

# Pitkin County Proposed 2026 Budget

OCTOBER 14, 2025, PRESENTATION TO BOARD OF COUNTY COMMISSIONERS

# Budget Meetings

- Today – Overview of 2026 proposed budget and links to Strategic Plan
  - Presentation and backup materials included in budget binders:
    - **Budget Message** – 1<sup>st</sup> tab
    - **Revenue Overview** – 2<sup>nd</sup> tab
    - 5-Year Budget Plans by Fund – 3<sup>rd</sup> tab
    - Budget Profiles – 4<sup>th</sup> tab
    - New Position Requests – 5<sup>th</sup> tab – *Presentation on Oct. 28<sup>th</sup>*
    - Capital Requests – 6<sup>th</sup> tab – *Presentation on Oct. 28<sup>th</sup>*
    - Capital & Departmental Replacement Schedules – 7<sup>th</sup> tab
    - **October 14<sup>th</sup> Budget Presentation** – 8<sup>th</sup> tab
- October 28<sup>th</sup> – Presentation of New Position Requests, Capital Requests and 5-Year Plans
- November 18<sup>th</sup> – Follow-up Discussions & Final Direction
- December 9<sup>th</sup> – Final budget adoption and mill levy certification (per State Statute C.R.S. 29-1-105)

# 2026 Proposed Budget Overview

- Budget Profiles
  - Self-study opportunity
    - Departments will not give individual presentations this year
    - Budget profiles provide:
      - Narrative discussion of the department's overall budget request
      - Factors that impact their 2026 budget and the five-year horizon
      - Performance measures
      - 3-year expenditure comparison
  - Please let budget staff know if you would like any follow up discussion or information on specific departments or topics

# 2026 Proposed Budget Overview

## ■ 2025 Ballot Measures

- Twining Flats Road GID mill levy increase
  - From 2.769 mills to 5.769 mills (+\$29,210)
  - Included in the 2026 proposed budget. The budget will be adjusted should the question fail.
- Airport Bonding for New Terminal
  - Included in the 2026 proposed budget. The budget will be adjusted should the question fail.

# 2026 Budget – Organizational Priorities

- 1) Enterprise Fund Capital Projects
  - Airport and Solid Waste Center
- 2) Staff Retention and Recruitment
- 3) Capital Maintenance and Completion of Current Capital Projects
- 4) Internal Capacity
- 5) Backfill of Federal Cuts
- 6) New Capital Projects

The balance between funding county priorities and backfilling federal cuts will be a key policy decision.

# 2026 Proposed Budget Overview

## ■ All County Funds

- 9.7% increase in operational expenditures vs 2025 original budget
- 95% increase in capital expenditures vs 2025 original budget
- 29% increase in revenues vs 2025 original budget
- Fund balance: 91% of operational expenditures (vs 81% in 2025)

## ■ General Fund

- 11.6% increase in expenditures vs 2025 original budget
- 9.6% increase in revenues vs 2025 original budget
- Fund balance: 28% of operational expenditures (vs 32% in 2025)

- GFOA recommended fund balance: 16.7% (2 months of operational expenditures)

# Fund Balance Summary All County Funds – (part 1)

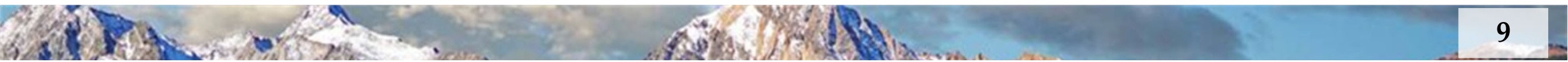
	2026								
	Projected		Budgeted	Budgeted	Total				Fund Balance
	Beginning	Budgeted	Operational	Capital	Budgeted	Transfers	Net Change in	Ending	as % of Total
	Fund Balance	Revenues	Expenditures	Expenditures	Expenditures	In & Out	Fund Balance	Fund Balance	Op's Exp.
<b>GENERAL FUND:</b>									
Unassigned Balance	16,741,819	62,195,386	61,861,953	-	61,861,953	(9,344,686)	(9,011,253)	7,730,566	
TABOR Reserve	1,799,863						-	1,799,863	
Op. Reserve & Contingency	7,645,183						-	7,645,183	
General Fund Other Balances *	387,323						-	387,323	
<b>TOTAL GENERAL FUND</b>	<b>26,574,188</b>	<b>62,195,386</b>	<b>61,861,953</b>	<b>-</b>	<b>61,861,953</b>	<b>(9,344,686)</b>	<b>(9,011,253)</b>	<b>17,562,935</b>	<b>28%</b>
<b>CAPITAL PROJECTS FUND</b>	<b>1,704,727</b>	<b>11,941,067</b>	<b>38,633</b>	<b>13,265,000</b>	<b>13,303,633</b>	<b>3,604,914</b>	<b>2,242,348</b>	<b>3,947,075</b>	
* Other Fund Balances:									
- Topsy Taxi	1,272								
- \$10 Motor Vehicle Fee	60,498								
- \$1 E-Recording Surcharge	114,310								
- Animal Shelter	11,277								
- Non-Spendable	199,966								
	387,323								

# Fund Balance Summary All County Funds – (part 2)

	2026								
	Projected		Budgeted	Budgeted	Total				Fund Balance
	Beginning	Budgeted	Operational	Capital	Budgeted	Transfers	Net Change in	Ending	as % of Total
	Fund Balance	Revenues	Expenditures	Expenditures	Expenditures	In & Out	Fund Balance	Fund Balance	Op's Exp.
<b>SPECIAL REVENUE FUNDS:</b>					-				
Road & Bridge Fund	6,648,118	11,470,205	5,306,864	8,865,000	14,171,864	-	(2,701,659)	3,946,459	74%
Human Services Fund	932,405	3,369,396	6,396,941	-	6,396,941	2,877,461	(150,084)	782,321	12%
Public Health Fund	1,681,016	2,475,474	5,128,101	-	5,128,101	2,479,264	(173,363)	1,507,653	29%
Healthy Community Fund	447,291	4,357,078	2,661,954	-	2,661,954	(1,922,039)	(226,915)	220,376	8%
Open Space & Trails Fund	17,959,897	22,149,571	11,126,305	5,755,000	16,881,305	(2,421,987)	2,846,279	20,806,176	187%
Housing Property Tax Fund	5,565,697	8,655,232	6,238,338	5,000,000	11,238,338	-	(2,583,106)	2,982,591	48%
Housing Impact Fee Fund	6,214,677	1,595,536	1,744,316	5,000,000	6,744,316	-	(5,148,780)	1,065,897	61%
Healthy Rivers & Streams Fund	2,579,069	2,495,825	2,651,622	250,000	2,901,622	-	(405,797)	2,173,272	82%
Translator Fund	829,242	1,457,282	1,563,416	410,000	1,973,416	507,220	(8,914)	820,328	52%
Transit Sales & Use Tax Fund	18,775,259	3,663,868	2,077,777	-	2,077,777	-	1,586,091	20,361,350	980%
REMP Fund	2,084,985	1,539,963	863,754	-	863,754	(1,912,650)	(1,236,441)	848,544	98%
Conservation Trust Fund	945	69,032	-	-	-	(69,000)	32	977	
Park Dedication Fees Fund	-	-	-	-	-	-	-	-	
Smuggler Superfund	345,170	19,020	52,355	-	52,355	-	(33,335)	311,835	596%
Library District Fund	5,320,646	6,596,905	6,920,845	1,205,600	8,126,445	2,412,650	883,110	6,203,756	90%
Ambulance District Fund	2,503,158	5,080,751	3,561,506	895,000	4,456,506	(484,993)	139,252	2,642,410	74%
Twining Flats RGID Fund	3,209	31,173	31,039	-	31,039	-	134	3,343	11%
Redstone Ranch Acres RGID Fund	4,087	39,991	39,445	-	39,445	-	546	4,633	12%
Debt Service Fund	689,005	552,298	4,769,661	-	4,769,661	4,225,961	8,598	697,603	15%

