



Aspen
Citizens
Academy

Living in Aspen



NEO Thought Experiment:

- ❖ If you could move anywhere in order to live and work – WHERE WOULD IT BE?
- ❖ If you were locating a business, WHERE WOULD YOU PUT IT?
- ❖ WHY would you want to go there? What are the factors that affect these kind of location decisions?



Factors of community quality of life

Tax rates

Cultural amenities

Cost of living

Recreational opportunities

population

Water/air quality

Quality of schools

demographics

Shopping opportunities

Health care quality

Reliability of utilities

climate

Who we know there

Cost of utilities

Types and affordability of housing

Access/proximity to airport

Geographic setting

Safety services

Crime rates

Cost of doing business



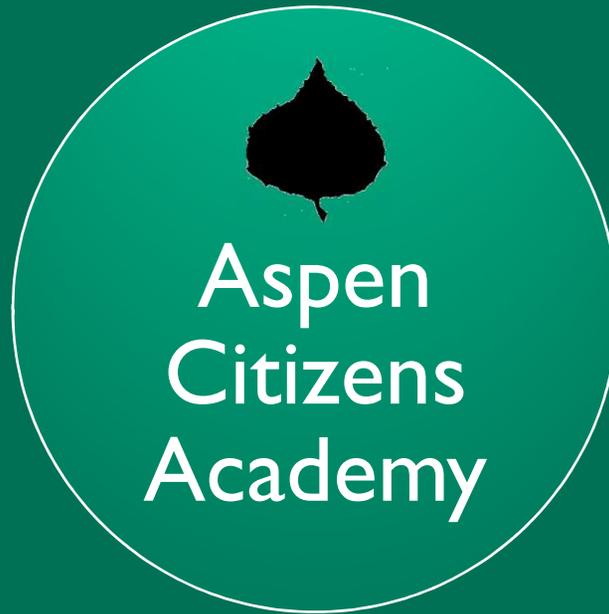
Aspen
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Mayor Steve Skadron



Agenda:

- The many entities that contribute to our quality of life:
 - ✓ Mayor
 - ✓ Aspen Valley Hospital
 - ✓ ACRA
 - ✓ Pitkin County
 - ✓ RFTA
 - ✓ Kids First
 - ✓ Community Non-profits
- Managing the City's Business:
 - ✓ City Council Top Ten Goals
 - ✓ Goals and Outcomes
 - ✓ Council Meetings and Work Sessions



Ginny Dyche
Aspen Valley Hospital



ASPEN VALLEY HOSPITAL



ASPEN VALLEY HOSPITAL



ASPEN VALLEY HOSPITAL



ASPEN VALLEY HOSPITAL

Jurisdiction and Governance

- Special District, State of Colorado
 - Five-member board of directors
 - Sunshine laws
 - Taxes – operational mill levy, GO bonds
- City of Aspen
 - Master Facilities Plan



ASPEN VALLEY HOSPITAL

Mission

To deliver extraordinary healthcare in an environment of excellence, compassion, and trust.



ASPEN VALLEY HOSPITAL

Core Values

Patient-centered care

Integrity

Accountability

Teamwork

Respect for others



ASPEN VALLEY HOSPITAL

Broad Range of Services

- Locals
- Visitors
- Transfer Relationships
- Consulting Relationships



ASPEN VALLEY HOSPITAL

Service Locations

- Hospital campus
- Whitcomb Terrace
- Snowmass Clinic
- After-Hours Medical Care
- Midvalley Ambulatory Surgery Center



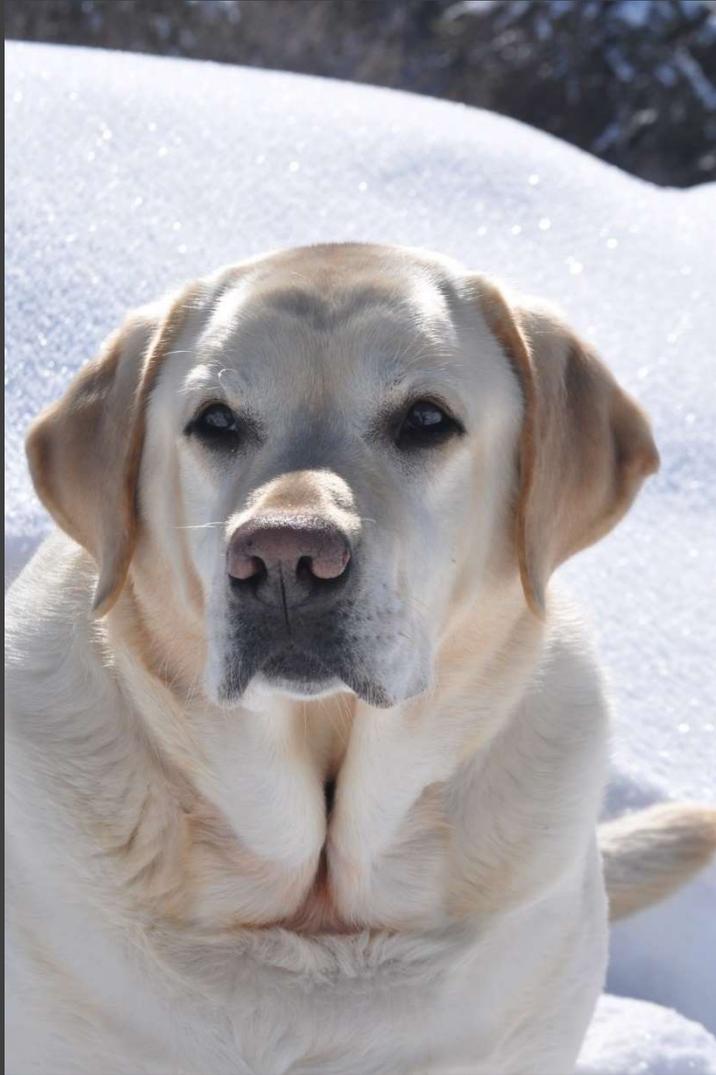
ASPEN VALLEY HOSPITAL

National Awards

- Best Performer
- 5-Star Rating
- Financial Stability
- Patient Outcomes
- Patient Engagement
- Clinical Quality
- Hospital of Choice



ASPEN VALLEY HOSPITAL



Questions?



ASPEN VALLEY HOSPITAL



Aspen
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Academy

Debbie Braun
ACRA

Aspen Chamber Resort Association

Debbie Braun
November 3, 2016

 **ASPEN**
DEFY ORDINARY



ACRA Story – Who are we?

The Aspen Chamber Resort Association is a non-profit (501 c6), community organization dedicated to supporting the business community and enhancing the visitor experience.

The ACRA is a unique blend of a traditional business chamber and a visitors' bureau made up of over 740 local businesses, a strong diverse board of directors, and a talented staff.

