201,986	\$307,980	\$407,980	\$615,409	\$0	\$615,409	\$632,410	\$649,950	\$668,020	\$686,680
Operational Subsidies	\$729,472	\$1,559,870	\$1,459,870	\$1,100,800	\$0	\$1,100,800	\$1,058,020	\$1,015,580	\$973,480	\$931,750
Enrollment Support	\$931,458	\$1,867,850	\$1,867,850	\$1,716,209	\$0	\$1,716,209	\$1,690,430	\$1,665,530	\$1,641,500	\$1,618,430
Quality Improvement Support	\$242,219	\$632,520	\$632,520	\$617,371	\$0	\$617,371	\$638,820	\$661,320	\$684,930	\$709,710
Technical and Operational Support	\$30,256	\$76,500	\$76,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reimbursable Support	\$40,269	\$163,450	\$163,450	\$166,805	\$0	\$166,805	\$172,280	\$177,990	\$183,930	\$190,150
Childcare Program Support	\$312,744	\$872,470	\$872,470	\$784,175	\$0	\$784,175	\$811,100	\$839,310	\$868,860	\$899,860
Yellow Brick Building	\$264,881	\$260,390	\$260,390	\$315,704	\$0	\$315,704	\$326,230	\$337,190	\$348,630	\$360,560
Facilities Maintenance	\$264,881	\$260,390	\$260,390	\$315,704	\$0	\$315,704	\$326,230	\$337,190	\$348,630	\$360,560
Operating	\$1,918,279	\$3,415,206	\$3,415,206	\$3,058,942	\$0	\$3,058,942	\$3,078,500	\$3,100,980	\$3,126,480	\$3,155,230
Capital Projects	\$367,589	\$1,490,110	\$1,490,110	\$0	\$0	\$0	\$197,100	\$10,000	\$190,000	\$0
Capital Maintenance	\$0	\$42,700	\$42,700	\$0	\$0	\$0	\$2,500	\$8,700	\$2,100	\$0
Capital	\$367,589	\$1,532,810	\$1,532,810	\$0	\$0	\$0	\$199,600	\$18,700	\$192,100	\$0

**City of Aspen Budget
152 - Kids First Fund**

As of 09/07/2023

	2022	2023 Adjusted Budget	2023	2024	2024 Supplemental Requests	2024 Request	2025	2026	2027	2028
	Actuals		Forecast	Base Budget			Projection	Projection	Projection	Projection
General Fund Overhead	\$192,500	\$240,800	\$240,800	\$315,200	\$0	\$315,200	\$326,200	\$337,600	\$349,400	\$361,600
IT Overhead	\$44,000	\$53,000	\$53,000	\$57,000	\$0	\$57,000	\$54,440	\$56,130	\$51,480	\$55,610
Overhead Allocations	\$236,500	\$293,800	\$293,800	\$372,200	\$0	\$372,200	\$380,640	\$393,730	\$400,880	\$417,210
To the General Fund	\$8,520	\$15,030	\$15,030	\$11,040	\$0	\$11,040	\$8,780	\$8,430	\$8,040	\$7,600
To the Employee Housing Fund	\$76,600	\$92,100	\$92,100	\$107,400	\$0	\$107,400	\$110,100	\$112,800	\$115,500	\$118,200
Other Transfers	\$85,120	\$107,130	\$107,130	\$118,440	\$0	\$118,440	\$118,880	\$121,230	\$123,540	\$125,800
Transfers Out	\$321,620	\$400,930	\$400,930	\$490,640	\$0	\$490,640	\$499,520	\$514,960	\$524,420	\$543,010
Total Uses	\$2,607,488	\$5,348,946	\$5,348,946	\$3,549,582	\$0	\$3,549,582	\$3,777,620	\$3,634,640	\$3,843,000	\$3,698,240
Targeted Reserve (12.5% of Uses)	\$325,936	\$668,618	\$668,618	\$443,698		\$443,698	\$472,203	\$454,330	\$480,375	\$462,280
GAAP Adjustment to Working Capital	(\$40,649)									
Ending Fund Balance	\$8,049,249	\$6,865,453	\$7,264,928	\$8,247,546		\$8,247,546	\$9,118,466	\$10,325,816	\$11,532,006	\$13,097,426
Ending Balance as % of Targeted Reserve	2,470%	1,027%	1,087%	1,859%		1,859%	1,931%	2,273%	2,401%	2,833%
Over/(Short) of Targeted Reserve	\$7,723,313	\$6,196,835	\$6,596,310	\$7,803,849		\$7,803,849	\$8,646,264	\$9,871,486	\$11,051,631	\$12,635,146
Change in Fund Balance	\$621,148	(\$1,183,796)	(\$784,321)	\$982,618	\$0	\$982,618	\$870,920	\$1,207,350	\$1,206,190	\$1,565,420

2024-2033 Capital Budget

152 - Kids First Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
50550 Fire/Life Safety - Yellow Brick		\$0	\$0	\$197,100	\$0	\$0	\$0	\$197,100
Project Description: Fire and life safety work includes: remove and replace existing fire sprinkler riser, piping and heads.								
51719 Window Replacement		\$0	\$0	\$0	\$10,000	\$190,000	\$0	\$200,000
Project Description: The windows at the Yellow Brick are showing their age and beginning to fail. A full window replacement project would benefit the tenants and the over all building efficiencies.								
	Subtotal - Capital Projects	\$0	\$0	\$197,100	\$10,000	\$190,000	\$0	\$397,100
40053 Core City Network - Kids First								
Project Description: Replacement of core network switching and routing equipment.		\$3,350	\$0	\$2,500	\$8,700	\$2,100	\$0	\$29,950
	Subtotal - Capital Maintenance	\$3,350	\$0	\$2,500	\$8,700	\$2,100	\$0	\$29,950
Grand Total		\$3,350	\$0	\$199,600	\$18,700	\$192,100	\$0	\$427,050



CITY OF ASPEN

160 - Stormwater Fund

**City of Aspen Budget
160 - Stormwater Fund**

As of 09/07/2023

	2022	2023 Adjusted Budget	2023 Forecast	2024 Base Budget	2024 Supplemental Requests	2024 Request	2025 Projection	2026 Projection	2027 Projection	2028 Projection
Opening Balance	\$3,086,860	\$3,332,081	\$3,332,081	\$2,484,944		\$2,484,944	\$2,402,009	\$2,018,979	\$1,553,299	\$1,479,899
Real Property	\$1,189,213	\$1,303,170	\$1,303,170	\$1,355,300	\$0	\$1,355,300	\$1,409,510	\$1,465,890	\$1,524,530	\$1,585,510
Building Permit Review Fees	\$133,412	\$195,000	\$195,000	\$179,400	\$0	\$179,400	\$182,990	\$186,650	\$190,380	\$194,190
Construction Mitigation Fees	\$233,781	\$255,000	\$255,000	\$234,600	\$0	\$234,600	\$239,290	\$244,080	\$248,960	\$253,940
Investment Income	(\$20,276)	\$0	\$133,300	\$74,500	\$0	\$74,500	\$48,040	\$40,380	\$31,070	\$29,600
Other Revenues	\$29,589	\$1,860,240	\$1,860,790	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Revenues In	\$1,565,719	\$3,613,410	\$3,799,460	\$1,843,800	\$0	\$1,843,800	\$1,879,830	\$1,937,000	\$1,994,940	\$2,063,240
Total Revenues	\$1,565,719	\$3,613,410	\$3,799,460	\$1,843,800	\$0	\$1,843,800	\$1,879,830	\$1,937,000	\$1,994,940	\$2,063,240
Non-Classified	\$23,769	\$84,870	\$84,870	\$27,110	\$0	\$27,110	\$27,650	\$28,200	\$28,760	\$29,340
Non-Classified	\$23,769	\$84,870	\$84,870	\$27,110	\$0	\$27,110	\$27,650	\$28,200	\$28,760	\$29,340
General Administrative	\$40,984	\$89,690	\$89,690	\$94,204	\$0	\$94,204	\$97,350	\$100,590	\$103,950	\$107,430
Minor Capital Outlay	\$0	\$6,510	\$6,510	\$2,820	\$0	\$2,820	\$2,880	\$2,940	\$3,000	\$3,060
Administrative	\$40,984	\$96,200	\$96,200	\$97,024	\$0	\$97,024	\$100,230	\$103,530	\$106,950	\$110,490
Development Review	\$58,384	\$148,310	\$148,310	\$158,861	\$440	\$159,301	\$165,260	\$171,950	\$178,950	\$186,300
Inspection And Enforcement	\$32,576	\$35,990	\$35,990	\$39,487	\$890	\$40,377	\$41,060	\$42,700	\$44,440	\$46,250
Long Range Planning / Policy	\$42,947	\$58,520	\$58,520	\$60,482	\$0	\$60,482	\$62,840	\$65,290	\$67,860	\$70,530
Development Services	\$133,907	\$242,820	\$242,820	\$258,830	\$1,330	\$260,160	\$269,160	\$279,940	\$291,250	\$303,080
Drainage Infrastructure Maintenance	\$111,696	\$77,900	\$77,900	\$81,664	\$440	\$82,104	\$83,970	\$86,360	\$88,830	\$91,400
Natural Treatment Area Maintenance	\$80,790	\$96,620	\$96,620	\$104,437	\$0	\$104,437	\$108,750	\$113,280	\$118,030	\$123,040
Streets And Vault Area Maintenance	\$75,968	\$115,640	\$115,640	\$112,206	\$0	\$112,206	\$116,780	\$121,600	\$126,640	\$131,940
Storm Drainage	\$268,454	\$290,160	\$290,160	\$298,308	\$440	\$298,748	\$309,500	\$321,240	\$333,500	\$346,380
Operating	\$467,114	\$714,050	\$714,050	\$681,271	\$1,770	\$683,041	\$706,540	\$732,910	\$760,460	\$789,290
Capital Labor	\$90,040	\$77,260	\$77,260	\$80,874	\$0	\$80,874	\$84,090	\$87,470	\$91,010	\$94,700
Capital Projects	\$0	\$3,091,637	\$3,091,637	\$700,000	\$0	\$700,000	\$1,100,000	\$1,100,000	\$800,000	\$300,000
Capital	\$90,040	\$3,168,897	\$3,168,897	\$780,874	\$0	\$780,874	\$1,184,090	\$1,187,470	\$891,010	\$394,700

**City of Aspen Budget
160 - Stormwater Fund**

As of 09/07/2023

	2022	2023	2023	2024	2024	2024	2025	2026	2027	2028
	Actuals	Adjusted Budget	Forecast	Base Budget	Supplemental Requests	Request	Projection	Projection	Projection	Projection
General Fund Overhead	\$172,500	\$236,900	\$236,900	\$237,600	\$0	\$237,600	\$245,900	\$254,500	\$263,400	\$272,600
IT Overhead	\$3,000	\$7,400	\$7,400	\$6,800	\$0	\$6,800	\$6,490	\$6,690	\$6,140	\$6,630
Overhead Allocations	\$175,500	\$244,300	\$244,300	\$244,400	\$0	\$244,400	\$252,390	\$261,190	\$269,540	\$279,230
To the AMP Fund	\$469,540	\$400,000	\$400,000	\$100,000	\$0	\$100,000	\$0	\$100,000	\$0	\$550,000
To the General Fund	\$1,960	\$1,600	\$1,600	\$0	\$0	\$0	\$0	\$0	\$0	\$0
To the Parks Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000	\$325,000
To the Debt Service Fund	\$64,740	\$64,650	\$64,650	\$64,720	\$0	\$64,720	\$64,740	\$64,710	\$64,630	\$64,700
To the Employee Housing Fund	\$51,600	\$53,100	\$53,100	\$53,700	\$0	\$53,700	\$55,100	\$56,400	\$57,700	\$59,100
Other Transfers	\$587,840	\$519,350	\$519,350	\$218,420	\$0	\$218,420	\$119,840	\$221,110	\$147,330	\$998,800
Transfers Out	\$763,340	\$763,650	\$763,650	\$462,820	\$0	\$462,820	\$372,230	\$482,300	\$416,870	\$1,278,030
Total Uses	\$1,320,494	\$4,646,597	\$4,646,597	\$1,924,965	\$1,770	\$1,926,735	\$2,262,860	\$2,402,680	\$2,068,340	\$2,462,020
Targeted Reserve (12.5% of Uses)	\$165,062	\$580,825	\$580,825	\$240,621		\$240,842	\$282,858	\$300,335	\$258,543	\$307,753
GAAP Adjustment to Working Capital	(\$4)									
Ending Fund Balance	\$3,332,081	\$2,298,894	\$2,484,944	\$2,403,779		\$2,402,009	\$2,018,979	\$1,553,299	\$1,479,899	\$1,081,119
Ending Balance as % of Targeted Reserve	2,019%	396%	428%	999%		997%	714%	517%	572%	351%
Over/(Short) of Targeted Reserve	\$3,167,019	\$1,718,069	\$1,904,119	\$2,163,158		\$2,161,167	\$1,736,121	\$1,252,964	\$1,221,356	\$773,366
Change in Fund Balance	\$245,225	(\$1,033,187)	(\$847,137)	(\$81,165)	(\$1,770)	(\$82,935)	(\$383,030)	(\$465,680)	(\$73,400)	(\$398,780)

2024 Major Capital Projects

51581 – Garmisch Street Pipe Replacement Project

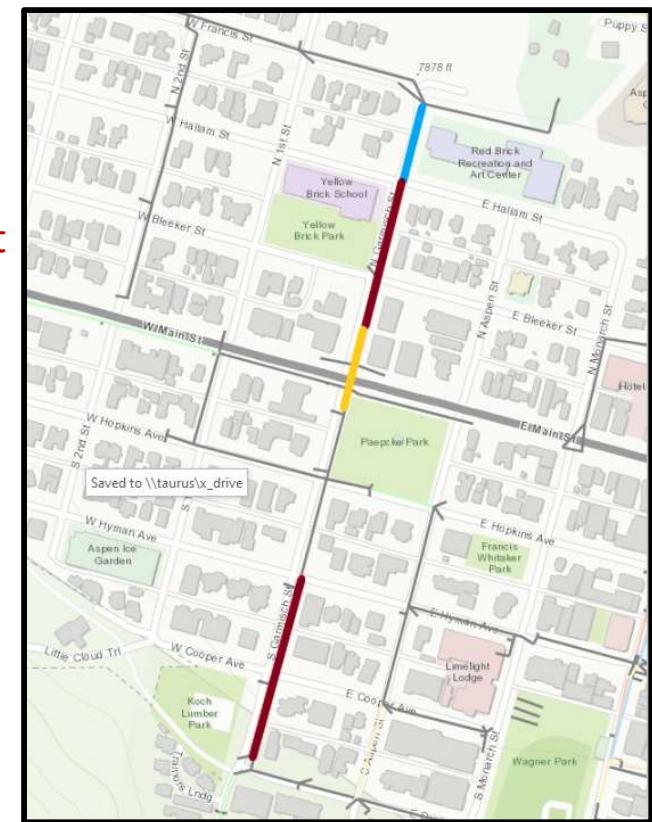
- Complete Street Design Will Be Implemented; Partnerships With Other Depts/Initiatives, including Water Utility and Information Technology
- **230 linear ft** Replaced in 2022 (Paepcke Project Funded)
- **230 linear ft** Replaced in 2023
- Plan to Replace from Hallam St Upstream to Main St – **450 ft**
- Plan to Line from Cooper St Upstream to Durant (Koch Park) – **545 ft**

Task Level Budget

Public Outreach	\$32,400
Design & Engineering	\$193,760
Testing & Inspection	\$97,190
Hard Construction Cost	\$1,712,047
Project Contingencies	\$226,160

Appropriations by Year

Prior Years	\$1,561,557
2024	\$700,000
Out Years	\$0
Lifetime Budget	\$2,261,557



2024-2033 Capital Budget

160 - Stormwater Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
51581 Garmisch Street Pipe Repair and Replacement								
Project Description: The corrugated metal pipe in Garmisch is failing in several sections; including areas along Koch Park and the blocks between Main and Francis. Several hundred feet of pipe bottom is completely rusted out, and the bedding is exposed and eroding. This project will either line or replace several blocks of pipe on Garmisch as appropriate to restore proper function and reduce safety hazards associated with failing pipe. Additionally, the City will use this disruption to City's street and sidewalks to improve other utilities, pedestrian infrastructure, water quality, streetscape, and other City initiatives (e.g. EV charging stations) as necessary and appropriate.	\$1,561,557	\$700,000	\$0	\$0	\$0	\$0		\$2,261,557
This project will meet the requirements for use of American Rescue Plan funds that were received in 2021 and 2022.								
51582 Annual Stormwater Pipe Replacement Project - Out Years								
Project Description: Many of the City's stormwater pipes (mostly ones made of corrugated metal (CMP)) are failing and need to be replaced with reinforced concrete pipe (RCP). Failing pipes create three major hazards: failure to reliable convey stormwater flows, which could result in flooding; erosion of the bedding material below the pipe can create subsidence and threaten the integrity of the utilities and surfaces above the pipe (collapsing sinkholes and potholes); and exposed metal and soil decreases water quality.	\$0	\$0	\$1,100,000	\$1,100,000	\$800,000	\$300,000		\$4,950,000
The plan for this project is to replace one-two blocks of stormwater pipe each year, thereby eliminating all of those hazards. The City will additionally use this disruption to City's streets and sidewalks to improve other utilities, pedestrian infrastructure, water quality, streetscape, and other City initiatives (e.g. EV charging stations).								
Funding for this project is estimated based on 2022 bids for similar projects - basic replacement of a stormwater pipe and associated costs including outreach, inspections, and contingency - with a 10% annual increase in project costs. Improvements for other City assets and initiatives will require budget and contribution from other funds/departments. Federal, state, and local funding options will be sought to cover 50% of all budgeted costs.								
Subtotal - Capital Projects	\$1,561,557	\$700,000	\$1,100,000	\$1,100,000	\$800,000	\$300,000		\$7,211,557
Subtotal - Capital Maintenance	\$0	\$0	\$0	\$0	\$0	\$0		\$0
Grand Total	\$1,561,557	\$700,000	\$1,100,000	\$1,100,000	\$800,000	\$300,000		\$7,211,557



CITY OF ASPEN

Debt Service

Debt Summary

The following section provides a comprehensive assessment of the City's debt service budget. Aspen debt service appropriations can be divided into three categories:

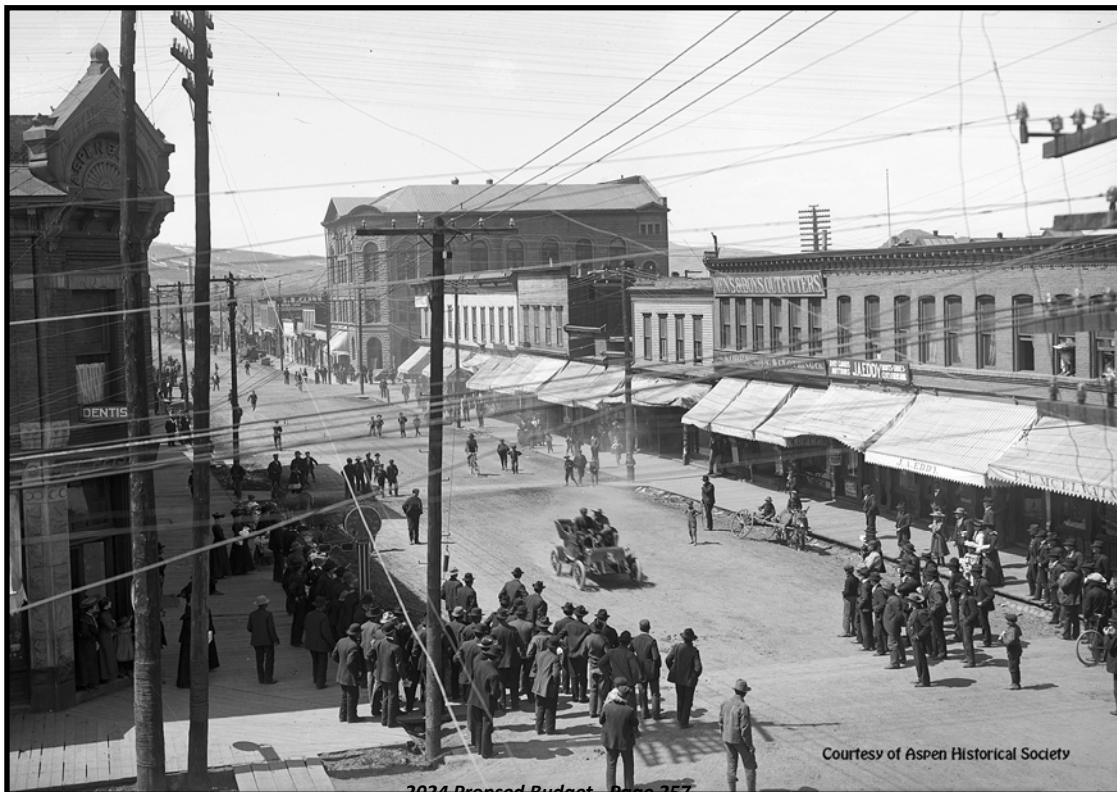
- General obligation debt approved with a vote of the people,
- Revenue supported debt approved with a vote of the people and supported by a dedicated revenue stream, and
- Assessment debt, including special improvement district (SID) debt which constitutes a special limited obligation.

Aspen is a home rule city under the laws of the State of Colorado. As such, debt issuance is limited by terms provided in the City of Aspen Charter. Section 10.4 of the City Charter limits general obligation indebtedness of a maximum of 20% of the City of Aspen's assessed value. There is no limitation on revenue-supported debt or special district debt. Currently, Aspen's assessed property value is *\$2,008,903,130 (total real value is *\$20,833,330,570) placing the City's debt limit at *\$401,780,626, well above the total projected outstanding general obligation (GO) debt of \$0 on January 1, 2024.

**As of September 5, 2023, Pitkin County has not provided the preliminary 2024 assessed property values for the 2024 calculation. Once received the above numbers will be revised.*

The following debt summary chart and graph summarize all debt service appropriations for 2024 and indicate 2024 ending balances for each debt issue and type. In all, principal and interest debt service payments budgeted for 2024 are \$6,401,463. Remaining indebtedness at the end of 2024 is \$46,525,000.

The subsequent descriptions and debt service charts illustrate the makeup of the City's indebtedness and provide a summary of total general, revenue, and special obligation indebtedness of the City of Aspen. The final piece of this document's section is the City of Aspen Debt Policy as prescribed in Article X of the City Charter.



Debt Summary

GENERAL OBLIGATION AND REVENUE DEBT (totals below are the original debt issuance amount)

2012 Parks and Open Space Sales Tax Revenue Improvement Bonds - \$5,225,000

Over the life of the bonds interest rate varies from 2.75% to 3.00% and bonds mature annually from November 2026 through November 2032 in amounts ranging from \$680,000 to \$815,000. Total annual debt service ranges from \$154,712 to \$839,212. This issue financed trail, recreation and open space acquisition and improvement.

2013 Parks and Open Space Sales Tax Revenue Refunding Bonds - \$8,295,000

Over the life of the bonds interest rate varies from 2.25% to 4.00% and bonds mature annually from November 2022 through November 2025 in amounts ranging from \$1,110,000 to \$2,490,000. Total annual debt service ranges from \$258,577 to \$2,590,400. These bonds partially advance refunded the 2005B Sales Tax Revenue Bonds that paid for acquisition of open space, a water reuse project, and trail improvements.

2014 Parks and Open Space Sales Tax Revenue Improvement Bonds - \$4,180,000

Over the life of the bonds interest rate varies from 2.00% to 4.00% and bonds mature annually through November 2025 in amounts ranging from \$310,000 to \$475,000. Total annual debt service ranges from \$381,000 to \$528,000. This issue will finance certain park, recreation, and open space improvements.

2017 Public Facilities Authority Certificates of Participation (COPs) - \$17,570,000

Over the life of the certificates, interest rate varies from 2% to 5% and certificates mature annually from December 2027 through 2046 in amounts ranging from \$10,000 to \$1,100,000. Total annual debt ranges from \$1,152,250 to \$1,157,150 and is serviced by the General Fund from projected lease allocations. These COPs paid for the construction of the Aspen Police Department Facility.

2019 Direct Placement Loan - \$2,150,000

The loan agreement interest rate is set at 2.9% and annual debt service payments range from \$272,685 to \$356,970 to mature in December 2025. This direct placement loan was issued by Vectra Bank to private investors on an agency basis to refinance the 2008 General Obligation Electric Facility Bonds, originally issued to finance the construction and equipping of a hydroelectric facility, known as Castle Creek Hydroelectric Plant. That project was effectively cancelled in 2013.

2019 City Administrative Offices Certificates of Participation (COPs) - \$25,300,000

Over the life of the certificates, this placeholder financing assumes interest rate ranging 3% and 5% certificates mature annually through December 2048 in amounts ranging from \$410,000 to \$1,580,000. Total annual debt service ranges from \$1,654,500 to \$1,659,000 and is serviced by the General Fund from projected lease allocations, and to a lesser degree, by the Stormwater, Information Technology and Housing Development Funds. These COPs were issued to fund the construction of City Administrative Offices.

Statement of Refunding Bonds

In prior years, the City defeased certain general obligation and other bonds by placing the proceeds of new bonds in escrow to provide for all future debt service payments on the old bonds. The bonds intended to be refunded by the refunding issues remain a contingent liability of the City until retired; however, they are not included for the purposes of calculating debt limitations of the City and have been removed from the general long-term debt account group.

