

PITKIN COUNTY
FINANCIAL ADVISORY BOARD MEETING
Roaring Fork Conference Room, Ground Floor
[530 E. Main Street, Aspen, CO](#)

August 17, 2020

MINUTES

FAB Members Present: Evan Marks, Lisa Barker, Jonathan Feldman, Pete Louras, Jay Scharer

Staff Present: Jon Peacock, Ann Driggers, Liz Woods, Connie Baker

CALL TO ORDER

PUBLIC COMMENT: None

PRESENTATION AND DISCUSSION ON NEW ISSUES

- Housing
- Childcare
- Healthy Environment

Recommendations to BOCC memorialized in attached letter.

OTHER UPDATES

ADJOURN

January 22, 2020

Dear Board of County Commissioners,

Pitkin County continues to identify funding imbalances and funding needs as it looks forward five to ten years in its financial projections.

Background

As you know, a long-term financial imbalance has been identified in the core services of Pitkin County. The core services include all those in the General Fund (Sheriff, Assessor, Clerk & Recorder, Facilities, etc.) and those that are supported by General Fund revenues (Human Services, Public Health, Road and Bridge). While the operating budget is balanced in the next five-year time frame, only a small amount of the long-term capital needs can be funded. Due to the Home Rule Charter requiring a balanced five-year budget, capital expenditures are often deferred beyond the five-year time frame.

The Financial Advisory Board (FAB) has been tasked to identify possible new revenue sources to meet the defined unfunded capital needs of Pitkin County. Since the summer of 2018, the FAB has met numerous times to direct research and review revenue options to resolve the funding imbalance in County core services. We are approaching a point of making a preliminary recommendation to pursue new funding streams for certain core services which have defined needs, namely certain programs of the Sheriff Office and county road and bridge infrastructure. A recommendation will be prepared for your review and consideration on future funding of the County's core services.

New issues

Recently the FAB was asked, at your direction, to discuss other issues you have identified as needing funding, namely housing, childcare, and the environment. We met on January 9, 2020, to gain an understanding of these additional issues and to formulate a recommendation to you regarding priority of need and potential funding opportunities for their resolution, in addition to those of the County's core services. This memo shares our thoughts and recommendations following our preliminary review of these additional funding needs.

Following presentations by staff on the needs, estimated costs and current and future funding opportunities of housing, childcare and the environment, we concluded that while all these issues have merit, not all are appropriate for new funding at this point in time.

We reached this conclusion after considering the following factors which we offer to you for further discussion:

- Does the County have sole or collaborative responsibility for the issue? We discussed the responsibilities of the county versus the municipalities of Pitkin County, our neighboring counties, state and federal government and also the business community's role. We concluded Pitkin County has a collaborative responsibility in housing, childcare and the environment. Therefore, we suggest that any funding to address these issues is not the sole responsibility of the County and we recommend working with others to identify overlap, gaps and potential partnership in services before assessing funding sources.
- Is the scope of the issue fully defined? We felt that each of the issues warranted further study to determine the scope of the issue, potential solutions and estimated costs of those solutions, before being able to assess funding sources. We urge the County to look into best practices and ideas from other communities as well as types of funding which are appropriate.

Conclusion

In summary, our recommendation prioritizes funding gaps already identified in the County's core services over housing, childcare and the environment for three reasons. First, per State statute, the County has sole responsibility for funding the law enforcement programs of the Sheriff's Office and Pitkin County roads and bridges. Second, the scope of the gaps have been defined, solutions identified and estimated costs, if not already determined, are in process. Third, the scope, responsibility and funding sources for the newly identified needs of housing, childcare and the environment require further research and study before a final recommendation can be made.

We look forward to presenting our preliminary recommendation on funding in support of these gaps in County public safety programs in the near future.

Sincerely,

Lisa Baker

Jonathon Feldman

Peter Louras

Evan Marks

Jay Scharer

Pitkin County Financial Advisory Board

PITKIN COUNTY
FINANCIAL ADVISORY BOARD MEETING
VIRTUAL

August 17, 2020

MINUTES

FAB Members Present: Evan Marks, Lisa Barker, Jonathan Feldman, Pete Louras, Jay Scharer

Staff Present: Jon Peacock, Ann Driggers, Liz Woods, Connie Baker

CALL TO ORDER

PUBLIC COMMENT: None

FINANCIAL FORECAST DISCUSSION FOR 2021 BUDGET AND 5 YEAR OUTLOOK

- Review of Economic Indicators
- Sales Tax Revenue Review and Forecast
- Community Development Revenue Review and Forecast
- Expenditure Forecast/Consumer Price Index Projections

Recommendations to staff for the above resulting economic indicators report to be included in the 2021 budget and presented to the BOCC at proposed budget presentation.