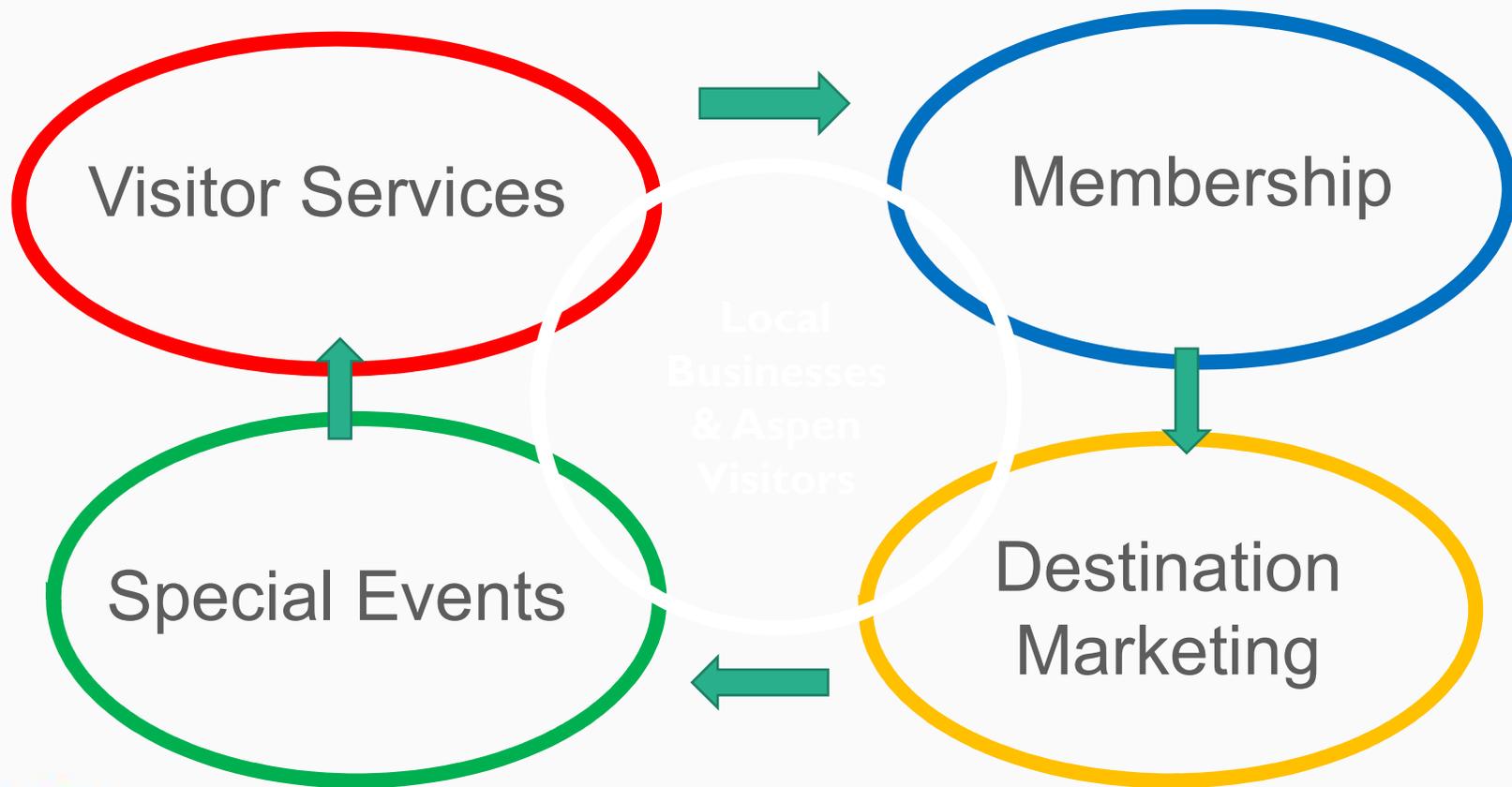


OUR MISSION is to serve the Aspen businesses by:

- ⌘ Attracting Visitors to the resort
- ⌘ Providing valuable benefits and services to member businesses
- ⌘ Facilitating community synergy among government and local civic organizations
- ⌘ Advocating on relevant local community issues



OUR FUNCTION: focuses on uniting four primary tools to support Aspen businesses:





City of Aspen working with ACRA

- ⌘ Destination Marketing
- ⌘ Special Events
- ⌘ Visitor Services
- ⌘ Membership / Public Affairs



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Jon Peacock
Pitkin County



Pitkin County

Aspen Citizen's Academy

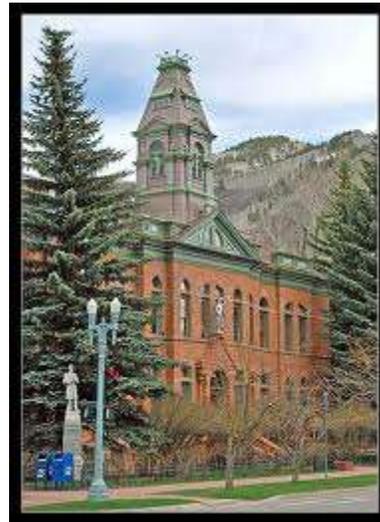
PITKIN COUNTY

Intergovernmental Relations – Conflict and Cooperation



Putting the importance and challenge of intergovernmental relations into perspective:

How many governments are there in the United States?



Federalism – Where do Municipalities and Counties fit in?



89,055 Governments in the United States

- Federal Government (1)
 - State Governments (50)
 - County Governments (3,031)
 - Cities & Towns (35,886)
 - School Districts (12,884)
 - Special Districts (37,203)

Why so many?

What does the County do?

PITKIN COUNTY STRATEGIC PLAN

Community Vision
Pitkin County will continue to be a healthy, safe, vibrant and sustainable community, enhancing the quality of life for everyone who lives, works and visits here, while conserving the natural environment as the basis for our community success.

Organization Mission
Pitkin County government provides valued and high quality public services supporting the health, safety and well-being of people and the natural environment.

Core Focus Areas & Success Factors
The diagram below illustrates the relationship between the three Core Focus Areas in achieving the County's mission and vision.

Core Focus Flourishing Natural & Built Environment
SUCCESS FACTORS

1. Conserved natural resources and environment
2. Responsibly maintained and enhanced County assets
3. Ease of mobility via safe and efficient transportation systems
4. Well planned and livable built environment

Core Focus Livable & Supportive Community
SUCCESS FACTORS

1. A sense of personal and community safety
2. Diverse and livable housing options
3. Self-sufficient individuals and families
4. Access to recreation, education, arts and culture
5. Improved community engagement and participation

Core Focus Prosperous Economy
SUCCESS FACTORS

1. Sustainable economy and employment
2. Affordable and quality health care options
3. High performing County leaders, teams and employees
4. Responsible and accountable stewardship of County assets

Pitkin County Organizational Values
Pitkin County embraces the following values to promote public trust and confidence in County Government.

STEWARDSHIP
We strive to leave our natural environment, community, public assets and organization in better condition than we found them for current and future generations.

ETHICS
We hold ourselves to high standards of honesty and dependability in the conduct of County business.

EXCELLENCE
We are committed to providing quality services that are accessible, accurate and innovative to meet our community's needs.

COLLABORATION
We work together as employees and with citizens and other government, non-profit and private sector organizations helping each other succeed in promoting and achieving the public's goals.

OPEN COMMUNICATION
We are committed to listening to our citizens and partners and to giving accurate and timely information.

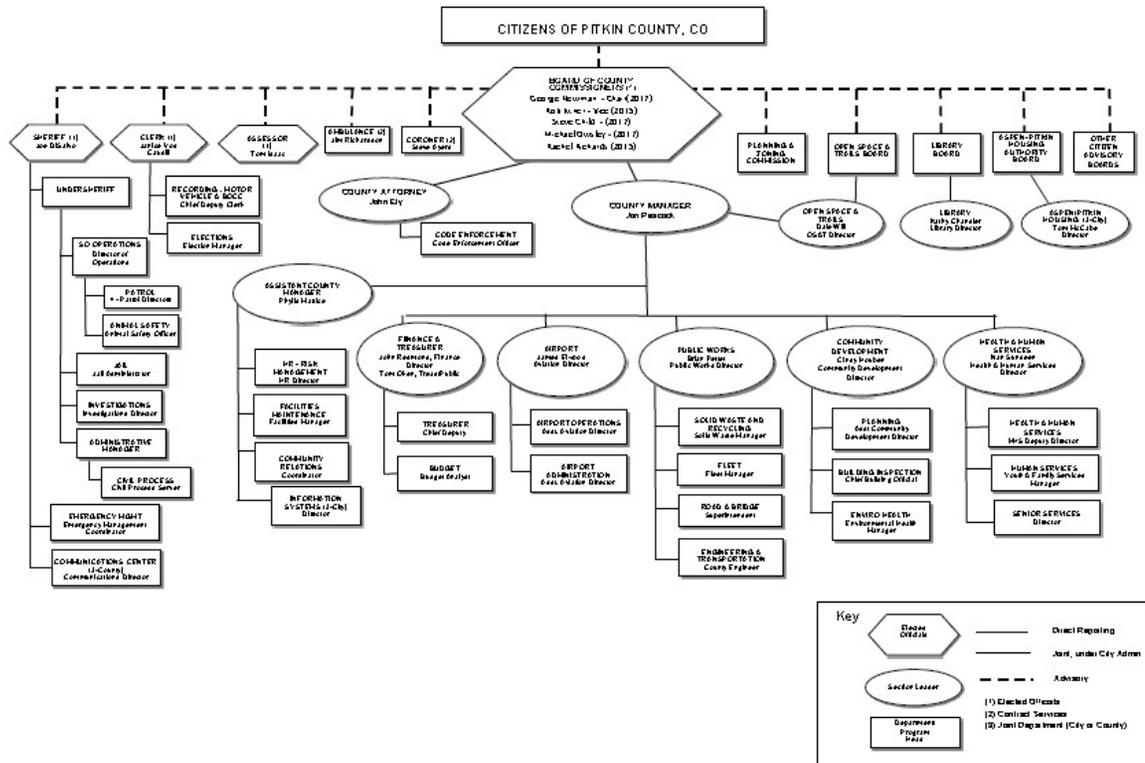
POSITIVE WORK ENVIRONMENT
We appreciate dedicated and knowledgeable employees and support their professional and personal growth.

Sheriff (law enforcement and jail), Airport, Community Development, Health and Human Services, Library, Landfill, Open Space and Trails, Public Works, Treasurer & Public Trustee, TV and FM Broadcast, others...

How does the county do its work?