**City of Aspen Budget
250 - Debt Service Fund**

As of 09/06/2023

	2022	2023 Adjusted Budget	2023 Forecast	2024 Base Budget	2024 Supplemental Requests	2024 Request	2025 Projection	2026 Projection	2027 Projection	2028 Projection
Opening Balance	\$374,530	\$305,865	\$305,865	\$305,865		\$305,865	\$302,765	\$299,665	\$296,555	\$293,455
Refunding Bonds Issued - 2020 ISIS	\$2,130,221	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Payments - ISIS	\$55,664	(\$0)	(\$0)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ISIS Theater	\$2,185,886	(\$0)	(\$0)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2012 STRR Bonds - Parks	\$73,050	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2012 STR Bonds - Parks	\$154,970	\$154,970	\$154,970	\$154,970	\$0	\$154,970	\$154,970	\$834,970	\$834,570	\$838,570
2013 STRR Bonds - Parks	\$1,422,630	\$2,587,650	\$2,587,650	\$2,590,650	\$0	\$2,590,650	\$2,589,850	\$0	\$0	\$0
2014 STRR Bonds - Parks	\$1,061,100	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2014 STR Bonds - Parks	\$528,300	\$495,100	\$495,100	\$492,500	\$0	\$492,500	\$494,300	\$0	\$0	\$0
Parks and Open Space	\$3,240,050	\$3,237,720	\$3,237,720	\$3,238,120	\$0	\$3,238,120	\$3,239,120	\$834,970	\$834,570	\$838,570
2017 COPs - Police Department	\$1,158,650	\$1,154,650	\$1,154,650	\$1,155,250	\$0	\$1,155,250	\$1,156,500	\$1,156,750	\$1,156,000	\$1,154,250
Police Department	\$1,158,650	\$1,154,650	\$1,154,650	\$1,155,250	\$0	\$1,155,250	\$1,156,500	\$1,156,750	\$1,156,000	\$1,154,250
From the General Fund	\$1,508,940	\$1,506,890	\$1,506,890	\$1,508,480	\$0	\$1,508,480	\$1,508,940	\$1,508,250	\$1,506,440	\$1,508,030
From the Stormwater Fund	\$64,740	\$64,650	\$64,650	\$64,720	\$0	\$64,720	\$64,740	\$64,710	\$64,630	\$64,700
From the IT Fund	\$86,320	\$86,210	\$86,210	\$86,300	\$0	\$86,300	\$86,320	\$86,280	\$86,180	\$86,270
City Offices / Armory Remodel	\$1,660,000	\$1,657,750	\$1,657,750	\$1,659,500	\$0	\$1,659,500	\$1,660,000	\$1,659,240	\$1,657,250	\$1,659,000
Total Revenues	\$8,244,586	\$6,050,120	\$6,050,120	\$6,052,870	\$0	\$6,052,870	\$6,055,620	\$3,650,960	\$3,647,820	\$3,651,820
Principal - Other Debt - 2020 COPs	\$2,102,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Interest - Other Debt - 2020 COPs	\$70,260	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2007 COPs / 2020 COPs - ISIS	\$2,172,260	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fiscal Agent	\$250	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Principal - Bonds	\$70,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Interest - Bonds	\$2,800	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2012 STRR Bonds - Parks	\$73,050	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

**City of Aspen Budget
250 - Debt Service Fund**

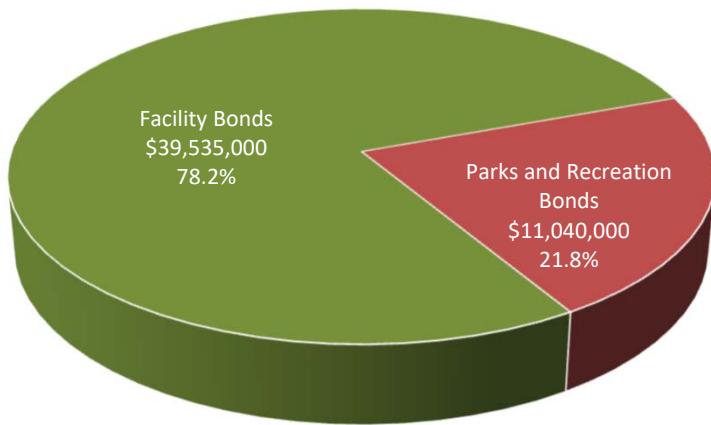
As of 09/06/2023

	2022	2023 Adjusted Budget	2023	2024	2024 Supplemental Requests	2024	2025	2026	2027	2028
	Actuals		Forecast	Base Budget		Request	Projection	Projection	Projection	Projection
Fiscal Agent	\$250	\$250	\$250	\$250	\$0	\$250	\$250	\$250	\$250	\$250
Principal - Bonds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$680,000	\$700,000	\$725,000
Interest - Bonds	\$154,713	\$154,720	\$154,720	\$154,720	\$0	\$154,720	\$154,720	\$154,720	\$134,320	\$113,320
2012 STR Bonds - Parks	\$154,963	\$154,970	\$154,970	\$154,970	\$0	\$154,970	\$154,970	\$834,970	\$834,570	\$838,570
Fiscal Agent	\$250	\$250	\$250	\$250	\$0	\$250	\$250	\$0	\$0	\$0
Principal - Bonds	\$1,110,000	\$2,300,000	\$2,300,000	\$2,395,000	\$0	\$2,395,000	\$2,490,000	\$0	\$0	\$0
Interest - Bonds	\$312,375	\$287,400	\$287,400	\$195,400	\$0	\$195,400	\$99,600	\$0	\$0	\$0
2013 STRR Bonds - Parks	\$1,422,625	\$2,587,650	\$2,587,650	\$2,590,650	\$0	\$2,590,650	\$2,589,850	\$0	\$0	\$0
Principal - Bonds	\$1,020,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Interest - Bonds	\$40,800	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2014 STRR Bonds - Parks	\$1,060,800	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fiscal Agent	\$0	\$300	\$300	\$300	\$0	\$300	\$300	\$0	\$0	\$0
Principal - Bonds	\$455,000	\$440,000	\$440,000	\$455,000	\$0	\$455,000	\$475,000	\$0	\$0	\$0
Interest - Bonds	\$73,000	\$54,800	\$54,800	\$37,200	\$0	\$37,200	\$19,000	\$0	\$0	\$0
2014 STR Bonds - Parks	\$528,000	\$495,100	\$495,100	\$492,500	\$0	\$492,500	\$494,300	\$0	\$0	\$0
Fiscal Agent	\$1,500	\$1,500	\$1,500	\$1,500	\$0	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
Principal - Other Debt	\$350,000	\$360,000	\$360,000	\$375,000	\$0	\$375,000	\$395,000	\$415,000	\$435,000	\$455,000
Interest - Other Debt	\$807,093	\$793,150	\$793,150	\$778,750	\$0	\$778,750	\$760,000	\$740,250	\$719,500	\$697,750
2017 COPs - Police Department	\$1,158,593	\$1,154,650	\$1,154,650	\$1,155,250	\$0	\$1,155,250	\$1,156,500	\$1,156,750	\$1,156,000	\$1,154,250
Fiscal Agent	\$4,550	\$1,500	\$1,500	\$4,600	\$0	\$4,600	\$4,600	\$4,600	\$4,600	\$4,600
Principal - Other Debt	\$445,000	\$465,000	\$465,000	\$490,000	\$0	\$490,000	\$515,000	\$540,000	\$565,000	\$595,000
Interest - Other Debt	\$1,213,411	\$1,191,250	\$1,191,250	\$1,168,000	\$0	\$1,168,000	\$1,143,500	\$1,117,750	\$1,090,750	\$1,062,500
2019 2019 COPs - City Administrative Of	\$1,662,961	\$1,657,750	\$1,657,750	\$1,662,600	\$0	\$1,662,600	\$1,663,100	\$1,662,350	\$1,660,350	\$1,662,100
Total Uses	\$8,233,251	\$6,050,120	\$6,050,120	\$6,055,970	\$0	\$6,055,970	\$6,058,720	\$3,654,070	\$3,650,920	\$3,654,920
GAAP Adjustment to Working Capital	(\$79,999)									
Ending Fund Balance	\$305,865	\$305,865	\$305,865	\$302,765		\$302,765	\$299,665	\$296,555	\$293,455	\$290,355
Change in Fund Balance	\$11,334	(\$0)	(\$0)	(\$3,100)	\$0	(\$3,100)	(\$3,100)	(\$3,110)	(\$3,100)	(\$3,100)

DEBT SUMMARY

Year	Series	Description	1/1/2024	Principal Payments	Interest Payments	12/31/2024	Funding Source
2012	Series 2012	Parks and Open Space Sales Tax Revenue Bonds	\$5,225,000	\$0	\$154,713	\$5,225,000	1.5% Sales Tax for Parks
2013	Series 2013	Parks and Open Space Sales Tax Revenue Refunding Bonds	\$4,885,000	\$2,395,000	\$195,400	\$2,490,000	1.5% Sales Tax for Parks
2014	Series 2014	Parks and Open Space Sales Tax Revenue Bonds	\$930,000	\$455,000	\$37,200	\$475,000	1.5% Sales Tax for Parks
2017	Series 2017	Aspen Police Department Certificates of Participation	\$15,575,000	\$375,000	\$778,750	\$15,200,000	Taxable Certificates of Participation
2019		Direct Placement Loan	\$600,000	\$335,000	\$17,400	\$265,000	Available Electric Utility Fees
2019	Series 2019	City Administrative Offices Certificates of Participation	\$23,360,000	\$490,000	\$1,168,000	\$22,870,000	Taxable Certificates of Participation
Total All Debt			\$50,575,000	\$4,050,000	\$2,351,463	\$46,525,000	

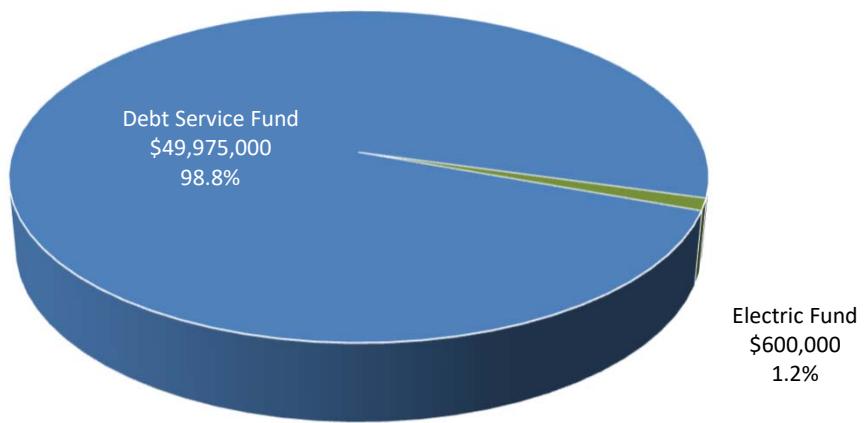
DEBT BY TYPE



DEBT SUMMARY

Series	Description	Debt Type		Budgeted Fund			
		General Obligation	Revenue Supported	Debt Service	General Fund	Electric Fund	Golf Fund
Series 2012	Parks and Open Space Sales Tax Revenue Bonds	\$0	\$5,225,000	\$5,225,000	\$0	\$0	\$0
Series 2013	Parks and Open Space Sales Tax Revenue Refunding Bonds	\$0	\$4,885,000	\$4,885,000	\$0	\$0	\$0
Series 2014	Parks and Open Space Sales Tax Revenue Bonds	\$0	\$930,000	\$930,000	\$0	\$0	\$0
Series 2017	Aspen Police Department Certificates of Participation	\$0	\$15,575,000	\$15,575,000	\$0	\$0	\$0
	Private Direct Placement Loan	\$0	\$600,000	\$0	\$0	\$600,000	\$0
Series 2019	City Administrative Offices Certificates of Participation	\$0	\$23,360,000	\$23,360,000	\$0	\$0	\$0
Total All Debt		\$0	\$50,575,000	\$49,975,000	\$0	\$600,000	\$0

DEBT BY FUND



DEBT SCHEDULES

City of Aspen, Colorado

Parks and Open Space Sales Tax Revenue Bonds

Series 2012

Trail, Recreation and Open Space Purchase and Improvements

Dated October 1, 2012

<u>Date</u>	<u>Principal</u>	<u>Coupon</u>	<u>Interest</u>	<u>Debt Service</u>	<u>Annual Debt Service</u>
5/1/2024			77,356.25	77,356.25	
11/1/2024			77,356.25	77,356.25	154,712.50
5/1/2025			77,356.25	77,356.25	
11/1/2025			77,356.25	77,356.25	154,712.50
5/1/2026			77,356.25	77,356.25	
11/1/2026	680,000	3.000%	77,356.25	757,356.25	834,712.50
5/1/2027			67,156.25	67,156.25	
11/1/2027	700,000	3.000%	67,156.25	767,156.25	834,312.50
5/1/2028			56,656.25	56,656.25	
11/1/2028	725,000	3.000%	56,656.25	781,656.25	838,312.50
5/1/2029			45,781.25	45,781.25	
11/1/2029	745,000	3.000%	45,781.25	790,781.25	836,562.50
5/1/2030			34,606.25	34,606.25	
11/1/2030	770,000	3.000%	34,606.25	804,606.25	839,212.50
5/1/2031			23,056.25	23,056.25	
11/1/2031	790,000	3.000%	23,056.25	813,056.25	836,112.50
5/1/2032			11,206.25	11,206.25	
11/1/2032	815,000	2.750%	11,206.25	826,206.25	837,412.50
	\$ 5,225,000		\$ 941,063	\$ 6,166,063	\$ 6,166,063

Features:

Moody's "Aa2" Rating

AGL Insured

DSRF Surety Policy

Callable 11/01/2022 @ par

DEBT SCHEDULES

City of Aspen, Colorado

Parks and Open Space Sales Tax Revenue Refunding Bonds

Series 2013

Dated January 3, 2013

<u>Date</u>	<u>Principal</u>	<u>Coupon</u>	<u>Interest</u>	<u>Debt Service</u>	<u>Annual Debt Service</u>
5/1/2024			97,700.00	97,700.00	
11/1/2024	2,395,000	4.000%	97,700.00	2,492,700.00	2,590,400.00
5/1/2025			49,800.00	49,800.00	
11/1/2025	2,490,000	4.000%	49,800.00	2,539,800.00	2,589,600.00
	<u>\$ 4,885,000</u>		<u>\$ 295,000</u>	<u>\$ 5,180,000</u>	<u>\$ 5,180,000</u>

Features:

Moody's "Aa2" Rating

AGL Insured

DSRF Surety Policy

Average Coupon

3.801%

DEBT SCHEDULES

City of Aspen, Colorado

Parks and Open Space Sales Tax Revenue Bonds

Series 2014

Park, Recreation and Open Space Improvements

Dated November 6, 2014

<u>Date</u>	<u>Principal</u>	<u>Coupon</u>	<u>Interest</u>	<u>Debt Service</u>	<u>Annual Debt Service</u>
5/1/2024			18,600.00	18,600.00	
11/1/2024	455,000	4.000%	18,600.00	473,600.00	492,200.00
5/1/2025			9,500.00	9,500.00	
11/1/2025	475,000	4.000%	9,500.00	484,500.00	494,000.00
	<u>\$ 930,000</u>		<u>\$ 56,200</u>	<u>\$ 986,200</u>	<u>\$ 986,200</u>

Features:

Moody's "Aa2" Rating

AGMC Insured

DEBT SCHEDULES

City of Aspen, Colorado
Certificates of Participation
Series 2017
Aspen Police Department
Dated April 26, 2017

<u>Date</u>	<u>Principal</u>	<u>Coupon</u>	<u>Interest</u>	<u>Debt Service</u>	<u>Annual Debt Service</u>
6/1/2024			\$389,375	\$389,375	
12/1/2024	\$375,000	5.000%	\$389,375	\$764,375	\$1,153,750
6/1/2025			\$380,000	\$380,000	
12/1/2025	\$395,000	5.000%	\$380,000	\$775,000	\$1,155,000
6/1/2026			\$370,125	\$370,125	
12/1/2026	\$415,000	5.000%	\$370,125	\$785,125	\$1,155,250
6/1/2027			\$359,750	\$359,750	
12/1/2027	\$435,000	5.000%	\$359,750	\$794,750	\$1,154,500
6/1/2028			\$348,875	\$348,875	
12/1/2028	\$455,000	5.000%	\$348,875	\$803,875	\$1,152,750
6/1/2029			\$337,500	\$337,500	
12/1/2029	\$480,000	5.000%	\$337,500	\$817,500	\$1,155,000
6/1/2030			\$325,500	\$325,500	
12/1/2030	\$505,000	5.000%	\$325,500	\$830,500	\$1,156,000
6/1/2031			\$312,875	\$312,875	
12/1/2031	\$530,000	5.000%	\$312,875	\$842,875	\$1,155,750
6/1/2032			\$299,625	\$299,625	
12/1/2032	\$555,000	5.000%	\$299,625	\$854,625	\$1,154,250
6/1/2033			\$285,750	\$285,750	
12/1/2033	\$585,000	5.000%	\$285,750	\$870,750	\$1,156,500
6/1/2034			\$271,125	\$271,125	
12/1/2034	\$610,000	5.000%	\$271,125	\$881,125	\$1,152,250
6/1/2035			\$255,875	\$255,875	
12/1/2035	\$645,000	5.000%	\$255,875	\$900,875	\$1,156,750
6/1/2036			\$239,750	\$239,750	
12/1/2036	\$675,000	5.000%	\$239,750	\$914,750	\$1,154,500
6/1/2037			\$222,875	\$222,875	
12/1/2037	\$710,000	5.000%	\$222,875	\$932,875	\$1,155,750
6/1/2038			\$205,125	\$205,125	
12/1/2038	\$745,000	5.000%	\$205,125	\$950,125	\$1,155,250
6/1/2039			\$186,500	\$186,500	
12/1/2039	\$780,000	5.000%	\$186,500	\$966,500	\$1,153,000
6/1/2040			\$167,000	\$167,000	
12/1/2040	\$820,000	5.000%	\$167,000	\$987,000	\$1,154,000
6/1/2041			\$146,500	\$146,500	
12/1/2041	\$860,000	5.000%	\$146,500	\$1,006,500	\$1,153,000
6/1/2042			\$125,000	\$125,000	
12/1/2042	\$905,000	5.000%	\$125,000	\$1,030,000	\$1,155,000
6/1/2043			\$102,375	\$102,375	
12/1/2043	\$950,000	5.000%	\$102,375	\$1,052,375	\$1,154,750
6/1/2044			\$78,625	\$78,625	
12/1/2044	\$1,000,000	5.000%	\$78,625	\$1,078,625	\$1,157,250

DEBT SCHEDULES

**City of Aspen, Colorado
Certificates of Participation
Series 2017
Aspen Police Department
Dated April 26, 2017**

<u>Date</u>	<u>Principal</u>	<u>Coupon</u>	<u>Interest</u>	<u>Debt Service</u>	<u>Annual Debt Service</u>
6/1/2045			\$53,625	\$53,625	
12/1/2045	\$1,045,000	5.000%	\$53,625	\$1,098,625	\$1,152,250
6/1/2046			\$27,500	\$27,500	
12/1/2046	\$1,100,000	5.000%	\$27,500	\$1,127,500	\$1,155,000
	<u>\$15,575,000</u>		<u>\$10,982,500</u>	<u>\$26,557,500</u>	<u>\$26,557,500</u>

Features:

Rating: Moody's "Aa2"

Call Feature: 12/1/2027

True Interest Cost: 3.763%

DEBT SCHEDULES

**City of Aspen, Colorado
Direct Placement Loan
ZMFI via Vectra Bank
Castle Creek Hydro Electric Facility
Dated January 2, 2019**

<u>Date</u>	<u>Principal</u>	<u>Rate</u>	<u>Interest</u>	<u>Debt Service</u>	<u>Annual Debt Service</u>
6/1/2024			8,700.00	8,700.00	
12/1/2024	335,000	2.900%	8,700.00	343,700.00	352,400.00
6/1/2025			3,842.50	3,842.50	
12/1/2025	265,000	2.900%	3,842.50	268,842.50	272,685.00
	<u>\$ 600,000</u>		<u>\$ 25,085</u>	<u>\$ 625,085</u>	<u>\$ 625,085</u>

DEBT SCHEDULES

City of Aspen, Colorado
Certificates of Participation
Series 2019
City Offices
Dated May 29, 2019

<u>Date</u>	<u>Principal</u>	<u>Coupon</u>	<u>Interest</u>	<u>Debt Service</u>	<u>Annual Debt Service</u>
6/1/2024			\$584,000	\$584,000	
12/1/2024	\$490,000	5.000%	\$584,000	\$1,074,000	\$1,658,000
6/1/2025			\$571,750	\$571,750	
12/1/2025	\$515,000	5.000%	\$571,750	\$1,086,750	\$1,658,500
6/1/2026			\$558,875	\$558,875	
12/1/2026	\$540,000	5.000%	\$558,875	\$1,098,875	\$1,657,750
6/1/2027			\$545,375	\$545,375	
12/1/2027	\$565,000	5.000%	\$545,375	\$1,110,375	\$1,655,750
6/1/2028			\$531,250	\$531,250	
12/1/2028	\$595,000	5.000%	\$531,250	\$1,126,250	\$1,657,500
6/1/2029			\$516,375	\$516,375	
12/1/2029	\$625,000	5.000%	\$516,375	\$1,141,375	\$1,657,750
6/1/2030			\$500,750	\$500,750	
12/1/2030	\$655,000	5.000%	\$500,750	\$1,155,750	\$1,656,500
6/1/2031			\$484,375	\$484,375	
12/1/2031	\$690,000	5.000%	\$484,375	\$1,174,375	\$1,658,750
6/1/2032			\$467,125	\$467,125	
12/1/2032	\$725,000	5.000%	\$467,125	\$1,192,125	\$1,659,250
6/1/2033			\$449,000	\$449,000	
12/1/2033	\$760,000	5.000%	\$449,000	\$1,209,000	\$1,658,000
6/1/2034			\$430,000	\$430,000	
12/1/2034	\$795,000	5.000%	\$430,000	\$1,225,000	\$1,655,000
6/1/2035			\$410,125	\$410,125	
12/1/2035	\$835,000	5.000%	\$410,125	\$1,245,125	\$1,655,250
6/1/2036			\$389,250	\$389,250	
12/1/2036	\$880,000	5.000%	\$389,250	\$1,269,250	\$1,658,500
6/1/2037			\$367,250	\$367,250	
12/1/2037	\$925,000	5.000%	\$367,250	\$1,292,250	\$1,659,500
6/1/2038			\$344,125	\$344,125	
12/1/2038	\$970,000	5.000%	\$344,125	\$1,314,125	\$1,658,250
6/1/2039			\$319,875	\$319,875	
12/1/2039	\$1,015,000	5.000%	\$319,875	\$1,334,875	\$1,654,750
6/1/2040			\$294,500	\$294,500	
12/1/2040	\$1,070,000	5.000%	\$294,500	\$1,364,500	\$1,659,000
6/1/2041			\$267,750	\$267,750	
12/1/2041	\$1,120,000	5.000%	\$267,750	\$1,387,750	\$1,655,500
6/1/2042			\$239,750	\$239,750	
12/1/2042	\$1,175,000	5.000%	\$239,750	\$1,414,750	\$1,654,500
6/1/2043			\$210,375	\$210,375	
12/1/2043	\$1,235,000	5.000%	\$210,375	\$1,445,375	\$1,655,750
6/1/2044			\$179,500	\$179,500	
12/1/2044	\$1,300,000	5.000%	\$179,500	\$1,479,500	\$1,659,000

DEBT SCHEDULES

**City of Aspen, Colorado
Certificates of Participation
Series 2019
City Offices
Dated May 29, 2019**

<u>Date</u>	<u>Principal</u>	<u>Coupon</u>	<u>Interest</u>	<u>Debt Service</u>	<u>Annual Debt Service</u>
6/1/2045			\$147,000	\$147,000	
12/1/2045	\$1,365,000	5.000%	\$147,000	\$1,512,000	\$1,659,000
6/1/2046			\$112,875	\$112,875	
12/1/2046	\$1,430,000	5.000%	\$112,875	\$1,542,875	\$1,655,750
6/1/2047			\$77,125	\$77,125	
12/1/2047	\$1,505,000	5.000%	\$77,125	\$1,582,125	\$1,659,250
6/1/2048			\$39,500	\$39,500	
12/1/2048	<u>\$1,580,000</u>	<u>5.000%</u>	<u>\$39,500</u>	<u>\$1,619,500</u>	<u>\$1,659,000</u>
	<u>\$23,360,000</u>		<u>\$18,075,750</u>	<u>\$41,435,750</u>	<u>\$41,435,750</u>

Features:

Rating: Moody's "Aa1"
 Call Feature: 12/1/2029
 True Interest Cost: 3.397%
 Premium: \$5,567,420

DEBT POLICY

ARTICLE X. MUNICIPAL BORROWING

Section 10.1. Forms of borrowing.

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

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

Section 10.2. Short-term notes.

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

Section 10.3. General obligation bonds.

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

Section 10.4. Limitation of indebtedness.

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

Section 10.5. Revenue bonds.

The City may borrow money, issue bonds, or otherwise extend its credit for purchasing, constructing, condemning, otherwise acquiring, extending, or improving a water, electric, gas or sewer system, or other public utility or income-producing project provided that the bonds or other obligations shall be made payable from the net revenues derived from the operation of such system, utility or project, and providing further that any two (2) or more of such systems, utilities, and projects may be combined, operated, and maintained as joint municipal systems, utilities, or projects in which case such bonds or other obligations shall be made payable out of the net revenue derived from the operation of such joint systems, utilities or projects. Such bonds shall not be considered a debt or general obligation of the City for the purposes of determining any debt limitation thereof.

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

DEBT POLICY

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

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

(Referendum of 4-6-71; Ord. No. 48-1980)

Section 10.6. Refunding bonds.

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

Section 10.7. Special or local improvement district bonds.

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

- (a) Order of council, subject, however, to protest by the owners of a majority of all property benefited and constituting the basis of assessment as the council may determine.
- (b) On a petition by the owners of more than fifty (50) percent of the area of the proposed district, provided that such majority shall include not less than fifty (50) percent of the landowners residing in the territory.

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

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

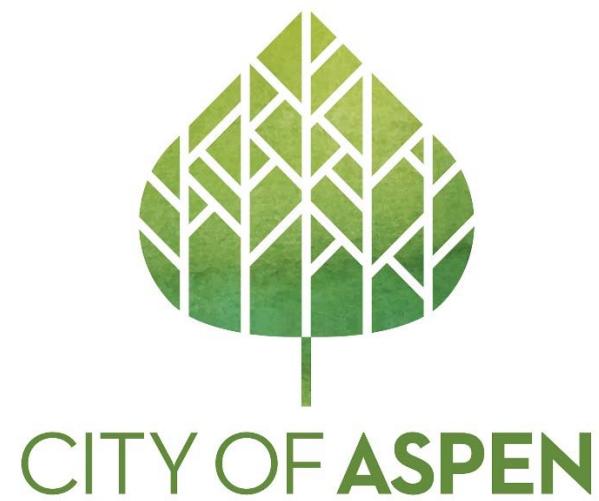
In consideration of general benefits conferred on the City at large from the construction or installation of improvements in improvement districts, the Council may levy annual taxes on all taxable property within the City at a rate not exceeding four (4) mills in any one year, to be disbursed as determined by the Council for the purpose of paying for such benefits, for the payment of any assessment levied against the City itself in connection with

DEBT POLICY

bonds issued for improvement districts, or for the purpose of advancing monies to maintain current payments of interest and equal annual payments of the principal amount of bonds issued for any improvement district hereinafter created. The proceeds of such taxes shall be placed in a special fund and shall be disbursed only for the purposes specified herein, provided that in lieu of such tax levies, the Council may annually transfer to such special fund any available monies of the City, but in no event shall the amount transferred in any one year exceed the amount which would result from a tax levied in such year as herein limited.