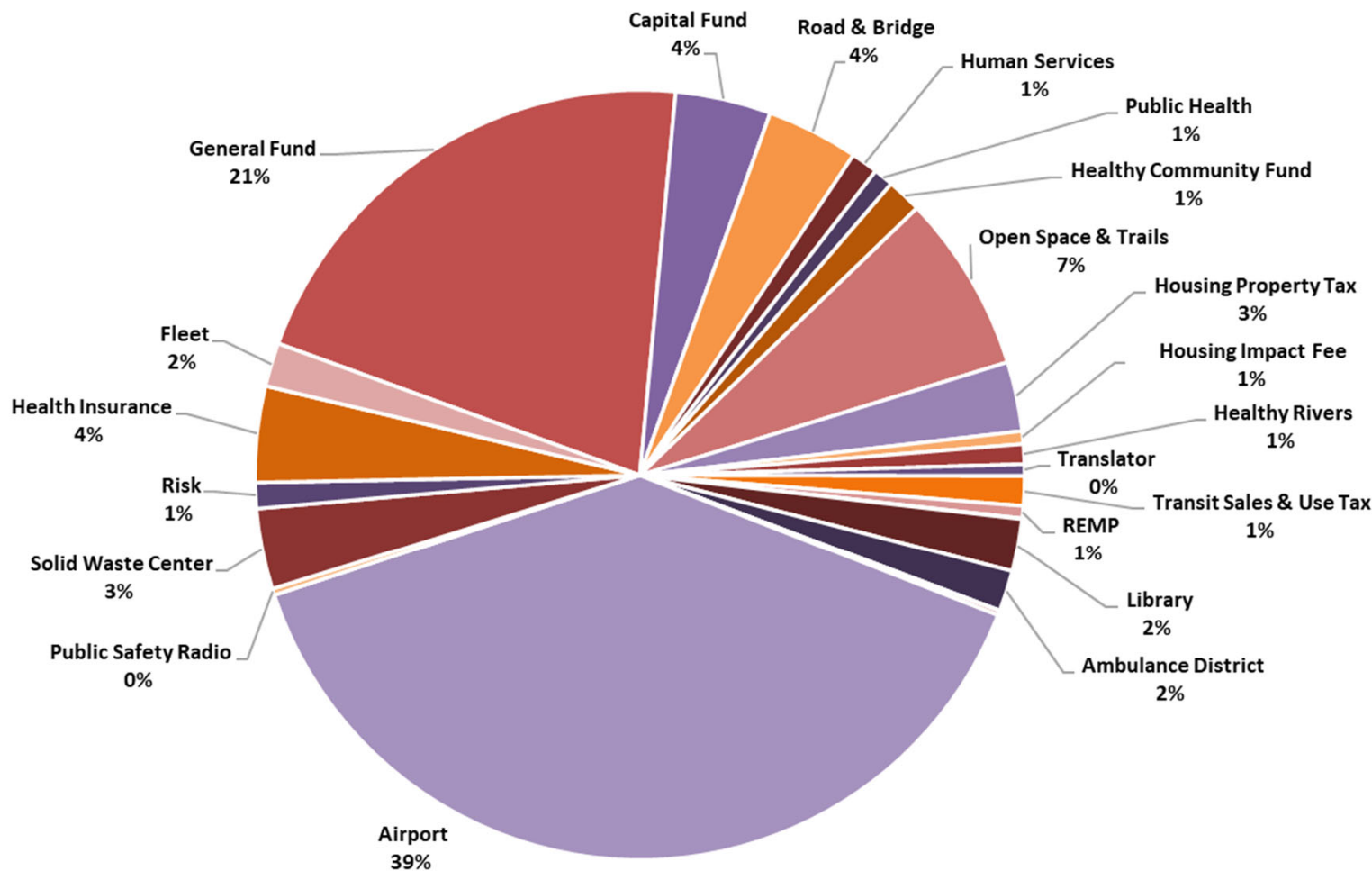
# Fund Balance Summary All County Funds – (part 3)

	2026								
	Projected	Budgeted	Budgeted	Budgeted	Total	Transfers	Net Change in	Ending	Fund Balance
	Beginning	Budgeted	Operational	Capital	Budgeted	In & Out	Fund Balance	Fund Balance	as % of Total
	Fund Balance	Revenues	Expenditures	Expenditures	Expenditures				Op's Exp.
<b>ENTERPRISE FUNDS:</b>									
Airport Fund	61,755,982	115,790,350	28,899,432	81,735,000	110,634,432	-	5,155,918	66,911,900	232%
Public Safety Radio Fund	153,212	808,513	846,230	75,000	921,230	47,885	(64,832)	88,380	10%
Solid Waste Center Fund	14,196,653	10,145,061	9,634,629	5,375,000	15,009,629	-	(4,864,568)	9,332,085	97%
<b>INTERNAL SERVICE FUNDS:</b>									
Risk Fund	205,018	3,205,500	3,205,306	-	3,205,306	-	194	205,212	6%
Health Insurance Fund	2,342,305	11,988,628	12,297,453	-	12,297,453	-	(308,825)	2,033,480	17%
Fleet Fund	1,859,507	5,423,188	5,209,847	205,000	5,414,847	-	8,341	1,867,848	36%
<b>TOTAL</b>	<b>181,375,468</b>	<b>297,116,293</b>	<b>183,127,722</b>	<b>128,035,600</b>	<b>311,163,322</b>	<b>-</b>	<b>(14,047,029)</b>	<b>167,328,439</b>	<b>91%</b>



# 2026 Revenue – All Funds

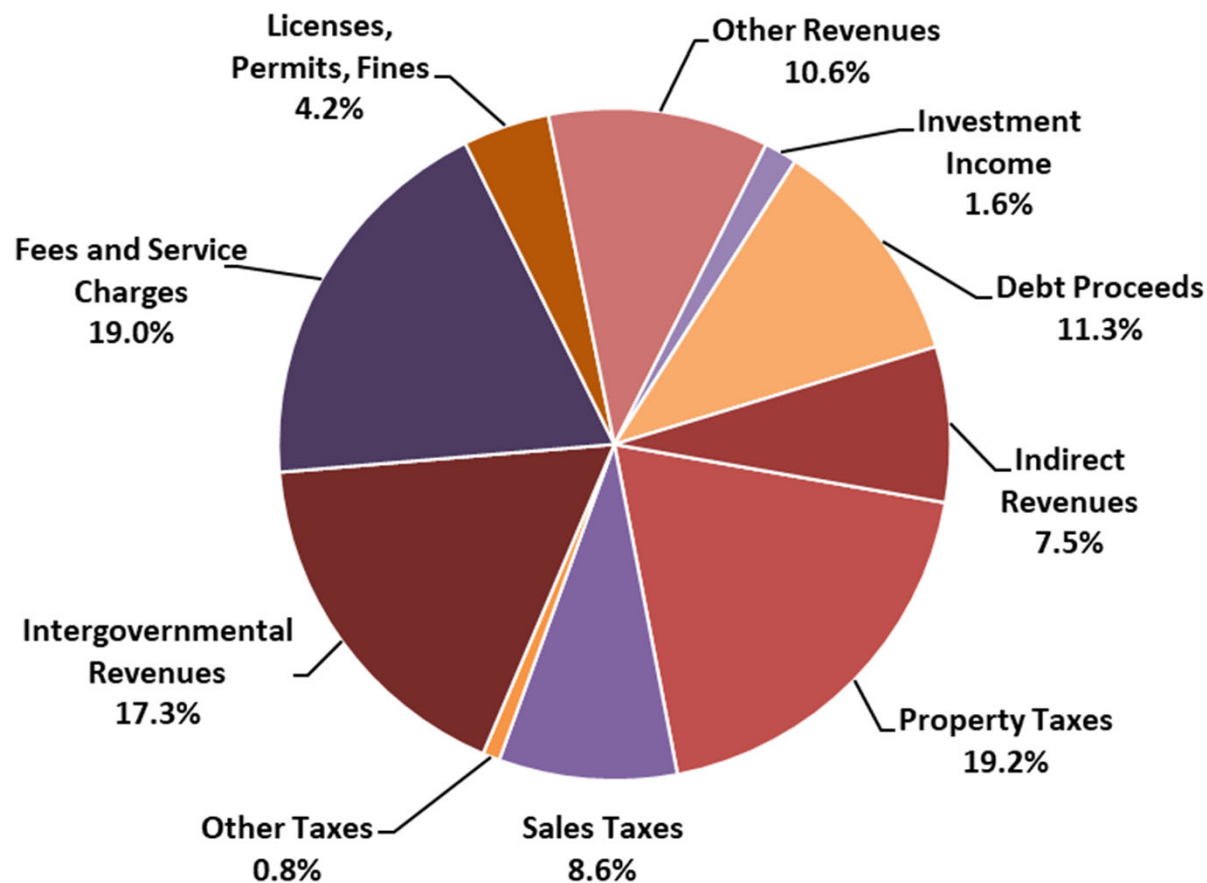
**Pitkin County 2026 Budgeted Revenue by Fund**  
**\$297,116,293**



General Fund	\$ 62,195,386
Capital Fund	11,941,067
Road & Bridge	11,470,205
Human Services	3,369,396
Public Health	2,475,474
Healthy Community Fund	4,357,078
Open Space & Trails	22,149,571
Housing Property Tax	8,655,232
Housing Impact Fee	1,595,536
Healthy Rivers	2,495,825
Translator	1,457,282
Transit Sales & Use Tax	3,663,868
REMP	1,539,963
Conservation Trust Fund	69,032
Smuggler Superfund	19,020
Library	6,596,905
Ambulance District	5,080,751
Road General Improv. Districts	71,164
Debt Service	552,298
Airport	115,790,350
Public Safety Radio	808,513
Solid Waste Center	10,145,061
Risk	3,205,500
Health Insurance	11,988,628
Fleet	5,423,188
<b>Total County</b>	<b>\$ 297,116,293</b>