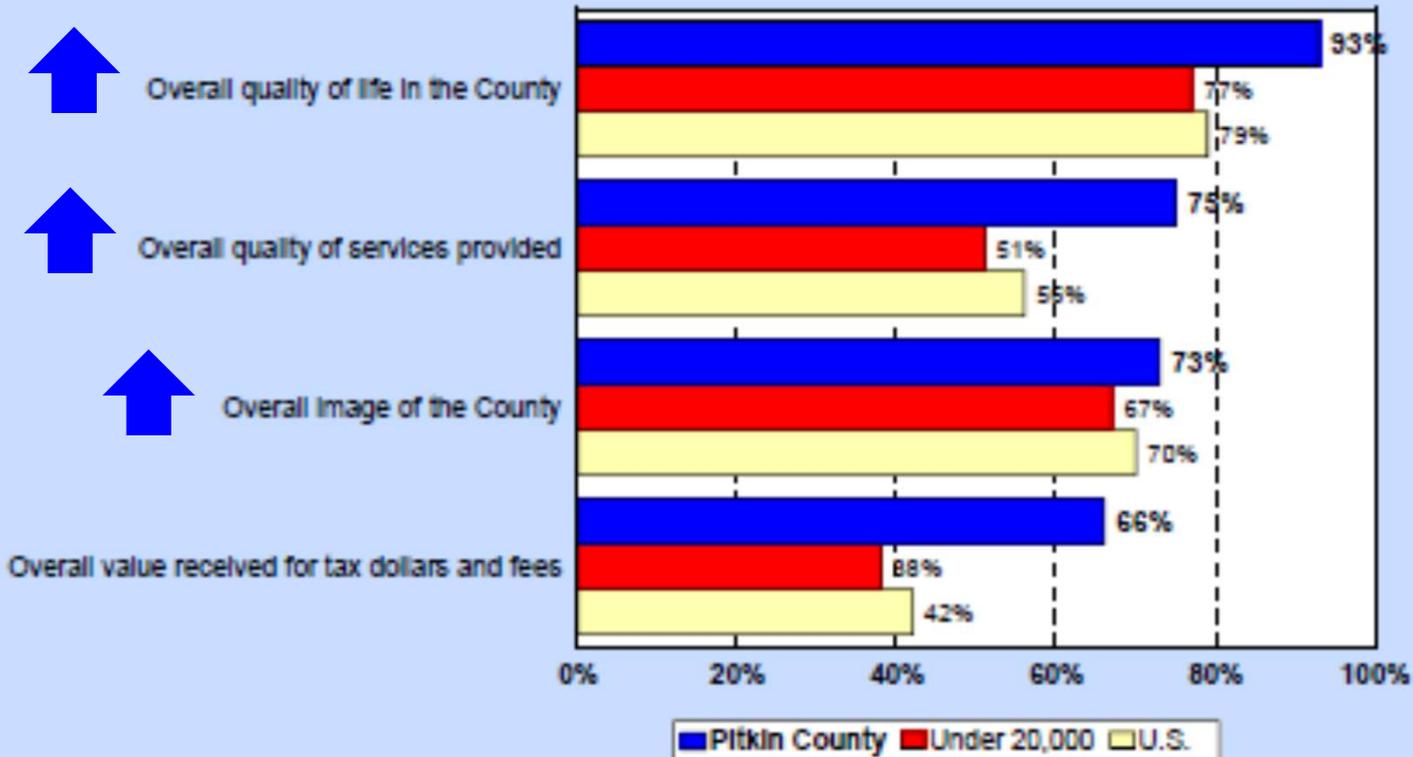
- Eight Elected Officials
- 19 Citizen Boards and Commissions
- 18 Departments
- 230+ employees



Does the county do things well?

Satisfaction with Issues that Influence Perceptions of the County - Pitkin County vs. Communities Under 20,000 vs. the U.S.

by percentage of respondents who rated the Item 4 or 5 on a 5-point scale where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)

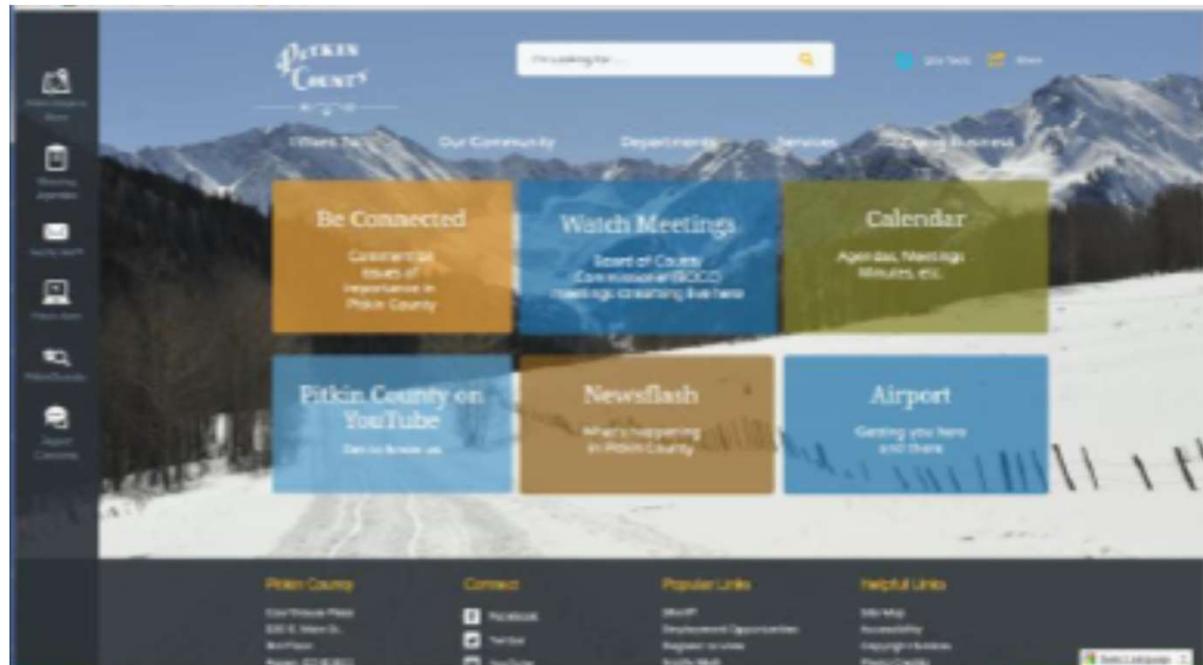


Source: 2016 ETC Institute

Thank You!

- For more information visit us at:

- www.pitkincounty.com



Questions?



TRANSPORTATION

RELATIONSHIP WITH RFTA

RFTA POP QUIZ

- ▶ What does RFTA stand for?
- ▶ What does BRT stand for?
- ▶ What kind of eggs can you find at the BRT stops?
- ▶ What is the name of RFTA's BRT service?

RFTA HISTORY



- ▶ Established mid-1970's
- ▶ Transitioned to an Agency in 1983
- ▶ Transitioned into an Authority in 2000
- ▶ BRT launched in 2013



RFTA Services

- ▶ I-70 Corridor
- ▶ Hwy 82/Valley/BRT
- ▶ City of Aspen
- ▶ Ride Glenwood
- ▶ Maroon Bells
- ▶ Skier and Music Shuttles
- ▶ Large special events-X-Games
- ▶ Rio Grande Trail



RFTA



RFTA BY THE NUMBERS

- ▶ 4.9-million riders / year
- ▶ 5-million miles/year
- ▶ 296,000 hours / year
- ▶ 325 employees
- ▶ 1st Rural BRT System
- ▶ \$41 million annual budget
- ▶ Over 100 buses & 22 vans
- ▶ 153 bus stops / 14 park & rides
- ▶ 8 member jurisdictions
- ▶ 2nd Largest Transit System in State (behind RTD)



RFTA FUNDING/REVENUES

▶ Sales and Use Tax	50%	\$21,000,000
▶ Includes \$4,200,000 EOTC		
▶ Service Contracts	25%	\$10,000,000
▶ Operating Revenue-(Fares)	12%	\$4,800,000
▶ Grants-Operating and Capital	5%	\$2,100,000
▶ Local Government Contributions	4%	\$1,800,000
▶ Other Income	4%	\$1,600,000



RFTA EXPENDITURES

▶ Fuel	5%	\$2,200,000
▶ Transit Operations	76%	\$31,000,000
▶ Trails & Corridor	1%	\$480,000
▶ Capital	5%	\$2,000,000
▶ Debt Service	13%	\$5,200,000



ASPEN SERVICES

- ▶ Eight routes
 - Burlingame
 - Cemetery Lane Shuttle
 - Galena Street Shuttle
 - Hunter Creek
 - Castle Maroon
 - Cross Town
 - Highlands Direct
 - Mountain Valley
- ▶ Contracted with RFTA
 - City purchases buses-RFTA operates buses
 - City determines routes/schedules



ASPEN BY THE NUMBERS



- ▶ 1-million + riders / year
- ▶ 514,000 miles / year
- ▶ 52,000 hours / year
- ▶ \$6-million / year
- ▶ 8 buses
- ▶ 8 shuttles
- ▶ 8 routes
- ▶ 365 days / year
- ▶ Service is “fare free” to riders

ASPEN TRANSIT FUNDING

- ▶ Pitkin County Transit tax-Aspen's share
 - ▶ \$4,000,000
- ▶ City of Aspen lodging tax
 - ▶ \$800,000
- ▶ Transportation Fund
 - ▶ \$420,000
- ▶ Aspen Highlands Metro District
 - ▶ \$180,000
- ▶ State Grants-Capital for 2016 (vehicles)
 - ▶ \$910,000



WHO'S WHO?