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

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



421 - Water Utility Fund

**City of Aspen Budget
421 - Water Utility Fund**

As of 09/07/2023

	2022	2023 Adjusted Budget	2023	2024	2024 Supplemental Requests	2024 Request	2025	2026	2027	2028
	Actuals		Forecast	Base Budget			Projection	Projection	Projection	Projection
Opening Balance	\$13,831,500	\$16,257,707	\$16,257,707	\$8,894,030		\$8,894,030	\$8,617,005	\$6,464,055	\$5,588,125	\$7,600,425
44521 - Metered Demand	\$1,745,254	\$1,878,000	\$1,878,000	\$2,010,700	\$0	\$2,010,700	\$2,121,800	\$2,239,000	\$2,362,700	\$2,493,300
44522 - Unmetered Demand	\$482,807	\$400,000	\$400,000	\$410,000	\$0	\$410,000	\$420,000	\$430,000	\$440,000	\$450,000
44524 - Fire Charge	\$1,211,609	\$1,367,000	\$1,367,000	\$1,470,200	\$0	\$1,470,200	\$1,552,200	\$1,638,100	\$1,729,800	\$1,826,300
Demand Service	\$3,439,669	\$3,645,000	\$3,645,000	\$3,890,900	\$0	\$3,890,900	\$4,094,000	\$4,307,100	\$4,532,500	\$4,769,600
44523 - Variable Service	\$4,625,026	\$4,283,000	\$4,200,000	\$4,272,900	\$0	\$4,272,900	\$4,508,900	\$4,758,100	\$5,020,900	\$5,298,300
44525 - Pump Charges	\$683,883	\$825,000	\$750,000	\$782,100	\$0	\$782,100	\$825,800	\$872,300	\$921,500	\$973,100
Variable Service	\$5,308,909	\$5,108,000	\$4,950,000	\$5,055,000	\$0	\$5,055,000	\$5,334,700	\$5,630,400	\$5,942,400	\$6,271,400
44511 - Meter Sales	\$644	\$5,000	\$2,000	\$10,000	\$0	\$10,000	\$10,200	\$10,400	\$10,610	\$10,820
44512 - Water Inventory Sales	\$14,977	\$15,000	\$15,000	\$20,000	\$0	\$20,000	\$20,400	\$20,810	\$21,230	\$21,650
44527 - Raw Water	\$626,337	\$675,000	\$650,000	\$700,000	\$0	\$700,000	\$710,000	\$720,000	\$730,000	\$740,000
44526 - Wholesale Water	\$613,925	\$562,000	\$625,000	\$575,000	\$0	\$575,000	\$585,000	\$595,000	\$605,000	\$615,000
Other Water Services	\$1,255,883	\$1,257,000	\$1,292,000	\$1,305,000	\$0	\$1,305,000	\$1,325,600	\$1,346,210	\$1,366,840	\$1,387,470
Building Permit Review Fees	\$408,050	\$550,800	\$800,000	\$561,820	\$0	\$561,820	\$573,060	\$584,520	\$596,210	\$608,130
Development Review Fees	\$408,050	\$550,800	\$800,000	\$561,820	\$0	\$561,820	\$573,060	\$584,520	\$596,210	\$608,130
44580 - Connect and Disconnect Charges	\$7,360	\$7,960	\$5,000	\$8,120	\$0	\$8,120	\$8,280	\$8,450	\$8,620	\$8,790
44590 - Utility Hookup Charges	\$47,221	\$35,000	\$35,000	\$35,000	\$0	\$35,000	\$35,700	\$36,410	\$37,140	\$37,880
46510 - Water Tap Fees	\$2,462,231	\$1,500,000	\$1,800,000	\$1,300,000	\$0	\$1,300,000	\$1,326,000	\$1,352,520	\$1,379,570	\$1,407,160
Tap Fees	\$2,516,812	\$1,542,960	\$1,840,000	\$1,343,120	\$0	\$1,343,120	\$1,369,980	\$1,397,380	\$1,425,330	\$1,453,830
Investment Income	(\$81,601)	\$0	\$650,300	\$266,800	\$0	\$266,800	\$172,340	\$129,280	\$111,760	\$152,010
45610 - Miscellaneous Revenue	\$13,997	\$1,020	\$2,000	\$1,040	\$0	\$1,040	\$4,080	\$4,160	\$4,240	\$4,320
45630 - Finance Charges	\$35,631	\$15,000	\$20,000	\$17,000	\$0	\$17,000	\$0	\$0	\$0	\$0
46241 - Land Lease	\$9,641	\$7,340	\$7,340	\$7,340	\$0	\$7,340	\$7,490	\$7,640	\$7,790	\$7,950
All Other Revenues	\$9,658	\$0	\$5,000	\$6,000	\$0	\$6,000	\$0	\$0	\$0	\$0
Other Revenues	(\$12,673)	\$23,360	\$684,640	\$298,180	\$0	\$298,180	\$183,910	\$141,080	\$123,790	\$164,280
Revenues In	\$12,916,651	\$12,127,120	\$13,211,640	\$12,454,020	\$0	\$12,454,020	\$12,881,250	\$13,406,690	\$13,987,070	\$14,654,710
81200 - Capital Grants	\$320,145	\$117,717	\$117,880	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital	\$320,145	\$117,717	\$117,880	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$13,236,796	\$12,244,837	\$13,329,520	\$12,454,020	\$0	\$12,454,020	\$12,881,250	\$13,406,690	\$13,987,070	\$14,654,710
00000 - Non-Classified	\$0	\$150,000	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Miscellaneous Outflows	\$0	\$26,380	\$26,380	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-Classified	\$0	\$176,380	\$176,380	\$0	\$0	\$0	\$0	\$0	\$0	\$0
10010 - General Administrative	\$747,215	\$870,933	\$870,933	\$693,279	\$29,815	\$723,094	\$717,010	\$741,720	\$767,440	\$794,260
10050 - Minor Capital Outlay	\$37,317	\$70,510	\$70,510	\$37,780	\$0	\$37,780	\$38,540	\$39,310	\$40,100	\$40,900
Administrative	\$784,532	\$941,443	\$941,443	\$731,059	\$29,815	\$760,874	\$755,550	\$781,030	\$807,540	\$835,160
12110 - Development Review	\$540,670	\$607,730	\$607,730	\$624,523	\$1,610	\$626,133	\$649,350	\$675,340	\$702,560	\$731,100
Development Services	\$540,670	\$607,730	\$607,730	\$624,523	\$1,610	\$626,133	\$649,350	\$675,340	\$702,560	\$731,100
31110 - Utility Billing Services	\$372,998	\$519,310	\$519,310	\$663,414	\$0	\$663,414	\$687,210	\$712,090	\$738,100	\$765,310
Support Services	\$372,998	\$519,310	\$519,310	\$663,414	\$0	\$663,414	\$687,210	\$712,090	\$738,100	\$765,310

City of Aspen Budget
421 - Water Utility Fund

As of 09/07/2023

	2022	2023 Adjusted Budget	2023 Forecast	2024 Base Budget	2024 Supplemental Requests	2024 Request	2025 Projection	2026 Projection	2027 Projection	2028 Projection
	Actuals									
31520 - Efficiency Program	\$123,414	\$129,720	\$129,720	\$130,005	\$260	\$130,265	\$133,450	\$137,000	\$140,670	\$144,450
Climate Action	\$123,414	\$129,720	\$129,720	\$130,005	\$260	\$130,265	\$133,450	\$137,000	\$140,670	\$144,450
32110 - Treated Water	\$675,149	\$859,490	\$859,490	\$894,071	\$770	\$894,841	\$922,240	\$951,510	\$981,930	\$1,013,580
Treated Water	\$675,149	\$859,490	\$859,490	\$894,071	\$770	\$894,841	\$922,240	\$951,510	\$981,930	\$1,013,580
32210 - Raw Water	\$266,690	\$345,280	\$345,280	\$346,756	\$0	\$346,756	\$357,030	\$367,670	\$378,690	\$390,120
32220 - Reclaimed Water	\$20,903	\$27,130	\$27,130	\$26,456	\$130	\$26,586	\$27,450	\$28,470	\$29,540	\$30,660
Untreated Water	\$287,592	\$372,410	\$372,410	\$373,212	\$130	\$373,342	\$384,480	\$396,140	\$408,230	\$420,780
32310 - Water Line Maintenance	\$857,962	\$875,780	\$875,780	\$844,168	\$0	\$844,168	\$872,190	\$901,370	\$931,770	\$963,450
32320 - Storage Tank and Pump System	\$282,577	\$387,600	\$387,600	\$407,130	\$0	\$407,130	\$418,810	\$430,940	\$443,510	\$456,530
32340 - Telemetry	\$145,340	\$210,460	\$210,460	\$220,617	\$100	\$220,717	\$227,900	\$235,480	\$243,370	\$251,610
Distribution Management	\$1,285,879	\$1,473,840	\$1,473,840	\$1,471,915	\$100	\$1,472,015	\$1,518,900	\$1,567,790	\$1,618,650	\$1,671,590
11927 - Water Department Campus	\$157,982	\$166,510	\$166,510	\$166,122	\$130	\$166,252	\$171,490	\$177,050	\$182,850	\$188,890
Facilities Maintenance	\$157,982	\$166,510	\$166,510	\$166,122	\$130	\$166,252	\$171,490	\$177,050	\$182,850	\$188,890
32410 - Water Rights	\$170,106	\$354,050	\$354,050	\$364,855	\$260	\$365,115	\$374,540	\$384,530	\$394,840	\$405,490
Water Rights	\$170,106	\$354,050	\$354,050	\$364,855	\$260	\$365,115	\$374,540	\$384,530	\$394,840	\$405,490
Operating	\$4,398,322	\$5,600,883	\$5,600,883	\$5,419,176	\$33,075	\$5,452,251	\$5,597,210	\$5,782,480	\$5,975,370	\$6,176,350
81100 - Capital Labor	\$277,937	\$303,470	\$303,470	\$232,713	\$180	\$232,893	\$241,990	\$251,680	\$261,830	\$272,440
81200 - Capital Projects	\$1,856,044	\$11,864,244	\$11,864,244	\$4,276,000	\$0	\$4,276,000	\$6,409,000	\$5,533,500	\$2,954,000	\$5,945,000
81300 - Capital Maintenance	\$0	\$91,500	\$91,500	\$118,300	\$0	\$118,300	\$192,800	\$125,500	\$135,000	\$61,200
Capital	\$2,133,981	\$12,259,214	\$12,259,214	\$4,627,013	\$180	\$4,627,193	\$6,843,790	\$5,910,680	\$3,350,830	\$6,278,640
61110 - General Fund Overhead	\$926,400	\$1,076,700	\$1,076,700	\$1,158,500	\$0	\$1,158,500	\$1,199,000	\$1,241,000	\$1,284,400	\$1,329,400
61120 - IT Overhead	\$178,900	\$307,900	\$307,900	\$278,400	\$0	\$278,400	\$265,900	\$274,160	\$251,470	\$271,630
Overhead Allocations	\$1,105,300	\$1,384,600	\$1,384,600	\$1,436,900	\$0	\$1,436,900	\$1,464,900	\$1,515,160	\$1,535,870	\$1,601,030
To the AMP Fund	\$77,360	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
To the General Fund	\$1,083,220	\$972,200	\$972,200	\$908,700	\$0	\$908,700	\$814,600	\$753,000	\$783,700	\$817,000
To the Parks Fund	\$150,000	\$150,000	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
To the Wheeler Fund	\$30,569	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
To the Electric Fund	\$3,500	\$3,600	\$3,600	\$0	\$0	\$0	\$0	\$0	\$0	\$0
To the Employee Housing Fund	\$223,100	\$322,700	\$322,700	\$306,000	\$0	\$306,000	\$313,700	\$321,300	\$329,000	\$336,600
Other Transfers	\$1,567,749	\$1,448,500	\$1,448,500	\$1,214,700	\$0	\$1,214,700	\$1,128,300	\$1,074,300	\$1,112,700	\$1,153,600
Transfers Out	\$2,673,049	\$2,833,100	\$2,833,100	\$2,651,600	\$0	\$2,651,600	\$2,593,200	\$2,589,460	\$2,648,570	\$2,754,630
Total Uses	\$9,205,352	\$20,693,197	\$20,693,197	\$12,697,789	\$33,255	\$12,731,044	\$15,034,200	\$14,282,620	\$11,974,770	\$15,209,620
Targeted Reserve (25% of Uses)	\$2,301,338	\$5,173,299	\$5,173,299	\$3,174,447		\$3,182,761	\$3,758,550	\$3,570,655	\$2,993,693	\$3,802,405
GAAP Adjustment to Working Capital	\$3,088									
GAAP Adjustment for Wheeler Fund Loan	(\$1,608,325)									
Ending Fund Balance	\$16,257,707	\$7,809,347	\$8,894,030	\$8,650,260	(\$33,255)	\$8,617,005	\$6,464,055	\$5,588,125	\$7,600,425	\$7,045,515
Ending Balance as % of Targeted Reserve	706%	151%	172%	272%		271%	172%	157%	254%	185%
Over/(Short) of Targeted Reserve	\$13,956,369	\$2,636,047	\$3,720,730	\$5,475,813		\$5,434,244	\$2,705,505	\$2,017,470	\$4,606,733	\$3,243,110
Change in Fund Balance	\$4,031,444	(\$8,448,360)	(\$7,363,677)	(\$243,769)	(\$33,255)	(\$277,024)	(\$2,152,950)	(\$875,930)	\$2,012,300	(\$554,910)

2024 Major Capital Projects

51757 Water Treatment Facility Improvements

- Replacement of ~15-year old Filter Underdrains and Media and original, 40+ year old control valves, flow meters, and backwash supply pumps
- Replacement of existing chemical feed and storage equipment
- Upgrade filter automation and controls to allow remote operations
- Improvements to WTP Campus site drainage and asphalt replacement
- Design and Permitting: 2023-2024, Construction: 2024-2026

Task Level Budget	
Design & Engineering	\$1,500,000
Hard Construction Cost	\$12,000,000
Project Contingencies	\$1,892,000

Appropriations by Year	
Prior Years	\$1,792,000
2024	\$3,600,000
Out Years	\$10,000,000
Lifetime Budget	\$15,392,000



2024-2033 Capital Budget

421 - Water Utility Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
51757 Water Treatment Facility Improvements								
Project Description: Project to design and construct a new building to house bleach and fluoride storage/feed equipment; repair and replace water treatment facility building exteriors, WTP campus drainage and road pavement; replace filter media, underdrains, troughs, valves, meters, backwash supply pumps, and add air scour blowers; and upgrade electric and controls systems.	\$1,792,000	\$3,600,000	\$5,500,000	\$4,500,000	\$0	\$0		\$15,392,000
Design project to start in 2023 and end in 2024. WTP Improvements project to be constructed in 2025 and 2026.								
51720 Distribution Replacement - 2024								
Project Description: Replacement, repair, and maintenance of City's water mains, fire hydrants, and pressure reducing valves as required to provide safe and reliable water supply or as presented through opportunities from other City/developer-driven projects where water infrastructure scope can be added to that project at an overall cost and time savings. Project scope also includes GIS mapping of water system, GPS devices, printers and other mapping technology.	\$0	\$165,000	\$0	\$0	\$0	\$0		\$165,000
51721 Fleet - Water - 2024								
Project Description: Replacement and purchase of new vehicles and equipment. Vehicles and equipment are always being looked at for reliability and longevity to remain in the fleet to provide a safe and useful life. Vehicles life range is 7 years/80,000 miles. Heavy Equipment are reviewed based on years, hours in use and maintenance costs.	\$0	\$156,000	\$0	\$0	\$0	\$0		\$156,000
2024 vehicle replacements include: Ford Ranger, Chevrolet Silverado, Hybrid Maverick, Rav4 or AWD Van.								
51585 Upper Aspen Grove Pump Station Improvements								
Project Description: Exterior rehabilitation to roof, walls, and door. Interior piping replacement.	\$0	\$125,000	\$0	\$0	\$0	\$0		\$125,000

2024-2033 Capital Budget

421 - Water Utility Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
51722 Meter Replacement Program - 2024		\$0	\$75,000	\$0	\$0	\$0	\$0	\$75,000
Project Description: Purchase and installation of new water meters.								
51723 Flowmeters at Zone Breaks - 2024		\$0	\$75,000	\$0	\$0	\$0	\$0	\$75,000
Project Description: Installation of flow meters at zone breaks: pressure reducing valves and pump stations in the distribution system.								
51724 Pre-Project Engineering Services - 2024		\$0	\$50,000	\$0	\$0	\$0	\$0	\$50,000
Project Description: Engineering analysis, preliminary design work, cost estimates, and planning assistance for capital projects.								
51725 Fire Hydrant Replacement - 2024		\$0	\$30,000	\$0	\$0	\$0	\$0	\$30,000
Project Description: Annual replacement of water system hydrants.								
50562 Distribution Replacement - Out Years		\$0	\$0	\$170,000	\$170,000	\$175,000	\$180,000	\$1,620,000
Project Description: Replacement, repair, and maintenance of City's water mains, fire hydrants, and pressure reducing valves as required to provide safe and reliable water supply or as presented through opportunities from other City/developer-driven projects where water infrastructure scope can be added to that project at an overall cost and time savings. Project scope also includes GIS mapping of water system, GPS devices, printers and other mapping technology.								
50564 Fleet-Water - Out Years		\$0	\$0	\$147,000	\$108,500	\$47,000	\$110,000	\$917,500
Project Description: Replacement and purchase of new vehicles and equipment. Vehicles and equipment are always being looked at for reliability and longevity to remain in the fleet to provide a safe and useful life. Vehicles life range is 7 years/80,000 miles. Heavy Equipment are reviewed based on years, hours in use and maintenance costs.								

2024-2033 Capital Budget

421 - Water Utility Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
50569 Meter Replacement Program - Out Years								
Project Description: Purchase and installation of new water meters.	\$0	\$0	\$125,000	\$75,000	\$75,000	\$75,000		\$725,000
51586 Pump Station Piping Replacement								
Project Description: Coatings and Rebuilding of Pipe Galleries in various pump stations through the system.	\$0	\$0	\$100,000	\$100,000	\$100,000	\$0		\$300,000
50924 Castle Creek Headgate/Pipeline - Out Years								
Project Description: Installation of man access points, existing pipeline survey, reinforced concrete pipeline point repair to prep for in-situ lining, and in-situ lining.	\$0	\$0	\$100,000	\$50,000	\$50,000	\$50,000		\$600,000
50925 Maroon Creek Headgate/Pipeline - Out Years								
Project Description: Installation of man access points, existing pipeline survey, reinforced concrete pipeline point repair to prep for in-situ lining, and in-situ lining.	\$0	\$0	\$100,000	\$50,000	\$50,000	\$50,000		\$600,000
51157 Distribution System Flowmeters at Zone Breaks - Out Years								
Project Description: Installation of flow meters at zone breaks: pressure reducing valves and pump stations.	\$0	\$0	\$75,000	\$75,000	\$75,000	\$75,000		\$675,000
50567 Pre-Project Engineering Services - Out Years								
Project Description: Engineering analysis, preliminary design work, cost estimates, and planning assistance for capital projects.	\$0	\$0	\$50,000	\$50,000	\$50,000	\$50,000		\$450,000
50761 Fire Hydrant Replacement								
Project Description: Annual replacement of water system hydrants.	\$0	\$0	\$30,000	\$30,000	\$30,000	\$30,000		\$270,000
50570 Office Equipment Water - Out Years								
Project Description: Replacement of Administration, Utility Billing, Treatment and Distribution copiers every five years on a staggered schedule.	\$0	\$0	\$12,000	\$0	\$12,000	\$0		\$66,000

2024-2033 Capital Budget

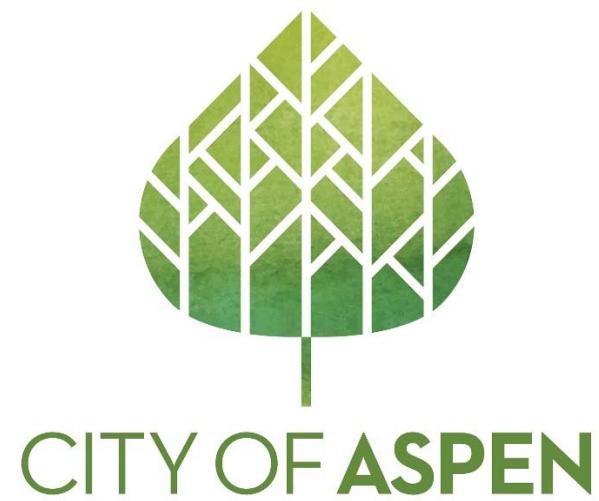
421 - Water Utility Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
50926 Backwash Pond - Solids Mitigation - Out Years		\$0	\$0	\$0	\$275,000	\$275,000	\$0	\$550,000
Project Description: Project to remove WTP residuals from existing backwash pond, WTP unit processes, process residuals in drying bed area, and haul to landfill.								
50582 Water Treatment Plant Improvements - Out Years		\$0	\$0	\$0	\$50,000	\$0	\$50,000	\$200,000
Project Description: Replacement of SCADA, telemetry and sensing equipment to keep the water treatment plant operational.								
50763 Cast Iron and Steel Waterline Replacement		\$200,000	\$0	\$0	\$0	\$2,000,000	\$0	\$2,200,000
Project Description: The City's water distribution system consists of ~80 miles of pipe. Approximately 20 miles of that pipe is older cast-iron and steel pipe that is at least 30-years old. This project funds pipeline replacement design, planning, permitting, and construction. Allocated funds will replace critical sections of this pipe within the distribution system starting with piping that exhibits the most failures. A consultant shall be hired in 2023 to design and permit the project and construction is estimated to begin in 2025 and progress through 2026.								
50575 Water Locating Equipment - Out Years		\$0	\$0	\$0	\$0	\$15,000	\$0	\$30,000
Project Description: Replacement of Water Department locator equipment used by Distribution Division to locate water mainlines and water service lines.								
50561 Water Utility AMP Projects TBD		\$0	\$0	\$0	\$0		\$5,275,000	\$35,475,000
Project Description: Future Improvement Projects to increase system reliability and service capabilities. Projects include Maroon Creek Pipe Lining, Castle Creek Pipe Lining, Leonard Thomas Reservoir Expansion, Distribution System upgrades in the Mountain Valley/Aspen Grove and Red Mountain Communities, and projects recommended through the Integrated Resource Project.								
Subtotal - Capital Projects		\$1,992,000	\$4,276,000	\$6,409,000	\$5,533,500	\$2,954,000	\$5,945,000	\$60,746,500
40060 Information Technology Plan								
Project Description: Utility Billing Network Components including billing software, meter reading software, handheld meter reading software and hardware, and AMI software.		\$0	\$62,500	\$92,500	\$70,000	\$75,000	\$50,000	\$666,000

2024-2033 Capital Budget

421 - Water Utility Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
40058 Water Leak Detection		\$0	\$50,000	\$0	\$0	\$50,000	\$0	\$150,000
Project Description: Replacement of Water Department leak detection equipment used by Distribution Division to locate leaks on water mainlines and water service lines.								
40120 Highlands Tank Rehabilitation Maintenance		\$5,800	\$5,800	\$5,800	\$34,900	\$0	\$0	\$52,300
Project Description: This project will replace existing interior and exterior protective coatings on an above-grade steel water tank first installed in 1985. In addition, the project will include replacement of all screens at tank pipe penetrations, installation of a larger/safer tank access hatch, additional safety railings around that hatch, and larger diameter tank ventilation piping. This project will require shutdown of the water storage tank for the duration of construction. Supply of water will not be disrupted as the Thunderbowl Tank above the Highlands Tank will store and provide water for both pressure zones. City staff solicited a design-build contract for this work in 2021. Construction will be completed in 2022.								
40057 Kayak Course Improvements		\$25,000	\$0	\$80,000	\$0	\$10,000	\$0	\$115,000
Project Description: Maintain physical improvements to the Kayak Course entrance as designed and constructed in 2007.								
40055 Core City Network - Water		\$2,247	\$0	\$7,500	\$12,600	\$0	\$3,200	\$48,847
Project Description: Replacement of core network switching and routing equipment.								
40054 Water Campus - Network Components		\$0	\$0	\$7,000	\$8,000	\$0	\$8,000	\$23,000
Project Description: Replacement costs for network server, power supply and firewall								
40056 City of Aspen Water Efficiency Plan Update		\$50,000	\$0	\$0	\$0	\$0	\$0	\$50,000
Project Description: Update of Municipal Water Efficiency Plan adopted by council in 2015.								
Subtotal - Capital Maintenance		\$83,047	\$118,300	\$192,800	\$125,500	\$135,000	\$61,200	\$1,105,147
Grand Total		\$2,075,047	\$4,394,300	\$6,601,800	\$5,659,000	\$3,089,000	\$6,006,200	\$61,851,647



431 - Electric Utility Fund

City of Aspen Budget
431 - Electric Utility Fund

As of 09/08/2023

	2022	2023 Adjusted Budget	2023 Forecast	2024 Base Budget	2024 Supplemental Requests	2024 Request	2025 Projection	2026 Projection	2027 Projection	2028 Projection
	Actuals									
Opening Balance	\$7,768,870	\$8,247,317	\$8,247,317	\$5,605,303		\$5,605,303	\$5,010,045	\$5,258,790	\$6,357,960	\$7,474,680
44541 - Residential Consumption	\$3,725,751	\$3,250,000	\$3,250,000	\$4,232,200	\$0	\$4,232,200	\$4,479,200	\$4,661,300	\$4,841,100	\$4,995,500
44542 - Residential Availability	\$1,263,767	\$1,247,000	\$1,247,000	\$1,596,200	\$0	\$1,596,200	\$1,635,900	\$1,676,700	\$1,718,800	\$1,761,800
Residential	\$4,989,519	\$4,497,000	\$4,497,000	\$5,828,400	\$0	\$5,828,400	\$6,115,100	\$6,338,000	\$6,559,900	\$6,757,300
44551 - Small Commercial Consumption	\$3,076,045	\$3,352,000	\$3,352,000	\$3,499,400	\$0	\$3,499,400	\$3,757,500	\$3,991,300	\$4,248,000	\$4,549,900
44552 - Small Commercial Availability	\$811,832	\$916,000	\$916,000	\$991,500	\$0	\$991,500	\$1,016,400	\$1,041,900	\$1,068,000	\$1,095,000
Small Commercial	\$3,887,878	\$4,268,000	\$4,268,000	\$4,490,900	\$0	\$4,490,900	\$4,773,900	\$5,033,200	\$5,316,000	\$5,644,900
44553 - Large Commercial Consumption	\$1,308,167	\$1,285,000	\$1,285,000	\$1,448,800	\$0	\$1,448,800	\$1,533,400	\$1,611,200	\$1,692,600	\$1,778,300
44554 - Large Commercial Availability	\$253,786	\$262,000	\$262,000	\$298,700	\$0	\$298,700	\$306,200	\$313,900	\$321,800	\$329,800
44531 - Commercial Demand	\$848,555	\$853,000	\$853,000	\$957,300	\$0	\$957,300	\$1,013,500	\$1,065,400	\$1,120,000	\$1,176,500
Large Commercial	\$2,410,508	\$2,400,000	\$2,400,000	\$2,704,800	\$0	\$2,704,800	\$2,853,100	\$2,990,500	\$3,134,400	\$3,284,600
Electric Development Fee	\$185,018	\$220,000	\$220,000	\$242,000	\$0	\$242,000	\$246,840	\$251,780	\$256,820	\$261,960
Electric Development Fee	\$185,018	\$220,000	\$220,000	\$242,000	\$0	\$242,000	\$246,840	\$251,780	\$256,820	\$261,960
Investment Income	(\$54,316)	\$0	\$329,900	\$168,200	\$0	\$168,200	\$100,200	\$105,180	\$127,160	\$149,490
Mean Purchase Hydro Power	\$0	\$0	\$0	\$536,000	\$0	\$536,000	\$546,720	\$557,650	\$568,800	\$580,180
All Other Revenues	\$405,270	\$34,040	\$36,678	\$54,000	\$0	\$54,000	\$53,040	\$54,100	\$55,190	\$56,300
Other Revenues	\$350,954	\$34,040	\$366,578	\$758,200	\$0	\$758,200	\$699,960	\$716,930	\$751,150	\$785,970
Revenues In	\$11,823,877	\$11,419,040	\$11,751,578	\$14,024,300	\$0	\$14,024,300	\$14,688,900	\$15,330,410	\$16,018,270	\$16,734,730
From the Water Fund	\$3,500	\$3,600	\$3,600	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transfers In	\$3,500	\$3,600	\$3,600	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$11,827,377	\$11,422,640	\$11,755,178	\$14,024,300	\$0	\$14,024,300	\$14,688,900	\$15,330,410	\$16,018,270	\$16,734,730
00000 - Non-Classified	\$0	\$150,000	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-Classified	\$0	\$150,000	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
10010 - General Administrative	\$515,072	\$623,553	\$623,553	\$539,056	\$29,955	\$569,011	\$557,690	\$577,060	\$597,240	\$618,270
10050 - Minor Capital Outlay	\$1,419	\$21,260	\$21,260	\$14,060	\$0	\$14,060	\$14,340	\$14,630	\$14,920	\$15,210
Administrative	\$516,491	\$644,813	\$644,813	\$553,116	\$29,955	\$583,071	\$572,030	\$591,690	\$612,160	\$633,480
12110 - Development Review	\$1,905	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Development Services	\$1,905	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
31110 - Utility Billing Services	\$330,463	\$440,380	\$440,380	\$457,992	\$180	\$458,172	\$473,830	\$490,360	\$507,610	\$525,640
Support Services	\$330,463	\$440,380	\$440,380	\$457,992	\$180	\$458,172	\$473,830	\$490,360	\$507,610	\$525,640
31520 - Efficiency Program	\$22,625	\$68,760	\$68,760	\$70,807	\$260	\$71,067	\$73,360	\$76,010	\$78,760	\$81,620
Climate Action	\$22,625	\$68,760	\$68,760	\$70,807	\$260	\$71,067	\$73,360	\$76,010	\$78,760	\$81,620
33110 - Ruedi Hydroelectric	\$192,665	\$502,110	\$502,110	\$385,464	\$0	\$385,464	\$394,330	\$403,410	\$412,730	\$422,320
33120 - Maroon Creek Hydroelectric	\$73,854	\$142,420	\$142,420	\$148,913	\$0	\$148,913	\$153,760	\$158,810	\$164,060	\$169,570
Locally Produced Power	\$266,519	\$644,530	\$644,530	\$534,376	\$0	\$534,376	\$548,090	\$562,220	\$576,790	\$591,890
33210 - Hydroelectric	\$520,424	\$566,110	\$566,110	\$1,343,260	\$0	\$1,343,260	\$1,370,130	\$1,397,530	\$1,425,480	\$1,453,990
33220 - Windpower	\$2,189,295	\$2,440,530	\$2,440,530	\$2,581,540	\$0	\$2,581,540	\$2,633,170	\$2,685,830	\$2,739,550	\$2,794,340
33230 - Landfill Gas	\$62,332	\$78,050	\$78,050	\$0	\$0	\$0	\$0	\$0	\$0	\$0
33240 - Transmission and Wheeling Charges	\$944,548	\$978,460	\$978,460	\$1,002,920	\$0	\$1,002,920	\$1,022,980	\$1,043,440	\$1,064,310	\$1,085,600
33250 - Fixed Cost Recovery Charge	\$1,254,922	\$1,309,670	\$1,309,670	\$1,342,410	\$0	\$1,342,410	\$1,369,260	\$1,396,650	\$1,424,580	\$1,453,070
33260 - Other Charges	\$103,653	\$111,450	\$111,450	\$116,446	\$440	\$116,886	\$120,980	\$125,700	\$130,630	\$135,790
Purchased Power	\$5,075,175	\$5,484,270	\$5,484,270	\$6,386,576	\$440	\$6,387,016	\$6,516,520	\$6,649,150	\$6,784,550	\$6,922,790