# 2026 Revenue – All Funds

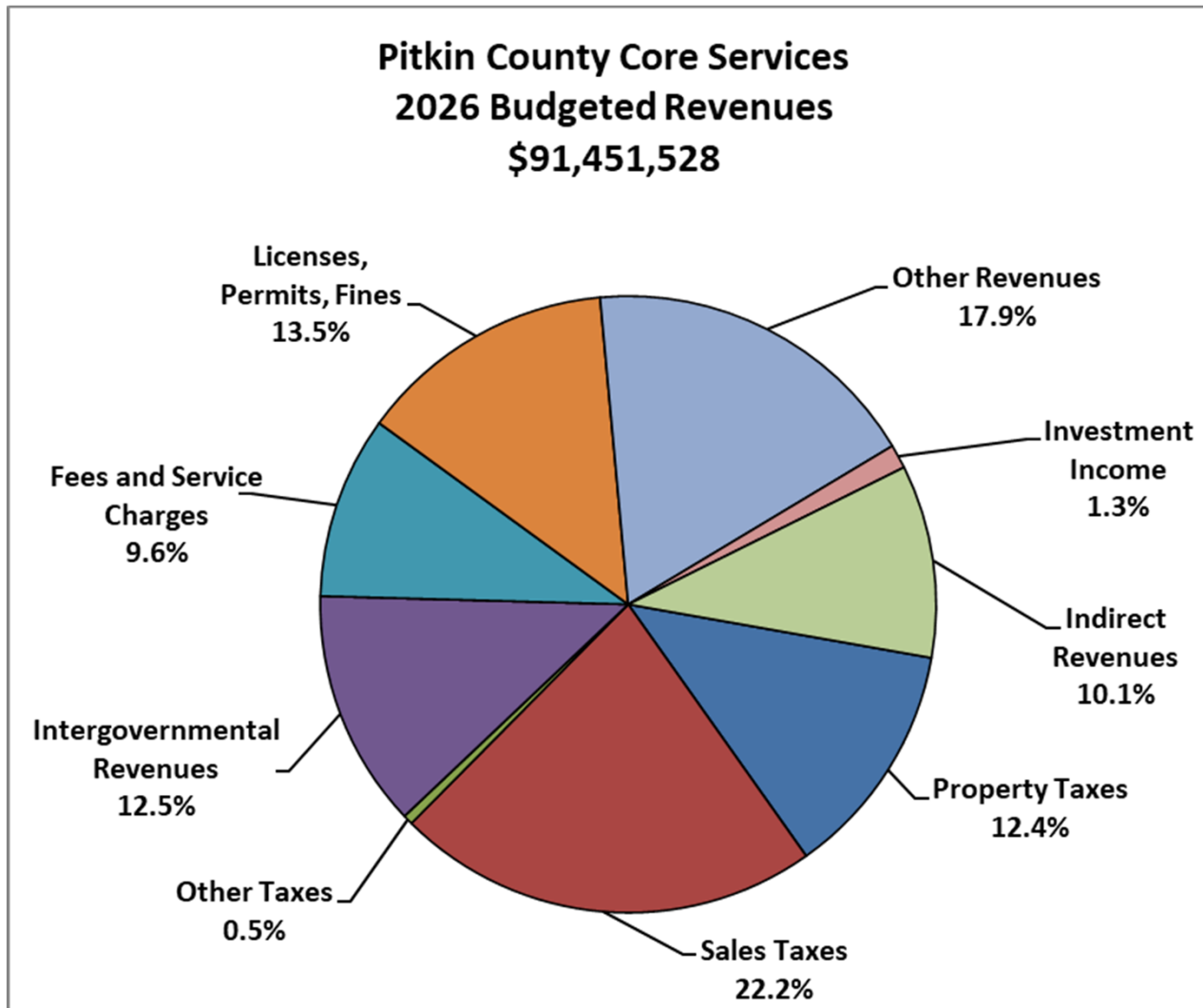
**Pitkin County 2026 Budgeted Revenue by Type**  
**\$297,116,293**



	2026 Budget
Property Taxes	\$ 57,095,174
Sales Taxes	25,488,225
Other Taxes	2,443,399
Intergovernmental Revenues	51,343,619
Fees and Service Charges	56,467,123
Licenses, Permits, Fines	12,398,750
Other Revenues	31,503,547
Investment Income	4,725,469
Debt Proceeds	33,443,583
Indirect Revenues	22,207,404
	<b>\$ 297,116,293</b>

# 2026 Revenue – Core Services

Core Services Include: General, Capital, Road & Bridge, Human Services, and Public Health Funds

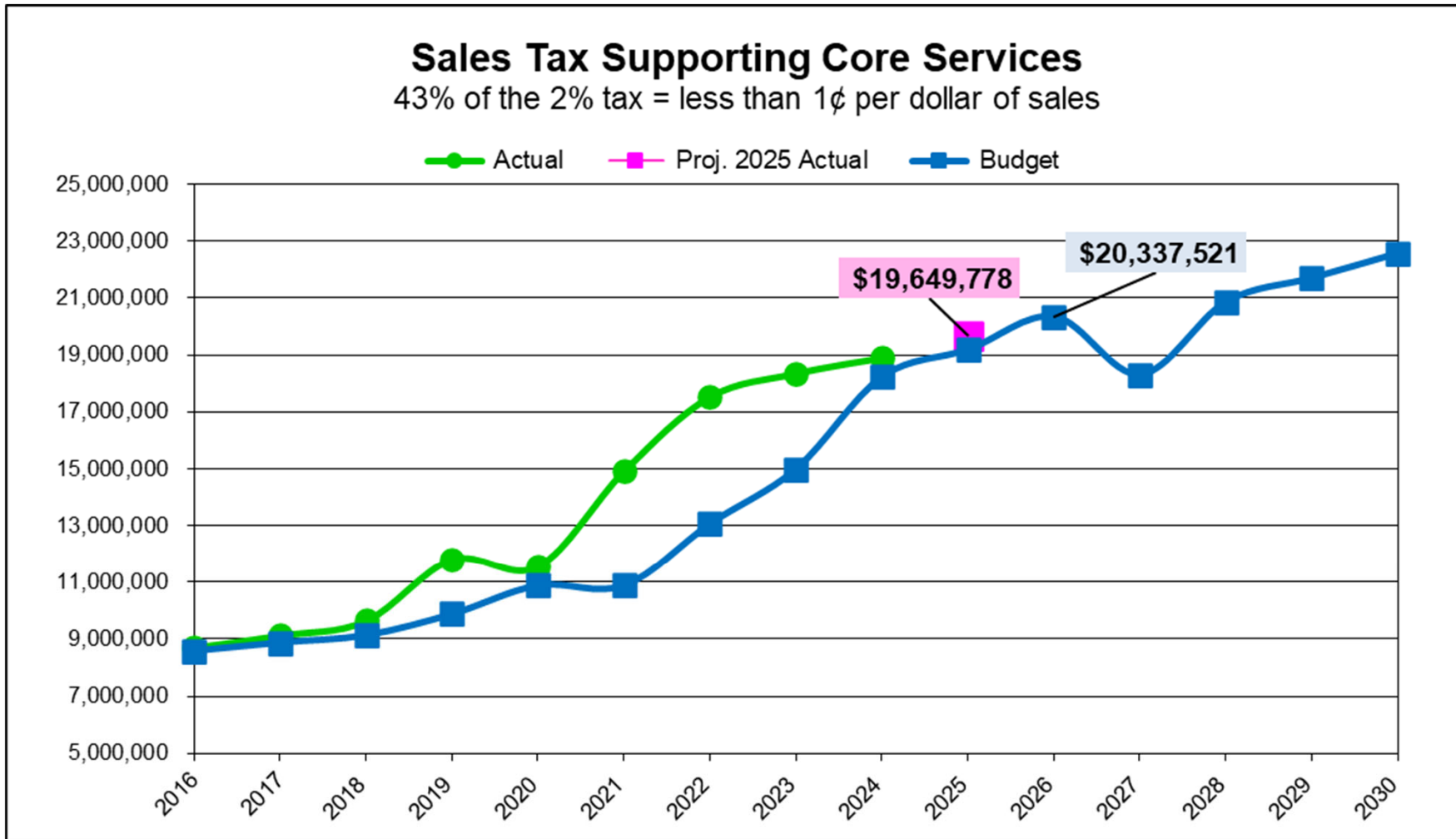


	2026 Budget
Property Taxes	\$ 11,352,034
Sales Taxes	20,337,521
Other Taxes	476,581
Intergovernmental Revenues	11,412,467
Fees and Service Charges	8,758,734
Licenses, Permits, Fines	12,375,750
Other Revenues	16,340,505
Investment Income	1,151,264
Indirect Revenues	9,246,672
	<b>\$ 91,451,528</b>

# 2026 Revenue – Projections

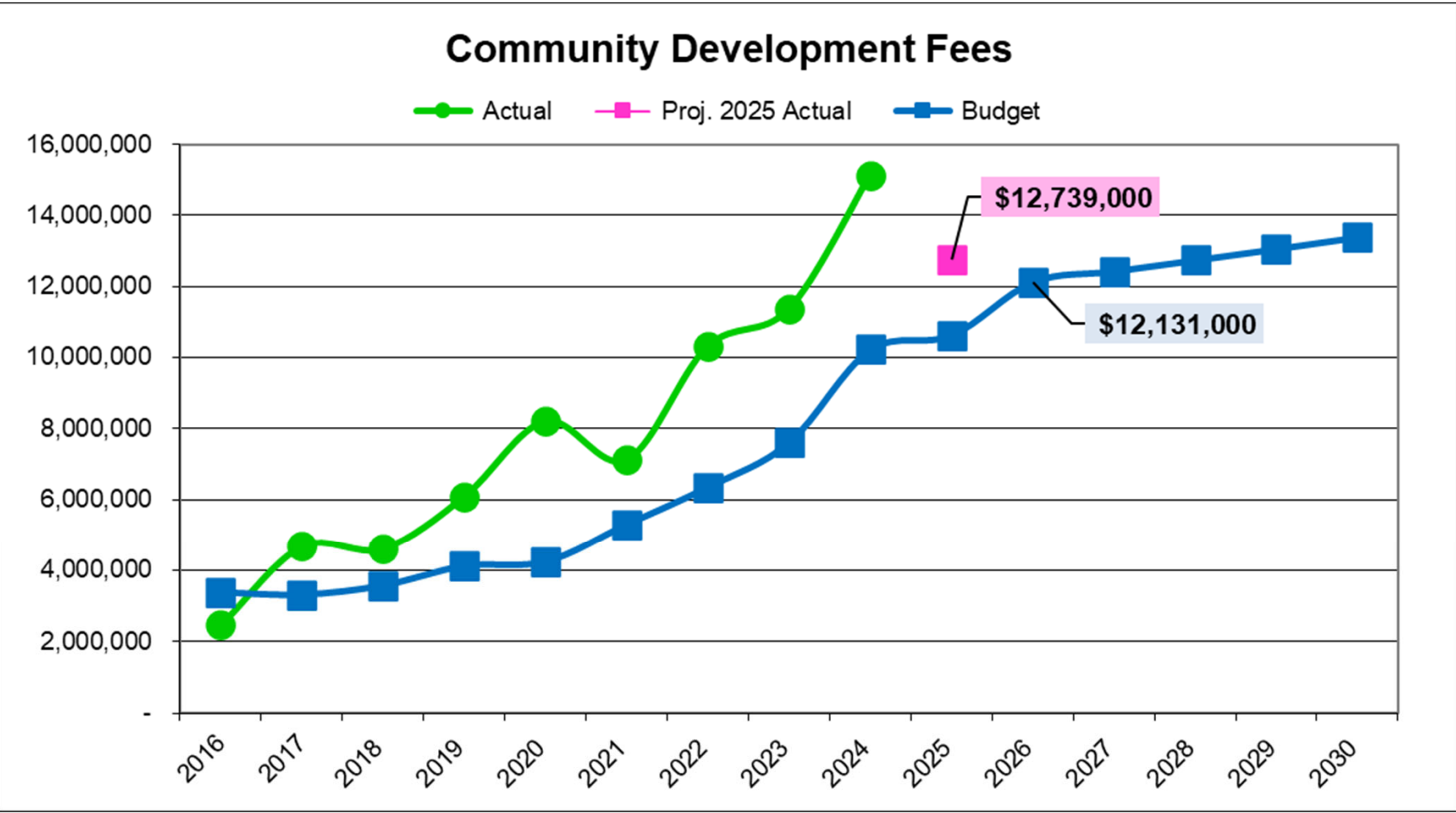
	2025	2026	2027	2028	2029	2030
Property Tax						
- Prior Year Inflation	2.30%	2.65%	3.15%	2.45%	2.50%	2.50%
- Growth	<u>1.00%</u>	<u>1.00%</u>	<u>1.00%</u>	<u>1.00%</u>	<u>1.00%</u>	<u>1.00%</u>
Total	3.30%	3.65%	4.15%	3.45%	3.50%	3.50%
Sales Tax	4%	3.5%	-10%	14%	4%	4%
Investment Income Rate	3.43%	3.2%	3%	3%	3%	2.75%
Community Development Fees	-15%	-5%	2.5%	2.5%	2.5%	2.5%