OTHER UPDATES

ADJOURN

PITKIN COUNTY

FINANCIAL ADVISORY BOARD MEETING

**Maroon Bells Conference Room, Third Floor
County Administration Building
530 East Main Street
Aspen, CO 81611**

August 20, 2021

MINUTES

FAB Members Present: Evan Marks, Lisa Barker, Jonathan Feldman, Pete Louras, Jay Scharer

Staff Present: Jon Peacock, Ann Driggers, Liz Woods, Connie Baker

CALL TO ORDER

PUBLIC COMMENT: None

FINANCIAL FORECAST DISCUSSION FOR 2022 BUDGET AND 5 YEAR OUTLOOK

- Review of Economic Indicators
- Sales Tax Revenue Review and Forecast
- Community Development Revenue Review and Forecast
- Expenditure Forecast/Consumer Price Index Projections

Recommendations to staff for the above resulting economic indicators report to be included in the 2022 budget and presented to the BOCC at proposed budget presentation.

OTHER UPDATES

- Public Safety Initiatives

ADJOURN

PITKIN COUNTY

FINANCIAL ADVISORY BOARD MEETING

**Maroon Bells Conference Room, Third Floor
County Administration Building
530 East Main Street
Aspen, CO 81611**

July 7, 2022

MINUTES

FAB Members Present: Evan Marks, Lisa Barker, Jonathan Feldman, Pete Louras, Jay Scharer

Staff Present: Jon Peacock, Ann Driggers, Liz Woods, Connie Baker

CALL TO ORDER

PUBLIC COMMENT: None

FINANCIAL FORECAST DISCUSSION FOR 2023 BUDGET AND 5 YEAR OUTLOOK

- Review of Economic Indicators
- Sales Tax Revenue Review and Forecast
- Community Development Revenue Review and Forecast
- Expenditure Forecast/Consumer Price Index Projections

Recommendations to staff for the above resulting economic indicators report to be included in the 2023 budget and presented to the BOCC at proposed budget presentation.

OTHER UPDATES

- Public Safety Initiatives

ADJOURN

PITKIN COUNTY

FINANCIAL ADVISORY BOARD MEETING

**Maroon Bells Conference Room, Third Floor
County Administration Building
530 East Main Street
Aspen, CO 81611**

August 29, 2023

MINUTES

FAB Members Present: Evan Marks, Lisa Barker, Jonathan Feldman, Pete Louras

Staff Present: Jon Peacock, Ann Driggers, Liz Woods, Connie Baker, Levi Borst

CALL TO ORDER

PUBLIC COMMENT: None

FINANCIAL FORECAST DISCUSSION FOR 2024 BUDGET AND 5 YEAR OUTLOOK

- Review of Economic Indicators
- Sales Tax Revenue Review and Forecast
- Community Development Revenue Review and Forecast
- Expenditure Forecast/Consumer Price Index Projections

Recommendations to staff for the above resulting economic indicators report to be included in the 2024 budget and presented to the BOCC at proposed budget presentation.

OTHER UPDATES

- Property Tax
- Public Safety Initiatives

ADJOURN

PITKIN COUNTY
FINANCIAL ADVISORY BOARD MEETING
Maroon Bells Conference Room, Third Floor
County Administration Building
530 East Main Street
Aspen, CO 81611

August 22, 2024

MINUTES

FAB Members Present: Evan Marks, Lisa Barker (via phone), Jack Cohen, Jonathan Feldman, Pete Louras

Staff Present: Jon Peacock, Ry Neily, Ann Driggers, Liz Woods, Connie Baker

CALL TO ORDER

PUBLIC COMMENT: None

FINANCIAL FORECAST DISCUSSION FOR 2025 BUDGET AND 5 YEAR OUTLOOK

- Sales Tax Revenue Review and Forecast
- Community Development Revenue Review and Forecast
- Expenditure Forecast/Consumer Price Index Projections

Recommendations to staff for the above resulting economic indicators report to be included in the 2025 budget and presented to the BOCC at proposed budget presentation on October 10, 2024.