City of Aspen Budget
431 - Electric Utility Fund

As of 09/08/2023

	2022	2023 Adjusted Budget	2023 Forecast	2024 Base Budget	2024 Supplemental Requests	2024 Request	2025 Projection	2026 Projection	2027 Projection	2028 Projection
	Actuals									
33310 - Electric Line and Transformer	\$655,335	\$725,840	\$725,840	\$780,623	\$1,460	\$782,083	\$809,410	\$839,430	\$870,760	\$903,450
33320 - Telemetry	\$52,400	\$77,840	\$77,840	\$81,671	\$180	\$81,851	\$84,510	\$87,450	\$90,530	\$93,730
Distribution Management	\$707,735	\$803,680	\$803,680	\$862,294	\$1,640	\$863,934	\$893,920	\$926,880	\$961,290	\$997,180
11928 - Electric Department Campus	\$55,095	\$61,270	\$61,270	\$64,942	\$180	\$65,122	\$67,160	\$69,470	\$71,880	\$74,370
Facilities Maintenance	\$55,095	\$61,270	\$61,270	\$64,942	\$180	\$65,122	\$67,160	\$69,470	\$71,880	\$74,370
33920 - Public Lighting	\$141,300	\$212,690	\$212,690	\$199,504	\$180	\$199,684	\$206,270	\$213,290	\$220,560	\$228,110
Public Lighting	\$141,300	\$212,690	\$212,690	\$199,504	\$180	\$199,684	\$206,270	\$213,290	\$220,560	\$228,110
Operating	\$7,117,307	\$8,510,393	\$8,510,393	\$9,129,607	\$32,835	\$9,162,442	\$9,351,180	\$9,579,070	\$9,813,600	\$10,055,080
81100 - Capital Labor	\$247,089	\$225,540	\$225,540	\$239,916	\$500	\$240,416	\$249,440	\$259,400	\$269,800	\$280,680
81200 - Capital Projects	\$2,287,644	\$3,851,679	\$3,851,679	\$3,170,000	\$0	\$3,170,000	\$2,742,000	\$2,535,000	\$2,885,000	\$2,935,000
81300 - Capital Maintenance	\$0	\$33,640	\$33,640	\$74,500	\$0	\$74,500	\$144,360	\$101,350	\$117,230	\$79,100
Capital	\$2,534,733	\$4,110,859	\$4,110,859	\$3,484,416	\$500	\$3,484,916	\$3,135,800	\$2,895,750	\$3,272,030	\$3,294,780
58210 - Fiscal Agent	\$0	\$2,000	\$2,000	\$2,000	\$0	\$2,000	\$2,000	\$0	\$0	\$0
58110 - Principal-Bonds	\$315,000	\$330,000	\$330,000	\$335,000	\$0	\$335,000	\$265,000	\$0	\$0	\$0
58120 - Interest-Bonds	\$36,105	\$26,970	\$26,970	\$17,400	\$0	\$17,400	\$7,685	\$0	\$0	\$0
Debt Service	\$351,105	\$358,970	\$358,970	\$354,400	\$0	\$354,400	\$274,685	\$0	\$0	\$0
General Fund Overhead	\$468,700	\$550,900	\$550,900	\$635,100	\$0	\$635,100	\$657,300	\$680,300	\$704,100	\$728,700
IT Overhead	\$19,700	\$42,000	\$42,000	\$38,000	\$0	\$38,000	\$36,290	\$37,420	\$34,320	\$37,070
Overhead Allocations	\$488,400	\$592,900	\$592,900	\$673,100	\$0	\$673,100	\$693,590	\$717,720	\$738,420	\$765,770
To the AMP Fund	\$103,520	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
To the General Fund	\$627,570	\$660,570	\$660,570	\$789,000	\$0	\$789,000	\$825,300	\$875,200	\$910,100	\$947,700
To the Employee Housing Fund	\$121,500	\$163,500	\$163,500	\$155,700	\$0	\$155,700	\$159,600	\$163,500	\$167,400	\$171,300
Other Transfers	\$852,590	\$824,070	\$824,070	\$944,700	\$0	\$944,700	\$984,900	\$1,038,700	\$1,077,500	\$1,119,000
Transfers Out	\$1,340,990	\$1,416,970	\$1,416,970	\$1,617,800	\$0	\$1,617,800	\$1,678,490	\$1,756,420	\$1,815,920	\$1,884,770
Total Uses	\$11,344,136	\$14,397,192	\$14,397,192	\$14,586,223	\$33,335	\$14,619,558	\$14,440,155	\$14,231,240	\$14,901,550	\$15,234,630
Targeted Reserve (25% of Uses)	\$2,836,034	\$3,599,298	\$3,599,298	\$3,646,556		\$3,654,889	\$3,610,039	\$3,557,810	\$3,725,388	\$3,808,658
GAAP Adjustment to Working Capital	(\$4,794)									
Ending Fund Balance	\$8,247,317	\$5,272,765	\$5,605,303	\$5,043,380		\$5,010,045	\$5,258,790	\$6,357,960	\$7,474,680	\$8,974,780
Ending Balance as % of Targeted Reserve	291%	146%	156%	138%		137%	146%	179%	201%	236%
Over/(Short) of Targeted Reserve	\$5,411,283	\$1,673,467	\$2,006,005	\$1,396,825		\$1,355,156	\$1,648,752	\$2,800,150	\$3,749,293	\$5,166,123
Change in Fund Balance	\$483,241	(\$2,974,552)	(\$2,642,014)	(\$561,923)	(\$33,335)	(\$595,258)	\$248,745	\$1,099,170	\$1,116,720	\$1,500,100

2024 Major Capital Projects

51595 Paepcke Park to City Market Circuit Replacement

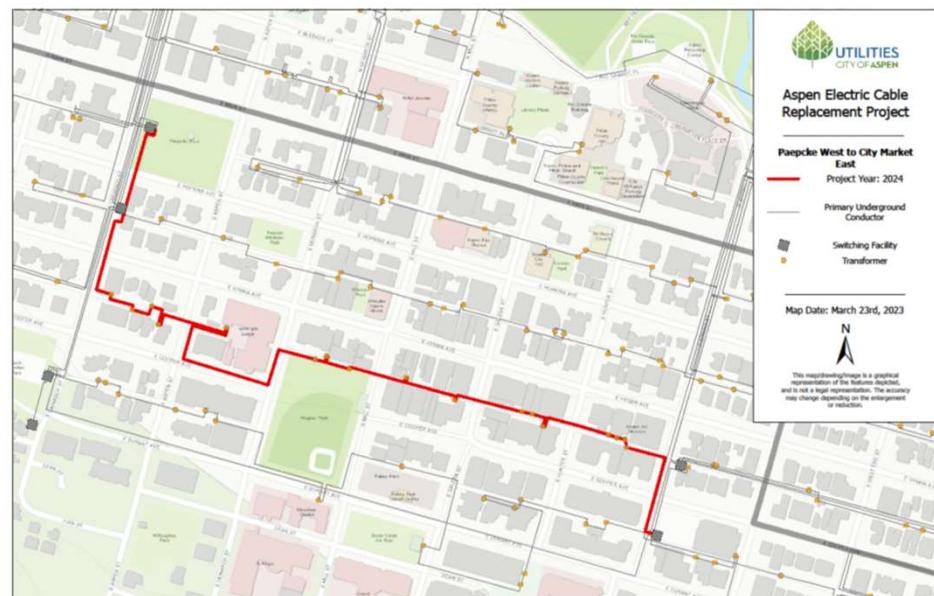
- Replace +/- 3000 L.F. of 30+ Year Old Electric Cable with Cable and Conduit System
- Increases System Safety and Reliability
- 2023 Red Brick Circuit Project Costs Informed the 2024 Construction Budget Request
- Construction 2024/2025

Task Level Budget

Design & Engineering	\$50,000
Testing & Inspection	\$75,000
Plan / Permit Fees	\$50,000
Hard Construction Cost	\$1,925,000
Project Contingencies	\$450,000

Appropriations by Year

Prior Years	\$0
2024	\$2,550,000
Out Years	\$0
Lifetime Budget	\$2,550,000



2024 Major Capital Projects

51726 Koch to City Market Electric Replacement

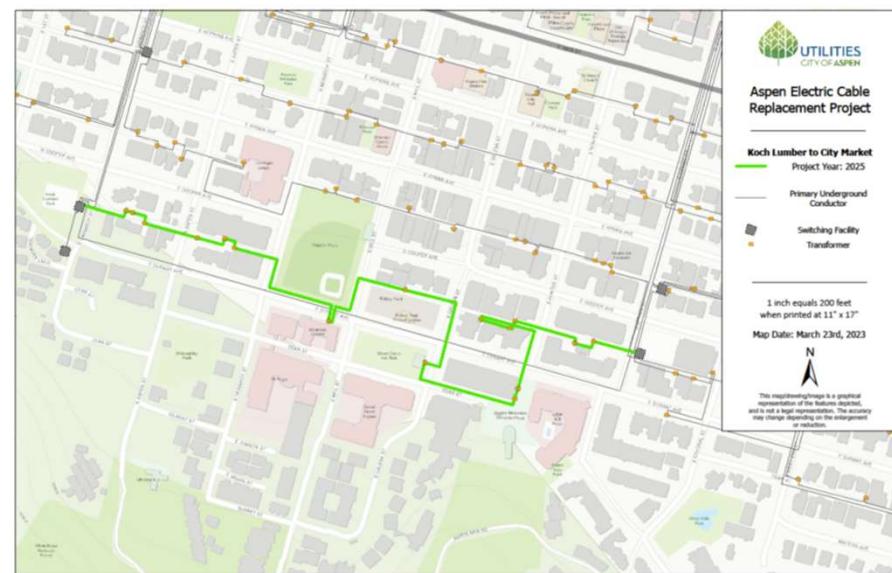
- Replace +/- 3000 L.F. of 30+ Year Old Electric Cable with Cable and Conduit System
- Increases System Safety and Reliability
- 2023 Red Brick Circuit Project Costs Informed the 2024 Construction Budget Request
- Design 2024, Construction 2026/2027

Task Level Budget

Design & Engineering	\$200,000
Testing & Inspection	\$50,000
Plan / Permit Fees	\$60,000
Hard Construction Cost	\$2,010,000
Project Contingencies	\$200,000

Appropriations by Year

Prior Years	\$0
2024	\$200,000
Out Years	\$2,320,000
Lifetime Budget	\$2,520,000



2024-2033 Capital Budget

431 - Electric Utility Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
51595 Paepcke Park to City Market Circuit Replacement - Construction		\$0	\$2,550,000	\$0	\$0	\$0	\$0	\$2,550,000
Project Description: The City's Electrical Cable is reaching the end of its useful design life. Staff has begun the planned replacement of all of its electrical distribution system infrastructure. This is the second of six replacement projects and outyear costs will be refined based on project 51444 costs. Level of disruption is high, this project requires extensive trenching along the corridors identified on the attached map. A contractor will be selected upon completion of design through a public bid process. By installing a cable and conduit system the City will be able to replace cable in the future without extensive digging. The Project will be designed beginning in 2022 with planned construction in the 2024 construction season. Project Budget has increased to complete Red Brick Circuit within this budget due to joint trench and project construction timeframe(s)								
51726 Koch to City Market Electric Replacement		\$0	\$200,000	\$2,320,000	\$0	\$0	\$0	\$2,520,000
Project Description: The City's Electrical Cable is reaching the end of its useful design life. Staff has begun the planned replacement of all of its electrical distribution system infrastructure. This is the third of six replacement projects and out-year costs have been continually refined based on previous years construction costs. Level of disruption is high, this project requires extensive trenching along the corridors identified on the attached map. A contractor will be selected upon completion of design through a public bid process. By installing a cable and conduit system the City will be able to replace cable in the future without extensive digging. The Project will be designed beginning in 2024 with planned construction in the 2025 construction seasons.								
51728 Electric System Replacement - 2024		\$0	\$200,000	\$0	\$0	\$0	\$0	\$200,000
Project Description: Annual installation of electric system materials including street conduit and transformer replacements.								

2024-2033 Capital Budget

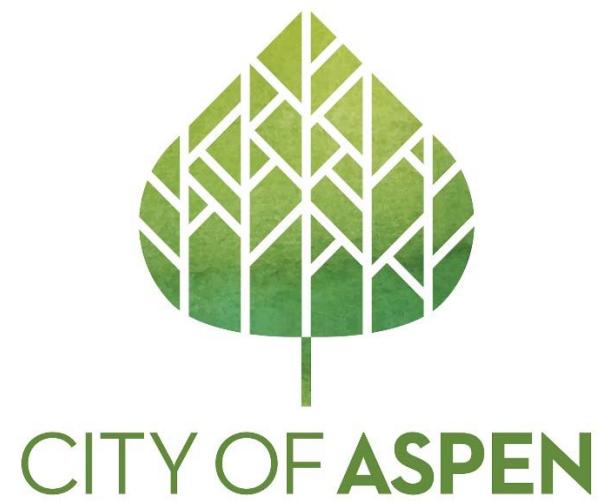
431 - Electric Utility Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
51729 Fleet - Electric - 2024		\$0	\$180,000	\$0	\$0	\$0	\$0	\$180,000
Project Description: Replacement and purchase of new vehicles and equipment for the General Fund departments. Vehicles and equipment are always being looked at for reliability and longevity to remain in the fleet to provide a safe and useful life. Vehicles life range is 7 years/80,000 miles. Heavy Equipment are reviewed based on years, hours in use and maintenance costs.								
2024 Replacement of Altec Bucket Truck								
51727 Electric Meter Inventory - 2024		\$0	\$40,000	\$0	\$0	\$0	\$0	\$40,000
Project Description: Replacement of electrical meters - purchase of shelf-spare AMI/AM compatible meters								
50694 Electric System Replacement - Out Years		\$0	\$0	\$350,000	\$210,000	\$215,000	\$220,000	\$2,170,000
Project Description: Annual installation of electric system materials including street conduit and transformer replacements. 2025 includes the purchase of a backup Vista Switchgear								
50696 Fleet - Electric - Out Years		\$0	\$0	\$37,000	\$0	\$45,000	\$90,000	\$231,000
Project Description: Replacement and purchase of new vehicles and equipment for the General Fund departments. Vehicles and equipment are always being looked at for reliability and longevity to remain in the fleet to provide a safe and useful life. Vehicles life range is 7 years/80,000 miles. Heavy Equipment are reviewed based on years, hours in use and maintenance costs.								
50698 Electric Meter Inventory/Replacement - Out Years		\$0	\$0	\$35,000	\$25,000	\$25,000	\$25,000	\$260,000
Project Description: Replacement of electrical meters - purchase of shelf-spare AMI/AM compatible meters								

2024-2033 Capital Budget

431 - Electric Utility Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
51127 Cable Replacement - Out Years		\$0	\$0	\$0	\$2,300,000	\$2,600,000	\$2,600,000	\$24,500,000
Project Description: Project to replace the entirety of the electric system in accordance with cable replacement plan. Direct buried cable will be scheduled to be replaced in order of prioritization. Individual projects will be defined by current design and construction project costs. Additional testing methods will be analyzed based on costs to test versus cost to replace.								
	Subtotal - Capital Projects	\$0	\$3,170,000	\$2,742,000	\$2,535,000	\$2,885,000	\$2,935,000	\$32,651,000
40060 Information Technology Plan		\$7,200	\$62,500	\$92,500	\$70,000	\$75,000	\$50,000	\$673,200
Project Description: Utility Billing Network Components including billing software, meter reading software, handheld meter reading software and hardware, and AMI software.								
40059 Work Equipment		\$11,600	\$12,000	\$12,450	\$12,950	\$13,500	\$14,100	\$157,850
Project Description: This is incremental replacement of existing tools and equipment for various reasons such as: life safety, aging/ damaged tools, and newer locating technology.								
40130 Puppy Smith Building		\$0	\$0	\$25,000	\$15,000	\$15,000	\$15,000	\$145,000
Project Description: Stain Building and perform building repairs								
40062 Water Distribution / Electric Shop		\$11,240	\$0	\$11,910	\$0	\$12,630	\$0	\$78,490
Project Description: On-going major maintenance every other year to keep shop appropriately functional.								
40061 Core City Network - Electric		\$0	\$0	\$2,500	\$3,400	\$1,100	\$0	\$14,000
Project Description: Replacement of core network switching and routing equipment.								
	Subtotal - Capital Maintenance	\$30,040	\$74,500	\$144,360	\$101,350	\$117,230	\$79,100	\$1,068,540
	Grand Total	\$30,040	\$3,244,500	\$2,886,360	\$2,636,350	\$3,002,230	\$3,014,100	\$33,719,540



451 - Parking Fund

**City of Aspen Budget
451 - Parking Fund**

As of 09/07/2023

	2022	2023 Adjusted Budget	2023 Forecast	2024 Base Budget	2024 Supplemental Requests	2024 Request	2025 Projection	2026 Projection	2027 Projection	2028 Projection
	Actuals									
Opening Balance	\$4,107,310	\$5,212,394	\$5,212,394	\$5,063,015		\$5,063,015	\$5,130,276	\$4,783,131	\$4,450,194	\$4,952,448
Short Term Meters	\$16,420	\$18,000	\$6,000	\$15,000	\$0	\$15,000	\$15,300	\$15,610	\$15,920	\$16,240
Multi Space Meters	\$1,488,445	\$1,500,000	\$1,300,000	\$1,200,000	\$0	\$1,200,000	\$1,224,000	\$1,248,480	\$1,273,450	\$1,298,920
Pay By Phone	\$1,074,537	\$850,000	\$1,100,000	\$1,200,000	\$0	\$1,200,000	\$1,224,000	\$1,248,480	\$1,273,450	\$1,298,920
E-Cards	\$4,988	\$5,000	\$4,000	\$3,000	\$0	\$3,000	\$3,060	\$3,120	\$3,180	\$3,240
Tokens	\$1,752	\$2,000	\$100	\$0	\$0	\$0	\$0	\$0	\$0	\$0
All Day Parking Passes	\$358,722	\$265,000	\$353,000	\$400,000	\$0	\$400,000	\$408,000	\$416,160	\$424,480	\$432,970
Business Parking Permits	\$25,975	\$30,000	\$20,000	\$10,000	\$0	\$10,000	\$10,200	\$10,400	\$10,610	\$10,820
Lodge Parking Permits	\$19,484	\$19,000	\$12,000	\$10,000	\$0	\$10,000	\$10,200	\$10,400	\$10,610	\$10,820
Special Parking Permits	\$114,074	\$60,000	\$60,000	\$60,000	\$0	\$60,000	\$61,200	\$62,420	\$63,670	\$64,940
Construction Parking Permits	\$1,450,727	\$500,000	\$1,100,000	\$800,000	\$0	\$800,000	\$816,000	\$832,320	\$848,970	\$865,950
Parking Tickets - Non Court	\$545,157	\$600,000	\$500,000	\$600,000	\$0	\$600,000	\$612,000	\$624,240	\$636,720	\$649,450
On-Street Parking	\$5,100,280	\$3,849,000	\$4,455,100	\$4,298,000	\$0	\$4,298,000	\$4,383,960	\$4,471,630	\$4,561,060	\$4,652,270
Parking Garage Fees	\$219,620	\$190,000	\$200,000	\$200,000	\$0	\$200,000	\$204,000	\$208,080	\$212,240	\$216,480
Parking Permits - Rio Grande	\$55,148	\$50,000	\$55,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Validation Stickers - Rio Grande	\$195,860	\$190,000	\$210,000	\$200,000	\$0	\$200,000	\$204,000	\$208,080	\$212,240	\$216,480
Garage Parking	\$470,628	\$430,000	\$465,000	\$400,000	\$0	\$400,000	\$408,000	\$416,160	\$424,480	\$432,960
Investment Income	(\$25,130)	\$0	\$208,500	\$151,900	\$0	\$151,900	\$102,606	\$95,663	\$89,004	\$99,049
All Other Revenue	\$21,419	\$23,770	\$73,270	\$73,600	\$0	\$73,600	\$8,770	\$8,940	\$9,120	\$9,300
Other Revenues	(\$3,711)	\$23,770	\$281,770	\$225,500	\$0	\$225,500	\$111,376	\$104,603	\$98,124	\$108,349
Revenues In	\$5,567,197	\$4,302,770	\$5,201,870	\$4,923,500	\$0	\$4,923,500	\$4,903,336	\$4,992,393	\$5,083,664	\$5,193,579
From the General Fund	\$20,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transfers In	\$20,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$5,587,197	\$4,302,770	\$5,201,870	\$4,923,500	\$0	\$4,923,500	\$4,903,336	\$4,992,393	\$5,083,664	\$5,193,579
Non-Classified	\$0	\$137,500	\$137,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-Classified	\$0	\$137,500	\$137,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0
General Administrative	\$280,697	\$396,720	\$396,720	\$423,641	\$6,260	\$429,901	\$439,700	\$456,500	\$474,070	\$492,450
Public Outreach	\$27,093	\$9,030	\$9,030	\$9,120	\$0	\$9,120	\$9,300	\$9,480	\$9,670	\$9,860
Minor Capital Outlay	\$4,089	\$34,910	\$34,910	\$7,440	\$0	\$7,440	\$7,590	\$7,740	\$7,900	\$8,060
GIS Services	\$0	\$34,920	\$34,920	\$36,904	\$0	\$36,904	\$38,470	\$40,120	\$41,860	\$43,680
Administrative	\$311,879	\$475,580	\$475,580	\$477,105	\$6,260	\$483,365	\$495,060	\$513,840	\$533,500	\$554,050

**City of Aspen Budget
451 - Parking Fund**

As of 09/07/2023

	2022	2023 Adjusted Budget	2023 Forecast	2024 Base Budget	2024 Supplemental Requests	2024 Request	2025 Projection	2026 Projection	2027 Projection	2028 Projection
	Actuals									
Rio Grande Parking Garage	\$91,125	\$152,470	\$152,470	\$156,930	\$0	\$156,930	\$160,070	\$163,260	\$166,540	\$169,880
Facilities Maintenance	\$91,765	\$152,470	\$152,470	\$156,930	\$0	\$156,930	\$160,070	\$163,260	\$166,540	\$169,880
On-Street	\$1,335,313	\$1,528,800	\$1,528,800	\$1,482,119	\$6,170	\$1,488,289	\$1,531,600	\$1,583,220	\$1,637,110	\$1,693,390
Garage	\$113,773	\$284,620	\$284,620	\$254,125	\$620	\$254,745	\$264,070	\$274,480	\$285,420	\$296,900
Buttermilk Parking	\$32,324	\$53,120	\$53,120	\$57,891	\$120	\$58,011	\$59,680	\$61,550	\$63,490	\$65,500
Parking Enforcement	\$1,481,410	\$1,866,540	\$1,866,540	\$1,794,135	\$6,910	\$1,801,045	\$1,855,350	\$1,919,250	\$1,986,020	\$2,055,790
Operating	\$1,885,054	\$2,632,090	\$2,632,090	\$2,428,169	\$13,170	\$2,441,339	\$2,510,480	\$2,596,350	\$2,686,060	\$2,779,720
Capital Projects	\$697,600	\$603,419	\$603,419	\$543,000	\$0	\$543,000	\$864,000	\$828,000	\$57,000	\$0
Capital Maintenance	\$0	\$128,100	\$128,100	\$187,200	\$0	\$187,200	\$176,400	\$179,100	\$104,000	\$104,400
Capital	\$697,600	\$731,519	\$731,519	\$730,200	\$0	\$730,200	\$1,040,400	\$1,007,100	\$161,000	\$104,400
General Fund Overhead	\$338,400	\$371,800	\$371,800	\$424,600	\$0	\$424,600	\$439,500	\$454,900	\$470,800	\$487,300
IT Overhead	\$70,300	\$99,800	\$99,800	\$93,600	\$0	\$93,600	\$89,400	\$92,180	\$84,550	\$91,330
Overhead Allocations	\$408,700	\$471,600	\$471,600	\$518,200	\$0	\$518,200	\$528,900	\$547,080	\$555,350	\$578,630
To the General Fund	\$3,660	\$5,540	\$5,540	\$0	\$0	\$0	\$0	\$0	\$0	\$0
To the Transportation Fund	\$1,350,000	\$1,350,000	\$1,350,000	\$1,000,000	\$0	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
To the Employee Housing Fund	\$137,100	\$160,500	\$160,500	\$166,500	\$0	\$166,500	\$170,700	\$174,800	\$179,000	\$183,200
Other Transfers	\$1,490,760	\$1,516,040	\$1,516,040	\$1,166,500	\$0	\$1,166,500	\$1,170,700	\$1,174,800	\$1,179,000	\$1,183,200
Transfers Out	\$1,899,460	\$1,987,640	\$1,987,640	\$1,684,700	\$0	\$1,684,700	\$1,699,600	\$1,721,880	\$1,734,350	\$1,761,830
Total Uses	\$4,482,114	\$5,351,249	\$5,351,249	\$4,843,069	\$13,170	\$4,856,239	\$5,250,480	\$5,325,330	\$4,581,410	\$4,645,950
Targeted Reserve (12.5% of Uses)	\$560,264	\$668,906	\$668,906	\$605,384		\$607,030	\$656,310	\$665,666	\$572,676	\$580,744
GAAP Adjustment to Working Capital	\$1									
Ending Fund Balance	\$5,212,394	\$4,163,915	\$5,063,015	\$5,143,446		\$5,130,276	\$4,783,131	\$4,450,194	\$4,952,448	\$5,500,077
Ending Balance as % of Targeted Reserve	930%	622%	757%	850%		845%	729%	669%	865%	947%
Over/(Short) of Targeted Reserve	\$4,652,130	\$3,495,009	\$4,394,109	\$4,538,062		\$4,523,246	\$4,126,821	\$3,784,528	\$4,379,771	\$4,919,333
Change in Fund Balance	\$1,105,083	(\$1,048,479)	(\$149,379)	\$80,431	(\$13,170)	\$67,261	(\$347,144)	(\$332,937)	\$502,254	\$547,629

2024 Major Capital Projects

51731 Downtown Core Parking Improvements

- Project is scheduled for 2024
- Utilize the Short-Range Transportation Study to propose best solutions for improved technology
- The goal is to improve the service to the customers, rely on technology to improve conformance in the core and create a system for real time data.

Task Level Budget

Hard Construction Cost	\$1,2500,00
Acquisitions	\$650,000

Appropriations by Year

Prior Years	\$0
2024	\$300,000
Out Years	\$1,600,000
Lifetime Budget	\$1,900,000



2024-2033 Capital Budget

451 - Parking Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
51733 License Plate Recognition - 2024		\$0	\$110,000	\$0	\$0	\$0	\$0	\$110,000
Project Description: Replacement of license plate recognition software and cameras for parking services.								
51732 Fleet - Parking - 2024		\$0	\$93,000	\$0	\$0	\$0	\$0	\$93,000
Project Description: Replacement and purchase of new vehicles and equipment for the Parking department. Vehicles and equipment are always being looked at for reliability and longevity to remain in the fleet to provide a safe and useful life. Vehicles life range is 7 years/80,000 miles. Equipment are reviewed based on years, hours in use and maintenance costs.								
2024 vehicle replacement includes: 2, GO4D, being upgraded from gas to electric. These vehicles are used to monitor and enforce parking in the City of Aspen with the License Plate Recognition System (LPR).								
51730 Parking Department Dedicated EV Charger		\$0	\$40,000	\$0	\$0	\$0	\$0	\$40,000
Project Description: The equipment utilized for LPR including Go-4 vehicles will need to be fully electric and will require a charging system located within the locked gate on the bottom floor. The manufacturer that produces this equipment will not be making gasoline vehicles in the next few years.								
51731 Downtown Core Parking Improvements		\$0	\$300,000	\$800,000	\$800,000	\$0	\$0	\$1,900,000
Project Description: Staff will be implementing technology improvements within the downtown core that includes sensors, electrical connections and possibly cameras to increase the efficiency in service for the customer, rely less on personnel, increase compliance. The technology implemented will be based on study being done in the summer and fall of 2023. It is anticipated the technology will be placed in 6 block sections for five years. The goal would place technology to assess real parking, manage payments, manage time vehicles are parked and provide data to the public.								