# 2026 Revenue – Sales Tax



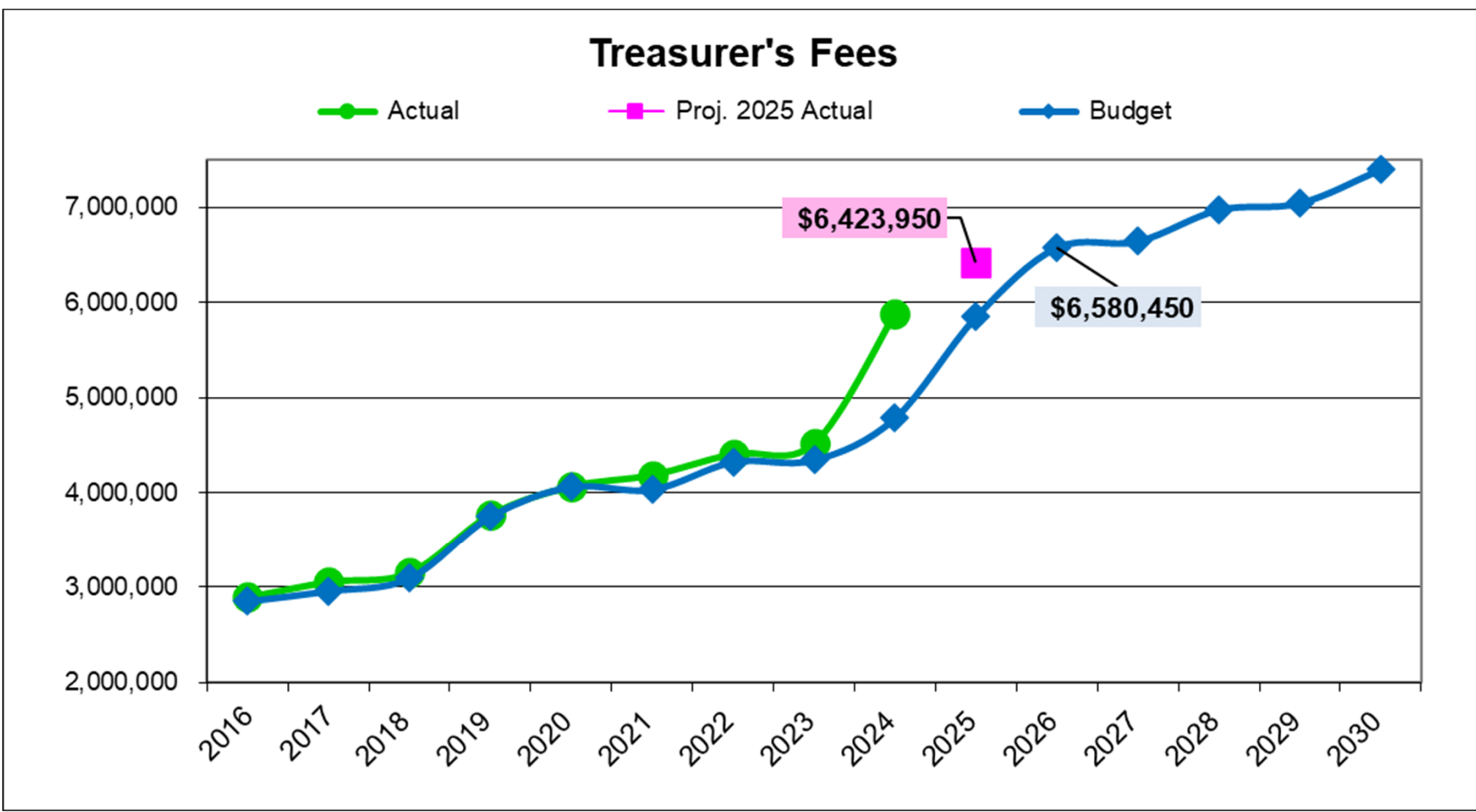
- 2019: Introduction of sales tax on internet sales & deliveries into the County
- Jan-Aug 2025, +6.4% vs 2024
- +4% year-end 2025
- +3.5% for 2026
- -10% for 2027. Extended runway closure & hotel remodels.

# 2026 Revenue – Community Development Fees & Permits



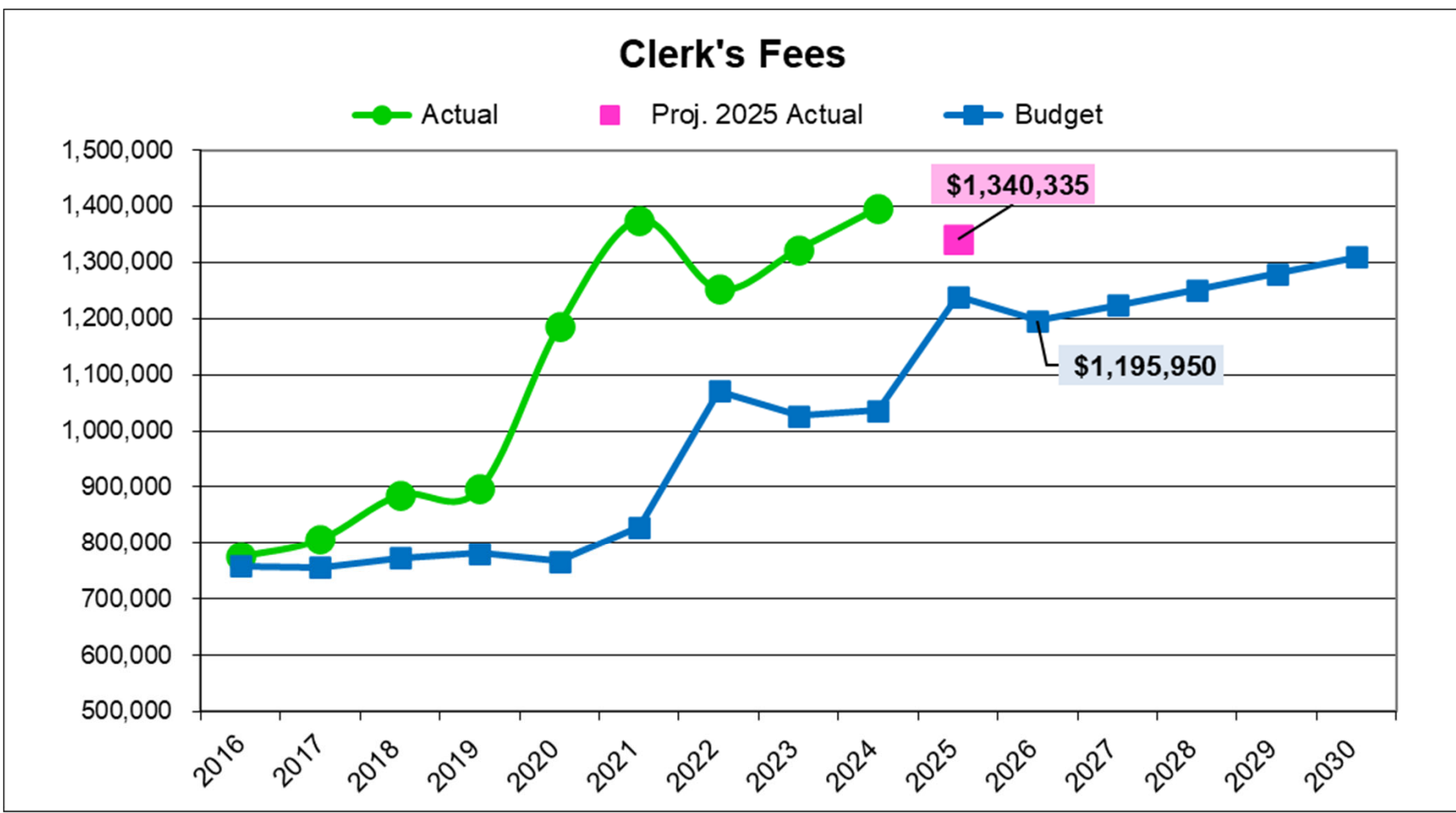
- Slowing from the 2024 peak
- Baseline of \$12 million for future revenues
- Community Growth Advisory Committee effect may offset other economic impacts