RFTA	ASPEN
Valley routes	Aspen routes - 8
Valley bus stops/facilities	Aspen bus stops/facilities
Valley buses-100+	Aspen buses & shuttles-16
Route operation-City, Valley, BRT	Route planner/contractor

RFTA & ASPEN TOGETHER



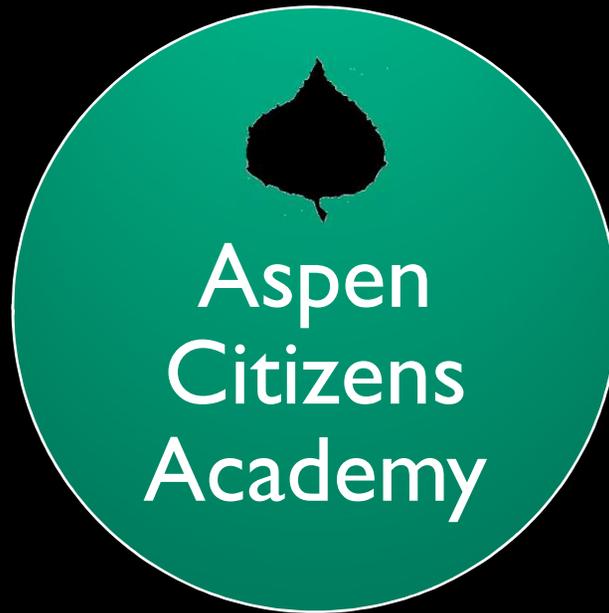
- ▶ Rubey Park
- ▶ Grants
- ▶ Regional planning
- ▶ Common goals



TRANSPORTATION

RELATIONSHIP WITH RFTA

Questions



Kids First

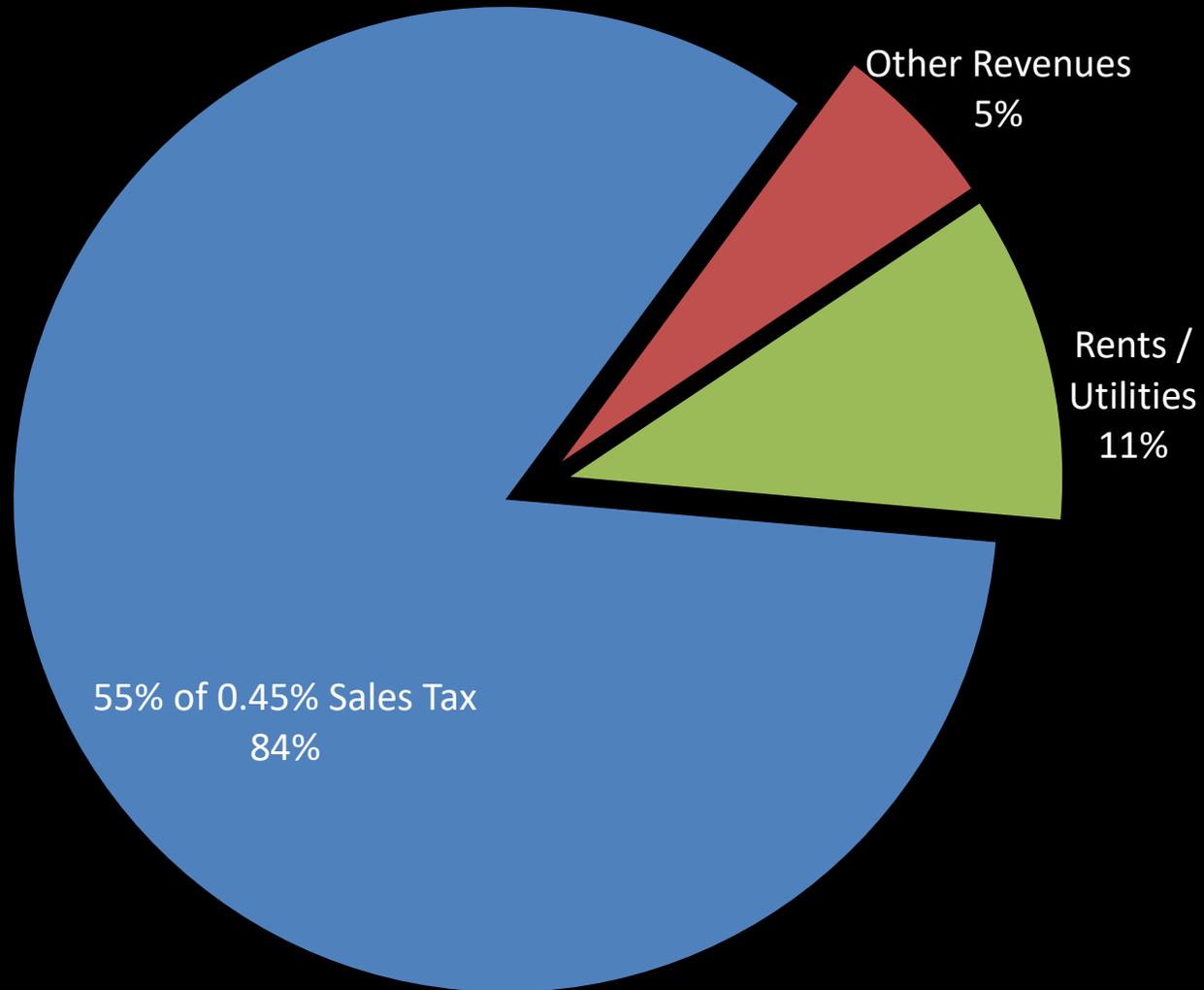


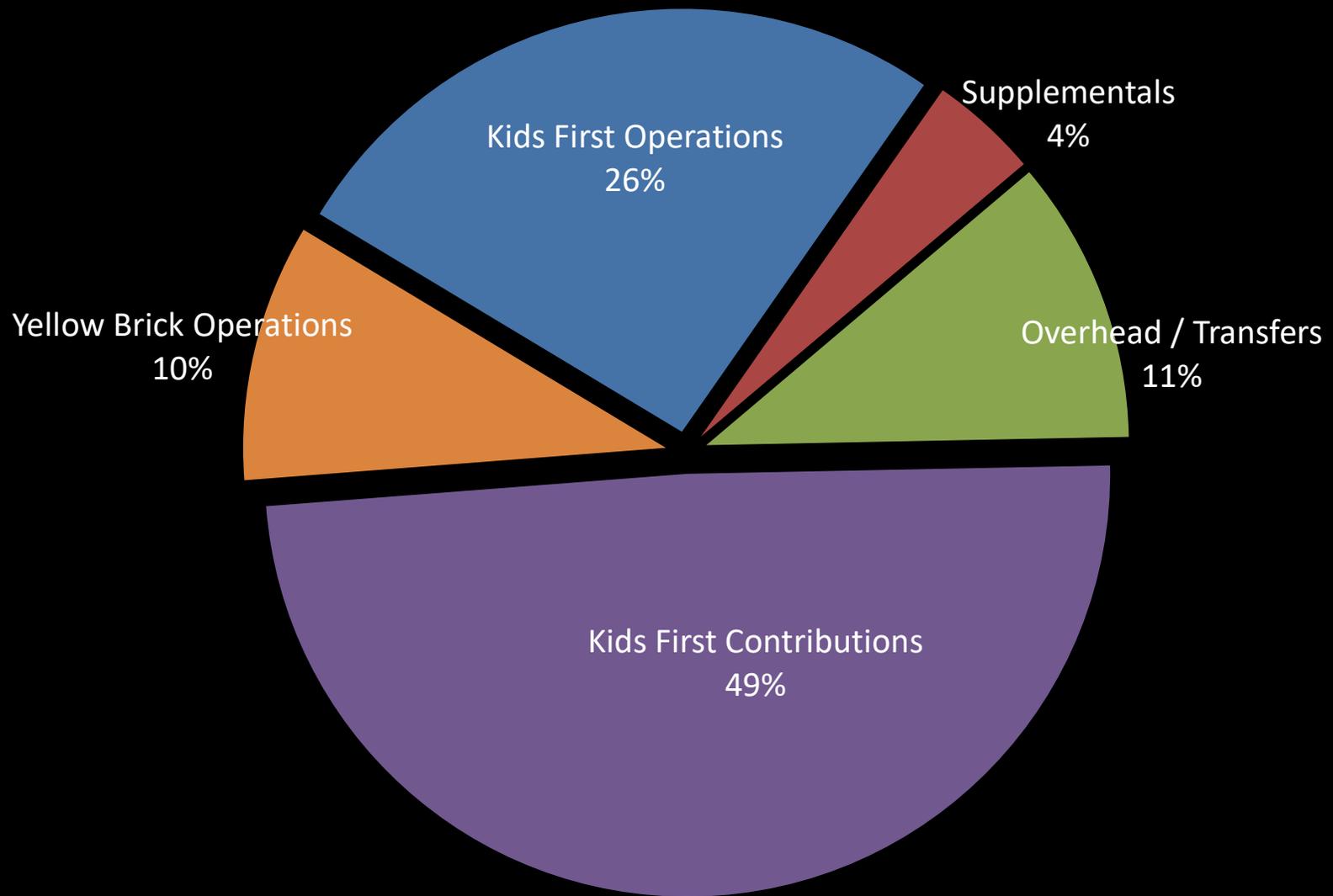
What is Kids First and what do we do?