2024-2033 Capital Budget

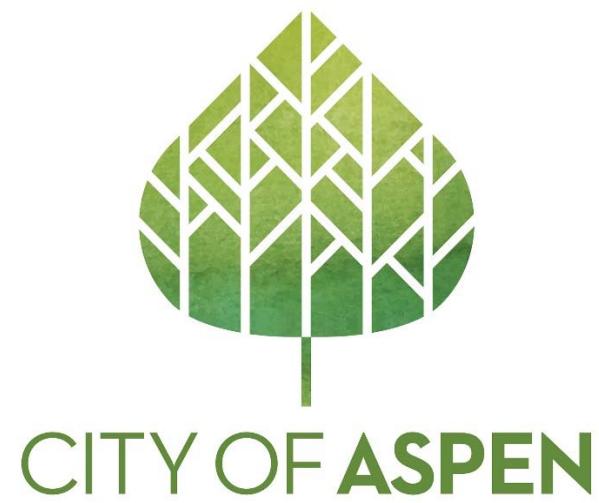
451 - Parking Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
50604 Fleet - Parking - Out Years		\$0	\$0	\$34,000	\$28,000	\$57,000	\$0	\$340,000
Project Description: Replacement and purchase of new vehicles and equipment for the Parking department. Vehicles and equipment are always being looked at for reliability and longevity to remain in the fleet to provide a safe and useful life. Vehicles life range is 7 years/80,000 miles. Equipment are reviewed based on years, hours in use and maintenance costs.								
50607 Sump Pumps		\$0	\$0	\$30,000	\$0	\$0	\$0	\$100,000
Project Description: Replace or rebuild storm water sump pumps.								
50608 License Plate Recognition - Parking		\$0	\$0	\$0	\$0	\$0	\$0	\$120,000
Project Description: Replacement of license plate recognition software and cameras for parking services.								
Subtotal - Capital Projects		\$0	\$543,000	\$864,000	\$828,000	\$57,000	\$0	\$2,703,000
40065 Parking Garage Caulking		\$0	\$100,000	\$0	\$0	\$0	\$0	\$210,000
Project Description: Recalking of all expansion joints in the parking facility to eliminate leeks between levels and to protect concrete.								
40113 Parking Garage Facility Maintenance		\$54,100	\$55,200	\$56,300	\$57,400	\$58,500	\$59,700	\$658,000
Project Description: Maintenance and repairs to parking facility support systems, life safety systems, structure, and facility maintenance equipment. Back-up generator mechanical and electrical components, CO Detectors, CO exhaust and intake fans, power washers, fire suppression system and related components, fire detection systems, elevator mechanical and electrical repair, curb and gutter repair, other concrete repairs, structural water proofing repair, drainage systems and sump pumps, backflow water valves.								
40132 Downtown Core Parking Striping		\$0	\$32,000	\$32,600	\$33,300	\$34,000	\$34,700	\$350,700
Project Description: The Parking department is responsible for striping the downtown core to assure maximum capacity for parking and provide designated space for parking that is clear to the consumer.								

2024-2033 Capital Budget

451 - Parking Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
40064 Parking Garage Epoxy								
Project Description: Apply epoxy coating to all parking ramps for water proofing and protection of the concrete surface.	\$70,000	\$0	\$85,000	\$0	\$0	\$0		\$255,000
40063 Core City Network - Parking								
Project Description: Replacement of core network switching and routing equipment.	\$0	\$0	\$2,500	\$3,400	\$1,500	\$0		\$14,800
40066 Parking Facility Interior Painting								
Project Description: Repaint all interior walls of the parking structure. This project has been on staffs radar for the past 3 years and now is at the point it needs to be done.	\$0	\$0	\$0	\$85,000	\$0	\$0		\$185,000
40131 Downtown Core Maintenance								
Project Description: Technology implemented to improve the parking in the downtown core will need replacement and maintenance on a yearly basis.	\$0	\$0	\$0	\$0	\$10,000	\$10,000		\$70,000
Subtotal - Capital Maintenance		\$124,100	\$187,200	\$176,400	\$179,100	\$104,000	\$104,400	\$1,743,500
Grand Total		\$124,100	\$730,200	\$1,040,400	\$1,007,100	\$161,000	\$104,400	\$4,446,500



471 - Golf Course Fund

**City of Aspen Budget
471 - Golf Course Fund**

As of 09/07/2023

	2022	2023	2023 Forecast	2024	2024 Supplemental Requests	2024	2025	2026	2027	2028
	Actuals	Adjusted Budget		Base Budget		Request	Projection	Projection	Projection	Projection
Opening Balance	\$1,524,330	\$1,610,752	\$1,610,752	\$1,441,054		\$1,441,054	\$1,729,272	\$1,583,172	\$1,673,382	\$807,402
Daily Greens Fees	\$954,242	\$802,400	\$963,784	\$973,422	\$0	\$973,422	\$992,890	\$1,012,750	\$1,033,010	\$1,053,670
Season Pass Sales	\$901,658	\$872,400	\$1,065,000	\$1,072,000	\$0	\$1,072,000	\$1,093,440	\$1,115,310	\$1,137,620	\$1,160,370
Course operations	\$1,862,100	\$1,674,800	\$2,028,784	\$2,045,422	\$0	\$2,045,422	\$2,086,330	\$2,128,060	\$2,170,630	\$2,214,040
Driving Range	\$67,377	\$78,800	\$85,000	\$87,100	\$0	\$87,100	\$88,840	\$90,620	\$92,430	\$94,280
Cart Rental	\$84,384	\$212,800	\$100,000	\$102,500	\$0	\$102,500	\$104,550	\$106,640	\$108,770	\$110,950
Club Rental	\$77,631	\$52,900	\$70,000	\$71,750	\$0	\$71,750	\$73,190	\$74,650	\$76,140	\$77,660
Retail	\$289,531	\$369,700	\$305,000	\$314,000	\$0	\$314,000	\$320,280	\$326,690	\$333,220	\$339,880
Special Orders	\$37,302	\$30,000	\$32,000	\$32,800	\$0	\$32,800	\$33,460	\$34,130	\$34,810	\$35,510
Golf Lessons	\$180,975	\$171,100	\$175,000	\$175,000	\$0	\$175,000	\$178,500	\$182,070	\$185,710	\$189,420
Other Revenues	\$24,268	\$18,400	\$24,830	\$20,000	\$0	\$20,000	\$20,400	\$20,810	\$21,230	\$21,650
Pro Shop Operations	\$761,469	\$933,700	\$791,830	\$803,150	\$0	\$803,150	\$819,220	\$835,610	\$852,310	\$869,350
Lease Revenue	\$133,453	\$70,000	\$80,000	\$80,000	\$0	\$80,000	\$81,600	\$83,230	\$84,890	\$86,590
Property / Facilities Maintenance	\$133,453	\$70,000	\$80,000	\$80,000	\$0	\$80,000	\$81,600	\$83,230	\$84,890	\$86,590
Investment Income	(\$15,712)	\$0	\$64,400	\$43,200	\$0	\$43,200	\$34,590	\$31,660	\$33,470	\$16,150
All Other Revenues	\$4,608	\$0	\$800	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Revenues	(\$11,103)	\$0	\$65,200	\$43,200	\$0	\$43,200	\$34,590	\$31,660	\$33,470	\$16,150
Revenues In	\$2,745,918	\$2,678,500	\$2,965,814	\$2,971,772	\$0	\$2,971,772	\$3,021,740	\$3,078,560	\$3,141,300	\$3,186,130
From the Parks Fund	\$375,800	\$344,700	\$344,700	\$351,600	\$0	\$351,600	\$358,600	\$365,800	\$373,100	\$380,600
Transfers In	\$375,800	\$344,700	\$344,700	\$351,600	\$0	\$351,600	\$358,600	\$365,800	\$373,100	\$380,600
Total Revenues	\$3,121,718	\$3,023,200	\$3,310,514	\$3,323,372	\$0	\$3,323,372	\$3,380,340	\$3,444,360	\$3,514,400	\$3,566,730
00000 - Non-Classified	(\$4,434)	\$95,800	\$95,800	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Expenditures	(\$4,434)	\$95,800	\$95,800	\$0	\$0	\$0	\$0	\$0	\$0	\$0
10010 - General Administrative	\$353,963	\$375,770	\$375,770	\$402,477	\$5,810	\$408,287	\$418,290	\$434,820	\$452,130	\$470,240
10030 - Public Outreach	\$0	\$3,140	\$3,140	\$500	\$0	\$500	\$510	\$520	\$530	\$540
10050 - Minor Capital Outlay	\$6,118	\$8,410	\$8,410	\$2,560	\$0	\$2,560	\$2,610	\$2,660	\$2,710	\$2,760
Administrative	\$360,081	\$387,320	\$387,320	\$405,537	\$5,810	\$411,347	\$421,410	\$438,000	\$455,370	\$473,540

**City of Aspen Budget
471 - Golf Course Fund**

As of 09/07/2023

	2022	2023 Adjusted Budget	2023 Forecast	2024 Base Budget	2024 Supplemental Requests	2024 Request	2025 Projection	2026 Projection	2027 Projection	2028 Projection
	Actuals									
58110 - Course Area Maintenance	\$421,000	\$583,720	\$583,720	\$604,490	\$24,821	\$629,311	\$647,060	\$667,780	\$689,260	\$711,550
58120 - Equipment Maintenance	\$152,583	\$167,450	\$167,450	\$173,909	\$4,521	\$178,430	\$184,910	\$191,680	\$198,740	\$206,130
Course Operations	\$573,583	\$751,170	\$751,170	\$778,399	\$29,342	\$807,741	\$831,970	\$859,460	\$888,000	\$917,680
58210 - Retail Operations	\$751,578	\$805,020	\$805,020	\$785,748	\$0	\$785,748	\$808,150	\$831,270	\$855,130	\$879,770
58220 - Lessons	\$162,612	\$154,000	\$154,000	\$157,850	\$0	\$157,850	\$161,010	\$164,230	\$167,510	\$170,860
Pro Shop Operations	\$914,190	\$959,020	\$959,020	\$943,598	\$0	\$943,598	\$969,160	\$995,500	\$1,022,640	\$1,050,630
11930 - Golf Course Campus	\$231,539	\$271,110	\$271,110	\$267,626	\$19,641	\$287,267	\$293,780	\$302,160	\$310,830	\$319,790
Property / Facilities Maintenance	\$231,539	\$271,110	\$271,110	\$267,626	\$19,641	\$287,267	\$293,780	\$302,160	\$310,830	\$319,790
Operating	\$2,074,959	\$2,464,420	\$2,464,420	\$2,395,160	\$54,793	\$2,449,953	\$2,516,320	\$2,595,120	\$2,676,840	\$2,761,640
81200 - Capital Projects	\$533,585	\$508,418	\$508,418	\$170,200	\$0	\$170,200	\$603,000	\$314,500	\$1,277,000	\$318,500
81300 - Capital Maintenance	\$31,841	\$95,904	\$95,904	\$56,400	\$0	\$56,400	\$40,300	\$65,900	\$40,700	\$66,400
Capital	\$565,426	\$604,322	\$604,322	\$226,600	\$0	\$226,600	\$643,300	\$380,400	\$1,317,700	\$384,900
58115 - Principal-Other Debt	\$56,466	\$56,500	\$56,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debt Service	\$56,466	\$56,500	\$56,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0
General Fund Overhead	\$171,500	\$207,700	\$207,700	\$238,100	\$0	\$238,100	\$246,400	\$255,000	\$263,900	\$273,100
IT Overhead	\$23,000	\$44,200	\$44,200	\$44,100	\$0	\$44,100	\$42,120	\$43,430	\$39,840	\$43,030
Overhead Allocations	\$194,500	\$251,900	\$251,900	\$282,200	\$0	\$282,200	\$288,520	\$298,430	\$303,740	\$316,130
To the Parks Fund	\$2,401	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
To the Employee Housing Fund	\$69,700	\$92,300	\$92,300	\$76,400	\$0	\$76,400	\$78,300	\$80,200	\$82,100	\$84,000
Other Transfers	\$72,100	\$103,070	\$103,070	\$76,400	\$0	\$76,400	\$78,300	\$80,200	\$82,100	\$84,000
Transfers Out	\$266,601	\$354,970	\$354,970	\$358,600	\$0	\$358,600	\$366,820	\$378,630	\$385,840	\$400,130
Total Uses	\$2,963,452	\$3,480,212	\$3,480,212	\$2,980,360	\$54,793	\$3,035,153	\$3,526,440	\$3,354,150	\$4,380,380	\$3,546,670
Targeted Reserve (12.5% of Uses)	\$370,431	\$435,027	\$435,027	\$372,545		\$379,394	\$440,805	\$419,269	\$547,548	\$443,334
GAAP Adjustment to Working Capital	(\$71,844)									
Ending Fund Balance	\$1,610,752	\$1,153,740	\$1,441,054	\$1,784,065		\$1,729,272	\$1,583,172	\$1,673,382	\$807,402	\$827,462
Ending Balance as % of Targeted Reserve	435%	265%	331%	479%		456%	359%	399%	147%	187%
Over/(Short) of Targeted Reserve	\$1,240,320	\$718,713	\$1,006,027	\$1,411,520		\$1,349,878	\$1,142,367	\$1,254,114	\$259,855	\$384,129
Change in Fund Balance	\$158,266	(\$457,012)	(\$169,698)	\$343,012	(\$54,793)	\$288,219	(\$146,100)	\$90,210	(\$865,980)	\$20,060

2024-2033 Capital Budget

471 - Golf Course Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
51736 Fleet - Golf - 2024	\$0	\$125,200	\$0	\$0	\$0	\$0		\$125,200
Project Description: In 2024, we will be purchasing a electric greens mower and a service vehicle (a four wheel all purpose utility vehicle).								
51735 Golf Business Plan	\$0	\$45,000	\$0	\$0	\$0	\$0		\$45,000
Project Description: We are seeking a golf operations consultant to help us evaluate our current business model and provide guidance on future business strategies, pricing, and budgeting. This business plan will also review the Aspen Golf Course's status as an enterprise fund and provide a comparative analysis with other similar municipal golf course operations.								
51759 Driving Range Fence	\$0	\$0	\$250,000	\$0	\$0	\$0		\$250,000
Project Description: This project will extend and/or replace the netting and posts on the east side of the driving range adjacent to Hole 1. The current fence is too low, and golf balls from the driving range frequently fly over the fence posing a safety concern to golfers playing on Hole 1 and Junior Golfers at the Junior Golf end of the range.								
50615 Fleet - Golf - Out Years	\$0	\$0	\$178,000	\$108,000	\$80,000	\$118,500		\$974,500
Project Description: Replacement of golf course maintenance equipment and vehicles.								
51602 Golf Clubhouse & Campus Master Plan	\$0	\$0	\$175,000	\$0	\$775,000	\$0		\$950,000
Project Description: This planning project will cover the following areas: Pro Shop, Restaurant, Kitchen, Permanent Office Space, Basement Area, Locker Rooms, Restrooms, and Outdoor Campus. This is design and planning necessary to increase restaurant capacity and improve dining experience as well as increase functionality of the kitchen space and address public safety needs. Permanent golf office space within the clubhouse is critically needed and will be addressed by this planning project. This plan will also look at Locker Room redesign. This design and planning scope will also include consideration of exterior revisions to improve pedestrian flow, cart staging, and congestion in the areas between the tennis courts, cart barn and clubhouse.								
There are funds in 2027 as a placeholder to do the work identified in the planning and design phase. This number will be revised once the planning and design work is complete.								

2024-2033 Capital Budget

471 - Golf Course Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
51601 Cart Path Upgrades		\$0	\$0	\$0	\$200,000	\$0	\$200,000	\$400,000
Project Description: Improvements to existing cart paths and construction of new cart paths, which are necessary for safety on the golf course, along with reduced wear and tear to maintained turf areas.								
50622 POS Replacement - Out Years		\$0	\$0	\$0	\$6,500	\$0	\$0	\$21,000
Project Description: Replacement schedule for Golf Point of Sale (POS) PCs.								
51734 Golf Cart Fleet Replacement		\$0	\$0	\$0	\$0	\$416,000	\$0	\$848,640
Project Description: Replacement of entire golf cart fleet (60 carts) in accordance to rotation and replacement plan. These golf carts need to be replaced at least every five years due to wear and tear. We will trade in our current fleet as part of this replacement plan.								
51600 Copier Replacement - Golf		\$0	\$0	\$0	\$0	\$6,000	\$0	\$6,000
Project Description: Replacement of Golf copier machine.								
51760 Asphalt Parking Lot Resurfacing		\$0	\$0	\$0	\$0	\$0	\$0	\$500,000
Project Description: Resurfacing of the entire parking lot in front of the Clubhouse, including the Truscott Housing lot. This will improve operations for golf, tennis, nordic, the restaurant, and daily users.								
Subtotal - Capital Projects		\$0	\$170,200	\$603,000	\$314,500	\$1,277,000	\$318,500	\$4,120,340

2024-2033 Capital Budget

471 - Golf Course Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
40121 Tee Box Replacements		\$0	\$20,000	\$0	\$22,000	\$0	\$24,000	\$120,000
Project Description: Reconstruction of various tee boxes, starting with the holes in most critical need of revision due to volume of play, which has nearly doubled since the tees were originally constructed. This will be a multiyear project to minimize impact on play.								
40100 Golf and Nordic Clubhouse		\$15,000	\$15,600	\$16,200	\$16,800	\$17,500	\$18,200	\$201,850
Project Description: Annual facility maintenance for the Golf Course Campus and Nordic Clubhouse.								
40068 Golf Course Annual Improvements		\$10,000	\$10,400	\$10,800	\$11,200	\$11,600	\$12,100	\$134,200
Project Description: Improvements to Golf Course based on masterplan. Improvements include such projects as turf repair, tree trimming, cart path improvements and other course repairs.								
40070 Ditch Maintenance		\$10,000	\$10,400	\$10,800	\$11,200	\$11,600	\$12,100	\$134,200
Project Description: Improvements as needed to improve the ditch system throughout the golf course								
40069 Core City Network - Golf		\$0	\$0	\$2,500	\$4,700	\$0	\$0	\$14,400
Project Description: Replacement of core network switching and routing equipment.								
Subtotal - Capital Maintenance		\$35,000	\$56,400	\$40,300	\$65,900	\$40,700	\$66,400	\$604,650
Grand Total		\$35,000	\$226,600	\$643,300	\$380,400	\$1,317,700	\$384,900	\$4,724,990



CITY OF ASPEN

491 - Truscott I Housing Fund

**City of Aspen Budget
491 - Truscott I Housing Fund**

As of 09/07/2023

	2022	2023 Adjusted Budget	2023	2024	2024 Supplemental Requests	2024 Request	2025	2026	2027	2028
	Actuals		Forecast	Base Budget			Projection	Projection	Projection	Projection
Opening Balance	\$1,092,370	\$1,522,599	\$1,522,599	\$888,369		\$888,369	\$1,072,813	\$1,052,983	\$910,293	\$942,613
Rental Income - Permanent	\$1,272,567	\$1,333,000	\$1,333,000	\$1,360,000	\$0	\$1,360,000	\$1,387,200	\$1,414,940	\$1,443,240	\$1,472,100
Late Rent Fees	\$2,250	\$3,500	\$3,500	\$3,500	\$0	\$3,500	\$3,570	\$3,640	\$3,710	\$3,780
Laundry	\$31,001	\$30,000	\$30,000	\$31,000	\$0	\$31,000	\$31,620	\$32,250	\$32,900	\$33,560
Parking Fees	\$0	\$150	\$150	\$150	\$0	\$150	\$150	\$150	\$150	\$150
Investment Income	(\$6,528)	\$0	\$60,900	\$26,700	\$0	\$26,700	\$21,460	\$21,060	\$18,210	\$18,850
Other Facility Rentals	\$85,000	\$90,000	\$90,000	\$95,000	\$0	\$95,000	\$100,000	\$105,000	\$110,000	\$115,000
Truscott Other Inflows	\$5,169	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Revenues	\$2,838	\$5,560	\$5,560	\$5,500	\$0	\$5,500	\$5,610	\$5,720	\$5,830	\$5,940
Unallocated Revenues	\$1,392,297	\$1,462,210	\$1,523,110	\$1,521,850	\$0	\$1,521,850	\$1,549,610	\$1,582,760	\$1,614,040	\$1,649,380
Revenues In	\$1,392,297	\$1,462,210	\$1,523,110	\$1,521,850	\$0	\$1,521,850	\$1,549,610	\$1,582,760	\$1,614,040	\$1,649,380
Total Revenues	\$1,392,297	\$1,462,210	\$1,523,110	\$1,521,850	\$0	\$1,521,850	\$1,549,610	\$1,582,760	\$1,614,040	\$1,649,380
Non-Classified	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
General Administrative	\$5,713	\$11,330	\$11,330	\$11,630	\$0	\$11,630	\$11,860	\$12,100	\$12,340	\$12,580
Minor Capital Outlay	\$0	\$8,470	\$8,470	\$3,060	\$0	\$3,060	\$3,120	\$3,180	\$3,240	\$3,300
Administrative	\$5,713	\$19,800	\$19,800	\$14,690	\$0	\$14,690	\$14,980	\$15,280	\$15,580	\$15,880
Truscott Affordable Housing (City-Owned)	\$474,497	\$579,760	\$579,760	\$560,576	\$650	\$561,226	\$575,140	\$590,180	\$605,710	\$621,740
Property / Facilities Maintenance	\$474,497	\$579,760	\$579,760	\$560,576	\$650	\$561,226	\$575,140	\$590,180	\$605,710	\$621,740
Property Management	\$157,130	\$160,380	\$160,380	\$175,020	\$0	\$175,020	\$178,520	\$182,090	\$185,730	\$189,450
Housing Sales & Rental	\$157,130	\$160,380	\$160,380	\$175,020	\$0	\$175,020	\$178,520	\$182,090	\$185,730	\$189,450
Operating	\$637,340	\$759,940	\$759,940	\$750,286	\$650	\$750,936	\$768,640	\$787,550	\$807,020	\$827,070
Capital Projects	\$18,044	\$971,400	\$971,400	\$93,220	\$0	\$93,220	\$300,000	\$300,000	\$300,000	\$300,000
Capital Maintenance	\$33,182	\$87,300	\$87,300	\$96,250	\$0	\$96,250	\$100,500	\$234,200	\$67,500	\$36,600
Capital	\$51,226	\$1,058,700	\$1,058,700	\$189,470	\$0	\$189,470	\$400,500	\$534,200	\$367,500	\$336,600
General Fund Overhead	\$60,800	\$73,400	\$73,400	\$81,500	\$0	\$81,500	\$84,400	\$87,400	\$90,500	\$93,700
Overhead Allocations	\$60,800	\$73,400	\$73,400	\$81,500	\$0	\$81,500	\$84,400	\$87,400	\$90,500	\$93,700
To the Affordable Housing Fund	\$200,000	\$250,000	\$250,000	\$300,000	\$0	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000
To the Employee Housing Fund	\$12,700	\$15,300	\$15,300	\$15,500	\$0	\$15,500	\$15,900	\$16,300	\$16,700	\$17,100
Other Transfers	\$212,700	\$265,300	\$265,300	\$315,500	\$0	\$315,500	\$315,900	\$316,300	\$316,700	\$317,100
Transfers Out	\$273,500	\$338,700	\$338,700	\$397,000	\$0	\$397,000	\$400,300	\$403,700	\$407,200	\$410,800
Total Uses	\$962,066	\$2,157,340	\$2,157,340	\$1,336,756	\$650	\$1,337,406	\$1,569,440	\$1,725,450	\$1,581,720	\$1,574,470
Targeted Reserve (12.5% of Uses)	\$120,258	\$269,668	\$269,668	\$167,095		\$167,176	\$196,180	\$215,681	\$197,715	\$196,809
GAAP Adjustment to Working Capital	(\$2)									
Ending Fund Balance	\$1,522,599	\$827,469	\$888,369	\$1,073,463		\$1,072,813	\$1,052,983	\$910,293	\$942,613	\$1,017,523
Ending Balance as % of Targeted Reserve	1,266%	307%	329%	642%		642%	537%	422%	477%	517%
Over/(Short) of Targeted Reserve	\$1,402,341	\$557,802	\$618,702	\$906,368		\$905,637	\$856,803	\$694,612	\$744,898	\$820,714
Change in Fund Balance	\$430,231	(\$695,130)	(\$634,230)	\$185,094	(\$650)	\$184,444	(\$19,830)	(\$142,690)	\$32,320	\$74,910

2024-2033 Capital Budget

491 - Truscott I Housing Fund

Project Title and Description	Prior	Annual Budget						Lifetime Budget
		2024	2025	2026	2027	2028		
50663 Interior Unit HVAC - Bld 100 Units								
Project Description: Replacement of existing HVAC system in each studio apartment	\$40,000	\$40,000	\$40,000	\$0	\$0	\$0		\$120,000
51737 Truscott Exterior Lighting Replacement								
Project Description: Truscott Exterior Lighting Equipment Replacement	\$0	\$25,000	\$0	\$0	\$0	\$0		\$25,000
50647 Truscott Ph 1 Hot Water Storage Tank Replacement								
Project Description: Replace water storage tanks as needed in Buildings 400-1000. There are two tanks each in building 400, 500, 700, 800, 1000 and 3 tanks each in buildings 600 and 900	\$142,720	\$22,420	\$0	\$0	\$0	\$0		\$165,140
51636 Mechanical 100 Building Office & Clubhouse								
Project Description: Ductwork, Boilers, & HVAC in Office and Clubhouse	\$5,600	\$5,800	\$6,000	\$0	\$0	\$0		\$17,400
51738 TBD - Capital Projects Placeholder								
Project Description: A property assessment is scheduled to be completed in 2023 and a capital asset plan will be created in the 2025 budget development cycle for 2025 to 2034. This is a placeholder for long term financial planning.	\$0	\$0	\$154,000	\$300,000	\$285,000	\$300,000		\$2,539,000
50653 Truscott Playground Equipment Replacement								
Project Description: Replace playground equipment at Bld 500 playground	\$0	\$0	\$50,000	\$0	\$0	\$0		\$50,000
50646 Truscott 100 Building Exterior Painting - Out Years								
Project Description: Re-paint the exterior of the 100 building.	\$0	\$0	\$40,000	\$0	\$0	\$0		\$40,000
50632 Electrical 100 Building Office - Clubhouse								
Project Description: Fire Alarm/Surge Protection Panel in 2018, Full electrical system upgrade in 2023	\$0	\$0	\$10,000	\$0	\$0	\$0		\$10,000
51637 Truscott Snow Removal Equipment Replacement								
Project Description: Replace plow and Tool Cat implements.	\$0	\$0	\$0	\$0	\$15,000	\$0		\$15,000
Subtotal - Capital Projects		\$188,320	\$93,220	\$300,000	\$300,000	\$300,000	\$300,000	\$2,981,540

2024-2033 Capital Budget

491 - Truscott I Housing Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
40122 Truscott Phase I Facility Maintenance - Interior		\$18,600	\$15,800	\$16,000	\$10,000	\$10,000	\$0	\$70,400
Project Description: Interior repairs for all buildings: including ductwork, boilers, HVAC, fire panels, fixtures and other.								
40076 Truscott Concrete Repairs and Replacement		\$0	\$15,000	\$0	\$0	\$0	\$0	\$15,000
Project Description: Repair curb, gutters, and sidewalks as needed on property.								
40133 Clean the Exterior of All Windows		\$0	\$13,750	\$0	\$0	\$0	\$0	\$13,750
Project Description: Clean the Exterior of All Windows (Office building, 100, & 400-1000 building)								
40114 Truscott Phase I Facility Maintenance		\$10,600	\$10,800	\$11,000	\$11,200	\$11,400	\$11,600	\$127,400
Project Description: Annual funding for exterior capital maintenance of the Truscott Phase 1 properties.								
40095 Replace Carpet Flooring and Paint - Bld 100 Apartments		\$14,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$114,000
Project Description: Install new carpet, vinyl, and paint when units turn over and as needed.								
40093 Interior Unit Light Fixtures and Outlets - Bld 100 Units		\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$110,000
Project Description: Replace light fixtures and outlets when units turn over and as needed.								
40134 Rekey all Unit Doors in Phase A		\$0	\$8,900	\$0	\$0	\$0	\$0	\$8,900
Project Description: Rekey all units in the following buildings 100, 400-1000, and office building								
40079 Truscott 100 Siding Repairs		\$0	\$7,000	\$0	\$0	\$0	\$0	\$14,000
Project Description: Repair damaged siding on Bld 100.								
40094 Interior Unit Plumbing and Fixtures - Bld 100 Units		\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$55,000
Project Description: Replace the existing plumbing fixtures and under sink piping when units turn over and as needed.								