# 2026 Revenue – Treasurer’s Fees



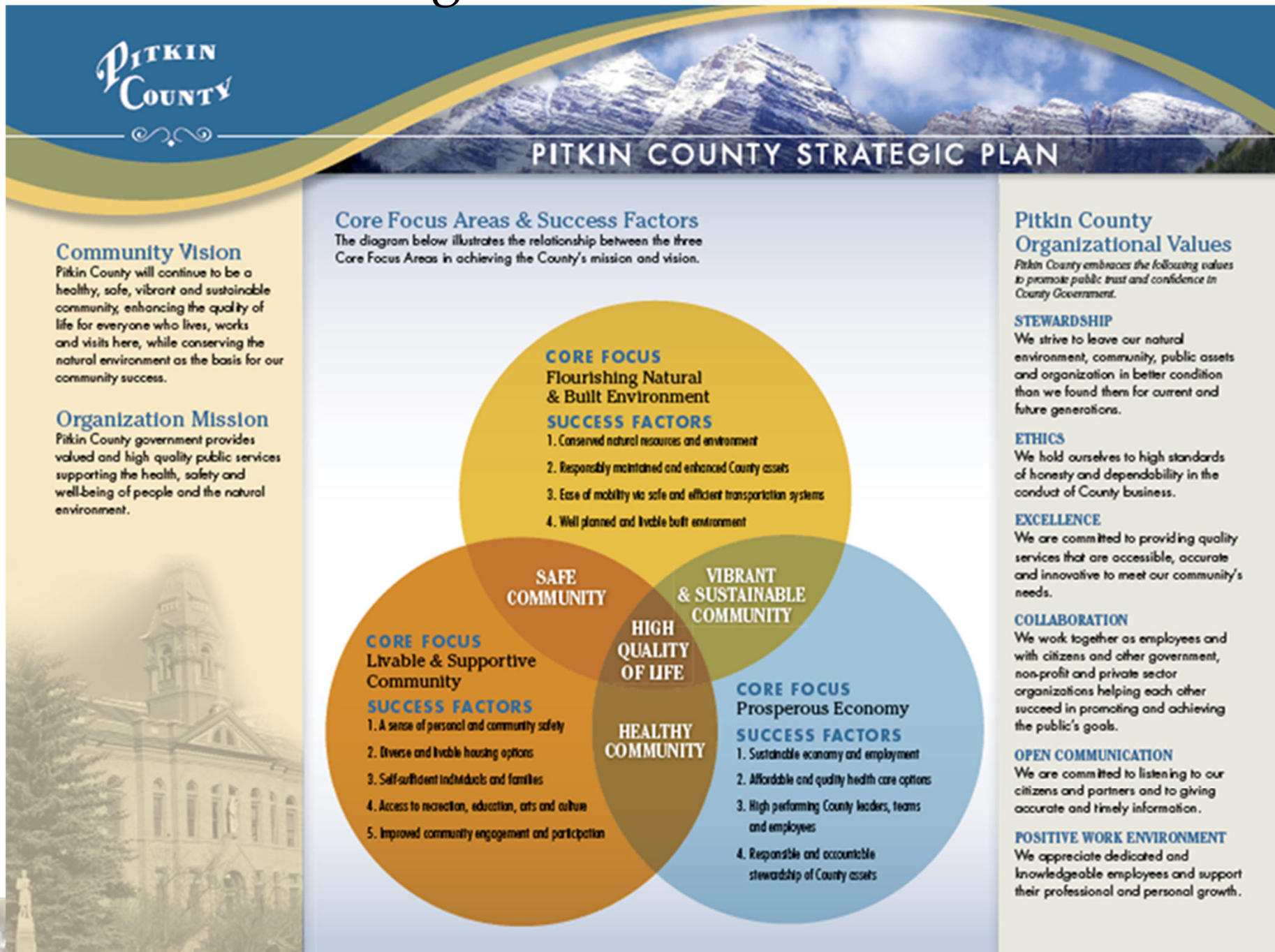
- Statutory fee set at 5% of property tax for most taxing districts, 2% for municipalities, 0.25% for schools
- +30% in 2024 following a 54% increase in 2023 of assessed property values
- +9% in 2025; moderate increases in 2026-2030

# 2026 Revenue – Clerk’s Fees



- Recording & Doc fees (49% of total Clerk’s fees) are affected by value & number of real estate sales
- Record high real estate market during Covid
- 2022-2024: lower Doc fees but increasing sales tax collections on vehicle purchases
- Gradual slowing in 2025 and conservative 2026 budget

# Setting Direction – Strategic Plan




**PITKIN COUNTY**

**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.



**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.

# Appropriation Highlights – Flourishing Natural & Built Environment

## Ease of Mobility Via Safe & Efficient Transportation Systems

### ■ Road & Bridge Fund

- \$5 million Redstone Bridge replacement
- \$1.2 million for Red Mountain Road and Castle Creek Road asphalt and drainage improvements
- \$1.1 million Sopris Creek culvert replacement
- \$1 million Slaughterhouse Bridge rehabilitation and Cemetery Lane paving
- \$23.9 million in road maintenance and capital over the next five years

### ■ Transit Sales & Use Tax Fund (EOTC)

- \$350k planning for Brush Creek Park & Ride restrooms
- \$342k completion of Buttermilk pedestrian crossing improvements (\$500k total)



# Appropriation Highlights – Flourishing Natural & Built Environment

## Conserved Natural Resources and Environment

### ■ Solar and Electrification Projects:

- On-going electrification of HHS and Library buildings (dollar amounts TBD)
- \$950k EV charging stations (PW upgrade and new Basalt location)
- \$30k Energy audits for County buildings
- Progress on transition of County fleet to Electric Vehicles
  - Replacing 5 vehicles with EVs, plus 2 new EVs

### ■ Microgrid Project

- Integrated clean energy Microgrid system at the AABC – Phase 1 is complete
- \$90k to implement maintenance contract. Cost offset by operating revenue.
- \$50k planning for future phases



# Appropriation Highlights – Flourishing Natural & Built Environment

## Conserved Natural Resources and Environment

### ■ Open Space & Trails Projects:

- \$1.9 million McClure Pass tunnel & trailhead
- \$990k – Wildin House Renovation Project (\$3.62 total)
- \$2.2 million – Glassier Farmstead Housing Improvements
- \$1.7 million in other Open Space & Trails projects
- New Natural Resources Supervisor FTE
- 3 new seasonal positions (Trails Supervisor and 2 Maintenance Technicians)
- Maintaining fund balance for open space acquisition opportunities

### ■ Healthy Rivers & Streams:

- \$250k for White Water Park restrooms and signage



# Appropriation Highlights – Flourishing Natural & Built Environment

## Well Planned and Livable Built Environment

### ■ Community Development

- \$824k continuation of Vision 2050 project (\$2.7 million total)
- Term-limit extension for Plans Examiner/Inspector



# Appropriation Highlights – Flourishing Natural & Built Environment

## Responsibly Maintained and Enhanced County Assets

### ■ Airport Fund

- \$6.8 million runway pavement maintenance
- \$75.1 million Airport Modernization Project Year 1
  - Terminal, runway, and soft costs
  - Estimated \$575 million total cost

### ■ Solid Waste Center Fund

- \$4 million addition to construction of Scalehouse Campus (\$22.5 million total), necessary for a major landfill expansion
- Heavy Equipment Operator new FTE
- 1-year term-limit extension for Scalehouse Technician



# Appropriation Highlights – Flourishing Natural & Built Environment

## Responsibly Maintained and Enhanced County Assets

### ■ General Fund Facilities

- \$350k Data Center chiller replacement
- \$425k Courthouse entryway stabilization
- \$125k Asset Inventory and Condition Assessment

### ■ Information Technology

- \$525k IT network upgrade
- \$25k enterprise applications



# Appropriation Highlights – Livable & Supportive Community

## A Sense of Personal and Community Safety

### ■ Capital Fund

- \$6.5 million new Dispatch Center (\$8.5 million total)

### ■ General Fund Facilities

- \$225k to implement safety improvements

### ■ Sheriff's Office

- New Deputy Emergency Manager FTE
- New Patrol Deputy FTE
- New Community Response Officer (CRO) FTE



# Appropriation Highlights – Livable & Supportive Community

## Self-Sufficient Individuals and Families

### ■ Healthy Community Fund

- \$4.3 million to support community non-profits and health & human services agencies, including \$902k to support Public Health and \$615k for Senior Services programs



## Improved Community Engagement and Participation Access to Recreation, Education, Arts, and Culture

### ■ Library Fund

- Convert 4 temporary staff to seasonals

### ■ Human Services

- Senior Services Kitchen Assistant FTE increase to 40 hours per week

# Appropriation Highlights – Livable & Supportive Community

## Diverse and Livable Housing Options

- Workforce & Affordable Housing Property Tax Fund
  - \$2 million contribution to Snowmass Village Draw Site housing development (proposed \$7 million over four years)
  - \$1 million contribution to Basalt Rugby Field housing project (proposed \$4 million over three years)
  - \$1 million contribution to West Mountain Regional Housing Coalition Good Deeds program
  - \$500k for homelessness housing vouchers
  - \$250k to support APCHA’s Essential Repairs grant program
  - \$300k toward APCHA’s capital reserve program