Where does the funding come from?









Who gets these services?







What are the Kids First Community Goals?









YELLOW
BRICK
BUILDING
215 North Garmisch

The City of Aspen



Rocky Mountain
EARLY CHILDHOOD COUNCIL



acf

aspen COMMUNITY
foundation



COLORADO
CHILDREN'S
CAMPAIGN
Every Chance for Every Child

EPICSM

Executives Partnering
to Invest In Children



Will You Change My
Future?



BINGO – The Winners Are...



kidsfirst@cityofaspen.com

www.cityofaspen.com/kidsfirst



Aspen
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Community Non-Profits

Community Non-Profits

What is a non-profit?

- A nonprofit organization (NPO) is an organization whose purposes are other than making a profit. The organization has no 'owners' and any profit made will be used for the benefit of the organization and will not be used to benefit any owners.



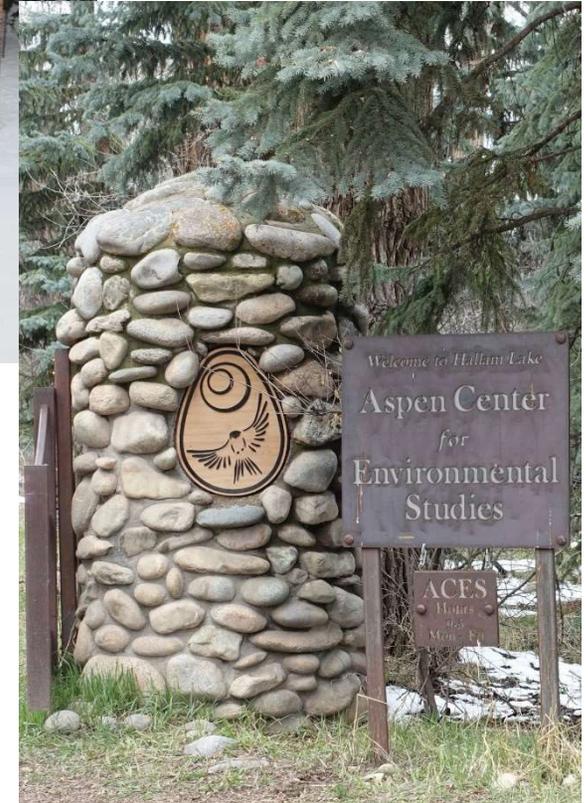
Why do we have non-profits?

- A link between government policy/law and users
- Responding to a recognized need
- Someone wants to share a particular interest or skill
- Someone has an asset they want to share or preserve
- Someone wants to give back

What do non-profits look like?

- They are either member-serving or community-serving
- They are big or small
- Large staff or staff of one
- Large budget or small budget with lots of in-kind services
- Hundreds of participants or under a dozen
- All are 501(c)(3) organizations with strict Federal Oversight

What do non-profits look like?



What do non-profits look like?



In Our City/County

- City/County because we need to be thinking valley wide as we are addressing our problems, the local solution is becoming less and less effective as we deal with issues that have valley wide implications.
- The website GreatNonprofits.org has 23 pages, 10 organizations on each page of Aspen base non-profits.
- “Nonprofits in the upper Roaring Fork River valley collectively brought in more than \$103 million and spent nearly \$113 million over a recent one-year period. *Aspen Journalism*, 1/17/14.

In Our City/County

- The City of Aspen has a funding program that gives grants annually.
- Grants go to:
 - Performance Art
 - Visual Arts
 - Art Education
 - Human Services
 - Community Building
 - Special Service Groups

In Our City/County

- City Grants
- Grant Review Committee
 - Jackie Kasabach
 - Kathryn Koch
 - Bill Murphy
 - Brian O'Neil
 - Teraissa McGovern
 - Don Taylor

In Our City/County

City Grants

Applicant Organization	2014 Grant Request	2014 One-Time Request	2014 In Kind Request	2014 Grant Recommend	2014 In Kind Recommend
GENERAL FUND					
Access Roaring Fork	\$5,000			\$2,000	
Andy Zanca Youth Empowerment	\$1,500			\$1,200	
Aspen Camp School for the Deaf	\$6,000			\$4,500	
Aspen Community Foundation	No Request				
Aspen Community Social Dance	No Request				
Aspen Hall of Fame	\$3,500			\$3,000	
Aspen Historical Society	\$20,000			\$20,000	
Aspen Institute	\$14,000			\$14,000	
Aspen Science Center (NEW)	\$20,000		\$700	\$3,000	
Aspen TREE	\$21,200			\$3,000	
Aspen Ute Foundation	\$3,000			\$2,500	
Aspen Valley Ski/Snowboard Club	\$55,000			\$53,000	
Aspen Youth Center	\$25,000			\$13,000	
Basalt High School Project Graduation	No Request				
Carbondale Community Access Radio	\$3,000			\$2,500	
CASA of the Ninth (NEW)	\$10,000			\$2,000	
Challenge Aspen	\$6,000			\$5,400	
Colorado Western Slope College Fair	\$3,000			\$3,000	
Crested Butte Nordic Council	\$3,200			\$2,000	
Crystal Valley Environmental Protection (NEW)		\$2,000		\$1,500	
Executive Service Corps	\$7,500			\$6,500	
Grassroots TV, Inc.-TV Service to City	\$90,000	\$25,000		\$90,000	
Huts for Vets (NEW)	\$6,500			\$1,500	
Independence Pass Foundation	\$20,000			\$20,000	
KAJX - Aspen Public Radio	\$90,000			\$90,000	
Mountain Rescue Aspen	\$10,000			\$7,000	
Pauline S. Schneegas Wildlife Foundation	\$5,000			\$1,500	
Project Graduation 2014	\$1,500			\$1,500	
Reach Out & Read Colorado	\$1,500			\$1,500	
Roaring Fork Business Resource Center	\$2,500			\$2,500	
Roaring Fork Leadership	\$5,000			\$5,000	
Roaring Fork Valley Early Learning Fund	\$2,500			\$2,500	
Science In Schools	\$2,450			\$2,450	
Shining Stars Foundation	\$7,500			\$6,000	
Solar Energy International	No Request				
Spellbinders	\$2,000			\$2,000	
Susan G. Korman Breast Cancer Foundation	No Request				
United Jewish Appeal /Aspen Valley	No Request				
Woody Creek Community Center	\$4,000			\$2,000	

In Our City/County

City Grants

PARKS & OPEN SPACE FUND				
Aspen Center for Environ Studies	\$20,000			\$13,000
Colorado Fourteeners Initiative	\$3,000			\$3,000
Forest Conservancy	\$5,000			\$4,000
Roaring Fork Conservancy	\$10,000			\$10,000
Roaring Fork Outdoor Volunteers	\$5,000			\$5,000
Thompson Divide Coalition	\$1,000			\$1,000
Wilderness Workshop	\$6,000			\$5,000
Total P&OS Recommended Funding:	\$50,000			\$41,000
IN KIND GRANTS				
Aspen Junior Hockey - Ice Time			\$41,000	\$41,000
Aspen Skating Club - Ice Time			\$25,000	\$20,000
Aspen Swim Club - Pool Time			\$15,000	\$15,000
Revolutions Skating Club			\$17,000	\$12,000
Roaring Fork Gay & Lesbian			\$10,000	\$5,000
Silver City Gymnastics			\$1,000	\$750
Total In Kind Funding:			\$109,000	\$93,750

In Our City/County

- Healthy Community Fund Grants (County)
- Background
 - 2002 voters passed 5 year property tax dedicated to HHS
 - 2006 voters renewed the tax
 - 2011 renewed again with an increase
 - 2017 up for renewal again

In Our City/County

- ▣ Healthy Community Fund Grants (County)
- ▣ Facts
 - ▣ Costs about \$5.55 per \$100,000 of residential property
 - ▣ Generates \$1.5M to \$2M annually
 - ▣ Citizen Grant Review Committee reviews all grant requests
 - ▣ This Volunteer Citizen Committee is appointed by the Board of County Commissioners

In Our City/County

Healthy Community Fund Grants (County)