2024-2033 Capital Budget

491 - Truscott I Housing Fund

Project Title and Description	Prior	Annual Budget						Lifetime Budget
		2024	2025	2026	2027	2028		
40080 Truscott Siding Repair Bld 400-1000		\$0	\$0	\$17,000	\$0	\$0	\$0	\$17,000
Project Description: Make repairs to damaged siding on Blds. 400-1000.								
40096 Appliance Range/Oven Replacement		\$13,000	\$0	\$13,000	\$0	\$13,000	\$0	\$65,000
Project Description: Replace oven/ranges when units turn over and as needed.								
40081 Plumbing 100 Building Office - Clubhouse		\$0	\$0	\$7,000	\$182,700	\$0	\$0	\$189,700
Project Description: Misc. plumbing repairs, replacement of water heaters, fixtures, & piping as needed.								
40078 Truscott Building Repairs		\$11,500	\$0	\$6,000	\$0	\$6,000	\$0	\$35,500
Project Description: Buildings 400-1000 misc repair to fascia, siding and gutters.								
40077 Truscott Boiler Pump Replacement		\$0	\$0	\$3,000	\$0	\$0	\$0	\$3,000
Project Description: Replacement of Bld 100 pumps as needed for domestic water and heat systems.								
40082 Core City Network - Truscott		\$3,350	\$0	\$2,500	\$5,300	\$2,100	\$0	\$23,150
Project Description: Replacement of core network switching and routing equipment.								
40135 Replace Hallway Carpet Building 100		\$0	\$0	\$0	\$0	\$0	\$0	\$20,000
Project Description: Replace carpeting in the hallway of the 100 building.								
Subtotal - Capital Maintenance		\$86,050	\$96,250	\$100,500	\$234,200	\$67,500	\$36,600	\$881,800
Grand Total		\$274,370	\$189,470	\$400,500	\$534,200	\$367,500	\$336,600	\$3,863,340



CITY OF ASPEN

492 - Marolt Housing Fund

**City of Aspen Budget
492 - Marolt Housing Fund**

As of 09/07/2023

	2022	2023 Adjusted Budget	2023	2024	2024 Supplemental Requests	2024 Request	2025	2026	2027	2028
	Actuals		Forecast	Base Budget			Projection	Projection	Projection	Projection
Opening Balance	\$1,704,810	\$1,956,548	\$1,956,548	\$1,763,608		\$1,763,608	\$1,265,482	\$1,136,442	\$1,377,852	\$1,600,972
Rental Income - Seasonal	\$1,022,413	\$1,530,000	\$1,530,000	\$1,560,000	\$0	\$1,560,000	\$1,591,200	\$1,623,020	\$1,655,480	\$1,688,590
Late Rent Fees	\$825	\$200	\$200	\$200	\$0	\$200	\$200	\$200	\$200	\$200
Laundry	\$28,274	\$20,000	\$20,000	\$25,000	\$0	\$25,000	\$25,500	\$26,010	\$26,530	\$27,060
Parking Fees	\$8,107	\$15,000	\$15,000	\$15,000	\$0	\$15,000	\$15,300	\$15,610	\$15,920	\$16,240
Cafeteria Lease	\$0	\$18,360	\$18,360	\$18,860	\$0	\$18,860	\$19,240	\$19,620	\$20,010	\$20,410
Investment Income	(\$10,953)	\$0	\$78,300	\$52,900	\$0	\$52,900	\$25,310	\$22,730	\$27,560	\$32,020
Other Revenues	\$582,392	\$26,000	\$26,000	\$25,500	\$0	\$25,500	\$26,010	\$26,530	\$27,060	\$27,600
Unallocated Revenue	\$1,631,058	\$1,609,560	\$1,687,860	\$1,697,460	\$0	\$1,697,460	\$1,702,760	\$1,733,720	\$1,772,760	\$1,812,120
Revenues In	\$1,631,058	\$1,609,560	\$1,687,860	\$1,697,460	\$0	\$1,697,460	\$1,702,760	\$1,733,720	\$1,772,760	\$1,812,120
Total Revenues	\$1,631,058	\$1,609,560	\$1,687,860	\$1,697,460	\$0	\$1,697,460	\$1,702,760	\$1,733,720	\$1,772,760	\$1,812,120
General Administrative	\$1,607	\$4,240	\$4,240	\$4,350	\$0	\$4,350	\$4,430	\$4,520	\$4,620	\$4,720
Minor Capital Outlay	\$0	\$1,410	\$1,410	\$610	\$0	\$610	\$620	\$630	\$640	\$650
Administrative	\$1,607	\$5,650	\$5,650	\$4,960	\$0	\$4,960	\$5,050	\$5,150	\$5,260	\$5,370
Marolt Affordable Housing	\$406,550	\$456,920	\$456,920	\$424,516	\$620	\$425,136	\$436,070	\$448,020	\$460,400	\$473,240
Facilities Maintenance	\$406,550	\$456,920	\$456,920	\$424,516	\$620	\$425,136	\$436,070	\$448,020	\$460,400	\$473,240
Property Management	\$189,823	\$185,830	\$185,830	\$189,490	\$0	\$189,490	\$193,280	\$197,140	\$201,080	\$205,100
Housing Sales & Rental	\$189,823	\$185,830	\$185,830	\$189,490	\$0	\$189,490	\$193,280	\$197,140	\$201,080	\$205,100
Operating	\$597,981	\$648,400	\$648,400	\$618,966	\$620	\$619,586	\$634,400	\$650,310	\$666,740	\$683,710
Capital Projects	\$0	\$287,000	\$287,000	\$694,500	\$0	\$694,500	\$350,000	\$0	\$40,000	\$40,000
Capital Maintenance	\$26,541	\$166,100	\$166,100	\$103,500	\$0	\$103,500	\$116,800	\$108,700	\$106,900	\$108,000
Capital	\$26,541	\$453,100	\$453,100	\$798,000	\$0	\$798,000	\$466,800	\$108,700	\$146,900	\$148,000
General Fund Overhead	\$42,900	\$65,000	\$65,000	\$63,600	\$0	\$63,600	\$65,800	\$68,100	\$70,500	\$73,000
Overhead Allocations	\$42,900	\$65,000	\$65,000	\$63,600	\$0	\$63,600	\$65,800	\$68,100	\$70,500	\$73,000
To the Housing Development Fund	\$700,000	\$700,000	\$700,000	\$700,000	\$0	\$700,000	\$650,000	\$650,000	\$650,000	\$650,000
To the Employee Housing Fund	\$11,900	\$14,300	\$14,300	\$14,400	\$0	\$14,400	\$14,800	\$15,200	\$15,500	\$15,900
Other Transfers	\$711,900	\$714,300	\$714,300	\$714,400	\$0	\$714,400	\$664,800	\$665,200	\$665,500	\$665,900
Transfers Out	\$754,800	\$779,300	\$779,300	\$778,000	\$0	\$778,000	\$730,600	\$733,300	\$736,000	\$738,900
Total Uses	\$1,379,322	\$1,880,800	\$1,880,800	\$2,194,966	\$620	\$2,195,586	\$1,831,800	\$1,492,310	\$1,549,640	\$1,570,610
Targeted Reserve (12.5% of Uses)	\$172,415	\$235,100	\$235,100	\$274,371		\$274,448	\$228,975	\$186,539	\$193,705	\$196,326
GAAP Adjustment to Working Capital	\$2									
Ending Fund Balance	\$1,956,548	\$1,685,308	\$1,763,608	\$1,266,102		\$1,265,482	\$1,136,442	\$1,377,852	\$1,600,972	\$1,842,482
Ending Balance as % of Targeted Reserve	1,135%	717%	750%	461%		461%	496%	739%	826%	938%
Over/(Short) of Targeted Reserve	\$1,784,133	\$1,450,208	\$1,528,508	\$991,731		\$991,033	\$907,467	\$1,191,313	\$1,407,267	\$1,646,155
Change in Fund Balance	\$251,736	(\$271,240)	(\$192,940)	(\$497,506)	(\$620)	(\$498,126)	(\$129,040)	\$241,410	\$223,120	\$241,510

2024 Marolt Ranch

51661 Building Envelope Improvements and Water Proofing

All windows to be replaced, add flashing as required and repair siding. There are 8 buildings that contain 100 units. Project will start in 2024 and projected to finish up in the fall of 2025.

Task Level Budget

Design	\$30,000
Testing & Inspection	\$10,000
Hard Construction Cost	\$700,000
Project Contingency	\$60,000

Appropriations by Year

Prior Years	\$160,000
2024	\$640,000
Out Years	\$0
Lifetime Budget	\$800,000



2024-2033 Capital Budget

492 - Marolt Housing Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
51659 Asphalt Parking Lot Resurfacing		\$0	\$0	\$350,000	\$0	\$0	\$0	\$350,000
Project Description: Replacing and resurfacing the parking lot that is aged and showing signs of advanced alligatoring and cracking.								
51661 Building Envelope Improvements and Water Proofing		\$160,000	\$640,000	\$0	\$0	\$0	\$0	\$800,000
Project Description: The exterior of all building assembly is lacking many basic waterproofing and infiltration elements. All the water and moisture barrier wall assembly elements are necessary to direct and shed water and moisture away from the sheathing and wood window framing. This is required to prevent water damage, dry rot, and biological growth.								
The best approach is to remove the siding and re-install with all the appropriate wall and window assembly elements.								
Based on a property inspection and the budgetary constraints in 2023, the project scope will be defined and the work will be scheduled and completed.								
51739 Replace Window & Door Blinds (100 Units)		\$0	\$54,500	\$0	\$0	\$0	\$0	\$54,500
Project Description: Replace all window and door blinds in all units. About 7 windows per unit.								
51663 Fan Coil Unit Replacement		\$0	\$0	\$0	\$0	\$40,000	\$40,000	\$240,000
Project Description: Replace all fan coil units.								
Subtotal - Capital Projects	\$160,000	\$694,500	\$350,000	\$0	\$40,000	\$40,000	\$1,444,500	
40083 Marolt - Exterior Painting								
Project Description: One bld per year, including siding and fascia repair, start w/ Bld 200 in 2017.	\$34,000	\$27,000	\$32,000	\$30,000	\$27,000	\$27,000	\$312,000	
40084 Marolt - Carpet & Vinyl Replacement								
Project Description: Ongoing replacement of +/- 15 units of worn carpet & vinyl each year as needed	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$275,000	

2024-2033 Capital Budget

492 - Marolt Housing Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
40085 Marolt - Furniture & Fixture Replacement								
Project Description: Mattress on rotation basis until complete, shower curtains, mattress pads on turn-over in May.	\$5,500	\$20,000	\$21,000	\$22,000	\$23,100	\$24,200		\$255,500
40124 Marolt Facility Maintenance - Interior								
Project Description: Marolt interior facility maintenance including mechanical room, pumps, boiler, bathroom shower, unit, and access door.	\$21,400	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000		\$71,400
40099 Marolt - Purchase New Furniture								
Project Description: Refurbish 20 units of furniture /yr starting 2020	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000		\$60,000
40086 Marolt - Window Replacement								
Project Description: Replacement of windows as needed due to breakage or damage	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000		\$55,000
40087 Marolt - Appliance Replacement								
Project Description: Appliance Replacement in units - microwaves and refrigerators - ongoing basis as needed	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500		\$49,500
40088 Marolt - Boiler and Plumbing Repairs								
Project Description: Repairs to boilers used for heat and domestic water as needed.	\$0	\$2,000	\$2,100	\$2,200	\$2,300	\$2,300		\$22,400
40123 Marolt Facility Maintenance - Exterior								
Project Description: Marolt exterior facility maintenance including tree trimming, termite spray, exterior door frames, cracking and uneven sidewalks, stair treads, parking lot wood curbs and downspout and gutter repair.	\$35,700	\$0	\$7,200	\$0	\$0	\$0		\$42,900
Subtotal - Capital Maintenance	\$141,100	\$103,500	\$116,800	\$108,700	\$106,900	\$108,000		\$1,143,700
Grand Total	\$301,100	\$798,000	\$466,800	\$108,700	\$146,900	\$148,000		\$2,588,200



CITY OF ASPEN

501 - Employee Benefits Fund

City of Aspen Budget
501 - Employee Benefits Fund

As of 09/07/2023

	2022	2023 Adjusted Budget	2023 Forecast	2024 Base Budget	2024 Supplemental Requests	2024 Request	2025 Projection	2026 Projection	2027 Projection	2028 Projection
Opening Balance	\$3,828,500	\$2,499,420	\$2,499,420	\$1,392,490		\$1,392,490	\$959,990	\$527,780	\$540,210	\$1,052,950
Refund on Stop Loss	\$901,418	\$275,400	\$500,000	\$350,000	\$0	\$350,000	\$378,000	\$408,200	\$440,900	\$476,200
Refund on Rx	\$62,349	\$81,600	\$90,000	\$70,000	\$0	\$70,000	\$75,600	\$81,600	\$88,100	\$95,100
Employee Premiums	\$601,361	\$677,200	\$620,000	\$859,600	\$0	\$859,600	\$928,370	\$1,002,640	\$1,082,850	\$1,169,480
Employer Premiums	\$5,148,216	\$5,670,000	\$5,580,000	\$6,138,000	\$0	\$6,138,000	\$6,629,040	\$7,159,360	\$7,732,110	\$8,350,680
COBRA Revenues	\$27,351	\$27,000	\$27,000	\$29,200	\$0	\$29,200	\$31,540	\$34,060	\$36,780	\$39,720
Investment Income	(\$33,836)	\$0	\$100,000	\$41,800	\$0	\$41,800	\$19,200	\$10,560	\$10,800	\$21,060
Other Revenues	\$5,108	\$200	\$4,000	\$4,300	\$0	\$4,300	\$4,390	\$4,480	\$4,570	\$4,660
Unallocated Revenues	\$6,711,968	\$6,731,400	\$6,921,000	\$7,492,900	\$0	\$7,492,900	\$8,066,140	\$8,700,900	\$9,396,110	\$10,156,900
Revenues In	\$6,711,968	\$6,731,400	\$6,921,000	\$7,492,900	\$0	\$7,492,900	\$8,066,140	\$8,700,900	\$9,396,110	\$10,156,900
Total Revenues	\$6,711,968	\$6,731,400	\$6,921,000	\$7,492,900	\$0	\$7,492,900	\$8,066,140	\$8,700,900	\$9,396,110	\$10,156,900
Administrative Costs	\$298,572	\$257,820	\$253,500	\$258,500	\$0	\$258,500	\$263,670	\$268,940	\$274,320	\$279,800
Employee Wellness/Safety	\$413,593	\$454,190	\$430,500	\$439,100	\$0	\$439,100	\$447,880	\$456,830	\$465,950	\$475,340
Reinsurance	\$533,828	\$673,920	\$610,000	\$640,500	\$0	\$640,500	\$672,500	\$706,100	\$741,400	\$778,500
Claims Paid	\$6,795,052	\$4,992,000	\$6,733,930	\$6,587,300	\$0	\$6,587,300	\$7,114,300	\$7,256,600	\$7,401,700	\$7,549,700
Operating	\$8,041,045	\$6,377,930	\$8,027,930	\$7,925,400	\$0	\$7,925,400	\$8,498,350	\$8,688,470	\$8,883,370	\$9,083,340
Total Uses	\$8,041,045	\$6,377,930	\$8,027,930	\$7,925,400	\$0	\$7,925,400	\$8,498,350	\$8,688,470	\$8,883,370	\$9,083,340
GAAP Adjustment to Working Capital	(\$3)									
Ending Fund Balance	\$2,499,420	\$2,852,890	\$1,392,490	\$959,990		\$959,990	\$527,780	\$540,210	\$1,052,950	\$2,126,510
Change in Fund Balance	(\$1,329,077)	\$353,470	(\$1,106,930)	(\$432,500)	\$0	(\$432,500)	(\$432,210)	\$12,430	\$512,740	\$1,073,560



CITY OF ASPEN

505 - Employee Housing Fund

**City of Aspen Budget
505 - Employee Housing Fund**

As of 09/07/2023

	2022	2023 Adjusted Budget	2023 Forecast	2024 Base Budget	2024 Supplemental Requests	2024 Request	2025 Projection	2026 Projection	2027 Projection	2028 Projection
	Actuals									
Opening Balance	\$5,898,860	\$5,951,735	\$5,951,735	\$5,569,386		\$5,569,386	\$6,574,966	\$10,212,466	\$13,993,636	\$17,919,806
Rental Income	\$299,531	\$250,000	\$275,000	\$300,000	\$0	\$300,000	\$306,000	\$312,120	\$318,360	\$324,730
Investment Income	(\$40,017)	\$0	\$238,100	\$167,100	\$0	\$167,100	\$131,500	\$204,250	\$279,870	\$358,400
Sale Of Housing Units	\$658,359	\$0	\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Refund of Expenditures	\$123,750	\$124,600	\$124,600	\$134,900	\$0	\$134,900	\$138,200	\$141,700	\$145,000	\$148,400
Other Revenues	\$44,696	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-Classified	\$1,086,320	\$374,600	\$1,637,700	\$602,000	\$0	\$602,000	\$575,700	\$658,070	\$743,230	\$831,530
Revenues In	\$1,086,320	\$374,600	\$1,637,700	\$602,000	\$0	\$602,000	\$575,700	\$658,070	\$743,230	\$831,530
From the General Fund	\$1,300,900	\$1,646,400	\$1,646,400	\$1,690,500	\$0	\$1,690,500	\$1,732,900	\$1,775,400	\$1,817,600	\$1,859,900
From the Parks Fund	\$322,200	\$515,200	\$515,200	\$543,100	\$0	\$543,100	\$556,700	\$570,300	\$583,800	\$597,400
From the Wheeler Fund	\$124,700	\$221,900	\$221,900	\$235,200	\$0	\$235,200	\$241,000	\$246,900	\$252,800	\$258,600
From the Transportation Fund	\$44,500	\$66,100	\$66,100	\$71,000	\$0	\$71,000	\$72,800	\$74,600	\$76,300	\$78,100
From the Affordable Housing Fund	\$0	\$23,600	\$23,600	\$23,900	\$0	\$23,900	\$24,500	\$25,100	\$25,700	\$26,300
From the Kids First Fund	\$76,600	\$92,100	\$92,100	\$107,400	\$0	\$107,400	\$110,100	\$112,800	\$115,500	\$118,200
From the Stormwater Fund	\$51,600	\$53,100	\$53,100	\$53,700	\$0	\$53,700	\$55,100	\$56,400	\$57,700	\$59,100
From the Water Fund	\$223,100	\$322,700	\$322,700	\$306,000	\$0	\$306,000	\$313,700	\$321,300	\$329,000	\$336,600
From the Electric Fund	\$121,500	\$163,500	\$163,500	\$155,700	\$0	\$155,700	\$159,600	\$163,500	\$167,400	\$171,300
From the Parking Fund	\$137,100	\$160,500	\$160,500	\$166,500	\$0	\$166,500	\$170,700	\$174,800	\$179,000	\$183,200
From the Golf Fund	\$69,700	\$92,300	\$92,300	\$76,400	\$0	\$76,400	\$78,300	\$80,200	\$82,100	\$84,000
From the Truscott Housing Fund	\$12,700	\$15,300	\$15,300	\$15,500	\$0	\$15,500	\$15,900	\$16,300	\$16,700	\$17,100
From the Marolt Housing Fund	\$11,900	\$14,300	\$14,300	\$14,400	\$0	\$14,400	\$14,800	\$15,200	\$15,500	\$15,900
From the IT Fund	\$68,600	\$82,600	\$82,600	\$95,500	\$0	\$95,500	\$97,900	\$100,300	\$102,700	\$105,000
Transfers In	\$2,565,100	\$3,469,600	\$3,469,600	\$3,554,800	\$0	\$3,554,800	\$3,644,000	\$3,733,100	\$3,821,800	\$3,910,700
Total Revenues	\$3,651,419	\$3,844,200	\$5,107,300	\$4,156,800	\$0	\$4,156,800	\$4,219,700	\$4,391,170	\$4,565,030	\$4,742,230
Long Range Planning	\$0	\$0	\$0	\$0	\$75,000	\$75,000	\$0	\$0	\$0	\$0
Administrative	\$0	\$0	\$0	\$0	\$75,000	\$75,000	\$0	\$0	\$0	\$0
Outflows Of Resources	\$1,500	\$60,000	\$60,000	\$61,500	\$0	\$61,500	\$61,500	\$61,500	\$61,500	\$61,500
Down Payment Assistance	\$1,500	\$60,000	\$60,000	\$61,500	\$0	\$61,500	\$61,500	\$61,500	\$61,500	\$61,500
Employee Housing Properties	\$43,779	\$133,630	\$133,630	\$136,970	\$0	\$136,970	\$139,700	\$142,500	\$145,360	\$148,270
COA Employee Housing Units	\$618,061	\$3,578,317	\$3,578,317	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Facilities Maintenance	\$661,864	\$3,711,947	\$3,711,947	\$136,970	\$0	\$136,970	\$139,700	\$142,500	\$145,360	\$148,270
Operating	\$663,364	\$3,771,947	\$3,771,947	\$198,470	\$75,000	\$273,470	\$201,200	\$204,000	\$206,860	\$209,770

**City of Aspen Budget
505 - Employee Housing Fund**

As of 09/07/2023

	2022	2023 Adjusted Budget	2023	2024	2024 Supplemental Requests	2024 Request	2025	2026	2027	2028
	Actuals		Forecast	Base Budget			Projection	Projection	Projection	Projection
Capital Projects	\$270,884	\$1,884,328	\$1,392,702	\$2,519,750	\$0	\$2,519,750	\$0	\$0	\$0	\$0
Capital Maintenance	\$283,258	\$325,000	\$325,000	\$358,000	\$0	\$358,000	\$381,000	\$406,000	\$432,000	\$460,000
Capital	\$554,141	\$2,209,328	\$1,717,702	\$2,877,750	\$0	\$2,877,750	\$381,000	\$406,000	\$432,000	\$460,000
Total Uses	\$1,217,505	\$5,981,275	\$5,489,649	\$3,076,220	\$75,000	\$3,151,220	\$582,200	\$610,000	\$638,860	\$669,770
GAAP Adjustments		\$130,832								
GAAP Adjustments - Purchase of Inventory		(\$2,511,871)								
GAAP Adjustments - Sale of Inventory		\$0								
Ending Fund Balance	\$5,951,735	\$3,814,660	\$5,569,386	\$6,649,966	(\$75,000)	\$6,574,966	\$10,212,466	\$13,993,636	\$17,919,806	\$21,992,266
Change in Fund Balance	\$2,433,914	(\$2,137,075)	(\$382,349)	\$1,080,580	(\$75,000)	\$1,005,580	\$3,637,500	\$3,781,170	\$3,926,170	\$4,072,460

2024 Major Capital Projects

51529 – Main Street Cabin Housing

- Conversion of Main Street Cabin From Office Space Into Two Employee Housing Units
- Design & Entitlements – 2022/2023, Construction -2024
- Budget Risk Potential:
 - Cost Exposure For Potential Structural Improvements To The Panabode Is Unknown At This Time
 - Historic Preservation Commission Review & Pending Design Requirements Is Also Unknown

Task Level Budget

Design & Engineering	\$315,000
Hard Construction Cost	\$2,199,750
Project Contingency	\$210,000

Appropriations by Year

Prior Years	\$315,000
2024	\$2,409,750
Out Years	\$0
Lifetime Budget	\$2,724,750



2024-2033 Capital Budget

505 - Employee Housing Fund

Project Title and Description	Prior	2024	2025	2026	2027	2028	Lifetime Budget
51529 Main Street Cabin Housing							
Project Description: This project ties directly to the affordable housing goal set by Council and will start the process of the conversion of Main Street Cabin from office space into two employee housing units. Design and entitlements scheduled to be completed in 2022. The current City departments that are housed at the cabin (Special Events/Transportation) will remain until after the renovation of the Old Powerhouse building at which time they will move there.	\$315,000	\$2,409,750	\$0	\$0	\$0	\$0	\$2,724,750
The construction required to complete the Cabin conversion into housing units is currently scheduled to begin in 2025.							
51740 City Housing Property Condition Assessment							
Project Description: Project to complete a new property condition assessment of the entirety of City of Aspen's housing portfolio. The City's housing stock is aging and this assessment is needed to accurately complete the 505 fund 10 year long range plan. The last assessment completed was in 2018 and was only a fraction of the City's housing portfolio. Property assessments should be updated every 5 years.	\$0	\$75,000	\$0	\$0	\$0	\$0	\$75,000
51741 1101 East Cooper Window Replacement							
Project Description: Project to replace all of the original windows from 1949 at the 1101 E. Cooper house. The current windows are single pane and transfer heat loss quickly. With the intent to improve energy efficiency and reduce the utility bill costs; the house's insulation was improved in 2022 with window replacements slated for 2024. This property was deemed an historic property which will dictate the style and type of window that can be used for replacement. The proposed budget of \$35,000 is required as we do not have feedback from HPC as to whether the windows will require refurbishment or will be replaced.	\$0	\$35,000	\$0	\$0	\$0	\$0	\$35,000
Subtotal - Capital Projects	\$315,000	\$2,519,750	\$0	\$0	\$0	\$0	\$2,834,750

2024-2033 Capital Budget

505 - Employee Housing Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
40071 Properties Repair and Renovations								
Project Description: Budget for customary capital maintenance program for the 505 housing inventory which includes virtually every part of the building from structure and foundations to finishes (flooring, paint, appliances) and all systems. Focus is on roofing, MEP, HVAC, boilers, windows and doors.		\$325,000	\$358,000	\$381,000	\$406,000	\$432,000	\$460,000	\$5,150,000
Subtotal - Capital Maintenance		\$325,000	\$358,000	\$381,000	\$406,000	\$432,000	\$460,000	\$5,150,000
Grand Total		\$640,000	\$2,877,750	\$381,000	\$406,000	\$432,000	\$460,000	\$7,984,750



CITY OF ASPEN

510 - Information Technology Fund

**City of Aspen Budget
510 - Information Technology Fund**

As of 09/07/2023

	2022	2023 Adjusted Budget	2023 Forecast	2024 Base Budget	2024 Supplemental Requests	2024 Request	2025 Projection	2026 Projection	2027 Projection	2028 Projection
	Actuals									
Opening Balance	\$1,688,640	\$1,523,333	\$1,523,333	\$460,334		\$460,334	\$472,080	\$443,500	\$414,390	\$384,690
IT Fees	\$76,600	\$108,300	\$108,300	\$120,200	\$0	\$120,200	\$114,800	\$118,370	\$108,570	\$117,270
Refund of Expenditures - County	\$45,304	\$47,100	\$45,300	\$47,100	\$0	\$47,100	\$48,000	\$49,000	\$50,000	\$51,000
Interest Income	(\$9,564)	\$0	\$60,900	\$13,800	\$0	\$13,800	\$9,440	\$8,870	\$8,290	\$7,690
Other Revenues	\$0	\$610	\$610	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Unallocated Revenues	\$112,340	\$156,010	\$215,110	\$181,100	\$0	\$181,100	\$172,240	\$176,240	\$166,860	\$175,960
Community Broadband	\$115,082	\$122,400	\$110,000	\$116,000	\$0	\$116,000	\$118,320	\$120,690	\$123,100	\$125,560
Program-Specific Revenues	\$115,082	\$122,400	\$110,000	\$116,000	\$0	\$116,000	\$118,320	\$120,690	\$123,100	\$125,560
Revenues In	\$228,091	\$278,410	\$325,610	\$297,600	\$0	\$297,600	\$291,070	\$297,450	\$290,490	\$302,060
Capital Grants	\$0	\$333,000	\$333,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Related Revenues	\$0	\$333,000	\$333,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
From the General Fund	\$1,255,000	\$1,934,175	\$1,934,175	\$1,844,500	\$0	\$1,844,500	\$1,761,690	\$1,816,430	\$1,666,060	\$1,799,600
From the Parks Fund	\$188,400	\$305,000	\$305,000	\$347,100	\$0	\$347,100	\$331,520	\$341,820	\$313,530	\$338,660
From the Wheeler Fund	\$138,300	\$207,900	\$207,900	\$188,700	\$0	\$188,700	\$180,230	\$185,830	\$170,440	\$184,110
From the Transportation Fund	\$33,000	\$39,000	\$39,000	\$45,300	\$0	\$45,300	\$43,270	\$44,610	\$40,920	\$44,200
From the Affordable Housing Fund	\$1,300	\$13,800	\$13,800	\$13,500	\$0	\$13,500	\$12,890	\$13,290	\$12,190	\$13,170
From the Kids First Fund	\$44,000	\$53,000	\$53,000	\$57,000	\$0	\$57,000	\$54,440	\$56,130	\$51,480	\$55,610
From the Stormwater Fund	\$3,000	\$7,400	\$7,400	\$6,800	\$0	\$6,800	\$6,490	\$6,690	\$6,140	\$6,630
From the Water Fund	\$178,900	\$307,900	\$307,900	\$278,400	\$0	\$278,400	\$265,900	\$274,160	\$251,470	\$271,630
From the Electric Fund	\$19,700	\$42,000	\$42,000	\$38,000	\$0	\$38,000	\$36,290	\$37,420	\$34,320	\$37,070
From the Parking Fund	\$70,300	\$99,800	\$99,800	\$93,600	\$0	\$93,600	\$89,400	\$92,180	\$84,550	\$91,330
From the Golf Fund	\$23,000	\$44,200	\$44,200	\$44,100	\$0	\$44,100	\$42,120	\$43,430	\$39,840	\$43,030
Transfers In	\$1,954,900	\$3,054,175	\$3,054,175	\$2,957,000	\$0	\$2,957,000	\$2,824,240	\$2,911,990	\$2,670,940	\$2,885,040
Total Revenues	\$2,182,991	\$3,665,585	\$3,712,785	\$3,254,600	\$0	\$3,254,600	\$3,115,310	\$3,209,440	\$2,961,430	\$3,187,100
00000 - Non-Classified	\$0	\$115,700	\$115,700	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-Classified	\$0	\$115,700	\$115,700	\$0	\$0	\$0	\$0	\$0	\$0	\$0
General Administrative	\$273,383	\$188,560	\$188,560	\$227,831	\$1,230	\$229,061	\$235,470	\$243,400	\$251,670	\$260,290
Minor Capital Outlay	\$2,649	\$29,040	\$29,040	\$7,390	\$0	\$7,390	\$7,540	\$7,690	\$7,840	\$8,000
Administrative	\$276,031	\$217,600	\$217,600	\$235,221	\$1,230	\$236,451	\$243,010	\$251,090	\$259,510	\$268,290