# Appropriation Highlights – Livable & Supportive Community

## Diverse and Livable Housing Options

- Phillips Mobile Home Park
  - Wastewater treatment, water treatment, wells, and water storage infrastructure
  - \$5 million from Housing Impact Fee fund
  - \$5 million from Housing Property Tax fund
  - \$5 million planned for 2027 to complete the project
  
- Capital Fund
  - \$2.1 million for employee deed-restricted housing acquisitions or buy-backs
  
- General Fund Housing & Pitkin County Housing Authority (APCHA)
  - \$1.1 million in County support



# Appropriation Highlights – Prosperous Economy

## Affordable and Quality Health Care Options

### ■ Healthy Community Fund

- Mountain Family Health Center funding for Basalt clinic
  - \$119k in-kind support and \$153k on-going operating subsidy
  - Providing quality primary, dental, and mental health care, regardless of ability to pay

### ■ Health Insurance Fund

- Valley Health Alliance and integrated clinical network \$142k contribution
  - Reducing health care costs



# Appropriation Highlights – Prosperous Economy

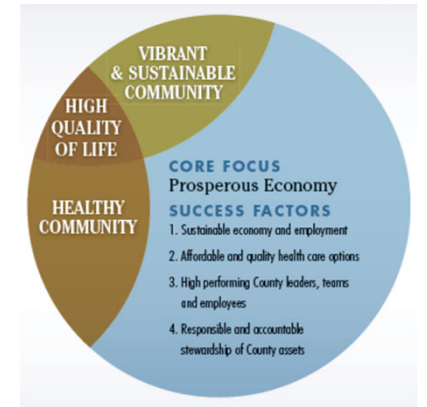
## High Performing County Leaders, Teams and Employees

### ■ Employee Pay and Benefits:

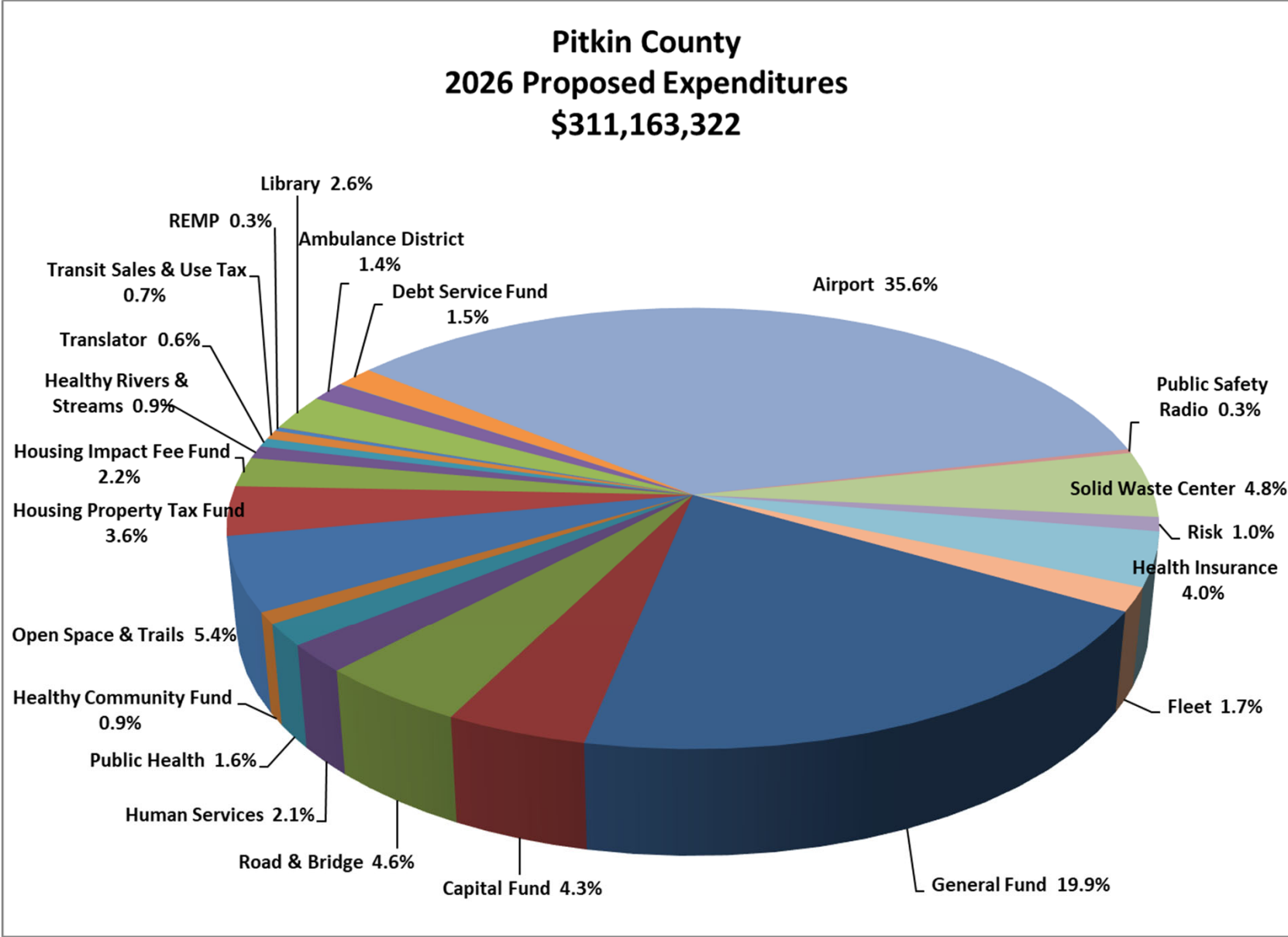
- 4.5% placeholder for wage adjustments
  - Split between cost-of-living increases, movement within range, bi-lingual pay stipends, and other compensation programs
- No increase to County or employee share of health insurance

### ■ Assessor

- New Appraiser FTE

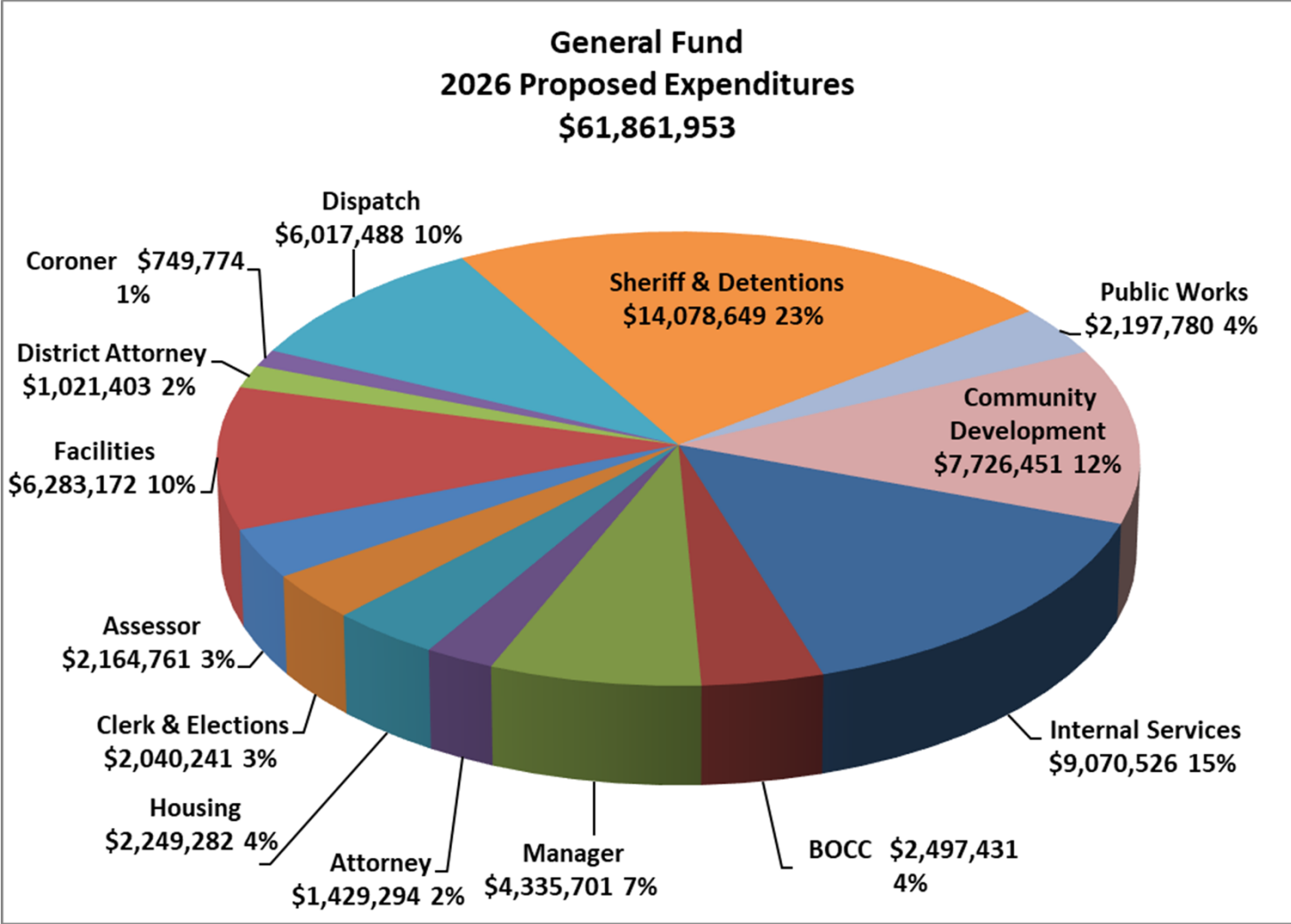


# 2026 Proposed Expenditures – All Funds



General Fund	\$ 61,861,953
Capital Fund	13,303,633
Road & Bridge	14,171,864
Human Services	6,396,941
Public Health	5,128,101
Healthy Community Fund	2,661,954
Open Space & Trails	16,881,305
Housing Property Tax Fund	11,238,338
Housing Impact Fee Fund	6,744,316
Healthy Rivers & Streams	2,901,622
Translator	1,973,416
Transit Sales & Use Tax	2,077,777
REMP	863,754
Smuggler Superfund	52,355
Library	8,126,445
Ambulance District	4,456,506
Road Gen. Improv. Districts	70,484
Debt Service Fund	4,769,661
Airport	110,634,432
Public Safety Radio	921,230
Solid Waste Center	15,009,629
Risk	3,205,306
Health Insurance	12,297,453
Fleet	5,414,847
	<b>\$ 311,163,322</b>

# 2026 Proposed Expenditures – General Fund



# 2026 Proposed Budget Overview – General Fund

- 2026 operating deficit of \$2.6 million
- Operating surpluses in 2027-2030, but an average annual operating deficit of \$302k over the 5-year plan.