2015 GRANTEE AGENCIES	2015 Partner Amounts	2015 Annual Amounts	2015 Grant Requests	2014 Mid-Year Rpt Received	2015 CGRC Comments	Average CGRC Scores	2014 Grant Funding (orange awarded partnership)	2013 Grant Funding	2012 Grant Funding	2011 Grant Funding	Partnership/ Annual History	2014 grant request summary
GOAL 1: FAMILY AND YOUTH WELL-BEING												
Alpine Legal Services	20,000		20,000	x	Thanks for all your work in Pitkin County	P	20,000	20,000	20,000	20,000	PARTNER 2007-09 PARTNER 2010-12 PARTNER 2013-15	Offer programs that provide legal assistance to crime victims, seniors, residents of affordable housing and others who cannot access the legal system because of financial need or other challenge who live and/or work in Pitkin County.
Aspen Community Church	2,500		2,500		Agency submitted an annual instead of a mid-year, in error. Thanks for all your work in Pitkin County	P	2,500	2,500	2,500	2,500	BIENNIAL 2011-12 PARTNER 2013-15	Funding will be used to purchase food vouchers, bus vouchers and provide limited medical, prescription and utilities assistance to Pitkin County residents in need.
The Buddy Program	30,000		30,000	x	Very thorough and compelling application. Thank you for all your work.	P	30,000	30,000	25,000	25,000	PARTNER 2007-09 PARTNER 2010-12 PARTNER 2013-15	Funding will support the five programs serving youth administered by the program: the community program, school-based, peer-to-peer programs, experiential group mentoring and Lemonade Day. These programs strive to help youth increase self-esteem, make healthy decisions, increase interest in and attitude towards school and increase capacity for positive relationships.
CASA of the Ninth		5,000	8,000		Would like to see more contribution from Garfield	91	4,000	0	0	0	N/A	Funding will support recruitment, background checks, training, and retention of Court Appointed Special Advocates (CASAs), who serve as the eyes and ears for the court in cases of abuse and neglect when children have been placed in foster care in Colorado's 9th Judicial District.
Catholic Charities	15,000		15,000	x	Thanks for all your work in Pitkin County	P	15,000	15,000	13,650	13,650	PARTNER 2007-09 PARTNER 2010-12 PARTNER 2013-15	Provide direct financial assistance, short-term case management and referrals to prevent homelessness and hardship for low income and at-risk individuals and families.
Center for Independence (NEW)		4,000	10,000		Do not demonstrate need. Difficult to tell who you are serving in Pitkin. No Pitkin board members. Need to see a plan for how to serve Pitkin	77	0	0	0	0	N/A	The Center for Independence's mission is to advocate, educate, facilitate, and inform people with disabilities on their avenues for self-sufficiency. This grant request is for operational support for their program expansion from Grand Junction into the RVF, Third Street Center, Carbondale.
Family Visitor Programs	70,000		70,000	x	Concern about \$128K deficit, financials and administrative staff structure. Also looking for a Pitkin Board member.	P	70,000	70,000	70,000	70,000	PARTNER 2007-09 PARTNER 2010-12 PARTNER 2013-15	Grant request to support in-home support and education services focused on the young child that can begin prenatally and last for the first year, for families who live and work in Pitkin County.
Food Bank of the Rockies		7,000	7,000		Thanks for all your work in Pitkin County	92	6,000	5,000	0	0	ANNUAL 2013 ANNUAL 2014	Grant funding would be used for Food Bank of the Rockies' Western Slope Mobile Pantry Program, which includes Aspen and El Jebel as food distribution sites. Mobile Pantries deliver approximately 7,500 pounds of food per monthly event to needy families.
LIFT-UP	1,500		1,500	x	Thanks for all your work in Pitkin County	P	1,500	1,500	1,000	0	ANNUAL 2012 PARTNER 2013-15	The funding from these grants would allow us to keep our food pantries shelves in Aspen and Basalt stocked all year long to serve 100% of our clients with food assistance, promoting self-sufficiency.
The Mancus Fund The Valley Settlement Project	25,000		45,000	x	Need to strengthen outcomes. Attendance does not equal achievement. Consider attending Pitkin's grant hearing, yes partnerships. Great program	85	20,000	15,000	0	0	ANNUAL 2013 ANNUAL 2014	The VSP program seeks to expand its ability to foster growth towards economic self-sufficiency, improved school readiness aimed at decreasing the achievement gap between Anglo and Latino students, as well as to expand the service area of Community Organizers and Neighborhood Navigators into Basalt by 2017.
Mountain Valley Developmental Services	70,000		70,000	x	Thanks for all your work in Pitkin County	P	70,000	70,000	65,000	65,000	PARTNER 2007-09 PARTNER 2010-12 PARTNER 2013-15	Mountain Valley serves children and adults with developmental disabilities and provides comprehensive supports to the families. Programs offer a depth of service and include residential, enrichment, employment, and medical services, as well as children's programs, an early intervention program, and family support and services program.
PEAK Parent Center			0	x		0	7,500	10,000	10,000	5,000	ANNUAL 2011 ANNUAL 2012 ANNUAL 2013 ANNUAL 2014	PEAK Parent Center is not re-applying for HCF funding this year. Instead, the agency will be collaborating with Valley Life for All (V.L.F.A) who will be contracting with the Center to train additional person-centered planning facilitators. In this way, V.L.F.A will be able to deliver the services previously brought to the RVF by PEAK.
Pitkin County Health and Human Services - Emergency Assistance Fund	40,000		40,000	x	Good report. Thanks for all your work in Pitkin County	P	40,000	40,000	40,000	40,000	PARTNER 2009-13 PARTNER 2014-2016	Funding supports the Emergency Services Fund for Pitkin County residents in need of assistance with rent and/or shelter, dental/medical support, prescription assistance, transportation and food vouchers.
Pitkin County Human Services, Adult and Family Services			0	x	FACET program transferred to YouthZone	P	16,500	25,000	0	0	ANNUAL 2013 ANNUAL 2014	Family And Community Engagement Team (FACET) South program developed as a result of this grant funding is being incorporated into YouthZone programming. YouthZone is taking over from PCHS/AFS for management and operations of the program through their own expanded grant request.
RESPONSE	35,000		35,000	x	Thanks for all your work in Pitkin County	P	35,000	35,000	30,000	28,000	PARTNER 2007-09 PARTNER 2010-11 (2-year) ANNUAL 2012 PARTNER 2013-15	RESPONSE respectfully requests funding for overall operating support of our staff, volunteer, and essential community-core services that provide prevention of and assistance with domestic violence and sexual assault.
River Bridge Regional Center, formerly Childhelp River Bridge		10,000	10,000		Thanks for all your work in Pitkin County	92	10,000	10,000	0	0	ANNUAL 2013 ANNUAL 2014	Request is to assist in providing collaborative services to child abuse victims and their families in a supportive environment that reduces trauma and promotes dignity, justice and healing. We also provide community-based child abuse prevention and education.

How should the City Support NPO's?

- Questions to be considered:
 - Do we support only those non-profits that serve Aspen residents?
 - Do we support only start-ups and withdraw our support when the organization has been established?
 - What criteria should be in place to determine who gets grants and how much?
 - What metrics need to be in place to assess the effectiveness of our grants?
 - Should the city focus on one area of services to perhaps effect more change or support the full range of non-profits?
 - Should the City support NPO's

Why should we support non-profits?

- 1. To promote and ensure the mental and physical health of our community.
- 2. The NPO's represent a significant chunk of the local economy and support a large number of the work force.
- 3. It is an opportunity for citizen involvement.
- 4. Last, part of our health as a community is in supporting and helping all members of the community and we can do that through our non-profits.

Community Non-Profits

Questions & Comments



Community Non-Profits

Questions & Comments





Aspen
Citizens
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Managing the City's Business