City of Aspen Budget
510 - Information Technology Fund

As of 09/07/2023

	2022	2023 Adjusted Budget	2023 Forecast	2024 Base Budget	2024 Supplemental Requests	2024 Request	2025 Projection	2026 Projection	2027 Projection	2028 Projection	
	Actuals										
Workgroup Services	\$335,551	\$390,380	\$390,380	\$326,857	\$28,830	\$355,687	\$368,390	\$383,100	\$398,490	\$414,610	
Network Services	\$494,004	\$643,915	\$643,915	\$594,672	\$113,240	\$707,912	\$727,820	\$751,370	\$775,850	\$801,330	
Phone Services	\$89,570	\$88,590	\$88,590	\$120,360	\$340	\$120,700	\$124,160	\$128,110	\$132,200	\$136,480	
Application Licenses	\$79,134	\$187,700	\$187,700	\$213,759	\$820	\$214,579	\$219,570	\$225,570	\$231,770	\$238,180	
Help Desk	\$188,938	\$254,290	\$254,290	\$243,245	\$14,080	\$257,325	\$267,240	\$278,000	\$289,270	\$301,090	
Community Broadband	\$93,448	\$111,940	\$111,940	\$114,740	\$0	\$114,740	\$117,030	\$119,370	\$121,760	\$124,200	
Technology Services	\$1,280,646	\$1,676,815	\$1,676,815	\$1,613,633	\$157,310	\$1,770,943	\$1,824,210	\$1,885,520	\$1,949,340	\$2,015,890	
Operating	\$1,556,677	\$2,010,115	\$2,010,115	\$1,848,854	\$158,540	\$2,007,394	\$2,067,220	\$2,136,610	\$2,208,850	\$2,284,180	
81200 - Capital Projects	\$439,983	\$1,813,970	\$1,813,970	\$514,100	\$0	\$514,100	\$361,600	\$105,000	\$105,100	\$89,000	
81300 - Capital Maintenance	\$2,656	\$557,229	\$557,229	\$267,660	\$0	\$267,660	\$249,450	\$519,160	\$186,900	\$341,100	
Capital	\$442,639	\$2,371,199	\$2,371,199	\$781,760	\$0	\$781,760	\$611,050	\$624,160	\$292,000	\$430,100	
General Fund Overhead	\$193,800	\$224,800	\$224,800	\$271,900	\$0	\$271,900	\$281,400	\$291,200	\$301,400	\$311,900	
Overhead Allocations	\$193,800	\$224,800	\$224,800	\$271,900	\$0	\$271,900	\$281,400	\$291,200	\$301,400	\$311,900	
To the General Fund	\$260	\$860	\$860	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
To the Debt Service Fund	\$86,320	\$86,210	\$86,210	\$86,300	\$0	\$86,300	\$86,320	\$86,280	\$86,180	\$86,270	
To the Employee Housing Fund	\$68,600	\$82,600	\$82,600	\$95,500	\$0	\$95,500	\$97,900	\$100,300	\$102,700	\$105,000	
Other Transfers	\$155,180	\$169,670	\$169,670	\$181,800	\$0	\$181,800	\$184,220	\$186,580	\$188,880	\$191,270	
Transfers Out	\$348,980	\$394,470	\$394,470	\$453,700	\$0	\$453,700	\$465,620	\$477,780	\$490,280	\$503,170	
Total Uses	\$2,348,296	\$4,775,784	\$4,775,784	\$3,084,314	\$158,540	\$3,242,854	\$3,143,890	\$3,238,550	\$2,991,130	\$3,217,450	
GAAP Adjustment to Working Capital		(\$2)									
Ending Fund Balance	\$1,523,333	\$413,134	\$460,334	\$630,620		\$472,080	\$443,500	\$414,390	\$384,690	\$354,340	
Change in Fund Balance		(\$165,305)	(\$1,110,199)	(\$1,062,999)	\$170,286	(\$158,540)	\$11,746	(\$28,580)	(\$29,110)	(\$29,700)	(\$30,350)

2024-2033 Capital Budget

510 - Information Technology Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
51743 Fiber Conduit - Paepcke Park to City Market		\$0	\$160,000	\$0	\$0	\$0	\$0	\$160,000
Project Description: Improvements to the City fiber optic infrastructure with the focus on trenching and installation of conduit.								
In 2024 the Electric Department has an in ground project planned in the core of City of Aspen from Paepcke Park to City Market. The IT fund is capitalizing on these projects and installing conduit coinciding with these projects and capitalizing on these opportunities.								
City IT operates a 10-mile fiber optic network that supports City and Pitkin County government operations. Starting in February 2019, the City began delivering broadband services to City departments and community anchor institutions over this fiber network. Some portions of the City fiber network exceed 20 years old. The City of Aspen researches and analyzes areas of the fiber network to improve to deliver reliable services to our community.								
51749 Private LTE Network - Pilot Program		\$0	\$0	\$100,000	\$0	\$0	\$0	\$100,000
Project Description: Pilot program to replace two light poles in the core of the City of Aspen, with historical replicas that will contain radios that will enable a private long term evolution (LTE) network in the core to connect customers wirelessly to the community broad band network. As well as to allow Parking, Police, and other city departments to enable communication services for their projects.								
51742 IT Firewall Refresh - 2024		\$0	\$89,100	\$0	\$0	\$0	\$0	\$89,100
Project Description: Replace firewalls that were originally installed in 2018. The firewalls are on a six year, total replacement schedule. The firewalls protects the City's core network.								
This includes hardware (Sophos firewall), professional services for installation and configuration, licensing, software and hosting.								
The licensing, software and hosting paid for every 3 years.								

2024-2033 Capital Budget

510 - Information Technology Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
51750 Fiber Optic Improvements - 2024								
Project Description: Improvements to the City fiber optic infrastructure.								
City IT operates a 10-mile fiber optic network that supports City and Pitkin County government operations. Starting in February 2019, the City began delivering broadband services to City departments and community anchor institutions over this fiber network. Some portions of the City fiber network exceed 20 years old. The City of Aspen researches and analyzes areas of the fiber network to improve to deliver reliable services to our community.	\$0	\$160,000	\$0	\$0	\$0	\$0	\$160,000	
This request specifically includes a planned upgrade of the Streets to North 40 section which will add new fiber and significantly increase the number of available strands for current and future use, including middle mile connectivity for the Lumbyerard project.								
51748 Microwave Data Link								
Project Description: Creating a redundant data communication link from the City Core to Streets, ARC and Water.	\$0	\$40,000	\$0	\$0	\$0	\$0	\$40,000	
51745 Vulnerability Management								
Project Description: This request is for adding a cyber security manager for enhanced Network Access Control.	\$0	\$30,000	\$0	\$0	\$0	\$0	\$30,000	
51747 CommVault Backup Upgrade								
Project Description: This project upgrades the City's existing CommVault backup system. This includes software, profession services installation, media agent production (primary back up server), media agent -DR (back up server).	\$0	\$25,000	\$61,600	\$0	\$0	\$0	\$86,600	
51746 Intranet CitySource Rebuild								
Project Description: Refresh/upgrade CitySource Intranet site software for website and content management system. A technology assessment prior refreshing/upgrading is required to make sure all required Intranet/CitySource functionality is supported.	\$0	\$10,000	\$0	\$0	\$0	\$0	\$10,000	

2024-2033 Capital Budget

510 - Information Technology Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
51744 Fiber Conduit - Koch to City Market		\$0	\$0	\$140,000	\$0	\$0	\$0	\$140,000
Project Description: Improvements to the City fiber optic infrastructure with the focus on trenching and installation of conduit.								
In 2025 the Electric Department has an in ground project planned in the core of City of Aspen from Koch to City Market. The IT fund is capitalizing on these projects and installing conduit coinciding with these projects and capitalizing on these opportunities.								
City IT operates a 10-mile fiber optic network that supports City and Pitkin County government operations. Starting in February 2019, the City began delivering broadband services to City departments and community anchor institutions over this fiber network. Some portions of the City fiber network exceed 20 years old. The City of Aspen researches and analyzes areas of the fiber network to improve to deliver reliable services to our community.								
50816 Fiber Optic Improvements - Out years								
Project Description: Improvements to the City fiber optic infrastructure.								
City IT operates a 10-mile fiber optic network that supports City and Pitkin County government operations. Starting in February 2019, the City began delivering broadband services to City departments and community anchor institutions over this fiber network. Some portions of the City fiber network exceed 20 years old. The City of Aspen researches and analyzes areas of the fiber network to improve to deliver reliable services to our community.								
51051 IT Loaner Laptop Refresh - Out Years								
Project Description: IT loaner laptop replacement based on projected useful life.								
51242 Fiber-to-the-Premise - FTTP Experiment - Out Years								
Project Description: Design for introducing fiber to the home, last mile project for Water Place housing.								

2024-2033 Capital Budget

510 - Information Technology Fund

Project Title and Description	Prior	2024	2025	2026	2027	2028	Lifetime Budget
50812 IT Firewall Refresh - Out years		\$0	\$0	\$0	\$0	\$45,100	\$0
Project Description: Replace firewalls that were originally installed in 2018. The firewalls are on a six year, total replacement schedule. The firewalls protects the City's core network.							\$179,300
This includes hardware (Sophos firewall), professional services for installation and configuration, licensing, software and hosting.							
The licensing, software and hosting paid for every 3 years.							
50690 Fleet - IT - Out Years		\$0	\$0	\$0	\$0	\$29,000	\$29,000
Project Description: Replacement and purchase of new vehicles and equipment for the Information Technology Fund.							
51049 CitySource Refresh - Out Years		\$0	\$0	\$0	\$0	\$0	\$12,000
Project Description: Refresh/upgrade CitySource Intranet site software for website and content management system. A technology assessment prior refreshing/upgrading is required to make sure all required Intranet/CitySource functionality is supported.							
51057 CommVault Backup Upgrade - Out Years		\$0	\$0	\$0	\$0	\$0	\$89,100
Project Description: This project upgrades the City's existing CommVault backup system. This includes software, profession services installation, media agent production (primary back up server), media agent -DR (back up server).							
Subtotal - Capital Projects		\$0	\$514,100	\$361,600	\$105,000	\$105,100	\$89,000
							\$1,790,100

2024-2033 Capital Budget

510 - Information Technology Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
40073 Network Services								
Project Description: Replacement of central network application systems.								
This includes: the Help Desk management system; Internet Access routers, licensing, cabling, professional support and configuration; Network Operations for Microsoft active directory servers, licensing and SolarWinds network management system; Phone System hardware, software, consulting services and phone sets; Remote Access System; Storage Area Network storage array - production and storage array - DR, plus the GB interface Cards; Virtualization Plan core Vmware software, VM management software, professional services, Enterprise OS and physical servers.	\$136,200	\$171,360	\$168,750	\$415,360	\$75,000	\$75,000		\$2,098,340
The System Back Up, Firewall and EndPoint are part of the Central Network; however, have been set up as their own unique capital projects. Evaluation of migrating the above aspects of the Central Network to unique capital projects will be done in the 2024 capital development process.								
40072 Cybersecurity Outyears - Implementation								
Project Description: To further improve the City's vulnerability and patch management, implement Qualys VM-DR Bundle which includes Vulnerability Management with Discover and Remediation; Qualys Patch Management (PM) – Annual Subscription.	\$25,000	\$26,300	\$27,700	\$29,100	\$30,600	\$32,200		\$358,400
40138 Core City Network - Citywide								
Project Description: Replacement of core network switching and routing equipment. This equipment is used to run the fiber optic backbone to provide network services to all city facilities.	\$0	\$20,000	\$0	\$21,400	\$22,600	\$179,800		\$285,200
40091 Fiber Optic Maintenance								
Project Description: Maintenance of the City fiber optic infrastructure.								
City IT operates a 10-mile fiber optic network that supports City and Pitkin County government operations. Starting in February 2019, the City began delivering broadband services to City departments and community anchor institutions over this fiber network. Some portions of the City fiber network exceed 20 years old. The fiber network requires maintenance and repairs to continue to deliver reliable services to our community.	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000		\$110,000

2024-2033 Capital Budget

510 - Information Technology Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
40136 Cyber Security Annual Support Services		\$0	\$0	\$3,000	\$3,300	\$3,700	\$4,100	\$42,800
Project Description: This is the annual support costs for the new cyber security manager installed in 2024 for enhanced Network Access Control.								
40137 Microwave Data Link		\$0	\$0	\$0	\$0	\$5,000	\$0	\$18,000
Project Description: Support and maintenance of microwave communications system.								
Subtotal - Capital Maintenance		\$171,200	\$227,660	\$209,450	\$479,160	\$146,900	\$301,100	\$2,912,740
Grand Total		\$171,200	\$741,760	\$571,050	\$584,160	\$252,000	\$390,100	\$4,702,840



2024 Supplemental Requests

	FTE	On-going	One-time
620 - Housing Administration Fund	1.00	104,060	14,110
Outreach Coordinator	1.00	104,060	7,600
2024 One Time PTO Cashout			6,510
622 - Smuggler Housing Fund	0.00	-	70
2024 One Time PTO Cashout			70
600 Funds - Grand Total	1.00	104,060	14,180



2024 Supplemental Requests

620 Housing Administration Fund (APCHA) – Outreach Coordinator \$111,660 (1.0 FTE) Permanent

What is the Financial Request?

- New full-time position “Outreach Coordinator”
- Fully loaded cost of **\$111,660**
- Minimal additional costs associated with normal onboarding and some limited reorganization of APCHA office will be absorbed within existing budget

Why Is This Position or Payroll Adjustment Needed?

- Dedicated to community engagement, with particular focus on building relationships with Homeowner Associations (HOAs).
- Channel from HOAs and the community to APCHA
- Long-term sustainability of APCHA housing stock by increasing capacity of stakeholders
- There is sufficient work to justify position, position and responsibility, will scale up in future
- Will fit in existing APCHA reporting structure.

Mid-level community engagement, communications, public relations for the Aspen Pitkin County Housing Authority (APCHA). Administers programs that support the long-term sustainability of APCHA housing stock. Develops and maintains strong working relationships with HOAs in the APCHA system. Qualifications: BA in related field. Two years relevant experience in community outreach.

What Are the Impacts If Not Approved?

This position directly supports City of Aspen *Affordable Housing Strategic Plan*. Supports 2023-2025 *Council Goals: affordable housing, customer focused government, protect our environment, prioritize infrastructure and maintenance for aging facilities*.

Supports ongoing APCHA efforts to educate community on APCHA programs and policies. Will facilitate smooth feedback from community. Sustainability of APCHA properties can only be achieved with partnership with APCHA owners – as individuals and HOA members.

Not approving position will severely limit needed liaison with APCHA owners and detrimentally impact sustainability of APCHA housing stock, and climate goals.



2024 Supplemental Requests

620 Housing Administration Fund (APCHA) – PTO Cash Out \$6,510 (One-Time)

What is the Financial Ask?

One-time cash out of accrued PTO balances above policy thresholds. Based on current balances and hourly earnings, the estimated financial impact across all City funds, including component unit 600 funds, is a one-time expense of \$233,780. The 620 APCHA Housing Administration Fund share is **\$6,510**.

Description of The Current Status / Problem / Opportunity (The Why):

Pursuant to Section 6.2 of the Employee Policy Manual, employees are eligible to carry over up to 408 hours (patrol officers up to 544 hours) of paid time-off (PTO) that they have accrued and unused in their leave banks at year end. Any hours over this threshold are converted at the end of each year into a separate leave bank for extended sick leave (ESL), at a three-to-one conversion rate.

When an employee separates from the City, the City pays out an employee's earned and unused PTO leave in his/her bank, up to a maximum of 328 hours (464 hours for patrol officers). As the carry over balances are higher than the payout allowances, this variance creates some challenging situations and emotions when an employee separates from employment with the City and does not receive a portion of his/her earned PTO paid out. There are also challenges with the transition of knowledge in those final weeks of service as an employee tries to use his/her PTO balance to bring it down closer to the allowable cash out threshold, in part due to the large balances that are allowed to be carried over annually.

Description of The Proposed Solution (The What):

To bring a consistent cap of hours eligible for carryover from one year to the next relative to the maximum hours compensated upon separation from City employment, staff is recommending cashing out accrued balances over the 328 hours (408 hours for patrol officers due to this staff working all holidays) and to align future carryover allowances to these reduced maximums going forward. Based on current balances and hourly earnings, the estimated financial impact across all City funds is a one-time expense of \$227,200, and \$6,580 for the City's component unit funds. As part of this action, the City is also proposing to adjust the top tier administrative roles within the Police Dept. (Chief and two Assistant Chiefs) to a consistent cap with the rest of the organization (the 328 hours) and to align the cap for other patrol staff down to 464 hours. The end result of this action will then also reduce the liability booked on the City's annual financials by roughly \$50K.



2024 Supplemental Requests

622 Smuggler Fund – PTO Cash Out \$70 (One-Time)

What is the Financial Ask?

One-time cash out of accrued PTO balances above policy thresholds. Based on current balances and hourly earnings, the estimated financial impact across all City funds, including component unit 600 funds, is a one-time expense of \$233,780. The 622 Smuggler Fund share is **\$70**.

Description of The Current Status / Problem / Opportunity (The Why):

Pursuant to Section 6.2 of the Employee Policy Manual, employees are eligible to carry over up to 408 hours (patrol officers up to 544 hours) of paid time-off (PTO) that they have accrued and unused in their leave banks at year end. Any hours over this threshold are converted at the end of each year into a separate leave bank for extended sick leave (ESL), at a three-to-one conversion rate.

When an employee separates from the City, the City pays out an employee's earned and unused PTO leave in his/her bank, up to a maximum of 328 hours (464 hours for patrol officers). As the carry over balances are higher than the payout allowances, this variance creates some challenging situations and emotions when an employee separates from employment with the City and does not receive a portion of his/her earned PTO paid out. There are also challenges with the transition of knowledge in those final weeks of service as an employee tries to use his/her PTO balance to bring it down closer to the allowable cash out threshold, in part due to the large balances that are allowed to be carried over annually.

Description of The Proposed Solution (The What):

To bring a consistent cap of hours eligible for carryover from one year to the next relative to the maximum hours compensated upon separation from City employment, staff is recommending cashing out accrued balances over the 328 hours (408 hours for patrol officers due to this staff working all holidays) and to align future carryover allowances to these reduced maximums going forward. Based on current balances and hourly earnings, the estimated financial impact across all City funds is a one-time expense of \$227,200, and \$6,580 for the City's component unit funds. As part of this action, the City is also proposing to adjust the top tier administrative roles within the Police Dept. (Chief and two Assistant Chiefs) to a consistent cap with the rest of the organization (the 328 hours) and to align the cap for other patrol staff down to 464 hours. The end result of this action will then also reduce the liability booked on the City's annual financials by roughly \$50K.

Component Units Capital Appropriation Summary

	2024	2025	2026	2027	2028
620 - Housing Administration Fund	500,000	-	-	-	-
622 - Smuggler Housing Fund	-	35,000	-	-	-
641 - Truscott Phase II Housing Fund	322,000	300,000	367,500	-	-
642 - ACI Affordable Housing Fund	-	-	-	-	-
Grand Total Capital Projects	\$822,000	\$335,000	\$367,500	\$0	\$0

	2024	2025	2026	2027	2028
620 - Housing Administration Fund	-	-	-	-	-
622 - Smuggler Housing Fund	-	-	5,200	-	-
641 - Truscott Phase II Housing Fund	78,850	62,000	57,750	48,000	37,750
642 - ACI Affordable Housing Fund	52,800	24,000	52,800	24,000	52,800
Grand Total Capital Maintenance	\$131,650	\$86,000	\$115,750	\$72,000	\$90,550

Component Unit Capital Budget Summary

Capital Projects	2024		
	Appropriations	Lifetime Budget	
620 - Housing Administration Fund	\$500,000	\$500,000	
51751 Purchase of Foreclosure Units - 2024	\$500,000	\$500,000	
641 - Truscott Phase II Housing Fund	\$322,000	\$1,239,500	
51620 Drainage issues 10-70 Bldgs	\$125,000	\$250,000	
51621 Drainage issues - 200-300 Bld	\$125,000	\$250,000	
51753 Laundry Room Equipment 40 & 50 Building	\$47,000	\$47,000	
51614 Window replacement - Buildings 10, 20, and 30	\$15,000	\$15,000	
51623 Elevator Car Improvement	\$10,000	\$10,000	
Capital Maintenance	2024		
	Appropriations	Lifetime Budget	
641 - Truscott Phase II Housing Fund	\$78,850	\$443,850	
40141 Unit Turnover Flooring Replacement	\$18,000	\$180,000	
40142 Kitchen Appliance Replacement	\$14,000	\$28,000	
40125 Truscott Phase 2 Facility Maintenance - Interior	\$10,000	\$40,000	
40126 Truscott Phase 2 Facility Maintenance - Exterior	\$10,000	\$40,000	
40140 Unit Turnover Interior Repairs	\$10,000	\$100,000	
40139 Clean the Exterior of All Windows	\$9,750	\$48,750	
40143 Rekey All Unit Doors	\$7,100	\$7,100	
642 - ACI Affordable Housing Fund	\$52,800	\$384,000	
40146 Routine Maintenance Every 2 Years (40 units)	\$28,800	\$144,000	
40145 Unit Turnover Flooring Replacement	\$14,000	\$140,000	
40144 Unit Turnover Repairs	\$10,000	\$100,000	



CITY OF ASPEN

620 - Housing Administration Fund

**City of Aspen Budget
620 - Housing Administration Fund**

As of 09/07/2023

	2022	2023 Adjusted Budget	2023	2024	2024 Supplemental Requests	2024 Request	2025	2026	2027	2028
	Actuals		Forecast	Base Budget			Projection	Projection	Projection	Projection
Opening Balance	\$572,660	\$999,708	\$999,708	\$682,528		\$682,528	\$439,505	\$387,585	\$401,465	\$414,295
City - Subsidy (50% share)	\$392,900	\$597,450	\$797,450	\$724,550	\$66,450	\$791,000	\$912,900	\$987,850	\$1,023,800	\$1,072,750
County - Subsidy (50% share)	\$511,688	\$597,450	\$797,450	\$724,550	\$66,450	\$791,000	\$912,900	\$987,850	\$1,023,800	\$1,072,750
Current Subsidy	\$904,588	\$1,194,900	\$1,594,900	\$1,449,100	\$132,900	\$1,582,000	\$1,825,800	\$1,975,700	\$2,047,600	\$2,145,500
Sales Fees	\$356,446	\$350,000	\$350,000	\$375,000	\$0	\$375,000	\$382,500	\$390,150	\$397,950	\$405,910
Application Fees	\$46,463	\$55,000	\$55,000	\$55,000	\$0	\$55,000	\$56,100	\$57,220	\$58,360	\$59,530
Recertification Fees	\$9,645	\$45,000	\$10,000	\$10,200	\$0	\$10,200	\$10,400	\$10,610	\$10,820	\$11,040
Land Use Review Fees	\$1,950	\$1,500	\$1,500	\$1,500	\$0	\$1,500	\$1,530	\$1,560	\$1,590	\$1,620
Investment Income	(\$11,774)	\$0	\$5,000	\$5,000	\$0	\$5,000	\$8,790	\$7,750	\$8,030	\$8,290
Other Revenues	\$6,764	\$10,000	\$10,000	\$10,000	\$0	\$10,000	\$10,200	\$10,400	\$10,610	\$10,820
Unallocated Revenues	\$409,493	\$461,500	\$431,500	\$456,700	\$0	\$456,700	\$469,520	\$477,690	\$487,360	\$497,210
11912 - Truscott Housing - Tax Credit	\$96,544	\$101,760	\$101,760	\$111,750	\$0	\$111,750	\$116,510	\$121,510	\$126,760	\$132,280
11914 - Aspen Country Inn Housing	\$47,817	\$51,130	\$51,130	\$56,010	\$0	\$56,010	\$58,400	\$60,890	\$63,500	\$66,260
Facilities Maintenance	\$144,361	\$152,890	\$152,890	\$167,760	\$0	\$167,760	\$174,910	\$182,400	\$190,260	\$198,540
City Owned Housing Properties (12% Fee)	\$356,584	\$346,210	\$346,210	\$364,510	\$0	\$364,510	\$371,800	\$379,230	\$386,810	\$394,550
APCHA Owned Housing Properties (12% Fee)	\$12,579	\$9,010	\$11,000	\$9,250	\$0	\$9,250	\$9,440	\$9,630	\$9,820	\$10,010
Tax Credit Properties (12% Fee)	\$123,564	\$192,160	\$192,160	\$193,150	\$0	\$193,150	\$197,010	\$200,950	\$204,970	\$209,060
Management Fees	\$589,031	\$547,380	\$549,370	\$566,910	\$0	\$566,910	\$578,250	\$589,810	\$601,600	\$613,620
Revenues In	\$2,047,474	\$2,356,670	\$2,728,660	\$2,640,470	\$132,900	\$2,773,370	\$3,048,480	\$3,225,600	\$3,326,820	\$3,454,870
Sale Foreclosure and Purchased Units	\$1,172,666	\$500,000	\$500,000	\$500,000	\$0	\$500,000	\$0	\$0	\$0	\$0
CoA (Cash) - APCHA Office Tenant Improvements	\$475,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sales	\$0	\$400,000	\$400,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Revenues	\$1,647,666	\$900,000	\$900,000	\$500,000	\$0	\$500,000	\$0	\$0	\$0	\$0
Total Revenues	\$3,695,139	\$3,256,670	\$3,628,660	\$3,140,470	\$132,900	\$3,273,370	\$3,048,480	\$3,225,600	\$3,326,820	\$3,454,870
10010 - General Administrative	\$1,078,138	\$1,193,190	\$1,193,190	\$1,305,145	\$4,040	\$1,309,185	\$1,342,030	\$1,389,650	\$1,425,560	\$1,481,770
10010 - HomeTrek Ops	\$143,153	\$228,330	\$228,330	\$220,040	\$0	\$220,040	\$224,440	\$228,930	\$233,510	\$238,180
10030 - Public Outreach	\$0	\$0	\$0	\$0	\$111,660	\$111,660	\$108,410	\$112,970	\$117,770	\$122,800
10050 - Minor Capital Outlay	\$0	\$13,720	\$13,720	\$4,880	\$0	\$4,880	\$4,980	\$5,080	\$5,180	\$5,280
Administrative	\$1,221,291	\$1,435,240	\$1,435,240	\$1,530,065	\$115,700	\$1,645,765	\$1,679,860	\$1,736,630	\$1,782,020	\$1,848,030