Annual Operating Surplus / (Deficit)				
2026	2027	2028	2029	2030
-\$2,601,253	\$74,384	\$286,305	\$516,331	\$214,227



# 2026 Proposed Budget Overview – General Fund

- 2026 operating deficit of \$2.6 million
  - \$1,088,455 in one-time contracted services
  - \$406,750 one-time shift in sales tax allocation to Road & Bridge fund
    - 35% to R&B in 2026, vs 33% in other years
    - Funding needed for the replacement of Redstone South Bridge in 2026
  - \$350,000 time lag in cost allocation plan reimbursement of Airport Project related positions
  - Heavier replacement schedule year includes:
    - \$333,690 – Tasers for Sheriff and Detentions
    - \$236,000 – Sheriff radio replacements
  - Conservative revenue forecasts

# 2026 Proposed Budget Overview – General Fund

- 2026 Operating Transfers (Subsidies)
  - \$2,262,000 to Human Services fund
    - Increase of \$162,000 for on-going Property Tax Rebate Program
  - \$1,100,000 to Public Health fund
    - +\$100,000 vs 2025 due to PH funding reductions
  - Maintaining Human Services & Public Health fund balances in 10%-15% range
    - Subsidies increase in years with vehicle replacements
  - \$72,686 to Healthy Community Fund
    - Covers their overhead cost – maximizing funds available for grants
  - \$69,000 transfer of Conservation Trust Fund proceeds to Open Space & Trails

# 2026 Proposed Budget Overview – General Fund

- Transfer of surplus funds for capital projects:
  - \$5 million to Capital Fund
  - \$410k to Translator Fund
  - \$500k to Library Fund for building electrification, with future reimbursement from REMP funds
    - Final amount TBD

# 2026 Proposed Budget Overview – General Fund

- BOCC Stabilization Pool
  - Setting aside a pool from GF fund balance to strategically address federal and state cuts affecting our local partners
  - Proposed Budget includes \$1.5M over three years
    - Derived from one-time budget savings
    - Reevaluate in Q2 2026 to assure budget plan is on course, before funding commitments

# 2026 Proposed General Fund 5-Year Plan (part 1)

	2024 Actual	2025 Initial Budget	2025 Year-End Estimate	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
<b>Revenues</b>								
Other Taxes	298,409	281,649	281,649	268,181	274,349	280,659	287,114	293,718
Property Taxes	9,340,251	10,005,285	9,855,285	10,192,418	10,615,403	10,981,634	11,365,991	11,763,801
Sales Taxes	11,147,471	10,934,567	11,200,374	11,185,637	10,433,148	11,893,789	12,369,541	12,864,323
Intergovernmental	4,869,140	2,267,115	3,437,559	2,895,644	2,665,574	2,726,882	2,789,600	2,853,761
Payment in Lieu of Taxes	1,885,652	1,937,507	1,947,610	2,006,000	2,052,138	2,099,337	2,147,622	2,197,017
Community Development Fees & Permits	15,131,005	10,629,496	12,739,000	12,131,000	12,434,275	12,745,132	13,063,760	13,390,354
Fees & Charges for Services	2,056,087	1,898,312	1,818,312	1,594,250	1,630,918	1,668,429	1,706,803	1,746,059
Treasurers Fees	5,884,063	5,848,950	6,423,950	6,580,450	6,646,255	6,978,568	7,048,354	7,400,772
Licenses & Permits	291,341	321,500	321,500	266,000	272,118	278,377	284,780	291,330
Fines	195,618	163,500	163,500	299,000	305,877	312,912	320,109	327,472
Other Revenue	2,564,345	2,327,143	2,630,576	4,588,493	3,129,028	2,935,996	3,003,524	3,012,605
Interest Income	3,003,042	1,786,767	1,786,767	941,641	407,630	331,140	269,780	216,670
Indirect Revenues	7,755,303	8,333,088	8,572,150	9,246,672	9,966,539	10,365,201	10,779,809	11,211,001
<b>Total Revenues</b>	<b>64,421,727</b>	<b>56,734,879</b>	<b>61,178,232</b>	<b>62,195,386</b>	<b>60,833,252</b>	<b>63,598,056</b>	<b>65,436,787</b>	<b>67,568,883</b>