EXECUTIVE SESSION

- a. Vote to go into Executive Session

Proposed items for possible discussion:

ASE (Pitkin County Airport) FBO lease discussion with counsel pursuant to CRS 24-6-402(4)(b)

- b. Adjourn Executive Session

OTHER UPDATES

- Housing and Landfill Ballot Questions
- Property Tax
- Public Safety Initiatives

ADJOURN

PITKIN COUNTY
FINANCIAL ADVISORY BOARD MEETING
VIRTUAL

September 9, 2024

MINUTES

FAB Members Present: Evan Marks, Jack Cohen, Jonathan Feldman, Pete Louras

Staff Present: Jon Peacock, Ry Neily, Ann Driggers, Liz Woods

CALL TO ORDER

PUBLIC COMMENT: None

EXECUTIVE SESSION

- a. Vote to go into Executive Session

Proposed items for possible discussion:

ASE (Pitkin County Airport) FBO lease discussion with counsel pursuant to CRS 24-6-402(4)(b)

- b. Adjourn Executive Session

APPROVAL OF RESOLUTION: Supporting and endorsing the BOCC's current efforts to implement an FAA-approved ALP and conclude the proposed FBO lease to an industry-leading, third-party operator in order to preserve and enhance the safe commercial and private flight operations at the Airport, and thereby ensure the County's economic resilience is sustained by convenient ingress and egress by air.

ADJOURN

September 9, 2024

RESOLUTION OF THE PITKIN COUNTY
FINANCIAL ADVISORY BOARD (“FAB”)

RECITALS

WHEREAS, the Pitkin County Board of County Commissioners (“BOCC”) seeks to modernize the Aspen Pitkin County Airport (“Airport”) to ensure its compliance with FAA safety guidelines pursuant to an approved Airport Layout Plan (“ALP”), and thereby continue to receive federal grants for the Airport’s future operations, maintenance, and capital improvements; and

WHEREAS, Pitkin County (“County”) will be in violation of its Grant Assurances to the FAA, which has funded the Airport’s past operations, maintenance, and capital improvements, if Pitkin County does not promptly implement an FAA-approved ALP; and

WHEREAS, the BOCC desires to complete a proposed long-term lease of the Airport’s FBO facilities to an experienced, industry-leading, third-party operator to ensure the safe continuity of private air service; and, in so doing, create substantial long-term, guaranteed rental income that will contribute to directly or indirectly financing the construction of a new commercial air terminal; and

WHEREAS, the BOCC requested the FAB to review the financial aspects of the proposed Airport improvements and an alternative funding mechanism suggested by Aspen Fly Right, and provide its opinion and recommendation to the BOCC as to their financial feasibility; and

WHEREAS, the FAB has reviewed reports and considered professional advice from the County’s municipal advisors, financial advisors, and bond counsel (collectively, “Advisors”) regarding matters of debt capacity of the Airport Fund and alternative FBO management models, including self-management; and

WHEREAS, the Debt Capacity Analysis (“DCA”) provided by the Advisors examined various economic scenarios, interest rates, debt service coverage, and debt service reserve requirements, which conclude the Airport Fund’s debt capacity to be approximately \$102.5 million, which compares unfavorably to the Airport’s capital requirements that are in excess of \$400 million; and

WHEREAS, the FAB, after review of the DCA, finds that the Airport Fund does not have the financial capacity to issue sufficient debt to provide funding for a new runway and a new commercial air terminal and other essential improvements at the Airport; and

WHEREAS, the FAB finds it is imperative to accept FAA grants in order to construct a new runway, commercial air terminal and other Airport improvements; and

WHEREAS, the DCA and review of different management models for the FBO demonstrates it is in the County's best interests to conclude the proposed FBO lease to an industry-leading, third party operator.

NOW, THEREFORE, the members of the FAB unanimously resolve as follows:

The FAB supports and endorses the BOCC's current efforts to implement an FAA-approved ALP and conclude the proposed FBO lease to an industry-leading, third-party operator in order to preserve and enhance the safe commercial and private flight operations at the Airport, and thereby ensure the County's economic resilience is sustained by convenient ingress and egress by air.