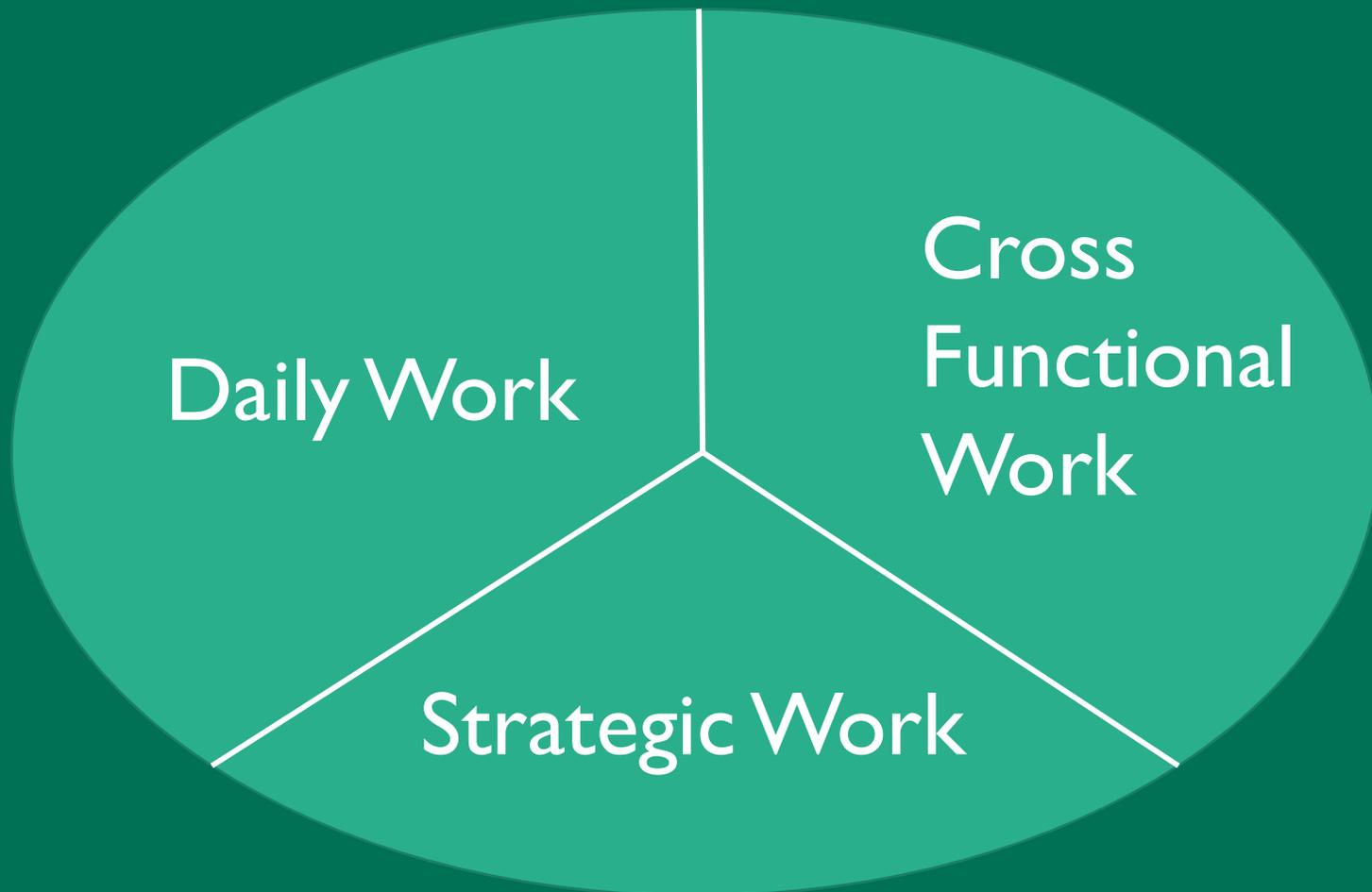


City Council Top Ten Goals

- Why have strategic objectives?
- Council Retreat
- Top Ten Goals 2015-2017



Why have strategic objectives?





- 12:45 PM DISCUSSION: CONVENING QUESTIONS (60 mins)
“If you were successful in the next two years, what would be different/emphasized?” .
. . “How do you want the community to view you at the end of the next two years?”
- 1:45 PM POSSIBLE GOAL AREAS (45 mins)
Looking at the lists you have created for accomplishments, disappointments, assumptions, trends and your convening questions . . . what areas of the city’s functions do you need to concentrate on to improve? . . . what areas of concern are ripe for a new initiative in order to focus your attention? . . . what kind of positioning of the organization or the community we serve needs to be a focus over the next two years?
- 2:30 PM BREAK (15 mins)
- 2:45 PM POSSIBLE GOAL AREAS - Input from Staff (30 mins)
- 3:15 PM GOAL AREA REVIEW AND REDUCTION (45 mins)
Review the list of Possible Goal Areas and reduce the list to no more than 10. Refer back to the discussions from this morning to see 1) Are these goal areas the most important? 2) Is there a goal area not represented that should be?



Top Ten Goals

August 2015 - July 2017
Aspen City Council



GUIDELINES

- Tone and Tenor Matter
- Make Decisions Based on the 30-Year Vision
- Remember Where We're Living and Why We're Here

TOP TEN GOALS

1. Identify and determine the feasibility of viable alternatives to personal vehicles including "next generation" mobility technology in order to improve the downtown experience.

Champion: Randy Ready, Ashley Perl, Barry Crook, Mitzi Rapkin and Scott Miller

2. Reconcile the land use code to the Aspen Area Community Plan so the land use code delivers what the AACP promises.

Champion: Jessica Garrow and Jim True

3. Adopt an affordable housing policy that addresses deferred maintenance in the deed restricted housing stock and in capital reserve funding deficits.

Champion: Barry Crook, Don Taylor and Mike Kosdrosky



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4. Develop a River Management Plan that seeks to restore and maintain the health of the Roaring Fork River as it flows through Aspen.

Champion: Scott Miller, Karen Harrington, Dave Hornbacher, Jeff Woods and Jim True



5. Assess current outreach practices as an overall organization and implement cohesive procedures that unify the City's community outreach; include interactive communication methods along with traditional and proven practices.

Champion: Mitzi Rapkin, Barry Crook, Linda Manning and Karen Harrington

6. Develop and implement a plan to reduce traffic within the next two years.

Champion: Randy Ready, Richard Pryor, Ashley Perl and Scott Miller

7. Identify and pursue economic opportunities that diversify Aspen's economy without relying on physical development.

Champion: Jessica Garrow, Steve Barwick, Barry Crook, and Don Taylor



8. Pursue energy efficiency-related code changes and complementary programs that will transform the energy use of buildings within the community.

Champion: Ashley Perl, Jessica Garrow, Scott Miller, and Dave Hornbacher

9. Develop a master plan that guides redevelopment and the use of the pedestrian malls with a goal of maintaining and improving the pedestrian experience.

Champion: Jeff Woods, Randy Ready, Don Taylor, C.J. Oliver, Jessica Garrow and Dave Hornbacher

10. Analyze the adequacy of facilities and housing for employees as part of the total compensation package and provide recommendations to attract and retain a highly skilled workforce.

Champion: Alissa Farrell, Barry Crook, Don Taylor, Karen Harrington, Mike Kosdrosky and Scott Miller



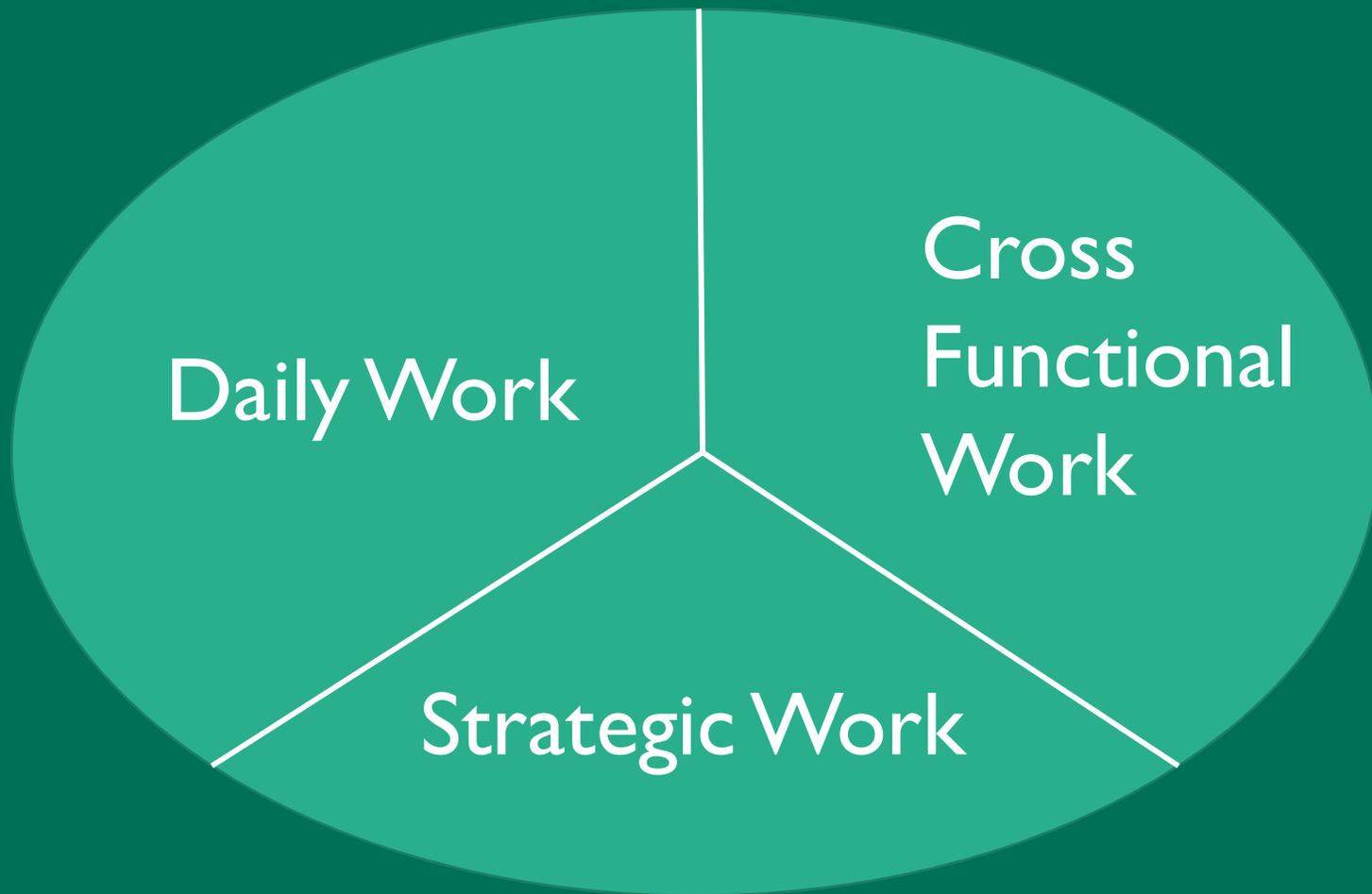
Aspen
Citizens
Academy

Goals and Outcomes:

Focusing on Results



Why have strategic objectives?