# 2026 Proposed General Fund 5-Year Plan (part 2)

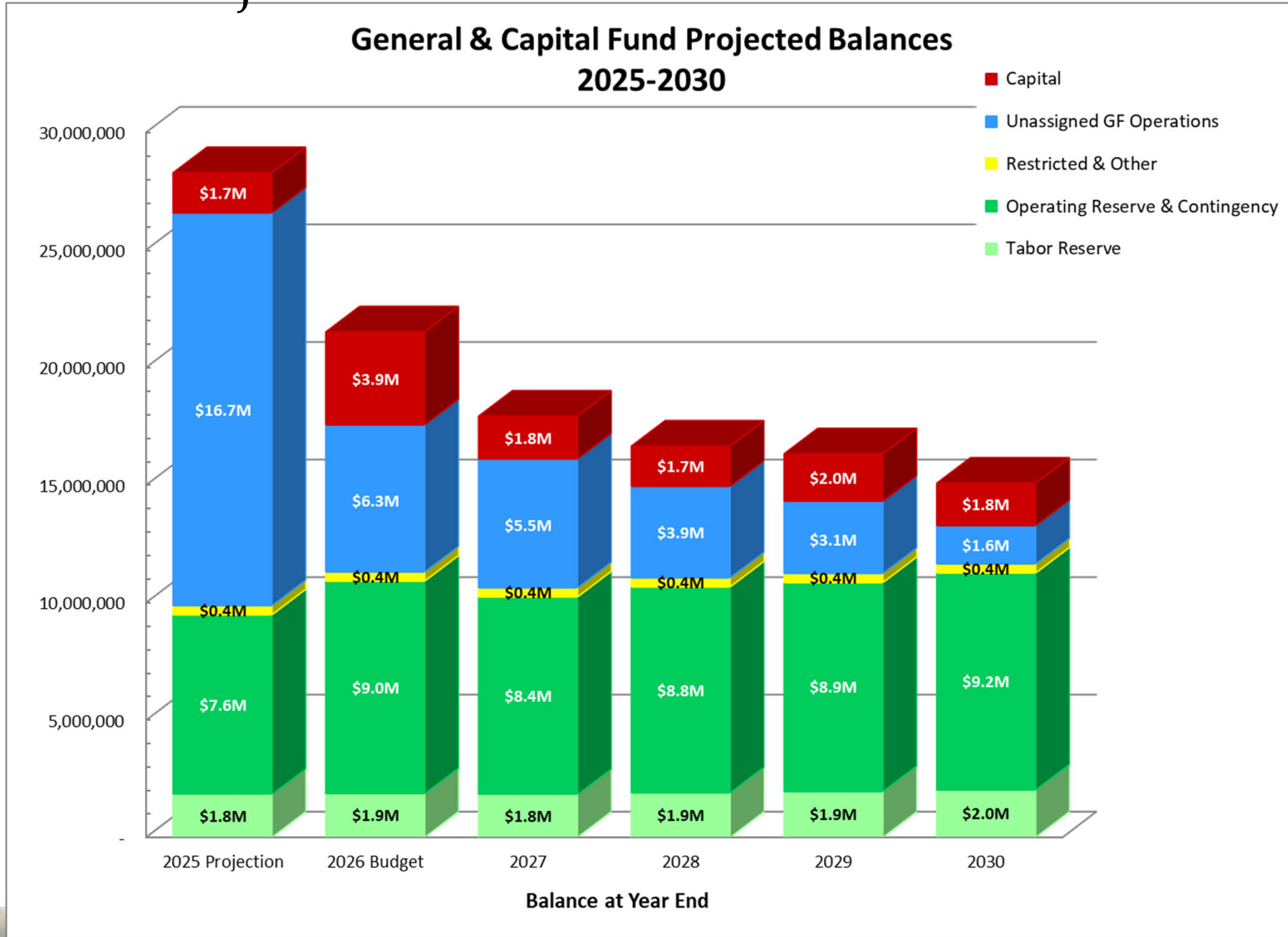


	2024 Actual	2025 Initial Budget	2025 Year-End Estimate	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2026-2030 5-Year Totals
<b>Expenditures</b>									
Salaries and Wages	20,976,507	23,281,426	23,212,409	25,029,057	25,760,262	26,631,491	27,696,751	28,804,621	
Employee Benefits	4,481,121	4,850,628	4,871,789	5,403,863	5,573,337	5,767,176	5,997,863	6,237,778	
Health Insurance	3,185,861	4,463,138	4,383,377	4,580,908	4,871,619	5,196,166	5,559,898	5,949,091	
Professional/Technical Services	5,472,991	7,891,237	8,294,969	6,441,003	4,964,776	5,403,058	5,305,972	5,568,284	
Property Services	2,227,234	2,087,340	2,614,983	2,579,401	2,642,596	2,708,661	2,776,378	2,845,787	
Other Services	3,527,296	4,059,127	3,779,427	4,624,618	4,718,558	4,836,522	4,957,435	5,081,371	
Supplies	474,398	532,804	555,640	541,007	545,331	558,964	572,938	587,261	
Property Acquisition									
Building Improvements	-	1,681,000	1,681,000	1,085,000	613,676	749,343	51,576	103,353	
Machinery & Equipment	177,733	196,390	276,815	1,298,150	1,087,917	989,652	1,049,572	720,777	
Computers & Computer Equipment	272,932	514,100	585,600	824,525	169,043	139,584	150,430	185,046	
Furniture & Fixtures	35,009	43,000	308,166	412,400	35,858	36,733	37,608	38,483	
Software	103,883	80,000	95,000	1,231,500	-	-	-	-	
Other Expenditures	8,377,006	6,380,218	7,117,406	6,922,066	6,794,552	6,964,416	7,138,526	7,316,989	
One-Time Expenditures	-	-	-	1,088,455	-	-	-	-	
Anticipated Favorable Budget Variance	-	(650,000)	(650,000)	(700,000)	(728,000)	(757,120)	(787,405)	(818,901)	
<b>Total Expenditures</b>	<b>49,311,972</b>	<b>55,410,408</b>	<b>57,126,581</b>	<b>61,361,953</b>	<b>57,049,525</b>	<b>59,224,646</b>	<b>60,507,542</b>	<b>62,619,940</b>	
Transfers From Other Funds	63,400	75,000	75,000	69,000	69,000	69,000	69,000	69,000	
Transfers To Other Funds	(2,520,457)	(4,018,707)	(7,213,707)	(3,503,686)	(3,778,343)	(4,156,105)	(4,481,914)	(4,803,716)	
<b>Annual Operating Surplus/(Deficit)</b>	<b>12,652,697</b>	<b>(2,619,236)</b>	<b>(3,087,056)</b>	<b>(2,601,253)</b>	<b>74,384</b>	<b>286,305</b>	<b>516,331</b>	<b>214,227</b>	
							<b>Ave. Annual Operating Deficit</b>	<b>(302,001)</b>	
<b>Fund Balance Transfers for Capital Uses:</b>									
Capital Fund	(4,350,000)	(4,000,000)	(4,350,000)	(5,000,000)	(750,000)	(750,000)	(750,000)	(750,000)	
REMP / Library Funds	(24,730)	-	-	(500,000)	-	500,000	-	-	
Translator Fund	(350,000)	(350,000)	(350,000)	(410,000)	(275,000)	(700,000)	(400,000)	(500,000)	
Housing Fund	-	(3,544,641)	(3,544,641)	-	-	-	-	-	
BOCC Stabilization Pool				(500,000)	(500,000)	(500,000)			
Beginning Available Unassigned Fund Balance			28,073,516	16,741,819	7,730,566	6,279,950	5,116,254	4,482,586	
<b>Ending Available Unassigned Fund Balance</b>			<b>16,741,819</b>	<b>7,730,566</b>	<b>6,279,950</b>	<b>5,116,254</b>	<b>4,482,586</b>	<b>3,446,812</b>	
<b>Total General Fund Balance</b>			<b>26,574,188</b>	<b>17,562,935</b>	<b>16,112,319</b>	<b>14,948,623</b>	<b>14,314,955</b>	<b>13,279,181</b>	

## 2026 Proposed General Fund 5-Year Plan – Fund Balances

- Major investments in community needs and BOCC priorities reduce GF unassigned fund balance.
- GF Reserves are a percentage of expenditures. Fund balance must be transferred from unassigned fund balance to maintain the 16.7% Reserve fund balance.
- Fund balance can be increased by deferring capital projects or refocusing priorities.

# Fund Balance Projections



# 2026 Fund Balance Summary



	2026								
	Projected	Budgeted	Budgeted	Budgeted	Total	Transfers	Net Change in	Ending	Fund Balance
	Beginning	Budgeted	Operational	Capital	Budgeted				
Fund Balance	Revenues	Expenditures	Expenditures	Expenditures	In & Out	Fund Balance	Fund Balance	Op's Exp.	
<b>GENERAL FUND:</b>									
Unassigned Balance	16,741,819	62,195,386	61,861,953	-	61,861,953	(9,344,686)	(9,011,253)	7,730,566	
TABOR Reserve	1,799,863						-	1,799,863	
Op. Reserve & Contingency	7,645,183						-	7,645,183	
General Fund Other Balances *	387,323						-	387,323	
<b>TOTAL GENERAL FUND</b>	<b>26,574,188</b>	<b>62,195,386</b>	<b>61,861,953</b>	<b>-</b>	<b>61,861,953</b>	<b>(9,344,686)</b>	<b>(9,011,253)</b>	<b>17,562,935</b>	<b>28%</b>
<b>CAPITAL PROJECTS FUND</b>	<b>1,704,727</b>	<b>11,941,067</b>	<b>38,633</b>	<b>13,265,000</b>	<b>13,303,633</b>	<b>3,604,914</b>	<b>2,242,348</b>	<b>3,947,075</b>	
<b>SPECIAL REVENUE FUNDS:</b>									
Road & Bridge Fund	6,648,118	11,470,205	5,306,864	8,865,000	14,171,864	-	(2,701,659)	3,946,459	74%
Human Services Fund	932,405	3,369,396	6,396,941	-	6,396,941	2,877,461	(150,084)	782,321	12%
Public Health Fund	1,681,016	2,475,474	5,128,101	-	5,128,101	2,479,264	(173,363)	1,507,653	29%
Healthy Community Fund	447,291	4,357,078	2,661,954	-	2,661,954	(1,922,039)	(226,915)	220,376	8%
Open Space & Trails Fund	17,959,897	22,149,571	11,126,305	5,755,000	16,881,305	(2,421,987)	2,846,279	20,806,176	187%
Housing Property Tax Fund	5,565,697	8,655,232	6,238,338	5,000,000	11,238,338	-	(2,583,106)	2,982,591	48%
Housing Impact Fee Fund	6,214,677	1,595,536	1,744,316	5,000,000	6,744,316	-	(5,148,780)	1,065,897	61%
Healthy Rivers & Streams Fund	2,579,069	2,495,825	2,651,622	250,000	2,901,622	-	(405,797)	2,173,272	82%
Translator Fund	829,242	1,457,282	1,563,416	410,000	1,973,416	507,220	(8,914)	820,328	52%
Transit Sales & Use Tax Fund	18,775,259	3,663,868	2,077,777	-	2,077,777	-	1,586,091	20,361,350	980%
REMP Fund	2,084,985	1,539,963	863,754	-	863,754	(1,912,650)	(1,236,441)	848,544	98%
Conservation Trust Fund	945	69,032	-	-	-	(69,000)	32	977	
Park Dedication Fees Fund	-	-	-	-	-	-	-	-	
Smuggler Superfund	345,170	19,020	52,355	-	52,355	-	(33,335)	311,835	596%
Library District Fund	5,320,646	6,596,905	6,920,845	1,205,600	8,126,445	2,412,650	883,110	6,203,756	90%
Ambulance District Fund	2,503,158	5,080,751	3,561,506	895,000	4,456,506	(484,993)	139,252	2,642,410	74%
Twining Flats RGID Fund	3,209	31,173	31,039	-	31,039	-	134	3,343	11%
Redstone Ranch Acres RGID Fund	4,087	39,991	39,445	-	39,445	-	546	4,633	12%
Debt Service Fund	689,005	552,298	4,769,661	-	4,769,661	4,225,961	8,598	697,603	15%
<b>ENTERPRISE FUNDS:</b>									
Airport Fund	61,755,982	115,790,350	28,899,432	81,735,000	110,634,432	-	5,155,918	66,911,900	232%
Public Safety Radio Fund	153,212	808,513	846,230	75,000	921,230	47,885	(64,832)	88,380	10%
Solid Waste Center Fund	14,196,653	10,145,061	9,634,629	5,375,000	15,009,629	-	(4,864,568)	9,332,085	97%
<b>INTERNAL SERVICE FUNDS:</b>									
Risk Fund	205,018	3,205,500	3,205,306	-	3,205,306	-	194	205,212	6%
Health Insurance Fund	2,342,305	11,988,628	12,297,453	-	12,297,453	-	(308,825)	2,033,480	17%
Fleet Fund	1,859,507	5,423,188	5,209,847	205,000	5,414,847	-	8,341	1,867,848	36%
<b>TOTAL</b>	<b>181,375,468</b>	<b>297,116,293</b>	<b>183,127,722</b>	<b>128,035,600</b>	<b>311,163,322</b>	<b>-</b>	<b>(14,047,029)</b>	<b>167,328,439</b>	<b>91%</b>

# Strategic Plan – Alignment with Success Factors

**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.

**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.

**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

**SAFE COMMUNITY**

**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

**VIBRANT & SUSTAINABLE COMMUNITY**

**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

**HIGH QUALITY OF LIFE**

**HEALTHY COMMUNITY**

# Next Steps

- October 28<sup>th</sup> – Presentation of Budget Changes
  - 10:00-12:00 – New Position Requests
  - 1:00-3:00 – Capital Project Requests
- October 28<sup>th</sup>, 3:15-3:45 – District Attorney Budget Presentation
- November 12<sup>th</sup> – Healthy Community Fund Grant Recommendations
- November 18<sup>th</sup> – Budget Wrap Up & Final Direction
- December 3<sup>rd</sup> – First reading of budget resolutions and mill levy certification
- December 9<sup>th</sup> – Final budget adoption and mill levy certification (per State Statute C.R.S. 29-1-105)

Questions? Discussion?