**City of Aspen Budget
620 - Housing Administration Fund**

As of 09/07/2023

	2022	2023 Adjusted Budget	2023	2024	2024 Supplemental Requests	2024 Request	2025	2026	2027	2028
	Actuals		Forecast	Base Budget			Projection	Projection	Projection	Projection
11911 - Truscott Affordable Housing - City Owned	\$85,000	\$102,370	\$102,370	\$107,600	\$0	\$107,600	\$112,850	\$118,100	\$123,360	\$128,630
11912 - Truscott Housing - Tax Credit	\$92,138	\$104,180	\$104,180	\$111,754	\$530	\$112,284	\$116,510	\$121,510	\$126,760	\$132,280
11914 - Aspen Country Inn Housing	\$46,255	\$52,330	\$52,330	\$56,007	\$260	\$56,267	\$58,400	\$60,890	\$63,500	\$66,260
11999 - Other Facility / Maintenance	\$0	\$0	\$400,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Facilities Maintenance	\$223,316	\$258,880	\$658,880	\$275,361	\$790	\$276,151	\$287,760	\$300,500	\$313,620	\$327,170
43010 - Compliance	\$228,948	\$439,010	\$439,010	\$484,325	\$0	\$484,325	\$499,650	\$515,580	\$532,160	\$549,400
43020 - Qualifications	\$97,889	\$138,380	\$138,380	\$154,404	\$50	\$154,454	\$160,600	\$167,110	\$173,950	\$181,120
43030 - Sales	\$117,647	\$133,770	\$133,770	\$159,292	\$410	\$159,702	\$165,220	\$171,410	\$177,900	\$184,680
43040 - Property Management	\$241,180	\$278,560	\$278,560	\$294,777	\$1,220	\$295,997	\$307,310	\$320,490	\$334,340	\$348,900
Housing Sales & Rental	\$685,664	\$989,720	\$989,720	\$1,092,798	\$1,680	\$1,094,478	\$1,132,780	\$1,174,590	\$1,218,350	\$1,264,100
Operating	\$2,130,655	\$2,683,840	\$3,083,840	\$2,898,223	\$118,170	\$3,016,393	\$3,100,400	\$3,211,720	\$3,313,990	\$3,439,300
81100 - Capital Labor	\$38,633	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
81200 - Purchase of Single Family Home	\$996,161	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
81200 - Capital Projects	\$115,011	\$515,000	\$515,000	\$500,000	\$0	\$500,000	\$0	\$0	\$0	\$0
81300 - Capital Maintenance	\$0	\$347,000	\$347,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital	\$1,149,805	\$862,000	\$862,000	\$500,000	\$0	\$500,000	\$0	\$0	\$0	\$0
Transfer to 632 APCHA Development Fund	\$983,792	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transfers Out	\$983,792	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Uses	\$4,264,251	\$3,545,840	\$3,945,840	\$3,398,223	\$118,170	\$3,516,393	\$3,100,400	\$3,211,720	\$3,313,990	\$3,439,300
Targeted Reserve (12.5% of Uses)	\$533,031	\$443,230	\$493,230	\$424,778		\$439,549	\$387,550	\$401,465	\$414,249	\$429,913
GAAP Adjustments - Purchase of Inventory	\$0									
GAAP Adjustments - Sale of Inventory	\$996,160									
Ending Fund Balance	\$999,708	\$710,538	\$682,528	\$424,775	\$14,730	\$439,505	\$387,585	\$401,465	\$414,295	\$429,865
Ending Balance as % of Targeted Reserve	188%	160%	138%	100%		100%	100%	100%	100%	100%
Over/(Short) of Targeted Reserve	\$466,677	\$267,308	\$189,298	(\$3)		(\$44)	\$35	\$0	\$46	(\$47)
Change in Fund Balance	(\$569,112)	(\$289,170)	(\$317,180)	(\$257,753)	\$14,730	(\$243,023)	(\$51,920)	\$13,880	\$12,830	\$15,570

2024-2033 Capital Budget

620 - Housing Administration Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
51751 Purchase of Foreclosure Units - 2024		\$0	\$500,000	\$0	\$0	\$0	\$0	\$500,000
Project Description: Annual allocation to have authority available to purchase foreclosed units, ensuring they stay in the deed restricted pool and can be resold as employee housing.								
Subtotal - Capital Projects		\$0	\$500,000	\$0	\$0	\$0	\$0	\$500,000
Subtotal - Capital Maintenance		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grand Total		\$0	\$500,000	\$0	\$0	\$0	\$0	\$500,000



CITY OF ASPEN

622 - Smuggler Housing Fund

City of Aspen Budget
622 - Smuggler Housing Fund

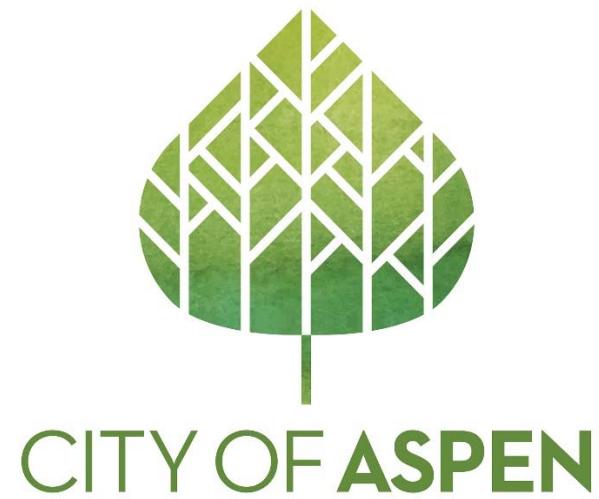
As of 09/07/2023

	2022	2023 Adjusted Budget	2023 Forecast	2024 Base Budget	2024 Supplemental Requests	2024 Request	2025 Projection	2026 Projection	2027 Projection	2028 Projection
	Actuals									
Opening Balance	\$425,180	\$450,980	\$450,980	\$438,580		\$438,580	\$447,041	\$421,991	\$425,601	\$433,921
Rental Income - Permanent	\$80,549	\$74,980	\$74,980	\$77,000	\$0	\$77,000	\$78,540	\$80,110	\$81,710	\$83,340
Late Rent Fees	\$0	\$100	\$100	\$100	\$0	\$100	\$100	\$100	\$100	\$100
Investment Income	(\$2,701)	\$0	\$7,000	\$7,000	\$0	\$7,000	\$8,940	\$8,440	\$8,510	\$8,680
Non-Classified	\$77,847	\$75,080	\$82,080	\$84,100	\$0	\$84,100	\$87,580	\$88,650	\$90,320	\$92,120
Revenues In	\$77,847	\$75,080	\$82,080	\$84,100	\$0	\$84,100	\$87,580	\$88,650	\$90,320	\$92,120
Total Revenues	\$77,847	\$75,080	\$82,080	\$84,100	\$0	\$84,100	\$87,580	\$88,650	\$90,320	\$92,120
00000 - Non-Classified	\$0	\$1,400	\$1,400	\$1,700	\$0	\$1,700	\$1,700	\$1,800	\$1,800	\$1,900
Non-Classified	\$0	\$1,400	\$1,400	\$1,700	\$0	\$1,700	\$1,700	\$1,800	\$1,800	\$1,900
10010 - General Administrative	\$9,583	\$15,570	\$15,570	\$13,150	\$0	\$13,150	\$13,590	\$14,030	\$14,470	\$14,920
Administrative	\$9,583	\$15,570	\$15,570	\$13,150	\$0	\$13,150	\$13,590	\$14,030	\$14,470	\$14,920
11915 - Smuggler Affordable Housing	\$32,705	\$46,170	\$46,170	\$51,468	\$70	\$51,538	\$52,900	\$54,380	\$55,910	\$57,500
Facilities Maintenance	\$32,705	\$46,170	\$46,170	\$51,468	\$70	\$51,538	\$52,900	\$54,380	\$55,910	\$57,500
43040 - Property Management	\$9,631	\$9,010	\$9,010	\$9,250	\$0	\$9,250	\$9,440	\$9,630	\$9,820	\$10,010
Housing Sales & Rental	\$9,631	\$9,010	\$9,010	\$9,250	\$0	\$9,250	\$9,440	\$9,630	\$9,820	\$10,010
Operating	\$51,920	\$72,150	\$72,150	\$75,568	\$70	\$75,638	\$77,630	\$79,840	\$82,000	\$84,330
81200 - Capital Projects	\$0	\$22,330	\$22,330	\$0	\$0	\$0	\$35,000	\$0	\$0	\$0
81300 - Capital Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,200	\$0	\$0
Capital	\$0	\$22,330	\$22,330	\$0	\$0	\$0	\$35,000	\$5,200	\$0	\$0
Total Uses	\$51,920	\$94,480	\$94,480	\$75,568	\$70	\$75,638	\$112,630	\$85,040	\$82,000	\$84,330
Targeted Reserve (12.5% of Uses)	\$6,490	\$11,810	\$11,810	\$9,446		\$9,455	\$14,079	\$10,630	\$10,250	\$10,541
GAAP Adjustment to Working Capital	(\$128)									
Ending Fund Balance	\$450,980	\$431,580	\$438,580	\$447,111		\$447,041	\$421,991	\$425,601	\$433,921	\$441,711
Ending Balance as % of Targeted Reserve	6,949%	3,654%	3,714%	4,733%		4,728%	2,997%	4,004%	4,233%	4,190%
Over/(Short) of Targeted Reserve	\$444,490	\$419,770	\$426,770	\$437,665		\$437,586	\$407,913	\$414,971	\$423,671	\$431,170
Change in Fund Balance	\$25,928	(\$19,400)	(\$12,400)	\$8,532	(\$70)	\$8,462	(\$25,050)	\$3,610	\$8,320	\$7,790

2024-2033 Capital Budget

622 - Smuggler Housing Fund

Project Title and Description	Prior	2024	2025	2026	2027	2028	Lifetime Budget
50704 Smuggler - Paint Exterior - Out Years							
Project Description: Asset preservation, paint exterior every 10 years		\$0	\$0	\$35,000	\$0	\$0	\$35,000
Subtotal - Capital Projects	\$0	\$0	\$35,000	\$0	\$0	\$0	\$35,000
40090 Smuggler - Asphalt Seal Coat							
Project Description: Asset preservation, seal coat parking lot every 5 years		\$0	\$0	\$0	\$5,200	\$0	\$5,200
Subtotal - Capital Maintenance	\$0	\$0	\$0	\$5,200	\$0	\$0	\$5,200
Grand Total		\$0	\$0	\$35,000	\$5,200	\$0	\$40,200



641 - Truscott II Housing Fund

City of Aspen Budget

As of 09/07/2023

641 - Truscott Phase II Housing Fund

	2022	2023 Adjusted Budget	2023 Forecast	2024 Base Budget	2024 Supplemental Requests	2024 Request	2025 Projection	2026 Projection	2027 Projection	2028 Projection
	Actuals									
Opening Balance	\$798,950	\$931,559	\$931,559	\$567,109		\$567,109	\$399,829	\$287,259	\$119,089	\$334,759
Rental Income - Permanent	\$1,006,205	\$1,187,180	\$1,030,000	\$1,187,180	\$0	\$1,187,180	\$1,210,920	\$1,235,140	\$1,259,840	\$1,285,040
Late Rent Fees	\$0	\$2,000	\$2,000	\$2,000	\$0	\$2,000	\$2,040	\$2,080	\$2,120	\$2,160
Laundry	\$6,083	\$7,200	\$7,200	\$7,300	\$0	\$7,300	\$7,450	\$7,600	\$7,750	\$7,910
Section 8 Housing Assistance	\$5,436	\$7,000	\$7,000	\$7,000	\$0	\$7,000	\$7,140	\$7,280	\$7,430	\$7,580
Investment Income	\$1,267	\$3,800	\$3,800	\$3,800	\$0	\$3,800	\$8,000	\$5,750	\$2,380	\$6,700
Other Revenues	\$10,459	\$9,250	\$9,200	\$9,300	\$0	\$9,300	\$11,320	\$11,540	\$11,770	\$12,000
Revenues In	\$1,029,450	\$1,216,430	\$1,059,200	\$1,216,580	\$0	\$1,216,580	\$1,246,870	\$1,269,390	\$1,291,290	\$1,321,390
Housing Development Fund Contribution	\$0	\$2,000,000	\$2,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital	\$0	\$2,000,000	\$2,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,029,450	\$3,216,430	\$3,059,200	\$1,216,580	\$0	\$1,216,580	\$1,246,870	\$1,269,390	\$1,291,290	\$1,321,390
Non-Classified	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-Classified	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
General Administrative	\$102,944	\$114,550	\$114,550	\$112,870	\$0	\$112,870	\$115,310	\$117,800	\$120,350	\$122,940
Administrative	\$102,944	\$114,550	\$114,550	\$112,870	\$0	\$112,870	\$115,310	\$117,800	\$120,350	\$122,940
Truscott Affordable Housing - Tax Credit	\$283,347	\$341,210	\$341,210	\$330,500	\$0	\$330,500	\$339,630	\$349,100	\$358,890	\$369,040
Facilities Maintenance	\$283,347	\$341,210	\$341,210	\$330,500	\$0	\$330,500	\$339,630	\$349,100	\$358,890	\$369,040
Property Management	\$124,129	\$142,700	\$142,700	\$142,700	\$0	\$142,700	\$145,560	\$148,470	\$151,440	\$154,460
Housing Sales and Rental Services	\$124,129	\$142,700	\$142,700	\$142,700	\$0	\$142,700	\$145,560	\$148,470	\$151,440	\$154,460
Operating	\$510,419	\$598,460	\$598,460	\$586,070	\$0	\$586,070	\$600,500	\$615,370	\$630,680	\$646,440
Capital Projects	\$14,338	\$2,379,500	\$2,379,500	\$322,000	\$0	\$322,000	\$300,000	\$367,500	\$0	\$0
Capital Maintenance	\$0	\$48,750	\$48,750	\$78,850	\$0	\$78,850	\$62,000	\$57,750	\$48,000	\$37,750
Capital	\$14,338	\$2,428,250	\$2,428,250	\$400,850	\$0	\$400,850	\$362,000	\$425,250	\$48,000	\$37,750
Principal - Bonds	\$101,645	\$108,453	\$108,453	\$115,716	\$0	\$115,716	\$123,466	\$131,735	\$140,557	\$149,970
Interest - Bonds	\$294,744	\$288,487	\$288,487	\$281,224	\$0	\$281,224	\$273,474	\$265,205	\$256,383	\$246,970
Debt Service	\$396,389	\$396,940	\$396,940	\$396,940	\$0	\$396,940	\$396,940	\$396,940	\$396,940	\$396,940
Total Uses	\$921,147	\$3,423,650	\$3,423,650	\$1,383,860	\$0	\$1,383,860	\$1,359,440	\$1,437,560	\$1,075,620	\$1,081,130
Targeted Reserve (12.5% of Uses)	\$115,143	\$427,956	\$427,956	\$172,983		\$172,983	\$169,930	\$179,695	\$134,453	\$135,141
GAAP Adjustment to Working Capital	\$24,306									
Ending Fund Balance	\$931,559	\$724,339	\$567,109	\$399,829		\$399,829	\$287,259	\$119,089	\$334,759	\$575,019
Ending Balance as % of Target Reserve	809%	169%	133%	231%		231%	169%	66%	249%	425%
Over/(Short) of Targeted Reserve	\$816,416	\$296,383	\$139,153	\$226,847		\$226,847	\$117,329	(\$60,606)	\$200,307	\$439,878
Change in Fund Balance	\$108,303	(\$207,220)	(\$364,450)	(\$167,280)	\$0	(\$167,280)	(\$112,570)	(\$168,170)	\$215,670	\$240,260

2024 Truscott Phase II

51620 Drainage issues 10-70 Bldgs

- Research & Fix Areas That Are Experiencing Drainage Issues
- Berms Slope Toward Buildings B10-B30, B40-B70
- Regrade To Slope Water/Moisture Away From Buildings

Task Level Budget

Hard Construction Cost	\$250,000
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Appropriations by Year

Prior Years	\$125,000
2024	\$125,000
Out Years	\$0
Lifetime Budget	\$250,000



2024 Truscott Phase II

51621 Drainage issues - 200-300 Bld

- Research & Fix Areas That Are Experiencing Drainage Issues
- Berms Slope Toward Buildings B200 And B300
- Regrade To Slope Water/Moisture Away From Buildings
- Stormwater Management Plan

Task Level Budget

Hard Construction Cost	\$250,000
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Appropriations by Year

Prior Years	\$125,000
2024	\$125,000
Out Years	\$0
Lifetime Budget	\$250,000



2024-2033 Capital Budget

641 - Truscott Phase II Housing Fund

Project Title and Description	Prior	2024	2025	2026	2027	2028	Lifetime Budget
51621 Drainage issues - 200-300 Bld							
Project Description: Research and fix areas that are experiencing drainage issues.	\$125,000	\$125,000	\$0	\$0	\$0	\$0	\$250,000
51620 Drainage issues 10-70 Bldgs							
Project Description: Research and fix areas that are experiencing drainage issues.	\$125,000	\$125,000	\$0	\$0	\$0	\$0	\$250,000
51753 Laundry Room Equipment 40 & 50 Building							
Project Description: Replace washers and dryers with high efficiency large capacity coin or card ven machines	\$0	\$47,000	\$0	\$0	\$0	\$0	\$47,000
51614 Window replacement - Buildings 10, 20, and 30							
Project Description: Replace windows in Buildings 10, 20, and 30.	\$0	\$15,000	\$0	\$0	\$0	\$0	\$15,000
51623 Elevator Car Improvement							
Project Description: Redo inside of elevator car.	\$0	\$10,000	\$0	\$0	\$0	\$0	\$10,000
51624 Painting/Siding repair 200-300 Bld exterior buildings							
Project Description: Paint buildings.	\$0	\$0	\$250,000	\$250,000	\$0	\$0	\$500,000
51615 Window replacement - Buildings 40, 50, 60 and 70							
Project Description: Replace windows in Buildings 40, 50, 60 and 70.	\$0	\$0	\$30,000	\$0	\$0	\$0	\$30,000

2024-2033 Capital Budget

641 - Truscott Phase II Housing Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
51665 Replace Domestic Hot Water (DHW) Storage Tank Replacement x2 B50		\$0	\$0	\$20,000	\$0	\$0	\$0	\$20,000
Project Description: Replace the DHW storage tanks and the associated piping, pumping and other components across the property.								
51616 Window replacement - Buildings 100 and 200 (46 units)		\$0	\$0	\$0	\$67,500	\$0	\$0	\$67,500
Project Description: Replace windows in Buildings 100 and 200 (46 units).								
51666 B100 - Boiler Replacement		\$0	\$0	\$0	\$50,000	\$0	\$0	\$50,000
Project Description: Replacement of the boiler and the mechanical room pump and piping system. Boiler including expansion tank, circulating pump, and all service piping. B100 - boiler is at or past its useful life.								
Subtotal - Capital Projects	\$250,000	\$322,000	\$300,000	\$367,500	\$0	\$0	\$0	\$1,239,500
40141 Unit Turnover Flooring Replacement		\$0	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$180,000
Project Description: Unit turnover flooring replacement as needed (carpet and vinyl)								
40142 Kitchen Appliance Replacement		\$0	\$14,000	\$14,000	\$0	\$0	\$0	\$28,000
Project Description: Appliance Range/Oven/Refrigerator Replacement As Needed								
40140 Unit Turnover Interior Repairs		\$0	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$100,000
Project Description: Unit Turnover interior repairs as needed (paint, doors, fixtures...)								
40125 Truscott Phase 2 Facility Maintenance - Interior		\$0	\$10,000	\$10,000	\$10,000	\$10,000	\$0	\$40,000
Project Description: Truscott Phase 2 interior facility maintenance including fire extinguisher cabinets, sprinkler valve room door and frame repair, and other interior maintenance projects that arise annually.								

2024-2033 Capital Budget

641 - Truscott Phase II Housing Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
40126 Truscott Phase 2 Facility Maintenance - Exterior		\$0	\$10,000	\$10,000	\$10,000	\$10,000	\$0	\$40,000
Project Description: Truscott Phase 2 exterior facility maintenance including gutter and downspout repair, seal and caulking joints to the siding and repair and replacement of sidewalks.								
40139 Clean the Exterior of All Windows		\$0	\$9,750	\$0	\$9,750	\$0	\$9,750	\$48,750
Project Description: Professionally clean the exterior of all windows (10-70, 200 & 300)								
40143 Rekey All Unit Doors		\$0	\$7,100	\$0	\$0	\$0	\$0	\$7,100
Project Description: Rekey all units in the following buildings 10-70, 200, and 300 buildings								
Subtotal - Capital Maintenance	\$0	\$78,850	\$62,000	\$57,750	\$48,000	\$37,750	\$443,850	
Grand Total	\$250,000	\$400,850	\$362,000	\$425,250	\$48,000	\$37,750	\$1,683,350	



CITY OF ASPEN

642 - ACI Affordable Housing Fund

**City of Aspen Budget
642 - ACI Affordable Housing Fund**

As of 09/07/2023

	2022	2023 Adjusted Budget	2023	2024	2024 Supplemental Requests	2024	2025	2026	2027	2028
	Actuals		Forecast	Base Budget		Request	Projection	Projection	Projection	Projection
Opening Balance	\$171,010	\$211,525	\$211,525	\$228,985		\$228,985	\$192,475	\$190,335	\$161,035	\$161,635
Rental Income - Permanent	\$398,414	\$412,000	\$412,000	\$420,240	\$0	\$420,240	\$428,640	\$437,210	\$445,950	\$454,870
Late Rent Fees	\$350	\$150	\$150	\$150	\$0	\$150	\$150	\$150	\$150	\$150
Laundry	\$5,258	\$5,000	\$5,000	\$5,100	\$0	\$5,100	\$5,200	\$5,300	\$5,410	\$5,520
Section 8 Housing Assistance	\$13,839	\$7,800	\$7,800	\$7,960	\$0	\$7,960	\$8,120	\$8,280	\$8,450	\$8,620
Investment Income	\$121	\$100	\$100	\$100	\$0	\$100	\$3,850	\$3,810	\$3,220	\$3,230
Other Revenues	\$4,235	\$1,600	\$1,600	\$1,620	\$0	\$1,620	\$1,740	\$1,760	\$1,780	\$1,800
Unallocated Revenues	\$422,217	\$426,650	\$426,650	\$435,170	\$0	\$435,170	\$447,700	\$456,510	\$464,960	\$474,190
Revenues In	\$422,217	\$426,650	\$426,650	\$435,170	\$0	\$435,170	\$447,700	\$456,510	\$464,960	\$474,190
Total Revenues	\$422,217	\$426,650	\$426,650	\$435,170	\$0	\$435,170	\$447,700	\$456,510	\$464,960	\$474,190
General Administrative	\$21,407	\$28,940	\$28,940	\$29,670	\$0	\$29,670	\$30,260	\$30,860	\$31,470	\$32,090
Asset Management Fee	\$3,688	\$7,000	\$7,000	\$7,180	\$0	\$7,180	\$7,320	\$7,470	\$7,620	\$7,770
Performance Fee - APCHA	\$0	\$21,330	\$21,330	\$21,850	\$0	\$21,850	\$22,290	\$22,740	\$23,190	\$23,650
Administrative	\$25,095	\$57,270	\$57,270	\$58,700	\$0	\$58,700	\$59,870	\$61,070	\$62,280	\$63,510
Aspen Country Inn Affordable Housing	\$167,682	\$164,180	\$164,180	\$171,460	\$0	\$171,460	\$176,250	\$181,180	\$186,270	\$191,570
Facilities Maintenance	\$167,682	\$164,180	\$164,180	\$171,460	\$0	\$171,460	\$176,250	\$181,180	\$186,270	\$191,570
Property Management	\$49,470	\$49,460	\$49,460	\$50,450	\$0	\$50,450	\$51,450	\$52,480	\$53,530	\$54,600
Housing Sales/Rental Services	\$49,470	\$49,460	\$49,460	\$50,450	\$0	\$50,450	\$51,450	\$52,480	\$53,530	\$54,600
Operating	\$242,248	\$270,910	\$270,910	\$280,610	\$0	\$280,610	\$287,570	\$294,730	\$302,080	\$309,680
81300 - Capital Maintenance New in 2024*	\$0	\$0	\$0	\$52,800	\$0	\$52,800	\$24,000	\$52,800	\$24,000	\$52,800
Capital	\$0	\$0	\$0	\$52,800	\$0	\$52,800	\$24,000	\$52,800	\$24,000	\$52,800
ACI - CHFA LOAN	\$138,160	\$138,280	\$138,280	\$138,270	\$0	\$138,270	\$138,270	\$138,280	\$138,280	\$138,270
Debt Service	\$138,160	\$138,280	\$138,280	\$138,270	\$0	\$138,270	\$138,270	\$138,280	\$138,280	\$138,270
Total Uses	\$380,408	\$409,190	\$409,190	\$471,680	\$0	\$471,680	\$449,840	\$485,810	\$464,360	\$500,750
Preliminary Ending Fund Balance							\$192,475	\$190,335	\$161,035	\$161,635
Targeted Reserve (12.5% of Uses)	\$47,551	\$51,149	\$51,149	\$58,960		\$58,960	\$56,230	\$60,726	\$58,045	\$62,594
GAAP Adjustment to Working Capital	(\$1,294)									
Ending Fund Balance	\$211,525	\$228,985	\$228,985	\$192,475		\$192,475	\$190,335	\$161,035	\$161,635	\$135,075
Change in Fund Balance	\$41,809	\$17,460	\$17,460	(\$36,510)	\$0	(\$36,510)	(\$2,140)	(\$29,300)	\$600	(\$26,560)
Current Operating Reserve	\$122,190		\$122,190			\$122,190	\$122,190	\$122,190	\$122,190	\$122,190
Replacement Reserve (Increases \$14K/Yr)	\$67,933		\$81,933			\$95,933	\$109,933	\$123,933	\$137,933	\$151,933
Required Reserves	\$190,123		\$204,123			\$218,123	\$232,123	\$246,123	\$260,123	\$274,123

*Over (Under) Required Reserve

2024-2033 Capital Budget

642 - ACI Affordable Housing Fund

Project Title and Description	Prior							Lifetime Budget
		2024	2025	2026	2027	2028		
Subtotal - Capital Projects	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
40146 Routine Maintenance Every 2 Years (40 units)								
Project Description: Routine Maintenance Every 2 Years (40 units)	\$0	\$28,800	\$0	\$28,800	\$0	\$28,800	\$0	\$144,000
40145 Unit Turnover Flooring Replacement								
Project Description: Unit turnover flooring replacement as needed (carpet and vinyl)	\$0	\$14,000	\$14,000	\$14,000	\$14,000	\$14,000	\$14,000	\$140,000
40144 Unit Turnover Repairs								
Project Description: Unit turnover interior repairs as needed (Paint, doors, fixtures...)	\$0	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$100,000
Subtotal - Capital Maintenance	\$0	\$52,800	\$24,000	\$52,800	\$24,000	\$52,800	\$24,000	\$384,000
Grand Total	\$0	\$52,800	\$24,000	\$52,800	\$24,000	\$52,800	\$24,000	\$384,000



CITY OF ASPEN

670 - Aspen Mini Storage Fund

**City of Aspen Budget
670 - Aspen Mini Storage Fund**

As of 09/07/2023

	2022 Actuals	2023 Adjusted Budget	2023 Forecast	2024 Base Budget	2024 Supplemental Requests	2024 Request	2025 Projection	2026 Projection	2027 Projection	2028 Projection
Opening Balance	(\$10,170)	\$28,066	\$28,066	\$23,886		\$23,886	\$22,486	\$22,486	\$22,486	\$22,486
Storage Rentals	\$560,139	\$500,000	\$500,000	\$165,000	\$0	\$165,000	\$0	\$0	\$0	\$0
Revenues In	\$560,139	\$500,000	\$500,000	\$165,000	\$0	\$165,000	\$0	\$0	\$0	\$0
Total Revenues	\$560,139	\$500,000	\$500,000	\$165,000	\$0	\$165,000	\$0	\$0	\$0	\$0
Aspen Mini Storage Operations	\$521,903	\$504,180	\$504,180	\$166,400	\$0	\$166,400	\$0	\$0	\$0	\$0
Operating	\$521,903	\$504,180	\$504,180	\$166,400	\$0	\$166,400	\$0	\$0	\$0	\$0
Total Uses	\$521,903	\$504,180	\$504,180	\$166,400	\$0	\$166,400	\$0	\$0	\$0	\$0
GAAP Adjustment to Working Capital										
Ending Fund Balance	\$28,066	\$23,886	\$23,886	\$22,486		\$22,486	\$22,486	\$22,486	\$22,486	\$22,486
Change in Fund Balance	\$38,236	(\$4,180)	(\$4,180)	(\$1,400)	\$0	(\$1,400)	\$0	\$0	\$0	\$0