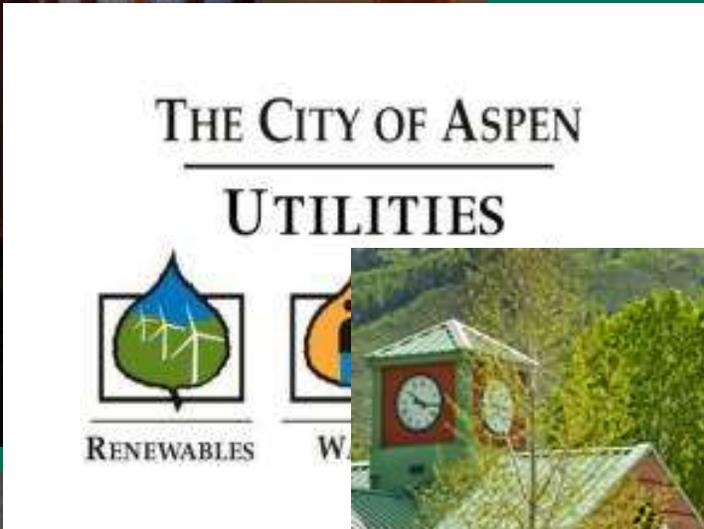
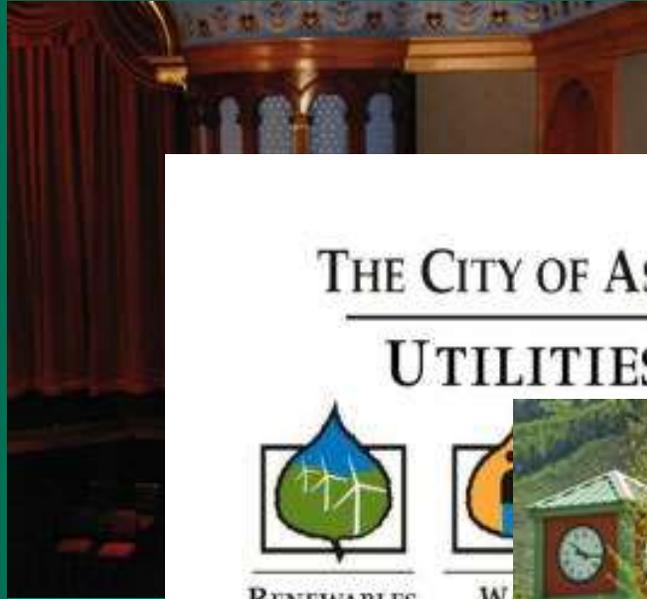
Agenda

- The City and Quality of Life
- Goals and Outcomes: A Focus on Results
- Impact of GOMs





The City: A Partner in Creating a High Quality of Life





Focusing on Results

How much will we do?

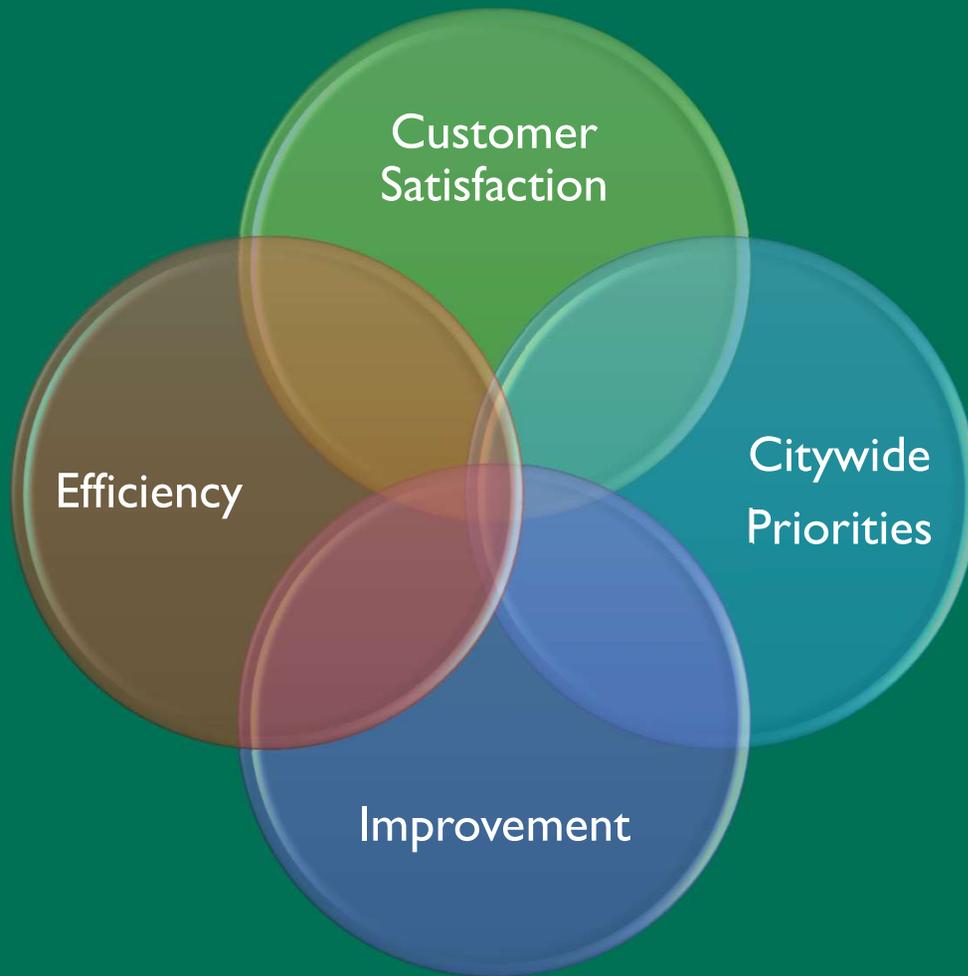
How well will we do it?

What difference will it make?

Goals and Outcomes Program



Performance Dimensions





Content Considerations

Relevant &
Meaningful

Continuous
Improvement

SMART





Goals and Outcome Cycle





Impact of the GOM Program

Creates a focus on priority work

That meets customer expectations

Contributing to Aspen's quality of life



Aspen
Citizens
Academy

Council Meetings and Work Sessions

Asst. City Manager Randy Ready



Agenda:

- Regular Meetings
- Work Sessions
- Broadcasts and Archives





Regular Meetings

In Council-Manager Form of Municipal Government, Regular Meetings enable Council to serve as policy-making body:

- ✓ Enact Legislation
- ✓ Accept Budgets and Contracts
- ✓ Determine Policies



Regular Meetings

- “Council shall meet regularly at least twice each month”
- 2nd and 4th Mondays at 5pm
- Agendas and packet material posted the Thursday afternoon before a Regular Meeting
- Formal Action taken via Ordinances, Resolutions and Motions
 - ✓ Ordinances are legislative actions that take 2 Readings
 - ✓ Resolutions are policy positions or contract approvals



Public Comment at Regular Meetings

- Open comment at the beginning of City Council meetings for speakers to address any issue(s) not scheduled for a public hearing. Comments limited to 3 minutes.
- Public Comments welcome during Public Hearings (2nd Readings)
- Email to publiccomment@cityofaspen.com



Work Sessions

- 1st and 3rd Mondays at 5pm
- 2nd and 4th Tuesdays at 4pm
- Agendas and packet material posted the Friday afternoon before a Work Session
- No Votes or Formal Action—Informal Discussion and direction to staff only
- Open to the community, but no public comment period



Other Types of Meetings

- Special Meetings—at request of mayor and 2 council members with 24 hours notice (notice can be waived if all are present and agree)
- Executive Sessions—Closed meetings for the purpose of discussing limited matters
 - ✓ Litigation
 - ✓ Real Estate
 - ✓ Personnel
 - No formal action taken—direction to staff only



Meeting Broadcasts and Archives

- Regular Meetings live on CGTV Channel 11
- Regular Meetings live stream on Aspenpitkin.com
- Regular Meetings and Work Sessions packet material and video archived on Aspenpitkin.com



- **Recap:**
 - ✓ Difference between Regular Meetings and Work Sessions
 - ✓ How and when to participate
 - ✓ Broadcasts and Archives of Video and Packet Material



Q&A



- **Recap:**
 - ✓ Public sector and non-profits impact on our quality of life

- **Next Time:**
 - ✓ Caring for Aspen ... Infrastructure ... Utilities ... Urban Forest ... Transportation ... Mobility issues



“Tell us YOUR Story ...What was your journey to getting to Aspen? ...What drew you to the mountains and the Aspen area? ...What are your hopes for Aspen?”

What do YOU want to get out of the class?